



Serving people with
disabilities since 1964

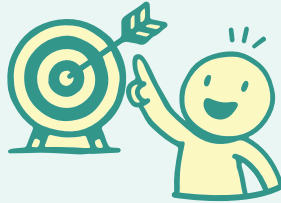
ANNUAL REPORT
2025/2026

Shared Excellence for

Everyday Impact



Our purpose



Founded in 1964, SPD is a charity dedicated to empowering persons with disabilities, and individuals who may develop disabling conditions, to fully participate in mainstream society. We are committed to fostering inclusion and enabling them to be a part of the community, and not apart from it.



People we serve

A pioneer in serving persons with physical disabilities, today our services cater to children and youth with developmental needs requiring early intervention and educational support, adults with varying congenital or acquired disabilities seeking employment and independence, and the elderly who aim to be self-reliant through rehabilitation and day care.





Our vision



To build an inclusive community where everyone is a part of it, not apart from it.

Our mission



We are committed to working in partnership with people with disabilities to develop their potential to the fullest so they can be self-reliant and independent.

Our values

Commitment:

We are compassionate and dedicated to our mission, vision and the people we serve by anchoring our work and decisions to our cause.



Partnership:

We strive to work towards a common goal with all stakeholders. We believe that collective effort can bring about greater impact and add value to all stakeholders.

Professionalism:

We serve and perform our role with integrity and excellence, guided by moral ethics and principles in areas of our training. Our stakeholders see us as trustworthy partners.

Agility:

We can reflect, adapt, change quickly, and succeed in a rapidly changing, ambiguous, turbulent environment by embracing a mindset of continuous life-long learning, curiosity and discovery.

Openness:

We welcome a diversity of ideas and views. We exchange information, ideas and constructive feedback clearly with respect, humility, care and sensibility for the benefit of the organisation and the people we serve.

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Chairman's Message

One of Singapore Government's national priorities is to address the evolving needs of persons with disabilities across different life stages. Anchored by the **Enabling Masterplan 2030 (EMP2030)** and the nation's broader commitment to inclusion, these priorities have guided the direction of SPD's work in FY2025/2026.

The theme of this annual report "**Shared Excellence for Everyday Impact**" reflects how SPD has responded, and will continue to respond, to these national priorities. We have done so by strengthening life stage and transition support, deepening cross-sector partnerships, and ensuring that inclusion is experienced meaningfully in everyday life.

Addressing Needs

One of the most pressing challenges facing the disability sector in recent years is the **post-18 service gap** where young adults with disabilities risk regression due to limited access to suitable adult care options, community-based programmes and employment pathways. In line with EMP2030, SPD has taken active steps to narrow this gap.

Over the past year, SPD has intensified efforts to support persons with disabilities across critical life transitions - from **school-to-work pathways** to sustained participation in adulthood. Our programmes increasingly adopt a **continuum-of-care** approach, integrating vocational development, assistive solutions and caregiver engagement, reflecting our belief that inclusion must extend well into adult years and beyond.

Key initiatives such as the **Enabling Skills for Life Programme (ESLP)**, piloted in October 2025, alongside enhancements to our **supported employment** model, expanded vocational training and employment pathways.

We also scaled up support at our **Enabling Services Hubs** in Tampines and Punggol, reinforcing our commitment to stage-appropriate support that enables individuals to continue growing and contributing as part of their communities.

Strengthening Community Care and Collaboration

In alignment with the SG Government's **Age Well SG directives**, SPD strengthened community care, particularly for our **senior care centres** in the north. By connecting with key healthcare institutions and General Practitioners, we laid the foundation for deeper clinical and community collaboration, including support for stroke survivors in the community.

Excellence is only possible through strong collaboration. Over the year, SPD has deepened ties with national agencies and like-minded organisations, expanded our presence in the heartlands through new community spaces such as **Bedok Community Centre's UP³** and continued contributing as a thought leader in national policy discussions.

Building Sustainability and Organisational Excellence

As we step up to do more, we have to develop the organisational capabilities to handle more complex services and needs, and to do so in a sustainable manner. SPD continued working alongside organisations and community partners to collectively create societal impact that transforms the lives of our clients and their families.

SPD successfully transitioned from a **Society to a Company Limited by Guarantee (CLG)** on 1 April 2026, an important milestone that signalled our commitment to strong governance, accountability and organisational maturity.

At the same time, we advanced SPD's Vision 2030, our five-year strategic roadmap, anchoring our ambitions to be a trusted, innovative and mission-driven partner.

Looking Ahead Together

I extend my sincere appreciation to our Board and Committee members for their commitment, guidance and stewardship. The resilience and passion shown by our staff, donors, volunteers, and partners throughout the year have been truly heartening.

Your unwavering support enables SPD to respond meaningfully to national priorities while staying focused on what matters most - creating real, everyday impact for persons with disabilities and their families.

Ong Toon Hui
Chairman
SPD Ltd.



CEO's Message

FY2025/2026 marked a significant year of transition for SPD. As we concluded our five-year strategic cycle and prepared to embark on **SPD's Vision 2030**, emerging priorities began shaping how we work, sharpening our focus on service quality, strengthening support across life transitions, and building a future-ready organisation.

At the heart of this transition is our aspiration to ensure that every person with a disability experiences support that is consistent, empowering and meaningful. This year, we advanced inclusion through shared excellence that was driven by our dedicated staff, and strengthened by strong partnerships with caregivers, community partners and supporters.

Strengthening Services through Quality and Innovation

We continued evolving from traditional care models toward integrated community-based ecosystems that prioritise independence, vocational readiness and holistic family support. Across our services, quality remained a key emphasis as we enhanced programmes to better meet needs across life stages.

A key milestone was our appointment to pilot the **Enabling Skills for Life Programme (ESLP)** in October 2025. A programme by the Ministry of Family and Social Development (MSF) and SG Enable, ESLP equips youths and adults with disabilities with essential living, social and vocational skills to support transitions into home, work and community settings, reinforcing our focus on continuity of care as well as lifelong learning and independence.

In **senior care and community rehabilitation**, we expanded our footprint in the north. **SPD@Canberra** sustained strong utilisation, while **SPD@Melody Spring Yishun** ramped up steadily following its opening in March 2025. We strengthened the integration of primary and community care through regional General Practitioner engagements, assumed the role of **Integrated Community Care Provider (ICCP) Administrative Point-of-Contact** in Yishun-Mandai

Sub-Region 3 while deepening collaboration with hospitals, polyclinics and community partners. Our participation in the **Stroke Rehabilitation Ecosystem** further enhanced timely post-discharge support for patients' transition back into the community.

In early intervention, we rationalised standards and practices across our **early intervention centres**, implemented digital tools to streamline processes and piloted AI tools to enhance service efficiency.

Supporting Lifelong Journeys through Stronger Transitions

Needs are often most acute during transitions. Responding to this, we expanded post-18 support through the continued ramping-up of our **Enabling Services Hubs (ESH)** in Tampines and Punggol. We also launched a **Family-Centred Care Planning (FCP)** pilot at **ESH@Tampines**, supporting caregivers with co-ordinated planning across housing, financial, psychosocial and quality-of-life domains. Demand for the **Take-A-Break (TAB)** respite programme grew significantly, far exceeding the initial targets and underscoring the importance of caregiver support.

Enabling Economic Participation

We strengthened supported employment pathways through food and beverage as well as hospitality enclaves, supported by the Enabling Lives Initiative grant, and enhanced vocational skills hardening at the **SPD Contact Centre** with support from the President's Challenge. We were also appointed to run the **School-to-Work programme** for graduates from special education schools.

Building a Future-ready SPD

Our progress was driven by a strong focus on organisational excellence. We invested in staff capability development, enhanced digital systems and cybersecurity, and strengthened governance as we prepared for our transition to a **Company Limited by Guarantee**. Staff engagement, recruitment, and volunteer mobilisation gained momentum, reflecting our commitment to building a resilient, caring and high-performing organisation.

Through these efforts, SPD supported **15,200** clients and more than **3,300** caregivers this year.

Our achievements were made possible by the dedication of **over 500 staff**, alongside the unwavering support of donors, partners and volunteers.

As we enter the first year of SPD's Vision 2030 strategic roadmap, we remain committed to being the community inclusion champion and the organisation of choice for persons with disabilities and those at risk of developing disabling conditions. Together, we will continue transforming inclusion into everyday impact for all whom we serve.

Abhimanyau Pal
Chief Executive Officer
SPD Ltd.

Highlights of the Year



Appointed to pilot the Enabling Skills for Life Programme (ESLP) proof of concept, SPD rolled out the programme in October 2025 to equip clients with essential daily living and employability skills to support their transition into the community.



Appointed to implement Family-Centred Care Planning for suitable clients at ESH@Tampines.



Recognised by the Ministry of Social and Family Development's Social Service Office @ Tampines for ESH@Tampines' strong community partnerships and client impact.



Awarded the Enabling Lives Initiative grant to expand supported employment model through food and beverage, and hospitality enclaves.





Received support from President's Challenge to strengthen vocational skills development at the SPD Contact Centre.



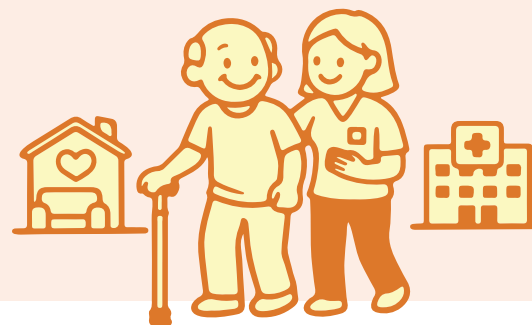
Named a raISE SG Social Enterprise Advocate for advancing inclusive employment.



Five staff members received the Service Excellence (Silver) Award at the 2026 Singapore Health Quality Awards.



Joined the four-year Stroke Rehabilitation Ecosystem to enhance post-discharge rehabilitation and mental health support in the community.



Impact at a Glance

15,200

clients served in the year*

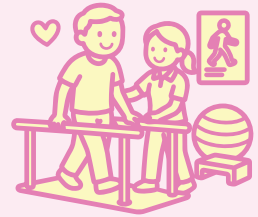


9,201

individuals supported by

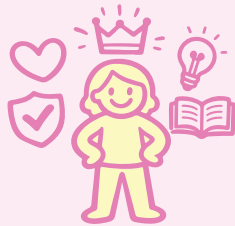
126

therapists in **71** community rehab programmes



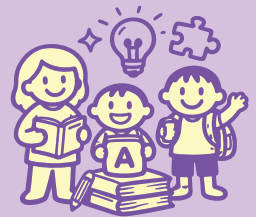
3,300

caregivers empowered



1,911

children and youth received
early intervention and
educational support



461

jobseekers with disabilities
supported;



1,089

individuals received therapy
through SPD Rehabilitation
Services



290

individuals received
employment-related training



335

seniors supported at the
three SPD Senior Care Centres



90

clients engaged in the
Day Activity Centre



397

individuals and

115

corporates, schools and
community groups

23,449

volunteer hours



260

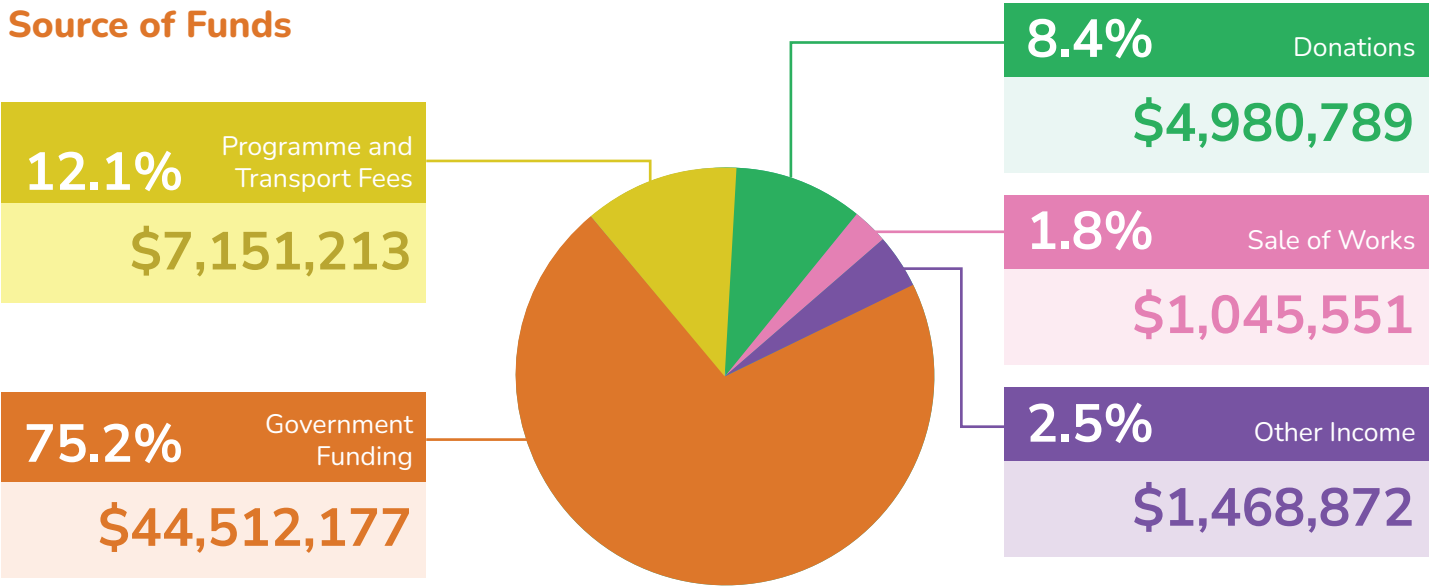
clients supported by the
Specialised Assistive
Technology Centre



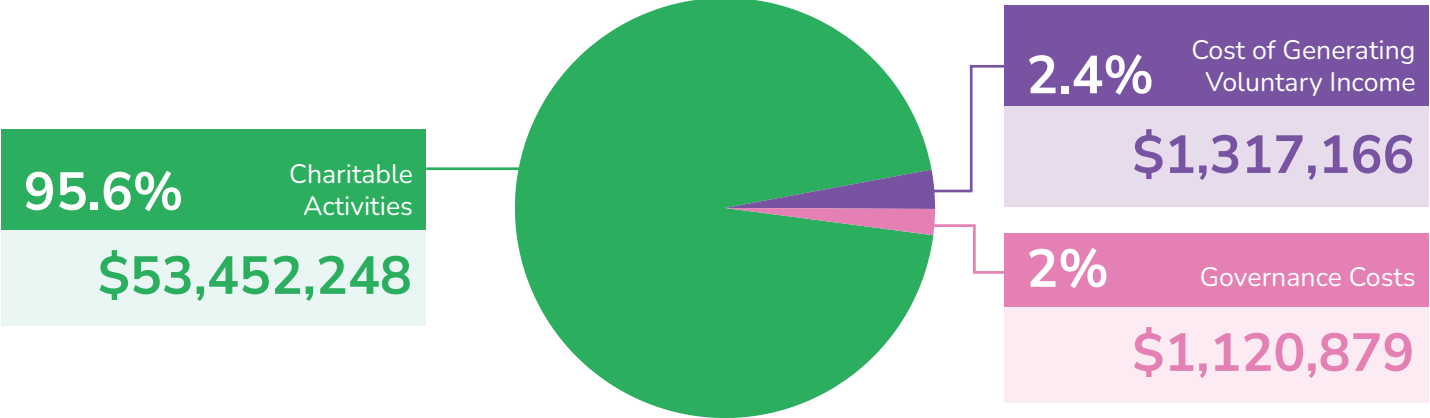
Fund Sources and Usage

In FY2025/2026, we received **\$59.2 million**, mainly from grants and donations, which went towards programmes and services for **15,200** persons with disabilities or who may develop disabling conditions.

Source of Funds



How Funds Were Used



Unlocking Possibilities through Early Intervention

SPD supports the next generation through targeted early intervention, empowering children with developmental needs to achieve key developmental milestones either at their pre-schools or at our early intervention centres. These services include **EIPIC Under-2s**, **EIPIC@Centre** and **Development Support Plus (DS-Plus)**.



Through SPD's Development Support-Learning Support (DS-LS) programme, Nah Kai Yao expanded his vocabulary, strengthened his literacy skills, and developed the social skills he needed to connect with others.

Early Intervention Programme for Infants and Children (EIPIC)

Supporting children under the age of seven, EIPIC builds functional skills and capabilities, helping to reduce potential long-term developmental delays.



Highlights

- Awarded the **Mrs Lee Choon Guan Endowed Research Fund** to conduct practice research, engaging caregivers as co-researchers to better understand their needs, motivations and perceptions of caregiver support groups.
- Engaged caregivers in providing inputs for the new **EIPIC caregivers' toolkit** aimed at strengthening positive parent-EIPIC partnership.
- Implemented digital and **AI tools** at all our early intervention (EI) centres, streamlining administration and enhancing service efficiency in assessing children's functional age for quality service delivery.

Impact

1,057

children served at SPD's 6 early intervention centres

95

children progressed to mainstream schools;

69

to special education schools



Diagnostic Profile

48%

Global developmental delay

47%

Autism spectrum disorder

5%

Others (includes cerebral palsy, speech and language difficulties etc)

Small Steps, Growing Possibilities

Noor Ayesha Binte Syafa'at, 2

Diagnosed with global developmental delay and cerebral visual impairment, Ayesha faced significant challenges in her early development. Everyday activities required considerable effort as she struggled to sit and maintain her posture independently, or hold a crawling position.

Ayesha also has exotropia, which affects her depth perception. As a result, her engagement with toys was limited to objects placed directly in her hands. Her responses to sounds and visual stimuli were minimal, and she often required prompting to notice and interact with her surroundings.

In May 2025, Ayesha was referred to the **SPD@Jurong West** Early Intervention Centre, and subsequently enrolled in the **Early Intervention Programme for Infants and Children (EIPIC) Under-2s** programme in July 2025. Ayesha and her mother would attend sessions at the centre where the team empowers caregivers by showing them strategies that they can practice at home. Videos and regular updates through the Little Lives app kept the family connected with the teachers and therapists.

Our transdisciplinary team recognised that Ayesha's progress depended on a customised approach. Through consistent support and intervention, she was able to transition to **EIPIC** at SPD@Jurong West in November 2025.



Since receiving early intervention, Ayesha has shown encouraging progress. She is beginning to crawl more confidently, sit-up from a lying position, engage more actively with toys, and respond to sounds and visual stimuli, marking meaningful steps in her developmental journey.

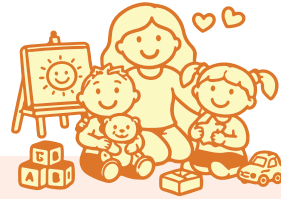
Development Support-Learning Support (DS-LS)

The DS-LS programme supports mainstream pre-schoolers who require lower levels of early intervention, providing targeted learning and therapy support within their own pre-school setting. This ensures that the children receive timely, accessible support in an environment where they feel safe and confident in.

Impact



817 learning and therapy packages provided to
758 children at **348** pre-schools



From Struggling Reader to Confident Learner

**Au Yong Zhi Ting Charlotte and
Au Yong Zhi Lin Charmaine, 6**

Charlotte and her twin sister, Charmaine, had found reading challenging when they first started pre-school. Their mother was concerned and supported them at home by using phonics resources and incorporating phonics activities into their daily routines, but often felt uncertain about whether she was teaching them correctly.

Through SPD's **Development Support-Learning Support (DS-LS)** programme, Charlotte and her sister received targeted intervention and guidance to strengthen their literacy foundations. Over time, the twins developed important skills in phonemic awareness, word recognition, blending and writing.

Charlotte and Charmaine have also made steady progress in their writing skills. With growing confidence, Charlotte is now also able to verbally construct and write simple sentences using newly learnt words, including phrases such as "I like my bear" and "The bird can fly up the sky."

Today, both sisters show greater enthusiasm for learning. They participate more actively in class, listen attentively, and follow their teacher's instructions during lessons and activities.



Supporting Students to Learn, Grow and Succeed

SPD's bursary and scholarship programmes advance equitable access to education for students with disabilities, helping them overcome financial and social barriers. Alongside monetary support, recipients benefit from guidance and peer support, ensuring they have the resources and encouragement needed to reach their fullest potential.



Samuel Chew, Zachary Tay and Clara Cher are recipients of the Asia Pacific Breweries Foundation Scholarship for Persons with Disabilities 2025.

Highlights

- Facilitated the co-creation of the year's Asia Pacific Breweries Singapore (APBS) Worlds Together programme between APBS and 2 APB Foundation scholars, benefiting **40** SPD beneficiaries and caregivers in an inclusive and enriching experience at the Singapore Oceanarium.
- Conducted a **NatSteel Empowerment Workshop** for **11** bursary recipients, focusing on building confidence, self-esteem, and personal responsibility, while equipping them with knowledge to support peers, navigate challenges, and develop stress-coping strategies.

Impact



75 bursary recipients and **10** scholarship holders received **\$179,500** in support from the **NatSteel-SPD Education Programme Bursary Awards** and the **APB Foundation Scholarship for Persons with Disabilities**

Growing Into a Voice for Others



Durkeswaran Krishnan, 20

Durkeswaran, affectionately known as Durkes to his family and friends, has spastic diplegia, a form of cerebral palsy that affects his muscles in the lower extremities. While most children start crawling within their first year, Durkes only started to crawl at the age of four. Even after undergoing surgery to help him walk, Durkes relied on a wheelchair and then crutches until age 14. He now uses a motorised wheelchair to move about.

Growing up, Durkes often kept to himself, staying out of sight as his cousins played. He did not want others to notice his condition. Over time, his friends became his strongest pillars of support, standing by him as he navigated school and daily life. These friendships opened his world and helped him find confidence.

Recognising his determination to do well in his studies, Durkes' special needs officer introduced him to the **NatSteel-SPD Education Programme Bursary Awards**. A recipient since Primary 4, the bursary has supported his educational expenses, easing the financial load on his family and allowing him to focus on his studies.

Today, Durkes is a tertiary student at Millennia Institute. He aspires to join politics and become an advocate for persons with disabilities, using his voice, skills and knowledge to create change for others.

Working Towards a Future in Science

Tay Qi Yang William, 26

Diagnosed with central auditory processing disorder, a condition that affects the brain's ability to process auditory information, William processes information at a slower pace than his peers. He finds it difficult to understand speech that is delivered quickly or unclearly, especially in noisy environments. Recognising the need to work harder to overcome these challenges, William would meet up with his facilitators after each lesson to clarify his doubts. His classmates were also more than willing to help and guide him.

William is pursuing a Degree in Chemistry at the National University of Singapore (NUS), and is supported by the **Asia Pacific Breweries (APB) Foundation Scholarship for Persons with Disabilities** since 2022.

Beyond his academics, William actively contributes to advocacy efforts. He served as the emcee for the APB Foundation Scholarship Award Presentation Ceremony in 2025, where he shared his journey as a person with disability, and also took part in a public bus inclusivity course in 2023, contributing his perspectives towards creating a more inclusive commuting experience.

Now in his final semester at NUS and about to start his Masters in Chemical Sciences and Instrumentation, William is one step closer to achieving his goal of contributing to the research industry.



Building Skills and Opportunities for Meaningful Work

SPD works closely with employers and industry partners to open up meaningful employment and vocational training pathways for persons with disabilities. Through personalised employment support, skills development and job matching, our teams help jobseekers build confidence, strengthen workplace readiness and secure roles that align with their abilities and aspirations.



Professionals like SPD employment support specialist Amanda Ng are part of the multidisciplinary Employment Support Programme, providing holistic support to both jobseekers and employers to foster more inclusive work environments.

Employment Support Programme (ESP)

The **ESP** adopts a personalised employment-continuum model, offering customised training and career mapping to match individuals to suitable roles. For those needing additional support, the **Supported Employment Programme** provides real-world training with industry partners to strengthen workplace readiness.

New initiatives:

School-to-Work (S2W) Programme

Announced in Budget 2025, SPD was awarded in November 2025 the SG Enable's School-to-Work (S2W) Programme to support special education school graduates transitioning into employment. The 12-month programme, which started in January 2026, supported **12** graduates with autism spectrum disorder and/or intellectual disability.

Participants completed three months of pre-employment training in life, social, soft and vocational skills aligned to the food and beverage, hospitality and logistics sectors, followed by nine months of job coaching and internship support. Training concluded in March 2026, after which SPD provided internship placement support for the participants.

RISE2Gather Support Group

From July 2025 to March 2026, RISE2Gather delivered eight face-to-face, peer-led sessions supporting persons with physical disabilities, hearing loss, vision loss and autism spectrum disorder in their employment journey. Facilitated by social workers from the ESP team, participants shared lived experiences, addressed workplace challenges, and built practical coping and self-management strategies in a safe, supportive space.

The programme strengthened confidence, re-engaged participants in their job search, and led to employment outcomes for some. A total of **93** face-to-face attendances were recorded across new and returning participants.

Highlights

- Developed **2** training courses, **Thriving at Work** and **Building Mental Toughness**, to enhance the work readiness of persons with disabilities.
- Held **Employers Focus Group Discussions** on 5 February and 7 May 2025 with **40** employers to identify barriers and explore strategies for hiring and retaining persons with disabilities, incorporating an experiential disability simulation to enhance understanding of workplace challenges.

Impact



154

clients placed in open employment across **118** organisations

461

jobseekers with disabilities supported

92

employers engaged for inclusive employment and practices

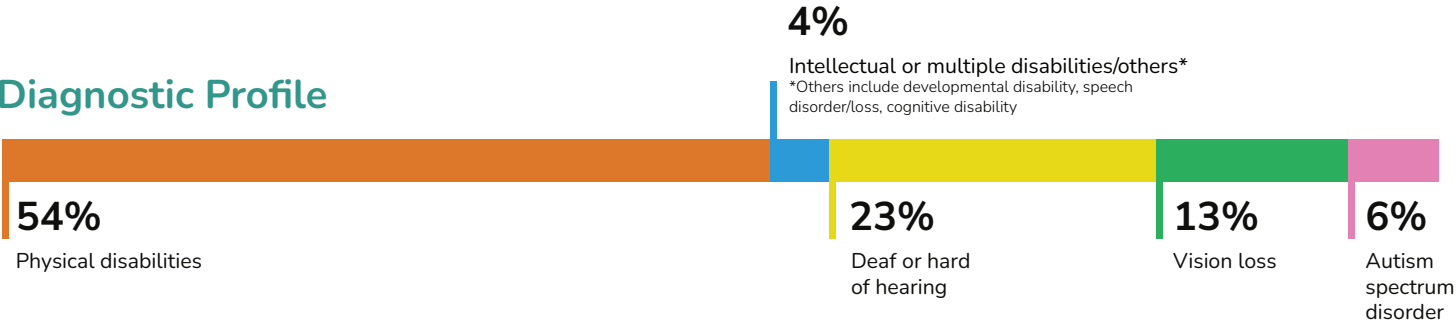
77

vocational training sessions conducted

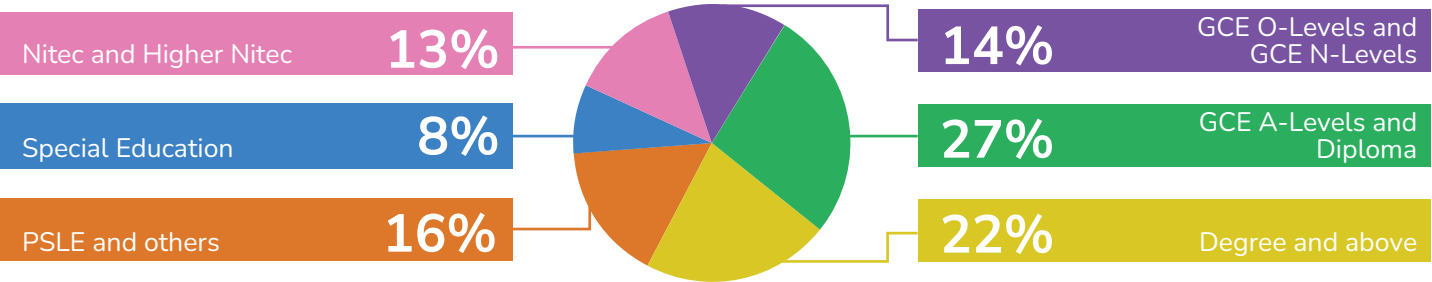
130

training places offered to **121** trainees in functional and soft skills development

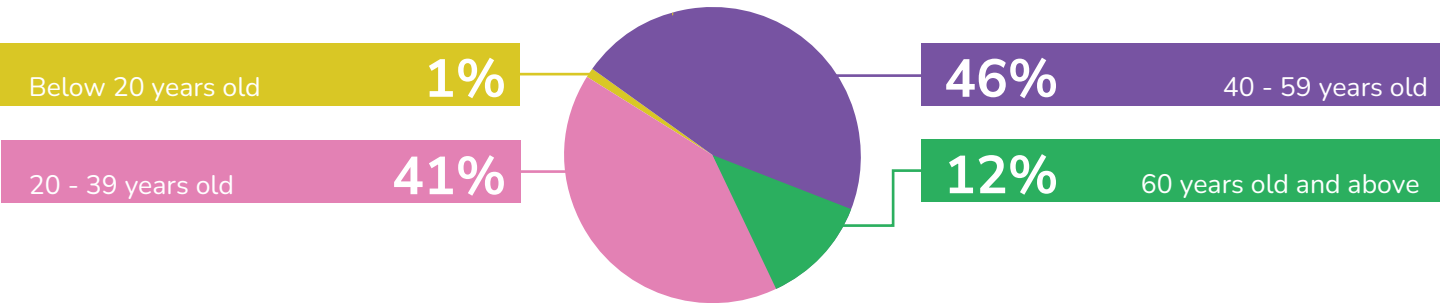
Diagnostic Profile



Education



Age



Finding New Purpose in Work

Lim Hong Sing Peter, 60

Mr Lim was born with congenital total blindness, but he has never allowed his disability to define him. With the help of assistive technology, he excelled at his role as a Ministry Staff & After-Care Coordinator in the social service space for more than ten years. Following this extensive period of dedicated service, Mr Lim experienced burnout and needed a change of environment. However, he faced persistent barriers in the job market during his job search as employers often underestimated his abilities.

He turned to SPD's **Employment Support Programme (ESP)** for support. The ESP team worked closely with him, supporting him through vocational training, refining his resume, matching him to suitable job opportunities, and advocating on his behalf with employers. In March 2025, **Mandai Rainforest Resort by Banyan Tree** recognised Mr Lim's potential and hired him as a call centre operator, opening the door for his return to the workforce after more than a year of searching.

The transition was not without challenges. When Mr Lim joined the team during the resort's pre-opening phase, he faced initial challenges commuting to the workplace, as well as with workplace systems that were still being implemented that were not fully compatible with screen readers. His colleagues were also new to supporting a teammate with vision loss.

Working closely with his employer, the ESP team stepped in to support Mr Lim's transition. An occupational therapist partnered with a community organisation to help Mr Lim brush up on his white cane skills, and separately worked with the resort's HR team to identify accessible routes and key workspaces. Accessible software was also introduced, alongside disability awareness sessions for his colleagues.

With these in place, and a supportive employer committed to inclusion, Mr Lim is now contributing confidently at work, demonstrating how inclusive hiring can empower persons with disabilities to thrive at work.



Supported Employment Programme

By immersing persons with disabilities in supported enclave environments across industries such as food and beverage and hospitality, SPD creates safe, nurturing spaces to learn real job tasks. With an SPD supervisor present onsite, these individuals gain skills, build routines and grow in independence, paving the way towards meaningful employment.

Highlights

- Secured **\$844,000** in grant from the Enabling Lives Initiatives to strengthen the supported employment model over **2** years.
- Expanded vocational training pathways across food and beverage, and hospitality enclaves.
- Established **3** new canteen enclaves, expanding its presence to **6** secondary schools, and piloted **1** hospitality enclave to broaden vocational pathways.

Impact

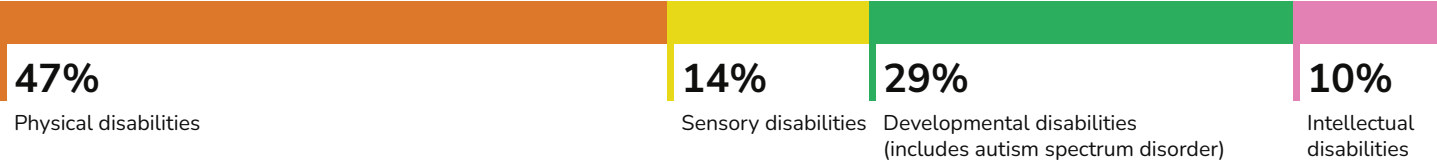
90%

increase in sales revenue for canteen and hospitality enclaves following their scaling-up of the programme

21

persons with disabilities benefited from supported employment

Diagnostic Profile



Firdaus' Path: From Learner to Leader



Muhammad Firdaus Bin Jamaluddin, 31

Firdaus navigates life relying on his right eye, having been blind in his left since birth due to congenital glaucoma. After spending eight years as a laundry assistant, he sought a new work environment where he could continue to grow.

Firdaus joined SPD's **Employment Support Programme** in January 2024 and was referred to the **Supported Employment Programme** where he was part of the canteen enclaved pilot project at **Bedok South Secondary School**.

As Firdaus also has mild intellectual disability, he required additional support in mastering new tasks during the initial training. An SPD operations supervisor provided hands-on coaching, demonstrating to him safe fruit preparation techniques through step-by-step instruction. To reinforce his learning, an SPD occupational therapist developed customised visual cues and task cards for Firdaus to better understand and perform his duties more independently.

With the support of the team, Firdaus did well in his role and was deployed to support the new canteen operations at **Kuo Chuan Presbyterian School** in September 2024.

Today, Firdaus is excelling in all food preparation tasks and has begun training in cashiering, with the possibility of supervisory roles in the future. Beyond his own duties, Firdaus has become a reliable teammate, always ready to support his peers at other enclaves whenever help is needed.

SPD Sheltered Workshop

As SPD's longest-running programme, the **SPD Sheltered Workshop** has been providing supported employment and vocational training for persons with disabilities since 1967.

With the support of **Keppel**, trainees gain practical work skills through packing, assembly and digitalisation projects. Our skilled artisans also create handcrafted lifestyle products under the **SPD Artisan Collab** brand, showcasing their creativity and craftsmanship.



Impact

More than

\$216,000

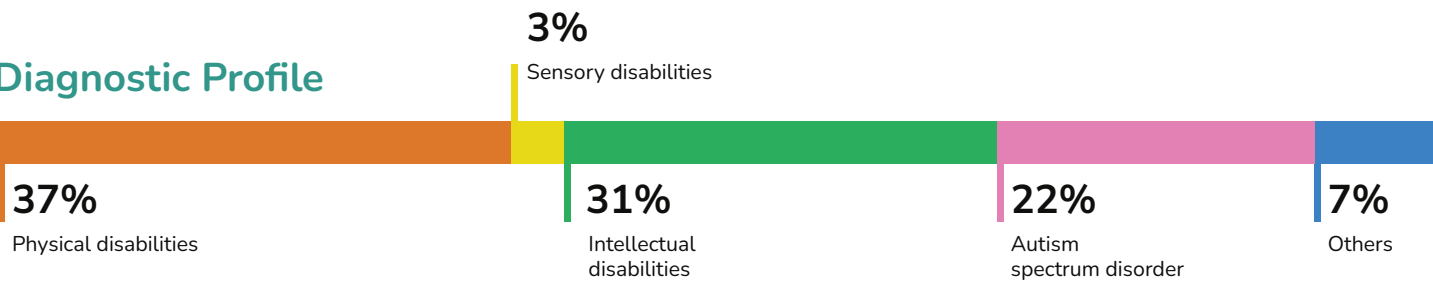
in sales revenue generated by SPD Sheltered Workshop

108

persons with disabilities supported

13

trainees received practical workplace exposure by supporting contract work at a customer's worksite



Rebuilding Life, Redefining Success



Chua Tze Kian Darren, 39

Mr Chua once enjoyed a successful career in the food and beverage industry, with over a decade of experience as a sales manager. He thrived in the fast-paced environment and appeared to be living life to the fullest.

In 2019, Mr Chua's life took a drastic turn when he had a stroke. As his father had passed on several years earlier, Mr Chua's mother became his sole caregiver, despite being a stroke survivor herself. He was referred to SPD's **Rehabilitation Services** where he received intensive occupational, physical, and speech therapy for over two years. Working closely with SPD's therapists, Mr Chua regained essential life skills, including walking and speaking clearly.

With significant improvement made, Mr Chua was referred to the **SPD Sheltered Workshop** in 2024, where the social worker and training officers established a support framework to help him manage his finances, plan for future care, and build vocational skills.

Today, Mr Chua has progressed from basic packing tasks to taking on a quality control role. Even though his mother passed last year, Mr Chua continues to persevere in life and build social connections, drawing strength and encouragement from his peers.

SPD Artisan Collab

Under the **SPD Artisan Collab** brand, skilled artisans and trainees come together to produce thoughtfully handcrafted lifestyle products. Every item reflects their creativity, attention to detail, and commitment to quality.

More than just products, the collection highlights the talents of persons with disabilities, celebrates their artistic expression, and provides empowering opportunities for them to develop vocational skills and sustainable livelihoods.



Highlights

- Launched an **SG60 collection** of lifestyle products featuring artwork by 4 artists with disabilities.
- Introduced **seasonal handcrafted products** which included hand-poured soap and mosaic coasters.
- Piloted a **new craft training** of Sashiko stitching, with a new product line including coasters, passport /book covers, lanyard pen holders and valet trays.

Impact

\$65,000

in revenue generated from the sale of products

23

persons with disabilities contributed to SPD Artisan Collab



SPD Contact Centre

Established in 2022, the **SPD Contact Centre** provides customised business solutions while creating a supportive environment for persons with disabilities to develop work skills and gain meaningful employment.



Highlights

- Secured **\$300,000** in funding under the **President's Challenge** to strengthen training focused on personal resilience, workplace coping skills, and adaptability for persons with disabilities to navigate challenges and foster positive work attitudes.
- Developed **tiered vocational training** to enhance trainees' skills in customer interaction and managing complex service scenarios.
- Established a **structured, end-to-end training pathway** to address skills gaps arising from the evolving contact centre sector, supporting our trainees' work readiness for job placement.
- Implemented a practice-led approach training model combining classroom learning, work simulations, and continuous assessment to develop job-ready contact centre professionals.
- Secured **2** new service delivery projects, expanding employment and deployment opportunities across diverse industries, including on-site manpower deployment for a hospitality partner, and the provision of Level 1 digital and technical support for end users in the infrastructure consulting sector.

Impact

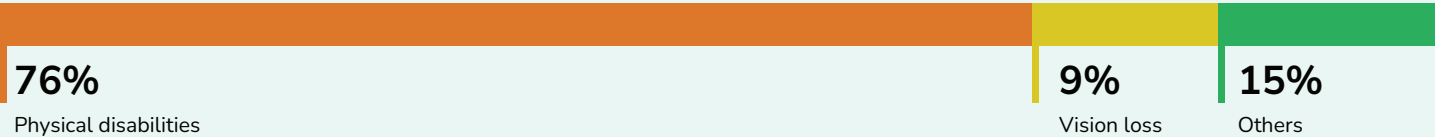
40
persons with
disabilities trained



13
trainees hired by the
SPD Contact Centre



Diagnostic Profile



Building Confidence through Structured Guidance



Sher Yuan, 24

Sher Yuan, who was diagnosed with autism spectrum disorder, experienced communication challenges in her previous employment and required structured, step-by-step guidance before she could confidently take on tasks.

Through observation and support, the **SPD Contact Centre** team found out that Sher Yuan learns best when instructions are broken down into clear, sequential steps. Being able to repeat instructions after each briefing helps her better understand and carry out her responsibilities.

The team continues to support Sher Yuan by gradually introducing new tasks as learning opportunities, allowing her to build confidence and skills at a steady pace. She received training in customer service and has also strengthened her data and AI skills. She currently supports monthly and quarterly performance reporting using Excel and PowerPoint, liaises with vendors on facilities management, and assists one of SPD's customers with course evaluation tabulation.

Sher Yuan enjoys creating motif-based designs and in her free time after work, supports the **SPD Artisan Collab** team, applying her creativity and growing through new challenges.



Empowering Adults and Seniors to Thrive

Through therapy, rehabilitation and community-based care, SPD supports persons with disabilities in building essential skills, improving health outcomes and achieving greater independence, while also providing vital support for caregivers.



SPD training officer Millares Neilson Monis (left) engaging with a client with autism during an outdoor activity, encouraging exploration and interaction through sensory experiences at the playground.

Day Activity Centre (DAC)

Based in SPD's headquarters in Tiong Bahru, the **DAC** equips adults with disabilities and autism with essential social and daily living skills.

The programme balances participant's development with caregiver respite, offering families reassurance and structured support.

The **DAC Without Walls (DWW)** programme extends learning beyond the centre and into community spaces, enabling clients to practise real-world skills - such as navigating public transport and managing money - in everyday environments.



Highlights

- Continued partnership with the **Land Transport Authority** saw corporate volunteers accompany clients on community outings using public transport, building confidence and independence in community navigation.
- DWW clients participated in weekly badminton sessions with Playability volunteers from **SportCares**, culminating in a third-place finish at a Playability competition, reflecting improved physical fitness, teamwork and confidence.
- Hosted a 10-week Master of Art (MA) Art Therapy student placement in early 2026 in partnership with LASALLE College of the Arts and University of the Arts Singapore (UAS), leading to improved client engagement, self-esteem and self-expression, with the collaboration continuing through a subsequent student placement.

Impact

90

clients supported, including **13** under the DWW initiative

Operated at

91%

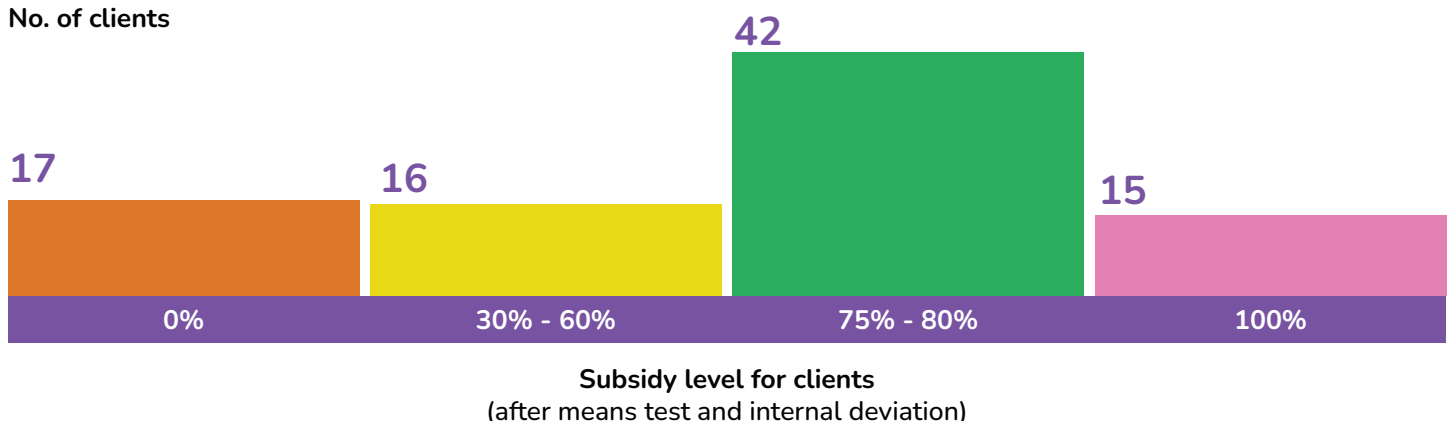
capacity

Diagnostic Profile



Subsidies

No. of clients



Finding His Voice in the Community



Lokman Nur Hakim Bin Ithnin, 42

Born with spastic quadriplegia, Mr Lokman is cared for by his mother, while his elderly father remains the family's sole breadwinner. With his father's work contract ending in 2027, securing long-term financial stability has become a key concern for the family.

Mr Lokman was enrolled in SPD's **Day Activity Centre** in 2003 and joined **DAC Without Walls (DWW)** three years ago. Through community-based activities, he developed essential life skills such as using public transport, practising road safety, and managing money by buying his own meals. With strong cognitive ability and memory, he often takes the lead in group activities.

These experiences have boosted his confidence and sense of belonging in the community. Through SPD's collaboration with **Clementi Library**, Mr Lokman also contributed artwork for festive displays, enabling him to participate meaningfully in the public space.

Most recently, he was invited to speak at the "Love Our Library & Archives" event, where he shared his experiences of disability, resilience and growth through DWW. This milestone reflects his growing confidence and communication skills. Looking ahead, Mr Lokman hopes to continue advocating for people with disabilities by speaking at community events and schools.

SPD Rehabilitation Services

SPD Rehabilitation Services deliver physiotherapy, occupational therapy and speech therapy to support persons with disabilities and individuals at risk of developing disabling conditions in regaining function, enhancing independence and reintegrating into home, school and work settings. Where needed, cognitive rehabilitation is also provided to support clients recovering from neurological conditions such as stroke and acquired brain injury. In addition, we partner with SG Enable under our **Transition to Employment (TTE)** programme to support persons with acquired disabilities in their return-to-work journey, facilitating smoother reintegration into employment.



Highlights

- Named a partner in the four-year **Stroke Rehabilitation Ecosystem** led by Lien Foundation, Singapore General Hospital and Tan Tock Seng Hospital, aimed at enabling faster post-discharge care and strengthening mental health support in the community.
- Hosted a **General Practitioners (GPs)** engagement session in the Northern region with NHG Population Health Campus (PHC).

Impact

1,089

clients received therapy services at the 4 Rehabilitation Service Centres

20,062

therapy sessions delivered



Supported

107

clients in their return to work or school, of which **67%** of discharged clients achieving successful return



Finding Independence Again

Annbualaki d/o Sinnathamby, 59

Mdm Annbualaiki used to work as a pre-school teacher until she had to have an emergency amputation of her toe due to diabetes-related infection. From end 2022 to May 2023, she had multiple amputations which led to the loss of half of her left foot. She relied on a wheelchair for mobility for eight months post-surgery and was then prescribed a specialised medical footwear designed for walking.

She started active rehabilitation at SPD's **Rehabilitation Services** and was prescribed a motorised wheelchair which allowed her to be more independent in moving about the community. She persevered and continued with rehabilitation, and is now able to walk independently with a quad stick around her neighbourhood.



Back on the Frontlines



Nur Azhar Bin Hanafiah, 34

Azhar is a dedicated paramedic and the sole breadwinner for his family comprising his father, grandmother, and a helper who cares for the two elderly dependents.

His life took a drastic turn when he had a stroke which resulted in co-ordination challenges and significant weakness on the right side of his body. As a frontline responder, this placed his career on the line as the physical demands of standing for long hours, walking, and carrying heavy equipment and patients became overwhelming hurdles.

Determined to return to duty, Azhar received therapy sessions at SPD's **Transition to Employment (TTE)** programme from June 2025 to February 2026. He worked closely with a multidisciplinary team comprising a physiotherapist, occupational therapist, social worker and employment support specialist. The TTE team developed a targeted rehabilitation plan to support Azhar's recovery and facilitate a timely return to work.

Through perseverance and consistent effort, Azhar gradually regained his strength and functional abilities. Today, he is able to assist in lifting patients weighing up to 50kg using a canvas or stretcher. Initially taking on paramedic training duties when he returned to work in October 2025, Azhar successfully resumed full fieldwork as a paramedic in March 2026.

Now back on the frontlines, Azhar continues to serve with renewed confidence, a testament to his resilience and commitment to saving lives despite adversity.

Senior Care Centres

Located at **SPD@Canberra**, **SPD@Melody Spring Yishun** and **SPD@Toa Payoh**, our senior care centres provide full-day care services for seniors with care needs, including Dementia Day Care, Maintenance Day Care and Community Rehabilitation, within a safe, respectful and engaging environment.



Highlights

- Appointed as the **Integrated Community Care Provider (ICCP)**, SPD serves as the point-of-contact to co-ordinate integrated care delivery for sub-region Yishun-Mandai 3, and partners in Bukit Merah 3, Toa Payoh 3 and Sembawang sub-regions.
- Supported aging-in-place efforts through **SPD@Toa Payoh**, under the Age Well Neighbourhood initiative, working closely with community partners to strengthen and complement support services for seniors in the community.
- Strengthened referral pathways and care transitions through partnerships with key healthcare institutions including Khoo Teck Puat Hospital (Geriatric Medicine), Yishun Community Hospital, and the polyclinics in Yishun and Khatib.
- Introduced a **Therapeutic Horticulture programme** for seniors at SPD@Toa Payoh, in collaboration with NParks and NHG Population Health Campus (PHC).

Impact

335

adults and seniors supported



27,500

day care sessions provided



46.2%

of clients have dementia



A Journey of Love and Independence



Loke May Fun, 78

For 40 years, Mdm Loke devoted herself to her family as a housewife after the birth of her two children. Through the years, she and her husband built a strong and enduring bond.

In 2022, she was diagnosed with mild dementia. Amid the COVID-19 pandemic and her husband's sudden stroke, the couple found themselves increasingly isolated at home.

When she enrolled in the **SPD@Canberra** Senior Care Centre in October 2025, the transition was not easy. With limited social interaction over the years, she withdrew into her shell and was reluctant to engage unless her husband was by her side.

To provide support and also be closer to her, her husband started volunteering at the centre. He eventually realised that she needed room to find herself again. He began to give her space during her exercises, a move that gave both of them autonomy.

Today, Mdm Loke has found her voice. She decides which exercise machine she would like to start with upon arrival at the centre, and helps her friends during the bingo game by repeating the numbers for them. Together, both Mdm Loke and her husband have turned a challenging diagnosis into a beautiful new chapter of independence and connection.

Enabling Services Hub (ESH)

A supportive community network is crucial in helping persons with disabilities build confidence, independence and social connection.

SPD's **Enabling Services Hubs** in Tampines and Punggol provide a supportive space for these individuals to stay socially connected through befriending, recreational activities and skill-building programmes. Appointed by SG Enable, the hubs serve residents in the surrounding neighbourhoods.



Highlights

- ESH@Tampines received the **Partner's Certificate of Excellence** from Minister for Social and Family Development, Mr Masagos Zulkifli, for its strong partnerships within the Tampines community.
- Opened new co-sharing space at UP³, a community space by the Bedok Community Centre Management Committee, enhancing disability support for Bedok residents.
- Selected to pilot the **Family-Centred Care Planning** programme to support identified ESH caregivers in navigating services and resources for their adult children.
- ESH@Tampines organised the **Eat.Play.Live** event at Fengshan Community Club on 30 August 2025 and at Bedok Heartbeat on 29 November 2025, while ESH@Punggol organised the **Inclusive Community Carnival** at the Punggol Coast Mall on 14 March 2026, drawing a total of **2,700** visitors.

Impact



426

persons with disabilities and their families supported through Enabling Services Hubs - **153** at ESH@Punggol and **273** at ESH@Tampines

159

volunteers actively supported ESH activities, helping beneficiaries stay connected and engaged

Collaborated with **70** organisations including Asia Pacific Breweries Singapore, EN Community Services Society, Hays Singapore, National University of Singapore, Singapore Civil Defence Force and Youth Corps Singapore

Finding Confidence, One Step at a Time



Tan Swee Heng, 38

As the eldest child of four in a close-knit family, Mr Tan grew up surrounded by unconditional love and support. Born with spina bifida, he often felt uncertain about his future. After completing his education, these challenges took a toll on his mental health, and he struggled with depression for several years.

With support from the medical team at the National University Hospital and through consistent treatment and follow-ups, he gradually regained his confidence and a sense of direction.

He also received holistic support through the **Specialised Case Management Programme (SCMP)**, where the team assisted him with future care planning to ensure a sustainable continuum of care for his long-term needs.

Since joining the **ESH@Tampines** in October 2025, Mr Tan has embraced opportunities with enthusiasm. Those around him have observed that he is now more cheerful, communicative, and confident in his interactions. He has also grown increasingly assured in travelling independently to attend the activities and programmes at ESH@Tampines, reflecting his willingness to step out of his comfort zone and engage with the community.

Enabling Skills for Life Programme (ESLP)

The **ESLP**, launched by the **Ministry of Social and Family Development** and **SG Enable**, aims to equip adults with disabilities with functional and vocational skills to strengthen independence, community participation, and employability.

Beginning its three-year proof-of-concept in October 2025, ESLP offers a more dynamic lifelong-learning model compared to traditional day activity centres and sheltered workshops.

As one of the three appointed pilot providers, SPD supports individuals through a structured skills-development continuum, equipping them with the capabilities to achieve greater independence and build vocational readiness and pathways towards supported and open employment. Caregivers are also trained to better support their loved ones at home and in natural community environments.



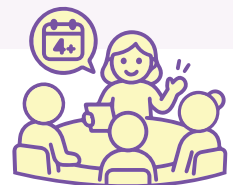
Highlights

- Transitioned clients under the SPD Day Activity Centre and Sheltered Workshop programmes to the ESLP.
- Began renovations at SPD headquarters to support the transition to the new programme model.

Impact

112

caregivers engaged over 4 sessions in the transition phase



174

clients supported through tailored, individualised care plans, co-developed with caregivers

8

customised competency training modules rolled out



Advancing Accessibility through Assistive Technology

Assistive technology (AT) plays a vital role in enhancing independence, communication, mobility, and access to education and employment. Through AT, we open up new possibilities for persons with disabilities to participate more actively in everyday life and empower them to pursue their goals with greater confidence and autonomy.



SPD assistive technology specialist Tong Pei Yun (front row, third from right) led a toy adaptation workshop for National University of Singapore students to share AT expertise and raise awareness of assistive technology.

Specialised Assistive Technology Centre (Specialised ATC)

Located at **Tech Able**, which SPD co-manages with SG Enable, the **Specialised ATC** provides assessments, tailored recommendations and skills training for individuals and organisations. By matching users with appropriate assistive technology (AT), the centre enhances independence and supports meaningful participation in daily life.

The Assistive Technology (AT) Loan Library offers over 700 assistive devices for short-term loan, allowing users to test equipment in real-life settings before deciding on longer-term purchases. This hands-on approach ensures that each person can find the most suitable solution for their specific needs and lifestyle.

Highlights

- Strengthened role as a knowledge and capability hub through engagements with healthcare institutions, institutes of higher learning, social service agencies, vendors, and international partners.
- Collaborated with healthcare institutions, universities, schools, and organisations such as CaringSG, as well as organised learning visits for international delegations from Hong Kong, Finland, South Korea, and beyond.
- Conducted workshops, lectures, and hands-on training for over **350** students, professionals, and caregivers.

Impact

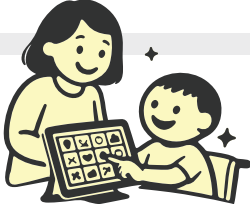
260

clients served with 205 lives impacted through AT prescriptions



462

intervention sessions conducted



83

caregivers trained in understanding and use of AT



Diagnostic Profile



From Silence to Connection



Yong Ming En Mattias, 5

In 2021, Mattias was diagnosed with Pitt-Hopkins Syndrome, a rare neurodevelopmental disorder characterised by intellectual disability and developmental delays. Being non-verbal, Mattias initially struggled to express his needs, which often led to meltdowns and frustration. His doctor advised the use of augmentative and alternative communication (AAC) to help him communicate effectively.

Two years ago, Mattias' mother attended SPD's AAC caregiver training offered by the **Specialised Assistive Technology Centre**. The sessions equipped her with the knowledge to better support Mattias at home and in school. Initially, Mattias could use only a limited set of items on the TD Snap AAC system. With guidance from SPD's speech therapist, the system was customised to meet his growing needs, allowing him to communicate better.

Today, Mattias is more confident and actively participates in his learning journey across pre-school and EIPIC settings. The use of AAC has empowered him to engage more deeply with his teachers and peers, marking meaningful progress in his communication and overall development.

Strengthening Lives through Integrated Support

SPD offers a wide range of support services that help individuals with disabilities and their caregivers manage daily challenges, access essential resources and improve overall wellbeing.



During a home visit, SPD social worker Syazwani Syairah Bintu Zainudin speaks with a client diagnosed with tetraplegia to better understand his current situation and the additional support he may require.

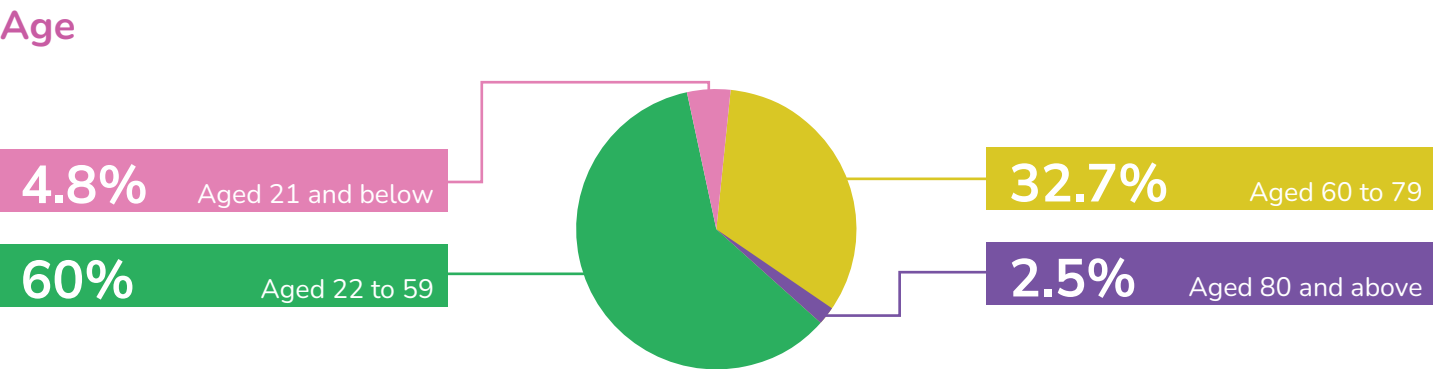
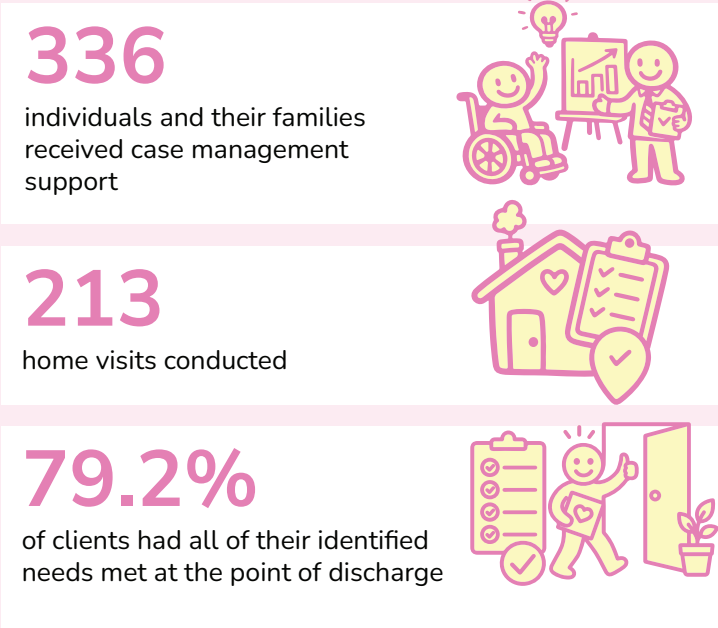
Specialised Case Management Programme (SCMP)

Adjusting to disability can be emotionally and practically overwhelming for individuals and their loved ones. The **SCMP** provides personalised support through dedicated case management officers and social workers, who offer counselling, financial guidance, daily living advice and connections to community resources. Caregivers are empowered with tools and knowledge to help their family members navigate challenges with confidence.

Highlights

- Zen drawing workshop and Malay caregiver support group conducted to support the mental and emotional wellbeing of caregivers.
- 2 Reminiscence Groupwork sessions held for seniors at **SPD@Canberra** and **SPD@Toa Payoh**.
- 2 inclusive shopping sessions organised for **100** clients and caregivers from **ESH@Punggol**, **ESH@Tampines** and **Specialised Case Management Programme (SCMP)** at the Uniqlo outlet in Jewel Changi Airport.

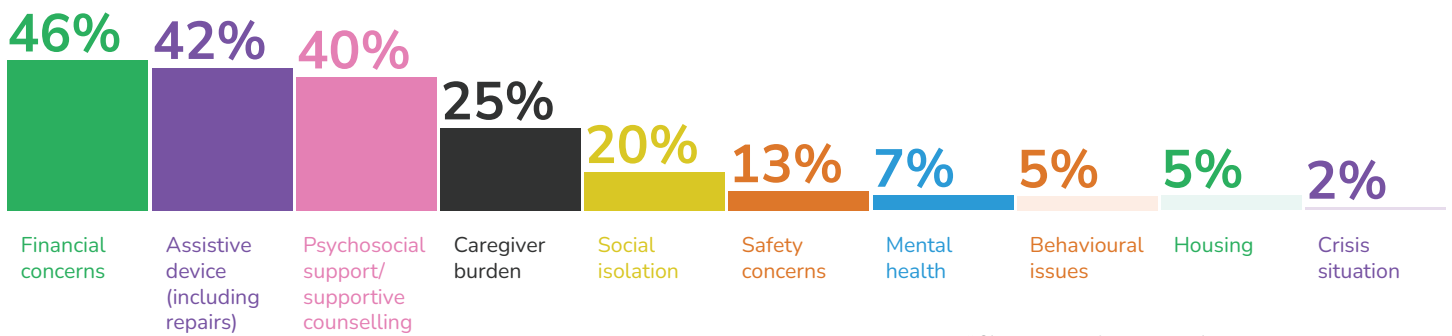
Impact



Diagnostic Profile



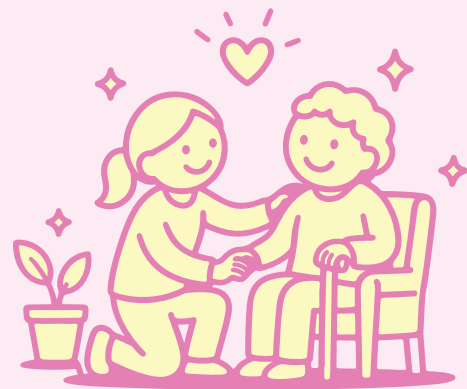
Presenting Issues*



Caregiver Support

Highlights

- Raised **digital safety awareness** in a group work session organised in partnership with **RSVP Singapore** and the **Singapore Police Force**.
- Held a **self-care workshop** and a lantern-making activity, organised by **8** volunteers, to promote caregiver well-being and provide practical self-care techniques.



Take-A-Break (TAB) Programme

Funded by **SG Enable** and administered by SPD, **TAB** offers short-term, in-home respite care for caregivers of persons with physical, sensory or intellectual disabilities, autism spectrum disorder and developmental needs. The programme continues to provide caregivers essential time to rest, recharge and attend to personal needs.

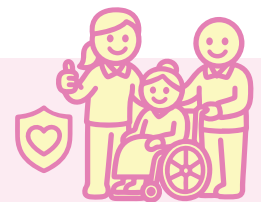
Highlights

- Renewed support from SG Enable to extend TAB for another year as part of programme evaluation for eventual mainstreaming.

Impact

192

caregivers supported, exceeding the target of **120**



15,456

respite hours delivered

80.5

hours utilised per caregiver on average



Subsidies and Financial

Through the **SPD Care Fund**, clients experiencing sudden financial difficulties receive short-term relief and support for essential assistive equipment and mobility needs.

The **Daily Needs Programme** supports lower-income households by providing grocery vouchers to ease their daily living challenges.

Impact

16 clients benefited from over
\$10,000 in financial assistance

69 families benefited, receiving a total of
\$49,650 in support



Strengthening Support, One Family at a Time



Ser Cher Yong, Eugene, 38

Mr Ser was born with cerebral palsy and requires a wheelchair to move about. He has relied on the constant support of his aunt and primary caregiver, Mdm Yap Bee Chin, for most of his life. While a motorised wheelchair in 2025 opened up new possibilities, Mr Ser remained hesitant to navigate the community independently. At the same time, Mdm Yap was managing caregiving responsibilities for her elderly sister, who lives with Parkinson's disease.

Through the **Specialised Case Management Programme (SCMP)**, SPD provided co-ordinated support for Mr Ser and his family. Care arrangements, supported through the **Take-A-Break programme**, helped ease Mdm Yap's caregiving responsibilities, providing her with much-needed respite while ensuring that both her dependents continued to receive consistent care.

The team also supported Mr Ser's gradual reintegration into the community. Accessible routes and locations were identified, with pre-visits conducted and hands-on coaching provided to help him navigate public transport using his motorised wheelchair.

When Mr Ser eventually made his first trip to the park, it marked more than just an outing. Rather, it was a meaningful step towards rebuilding his confidence and reconnecting with the community.

Specialised Transport Service

SPD provides accessible transport to clients who are unable to use public transport due to their disabilities or inaccessible routes, ensuring safe and reliable travel to our centres for programmes and services.

Impact

680

clients benefited from accessible transport service

\$1.6 million

dedicated to client transport support



Strengthening Rehabilitation across Sectors

Collaboration is at the heart of quality care. At SPD, we strengthen the ecosystem of support for those in need by working closely with partners across the sector. Through these therapy partnerships, we share expertise, build capabilities, and extend our reach to meet evolving needs on the ground.



Senior occupational therapist Tang Li Wen gently guides a client from St. Andrew's Autism Centre through balancing activities in the gym.

SPD Therapy Hub

Established in 2005, the **SPD Therapy Hub** provides outsourced rehabilitation services, including physiotherapy, occupational therapy and speech therapy, to social service agencies and community partners. Our allied health professionals support children with developmental needs, adults and seniors with disabilities, and individuals who may develop disabling conditions.

Operating across diverse community settings, the Hub strengthens partners' programmes by enhancing the quality, consistency and accessibility of rehabilitation support.



Highlights

- Expanded collaboration with Rainbow Centre (RC) to provide therapy services across all RC special education school campuses, and to offer assistive technology training for teachers at RC Admiral Hill School.
- Presented research on equipping communication partners of augmentative and alternative communication (AAC) users through modelling manuals at the 4th Regional Conference on AAC held in Hangzhou from 15 to 17 January 2026.

126

physiotherapists, occupational therapists and speech therapists deployed in the community such as in nursing homes, day activity centres, community hospitals, EIPIC centres and schools



71

community rehab programmes were supported, collectively benefitting **9,201** of their clients

Advancing Care through Shared Expertise



Sheng Hong Active Ageing Centre

SPD conducted training to equip day care staff and therapy assistants at Sheng Hong Active Ageing Centre (Care) @ Sennett with the skills and confidence to support seniors in using HUR exercise machines safely and effectively. Staff were trained in setting up the equipment, calibrating resistance levels to suit individual needs, and guiding seniors through proper movements and exercise routines.

Beyond operating the machines, staff also learnt to monitor seniors for signs of fatigue and to provide verbal cues and hands-on guidance to ensure exercises are carried out safely.

Today, staff are able to independently facilitate weekly small-group exercise sessions for three to four seniors at a time. Seniors rotate through different HUR exercise stations, while staff provide guidance on posture, repetitions and suitable resistance levels. This structured and supervised approach helps seniors to exercise safely while building their strength and mobility, even in the absence of therapists during the sessions.

“This partnership is rooted in the goal of empowerment and sustainability. With SPD’s support, our team now has a robust foundation to build on, ensuring that our clients receive consistent, high-quality rehabilitative support,” said Mr Yap Poh Keong, Centre Manager, Sheng Hong Active Ageing Centre (Care) @ Sennett.

Capability Building Across Sectors

SPD Therapy Hub strengthens sector-wide capability by equipping organisations with practical skills, expert guidance and evidence-based resources that enhance disability inclusion and service delivery across residential care, education and community settings

Positioning on Bed Project at Red Cross Home for the Disabled

- SPD partnered with Red Cross Home for the Disabled (RCHD), a **130**-bed inpatient facility, to initiate a bed positioning project aimed at enhancing the care, comfort and safety of residents with complex needs. Through close interdisciplinary collaboration between nursing and therapy teams, we developed and implemented individualised positioning plans for residents requiring higher levels of support.
- This project focused on improving the positioning of **26** residents while in bed to prevent complications such as pressure injuries, contractures and discomfort. **86** care staff members were trained to ensure proper techniques and consistency in daily care practices. The project strengthened staff competency and reinforced a more structured approach to resident care.
- The project was completed and handed over to RCHD's nursing team in February 2026. Since then, improvements have been observed in residents' comfort and overall well-being, as well as better adherence to care standards. The initiative reflects a shared commitment to continuous improvement and person-centred care.

Cognitive Wellness Programme with Care Corner Active Ageing Centre (Toa Payoh)

- SPD implemented a Cognitive Wellness Programme at Care Corner Active Ageing Centre (Toa Payoh) to reduce the risk of cognitive decline among seniors living in the community.
- The 10-session programme engaged **11** seniors in structured cognitive activities delivered in a supportive group environment. Participants strengthened social connections and developed self-management strategies to better maintain their cognitive health.
- Centre staff reported enhanced capability and confidence in planning and delivering cognitive-based activities, extending the programme's impact beyond direct participants.

Workforce Development and Training

SPD Therapy Hub delivered **13** training and consultation engagements, equipping **219** professionals across early childhood, school and disability sectors with practical strategies to better support children with developmental and learning needs

- **7** professional development courses conducted for **149** early childhood and early intervention educators.
- **24** pre-school staff participated in a customised training workshop.
- **30** Special Educational Needs Officers (SENOs) completed an MOE-endorsed course delivered by the SPD Therapy Hub.
- **4** customised consultations conducted for **16** primary school SENOs to strengthen specialised practice.

In addition, SPD supported future workforce development by providing clinical attachments for undergraduate and postgraduate students in occupational therapy, speech therapy and physiotherapy, contributing to a sustainable pipeline of skilled allied health professionals for the sector.

Igniting Change for Inclusion

In the past year, SPD engaged more than **5,700** individuals through disability awareness talks, community outreach events, training sessions and workshops. These efforts played a vital role in deepening public understanding of disabilities, nurturing empathy, and promoting more inclusive attitudes across Singapore.



Organised by ESH@Punggol with over 20 community partners, the Inclusive Community Carnival 2025 raised disability awareness among Punggol residents and offered a glimpse of an inclusive neighbourhood.

Highlights

- Welcomed **6** new **SPD Inclusion Champions**, amplifying our reach and strengthening our collective voice for disability inclusion.
- Continued staging the **UNLABEL** public education campaign in collaboration with **SMRT** and creative agency **Societal**. Posters were installed at **3** SMRT stations, in-train panels along the Circle Line, and **55** bus stops between 13 November and 11 December 2025. Digital versions of the posters were also displayed at Far East Malls, Heartbeat@Bedok, Our Tampines Hub, as well as SAFRA centres at Jurong, Choa Chu Kang and Punggol, reaching diverse commuter and community touchpoints.

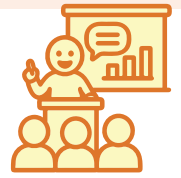
32,370

followers across SPD's social media platforms



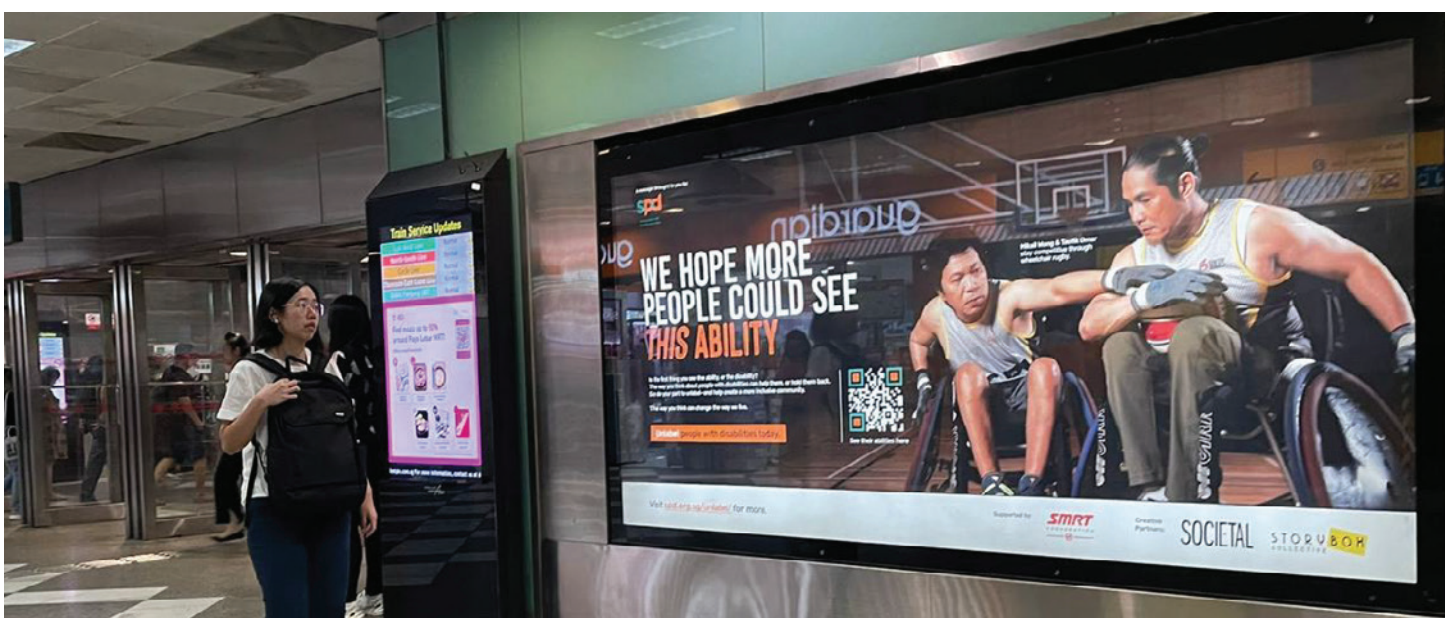
65

talks and workshops conducted, reaching **more than 3,000** participants



Over 20,000

individuals engaged via monthly updates and online resources



Champions of Change: Donors and Volunteers

Inclusion grows when we move forward together with our community. We are immensely grateful to the individuals, partners and organisations who have offered their time, resources, expertise, and generosity. Their commitment enables SPD to uplift the lives of our clients and caregivers, ensuring no one is left behind.



The Ai Xin Group volunteers bring joy to the clients at the SPD Day Activity Centre through song and music every month.

Driving Impact through Giving

For over 60 years, SPD's work has been made possible through the steadfast support of the community including individuals, foundations and corporate partners. Their generosity has ensured that our programmes and services remain accessible and affordable for those who depend on them.

Highlights

SPD Ability Walk 2025

- The tenth edition of the SPD Ability Walk, held at the Singapore River on 13 September 2025, drew over **2,000** participants and raised nearly **\$563,000***.
- In collaboration with Water B Pte Ltd, we leveraged our therapists' expertise to enhance boat accessibility, allowing about **40 SPD clients** to enjoy a cruise along the Singapore River, many for the first time.
- The event recorded the **highest number of corporate donors** – **27** in total, including **8 first-time supporters**, alongside continued support from long-standing partners and volunteers.
- We extend our sincere appreciation to **TechnipFMC**, **Phillips 66 International Trading**, **Eureka! Campaign Associates**, and the volunteers from the **Freedom Adventure Club** for their continued support through the event since 2016.



SPD Charity Golf 2025

- Held at the Seletar Country Club on 25 April 2025, the event raised a record **\$587,000***, the highest since its inception. We thank **Hitachi Vantara**, **Mitsubishi Electric Asia**, and **Singapore Pools** for their sustained support through the event since 2016.
- **2 Supported Employment Programme** beneficiaries prepared refreshments for the golfers, showcasing skills they developed at the canteen enclaves.



*With Tote Board Enhanced Fund-Raising Programme matching grant

Online Giving

- Strengthened digital fundraising in response to increased digital adoption and a growing preference for convenience in giving.
- Achieved a three-year high in online campaigns, signalling strong digital engagement.
- Ran **40** online campaigns, raising over **\$650,000** to support SPD's programmes and services.



Impact

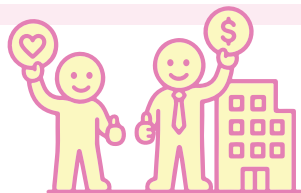
\$5 million raised

8,120

individual and

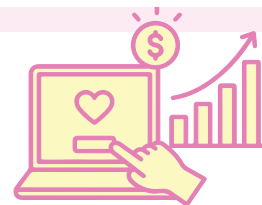
280

corporate donors rallied to support our mission



Despite a volatile business climate exacerbated by geopolitical tensions in other parts of the world, more donors stepped up to support in the year compared to last year.

Achieved **24%** increase in online giving



Other Key Fundraisers

ChariTrees 2025

Raised more than **\$436,000** from **25** donors through this joint initiative with **The Rice Company Limited, Samaritans of Singapore and Kidney Dialysis Foundation.**



SPD Charity Hongbao 2026

Raised **\$164,900** with the support of **105** pre-school partners and corporate supporters.



Building Volunteers' Capabilities, Extending Impact

Volunteers continue to play a vital role in extending our reach and deepening the impact of our programmes and services. Over the year, we invested in enhancing our volunteer engagement and developing capabilities, enabling them to meaningfully support clients across a wide range of activities - from photography and fitness instruction to IT literacy training, arts workshops and flower arrangement sessions.

Highlights

- Appreciated over **80** volunteers at the Volunteer Appreciation event on 8 November 2025.
- Conducted **7** engagement sessions for **50** volunteers, creating opportunities for learning, collaboration and feedback.
- Provided **4** foundational training modules for **25** volunteers, enabling them to strengthen their skills and service readiness.

Impact

397

individuals and

115

corporates, schools and community groups contributed

23,449

hours of service



252

new volunteers recruited, including
88 new neighbourhood volunteers



33.5%

increase in volunteering hours



Serving Beyond the Uniform



Yim Shek Yen, 20

When Shek Yen started his National Service, he wanted to find activities to help him relax during his off days. He decided to volunteer at SPD as it provided him with flexibility that suited his shift schedules. His role involved assisting seniors with their meals and chatting with them to keep them company.

Though these tasks appeared simple, Shek Yen built a level of trust with the seniors that he had not anticipated. Over time, he built genuine rapport with them and even became the "go-to" person for the seniors.

Despite his unpredictable schedule, Shek Yen remains committed to giving time at the centre. He finds the experience deeply rewarding and plans to continue volunteering even after transitioning to university.

Building Capability, Driving Excellence

SPD's strength lies in the passion, dedication and professionalism of our people. Across roles and career stages, every staff member plays a vital part in driving our mission and delivering quality care to those we serve.



A cheerful moment captured at SPD's Organisational Excellence Day 2026, where staff across the organisation gathered to reflect on achievements, strengthen connections and reaffirm our commitment to excellence in the work we do in the community.

Our People: The Heart of SPD

Our greatest asset remains the SPD team. Their commitment, expertise and drive enable SPD to support people with disabilities and their caregivers with excellence.



People Development

Across roles, disciplines and experience level, every staff member contributes meaningfully to advancing our mission and delivering high-quality care to the people we support. In the year, we continued investing in capability building to ensure our workforce remains resilient, future-ready and equipped to meet evolving service needs.

Highlights

- Secured **\$1 million** in funding from the **Transformation Sustainability Scheme** and **\$600,000** from the **Community Silver Trust** to strengthen our people development and digitalisation pillar.
- Conducted active recruitment across multiple job portals and career fairs to support the manpower needs of new programmes, contributing to a workforce of **518 staff** across SPD.
- Averaged **46.63 training hours** per staff, reflecting our commitment to continued learning and professional growth.

Organisational Excellence

We continued to strengthen internal systems, processes and culture, enabling SPD to operate with greater efficiency, agility and care.

- SPD principal physiotherapist, Pauline Koh, received the inaugural **Social Service Professional Awards – Excellence Award 2025**. The award honours outstanding social service professionals who have made a significant difference in the lives of others.
- Participated in the **NCSS Employee Engagement Survey** to better understand staff needs and foster a more caring workplace.
- Sherylyn Santhya Peter, assistant senior EI Educator at SPD@Bedok, received the **Early Childhood Development Act (ECDA) Awards 2025 – Promising Early Intervention Professional Award**.
- Implemented a new ticketing system to address staff queries more efficiently and gather insights on common issues.
- Five staff members received the **Singapore Health Quality Awards' Service Excellence (Silver) Award 2026**.

Technology and Infrastructure

Having a strong technological foundation is essential in advancing our mission. In the year, SPD made significant progress in digital transformation to enhance service delivery, operational efficiency and cybersecurity.

- Completed a **technology refresh** across the SPD 's headquarters and centres in Bedok, Jurong East, Tampines, and Toa Payoh, including VLAN segregation for improved network security.
- Deployed new **client management systems** for the Specialised ATC, Specialised Case Management Programme and the Employment Support Programme to streamline casework and service workflows.
- Enhanced **finance, donation and volunteer engagement systems** to raise operational productivity.
- Completed ongoing security enhancements for the **Donation and Volunteer Engagement System**.
- Implemented **Privileged Access Management** to strengthen cybersecurity controls.
- Advanced **digital capabilities** with AI tools, including Scribe and Microsoft Copilot, to support automation and improve productivity.
- Completed system integration between SPD's client management system and **Agency for Integrated Care's BRIGHT platform** for seamless data exchange and collaboration.

A Sustainable Future

SPD remains committed to environmental sustainability and social impact as part of our responsibility to the community and future generations.

We put effort into reducing our environmental footprint, enhancing resource efficiency, and deepening partnerships that advance inclusion in schools, at the workplace and in the community.

- Installed **low-energy** LED lightings, **energy-efficient** air conditioning units and **water-saving** sanitary fittings at all SPD's new Early Intervention centres, reducing long-term energy use and operational costs.
- Continued responsible e-waste disposal, including green disposal of IT equipment and printer toners, and **recycling initiatives** for paper and plastics at SPD Ability Centre.
- Partnered with **60** organisations through their **corporate social responsibility programmes**, contributing time, expertise and resources to amplify our social impact.
- Recognised as a **raiSE SG Social Enterprise Advocate** for advancing inclusive employment and enabling persons with disabilities to participate meaningfully in the workforce.
- Digitalised manual processes thereby reducing the use of paper for sustainability.

Charting Our Future Together

SPD remains anchored in our founding purpose: to empower persons with disabilities to live independently and meaningfully in an inclusive society. While we have made significant progress, much remains to be done. Looking ahead, we will continue to strengthen services, deepen capabilities and innovate to meet emerging needs while building a resilient foundation for the future.



SPD training officer Thiri Naing accompanying a client who uses a wheelchair as they navigate an accessible pathway together, reflecting the importance of support, confidence and independent community participation.

In the year, we also took a significant step in strengthening our organisational foundations. Over the course of the year, SPD prepared for a transition in legal structure, culminating in our conversion from a registered society to a **Company Limited by Guarantee (CLG) with effect from 1 April 2026**. This transition positions SPD for long-term sustainability, stronger governance and enhanced accountability, while enabling us to continue delivering impactful programmes with the same mission, values and commitment to the community.

Strengthening the Service Landscape

We will continue expanding service capacity, enhancing care pathways and shaping a future-ready ecosystem of support.

- Progress towards becoming a **Centre of Excellence** in early intervention, including the opening of a **new early intervention centre** in Bukit Batok in January 2027.
- Play an active role in the **Stroke Rehabilitation Ecosystem** to reduce post-discharge waiting times and enhance continuity of care within the community.
- Work with the **Ministry of Social and Family Development (MSF)** and **SG Enable** to address national needs:
 - Evaluate the **Enabling Services Hub (ESH)** service model for potential national scaling.
 - Strengthen caregiver and client support through the **Person- and Family-Centred Planning pilot**, positioning the ESH as SG Enable's testbed for integrating co-ordinated care planning into Government disability programmes.
 - Contribute to the sector-wide review of the **Job Placement and Job Support Programme**.

Programme Enhancements

We aim to deliver higher-quality, more responsive services that meet evolving needs across the lifespan.

- **Enhance caregiver support** through research, sibling support and toolkits for caregivers.
- Expand **ESH service options** to support community living for persons with disabilities.
- Implement the new **ECHO Health Check Model** across our six early intervention centres to gain deeper insights into the child's progress and Global Child Outcomes.
- Review therapy team structure across senior care centres and Rehabilitation Services with the focus on upskilling the team to ensure the delivery of sustainable and quality services.
- Ramp up **operational capacity** at SPD@Canberra and SPD@Melody Spring Yishun.
- Introduce more **therapeutic groupwork** for clients and caregivers to strengthen psychosocial and emotional support.
- Strengthen clinical quality by developing **new clinical guides**, reviewing existing ones and creating a **prioritisation matrix** for strategic partnerships under the SPD Therapy Hub.
- Deepen industry-linked pathways and expand supported employment in the logistics, contact centre, hospitality and food and beverage sectors.
- Enhance the current **APB Foundation Scholarship for Persons with Disabilities** with a higher scholarship quantum and more intentional social-emotional development opportunities.

Strengthening Infrastructure and Digitalisation

We remain committed to building resilient systems that enhance service delivery and operational effectiveness.

- Enhance the **client management system** with modules for Development Support-Learning Support programme, Early Intervention Programme for Infants and Children, and Employment Support Programme as well as the Finance's Business Central system.
- Implement targeted ICT infrastructure and security upgrades to strengthen resilience of core network and server infrastructure.
- Pursue **Cybersecurity Trustmark** certification.
- Further enhance the **Donation and Volunteer Engagement System** to streamline processes, improve coordination and reduce administrative workload.
- Transition to **Company Limited by Guarantee** to strengthen governance structure.

Fostering Inclusive Communities

We will strengthen volunteerism as a sustainable resource supporting care delivery.

- Scale up **volunteer training** to better meet service needs.
- Develop **sustainable skills-aligned volunteer programmes** to complement manpower and enhance service capacity.

Investing in People and Capability

We will continue building a future-ready, skilled and supported workforce.

- Strengthen capacity in autism support through training and consultancy in partnership with Autism Spectrum Australia (ASPECT).
- Implement an **application tracking system** to enhance recruitment and provide real-time hiring insights.
- Roll out a structured training programme for management staff.
- Enhance the **practices and skills of early intervention professionals**, particularly in supporting caregivers with higher support needs.
- Conduct a volunteer needs assessment to ensure roles remain aligned to programme needs.
- Provide basic autism awareness training for all staff.
- Conduct a **job evaluation and benchmarking exercise** to ensure fair compensation and clearer career pathways.
- Expand the **ECHO Resource Team** to boost training, coaching, compliance and service quality.
- Establish **training facilities** and build **workforce readiness** for the Enabling Skills for Life Programme through systematic recruitment and capability development.

Board of Management

Patron

His Excellency, Mr Tharman Shanmugaratnam
President of Singapore



Ms Ong Toon Hui, PPS(E)

President
(Since 27 August 2022)

Vice-President
(26 September 2020 – 27 August 2022)

Vice Dean and Executive Director,
Institute for Governance and
Leadership, Lee Kuan Yew School
of Public Policy, National University
of Singapore



Mr Zhang Weijie

Vice-President
(Since 24 August 2024)

Honorary Treasurer
(1 September 2023 – 24 August 2024)

Honorary Assistant Treasurer
(27 August 2022 – 31 August 2023)

Honorary Assistant Treasurer
(16 July 2019 – 26 September 2020)

Senior Director, Digital Economy
Office & Director (Industry),
National Artificial Intelligence
Group, Ministry of Digital
Development and Information



Mdm Fawziah d/o Jainullabudeen

Honorary Treasurer
(Since 24 August 2024)

Honorary Assistant Treasurer
(1 September 2023 – 24 August 2024)

Consultant, The CFO Centre Group



Mr James Ong Hsien Chih

Honorary Assistant Treasurer
(Since 24 August 2024)

Chief Strategy Officer, Tsao Pao
Chee Group



Dr Fermin Diez
Member



Mrs Diana Ee-Tan
Member



Ms Koh Li-Na
Member



A/P Lim Hua Beng
Member



Dr Lim Sok Mui, May
Member



**Mr Ngan Wan Sing,
Winston**
Member



Mr Tang Liheng
Member



Mr Yeo Teck Guan
Member



Mr Abhimanyau Pal
Ex-Officio Secretary
(From 1 December 2010)

Audit Committee

Chairperson

Mr Ngan Wan Sing, Winston

Members

Ms Chow Siew Ying, PPA(G)
Ms Suman Kishinchand Balani

Human Resource & Remuneration Committee

Chairperson

Dr Fermin Diez

Members

Mr Lim Khia Tat
Mr Charlton Ong
Ms Ong Toon Hui, PPS(E)
Ms Poh Hwee Hian
Ms Lilian Tan

Resource Mobilisation & Partnerships Committee

Chairperson

Mr Yeo Teck Guan

Members

Mrs Diana Ee-Tan
Ms Charmaine Han Ling
(Appointed 2 September 2025)
Mr John Ng Pangilinan
Mr James Ong Hsien Chih
Ms Tan Bee Heong
Mr Tan Chang Huong
Dr Claire Tan Lee Fang

Services Committee

Chairperson

Mr Tang Liheng

Members

Adjunct A/P Chong Shang Chee
Ms Charmaine Han Ling
(Appointed 2 September 2025)
A/P Lim Hua Beng
Dr Lim Sok Mui, May
Dr Ng Yee Sien
Ms Tan Bee Yee

Social Enterprise Pro-Tem Committee

Chairperson

Ms Poh Hwee Hian

Members

Mr Ngan Wan Sing, Winston
Mr Zhang Weijie

Board Advisory Panel

Members

Ms Chia Yong Yong, BBM, PBM
Mr Low Wong Fook

Technology Advisory Panel

Chairperson

Mr Wong Hwee Lim

Members

Mr Ee Kiam Keong
Ms Koh Li-Na
Dr Ong Chen Hui
Ms Gin Wong Chin Ee
Mr Yeo Teck Guan

Senior Management



Abhimanyau Pal
Chief Executive Officer



Ron Loh Weng Yee
Assistant Chief Executive Officer
(Services)
(From 1 June 2025)



Tay Soong Kiang
Assistant Chief Executive Officer
(Corporate) and Director,
Corporate Services



Esther Chong
Director, Employment Services
(Till 28 February 2026)



Ian Chow
Director, Employment
Services
(From 26 January 2026)



Becky Hoo
Director, Human Resource
and Organisational
Development



Katherine Sng
Director, Community
Partnerships



Teo Pek Wan
Director, Adult Services



Ng Lip Chin
Deputy Director, Sector
Enabler and Chief Allied
Health Officer
(From 9 March 2026)

Governance

SPD’s Board of Management led by President Ms Ong Toon Hui continued to serve in the second of its two-year term. Ms Ong was the only Board member serving more than 10 consecutive years. The meeting on 24 August 2024 had deliberated and approved for her to serve an additional term as part of the Board’s leadership transition whilst SPD changed its legal structure to a Company Limited by Guarantee. The Board’s leadership succession plan addresses SPD’s long-term goals and complements key management succession and identifies candidates who are proven leaders with passion and experience in the non-profit and disability sectors to lead the SPD Board.

In the year, Resource Mobilisation and Partnerships Committee and Services Committee welcomed Ms Charmaine Han Ling. SPD’s Board of Management is made up of volunteers who are elected to the Board and serve a period of two years before a new Board is elected. All members of the Board of Management, Board Committees and Panels do not receive any remuneration nor director’s fees. The profiles of these members are posted on SPD’s website.

In the year, the Board held five Board meetings, as required under the Constitution. This is apart from Board Committees, special meetings, workplan retreats and strategic planning sessions by members with relevant knowledge and experience in working with the management. One strategic workplan retreat was conducted in the year, attended by members of the Board, Board Committees and Management to reaffirm and refine SPD’s vision and mission for the next five years. Board members have also actively participated in events organised by donors, partners and SPD throughout the year.

Attendance

Board Members	Designation for Term 2024-2026	Attendance in FY2025-2026
Ms Ong Toon Hui, PPS(E)	President	5 out of 5
Mr Zhang Weijie	Vice-President	5 out of 5
Mdm Fawziah d/o Jainullabudeen	Honorary Treasurer	5 out of 5
Mr James Ong Hsien Chih	Honorary Assistant Treasurer	5 out of 5
Dr Fermin Diez	Member	5 out of 5
Mrs Diana Ee-Tan	Member	4 out of 5
Ms Koh Li-Na	Member	4 out of 5
A/P Lim Hua Beng	Member	3 out of 5
Dr Lim Sok Mui, May	Member	4 out of 5
Mr Ngan Wan Sing, Winston	Member	5 out of 5
Mr Tang Liheng	Member	5 out of 5
Mr Yeo Teck Guan	Member	5 out of 5

SPD continued to adhere to the requirements of the Charities Act, the Code of Governance for Charities & Institutions of a Public Character and regulations issued by the Charity Council, reporting regularly to the Ministry of Social and Family Development, Ministry of Health, National Council of Social Service and Agency for Integrated Care.

In the year, there is no paid staff who are close members of the family of the Chief Executive Officer or Board Members. SPD's Code of Ethics and Conduct and Whistle Blowing Policy are also available for viewing on SPD's website.

Salary Bands of Top 3 Executives

The total annual remuneration of the three highest paid staff for the financial year are as follows:

Remuneration Band*	Number of Staff
\$200,001 to \$300,000	2
\$300,001 to \$400,000	1

*Includes salaries, bonuses and contributions to Central Provident Fund

Reserves Policy

The Board of Management regularly reviews the financial performance and budgets to ensure that unrestricted funds are adequate to fulfil our continuing obligations. The Board of Management's current policy is for the Society to maintain reserves that are freely available for operating purposes of no more than two years of its total operating expenditure for financial sustainability. This should enable services with unanticipated reduction of disruption in funding to continue running smoothly until new funding is available. As of 31 March 2026, SPD's reserves stood at about **9.5** months.

Conflict of Interest Policy

SPD's conflict of interest policy, approved by its Board, requires Board and Board Committee members, as well as employees, to declare actual or potential conflicts of interest regularly, as needed, and at the earliest opportunity. Conflict of interest is also managed through excluding staff, Board and Committee members from discussions and decision-making where there is a conflict of interest. Documented policies and procedures serve to guide and help define what constitutes a conflict of interest and how a conflict situation is to be handled.

Governance Evaluation Checklist for the Year Ended March 2026

SN	GEC Guidelines	Code ID	Yes / No / PC*	Explain if No or Partial Compliance	Score
Principle 1: The charity serves its mission and achieves its objectives.					
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes		2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes		2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes		2
Principle 2: The charity has an effective Board and Management.					
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes		2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes		2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fundraising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes		2
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes		2

SN	GEC Guidelines	Code ID	Yes / No / PC*	Explain if No or Partial Compliance	Score
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes		2
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break). ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes		2
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes		2
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes		2

SN	GEC Guidelines	Code ID	Yes / No / PC*	Explain if No or Partial Compliance	Score
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes		2
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9b.	2.9d	Yes		2
Principle 3: The charity acts responsibly, fairly and with integrity.					
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes		2

SN	GEC Guidelines	Code ID	Yes / No / PC*	Explain if No or Partial Compliance	Score
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes		2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes		2
Principle 4: The charity is well-managed and plans for the future.					
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (for example, financial assistance, matching grants, donations by Board members to the charity, funding, staff costs and so on).	4.1a	Yes		2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes		2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy (for example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes		2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes		2

SN	GEC Guidelines	Code ID	Yes / No / PC*	Explain if No or Partial Compliance	Score
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fundraising and data protection.	4.4	Yes		2
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes		2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes		2
Principle 5: The charity is accountable and transparent.					
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (for example, Charity Transparency Framework and so on).	5.1	Yes		2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes		2
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes		2

SN	GEC Guidelines	Code ID	Yes / No / PC*	Explain if No or Partial Compliance	Score
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes		2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes		2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes		2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes		2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes		2
Principle 6: The charity communicates actively to instil public confidence.					
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (for example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes		2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes		2

SN	GEC Guidelines	Code ID	Yes / No / PC*	Explain if No or Partial Compliance	Score
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes		2
Total Score					76
Percentage (Total Score/76x100%)					100%

*PC: Partial Compliance

Summarised Financial Statements

BALANCE SHEET

(as at 31 March 2026)

	2026	2025
ASSETS		
Current Assets	96,348,490	83,895,375
Non-current Assets	-	9,309,295
Total Assets	96,348,490	93,204,670
LIABILITIES		
Current Liabilities	14,560,253	14,616,092
Non-current Liabilities	-	68,650
Total Liabilities	14,560,253	14,684,742
FUNDS		
General Fund	42,476,061	39,968,442
Designated Funds	7,366,656	7,366,656
Restricted Funds	31,945,520	31,184,830
TOTAL FUNDS AND LIABILITIES	96,348,490	93,204,670

STATEMENT OF FINANCIAL ACTIVITIES

(for the year ended 31 March 2026)

	2026	2025
INCOME		
Voluntary Income	5,686,176	5,986,204
Investment Income	1,431,836	2,135,618
Income from Charitable Activities	52,003,554	46,151,225
Other Income	37,036	120,540
Total Income	59,158,602	54,393,587
EXPENDITURE		
Costs of Generating Voluntary Income	1,317,166	1,260,025
Charitable Activities	53,452,248	48,225,129
Governance Costs	1,120,879	908,505
Total Expenditure	55,890,293	50,393,659
NET SURPLUS	3,268,309	3,999,928

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 Navaneethan Sindhuja
 Neo Bee Tee Judy
 Neo Geok Kim Lusandra
 Neo Yong
 Nepolian Ambika
 Nevaashni Eleangovan
 Ng Chenyee
 Ng Huei Lin (Janet)
 Ng Hui Peng Alan
 Ng Jie Yun
 Ng Li Ching Vanessa
 Ng Say Leong / Chip Seng Impex (S) Pte Ltd
 Ng Seok Choo Molly
 Ng Soy Leong
 Ng Xiyi Elissa
 Ng Yu Shin Luke
 Nguyen Hoang Long
 Nguyen Thi Lan Anh
 Nicole Thong Wen Teng
 Nie Zifan
 Niel Dagle Casio
 Nigel Andrew Hall
 Nisha Maheshwary
 Noah Rudra Batolar

Noor Alam
 Nor Aini
 Norhana Binti Yahaya
 Nur Adriana Melati binte Nur Irwan
 Nur Hidayah binte Mohammed Firdauz
 Nurin Khalisah binte Abdul Rid

O

One Farrer Hotel
 One-Net Communications Pte Ltd
 Ong Ai Chinn
 Ong Gek Kuan Sandy
 Ong Geok Mui
 Ong Peck Hiang Julia
 Ong Pei Qi
 Ong Zhi Xuan
 OSIM International Pte Ltd
 Our Tampines Hub
 Ow Chee Chung
 Ow Yong Siew Ying

P

Pacific Bookstores Pte Ltd
 Palaniappan Karthik
 Palm View Primary School
 Pan Pacific Singapore
 Pang Choon Mei
 Panjawarnam d/o Kaliappan Gopal
 Paramita Basu
 PARKROYAL COLLECTION Pickering
 Parvinder Kaur
 Pay Khoon Lian Celestine
 PCF Kim Keat
 PCF Sparkletots Preschool @ Ang Mo Kio - Hougang
 Blk 452
 PCF Sparkletots Preschool @ Ang Mo Kio - Hougang
 Blk 535
 PCF Sparkletots Preschool @ Ayer Rajah Blk 48
 PCF Sparkletots Preschool @ Bedok Reservoir - Punggol
 Blk 475C
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 PCF Sparkletots Preschool @ Bishan East - Sin Ming
 Blk 409
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 Pearl Lee
 Pendharkar Radhika Ajit
 Periyayya Naigom d/o Periyayya Thevar
 Pernod Ricard Singapore
 Persin Kaur d/o Jeet Singh
 Phelia Chew Pei Xuan
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 PUMA South East Asia Pte. Ltd.
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R

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 Radheka Agarwal
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 Rene McDonald
 Republic Polytechnic
 Resorts World At Sentosa Pte Ltd
 Rhadhika Parsons
 Richard U Ngwe
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 River Valley High School

RiverLife Kindergarten

S

SAFRA Choa Chu Kang
 SAFRA Jurong
 SAFRA Punggol
 Sai Siew Lee / Chan Siew Foong
 Sakina Abdulhussein Fernandez
 Sally & David
 Sally-Anne Watson
 SALT (Senior Adult Life Transformation)
 Samantha Loh Kai Ling
 Samarth Bharadwaj
 Samiyappan Murugan
 Samuel Peok Chong Hai
 Sandbox VR Singapore
 Santosh Gon
 Sarath Wimalasiri Amarasinghe
 Sathivelu Kayalvizhi
 Savills Investment Management Pte Limited
 Seah Chion Jay
 Seah Eng Neo, Grace Loh
 Seletar Country Club
 Selina Lee Wan Xin
 Sembawang Primary School
 Sembawang Secondary School
 Seward Paul
 Shah Ritesh Pravinkumar
 Shaily Saxena
 Shalinee Bernadette
 Shalom Lim
 Shanya Charisse Ravindran
 Sharidah binte Anwar Shah
 SHARP Singapore
 Shashikar Garg
 Sheng Siong Group Ltd
 Sheng Siong Supermarket
 Sherly
 Sherry Quark Siew Mui
 Shevon Ong Zhi Yi
 Shi Guangming
 Shi Hongmei
 Shia Siew Huay
 Shooting Star Preschool @ Punggol Pte Ltd
 Shum Sze Yeung Sam
 Siew En Sin
 Sim Cheng Hua
 Sim Huat Shirley
 Sim Jian Wei
 Simran Kumari
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 Singapore Armed Forces (48SAR)

Singapore Flyer
 Singapore Institute of Technology - Health and Social
 Science Cluster
 Singapore Institute of Technology - Project IncluSGiveS
 Singapore Island Country Club
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 Singapore Paincare TCM Wellness
 Singapore Management University
 Singapore Paincare TCM Wellness
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 Siti Suliani binte Sulaiman
 Sivasankari Shunmuganathan
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 Soh Li Sar
 Soh Vilma Cabigunda
 Soka Gakkai Singapore
 Sonepar Singapore Pte Ltd
 Song Ee Ling
 Sonia Daneen Norizam
 Sony Interactive Entertainment Singapore Pte Ltd
 Soo Hou Xun Timothy
 Soo Yeen Ting
 Soraya Anna Auer
 Sri Agnotti binte Mohamed Kassim
 Srinivas Vaddi
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 St. Hilda's Secondary School
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 StarHub Ltd
 Stellar Ace
 Steven Halim
 StoryBox Collective
 Suli Gan / EGO
 Sun Li Hong
 Sunflower Preschool @ Hougang CC
 Sunflower Preschool @ Pasir Ris
 Surya Devan
 Susanna Ellis
 Sushmita Ramaratnam
 Sustainable Office Solutions Pte Ltd
 Suu Balm Singapore

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 Tan Kok Soon Benjamin
 Tan Kwee Hua
 Tan Li Yan
 Tan Meiling Dede
 Tan Mudan
 Tan Mui Choo Maggie
 Tan Pee Hui
 Tan Poh Hwa
 Tan Siew Hwa
 Tan Tze Ee
 Tan Wei Ning Hazel
 Tan Yi Chern
 Tan Yun Yue
 Tan Zhen Ling
 Tanglin Crispy Curry Puff
 Tann Soon Aun Kevin
 Tarun Kumar Verma
 Tay Hui En
 Tay Kai En Othniel
 Tay Wei Lin
 Team Lena
 Team Nila
 Tee Yuan Qin
 Temasek Junior College
 Temasek Polytechnic
 Teng Fong Ling Regina
 Teo Li Peng Shirlene
 Teo Sheng Yue
 Thaddeus David Tan Jay En
 The Fragment Room
 The Heartstrings Initiative
 The Korean Chamber of Commerce in Singapore
 The Write Connection (Ang Mo Kio)
 The Write Connection (Bishan Community Club)
 The Write Connection (Bukit Timah)
 The Write Connection (Choa Chu Kang)
 The Write Connection (City Square Mall)
 The Write Connection (Jurong Gateway)
 The Write Connection (Parkway Parade)
 The Write Connection (Punggol Plaza)
 The Write Connection (Tampines)
 The Write Connection (Toa Payoh)
 The Write Connection (Woodlands)
 The Write Connection (Woodleigh)
 Tiger Balm
 Tiong Bahru Plaza
 Tippayaamnat Jiraya
 Tiruchendurai Ramakrishnan Chandrasekar
 Toh Ah Lye
 Toh See Yang
 Tong Ding Ling

T

Tampines Meridian Junior College
 Tan Bee Soh
 Tan Chunyan
 Tan Hung Bak
 Tan Kah Wah

Tong Kit Kiong
 Tony Gui
 Too Yng Yng Martha
 Toolseram Patsy
 Tran Thi Minh Hue
 TSC Education Lab (Admiralty)
 TSL Media Group
 TTS Group Pte Ltd
 Tuan Yuan Pork Ribs Soup

U

Uni-Asia Group Limited
 Usha Madhuri Busa

V

Vacheron Constantin
 Vandana Rai
 Vanessa Ho
 VDL Enabling Technologies Group (Singapore) Pte Ltd
 Vellaisamy Muthalagu
 Verint Systems (Softwares & Services) Pte. Ltd
 Victoria Junior College
 Victoria Junior College
 Vincent Jayaraj
 Vinid Kumar
 Vin's Automotive Group
 Vitiello Jeanne Emma

W

Wah Loon Engineering Pte Ltd
 Wang Guohong
 Wang Jia
 Wang Learning Centre (Ang Mo Kio Branch)
 Wang Learning Centre (Bukit Timah Branch)
 Wang Learning Centre (Clementi Branch)
 Wang Learning Centre (Dairy Farm Branch)
 Wang Learning Centre (Hougang Branch)
 Wang Learning Centre (Jurong East Branch)
 Wang Learning Centre (Main Branch - Marine Parade)
 Wang Learning Centre (Novena Branch)
 Wang Learning Centre (Punggol Branch)
 Wang Learning Centre (Serangoon Branch)
 Wang Learning Centre (Tampines Branch)
 Wang Learning Centre (Yishun Branch)
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 Watt Wai Mei
 Wee Girlie Villamor
 Wee Yep Yin
 Welly Setiawan

Wen Ken Group
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 Wine Marvel Pte Ltd
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 Wong Chin Ee
 Wong Hang Yi
 Wong Wai Ling
 Wong Wai Yan
 Wong Zhi Yi Keree
 Workato

X

Xie Xiaolan
 Xu Hua

Y

Yan Xiuqing
 Yang Guiyun
 Yap Ying Hui (Christine)
 Yarcia Augustus Emmanuel Villar
 Yeddah Krishni Batolar
 Yee Ngan Choy Betty
 Yeo Ka Mi Seraphina
 Yeo Kah Wah
 Yeo Khee Yang
 Yeo Lay Hwa Victoria Angela
 Yeong Chui Mee
 Yim Bee Lin
 Yim Shek Yen
 Yishun Innova Junior College
 Yong Jenn Haur
 Yong Yu Zhen Vanessa
 Youth Corps SG

Z

Zafri Afiq bin Mohamad Suhaimi
 Zeng Ying
 Zhang Benju
 Zhang Guo
 Zhang Haijun
 Zhang Ziyan
 Zhao Qian
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 Zhou Jie
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We regret that we are unable to acknowledge all the help and support we have received in the year in these pages. We sincerely thank all our donors, volunteers, supporters, friends and well-wishers who have stood by our cause and made an impact in the lives of persons with disabilities.

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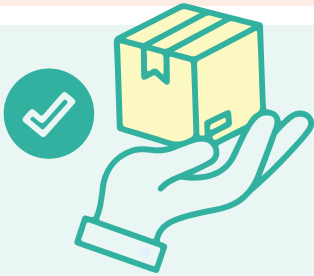


Advocate

Help raise disability awareness and integrate persons with disabilities into the community.

Fundraise

If you have an opportunity to raise funds for us, or have ideas on how we can do it, please share them with us!



Support Our Products and Services

We offer a wide range of products and services. Your support will translate to more training and employment opportunities for persons with disabilities.

Offer Employment

Providing employment, internship or project opportunities to jobseekers with disabilities will help them to achieve financial independence.



Donate

Every donation goes a long way towards helping people with disabilities and those who may develop disabling conditions achieve independence and self-reliance.

Volunteer

Provide additional help to the smooth running of our many programmes and services.





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