



Serving people with
disabilities since 1964

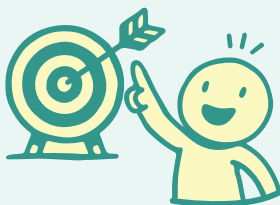
SUMMARY REPORT
2025/2026

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.



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.

A stylized, handwritten signature in white ink on a dark teal background.

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.



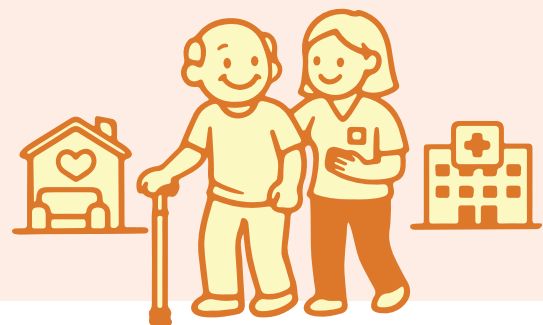
Named a raISE SG Social Enterprise Advocate for advancing inclusive employment.



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*

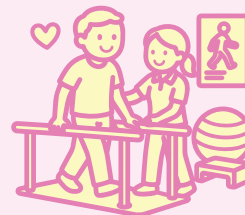


9,201

individuals supported by

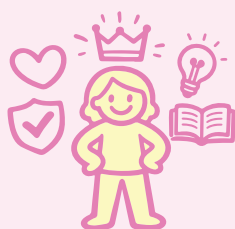
126

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



What We Do



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)**.



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.



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.



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.



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.



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.



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.



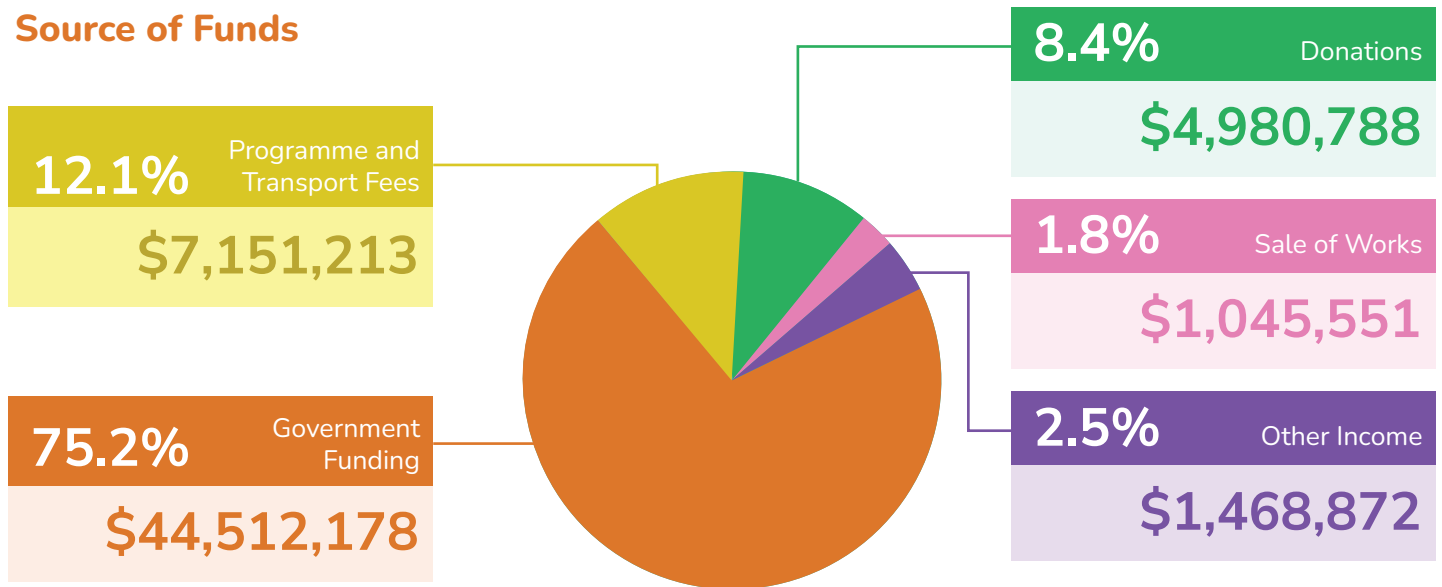
Igniting Change for Inclusion

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.

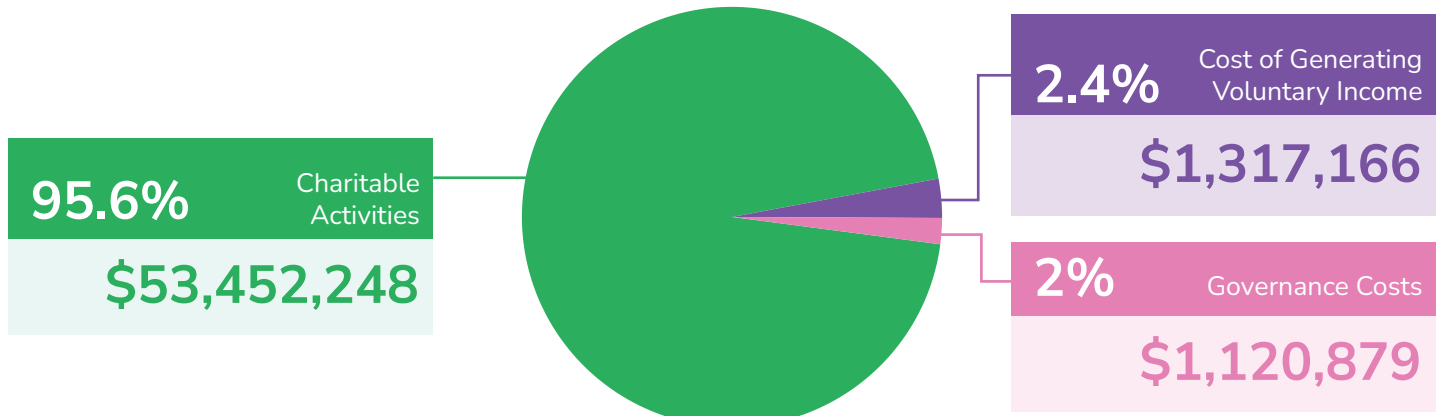
Fund Sources and Usage

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



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

You Can Make a Difference

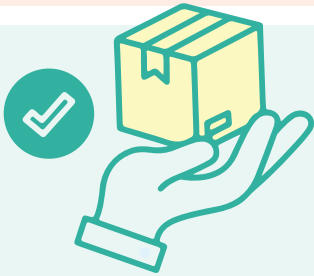


Advocate

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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Unique Entity No: S202534406K

SPD is an Institution of a Public Character (IPC).

 2 Peng Nguan Street, SPD Ability Centre, Singapore 168955

 www.spd.org.sg  information@spd.org.sg  6579 0700

