

# ANNUAL REPORT



2023/2024

COMPASSIONATE LOVE TO SHARE.  
BRIGHTENS HOPE TO THOSE WE CARE.





## PRESIDENT'S MESSAGE



Dear Friends and Supporters,

As we reflect on another remarkable year at Metta Welfare Association I am filled with gratitude and pride for all that we have accomplished together. Our mission to serve the community has been strengthened through the unwavering support of our dedicated committee members, community partners, generous donors, and our tireless volunteers. Each of you plays a vital role in our story, and I want to take a moment to acknowledge your invaluable contributions.

This year, we are particularly excited about the progress made for our Maitri school students, who have been enjoying the benefits of a temporary holding school facility. This space provides them with more opportunities to explore, learn, and play, fostering their growth and development while we prepare for the construction of the new Maitri school/building project, set to commence in 2028.

We have also made significant strides in our charity work, reaching out to more individuals and families in need than ever before expanding our programmes and services, ensuring that we address the most pressing challenges facing those we serve.

One of the few key initiatives this year has been our partnership with the Infocomm Media Development Authority (IMDA) and strategic partners to introduce IT literacy programmes for our elderly clients and special needs youths. By leveraging technology, we are not only empowering these individuals to navigate the digital world but also enhancing their overall quality of life. Embracing IT in our programmes has proven essential for connecting our beneficiaries with vital resources and opportunities, and it underscores our commitment to fostering a culture of continuous learning.

I would also like to express my heartfelt appreciation to all our staff. Your commitment, creativity, and passion have been the driving force behind our successes. You have gone above and beyond to ensure that our initiatives are not only effective but also compassionate, embodying the spirit of our mission. We recognize the importance of continuous learning for our staff as well, ensuring that we remain equipped with the skills and knowledge necessary to adapt to the evolving needs of our community.

Looking ahead, we look forward to a board retreat designed to explore our future needs and staying relevant in our ever-evolving community landscape. This gathering will provide us with the opportunity to reflect on our achievements, assess our current programmes, and strategise for the future, ensuring that we remain responsive to the needs of those we serve.

Thank you for being an integral part of our journey. Together, we are making a difference, and I am optimistic about what we can achieve in the coming year.



www.metta.org.sg

# What Is Metta?

‘Metta’ in Pali means “Loving Kindness”

## CONTENTS



### 02-12

- 02 President’s Message
- 04 About Metta
- 05 Vision and Mission
- 06 FY 2023/2024 At A Glance
- 07-09 Milestones, Objectives and Thrust
- 10 Committee Organisational Structure
- 11 Management Committee
- 12 School Management Committee



### 14-46

- 14-16 Sub-Committees & Management
- 18-23 Children Care
- 25-29 Disability Care
- 31-33 Medical Care
- 35-39 Special Education
- 41-46 Youth Employment Support



### 48-77

- 48-49 Community Partnership
- 51-54 Our People
- 56-61 Corporate Governance
- 63-66 Environmental, Social and Governance
- 68-70 Governance Evaluation Checklist FY2023/24
- 72-77 Financial Highlights





## ABOUT METTA



Metta Welfare Association (Metta) was founded in 1992 by Venerable Chao Khun Fa Zhao. He is also the President of Golden Pagoda Buddhist Temple and Buddha Tooth Relic Temple Singapore.

Registered as a society in 1994, Metta is presently endorsed by the Ministry of Social and Family Development (MSF), Ministry of Health (MOH) and Ministry of Education (MOE). We are also members of the National Council of Social Service (NCSS), Singapore Hospice Council (SHC) and Singapore Disability Sports Council (SDSC).

As a recognition of our commitment to give back to the community in partnership with the People's Association, we were awarded the Merit award at the PA Community Spirit Awards 2024.

In July 2024, Metta was recognised as a Digital for Life (DfL) catalyst for its impactful digital programmes, which benefit both elderly individuals and youths with special needs. This acknowledgment highlights how these digital initiatives are enhancing their lives and underscoring the significance of digital engagement.

In 2019, Metta was awarded with the Charity Transparency Award (CTA). This award recognises charities that excel in transparency and disclosure, in line with the Charity Transparency Framework (CTF). It highlights Metta's commitment to open practices and its efforts to promote greater transparency in the charitable sector.



## MOTTO

Compassionate love to share.  
Brightens hope to those we care.

## VISION

Inspired by the Great Compassionate Vows of The Medicine Buddha, we aim to provide social services for the community, regardless of race or religion.

## MISSION

We are dedicated to delivering social service programmes for individuals and families by collaborating with our donors, partners, vendors and community organisations.

## CORE VALUES

It is defined as the basic elements of how we go about our work. It is what supports our Vision and Mission. It helps shape our corporate culture & define Metta's identity.

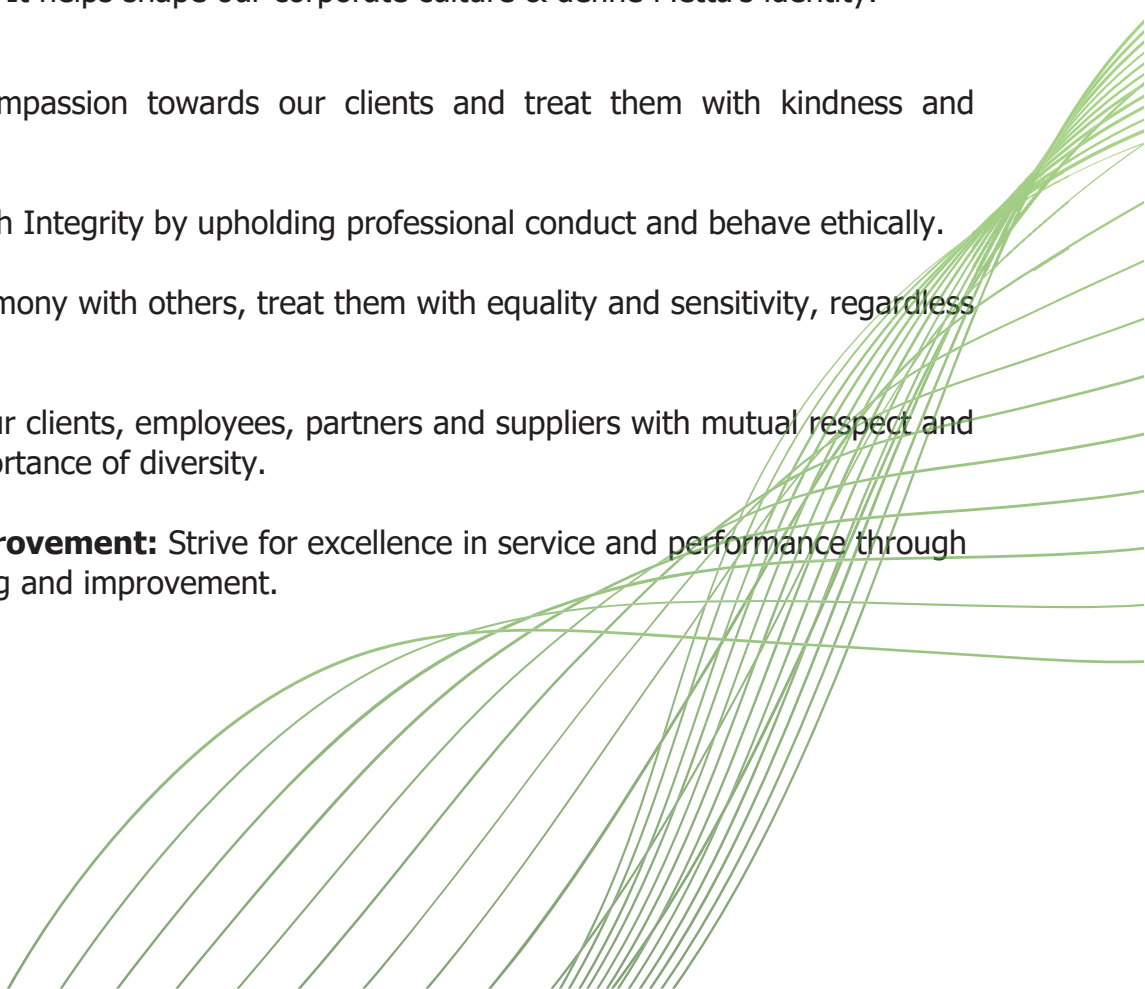
**Compassion:** Compassion towards our clients and treat them with kindness and dignity.

**Integrity:** Act with Integrity by upholding professional conduct and behave ethically.

**Harmony:** In harmony with others, treat them with equality and sensitivity, regardless of race or religion.

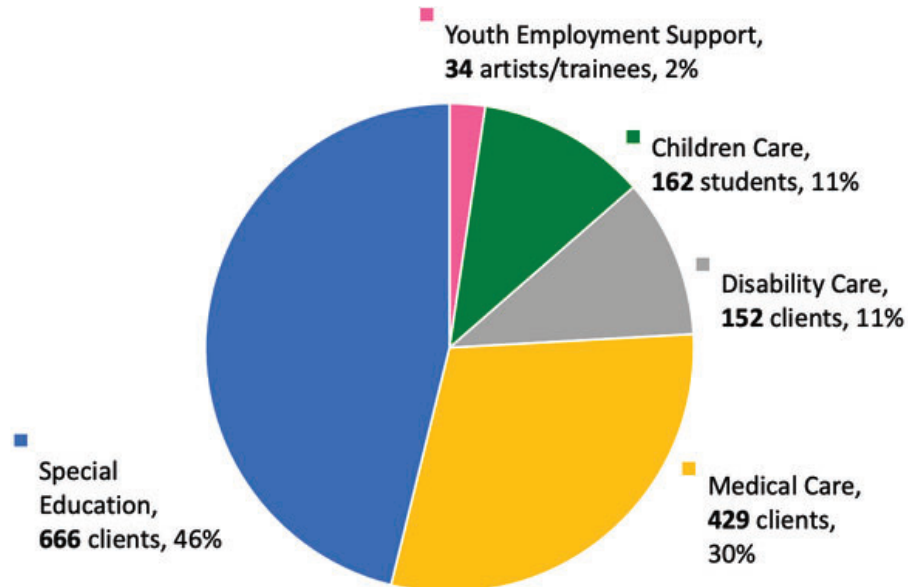
**Respect:** Treat our clients, employees, partners and suppliers with mutual respect and recognise the importance of diversity.

**Continuous Improvement:** Strive for excellence in service and performance through continuous learning and improvement.

A series of thin, light green curved lines that originate from the bottom right and sweep upwards and to the left, creating a dynamic, flowing background element.

# 1443

Clients engaged and staying connected with their families



## Supported By



**381**

Dedicated Staff



**232**

Individual Volunteers



**37**

Corporate Volunteers

## Online Engagement



**76,900**

Unique Webpage views



**9,939**

Facebook Followers



**2,985**

Instagram Followers



**10,102**

Subscribers of E-Newsletter



**Maitri School (NEW) - To be completed by 2028**

Officially registered with MOE on 1 December 2023.

Current holding site located at 95 Jalan Eunus Singapore 419529.







Ground-breaking ceremony for Metta School/Metta Building.  
慈光聚缘阁暨慈光学校兴建动土仪式。

30 Jun  
2002

Sep  
2004

Happy Arts Enterprise Ltd was established as a social enterprise to create employment opportunities for young adults with special needs.  
慈光福利协会成立其社会企业 - 悦艺企业, 以便为学障智缓青年制造就业机会

Aug  
2006

Metta Alumni was set up to congregate former Metta School graduates who are keen to further their mastery in visual arts, batik painting and pottery.  
慈光校友部是为了让慈光学校毕业生能进一步掌握视觉艺术 - 蜡染彩绘与陶艺制作而设立。

21 Dec  
2006

Metta received its first ISO 9001:2000 certification.  
慈光首次获得 ISO 9001:2000 认证。



Apr  
2007

Metta Preschool @ Simei was set up.  
开办“慈光幼儿园 - 四美”。

31 Jul  
2010



Metta Preschool@Simei was set up.  
白沙-榜鹅集选区国会议员刘鏐琳小姐为“慈光幼儿园-榜鹅”主持正式开幕仪式。

Jun  
2011

Construction of Metta School's annexe building began.  
慈光学校开始附设校舍的兴建工程

26 Apr  
2013

Metta School's annexe was opened.  
慈光学校附设校舍正式开幕



Mar  
2014

Metta Café commenced operations.  
慈光聚缘轩正式开幕。

Apr  
2015

Metta Home Nursing was set up.  
开办慈光居家护理服务。

31 Jul  
2015



Attain Singapore Quality Class (SQC) accreditation in Metta's Business Excellence journey.  
获得新加坡素质评级颁发的卓越商业计划评估委员会的肯定。

Dec  
2018

Achieved the Singapore Quality Class with People endorsement from Enterprise Singapore.  
获得 新加坡企业发展局颁发的新加坡素质级和人力评级认证。



Nov  
2019

Maitri School – Metta's 2nd Special Education School was announced.  
宣布慈明学校的设立。

Dec  
2019

Awarded the Charity Transparency Award 2019.  
获得2019年慈善团体透明度奖。



Jan  
2023

Attained Enabling Mark (Gold)  
获得启用标志 (黄金级)



1 Dec  
2023

Maitri School was established to offer special education to students with Moderate to Severe Autism (ASD) and Intellectual Disability.  
慈明学校成立的目的是为中度至重度自闭症(ASD)和智力残疾的学生提供特殊教育。



## Purpose and Objective

Dedicated to the active promotion of humanitarian causes, Metta initiates and organises a wide range of social service programmes, serving beneficiaries through the five pillars of support:



### Children Care

Early intervention services for young children with learning difficulties.



### Youth Employment Support

Vocational training and supported employment for youth with mild intellectual disability with/without Autism.



### Disability Care

- Residential care & respite care for adults with intellectual disabilities with/without autism.
- Day activity care and training centres for adults with intellectual disabilities with/without autism.



### Special Education

- Special education for students with Mild Intellectual Disability (MID) with/without Autism Spectrum Disorder (ASD).
- Special education for students with Mild Intellectual Disability (MID) with moderate to severe Autism Spectrum Disorder (ASD).



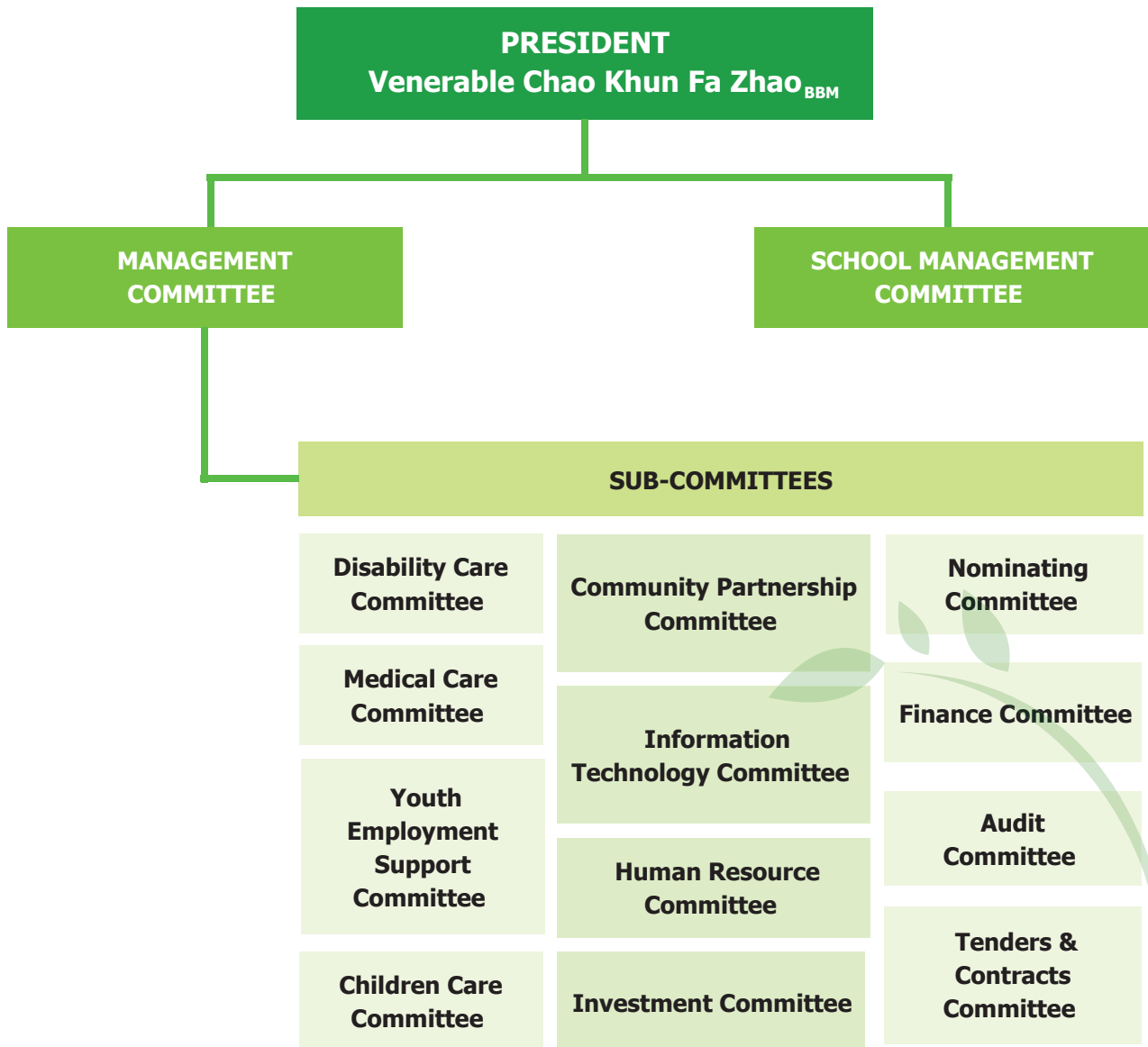
### Medical Care

- Day rehabilitative services for the elderly and stroke patients.
- Home nursing and home medical care for patients with chronic illness and organ failure.
- Home palliative care for patients with life-limiting illness.

## Strategic Thrusts

Metta strives to achieve its mission and objectives through these 4 strategic thrusts:

Client	Community	Service	People
 Providing access and affordable care to meet the need of our clients and families.	 Partnering with stakeholders (Donors, Partners, Vendors, Community Organisations) to deliver programmes and ensure business sustainability.	 Advocating for the education, training and employment for graduates from Metta School and Maitri School.	 Developing staff capabilities and competencies to support the needs of our clients and organisational development.

**Committee Organisational Structure**





**PRESIDENT**  
Venerable Chao Khun Fa Zhao <sup>BBM</sup>



**1ST VICE PRESIDENT**  
Venerable Shi You Guang



**2nd Vice President**  
Mr Oon Chong Kai, Albert



**HONORARY SECRETARY**  
Mr Ee Tiang Hwee



**ASST HONORARY SECRETARY**  
Mr Ko Yu Quan



**HONORARY SECRETARY**  
Mr Koh Kong Wen



**ASST HONORARY SECRETARY**  
Mr Chua Meng Kiat



**Board Member**  
Ms Goh Kah Eem, Evelyn



**Board Member**  
Mr Lim Ah Noi, Peter



**Board Member**  
Mr Lim Yew Si



**Board Member**  
Dr Wong Sin Yew



**Board Member**  
Mr Lim Thou Kin, Julian



**Board Member**  
Mr Tay Khay Heng, Jimm



**Board Member**  
Mr Soon Yeu Kian



**Board Member**  
Mr Woo Khai San, Victor

The above Management Committee (MC) members are elected to their positions at the Annual General Meeting on 23 September 2023. No MC members have served for more than 10 consecutive years.

The School Management Committee (SMC) oversee both special schools i.e Metta School and Maitri School. The SMC shall ensure the Schools are governed and managed responsibly and prudently and act in the best interest of the students and the Schools.



**CHAIRMAN**  
Venerable Chao Khun Fa Zhao BBM



**VICE CHAIRMAN**  
Venerable Shi You Guang



**Supervisor**  
Mr Ee Tiang Hwee



**Honorary Treasurer**  
Mr Oon Chong Kai, Albert



**Secretary**  
Ms Wong Geok Mei, Veron



**Member**  
Mr Ko Yu Quan



**Member**  
Mr Lim Ah Noi, Peter



**Member**  
Mr Wu Tian Hwee



**MOE Representative**  
Mrs Lisa Goh



**MOE Appointed Member**  
Mr Ho Ming Da

A conceptual image showing several hands of different skin tones placing white puzzle pieces into a circular arrangement. The puzzle pieces are interlocking and form a ring around the center. The word "Committees" is written in a bold, black, sans-serif font in the middle of the circle. The background is a soft-focus outdoor scene with greenery and a bright sky. A white, curled corner graphic is visible in the bottom right corner.

# **Committees**



# Sub-Committees

## 1. Children Care Committee

The Children Care Committee oversees Metta PreSchool@Punggol, which provides Early Intervention Programmes for Infants & Children (EIPIC) with global development delay (GDD) with/without autism.

<b>Chairman</b>	Mr Lim Ah Noi, Peter
<b>Vice Chairman</b>	Mr Lim Yew Si
<b>Member</b>	Mr Hon Chin Kheong, Matthew Mdm Giam Lay Eng, Marcellina

## 2. Disability Care Committee

The Disability Care Committee oversees the disability care services for adults with intellectual disabilities with/without autism.

Metta provides residential care and daycare services at the following centres:

- (a) Metta Home for the Disabled (Woodlands)
- (b) Metta Home Day Activity Centre (Woodlands)
- (c) Metta Day Activity Centre for The Intellectually Disabled (Hougang)

<b>Chairman</b>	Mr Lim Thou Kin, Julian
<b>Vice Chairman</b>	Mr Soon Yeu Kian
<b>Member</b>	Mr Chua Soon Seng, Peter Mr Heng Mong Yong Mr Lim Yew Si Mr Tay Khin Sian, Anthony

## 3. Medical Care Committee

The Medical Care Committee oversees the medical care services for the terminally ill, homebound elderly individuals who are chronically ill and rehabilitation care for elderly individuals whose strength and movement have been affected due to stroke, Parkinson's disease or other injuries.

Metta provides the following medical care services:

- (a) Metta Day Rehabilitation Centre For the Elderly (Centre-based rehabilitation services)
- (b) Metta Hospice Care (Home-based hospice care)
- (c) Metta HomeCare (Home-based medical care)

<b>Advisor</b>	Venerable Shi You Guang
<b>Chairman</b>	Dr Wong Sin Yew
<b>Vice Chairman</b>	Dr Low Yin Yee, Sharon
<b>Member</b>	Mr Govind Bommi Dr Lui Nai Lee Dr Ngiam Kee Yuan Dr. Tan Tiong Har Mr Thanabal Kaliannan

## 4. Youth Employment Support Committee

The Youth Employment Support Committee oversees programmes to enhance the social integration of youths with intellectual and developmental disabilities with/without autism to prepare them to lead an independent life.

Youth Employment Support includes the following programmes:  
Metta Café | Arts@Metta | ECO@Metta

<b>Advisor</b>	Mr Khua Kian Kheng, Ivan
<b>Chairman</b>	Venerable Shi You Guang <sup>PBM</sup>
<b>Vice Chairman</b>	Mr Woo Khai San, Victor
<b>Member</b>	Mr Chua Soon Seng, Peter Mr Ko Yu Quan Ms Lim Pek Hoon, Patricia

## 5. Community Partnership Committee

The Community Partnership Committee oversees the fund-raising programmes, donors', volunteers' engagement and corporate communications, to outreach and engage with the various stakeholders.

<b>Chairman</b>	Mr Ko Yu Quan
<b>Vice Chairman</b>	Mr Chua Meng Kiat
<b>Member</b>	Mr Chin Sau Ho Mr Chu Cheng Chuah, Wiston Mr Chua Ser Miang Mr Tang Mun Bbun

## 6. Nominating Committee

The Nominating Committee oversees the formal and transparent process in the appointment and reappointment of Management Committee and sub-committee members.

<b>Advisor</b>	Ven Chao Khun Fa Zhao <sup>BBM</sup>
<b>Chairman</b>	Venerable Shi You Guang
<b>Vice Chairman</b>	Mr Oon Chong Kai, Albert
<b>Member</b>	Mr Ee Tiang Hwee Mr Koh Kong Wen Mr Lim Ah Noi, Peter Mr Lim Thou Kin, Julian Dr Wong Sin Yew

# Sub-Committees

## 7. Audit Committee

The Audit Committee oversees the external and internal audit of Metta. The committee also assist the Management Committee in reviewing the adequacy and effectiveness of internal control systems established by management, including financial, operational, compliance, governance process, risk management and information technology controls.

**Chairman** Mr Ee Tiang Hwee  
**Vice Chairman** Mr Lam Tzu Ching, Garren  
**Member** Mr Tan Wui Khiang

## 8. Finance Committee

The Finance Committee oversees the preparation of budgets and financial statements, reviews the financial policies, ensures the amount of reserves are maintained in accordance to its reserve policy and advise the management on financial priorities and information systems relating to accounts.

**Chairman** Mr Koh Kong Wen  
**Vice Chairman** Mr Chua Meng Kiat  
**Member** Lim Hui Han, Ervin  
Ms Woo E-Sah

## 9. Human Resource Committee

The Human Resource Committee oversees the preparation of manpower budget and reviews HR strategies and policies that directly affect Metta's ability to recruit, develop and retain the staff needed for it to achieve its mission and to make recommendations to the Management Committee.

**Chairman** Ms Goh Kah Eem, Evelyn  
**Vice Chairman** Ms Tan Aik Hwee, Chris  
**Member** Ms Lai Meow Choo  
Ms Na Bee Hong, Rena  
Mr Woo Khai San, Victor

## 10. Information Technology Committee

The Information Technology Committee oversees all IT-related projects undertaken by Metta and its IT strategic plans.

**Chairman** Mr Lim Thou Kin, Julian  
**Vice Chairman** Mr Soon Yeu Kian  
**Member** Mr Lee Kwok Weng  
Mr Neo Siow Hong, Jason  
Mr Ng Hock Keng, Graham  
Mr Tan Guo Jun

## 11. Investment Committee

The Investment Committee oversees the investment of Metta's assets in accordance with its investment policy, for the sole interest of the beneficiaries. The Investment Committee shall discharge its duties with due care, skill and diligence.

**Chairman** Dr Wong Sin Yew  
**Vice Chairman** Mr Oon Chong Kai, Albert  
**Member** Mr Chang Kang Yee  
Mr Ko Yu Quan  
Mr Lau Tze Kee, Trevor  
Mr Lim Yew Si  
Ms Loh Phui Yee, Catherine

## 12. Tenders & Contracts Committee

The Tenders & Contracts Committee oversees the tender evaluation and selection process.

**Chairman** Mr Tay Khay Heng, Jimmy  
**Vice Chairman** Mr Koh Kong Wen  
**Member** Er. Koh Lip Koon  
Er. Loke Sim Wee, Joshua  
Mr Tan Yen Kee  
Committee Chairman of related projects

# Management Team

## Senior Management Team

The senior management team are professionals with diverse skillsets and experiences. They work closely with Metta's Management Committee in delivering the organisation's vision and mission to serve the community in need.



**Ms Felicia Wee Sok Pheng**  
Deputy Executive Director  
Appointed on 1 April 2015



**Mr Tan Ming Tatt**  
Legal Counsel  
Appointed on 3 May 2021



**Ms Micky Ng Leng Ying**  
Assistant Director  
Appointed on 1 January 2020

## Management Team

Name	Appointment
1 Ms Ann Ng	Senior Manager, Compliance & Secretariat
2 Ms Ng Poh Kwee, Patricia	Senior Manager, Finance
3 Mr Choi Yew Seng, Patrick	Manager, Disability Care
4 Ms Yong Chun Yin, Cherida	Manager, Medical Care (Appointed on 1 Apr 2024)
5 Mr Michael Lee	Manager, Community Partnership
6 Mr Num Lit Guan, John	Manager, Facilities & Projects
7 Ms Lim Bee Ting, Amy	Manager, Human Resource
8 Ms Wong Yik Wei, Christy	Manager, Children Care (Appointed on 1 Apr 2024)
9 Ms Wong Geok Mei, Veron	Principal, Metta School
10 Mr Wu Tian Hwee	Principal, Maitri School

Our management team maintains an oversight of the daily operations and ensure service delivery to meet the requirements of both internal and external stakeholders.



A collage of diverse children smiling and playing, with a large white circle in the center containing the text "Children Care". The children are of various ethnicities and ages, some wearing yellow shirts. The background is a soft, warm gradient. The text is in a bold, black, sans-serif font.

# Children Care



## Children Care

**Metta Preschool @ Punggol (MPSP)**

### Key Facts & Figures

- Metta Preschool@Punggol commenced in June 2010
- 162 students

### Programmes and Services

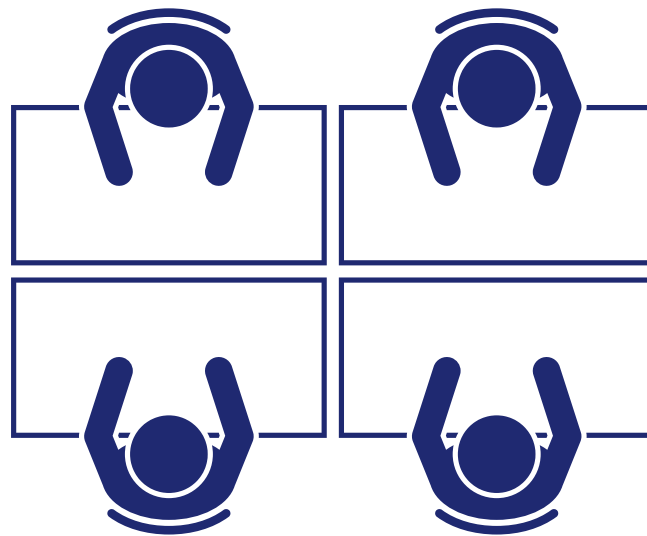
Metta Preschool @ Punggol (MPSP) is an Early Intervention Centre that admits children (Singaporeans and PRs) between the ages of 3 to 6 years old, referred from KKH, Department of Children Development , or NUH, for their developmental needs concerns. These include Global Developmental Delay (GDD), Autism Spectrum Disorder (ASD), Speech & Language Disorder (SLD), Attention Deficit & Hyperactivity Disorder (AHD) and Sensory Processing Disorder (SPD). We work closely with families of our children, in collaboration with our team of transdisciplinary professionals, for the progress of these young preschoolers.



Our early intervention programmes hold the strong belief that all children can succeed with MPSP as their partners in their learning journeys to reach their full potential. The child-centred focus in our Early Intervention programmes encompass the child's cognitive skills, communication skills, adaptive skills, fine and gross motor skills and social skills. In a professional team of early intervention educators, occupational therapists , speech & language therapists, social worker and psychologists, every child's strength and learning needs will be the basis of discussion for their individualized educational plan, aligned with the pedagogical principles of Early Childhood Holistic Outcomes (ECHO) framework. This evidenced-based curriculum will allow parents of our clients to be involved in their child's growth as well.

## Key Initiatives

In addition to new hot desking areas, the teaching and learning space were enlarged to accommodate for both morning and afternoon teachers to effectively fulfil their responsibilities as well as for the parent participation programme who require weekly and structured support from our team of professionals.



The introduction of double AM or PM teaching sessions to the EI@ Centre programme provide our teachers an option that will allow them to take on more cases, more preparation time, a wider range of schedules for younger students, and a higher frequency of sessions each week.



## Early Intervention Programme for Infants and Children (EIPIC)

**These sub-programs are provided at Metta PreSchool @ Punggol:**

### **EIPIC@ Centre**

- For children between two and 6 years old
- For children who require moderate to high levels of Early Intervention (EI) support
- Caregivers' support is needed
- Communication skills, adaptive skills, independence in routines , social skills and play skills to be the focus of classroom activities

### **EIPIC under - 2s**

- For children under the 24 months at the point of enrolment into Metta PreSchool @ Punggol
- For children who require moderate to high levels of EI support
- Caregivers' presence is required and training and support will be provided
- Adaptive skills and joint attention routines to be the focus
- To be transferred to EIPIC@Centre when child turns two years old

### **EIPIC@Home-Based**

- For children who are medically frail to travel to centre
- For children with high risk family factors that make travelling challenging
- To be transferred to EIPIC@Centre when conditions allow

### **High Needs Grant (HNG)**

- For children between 2 to 6 years old
- For children who require high level of EI support
- Caregivers' presence is required and training and support will be provided
- Self-care routines, self-regulation and basic communication skills to be the focus of classroom activities

### **Development Support Plus (DS Plus)**

- For children who require minimal level of EI support
- For children who show readiness for mainstream inclusive learning
- Cognitive, social communication , literacy and language skills and emotional skills to be the focus





## Key Indicators

### Number of caregivers engagement through home visit

#### Home Visits-Meetings - Case Conferences

**Duration:** Apr 2023 to Dec 2023 (100% Virtual)

**No of Engagement:** 154

**Duration:** Jan 2024 - 30 Jun 2024 (80% Virtual, 20% On-site)

**No of Engagement:** 93

At MPSP, the framework begins with home visits, Global Child Outcomes meetings followed by Case conferences with parents to present the child's Individualised educational plans.

#### Caregiver Engagement - Parenting Talk

##### Parenting Talks | 28 May 2024

- (1) Handwriting Development: 24 families attended
- (2) Transitional Planning for Children born in 2019: 15
- (3) Enhancing Communication via Joint Communication & Turn taking: 32

##### Parenting Talks | 05 December 2023

- (1) Hanen - Approach towards young children with communication difficulties: 35
- (2) Engaging your child in teachable moments: 27

##### Parenting Talks | 30 May 2023

- (1) Hanen - Approach towards young children with communication difficulties: 14
- (2) Engaging your child in teachable moments: 20
- (3) Transitional Planning for children born in 2018: 21

#### Family Support - Food Ration / Financial Aid



##### Hari Raya Habuan Harapan Goodie Bag 2024

Donors: A group of philanthropists | Organised by Heart Warmers Volunteers

- 14 clients (MPSP) received a food goodie bag.
- A green packet contain \$150 per family.

## Community Engagement

**Partner:** Singapore Pools Pte Ltd | 31 May 2023

**No of Engagement:** 86 children, 40 volunteers

**Event:** Indoor gymnasium

**Sessions:** 2 sessions at Kidztopia at Marina Square Shopping Mall

**Partner:** Tuas Powers Ltd | 16 Oct 2023

**No of Engagement:** 61 children, 18 volunteers

**Event:** Children's Day Carnival

**Session:** 1 morning session at Punggol 21 Community Centre



## Graduates

**Total number of graduands: 26**

Mainstream primary: 13

Maitri School: 4

Metta School: 1

Other SPED schools(5 Pathlight): 8

## Moving Forward

### People Development

- Expand the repertoire of our teaching professionals by enhancing their knowledge and skills. Plans include technical courses (SDESN, PECS, and CIA) as well as life skills such as time management, relationship building, and health management.
- Expand our group of skilled Allied Health Professionals such as Speech & Language Therapist to strengthen the team of Allied Health Professionals at MPSP.



## Testimonials

### Lim Thiam Poh

#### Lim Thiam Poh, YOB (2019) | DS+ Programme

Thiam Poh is one of our students who have stepped down to Development Plus (DS+ ) programme in October 2023. His mother recounted : "When my son was still at EI @ Centre, he would occasionally ask me if there would be classes in the afternoon at Blk 194. I would reply, "Yes, correct. Why do you ask?". He replied "Nothing, because I like to go Metta class!"

"Metta Preschool teachers did a great job in helping Thiam Poh to improve his language skills as well as his communication. Now he can have a light , easy-going conversation with his father and I , and able to maintain the talk in few minutes (ask questions and reply our question). His older sisters noted too, that his vocabulary has also improved somewhat, he can express his daily needs/thinking very clearly now and has been heard to be complaining of being "too tired" recently. "

Teacher Mary (DS Plus programme ) have been sharing with us about Thiam Poh's progress, and we get to see his working papers last term. We would like to express our gratefulness to all teachers, admins and management in Metta PreSchool for their good works and great effort! We really appreciate that and are very glad to see Thiam Poh improving day by day"



### Hamizan

#### Amir Hamizan Bin Azmi (2018) | EI@Centre

Amir Hamizan is the third sibling in his family to have been enrolled at EI@Centre at Blk 194, Metta Preschool. His older sister and brother have since graduated and are now in mainstream primary two and one respectively. As much as remember the siblings fondly, the oldest sister remembers MPSP well ! Their father recounted , "My children are always excited to want to come down; when they see their mummy take out the Metta uniform to iron, they shout loudly. The oldest girl, always ask to come to visit her ex teachers here."

"I can see that all my 3 children more independent than last time ! Hamizan, has shown a lot of improvement ! In Kindergarten, his teachers says that he has no difficulties in learning. He likes to make friends, always playing with our neighbours. It is now easier to get them to pack their toys, clean the table. Last time, say don't listen, Now, will listen. Hamizan likes to draw and colour and will tell me, proudly that he will bring it to show his teachers at MPSP.



Oldest sibling, Amirah and  
second sibling, Amiruddin



With the advice and guidance from many different teachers at MPSP, my wife and I know that it is important for parents to sit beside them when they doing their homework. Also, why it is important to set a homework routine at home for the children. Now, when I ask them , "got homework?", they will say honestly, they don't lie lah! "





# **Disability Care**





## **Metta Home for the Disabled**







## Disability Care

### Key Facts & Figures

- Commenced in December 2000
- Metta Home for the Disabled: 88 clients
- Metta Home Day Activity For The Disabled (HDAC): 32 clients
- Metta Day Activity Centre For The Intellectually Disabled (IDAC): 32 clients

### Programmes and Services

#### Metta Home for the Disabled

Set up in December 2000, Metta Home for the Disabled currently serves as a residential home for 88 residents with intellectual and physical disabilities. In a serene and picturesque environment modelled after traditional Peranakan houses, we serve individuals from all racial groups and religions aged between 18 to 55 years old. At the Adult Disability Home, we are dedicated to providing comprehensive support to our clients and their caregivers. Here's a snapshot of our efforts:



#### HOME VISITS

Total Visits: 8



#### CAREGIVER CONFERENCES

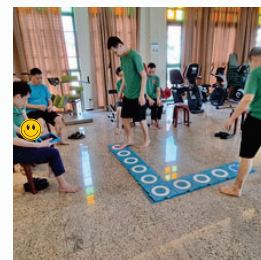
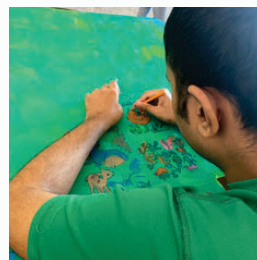
Total Caregivers Reached: 68

- 30 Physical / Video Calls
- 38 Check-in via Phone

At Metta Home for the Disabled, our goal is to offer a safe, supportive, and nurturing environment for individuals with disabilities. We strive to enhance their quality of life through personalised care and dedicated assistance. Metta Home continues to provide supportive residential services, and we are expanding our intake for clients with ASD. On Year 2023/2024, we had served a total of 88 clients and 10 respite cases.

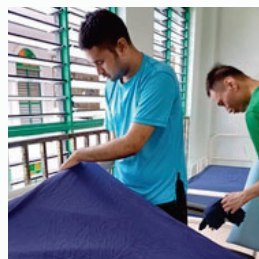


## Our Clients' Spectacular Year of Growth



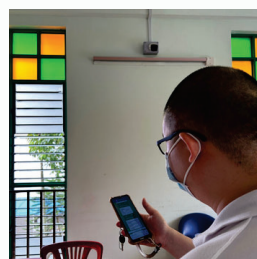
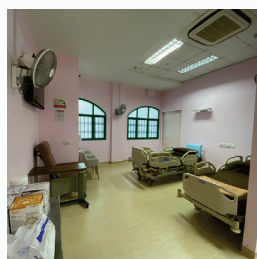
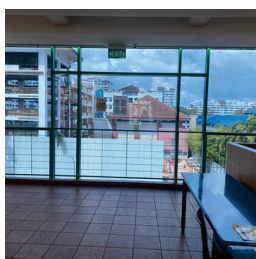
Our range of programs includes group and individual physiotherapy, sensory integration for our low-functioning clients, table-top activities to develop fine and gross motor skills, and modified sports. Earlier this year, we introduced the Improvement of the Month (IOTM) initiative.

Our aim is to focus on implementing one task per month tailored to our clients' Activities of Daily Living (ADLs) and Community Living Skills (CLS), while also integrating housekeeping into daily activities such as meal times, tidying their rooms, community litter picking, and enjoying Happy Hour karaoke sessions.



## Dive into our Client-Centric Facility Improvement

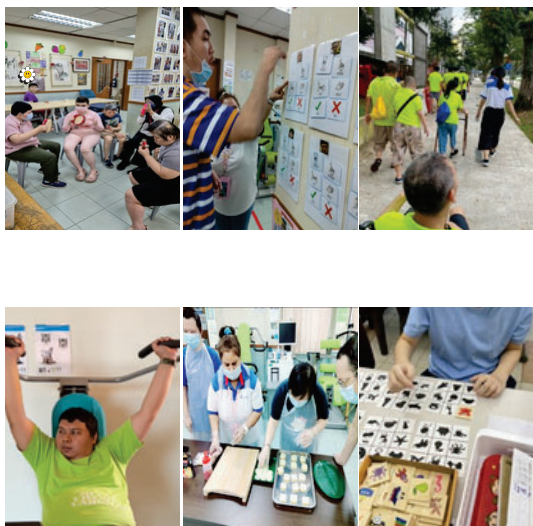
As part of our ongoing facility improvements, we have installed Solar Film, applied anti-slip treatments in clients' living spaces - resulting in an 80% decrease in falls - and implemented the Pensees video analytics system, which has significantly enhanced the supervision of our clients and the extension of Geri facility. These upgrades demonstrate our commitment to creating a safer and more comfortable environment for our clients.



## Metta Home Day Activity Centre (HDAC) and Metta Day Activity Centre For The Intellectually Disabled (IDAC).

Designed to cater to individuals with Intellectual Disabilities (ID) and now extended to accommodate Autism Spectrum Disorder (ASD) clients, these centers provide a nurturing environment where participants can engage in tailored activities that promote social interaction, skill development, and personal growth.

### Programmes and Services



### Empowering Through Engagement: Highlights from our DAC

Our Day Activity Centre (DAC) provides a rich variety of activities customized to the interests and capabilities of our participants. From creative arts and crafts to utilisation of interactive technology, community walks, and physiotherapy utilizing the HUR machine, our programs cater to both mental stimulation and physical well-being, fostering skill development, social interaction, and empowerment.



### Extending Support to Caregivers



At our DAC, we are dedicated to providing comprehensive support to our clients and their caregivers. Here's a snapshot of our our efforts:

#### Home Visits

HDAC: 10  
IDAC: 4

#### Caregiver Conferences

Total Caregivers Reached: 61

- HDAC: 31
- IDAC: 30

#### Open House

HDAC: 3  
IDAC: 2



## Strengthening Community Bonds



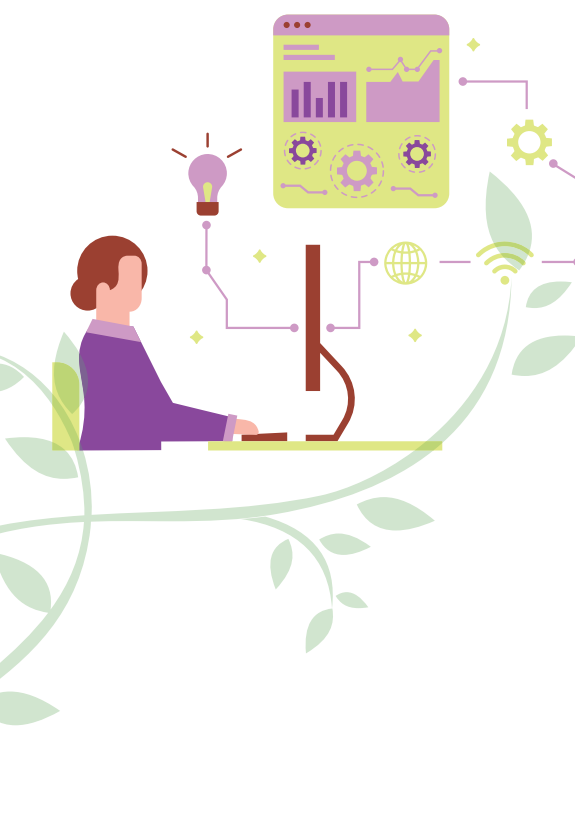
### Total CSR: 12

Various companies have chosen Metta Home as a partner for their Corporate Social Responsibility (CSR) initiatives, including ERM Singapore Marketing PTE LTD, Cisco Systems, Lingjack Engineering, and Linde, to name a few. These collaborations support our mission and enhance the services we provide to our clients.



### Moving Forward

Technology has the potential to revolutionise how our clients engage with learning materials and daily activities. We will be integrating the use of technology into the clients' developmental programmes in the quest to enhance learning and promote independent living. Modern technological tools can transform traditional approaches, making learning more accessible, engaging, and effective.



A collage of medical and health-related items on a light blue background. It includes a white surgical mask, a blue stethoscope, a white cloth with a red cross, a red heart, and red flowers. A white circular overlay is centered over the mask and cloth.

# **Medical Care**





## Metta Day Rehabilitation Centre for the Elderly

### Key Facts & Figures

- Commenced in November 1998
- 149 beneficiaries

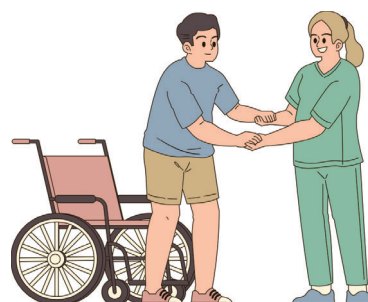
### Programmes and Services

Metta Day Rehabilitation Centre for the Elderly was established in 1998, runs 3 programmes - namely active rehabilitation, maintenance exercise as well as social day care, to keep the elderly physically active in the community. With our team of physio-therapist, occupational therapist, social worker, therapy aides as well as drivers, we strive to provide the best care possible for our elderly. The elderly that are referred to our centre usually seek rehabilitation after suffering from a stroke, compression fractures or post-surgery. We also have clients who have cognitive impairment, dementia, Parkinson's disease and our programme aims to help them improve their cognitive function and prevent functional decline.



In February 2024, we introduced a new Art Therapy programme to help this group of clients to tap into their creativity, improve their self-expression and cognitive functions. In FY2023/2024, our physiotherapist has seen a total of 181 patients, improving their mobility and lower limb strength. Our occupational therapist has changed the lives of 54 patients, providing them with the best rehabilitation programme so that they can improve their functional status, gross motor skills and fine motor skills. We have also hosted 3 corporates and 1 school for their CSR activities at the centre in the past year, where they mingled and participated in activities with the elderly, forging memories and friendships that they will keep close to their hearts.

Our medical programme has supported 23 needy families in FY 2023/2024 by distributing monthly food rations to their doorsteps, so that they will have essential food items to tide them through the difficult times.



Metta HomeCare comprises of a team of compassionate doctors, nurses and social workers who are dedicated to serving our patients in the comfort of their own homes. The patients we serve have a myriad of chronic diseases such as diabetes, chronic obstructive pulmonary disease, thyroid disease and heart conditions. The care rendered usually extends beyond the routine wound dressing, catheter change and NGT change. Our team also strives to provide holistic medical care for the patient as well as their families mentally, physically, emotionally. For FY2023/2024, our home medical and home nursing team have visited the homes of 104 patients a total of 1121 times, providing medical support to improve the everyday lives of our patients.



## Testimonials

Dear Dr Lau and Ms Tang,

Thank you for their help and quick response and guidance. When my mother was discharged from ward, Ms Tang came on Thursday, Dr Lau on Saturday.

From: Ong Ah Yong, daughter of CC

Dear Dr Cui and Bee Suan,

Thank you very much for attending to my dad Tan SH. With your love, he was comfortable till his last day.

From: Dorris

Compliments for Rehabilitation Centre for the Elderly staffs,

Yeehoon, Uncle Yong, Jannah for being passionate in their jobs and caring towards him and other clients.

From: Teo EC



## Key Facts & Figures

- Commenced in June 2000
- 197 beneficiaries

## Programmes and Services

Metta Home Hospice strives to provide integrated care to palliative patients and their families to support their final days in the comfort of their homes. Our palliative patients that we serve range from end stage renal disease to various types of cancer, to individuals with heart failure. Our dedicated team of medical professionals strives to make their end-of-life journey as comfortable and meaningful as possible to help relieve the suffering of the palliative patients in their last days.



In FY2023/2024, we have journeyed with 200 palliative patients, with our dedicated doctors and nurses paying a total of 1954 visits to their homes to give professional medical advice and to lend a listening ear to the patient's loved ones.

Through our Make A Wish programme, we also aim to fulfill the last wishes of the palliative patients before they pass on. In FY2023/2024, we granted the wishes of 8 palliative patients before their last days, bringing a smile to them and their families; and allowing them to create fond memories together that they will remember for a lifetime.

MAKE A  
*Wish*



## Moving Forward

- To serve more patients in need by expanding hospice and homecare service areas to Upper Serangoon and Braddell region.
- Working with People's Association for ad hoc health screening for the elderly in the Tampines Changkat region to ensure that we can detect diseases in the community early and prevent any disease, injuries or death in the communities.
- Recruitment for volunteers in the Tampines Changkat region for befriending and spring- cleaning assistance for our elderly in hospice, homecare and rehab.
- Increase outreach for our new maintenance day care programme for the elderly around the east region.
- Through our programmes, enable the elderly to improve their wellbeing in line with the biopsychosocial model and to keep physically and mentally fit.
- Working with corporates to ensure that the elderly who attend our programmes can keep up with the latest technology (such as use of smartphones, ipads) by simplifying the usage so that the elderly can engage with technology daily.
- To form interest groups such as cooking groups, art groups and horticulture groups for our elderly so that they can hone their skills in their area of interest as well as develop friendships with other elderly in our medical care programme.



A close-up photograph of children's hands drawing on a dark blue asphalt surface with yellow and white chalk. A semi-transparent circular overlay is centered over the image, containing the school's name. The bottom right corner of the image is folded over like a page.

# **Maitri School**





## Maitri School

### Key Facts & Figures

- Commenced in 2021
- 111 Students

Maitri School serves children with Autism Spectrum Disorder (ASD) between the ages of 7 to 18 years old. The school started out as a programme residing in Metta Building in March 2021, with 7- and 8-year-old students. Maitri was officially registered as a school on 15 December 2023 and moved to its current holding site at 95 Jalan Eunus in January 2024 while waiting for the new campus to be completed in 2028.





## Programmes and Services

### Field Trips

In their early years with the school, students learn to communicate and manage their emotions, increase their self-care and readiness to learn. For students to experience authentic settings to apply and reinforce what they learnt in the classroom, we organised monthly field trips outside the classrooms and the school, including a visit to Our Tampines Hub for the use of the library, jogging track and playground.



### Angklung Performance

A group of Year 3 students showcased their musical talents through an Angklung performance at the Metta Charity Carnival. Angklung was first introduced to the students in 2023. Maitri School aims to introduce more performing arts progressively in the next few years to expose our students to a variety of performing arts and co-curricular programmes, so as to discover and develop their talents in various areas.



### Moving Forward

We believe all students can learn as we strive to design our programmes and interventions to equip them with daily living skills so that they can lead an independent life.



# Metta School



## Metta School

### Key Facts & Figures

- Commenced in Jan 2001
- 447 Students

Metta School is committed to delivering quality education and providing holistic experiences that go beyond the classroom for its students, aged 7 to 21. We believe that education is not limited to academic learning, but also encompasses the development of various skills and traits that are essential for the overall growth and well-being of our students. The development of our students span from cognitive, social-emotional, physical to building of leadership skills and cultivating of aesthetics interests. Adopting a person-centered approach, students are placed in different programmes which best meet their needs. School-wide programmes, rooted in values, build character and support every student who is ready to transition between programmes, as well as towards their post-school goals upon graduation.

Adventure camps are an integral part of our approach to holistic education. These camps provide a unique opportunity for our students to engage in outdoor education experiences that are both educational and enjoyable. Through participation in camps, our students can acquire valuable skills and experiences that contribute to their personal and social development. It makes learning authentic and interesting for the students, therefore helping the students with knowledge application and retention better.

### 2D1N School Camp | May 2023





## Innovation in Education

Our staff are the cornerstone of fostering an engaging learning environment. We embrace innovative practices to inspire creativity, critical thinking and a love for lifelong learning in our students. The Vocational Non-Certification (VNC) Programme won the MOE-SG Enable Award (IA) in November 2023 which recognizes the school for its efforts in developing a culture of innovation through the implementation of innovative practices that nurture the development of our students. The App (i.e., EPP Num App) which tapped on the affordances of technology allows students to make decisions related to making purchases.



### Moving Forward

We believe all students can learn as we strive to design our programmes and interventions to equip them with daily living skills so that they can lead an independent life.



# **Youth Employment Support**





## Arts@Metta

### Key Facts & Figures

- Commenced in 2006
- 8 clients

Metta Alumni was formed in 2006 and renamed as Youth Employment Support in 2021 to equip Metta School graduates with life skills that promote integration and independence so that they can remain inclusive in society. These programmes under Youth Employment Support. The programme aims to increase employment opportunities for Metta School graduates diagnosed with mild intellectual disability with/without autism through comprehensive training and development in visual arts. At Arts@Metta, we strive to empower our youths with special needs with life skills that promote integration, independence, and socialization.

This year, Arts@Metta explored new terrains through collaborations with new retail platforms, working with new corporate partners, and introducing job trials for our youths.



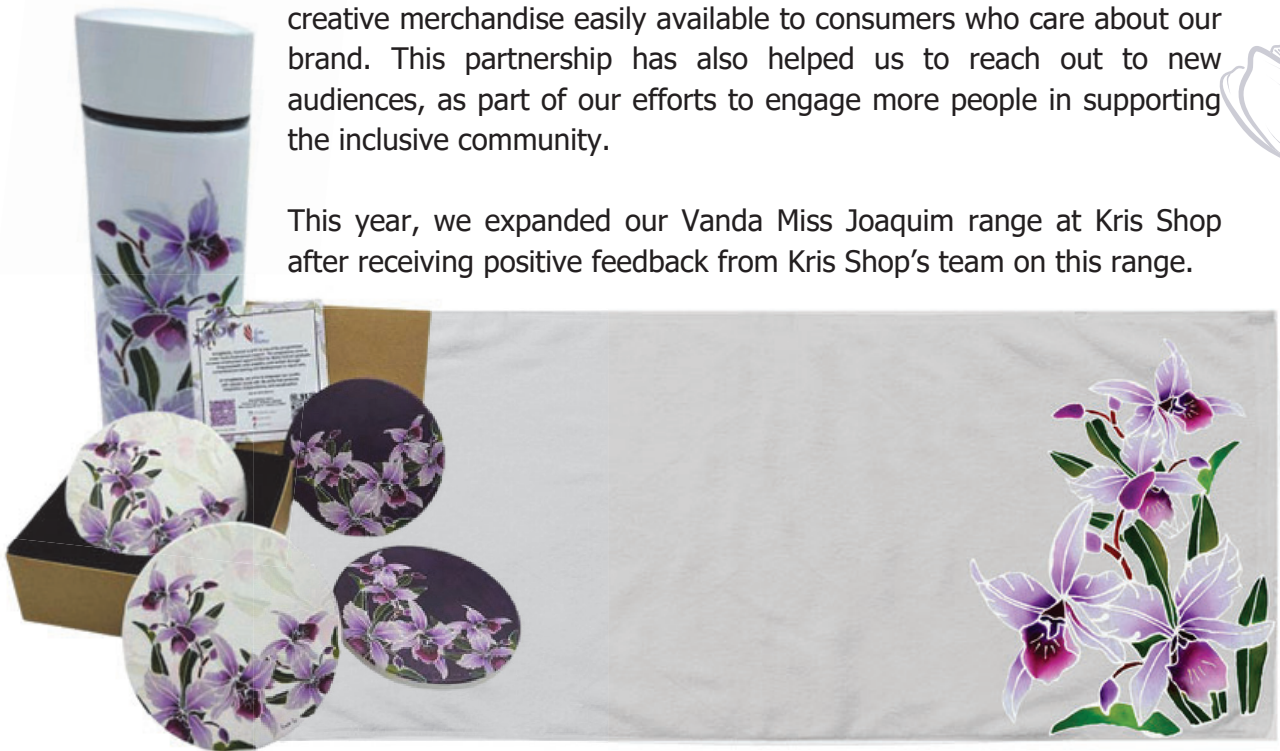


## Kris Shop Current Retail Platform

We continued to expand our retail online presence through our partnership with Kris Shop, making our

creative merchandise easily available to consumers who care about our brand. This partnership has also helped us to reach out to new audiences, as part of our efforts to engage more people in supporting the inclusive community.

This year, we expanded our Vanda Miss Joaquim range at Kris Shop after receiving positive feedback from Kris Shop's team on this range.



## Raffles Boutique New Retail Platform

This year, we explored new terrains through collaborations with new offline retail platforms.

We continued to expand our retail offline presence through our partnership with Raffles Boutique. This partnership has also helped us to reach out to new audiences locally and globally, as part of our efforts to engage more people in supporting the inclusive community and our work.



## Holiday Inn New Retail Platform and Corporate Partner

We continued expanding our retail offline presence through our partnership with Holiday Inn. This partnership has also helped us to reach out to new audiences locally and globally, as part of our efforts to engage more people in supporting the inclusive community and our work.

We were also commissioned to curate an artwork for Holiday Inn's Deepavali festival.

*In collaboration with Jozie Koek, a special needs artist from Arts@Metta, this exuberant border is part of The Light of Colours collection that showcases the iconic elements that represents Holiday Inn Singapore Little India.*



## Thales

We are thankful to partner with new corporate entities to create new opportunities, sales channels, and revenue streams. The Thales Manufacturing Competence Centre (MCC) in Singapore is one example which houses the Group's largest and only multi-product manufacturing facility, producing banking cards, micro-modules, radio frequency antennas, and passport data pages. The designs by Fadhil feature aerospace, information systems, drones, and eSIM.

Thales Celebrates 50th Anniversary in Singapore, Announces Major Investments and Innovations, these coasters were thoughtfully designed, personalized mementos of the gala dinner, while also supporting and highlighting the work of our special needs artists.







## Jewel Changi Airport

We are thankful to partner Jewel to create new opportunities, sales channels, and revenue streams.

Fadhil is an independent traveler, he enjoys taking public transportation and exploring different parts of Singapore. He gains inspiration in his commute time. Fadhil imagines himself taking the sky train that passes through Jewel Changi Rain Vortex and the Forest Valley attractions and gaining inspiration from these attractions. Fadhil's masterpiece features the iconic Rain Vortex, the world's tallest indoor waterfall.

His master piece was commissioned by Jewel Changi Airport.

## Singapore Police Force



We collaborated with the Singapore Police Force to present a collaborative artwork to Mr President for their annual dinner.

It was a significant milestone to celebrate, as we presented designs created by our artists. It is a transformative experience for special needs artists, providing them with recognition, validation, and new opportunities while raising awareness and advocating for greater inclusion.





# ECO@Metta

## Key Facts and Figures

Commenced in 2019

12 clients

Saving the earth, one orange at a time! With ECO@Metta, we seek to address two pressing concerns of our time – the lack of supported employment options for post-18 youths with special needs and the amount of food waste that goes to landfills.

Our very first product from the ECO@Metta range is the all-natural multi-purpose orange enzyme cleaner. We take orange peels that would normally become food waste, painstakingly cut them up and ferment them with brown sugar for three months before harvesting and bottling. The harvested peels are then made into compost with a food composter machine. Voila and we got a perfect little circular economy thing going!

Our **ECO@Metta initiative** participated in community events by giving back to the community. Bottles of orange enzyme cleaner were created and distributed to marginalized families through the following community centers:

**Woodgrove Community Centre**  
**Zhenghua Community Centre**





**Metta Cafe**



## **Key Facts and Figures**

**14 clients**

Metta Café actively supports the Metta School students and graduates aged 18 and above, with mild intellectual disability with/without autism who may not be job-ready or/ and require longer pathway, to equip them with vocational, work, and life skills through our comprehensive F&B vocational training. The programme addresses existing service gaps in supporting the employment for persons with special needs with the goal of transitioning to open employment as they progress towards greater independence. FY 2022/23 provided many new opportunities for cross-sector partnerships which allowed our programme to pursue value creation by aligning our objectives and harnessing the competencies of different sectors and partners to drive stronger impact of our work.

Metta Cafe celebrated its 10th anniversary this year.

This year, Metta Cafe is thrilled to mark a significant milestone—our 10th anniversary! For a decade, we've proudly served as more than just a cafe; we've been a vibrant community hub dedicated to supporting apprentices with special needs. Our journey began with a simple yet profound mission: to create a nurturing space where youths with special needs have the opportunity to thrive and succeed.

Over the past ten years, Metta Cafe has transformed into a beacon of hope and inclusion, providing a unique platform for individuals with special needs to develop valuable skills, gain confidence, and achieve their full potential. Our innovative training programmes have not only equipped apprentices with practical skills in F&B but have also fostered a sense of belonging and purpose.

From our humble beginnings to becoming a cherished fixture in the community, the heart of Metta Cafe has always been its people. Our apprentices bring a unique warmth and dedication to their roles, and their contributions have been integral to our success. Each day, our team of apprentices and staff work together to create an environment where kindness, respect, and empathy are at the forefront.

## **Moving Forward**

As society progresses, the imperative to provide equitable opportunities for our youths with special needs. The Youth Employment Support Programme is committed to bridging the gap between these youths and gainful employment by equipping them with relevant vocational skills. This forward-looking plan outlines strategies to enhance vocational training foster employment readiness, and promote independence.



A collage of hands of various skin tones (light, medium, and dark brown) arranged in a circular pattern, with fingers pointing towards the center. The hands are layered, creating a sense of depth and unity. In the center of the circle, the words "Community Partnership" are written in a bold, black, sans-serif font. The background is a light gray gradient. A small, stylized corner graphic resembling a folded piece of paper is visible in the bottom right corner.

# **Community Partnership**



## Flagship Events

### 4th Singapore Pools x Metta Charity Run 2023



On September 16th, 2023, the 4th Singapore Pools X Metta Charity Run took place at Marina Barrage from 8 am to 12 pm. This vibrant event brought together runners, volunteers, and supporters to raise funds and awareness for Metta's beneficiaries with special needs. The scenic route and enthusiastic participants created a memorable experience for everyone involved. The funds raised from this event will help support Metta's various programmes, ensuring continuous care and services for those in need.

### 24th Metta Charity Golf 2023

The event was held on 12 May 2023 at Seletar Country Club bringing together golf enthusiasts and supporters for a day of sport and philanthropy. Participants enjoyed a round of golf while contributing to a noble cause, raising funds to support Metta Welfare Association's various initiatives.



The event featured exciting activities, including a prize ceremony and a charity auction, fostering a spirit of community and generosity. The funds raised will go towards enhancing our programmes, ensuring that we can continue to provide quality care and support to our beneficiaries. We extend our heartfelt gratitude to everyone who participated and contributed.



## Metta Charity Carnival 2024

The Metta Charity Carnival 2024, held on 17 March 2024 at Maitri School, brought the community together for a day of fun and philanthropy. With the theme "A Green Gastronomic for a Better Tomorrow," the event featured an eco-conscious marketplace, promoting sustainability while raising funds for Metta's various programs.



Over 1,150 beneficiaries across nine centers benefited from the proceeds, supporting services in disability care, medical care, children care, alumni care, and special education. The event exemplified Metta's commitment to humanitarian causes and community support.



### Moving Forward

Metta's forward plans for fundraising are designed to build a strong foundation for future growth and impact. By collaborating with strategic partners, engaging volunteers, and enhancing visibility, we aim to secure the resources needed to support our community effectively. Through these efforts, we will continue to make a meaningful difference in the lives of those in need.





# **Our People**



## OUR PEOPLE

As valued stakeholders of our organisation, we constantly engage our employees to create a motivated, healthy and happy work force.

### Learning and Development

We are committed to enhancing our employees' capabilities and competencies through targeted learning and development opportunities. Our comprehensive training programmes are designed to equip staff with the skills needed to effectively manage and support our clients, both in their daily interactions and in emergency situations.



Child First Aid Course attended by PreSchool teachers. Through this course, teachers strengthened their skill and knowledge in managing medical emergency involving children and infant.



# 22

Employees' average training hours  
on skill-based training



Standard First Aid Course attended by Health Attendant, Nursing Aides and Admin staff of Disability Care. This course equipped employees with skill to identify, plan and manage emergencies.

We ensure our employees fully understand and adhere to the Data Protection Obligations outlined in the Personal Data Protection Act 2012 (PDPA). To support this, we have implemented robust training programs, both in-person and online, to deepen their knowledge of data protection practices in their course of work.



Data Protection Officers attended the 3-days training on the Fundamentals of the Personal Data Protection Act in June 2023

## **Empowerment for Continuous Improvement**

We encourage our employees to think creatively and embrace a culture of innovation and quality improvement. Our Innovation and Quality Circles (IQCs) are a key component of this initiative, where teams collaborate to advance innovation and uphold high standards within Metta.

The IQC projects focus on a variety of important areas, including Workplace Safety, Caregivers' Knowledge, Fall Risk Prevention and assisting youths with special needs for the adaptation of cleanliness requirement. By participating in IQCs, employees work together to identify challenges, develop innovative solutions, and drive continuous improvement. This collaborative approach not only fosters a culture of creativity but also ensures that our standards of excellence are consistently met and elevated.



### **Hello Nurse**

The IQC team developed a self-help handbook, guiding caregivers how to manage clients' common symptoms at home.

### **Anti-slip Treatment**

The IQC team worked on reducing fall risks of clients with the application of anti-slip treatment on the floorings at Metta Home.





## Health and Wellness

We are committed to fostering a workplace culture that prioritizes and supports the overall health and well-being of our employees. To create a positive and nurturing environment, we offer a variety of wellness programmes, team-building activities, and celebratory events.

By integrating these elements into our workplace culture, we aim to promote a supportive and connected environment where employees feel valued and motivated, ultimately enhancing both their personal well-being and professional productivity.



**Monthly Exercise Sessions**

### **Mindfulness for Self-Care Workshops for Employees**



### **Monthly Fruit Day**

Our Monthly Fruit Day programme is designed to foster healthy eating habits among our staff by offering fresh, seasonal fruits each month. This initiative aims to enhance nutrition, boost energy levels, and support overall workplace wellness.



## Celebration and Recognition

We celebrated Nurses' Day to honour and express our deep appreciation for the invaluable contributions of our healthcare team. This special occasion was dedicated to recognising their unwavering dedication, passion, and the exceptional care they provide to our clients.



## Xin Guang Nite 2023

Our Annual Staff Dinner, "心光之夜 Xin Guang Nite," held on December 1, 2023, was a spectacular event that concluded with great enthusiasm! The evening featured a dynamic mix of performances, interactive games, and thrilling lucky draws, creating a vibrant and enjoyable atmosphere for everyone.

A highlight of the night was the presentation of the Long Service Awards to 17 dedicated employees. Their unwavering commitment and years of service with Metta were both commendable and inspiring.







# **Corporate Governance**



**Introduction**

We are committed to high standards of corporate governance, upholding the values of accountability and transparency within our organisation. We comply with the requirements of the Code of Governance (for Charities and Institutions of a Public Character) issued by the Charity Council.

**Charity Status**

Metta Welfare Association (Metta) was set up as a society with the Registry of Societies (ROS) on 13 July 1994. It was registered as a charity under the Charities Act on 9 March 1995.

**Charity Registration No:** 1082

**Constitution:** Society

**Unique Entity No:** S94SS0081K

**ROS Registration No:** 285/93WEL

**IPC Validity Period:** 1 March 2024 to 31 January 2027

**GST Registration No:** M90373853A

**Member of Central Fund:** NCSS Charitable Fund

**Registered Address:** 32 Simei Street 1, Singapore 529950

**Governing Instrument**

Metta has Constitution as its governing instrument, which sets out its objects, membership, conduct of general meetings, composition and powers / functions of the Management Committee, duties of Office-Bearers, audit and financial year.

**Bankers**

Bank of China Singapore, BNP Paribas, DBS Bank, Hong Leong Finance, Oversea-Chinese Banking Corporate Limited, Standard Chartered Bank and United Overseas Bank Limited.

**Auditor**

Credo Assurance LLP



## **Management Committee**

We are governed by a Management Committee ("MC") of 15 members, elected according to our Constitution. Currently, the MC comprises the President, two Vice Presidents, the Honorary Secretary, Assistant Honorary Secretary, Honorary Treasurer, Assistant Honorary Treasurer and 8 other elected Board members.

They bring with them skills and abilities in diverse areas such as accounting, auditing, business, communications, healthcare, project management, finance, fundraising, human resource management and IT management. The MC ensures that we are run well and responsibly.

MC members must serve on at least one of Metta's sub-committees to gain a better understanding of Metta's purpose, objectives and business operations. The Nominating Committee will review and assist all applicants who wish to stand for election or be co-opted onto the MC.

The MC is collectively responsible for oversight of Metta to meet its objectives while ensuring compliance with relevant governing instruments, laws and regulations. The MC works with the Deputy Executive Director, Ms Felicia Wee, as appropriate and supports her in leading the organisation.

MC members serve their term of office without remuneration to maintain the integrity of serving for public trust and community good instead of for personal gain. In the financial year FY2023/24, the MC members are not remunerated for their Board services. The MC established 12 sub-committees to provide oversight in specific functions and assist the MC in the discharge of its duties. Each sub-committee is governed by documented Terms of Reference.

MC members participate in decision-making during MC meetings which are organised once every two months. They also deliberate and make decisions on approving matters through electronic communications and in writing, which will be ratified at the MC meetings. The MC members participated in the Annual Board Self-Evaluation online questionnaires to assess the MC's performance and effectiveness.

## **MC Renewal and Term Limits**

As per Metta's Constitution, all MC members may be re-elected to the same or a related post for a consecutive term of office. The term of office for the Committee is two (2) years.

However, the maximum term limit for the Honorary Treasurer or the Assistant Honorary Treasurer is four (4) consecutive years. After meeting the maximum term limit of four (4) years, an MC member's re-appointment to the position of Honorary Treasurer or Assistant Honorary Treasurer may be considered after at least a two-year break.

## MC Appointment, Occupation and Meeting Attendance

The MC meets at least 6 times a year. For the financial year from 1 April 2023 to 31 March 2024, there were 6 MC meetings.

No.	Name	Current Appointment	First Appointment (#)	Occupation	Meeting Attendance
1	Venerable Chao Khun Fa Zhao <small>BBM</small>	President 23.09.2023	President 14.09.2019	Abbot & President, Buddhist Temple	6/6
2	Venerable Shi You Guang	1st Vice President 23.09.2023	1st Vice President 16.09.2017	Abbot & President, Buddhist Temple	5/6
3	Mr Oon Chong Kai, Albert	2nd Vice President 23.09.2023	Honorary Treasurer 14.09.2019	Group Managing Director, Engineering supplies for the Marine, Oil & Gas Industries	6/6
4	Mr Ee Tiang Hwee	Honorary Secretary 23.09.2023	Honorary Secretary 01.06.2017	Deputy Executive Director, Buddhist Temples	5/6
5	Mr Ko Yu Quan	Asst Honorary Secretary 23.09.2023	MC Member 14.09.2019  Asst Honorary Secretary 18.09.2021	Director, Food Manufacture & Retail	5/6
6	Mr Koh Kong Wen	Honorary Treasurer 23.09.2023	MC Member 18.09.2021	Contracts Manager, Civil engineering & construction company	6/6
7	Mr Chua Meng Kiat	Asst Honorary Treasurer 23.09.2023	MC Member 24.09.2022	Director of Integrated COMMS, Technology & Engineering Group	5/6
8	Ms Goh Kah Eem, Evelyn	MC Member 23.09.2023	MC Member 10.10.2015	Senior Director, People & Culture	4/6
9	Mr Lim Ah Noi, Peter	MC Member 23.09.2023	MC Member 16.09.2017	Partner, Optometry	6/6
10	Mr Lim Thou Kin, Julian	MC Member 23.09.2023	MC Member 25.09.2016	Senior Manager, IT Company	4/6
11	Mr Lim Yew Si	MC Member 23.09.2023	Asst. Honorary Treasurer 14.09.2019	Accountant	4/6
12	Mr Soon Yeu Kian	MC Member 23.09.2023	MC Member 18.09.2021	Vice President, Bank	6/6
13	Mr Tay Khay Heng, Jimmy	MC Member 23.09.2023	-	Principal Project Manager Land Transport Authority	3/3 *
14	Dr Wong Sin Yew	MC Member 23.09.2023	2nd Vice President 16.09.2017	Infectious Disease Physician Specialist	4/6
15	Mr Woo Khai San, Victor	MC Member 23.09.2023	MC Member 14.09.2019	Executive Director, E-commerce and logistics solutions provider	4/6

\* This member was newly elected to the MC at the Annual General Meeting held on 23 September 2023.  
He therefore did not attend the 3 MC meetings convened before 23 September 2023.

# This refers to date of first appointment to the Board that member served on a continuous basis till 31 March 2024.



A newly elected MC member will undergo a corporate briefing and orientation tour conducted by the Deputy Executive Director, Ms Felicia Wee. The briefing covers the organisation overview, strategic directions, board responsibilities and fiduciary duties of MC members, followed by an orientation tour of Metta's centres for onsite learning about our programmes and clients.

MC members receive updates on training opportunities as well as seminars, conferences, workshops and dialogue sessions organised by the Ministries, NCSS and professional bodies. They are encouraged to attend these events to stay abreast of emerging trends in the social service landscape, key developments, and new or changing legislation and compliance requirements.

### Appointment in Affiliated Organisations

The following office bearers hold other appointments in Metta's affiliated organisations, namely the Golden Pagoda Buddhist Temple and the Buddha Tooth Relic Temple (Singapore):

Office Bearers	Affiliated Organisation	Position Held
Venerable Chao Khun Fa Zhao <sup>BBM</sup> President	<ul style="list-style-type: none"><li>Golden Pagoda Buddhist Temple</li><li>Buddha Tooth Relic Temple (Singapore)</li></ul>	Abbot & President Abbot & President
Venerable Shi You Guang 1st Vice President	Buddha Tooth Relic Temple (Singapore)	Executive Director
Mr Ee Tiang Hwee Honorary Secretary	<ul style="list-style-type: none"><li>Golden Pagoda Buddhist Temple</li><li>Buddha Tooth Relic Temple (Singapore)</li></ul>	Deputy Executive Director Deputy Executive Director
Mr Chua Meng Kiat Asst. Honorary Treasurer	Golden Pagoda Buddhist Temple	Honorary Treasurer

### Strategic Planning

The MC periodically approves and reviews our Vision, Mission, Values and Strategic Thrusts to ensure we stay relevant in relation to the changing environment and needs. These are communicated to all stakeholders and the public through various platforms, including the annual report and corporate website.

The MC reviews and approves the yearly Balanced Scorecard, which is adopted for mapping out the action plans and targets to be carried out by respective office functions in achieving the Four (4) Strategic Thrusts.

## **Financial Management and Control**

The MC and Finance Sub-Committee jointly review and approve the annual budget prepared by the management team. Our charity's operating and capital expenditure budgets are regularly monitored to ensure prudent usage of funds.

We are committed to disclosing audited statements that give an accurate and fair review of our financial position, in accordance with the requirements specified by the authorities.

We have written procedures in place for financial matters in key areas, including procurement and controls, receipting, payment procedures and systems for the delegation of authority and approval limits.

## **Reserves Policy**

We have a Reserves Policy which aims to maintain reserves of not more than 5 times our Average Annual Operating Expenditure.

Average Annual Operating Expenditure means:

"Total operating expenditure for the immediate past 3 financial years divided by 3"

Our Finance Sub-Committee reviews the Reserves Policy biennially and makes recommendations for approval to the Management Committee.

## **Risk Management and Internal Control**

We adopt a rigorous enterprise risk management framework and conduct annual internal audits on key aspects of our operations, aligned with International Organisation for Standardization (ISO) standards. The Audit Sub-Committee assists the MC in providing oversight of risk management, while the Senior Management Team monitors and ensures the integrity of the internal control systems.



We also engage independent internal and external auditors periodically to verify that our internal controls are effective and that our financial, investment and fundraising policies are strictly followed. The findings and recommendations from both the internal and external auditors are reviewed by the Audit Sub-Committee and reported to the MC.

## **Human Resource Policy**

We have established HR guidelines and procedures for key HR functions such as recruitment, deployment, training, empowerment, compensation & welfare, grievance handling, insurance, performance appraisal and termination of employment. The Human Resource Sub-Committee oversees HR strategies and policies and makes recommendations to the MC, which has the discretion to deliberate and make the final decisions on these proposals.

No staff member is involved in setting his or her own remuneration. Furthermore, no staff member shall serve as a member of the MC. Metta has not employed any staff who are close family members of the MC members.



### **Volunteer Management**

We have established guidelines and procedures for Volunteer Management, focusing on the recruitment, orientation, engagement, retention and appreciation of volunteers. We have a diverse pool of individual and corporate volunteers that support our programmes and events. All volunteers will undergo an orientation and/or pre-event briefing covering Metta's Mission & Vision, Programme & Client management, Code of Conduct and Confidentiality.

### **Fundraising Practices**

We have established guidelines on fundraising based on the best practices set by the National Council of Social Services (NCSS) and the Charity Council. All donations, sponsorships and donations-in-kind are recorded and properly accounted for.

### **Conflict of Interest Policy**

We have clear policies and procedures in place to manage and avoid conflict of interest situations. All MC members, Sub-Committee members and our staff are required to declare any conflict of interest at the start of their terms, at the point of hire, annually and at the first indication of a conflict or as soon as a potential conflict arises. In any matter where a conflict of interest exists, the conflicted individual(s) are not allowed to vote and/or participate in the decision-making process pertaining to that matter.

### **Whistle-Blowing Policy**

We are committed to the highest standards of honesty, transparency, accountability, and ethical conduct with integrity. We have implemented a whistle-blowing policy to provide a secure avenue for our employees, volunteers, beneficiaries and external parties to raise genuine concerns about suspected improprieties without fear of reprisal.

### **Personal Data Protection Policy**

We have a privacy policy and various processes in place to comply with the Personal Data Protection Act 2012 (PDPA). Data collected by our charity is only used for the purposes stated and agreed upon, unless otherwise permitted by law. We have implemented reasonable security arrangements to fulfill our PDPA obligations.

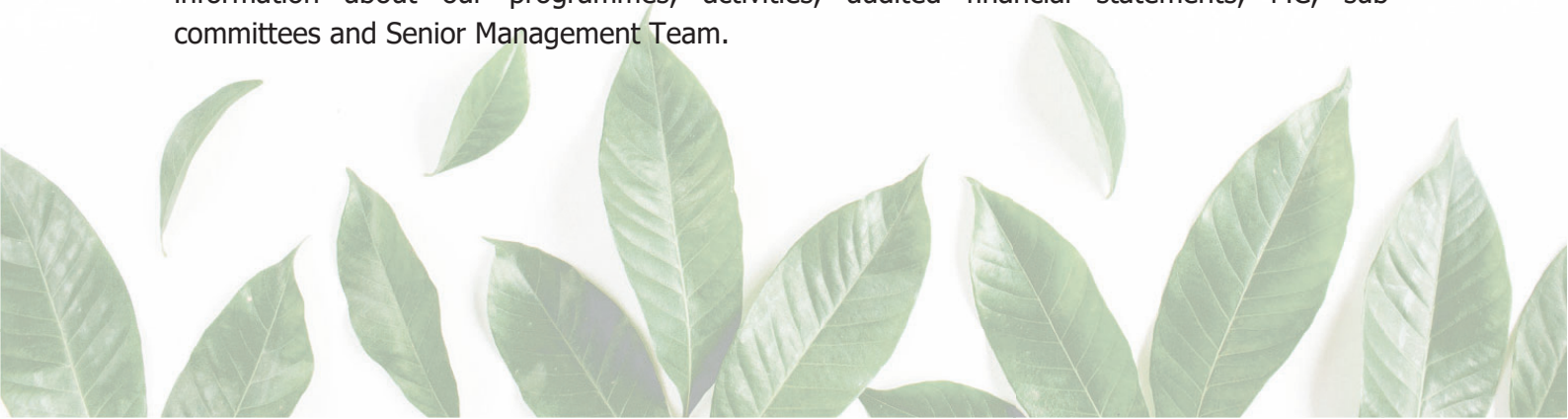


### **Code of Conduct**

We have a documented Code of Conduct for governing the behaviour of Metta's MC members, staff and volunteers upon their appointment, employment and/or engagement with Metta. This ensures that they conduct themselves professionally to safeguard Metta and our clients.

### **Disclosure and Transparency**

We publish our Annual Report on our corporate website which includes comprehensive information about our programmes, activities, audited financial statements, MC, sub-committees and Senior Management Team.



A hand holding a white pen, writing on a green globe with the letters 'ESG'. The background is a dark green with various icons: a sun, solar panels, a lightbulb with a leaf inside, a recycling symbol, and a leaf. The text 'ESG' is written in large, white, bold letters on the globe.

ESG

**ENVIRONMENTAL,  
SOCIAL AND  
GOVERNANCE**





## ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

Our organization's journey into ESG principles begins with a comprehensive understanding of their relevance to our organisation. Our leadership has effectively communicated the benefits and importance of ESG practices through diverse platforms including staff dialogue sessions, townhalls, staff learning day events, newsletters, and other staff engagement activities.

The commitment from our leadership to integrate ESG practices into our operational framework has been instrumental. This endorsement ensures that ESG factors are systematically considered in our daily practices, guiding us towards sustainable and responsible decision-making.



### Environmental

We supported the national sustainability movement to foster deeper engagement with our internal team and external stakeholders regarding sustainability initiatives.

#### Go Green SG (July 2023)

Go Green SG 2023 endeavours to foster collaboration between organisations and the community to promote environmental sustainability and enhance Singapore's resilience to climate change. Metta supported this movement by organising an Orange Enzyme workshop facilitated by our Metta School alumni youths with special needs on July 8, 2023, tailored to participants enthusiastic about utilizing natural, chemical-free cleaning solutions.





## Environmental

### Singapore World Water Day (March 2024)

Metta participated in PUB's Singapore World Water Day on March 22, 2024, by launching a variety of engaging activities aimed at fostering awareness of water sustainability and encouraging water-saving practices among our employees and clients. These initiatives included a poster design contest, interactive water awareness mini-games, and educational visit to the NEWater Visitor Centre.



Throughout March 2024, a set of mini games/quizzes was launched on every Wednesdays by our Green Ambassadors.

The content highlighted on the scarcity of water and the significance of water conservation. A total of 119 participants (clients & employees) were actively engaged in the Wednesday games.

### Theme: Every drop of water is our BLISS



A poster design contest was held with the theme "Every drop of water is our BLISS" to promote water conservation and emphasized the importance of using water responsibly.

In total, 12 posters entries were received. The poster design with the highest votes was contributed by Ms Nicole Law, a trainee from ECO@Metta. Congratulations to Ms Nicole.



Learning visits to NEWater Visitor Centre

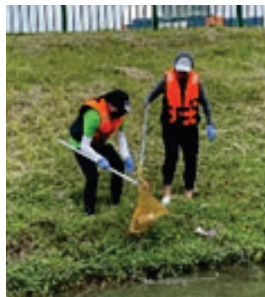
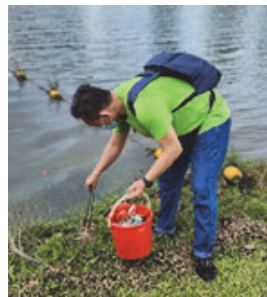




## Environmental

### Staff Learning Day 2023

To underscore our dedication to environmental sustainability, we integrated a litter-picking activity into our Annual Staff Learning Day. On July 3, 2023, 100 staff members actively participated in litter-picking up along the shores of Marina Reservoir and nearby waterways. Together, we successfully collected 85 kg of trash, all while deepening our appreciation for Singapore's water resources and the critical importance of maintaining their cleanliness.



### BYO Initiative

In our ongoing commitment to sustainability, following a suggestion from one of our employees, Metta Café has taken proactive steps to minimise the use of single-use disposable items by implementing a \$0.10 surcharge for disposable takeaway boxes and cutlery effective from 1st April 2024. This initiative underscores our dedication to reducing environmental impact and promoting sustainable practices within our organisation.





In the social dimension of ESG, we emphasize cultivating strong relationships with our stakeholders, encompassing clients, employees, donors, partners, and the community. Our approach to stakeholder engagement is outlined in 'Our Programmes', 'Community Partnership', and 'Our People' sections.

Central to our values is the promotion of diversity within our workforce. Through inclusive practices, we foster a supportive workplace culture where individuals with special needs were hired and given opportunities for growth and development in their roles with us.

### Enabling Mark Gold

We are proud to receive the Enabling Mark Gold, a national-level accreditation framework by SG Enable. This accolade recognises organisations for their best practices and successful outcomes in advancing disability-inclusive employment.



Metta established programmes that hires, supports, trains and empowers youths with mild intellectual disabilities and/or with autism. As at 31 March 2024, we have employed 28 trainees, artists and apprentices, making them feel included in our workforce.

We have implemented a range of health and wellness programmes designed to promote self-care among our employees. Additionally, we foster a supportive workplace environment through annual staff events such as Staff Learning Day, the Annual Staff Dinner, Staff Retreats, and Departmental Bonding activities. Details can be found in 'Our People' section.

We have developed and tailored CSR programmes for our corporate clients and partners, aiming to promote social sustainability while aligning with our vision, mission, and values. More information can be found on the 'Community Partnership' section.



At Metta, we prioritize high standards of corporate governance, upholding the values of accountability and transparency across all aspects of our operations. We adhere strictly to the Code of Governance for Charities and Institutions of a Public Character issued by the Charity Council. Details can be found on the 'Corporate Governance' section.





# Governance Evaluation Checklist

## Code Compliance for the period from 1st April 2023 to 31 March 2024

S/N	Code guideline	Code ID	Response
<b>Board Governance</b>			
1	<b>Induction and orientation</b> are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	<b>Are there governing board members holding staff<sup>1</sup> appointments? (skip items 2 and 3 if "No")</b>		No
2	Staff does <b>not chair</b> the Board and does <b>not comprise more than one third</b> of the Board.	1.1.3	
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) <b>can only serve a maximum of 4 consecutive years.</b>  If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5	All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Complied
6	The Board conducts <b>self evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	<b>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")</b>		No
7	The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years.</b>	1.1.13	
8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied
<b>Conflict of Interest</b>			
9	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied



S/N	Code guideline	Code ID	Response
<b>Strategic Planning</b>			
11	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
12	There is a documented plan to <b>develop the capacity and capability</b> of the charity and the Board monitors the progress of the plan.	3.2.4	Complied
<b>Human Resource and Volunteer<sup>2</sup> Management</b>			
13	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied
14	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	<b>Are there volunteers serving in the charity? (skip item 16 if "No")</b>		Yes
16	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied
<b>Financial Management and Internal Controls</b>			
17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
18	The Board ensures that <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	6.1.2	Complied
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
20	The Board ensures that there is a process to <b>identify, and regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	Complied
21	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
	<b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")</b>		Yes
22	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied
<b>Fundraising Practices</b>			
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")</b>		Yes
23	All collections received (solicited or unsolicited) are <b>properly accounted for and promptly deposited</b> by the charity.	7.2.2	Complied
	<b>Did the charity receive donations in kind during the financial year? (skip item 24 if "No")</b>		Yes
24	All donations in kind received are <b>properly recorded and accounted for</b> by the charity.	7.2.3	Complied



S/N	Code guideline	Code ID	Response
<b>Disclosure and Transparency</b>			
25	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and  (b) the attendance of every governing board member at those meetings.	8.2	Complied
	<b>Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")</b>		No
26	<b>No</b> governing board member is involved in setting his own remuneration.	2.2	
27	The charity discloses the <b>exact</b> remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3	
	<b>Does the charity employ paid staff? (skip items 28, 29 and 30 if "No")</b>		Yes
28	No staff is involved in setting his own remuneration.	2.2	Complied
29	The charity discloses in its annual report — (a) the total annual remuneration for <b>each of its 3 highest paid staff</b> who each has received remuneration (including remuneration received from the charity's subsidiaries) <b>exceeding \$100,000</b> during the financial year; and  (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.  The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that <b>none</b> of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied
30	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family <sup>3</sup> belonging to the Executive Head <sup>4</sup> or a governing board member of the charity;  (b) the staff has received remuneration exceeding \$50,000 during the financial year.  The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that there is <b>no</b> paid staff, being a close member of the family <sup>3</sup> belonging to the Executive Head <sup>4</sup> or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied
<b>Public Image</b>			
31	The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.	9.2	Complied

Notes:

<sup>1</sup> Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.

<sup>2</sup> Volunteer: A person who willingly serves the charity without expectation of any remuneration.

<sup>3</sup> Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity —

(a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or

(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

(a) the child or spouse of the Executive Head or governing board member;

(b) the stepchild of the Executive Head or governing board member;



The background of the image shows a blurred office scene with three business professionals in a meeting. In the foreground, there are two documents with bar charts. The chart on the left has multi-colored bars (purple, green, red, blue), while the chart on the right has blue bars with numerical labels like 620, 440, 610, and 390. A black pen and a silver pen are resting on the documents. A large, semi-transparent white circle is centered over the image, containing the text 'Financial Highlights' in a bold, black, sans-serif font.

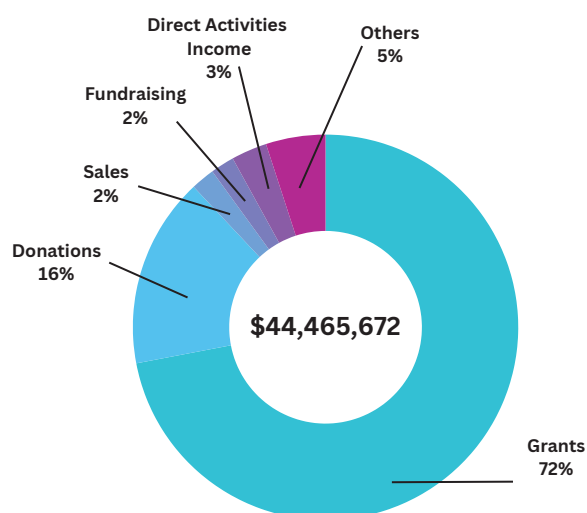
# **Financial Highlights**



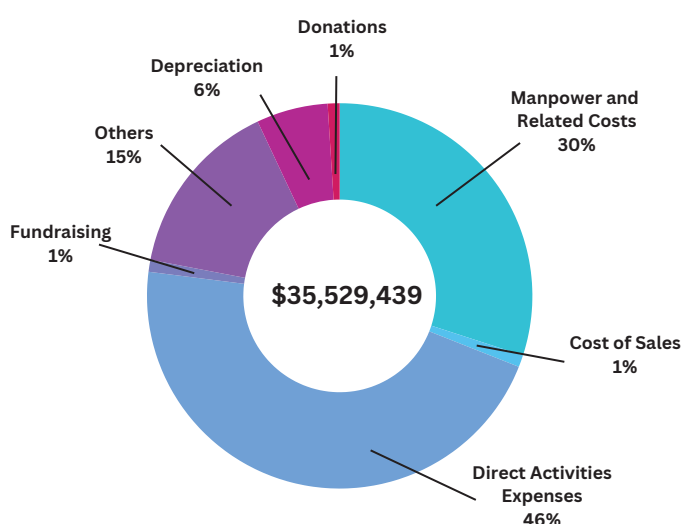
## Financial Highlights for 2023/2024

We prioritise financial integrity and transparency. Our operations adhere strictly to established financial policies, accounting procedures, and internal controls. The Management Committee has set clear financial limits and approval levels. To maintain compliance, we conduct annual financial and internal control audits. The Management Committee also oversees the annual budget and monitors income and expenditure closely, ensuring accountability and transparency in our operations.

### Total Income

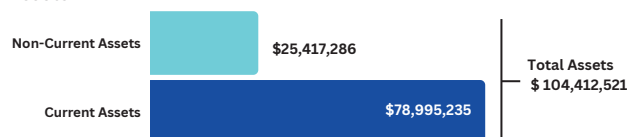


### Total Expenditure

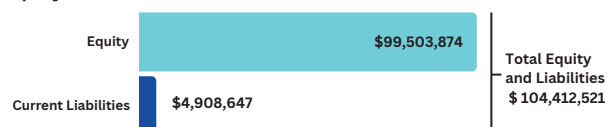


### Balance Sheet

#### Assets



#### Equity and Liabilities



### Key Ratios

	FY2023/2024	FY2022/2023
	\$	\$
<b>Total Reserves</b>	<b>\$99,503,874</b>	<b>\$90,589,531</b>
<b>Annualised Expenditure</b>	<b>\$35,529,439</b>	<b>\$33,533,548</b>
<b>Reserves Ratio</b>	<b>2.80</b>	<b>2.70</b>
<b>Fundraising Income</b>	<b>\$881,887</b>	<b>\$1,696,174</b>
<b>Fundraising Expenditure</b>	<b>\$216,470</b>	<b>\$385,323</b>
<b>Fundraising Efficiency Ratio</b>	<b>25%</b>	<b>23%</b>





# Financial Year 2023/2024

## METTA WELFARE ASSOCIATION

### STATEMENT OF FINANCIAL ACTIVITIES FOR THE FINANCIAL YEAR ENDED 31 MARCH 2024

	Note	Unrestricted fund	2024 Restricted fund	Total fund	Unrestricted fund	2023 Restricted fund	Total fund
<b>INCOME</b>							
Income from generated funds							
- Voluntary income	4	2,825,435	36,264,038	39,089,473	3,352,920	33,265,568	36,618,488
- Activities for generating funds	4	817,526	64,361	881,887	1,640,437	55,737	1,696,174
- Investment income	4	726,216	1,373,065	2,099,281	309,036	627,740	936,776
Income from charitable activities	4	1,107,268	956,025	2,063,293	991,969	820,696	1,812,665
Other income	4	108,356	223,382	331,738	177,797	679,838	857,635
<b>Total income</b>		<b>5,584,801</b>	<b>38,880,871</b>	<b>44,465,672</b>	<b>6,472,159</b>	<b>35,449,579</b>	<b>41,921,738</b>
<b>EXPENDITURE</b>							
Cost of generating funds	5	424,238	302,198	726,436	546,521	82,761	629,282
Cost of charitable activities	5	7,014,971	27,433,393	34,448,364	7,133,731	25,382,539	32,516,270
Governance and other administrative costs	5	144,552	210,087	354,639	187,393	200,603	387,996
<b>Total expenditure</b>		<b>7,583,761</b>	<b>27,945,678</b>	<b>35,529,439</b>	<b>7,867,645</b>	<b>25,665,903</b>	<b>33,533,548</b>
<b>NET (DEFICIT)/SURPLUS</b>		<b>(1,998,960)</b>	<b>10,935,193</b>	<b>8,936,233</b>	<b>(1,395,486)</b>	<b>9,783,676</b>	<b>8,388,190</b>
<b>REFUND TO MOE</b>		<b>-</b>	<b>(21,890)</b>	<b>(21,890)</b>	<b>-</b>	<b>(14,125)</b>	<b>(14,125)</b>
<b>TRANSFER WITHIN FUNDS</b>		<b>2,266,135</b>	<b>(2,266,135)</b>	<b>-</b>	<b>2,527,163</b>	<b>(2,527,163)</b>	<b>-</b>
<b>ALLOCATION OF 20% OF NET SURPLUS</b>	12.1.2 12.1.4	<b>468,145</b>	<b>(468,145)</b>	<b>-</b>	<b>172,615</b>	<b>(172,615)</b>	<b>-</b>
<b>NET MOVEMENTS IN FUNDS</b>		<b>735,320</b>	<b>8,179,023</b>	<b>8,914,343</b>	<b>1,304,292</b>	<b>7,069,773</b>	<b>8,374,065</b>



# Financial Year 2023/2024

## METTA WELFARE ASSOCIATION

### STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2024

		2024 S\$	2023 S\$
<b>ASSETS</b>	Note		
<b>Current assets</b>			
Cash and cash equivalents	7	73,534,420	64,514,506
Pledged fixed deposits	7	799,153	134,354
Trade and other receivables	8	2,978,106	1,754,431
Investment in financial assets	9	1,624,314	1,782,975
Inventories		59,242	98,500
		<u>78,995,235</u>	<u>68,284,766</u>
<b>Non-current asset</b>			
Investment in financial assets	9	4,003,869	3,741,161
Property, Plant and equipment	10	21,413,417	22,084,395
		<u>25,417,286</u>	<u>25,825,556</u>
<b>Total assets</b>		<u>104,412,521</u>	<u>94,110,322</u>
<b>LIABILITY</b>			
<b>Current liability</b>			
Trade and other payables	11	4,908,647	3,520,791
		<u>4,908,647</u>	<u>3,520,791</u>
<b>Total liability</b>		<u>4,908,647</u>	<u>3,520,791</u>
<b>NET ASSET</b>		<u>99,503,874</u>	<u>90,589,531</u>
<b>TOTAL FUNDS</b>		<u>99,503,874</u>	<u>90,589,531</u>



# Financial Year 2023/2024

## METTA WELFARE ASSOCIATION

### STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2024 (Continued)

	Note	2024 S\$	2023 S\$
<b>NET ASSET</b>		99,503,874	90,589,531
<b>FUNDS</b>			
<b>Unrestricted funds</b>			
General fund	12.1.1	26,640,538	27,121,727
Investment fund	12.1.2	5,829,617	5,174,411
Project Account Reserve	12.1.3	1,517,134	1,517,134
Sinking fund	12.1.4	6,518,889	5,976,703
Designated fund			
- Alumni/Student Welfare fund	12.2.1	193,805	172,947
- Children Welfare fund	12.2.2	44,921	44,921
- Client Welfare fund	12.2.3	40,653	41,827
- Medical Care Welfare fund	12.2.4	39,245	39,812
- Apprentices Training fund	12.2.5	183,000	183,000
		<u>41,007,802</u>	<u>40,272,482</u>
<b>Restricted fund</b>			
Education Trust fund	12.3.1	147,656	181,156
Programme fund	12.3.2	(958,502)	(2,747,013)
School Building fund - Extension	12.3.3	114,492	125,221
Sinking fund	12.3.4	2,480,857	2,480,857
Project fund	12.3.5	1,362,375	1,402,918
Student Assistance fund	12.3.6	1,579,384	1,692,053
Job Support Scheme	12.3.7	2,423,476	2,423,476
MOE fund	12.3.8	365,104	236,227
Maitri School/Building Project fund	12.3.9(a)	22,696,294	17,528,102
Maitri School Set Up fund	12.3.9(b)	1,089,620	-
Maitri School Building fund	12.3.9(c)	6,110,000	-
Accumulated General fund	12.3.10	21,054,589	26,944,978
SG Enable Transport Subsidy fund	12.3.12	10,651	6,444
Student Welfare fund	12.3.15	20,076	42,630
		<u>58,496,072</u>	<u>50,317,049</u>
<b>TOTAL FUNDS</b>		<u>99,503,874</u>	<u>90,589,531</u>





## Financial Year 2023/2024

### Remuneration

#### (a) Remuneration of key management personnel

The key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Association. The key management personnel for the reporting period comprise the Deputy Executive Director, Assistant Director, Principals and Vice Principals.

	2024 S\$	2023 S\$
Total number of key management personnel	8	6
Total remuneration of key management personnel	<u>1,063,459</u>	<u>1,001,792</u>

#### (b) Remuneration of three highest paid staff

Remuneration Band (in bands of \$100,000)	Number of staff	
	2024	2023
S\$100,001 to S\$200,000	1	1
S\$200,001 and above	2	2

None of the above key management personnel and three highest paid staff serve in the Management Committee of the Association.

There are no paid staff who are close members of the family belonging to the key management personnel or the Management Committee of the Association, and whose remuneration each exceeds \$50,000 during the year.





## Financial Year 2023/2024

### Reserve policy and position

The Association's reserve position for financial years ended 31 March 2024 and 31 March 2023 is as follows:

		2024	2023	Increase / (Decrease)
		S\$'000	S\$'000	%
A	Unrestricted funds			
	General fund	26,640	27,122	(1.78)
	Investment fund	5,830	5,174	12.68
	Project Account Reserve	1,517	1,517	-
	Sinking fund	6,519	5,977	9.07
	Total unrestricted funds	40,506	39,790	1.80
B	Restricted or Designated funds			
	Designated funds	502	483	3.93
	Restricted funds	58,496	50,317	16.25
C	Total funds	99,504	90,590	9.84
D	Total annual operating expenditure	35,529	33,534	5.95
E	Ratio of funds to annual operating expenditure (A/D)	1.14	1.19	

Reference:

C. Total Funds include unrestricted, restricted and designated funds.

D. Total Annual Operating Expenditure includes expenses related to Cost of Generating Funds, Cost of Charitable Activities and Governance and other administrative costs.

The Association's reserve policy is as follows:

We aim to maintain reserves of not more than 5 times our Average Annual Operating Expenditure.





慈光福利协会  
METTA WELFARE ASSOCIATION



THANK YOU