

45
YEARS

METHODIST
WELFARE
SERVICES
WS



A SHARED PURPOSE For Empowered Communities & Fuller Lives

Annual Report
FY2025/26

Vision

To be Christ-centred, in enabling the disadvantaged and distressed to have life to the full.

Mission

To enrich the quality of life for the disadvantaged and distressed, through integrated and holistic services in partnership with Methodist churches and the community.

Values

Trust

Respect Worth & Dignity of People

Uncompromising Integrity

Service before Self

Teamwork

Sound Governance

Methodist Welfare Services is committed to empowering people to have life to the full.

Founded in 1981 out of Christian love and a simple desire to help those in need, Methodist Welfare Services (MWS) began as a small nursing home caring for just 24 elderly sick. Today, we have grown into a network of 24 service points across Singapore, serving more than 25,000 families and individuals.

As the social concerns arm of The Methodist Church in Singapore, we journey alongside people at different points of struggle — poor health, strained relationships, financial distress, or simply feeling alone. We support them to rebuild resilience, restore dignity, and strengthen the relationships that matter most.

At the heart of our work is a simple belief: every person bears inherent dignity as one created in God's image. We therefore seek to understand not only the challenges people face, but also the strengths, hopes, and potential they already possess. Through a holistic, person-centred approach, we walk alongside individuals and families to help them flourish.

Our integrated network of social and healthcare services enables coordinated, multi-disciplinary support across every stage of life. By bringing together professional expertise, volunteers, churches, partners, and the wider community, we strive to ensure that care does not rest on any one pair of shoulders.

As society's needs continue to evolve, so too has our role. Beyond providing direct services, we strengthen communities, build upstream support, advocate for those whose voices may go unheard, and work with partners to create lasting social impact.

Ultimately, our hope is simple: that everyone — regardless of race, language, or religion — discovers their strengths, grows into their potential, and experiences life to the full.

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As part of our commitment to reducing our carbon footprint, MWS no longer prints the full Annual Report. To view the full report, visit www.mws.sg/annual-reports or scan the QR code.



MWS is governed by its Constitution and is a registered charity and an Institution of a Public Character.

MWS is a member of the National Council of Social Service.
IPC Registration No.: IPC000360
Charity Registration No.: 00166
UEN: S81SS0088H
Bank: The Development Bank of Singapore Limited
Auditor: Baker Tilly TFW LLP

OVERVIEW OF SERVICES

MWS' holistic empowerment of beneficiaries rests on an integrated suite of social and healthcare services. These include pastoral care; case management and counselling; nursing and rehabilitative care; home-based, community-based and residential care; a debt clearance and asset-building scheme; marriage and parenting support, and other services.

Today, we serve through 24 service points across Singapore to meet the needs of children from disadvantaged backgrounds and youth at risk; seniors battling chronic illness or social isolation; and families troubled by fractured relationships, financial woes, and other forms of distress.

Our Family Services are designed to meet a wide spectrum of needs, ranging from those of families experiencing distress to healthy families.

Our comprehensive Healthcare Services are tailored to meet seniors' needs and preferences at different stages of their silver years.

Caring for Families, Individuals, Children, and Youth

Family Development Programme
debt clearance and savings matching for low-income families



Family Service Centres
holistic care plan and community interventions



Strengthening Families Programme
marriage and divorce support, and family counselling



Preservative care
(Resilient families)

Families for Life@Community
evidence-based marriage enrichment and parenting support



Rehabilitative care
(Families in distress)



Welfare Home
care for destitute persons and community reintegration



Girls' Residence
safe haven and rehabilitation for young females



Student Care Centre
after-school childcare, enrichment and character building

Preventive care
(Healthy families)

Caring for Seniors

Active Ageing Centres
befriending and coordinating care for seniors in the community, wellness and recreational activities



Ageing well in place



Senior Care Centre
day care and community rehabilitation services, support for caregivers

Ageing well with illness



Home Care & Home Hospice
integrated care for home-bound patients with chronic or life-limiting illnesses, support for caregivers

Ageing well with frailty

Ending well

Ageing well in place

Rehabilitation & recovery



Nursing Homes
long-term residential and short-term respite care



A SHARED PURPOSE FOR EMPOWERED COMMUNITIES AND FULLER LIVES

Patron's Message



In last year's report, we focused on how community is important in enabling individuals to live full lives. This year, our focus moved from recognition to action. True and lasting change does not happen in isolation. It unfolds when people – diverse in background yet united in compassion – come together around a shared calling to serve those in need. That shared purpose is the heart of MWS: a conviction that every person deserves dignity, opportunity, and the support of a caring community.

Our partnership with The Methodist Church in Singapore remains foundational. Through congregations, mission groups, and church leaders, we have deepened outreach, multiplied resources, and strengthened spiritual and practical support for families and individuals facing hardship. Equally vital are the many volunteers who give their time, skills, and empathy. Their presence in our programmes – whether tutoring children, providing eldercare, managing food distributions, or offering companionship – transforms services into relationships, and transactions into acts of care.

Donors and community partners amplify our impact. Their financial support, in-kind contributions, and collaborative initiatives

enable MWS to innovate, scale services, and respond swiftly to emerging needs. Together, we have expanded networks of care that connect vulnerable people to education, employment pathways, mental health support and more. These networks do more than meet immediate needs; they foster resilience, restore hope, and open doors to fuller lives.

A powerful example of our collective work is *The Healing Nation*. By mobilising giving and volunteerism, the initiative has delivered much-needed support to vulnerable individuals and families while inspiring more individuals to become active agents of change. Its success demonstrates how targeted programmes, backed by committed partners and volunteers, can create ripple effects across communities.

As we look ahead, let us reaffirm our shared purpose. Empowered communities are not the result of a single actor but of sustained collaboration – churches, volunteers, donors, and civic partners working in concert. MWS will continue to convene these efforts, innovate where gaps remain, and uphold the dignity of those we serve.

I offer my sincere gratitude to everyone who has contributed this year. Your faithfulness fuels transformation. Together, may we continue to build communities where every person can flourish and live life to the fullest.

REV PHILIP LIM
Bishop, The Methodist Church in Singapore
Patron, Methodist Welfare Services

FAITHFUL IN SERVICE, FORWARD IN PURPOSE

Chairperson's Message



Rooted in purpose

In this 45th year of Methodist Welfare Services (MWS), I am reminded that anniversaries are moments not only for remembrance, but also for renewed purpose.

We look back with gratitude for how MWS has grown from its early beginnings as a single ministry to a network that now serves across the life course – supporting children and youth, families, seniors, caregivers, and persons needing support in different seasons of life. More importantly, we give thanks for the privilege of being part of a continuing Methodist witness of love in action, that affirms the dignity God has placed in every person.

This milestone invites us to hold two truths together. First, we are stewards of a legacy, anchored by God's calling, built faithfully over many years by leaders, staff, volunteers, churches, donors, and partners who served with compassion and perseverance. Second, we are responsible for discerning what faithfulness requires in the present day.

Even as the needs around us change and we evolve the way we organise, collaborate, and serve, our response will always remain rooted in purpose and the same Christian calling – that every act of service points to life, and life more abundant.

Responsive to the times

Indeed, we serve at a time when Singapore's social service and community care landscape is being reshaped in significant ways. An ageing population brings greater caregiver burden, end-of-life needs, multi-morbidity, and the need for stronger continuity of care. Families face pressures that are often interlinked – financial stress, strained relationships, mental health challenges, caregiving responsibilities, and social isolation. At the same time, the sector is moving upstream, toward earlier intervention, strengthening families, neighbourhood-based ecosystems, and more integrated social and health support.

The direction is clear: while standalone services remain essential, they are no longer enough to address the increasingly complex and interconnected challenges faced by individuals and families. Rather than navigating fragmented services, they need to encounter coordinated, person-centred support.

These developments affirm the strategic direction that MWS had already embarked on. In our White Paper response to Forward Singapore, *Social Empowerment towards a Flourishing Singapore* published in July 2024, we set out our commitment to strengthen our reach into communities, build new capabilities, and foster an ecosystem that encourages volunteerism and collaboration.

Much of this work had focused on alignment. Looking ahead, we remain attentive to the emerging trends and will continue to adapt and make three shifts:

Three strategic shifts

1/ From Individual Services to Integrated, Continuum-Based Care

Across MWS, we are moving from working alongside one another to working more intentionally as One MWS.

Our Healthcare Services for seniors – from residential to community care – are aligning processes and practices so that care can be more coordinated and seamless. In Family Services, our teams continue to strengthen collaboration so that families facing increasingly complex challenges can be supported with greater continuity and care.

This work of integration is not simply about structure. It is about mindset, trust, and shared ownership. We will therefore be setting up a Transformation Office to spearhead this and deepen shared care planning across social and healthcare so that we may serve beneficiaries more holistically and effectively across the life course.

2/ From Governance for Compliance to Governance for Stewardship and Sustained Growth

Good governance is not only about compliance; it is about clarity, stewardship, and wise decision-making. We want to enable MWS to respond with agility, discipline, and accountability in a changing environment. The Board will continue to invest in governance structures and policies that support organisational resilience, leadership continuity, and resource sustainability so that MWS remains strong for future generations.

3/ From Partnering with Methodist Churches to Mobilising the Methodist Community

Building on the momentum of *The Healing Nation*, we will shift from working alongside individual Methodist churches as partners to actively mobilising the broader Methodist community – sharing resources, exchanging best practices, rallying volunteers, and supporting one another in mission. We believe this will galvanise the whole Methodist community, not just individual congregations, to respond even more faithfully to social concerns in Singapore.

None of these will be quick fixes and will require patience, humility, and perseverance. Yet we move forward with quiet confidence because the direction is aligned with the needs before us and with the mission entrusted to us.

With gratitude

The work would not have been possible if not for the many who serve alongside MWS. I am deeply grateful to my fellow members of the Board of Governance for their wisdom, stewardship, and commitment.

My heartfelt appreciation also goes to our Centre Governance Committees and Sub-committees, whose guidance and oversight anchor us in sound practice and accountability. To our partner churches, donors, volunteers, and corporate and community partners: thank you for your trust, generosity, and faithful partnership. You have shown that care is strongest when it is shared, and that communities flourish when many hands and hearts come together.

I would also like to record our sincere appreciation to our departing CEO, Calvin Ngo, for his leadership and service to MWS. His steady stewardship has helped guide the organisation through an important season of alignment and preparation for the future. We thank him for his faithfulness and dedication and wish him God's continued blessing in the road ahead.

At the same time, we warmly welcome Albert Ching who assumes the CEO role in August 2026. Albert joins MWS at a meaningful point in our journey, as we build on 45 years of service and prepare for our next chapter of growth, integration, and impact. The Board looks forward to working closely with him and the Management Team as we strengthen One MWS and continue serving with compassion, excellence, and faithfulness.

Moving forward with confidence

As we mark this 45th year, we are mindful that the work before us is significant. Yet, we have seen time and again how God provides through people, partnerships, and possibilities we could not have planned on our own. With grateful hearts and steadfast faith, we look ahead with confidence, trusting that He will continue to guide and sustain this work.

May MWS continue to be a vessel of God's love – humble in service, grateful in spirit, and steadfast in mission. May we steward well what has been entrusted to us, so that more individuals and families may discover their strengths, grow into their potential, and experience life in all its fullness. In all this, may many come to see God's love, and Christ Himself, in us.

To God be the glory.

EUGENE TOH
Chairperson, MWS Board of Governance

BUILDING FAITHFULLY FOR THE NEXT CHAPTER

CEO's Message



“Unless the Lord builds the house, those who build it labour in vain.”

– Psalm 127:1

As Methodist Welfare Services (MWS) marks 45 years of service in 2026, I give thanks to God for His faithfulness, provision, and guidance through every season of our journey. Since our founding in 1981, MWS has remained anchored in the vision of being Christ-centred in enabling the disadvantaged and distressed to have life to the full. What began as a humble ministry rooted in Christian love has grown into a Methodist network of services that continues to serve communities across Singapore.

We do not take this journey for granted. The work of MWS has always been built by many hands and sustained by God's grace. Indeed, we stand on the shoulders of earlier generations who responded faithfully to Christ's call to love our neighbours, especially those who are vulnerable, distressed, or in need of hope.

Serving more, serving better

As we give thanks for this journey, we are also mindful that faithfulness must be seen in the lives we touch today.

MWS' partnership with the Anglo-Chinese Schools (ACS) to establish ACS Academy – a special education school – came to fruition when the school welcomed its first cohort of students in January 2026.

In the financial year (FY) ended March 2026, MWS also connected **more than 25,000 seniors, families and individuals, and children and youth** to resources and support needed for better lives. We are especially encouraged by the growth in our outreach to seniors through our Active Ageing Centres, where we saw an **increase of 28%**. Adding a third Nursing Home in March 2025 also enabled us to care for **33% more residents** battling chronic illness and frailty.

Together, these developments affirm the importance of a strong continuum of care as Singapore prepares for the realities of a super-aged society.

It also reminds us that our mission is not only to provide services, but to build relationships, strengthen social connectedness, and uphold the worth and dignity of every person we serve.

Strengthening our mission and capability

In FY2025/26, MWS strengthened our services and extended our reach in several important ways. In August 2025, we launched the **MWS Family Services Hub in Hougang**, bringing together our Strengthening Families Programme, Families for Life@Community, and Family Service Centre to provide more coordinated support for families. In the same month, we opened a new **Family Service Centre in Sengkang West**, availing much needed support in a growing community.

In healthcare, together with the Home Nursing Foundation, we successfully tendered to operate **new Active Ageing Centres and Senior Care Centres in Hougang and Serangoon**. Together with our expanded family services footprint, this will strengthen MWS' **presence across the Hougang-Sengkang-Serangoon region**, enabling us to better support Singaporeans across age groups and respond to their health and social needs in a more integrated and holistic way.

These developments also reflect our broader One MWS journey – strengthening connections across our social and healthcare services so that individuals and families can experience more coordinated and person-centred support.

At the national level, MWS spearheaded **The Healing Nation** to mobilise volunteers and resources in support of individuals and families served both within and outside MWS' own programmes. More than the \$1.42 million raised for critical social and healthcare services and the pledges of nearly 345,000 volunteer hours, the initiative was a powerful expression of what can happen when the Methodist community and fellow social service and community care partners, volunteers, and donors come together in unity and service to fellow Singaporeans.

The FY capped off with the launch of the **MWS Endowment Fund** that followed a generous \$2 million donation from the estate of the late Dr Ong Yong Wan. The Fund will provide a sustainable source of support to help MWS meet the needs of beneficiaries in the years ahead. It is a meaningful reminder that stewardship is both a present responsibility and a legacy we pass on to future generations.

Transformation with stewardship

As we look ahead, our focus is clear. MWS must become even **more connected and scalable, while ensuring sustainability**. This calls for deeper integration, stronger practice standards, and greater collaboration with our partners and stakeholders.

To support this journey, we will set up a **Transformation Office** that will lead the **integration of MWS' healthcare and social services – bringing together shared capabilities, promoting learning across services, and supporting the adoption of evidence-informed practices**.

Research and innovation will play a vital role in helping MWS achieve meaningful and sustainable transformation. We have therefore decommissioned the Research, Innovation & Training Academy and will be embedding research and innovation capabilities into our Healthcare and Family Services. This will allow the services to drive research and innovation based on the needs of the communities they serve, while encouraging closer collaboration and better solutions across MWS.

These strategic priorities are not ends in themselves. They are means by which we will better align service delivery, systems, processes, data, governance, and organisational capabilities for a more seamless MWS ecosystem of care.

Technology and artificial intelligence will be equally important enablers – to improve efficiency, strengthen decision-making, and prepare for changing needs. Technology, however, can never replace human relationships, especially as the heart of our work remains deeply personal.

As we continue to grow, careful management of our finances remains important. In FY2025/26, disciplined spending and clear strategic focus helped strengthen MWS' financial position.

Operating expenditure rose to \$79.6 million, reflecting the expanding scale and complexity of our mission. We are thankful that donations continued to increase during this period, a sign of the enduring trust that donors place in MWS. Any surplus we build is not for comfort, but for resilience – to help us manage future uncertainties and sustain our mission for the long term.

With gratitude and confidence

People remain at the heart of our mission, and I want to express my deepest appreciation to Team MWS for its professionalism, perseverance, and heart for those we serve. Any leader is strengthened by the team alongside them, and I am truly grateful for a committed, capable, and compassionate One MWS team that has carried this mission forward together.

I am also grateful to the MWS Board of Governance, Centre Governance Committees, Sub-committees, partner churches, donors, volunteers, community partners, and supporters. Your faithful partnership has

enabled MWS to serve with greater reach, depth, and impact. Thank you for every act of generosity, hour volunteered, prayer offered, and partnership formed.

This will be my final Annual Report message as CEO of MWS. When I first came into this role, I was new to the sector. Over time, I have grown to deeply appreciate the work, its complexity and, most of all, the heart of all who serve in this space. I am grateful for the support, trust, and encouragement extended to me throughout this journey.

As I hand over to Albert Ching, a sector veteran with more than 30 years of experience, I do so with confidence and thanksgiving. I believe MWS will continue to grow from strength to strength and serve many more in the years ahead. Even as I move on, I will always regard myself as part of the MWS community.

May we continue to build faithfully, serve humbly, and steward well all that God has entrusted to us – for the flourishing of the communities we serve, and for His glory.

CALVIN NGO
Chief Executive Officer, MWS
30 July 2026

“ **MWS must become even more connected and scalable, while ensuring sustainability. This calls for deeper integration, stronger practice standards, and greater collaboration with our partners and stakeholders.** ”

OVERVIEW OF IMPACT AND CLIENT PROFILE

As of 31 March 2026

25,199

Families and individuals connected with resources to live fuller lives

7,422

Volunteers supported our work

\$305,637

Man-hour cost savings due to volunteers' contributions that supplement MWS' capacity

5,147

Pastoral care visits made to offer emotional and spiritual support to MWS' clients, staff, and volunteers

18,406

Followers and subscribers on Facebook, Instagram, YouTube, and LinkedIn

15,176

Seniors cared for by MWS across nursing homes, in the community, and within their own homes

811

Residents cared for in MWS Nursing Homes

13,396

Seniors engaged through MWS Active Ageing Centres

272

Clients cared for at MWS Senior Care Centre – Eunós

697

Home-bound patients cared for by MWS Home Care & Home Hospice team

2,959

Seniors received physical, occupational, and rehabilitative therapy to enjoy greater strength and mobility

1,683

Through MWS Active Ageing Centres

997

At MWS Nursing Homes and MWS Christalite Methodist Home (a Welfare Home)

197

At MWS Senior Care Centre – Eunós (which has a Day Rehabilitation Centre)

82

Through MWS Home Care & Home Hospice

9,895

Families or individuals served through MWS Family Services

4,663

Families or individuals received support via counselling and casework, assistance with information, and referral to relevant services through MWS Family Service Centres

2,205

Families or individuals received support for family, marital or divorce-related issues through Strengthening Families Programme (Methodist Welfare Services)

2,797

Parents and couples engaged through parenting and marriage programmes by Families for Life@Community – MWS

43

Families empowered with financial assistance and asset-building resources through MWS Family Development Programme

187

Individuals were sheltered at MWS Christalite Methodist Home (a Welfare Home)

Impact on Clients' Well-being at point of Case Closure
Among those supported by counselling and casework at MWS Family Service Centres:

99%

Experienced reduced risks and complexity of needs

99%

Indicated satisfaction on the client feedback form

79%

Achieved half or more goals*

64%

Experienced enhanced self-reliance or resilience

* Goals are specific to a client's situation and are set jointly by social work practitioners and the client's families. These included increased safety for family, financial stability, employability, and caregiver functioning.

128

Youth and children cared for by MWS in girls' residence and student care centre

45

Young women received intervention and support

1

Referred by Child Protection and Fostering Services

2

On probation

42

Referred by Child Protective Service

83

Children cared for at Student Care Centre

8.3%

Received Student Care Fee Assistance subsidy

FINANCIAL HIGHLIGHTS

For Financial Year ended 31 March 2026

Fundraising

In FY2025/26, MWS received donations and fundraising income amounting to \$15.4 million. MWS kept its fundraising cost to 8.8% of funds raised, well below the 30% ceiling guideline set by the Charity Council.

\$15.4

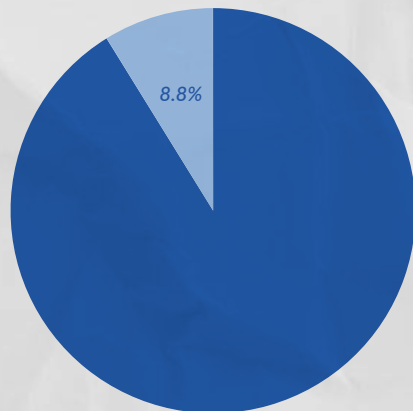
Million raised
14% more than FY2024/25

8.8%

Fundraising cost

91¢

of Every Dollar Raised went directly to MWS Centres and Programmes

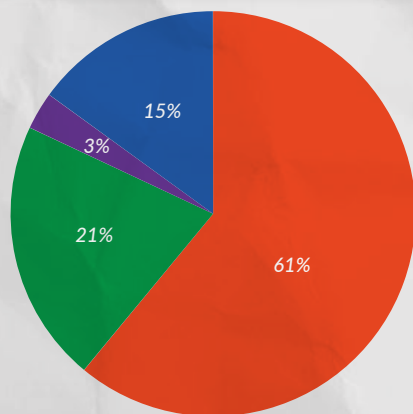


Operating Expenditure

\$79.6

Million in total operating expenses
15% more than FY2024/25

- Services related to Seniors: 61%
- Services related to Individuals & Families: 21%
- Services related to Children & Youth: 3%
- Management & Shared Services: 15%



Any deficits incurred by programmes were underwritten by MWS.



	FY2025/26	FY2024/25
	\$	\$
Donations	4,506,830	5,411,613
Fundraising Income	10,896,934	8,058,564
Total Donations and Fundraising Income	15,403,764	13,470,177
Direct Fundraising Expenses	760,821	305,047
Indirect/Allocated Costs	600,665	531,743
Total Fundraising Expenditure	1,361,486	836,790
Donations Channelled to Programmes/Centres	14,042,278	12,633,387
Fundraising Efficiency Ratio	8.8%	6.2%

KEY INITIATIVES & MILESTONES

The Healing Nation: Building a Movement of Care

Launched in 2025, The Healing Nation (THN) is Methodist Welfare Services' response to a growing challenge facing Singapore: how can we build a stronger, more sustainable care ecosystem to meet the growing community needs amid an ageing population and shrinking workforce?

Inspired by the 140th anniversary of The Methodist Church in Singapore (MCS) and aligned with the spirit of Forward Singapore, THN seeks to mobilise individuals, communities, and organisations to give back to the community.

The national initiative which also marked the Methodist community's contribution to Singapore in commemoration of SG60 had two ambitious goals:

- Mobilising 1.4 million hours of volunteer service
- Raising \$1.4 million to support vulnerable individuals and families served by MWS, other charities and social service agencies, as well as Methodist partners

To make volunteering more accessible, MWS partnered with Give.Asia to develop TheHealingNation.sg, an artificial intelligence-enabled platform that connects individuals with volunteering opportunities based on their interests, skills, and availability. It also collaborated with Ministry of Culture, Community and Youth and SG Cares Volunteer Centres to bring together volunteering opportunities across charities and social service agencies. By making it easier for people to discover meaningful ways to serve, THN aims to foster a more connected and volunteer-powered community care ecosystem.

Alongside volunteer mobilisation, THN also provided practical support to individuals and families facing hardship. Through the generosity of donors and supporters, the initiative surpassed its fundraising target, helping vulnerable individuals and families meet urgent needs and navigate difficult

circumstances with greater stability and dignity. At its heart, THN is an invitation to reimagine community care as a shared responsibility. Across Singapore, individuals have stepped forward to contribute in ways both large and small – from giving their time and skills to supporting those facing difficult circumstances.

Together, we are building a more compassionate and resilient society where no one has to journey alone.

The stories that follow offer a glimpse of this growing movement – of lives uplifted through timely support, and volunteers who have chosen to make a difference, one act of care at a time.



\$1.42 million*
raised

21.9%
Efficiency Ratio

344,464**
volunteer hours pledged through the portal, TheHealingNation.sg

175**
volunteer opportunities on TheHealingNation.sg

63**
charities connected through the platform

* A portion of the funds was received in the previous financial year.

** As of 31 March 2026

A celebratory concert was held at The Star Performing Arts Centre on 1 November 2025, with President Tharman Shanmugaratnam as Guest-of-Honour

Bishop Philip Lim, spiritual head of MCS, presenting a model of Wesley Methodist Church – the first Methodist church in Singapore – to President Tharman



Answering the Call to Serve

From offering a fresh haircut to checking in on isolated seniors, these THN volunteers are making a difference in simple yet meaningful ways.

A bad haircut inspired him to give back

As a child, Alvin Foo was troubled by the poor haircut his grandmother received at a nursing home. Decades later, that memory inspired him to become a volunteer hairdresser, offering free haircuts to seniors, patients, and inmates across Singapore. Through the THN platform, Alvin signed up to be a volunteer barber at Green Avenue Home for the Elderly. For the 56-year-old, each haircut is more than grooming – it is a way to restore dignity, offer human connection, and help people feel cared for.



Alvin Foo trimming the hair of a nursing home resident.

“

I want to help them feel more comfortable staying in the nursing home, to lighten up their spirits, and to look more refreshed and energised, so they have the will to continue living and even bring cheer to those around them.

– Alvin, a volunteer barber, on how a simple haircut can brighten lives

”

She makes sure no senior slips through the cracks

For more than a decade, Valerie Ng has dedicated her time to supporting seniors, driven by a natural rapport with older adults and a desire to live out her faith through service. Through THN, she found an opportunity to volunteer with Goodlife Studio (Bedok), an Active Ageing Centre operated by Montfort Care. As a senior outreach volunteer, Valerie makes regular door-to-door visits to connect with older residents, encourage participation in centre activities, and link those in need to practical support and community services. For Valerie, each visit is a chance to remind seniors that they are seen and cared for.



“

I feel truly enriched when I volunteer because it reminds me of the joy and blessing in giving to others.

– Valerie, a senior outreach volunteer, on the rewards of volunteering

”

Goodlife
by MontfortCare



Valerie briefing Mdm Fatimah, a Goodlife Studio (Bedok) member, on upcoming activities and programmes.



When Help Arrived

From mental health challenges to single parenthood, these stories show how support from THN helped individuals and families through some of life's most difficult moments.

Their bank account had only \$2 left

When 70-year-old widower Woo Hong Liang's son was diagnosed with schizophrenia and subsequently lost his job, the family was left without a stable income. With savings exhausted and bills mounting, Hong Liang resorted to borrowing money for food and basic needs. By the time his social worker sought support through THN, the family's bank account had just \$2 left. The grant provided immediate relief, helping to clear urgent bills and giving his son the breathing room to focus on recovery and finding employment.



Woo Hong Liang, a beneficiary of Thy Hwa Kwan Moral Charities, with his social worker Eva Lui.



“Now that the bills have been cleared, I don't have to worry so much anymore.”

– Woo Hong Liang, a client of THK Family Service Centre @ Tanjong Pagar

”

“I went all around asking for help, but no one helped us the way MWS did.”

– Aisyah*, a client of THK Family Service Centre @ Tanjong Pagar

”



She worked two jobs to keep her family afloat

When Aisyah's* husband walked out on her in 2023, the 31-year-old was suddenly thrust into single parenthood with two young children. To make ends meet, she worked 12-hour night shifts while taking on a part-time cleaning job during the day. The strain deepened when her elder child developed a chronic lung condition requiring frequent hospitalisation, while her own nerve condition worsened and eventually led to job loss. Support from THN enabled her to meet a significant school-related expense while rebuilding stability for her family.

* Not her real name

Legal fees mounted as her income disappeared

When Shannon* sought legal protection for her children from her husband's harsh discipline, the decision ultimately led to an acrimonious divorce. As she was pursuing further studies to improve her employment prospects at the time, she was without a steady income. A THN grant helped offset some of the legal costs arising from the divorce, reducing her stress and anxiety.

* Not her real name



“Receiving this support during the most difficult period of my life feels like a blessing.”

– Shannon*, a member of Living Hope Methodist Church

”



Overnight, she became the sole breadwinner

Widowed in 2022, Yvonne Lai returned to work after more than a decade as a homemaker to support her three children. As the family's sole breadwinner, she juggled work and caregiving responsibilities while managing rising household expenses. The support from THN helped ensure her eldest son could receive the educational support he needed.

“It shows me that there is still love in society and reminds us that we are not alone.”

– Yvonne, a congregant at Ang Mo Kio Methodist Church

”

At 80, he is still working to support his family

For more than four decades, Ng Ah Hock has run a *kway chap* stall alongside his wife. But changing dietary habits and a decline in customers following the pandemic has made it increasingly difficult to sustain the business. At the same time, the couple helps support their daughter's family, including an autistic and non-verbal granddaughter whose care needs make it difficult for her mother to work full-time. A THN grant helped to lighten the financial pressures on the household as Ah Hock continues supporting three generations.

“I was very grateful to receive the grant. It has helped lighten my load.”

– Ah Hock, a member of Changi Methodist Church

”



Ah Hock with his wife.

Launch of MWS Endowment Fund

At the MWS Colours of Love Charity Gala on 27 March 2026, MWS launched the MWS Endowment Fund, following a \$2 million donation from the estate of the late Dr Ong Yong Wan, who was the founding head of haematology at Singapore General Hospital. The Fund will provide a sustainable source of support, helping MWS meet the needs of beneficiaries for years to come.



Eugene Toh, Chairperson of MWS Board of Governance (left), and Henry Chia, husband of the late Dr Ong Yong Wan and executor of Dr Ong's estate, signing a Memorandum of Understanding to establish the MWS Endowment Fund.

MWS Establishes Family Services Hub to Support Families More Seamlessly

On 19 August 2025, MWS officially opened the newly relocated offices of Families for Life@Community – MWS and the Strengthening Families Programme (Methodist Welfare Services) at Hougang Avenue 8. Together with MWS Covenant Family Service Centre, the three services now form the MWS Family Services Hub, bringing together support across the continuum of care – from early prevention to intensive intervention – to better serve residents in Hougang, Sengkang, and Serangoon.



MWS CEO Calvin Ngo (left) with Guest-of-Honour Darryl David, Member of Parliament of Ang Mo Kio GRC, at the official launch of the MWS Family Services Hub.

New MWS Family Service Centre in Sengkang West

On 1 August 2025, MWS opened a new Family Service Centre (FSC) in Sengkang West – its fourth FSC – expanding access to timely, holistic support for individuals and families facing complex challenges that range from financial strain and family violence to mental health concerns.



Official Opening of MWS Nursing Home – Eunost

On 19 November 2025, MWS officially opened MWS Nursing Home – Eunost, a 171-bed facility that strengthens support for Singapore's ageing population through person-centred care and innovative technology. Co-located with MWS Senior Care Centre and SingHealth Polyclinic in Eunost, it offers seniors more seamless access to primary healthcare, rehabilitation, and palliative services.



From left: Ronnie Gan, Vice-Chairperson of MWS Board of Governance (BOG); Eugene Toh, Chairperson of MWS BOG; Dinesh Vasu Dash, Mayor of South East District and Guest-of-Honour; Reverend Philip Lim, Bishop of The Methodist Church in Singapore and MWS Patron; and Calvin Ngo, MWS CEO at the official opening of MWS Nursing Home – Eunost.

FUNDRAISING HIGHLIGHTS



MWS Fellowship on the Greens 2025
6 August 2025
Orchid Country Club

More than 240 golfers teed off at MWS' 37th annual charity golf tournament, organised by Paya Lebar Methodist Church, to raise funds for MWS Nursing Home – Eunós.

\$583,201
raised

15.1%
Efficiency Ratio



An MWS representative receiving the donations from Chua Chu Kang Secondary School Principal Timothy Cheng.

MWS Hong Bao Donation Drive 2026
January to March 2026

Students from 20 schools and kindergartens took part in the annual fundraiser to support those in need.

\$135,473*
raised

5.7%
Efficiency Ratio

* This figure excludes funds that were received in the subsequent financial year.



MWS Charity Gala 2026
27 March 2026
The Ritz-Carlton, Millennia Singapore

More than 200 guests gathered for the MWS Colours of Love Charity Gala, which also marked MWS' 45th year, to raise funds for pressing needs across MWS services.

\$692,846
raised

17.4%
Efficiency Ratio

Donors Speak



MWS CEO Calvin Ngo with MGS Principal Pamela Yoong (second and third from left) during a school assembly.

As each academic year draws to a close, our MGS community continues the purposeful tradition of the Christmas Love Gift – an invitation not only to give, but to reflect on the blessings we have received. This act of generosity is both a privilege and a responsibility, shaping in our students a heart for others. As part of MGServes, contributing meaningfully to the lives of others is central to who we are as a school – nurturing in our girls a spirit of empathy, compassion, and others-centredness.

– Pamela Yoong, Principal, Methodist Girls' School (MGS)

As a member of Wesley Methodist Church, I experienced first-hand the care and support of the church community, especially in journeying with my ageing parents. When my father-in-law passed away, the church walked alongside our family through the funeral arrangements and supported my mother-in-law, which eventually led her to become a Methodist. More than a church, it felt like family – and this contribution is my small way of giving back.

– Ivy Lim, donor who organised a fundraising campaign for MWS in celebration of her 60th birthday

Our support for MWS is modest compared to the significant contributions they make to society, but we hope it nonetheless enables them to continue delivering the care required. On a personal level, my family has also benefited from MWS' services, and we are truly grateful for the dedication and compassion shown.

– Wai Chee-Mun, Managing Director, PSH & Services

VOLUNTEERING HIGHLIGHTS

Our Volunteers' Impact at a Glance

7,422
Volunteers

18,557
Total number of engagements

28,020
Total number of volunteering hours

\$305,637
Total man-hour cost savings



Eric Chua delivering the opening address.

MWS Empowering Life Awards 2026

Held on 30 January 2026 at HomeTeamNS Khatib, the biennial volunteer appreciation event honoured more than 200 volunteers whose dedicated service has impacted communities in need. Among them were Lifetime Award recipients Rev Dr Daniel Koh, Stanley Lee, and Chan Kum Kit. Eric Chua, Senior Parliamentary Secretary for the Ministry of Law and the Ministry of Social and Family Development, graced the event as Guest-of-Honour.



MWS Befriender's Toolkit: Engaging Couples in Marital Conflict

Launched in January 2026, the latest addition to the MWS Befriender's Toolkit series equips volunteers to support couples facing marital conflict. Drawing on the expertise of MWS social workers and counsellors from the Strengthening Families Programme, the Toolkit highlights the impact of conflict on children, common communication and coping patterns, and strategies for healthy conflict resolution.

Tracking Volunteer Satisfaction

The MWS Annual Volunteer Satisfaction Survey was conducted between 26 March and 7 July 2026 with around 250 respondents.

100%
would continue volunteering with MWS

93%
were satisfied with the support provided by MWS staff

92%
found the training content relevant to their volunteer role

91%
felt appreciated by MWS staff

91%
felt they made a positive difference in beneficiaries' lives

90%
felt communication from MWS staff was clear and concise

89%
felt their values aligned with MWS' mission

84%
were satisfied with the frequency of volunteer training

THE ADULT THEY COULD TURN TO

Piles of clothes lay strewn across the floor. Dust coated the furniture. The kitchen was cluttered, grimy, and reeking.

That was the scene that greeted Wendy Foong when she first stepped into a flat in Hougang where three teenage siblings – Aiden*, 15, his 14-year-old brother, and their 18-year-old sister – were fending for themselves.

“There was trash everywhere,” she recalled. “You had to move things just to find a place to sit.”

With their father in prison, and their mother, a stroke survivor, living in long-term residential care, the siblings were navigating life with no proper adult supervision.

Called to action

A volunteer befriender with MWS Covenant Family Service Centre (CFSC), Wendy learnt about the family through her church mate, Karen, an MWS CFSC social worker supporting the eldest sister. As tertiary studies made it harder for the sister to care for her younger brothers, Karen was looking for a volunteer befriender to journey alongside the family.

“I felt for them,” said Wendy, a homemaker and mother of three adopted children. “My husband and I had considered fostering when our children were older, but it never happened. I have a lot of love to give, and helping them felt like the natural thing to do.”

Wendy guiding Aiden* in household chores

Going the second mile

For the first few weeks, Wendy focused on practical support – bringing food and restoring order to the home. Sometimes, her own children helped out too, with her son also giving tuition to the brothers. Before long, Wendy invited the boys to join in the chores.

As they worked side by side, conversations about school, family, and life began to flow.

A year on, Wendy has become a trusted adult in the siblings’ lives. The brothers regularly seek her advice on everything from school to relationships, while their older sister has formed a close friendship with Wendy’s youngest daughter.

For Aiden, who lives with autism, years of being bullied and excluded by his peers had left him withdrawn. Having someone willing to listen made a difference.

“I used to feel very isolated,” he said. “Now I have someone I can talk to about my worries and problems.”

His younger brother, too, has found a confidante in Wendy. One breakthrough moment came when he confided in her about his feelings for a schoolmate and sought her advice.

“I used to feel very isolated. Now I have someone I can talk to about my worries and problems.”

– Aiden, living with autism, on having a volunteer befriender

* Not his real name

“That shows trust has been built,” said Wendy. “Before, they didn’t really have anybody they could turn to. Now, they know I’m here whenever they need a listening ear.”

Beyond household chores, Wendy has also helped the brothers build other essential life skills – from cooking and etiquette to personal hygiene and self-discipline. “Generally, they are very good children,” she said. “They just need some guidance and supervision.”

For Wendy, volunteering is less about doing things and more about being present with people. “I feel grateful to God, and this is my way of saying thank you in a practical way,” she said. “As a homemaker, I have the flexibility to be there when others need support, and that brings me far more fulfilment than making money.” The greatest reward, she added, is simple: “being there for people who might otherwise feel unseen, unheard, or overlooked”.

“Before, they didn’t really have anybody they could turn to. Now, they know I’m here whenever they need a listening ear.”

– Wendy, a volunteer befriender, on journeying with three teenagers living on their own



From unanswered messages to last-minute cancellations, volunteering can be “thankless” and “frustrating” at times, Wendy acknowledged. “But ultimately, I tell myself I’m doing this unto the Lord, and the outcome isn’t mine to control. I simply do what I feel called to do.”

STORY OF IMPACT

WHEN CLEAN AND GREEN WASN'T WHAT SHE SAW

When Ang Saw Kim looked around the Jalan Berseh neighbourhood where she lives, she saw not the clean and green city that Singapore prides itself on, but discarded cigarette butts, empty bottles and cans, and litter scattered across the estate. Bulky waste left in common areas added to the problem, creating both eyesores and safety hazards.

For Saw Kim, a volunteer exercise facilitator at MWS Wesley Active Ageing Centre (AAC) – Jalan Berseh, the issue became hard to ignore when it began affecting seniors attending exercise sessions. “Once, there was even vomit at the pavilion where we usually exercise,” she recalled.

Soon after, a resident sent her a video highlighting the neighbourhood’s litter-strewn condition, remarking that “Jalan Berseh is no longer *bersih* (clean in Malay).”



Seniors of varying mobility levels come together through Eco Kakis to care for the environment.



Saw Kim and Chan Tuck picking up litter in Kelantan Court

From awareness to action

“It was then that I realised I had been walking with blinkers on,” said Saw Kim, who is in her 50s. “From that moment, my eyes were opened.”

Determined to do more than simply report the issues, Saw Kim approached staff at MWS Wesley AAC with an idea she had come across online: plogging, a global movement that combines walking or jogging with picking up litter.

That idea gave rise to *Eco Kakis*, a ground-up initiative launched in April 2025 that mobilises seniors to keep the neighbourhood clean while staying active. Each week, volunteers walk the estate to pick up litter and report municipal issues such as bulky waste and damaged infrastructure.

Over the past year, the programme has grown to more than a dozen regular volunteers. Through educational talks, recycling efforts, and hands-on action, seniors are not only helping to keep the estate clean but also encouraging others to care for the environment.

Whenever *Eco Kakis* volunteers spot children eating or drinking, they take the opportunity to gently remind them to dispose of their rubbish properly. “Now, when the children see us picking up litter, they tell us they’ll remember not to litter,” said Saw Kim. “Some even stop to help out. I find that very encouraging.”

Despite relying on a personal mobility device, 72-year-old Tang Chan Tuck is one of *Eco Kakis*’ most enthusiastic volunteers. A member of his school’s gardening society in his younger days, he has rekindled his lifelong passion for caring for the environment through the programme while forging new friendships with fellow seniors.

Chan Tuck’s story reflects the wider impact of *Eco Kakis*. Beyond keeping the neighbourhood clean, the initiative has given many seniors a renewed sense of purpose and ownership of their community. “Many seniors once felt resigned to the state of the environment,” said Saw Kim. “Now, they see that they can make a difference – and that has empowered them.”

Paying it forward

For Saw Kim, volunteering is her way of giving back. More than a decade ago, she began accompanying her mother to exercise sessions at the Centre and witnessed how regular participation helped her remain active, independent, and engaged. Today, at 84, her mother continues to attend the sessions regularly and play an active role in family life.

Grateful for the impact the Centre has made on her mother’s well-being, Saw Kim began volunteering after retiring in 2022. Besides leading strength-training sessions, she also facilitates a befriending programme that reaches out to reclusive and socially isolated seniors.

Along the way, she has found encouragement in a community of fellow volunteers. “Despite their age and health challenges, they still give their time so selflessly,” she said. “Seeing that inspires me.”

“Many seniors once felt resigned to the state of the environment. Now, they see that they can make a difference – and that has empowered them.”

– Saw Kim, a volunteer, on mobilising seniors to care for the environment

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TALENT DEVELOPMENT & ENGAGEMENT

MWS Attains Workplace Learning:READY Mark

In January 2026, MWS became the first community care organisation to be awarded the Workplace Learning:READY (WPL:READY) Mark, recognising our strong and structured workplace learning culture and practices. Conferred by the National Centre of Excellence for Workplace Learning (NACE), led by Nanyang Polytechnic (NYP) with support from SkillsFuture Singapore, the national certification recognises organisations that embed learning into daily work in a systematic and sustainable way.

Through upskilling opportunities, academic sponsorships, leadership programmes, overseas conferences, study trips, and on-the-job learning, MWS invests in the growth of its people. By building professional capabilities and exposing staff to emerging practices and perspectives, these learning opportunities enhance the quality of care and support provided to clients. We remain committed to fostering a culture of continuous learning that strengthens service excellence and improves outcomes for those we serve.



MWS CEO Calvin Ngo (right) receiving the WPL:READY Mark certification from Azidah Mohd (centre), Lead Specialist, NACE led by NYP, witnessed by Kelvin Pang (left), Business Development Manager.

Workplace Learning in Action



Jillyn (left) with Zhang Ran.

After completing accreditation in microlearning design, Talent Development Executive Jillyn Wong partnered with Senior Nurse Clinician Zhang Ran to develop a microlearning module on infection prevention and control. By making learning accessible anytime and anywhere, the module helps strengthen infection prevention and response capabilities. More than 300 healthcare staff have completed the module, supporting quality care across MWS Nursing Homes.



From left: Merci, Thanya, and Pamela enjoying a calming moment with an on-site therapy dog.

Merci Erica Tan (Counsellor), G Thanya (Social Worker), and Pamela Goh (Senior Social Worker) were among staff from our Family Service Centres who attended the International Childhood Trauma Conference 2025 in Australia. There, they gained deeper insights into trauma-informed care, equipping them to better support individuals and families through recovery.

Staff Development Snapshot*



* As of 31 March 2026

Learning Through Immersion

As part of their onboarding journey, new employees participated in a community outreach activity at Jalan Berseh and experienced MWS' mission in action. Going door to door to engage seniors and share about our MWS Wesley Active Ageing Centre's programmes and services, they gained first-hand insight into our work and the communities we serve, while building meaningful connections with the residents.



New employees take part in a door-to-door outreach to connect with seniors in the community.

Making HR Support More Accessible

AskHR, an artificial intelligence-powered virtual human resources (HR) assistant on Microsoft Teams, was launched as part of MWS' efforts to enhance employee support. The tool enables employees to quickly get answers to common HR-related queries anytime, anywhere.



Awards & Accolades

Most Scalable Award 2025,
National Healthcare Group's
POP Collect 2025
Ling Ling Time, MWS Active
Ageing Centres

Nurses' Merit Award 2025,
Ministry of Health
Zhang Ran, Senior Nurse Clinician,
MWS Bethany Nursing Home
- Choa Chu Kang

FSC Commendation Award
2025, Ministry of Social and
Family Development
Muhammad Suffian Bin Bahrin,
MWS Family Service Centre - Tampines

Community Care Excellence Award 2025,
Agency for Integrated Care
Individual Award (Gold) - Cindy See, Nurse Manager,
MWS Home Care & Home Hospice

Healthcare Humanity Award
2025, MOH Holdings
Individual Award (Compassion)
- Chua Chiew Poh, Chaplain



YEAR IN REVIEW

Strengthening Families & Marriages' Resilience



Family Day: Banquet of Love + Play

Jointly organised by MWS Family Service Centre (FSC) – Yishun and Sembawang FSC, the event held at HomeTeamNS Khatib brought families together for a day of play and parenting insights from the team at Allkin's Families for Life@Community.

Families enjoyed a day of fun at Adventure HQ and the T-Play indoor playground.

The Calm Collective

From calm parenting tools to emotional regulation strategies for children, the groupwork by MWS Family Service Centre – Yishun equipped families to navigate big emotions.



MWS social worker, Olivia (far left), guiding participants to create a self-regulation tool.



Jalan Kayu MP Ng Chee Meng joined families at the carnival held at Fernvale Community Club.

3 Generation Carnival

Co-organised by MWS Active Ageing Centre – Fernvale Rivergrove and Jalan Kayu Active Ageing Club, the carnival featured family-friendly activities, wellness tips from Sengkang General Hospital, and booths showcasing MWS family services.

Couples Connections Marriage Preparation Programme

From navigating conflict to building deeper connection, the programme by Families for Life@Community – MWS equips soon-to-weds and newly-weds with practical tools for a stronger, healthier marriage. Participants gained deeper insight into their relationship strengths and growth areas, while sharpening their communication skills.



Participants with MWS facilitator Halbert (front, in green).



Participants with MWS facilitators Audrey (far left) and Joshua (far right).

Prepare/Enrich Marriage Enrichment Programme

Through guided conversations and practical exercises, facilitators from Families for Life@Community – MWS helped couples married for more than two years better understand their relationship dynamics and build stronger, more resilient marriages.



MWS social worker Raudhah during a counselling session.

Talk Space

The pilot initiative by MWS' Strengthening Families Programme (FAM) offered a one-off counselling session for individuals and couples unable to commit to long-term therapy. Participants gained practical tools and new perspectives to improve their relationships.



MWS social worker Titus using a pinwheel to help participants identify sensations in their cheeks and build body awareness.

Body, Mind & We

The groupwork helped clients of MWS Covenant Family Service Centre better recognise bodily signals, manage overwhelming emotions, and regain a sense of calm and control.

MWS Family Development Programme 2.0

MWS refreshed its debt relief and savings programme to strengthen support for beneficiaries on their journey towards financial stability. The enhanced programme introduced case management visits, a financial literacy toolkit, and a workshop to equip caseworkers and befrienders to better support beneficiaries in holistic financial planning.



Supporting Ageing with Dignity & Purpose

Green Drumming

A total of 150 seniors across six MWS Active Ageing Centres took part in the programme, turning recycled pails and sticks into musical instruments. As they drummed along to familiar tunes, they sharpened their cognitive and rhythmic abilities while developing a shared love for music-making.



An upcycled drumming session at MWS Wesley Active Ageing Centre - Jalan Berseh.



Seniors taking part in a movement-based activity.

Dance Me to the Moon

Nostalgic tunes and guided movement brought seniors at MWS Active Ageing Centre - GreenTops@Sims Place back to the dance floors of their younger days, rekindling joyful memories. Conducted with Shaw Heritage Arts and Wellbeing Studios and Decadance, the initiative supported physical and cognitive well-being while fostering social connections.



Seniors playing adaptive floorball.

Wellness Carnival

To mark International Allied Health Day and promote healthy ageing, MWS Active Ageing Centre - Fernvale Rivergrove organised a community outreach event featuring adaptive sports, cognitive games, and interactive booths by partners Sengkang General Hospital and The National Kidney Foundation.



New PRs taking part in a senior outreach activity.

Knock on Doors, Open Hearts

New permanent residents (PRs) took part in a door-to-door outreach to connect with seniors served by MWS Active Ageing Centre – Fernvale Rivergrove. In partnership with the Ministry of Culture, Community and Youth and Empact, the initiative strengthened outreach efforts while fostering volunteerism and integration through service.



Participants with their first successful harvest of ginger and lady finger.

Gardening Club

Through this weekly therapeutic programme, clients at MWS Senior Care Centre – Eunus planted and cared for herbs, vegetables, and flowers. The hands-on sessions promoted physical and cognitive stimulation while sparking reminiscence of past gardening experiences.



The adjustable outdoor gym equipment helps seniors build strength safely.

Men Maintaining Muscle

Every week, male seniors gather at Singapore's first Omnigym at Sea Shell Park for strength training sessions with MWS Active Ageing Centre – Golden Lily@Pasir Ris, building strength and friendships through guided workouts led by MWS staff Paul Lai.

MWS ACTIVE AGEING CENTRES' SIGNATURE PROGRAMMES



Ling Ling Time

Through lively activities and communal dining, the monthly gathering designed to foster neighbourliness has gone a long way in engaging new participants and socially isolated seniors while strengthening mutual aid networks.

1,826

Seniors engaged across five Centres

Men-Only Happy Hour

Created to engage older men who are less likely to join community activities, the programme offers a welcoming space for connection through games, activities, and kopi sessions.

168

Seniors engaged across three Centres



Adaptive Sports

From Boccia to badminton and basketball, the programme featuring games modified for different fitness levels, even wheelchairs users, helps improve balance and overall health.

590

Seniors engaged across six Centres

Empowering Through Community & Partnerships



Seniors celebrate Chinese New Year in a joint event by MWS, Allkin, and NTUC Health.

Joint CNY Celebration with Allkin, NTUC Health

As the Integrated Community Care Provider (ICCP) for Bedok Sub-region 3, MWS works with community partners to support seniors to age well in the community. Under this model, MWS Active Ageing Centre (AAC) – Golden Lily@Pasir Ris co-hosted a Chinese New Year celebration with AACs operated by Allkin and NTUC Health. The event served as a touchpoint to introduce seniors to a wider range of active ageing programmes and services.

Joy in Every Bundle

MWS Active Ageing Centres partnered with The Food Bank Singapore to provide food rations to seniors and vulnerable residents. Distributed through community events and door-to-door outreach, the initiative alleviated food insecurity while fostering connection and engagement.



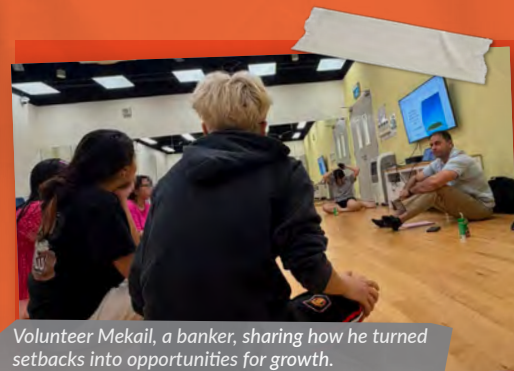
Volunteers packing food rations for distribution.



Participants practising mindfulness through movement.

Mindfulness and Creative Movement

Movemental partnered with MWS Girls' Residence to deliver two movement-based well-being programmes incorporating dance therapy, breathwork, and grounding exercises. Residents developed greater body awareness and emotional regulation, while facilitators observed growing confidence and stronger peer connections over time.



Volunteer Mekail, a banker, sharing how he turned setbacks into opportunities for growth.

Learn Through Stories

Featuring volunteer speakers from diverse backgrounds sharing on topics such as communication, grief, and anger management, the monthly sharing series provided residents at MWS Girls' Residence with positive role models for personal growth.

Advancing Person-Centred Care



MWS principal physiotherapist Vanitha and partnerships executive Jacelyn guiding residents on fall prevention strategies.

Fall Prevention and Awareness Training

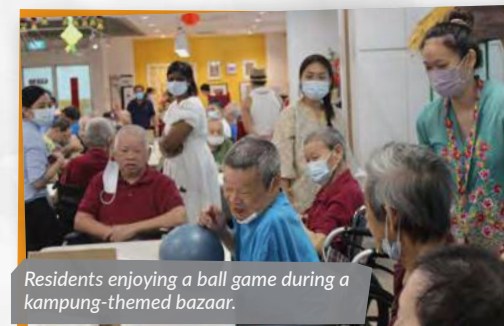
The training conducted by in-house allied health professionals at MWS Christalite Methodist Home helped reduce falls among residents. Post-training, the number of residents in the high fall risk group fell from 48 to 38, reflecting improved resident safety.

Mobile Convenience Shop

MWS Christalite Methodist Home partnered with a convenience store operator to set up a temporary in-home stall, bringing food and daily essentials closer to residents, particularly benefiting those with mobility limitations.



Residents purchasing necessities at the pop-up stall.



Residents enjoying a ball game during a kampung-themed bazaar.

Bazaar

Featuring themes like *Balik Kampung* and *Beach Party*, the biannual programme at MWS Bethany Nursing Home – Choa Chu Kang builds bonds between residents and volunteers through interactive games and curated dining experiences.

Music Therapy

From a former music teacher reconnecting with a cherished part of his identity to a resident finding closure while reflecting on regrets at the end of life, the programme at MWS Nursing Home – Yew Tee has unlocked moments of connection and healing among residents through familiar songs and music-making. It has also proven especially effective in engaging residents with deeper psychosocial needs who are resistant to other activities.



A resident playing a hand drum.

STORY OF IMPACT

FOR YEARS, HIS POSSESSIONS TOOK OVER HIS HOME

For years, Lim Kim Yam, 85, lived alone in a flat overflowing with newspapers, old gadgets, appliances, and other belongings, with barely enough room to move.

“I’ve been living here for 48 years,” he shared. “When my mother was around, she kept everything spick and span. After she passed away, I didn’t tidy up, so things just gradually accumulated.”

The clutter worried his neighbours, Mr and Mrs Chan, who lived next door. “We were always afraid of a fire,” Mr Chan recalled. “But we didn’t say anything for fear of offending him.”

Everything changed when Kim Yam fell seriously ill.



Volunteers clearing years of accumulated belongings from Kim Yam's flat.

Moved by Neighbourly Compassion

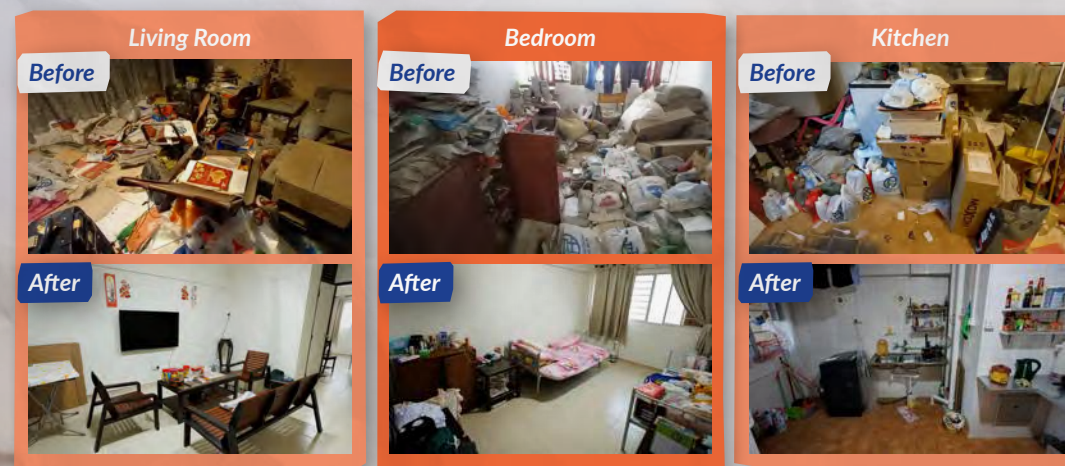
After a hospital stay, Kim Yam was transferred to a nursing home because his flat was deemed unlivable. Knowing he had no support network, the Chans visited him regularly. “We learnt that Kim Yam really wanted to return home, and he asked us to help clear his flat so he could do so,” Mr Chan recalled.

At first, the couple tried clearing the flat themselves. But when the task proved too physically demanding, they reached out for help. Over the course of two months in late 2025, MWS Wesley Active Ageing Centre (AAC) – Jalan Berseh coordinated with Jalan Besar Town Council, volunteers from Covenant Evangelical Free Church, and the Chans to restore Kim Yam's home. “It took seven volunteers over three hours, 10 industrial-sized bins, and countless trips to the bin centre to clear and clean the flat,” said Hsu Hsia Yang, an MWS Wesley AAC staff member.

MWS Wesley AAC also coordinated referrals for the installation of grab bars in Mr Lim's flat and for the Home Caregiving Grant, enabling Kim Yam to engage a helper. Meanwhile, Mr Chan sourced a reliable contractor. Soon after, Kim Yam was finally able to return home.



Kim Yam with the volunteers after the decluttering.



“It took seven volunteers over three hours, 10 industrial-sized bins, and countless trips to the bin centre to clear and clean the flat.”

– Hsu Hsia Yang, an MWS Wesley AAC staff member, on clearing Kim Yam's cluttered flat

A Home Restored

Today, Kim Yam's flat is bright and welcoming.

“I’m happy that my house is clean and spacious now,” Kim Yam said with a smile. Asked how he felt about those who had helped him, his answer was simple: “Grateful.”

Since returning home, Kim Yam has become more socially connected through MWS Wesley AAC. He now joins outings, learnt to play the angklung through an Esplanade community programme, and has even performed for fellow seniors.

For the Chans, helping Kim Yam was simply the right thing to do. “If I can help someone, as long as I’m able, I’ll help,” said Mrs Chan.

What began with a cluttered flat became a testament to what is possible when neighbours, volunteers, and community partners come together. Their collective effort helped Kim Yam return to “somewhere I can call home”.



Lim Kim Yam in his restored home.

STORY OF IMPACT

"THEY WERE THE FAMILY HE NEVER HAD."



Juliana (centre), sister of the late Kenneth, shares memories of her brother with MWS Home Care & Home Hospice team members Wei Chuan (left) and Hazel (right)

At 52, Kenneth was told he had advanced liver cancer and perhaps only months to live.

"That prognosis devastated him because he never imagined his life would end so soon," recalled his sister, Juliana, 66.

An IT entrepreneur, Kenneth had always prided himself on solving problems and being independent. Although he had reconnected with his siblings following the diagnosis after years of estrangement, he resisted offers of help and insisted he could cope on his own.

But as the cancer progressed, that became increasingly difficult. Concerned about her brother living alone, Juliana raised the matter with his doctor, who referred Kenneth to

MWS Home Care & Home Hospice (HCHH). For more than a year, the multidisciplinary team, including Senior Staff Nurse Hazel Chua and Medical Social Worker Goh Wei Chuan journeyed alongside Kenneth, managing his symptoms, supporting his emotional well-being, and helping him plan for the future – all while enabling him to remain where he most wanted to be: at home.

"He loved the freedom," Juliana said. "The regular visits from the home palliative care team gave me assurance that he was being well cared for."



Wrestling with faith

Kenneth's struggle was not only physical, but spiritual. Faced with a terminal diagnosis, he wrestled with questions he had never had to confront before. "Kenneth wondered whether God was punishing him through this illness," Wei Chuan recalled. "He asked whether God had forgiven him and whether he would go to heaven if he died."

Recognising these as signs of spiritual distress, Wei Chuan referred Kenneth to the team's chaplaincy service.

Through regular visits and scriptural study, MWS Chaplain Chua Chiew Poh walked alongside Kenneth as he searched for meaning in his suffering. "He began by wrestling with why God had allowed this suffering," she said. "But as his illness progressed, we saw his inner resilience gradually emerge. Even as his body grew weaker, his faith became stronger."

Encouraged by Juliana, Kenneth began attending church, joined a cell group, and was eventually baptised. "Initially, Kenneth had a lot of fear," Juliana reflected. "But towards the end, there was a certain calmness and much greater assurance in the everlasting hope."



From left: Wei Chuan and Chiew Poh, with Kenneth and MWS volunteer Eugene, during a home visit

More than medical care

Looking back, Juliana believes the greatest gift the MWS HCHH team gave Kenneth was not simply medical care, but genuine human connection. "For much of his adult life, my brother had very limited interactions with his family," she said. "The most significant change I witnessed was Kenneth's journey from being a loner to someone who learned to build meaningful relationships with the MWS team."

Even after Kenneth was transferred to an inpatient hospice, the team continued visiting him in their personal capacity until he passed away peacefully in August 2025.

"Their visits brought Kenneth hope, joy, and encouragement," Juliana said. "They truly went beyond their call of duty and, in many ways, were the family he never had. By the grace of God, these relationships deepened Kenneth's faith in Jesus, even amid pain and suffering. I am comforted knowing that his journey ended with peace, strengthened by faith, and surrounded by care."

"The most significant change I witnessed was Kenneth's journey from being a loner to someone who learned to build meaningful relationships with the MWS team."

– Juliana, sister of the late Kenneth, on her brother's final chapter

SUPPORTING SENIORS

Active Ageing Centres

These centres support seniors to age well at home and within their neighbourhoods. Through meaningful activities, volunteering opportunities, and integrated health and social support, seniors are empowered to lead active, connected, and fuller lives.

13,396

Seniors served in FY2025/26



MWS Charis ACE Active Ageing Centre – Geylang East

Established 2014

A partnership with Charis Methodist Church

1,091

Seniors served

MWS Active Ageing Centre – Fernvale Rivergrove

Established 2016

A partnership with Sengkang Methodist Church

2,099

Seniors served

MWS Active Ageing Centre – Golden Lily@Pasir Ris

Established 2017

A partnership with Pentecost Methodist Church

2,509

Seniors served

MWS Active Ageing Centre – GreenTops @Sims Place

Established 2016

A partnership with Geylang Chinese Methodist Church

1,469

Seniors served

MWS Active Ageing Centre – Kebun Baru

Established 2017

A partnership with Ang Mo Kio Chinese Methodist Church

3,139

Seniors served

MWS Active Ageing Centre – Teck Ghee Vista

Established 2016

A partnership with Ang Mo Kio Methodist Church

1,560

Seniors served

MWS Wesley Active Ageing Centre – Jalan Berseh

Established 2010

A partnership with Wesley Methodist Church

1,529

Seniors served

Community Rehab & Day Care

MWS Senior Care Centre – Eunos provides seniors with meaningful daytime engagement in a supportive environment, while giving caregivers much-needed respite. Co-located with MWS Nursing Home – Eunos and SingHealth Polyclinic, the Centre is part of an integrated care ecosystem that offers seniors more seamless access to support across their varying needs. We also provide rehabilitation services to help clients regain strength and mobility after illness or injury, so they can remain active and independent in the community.



MWS Senior Care Centre – Eunos

Established 2022

272

Clients served in FY2025/26, including those discharged

122

Clients received day care services

197

Clients underwent rehabilitation

83

Clients received dementia care

Home Care & Home Hospice

This integrated service enables seniors and patients with chronic illnesses to receive care in the comfort and familiarity of home. Beyond meeting their healthcare and rehabilitation needs, we also provide psychosocial-spiritual support for end-of-life patients, along with bereavement care for their families.

MWS Home Care & Home Hospice

Established 2007

697

Patients served in FY2025/26, including those deceased and discharged



8,822

Home visits conducted

8,253

Hours spent on home visits

484

Patients received palliative care at home

176

Patients received nursing care at home

155

Patients received medical care at home

82

Patients received physiotherapy and occupational therapy at home

Nursing Homes

Our nursing homes provide round-the-clock residential care and rehabilitation for seniors who require support in activities of daily living. Residents receive holistic care that promotes their overall well-being and quality of life. Short-term respite care is also available to caregivers who need time to rest and recharge.

811

Residents served in FY2025/26, including those deceased and discharged



MWS Bethany Nursing Home – Choa Chu Kang

Established 2000

376

Residents served

MWS Nursing Home – Eunos

Established 2025

207

Residents served

MWS Nursing Home – Yew Tee

Established 2017

228

Residents served

WHEN EVEN MILK POWDER WAS OUT OF REACH

"Singapore has plenty of water – just give your baby water to drink."

Those were the words Aishah Abdullah heard when she asked her husband's aunt if she could borrow money to buy milk powder for her son.

"It was really painful to hear such a cruel comment," recalled Aishah, now 42, fighting back tears. "After my marriage broke down, my husband stopped giving me money. My baby's milk powder was running low, and I had no money to buy another tin."

Working as a retail store supervisor, Aishah was raising three young children – then aged five, three, and two – as the sole breadwinner and caregiver. Struggling to make ends meet, she could barely afford essentials such as food, milk powder, and diapers.

More than visible scars

By then, Aishah had already endured years of physical, emotional, and psychological abuse before leaving the marriage. One assault even left her with a concussion.

"My then husband pushed me so hard that I flew across the room," she recalled. "My head hit the floor and I kept vomiting afterwards."

The abuse did not end there. Her husband's repeated affairs left her emotionally shattered. "After his first affair, I took him back because I didn't want my children to grow up in a broken family," she said. "When it happened again, I was devastated. I felt so alone, with no one to confide in." At her lowest point, Aishah attempted suicide.

Although her children had never been physically abused, they had lived with the fear and uncertainty that violence brought into the home. In moments of distress, Aishah would break down and her children would comfort her, even wiping away her tears.

Aishah (right) with her social worker Ariel.

Making home safe again

After years of suffering in silence, Aishah sought help from MWS Family Service Centre – Tampines.

Her social worker, Ariel Ee, first ensured the family's immediate needs were met through emergency cash assistance, grocery vouchers, and food rations. She also worked with Aishah to establish safety for her family, from changing the locks at their home to arranging subsidised after-school care to reduce the children's exposure to violence and conflict. As Aishah navigated her divorce, Ariel supported her in pursuing maintenance to help secure financial stability for the family.

Counselling gave Aishah a safe space to process years of trauma and grief, and to rebuild her confidence. "It was about empowering her to recognise her own strengths and resilience," Ariel said. "She began to see what she could achieve on her own."



With stability restored at home, Ariel observed Aishah's children becoming more at ease, spending their sessions happily playing together.

Healing together

Over time, Aishah grew calmer and more grounded. "As she healed, she became more present for her boys," Ariel said. "She was able to play with them, guide them in their schoolwork, and reassure them through the changes they were experiencing."

Aishah's healing had a positive impact on her children. Her eldest no longer hovered anxiously during counselling sessions, while all three boys became more relaxed – playing, joking, and sharing their hopes for the future. With greater stability at home, they are also thriving in school.

"It was about empowering her to recognise her own strengths and resilience. She began to see what she could achieve on her own."

– Ariel, a social worker, on walking alongside family violence survivor Aishah

Nearly five years on, Aishah has found the confidence to look beyond her past. Today, she is planning holidays with her children and hopes to own a home of her own.

"I used to feel powerless and overwhelmed," she said. "But I've come to a place of acceptance and I'm able to look ahead, knowing that I have what it takes to face the future."

"I used to feel powerless and overwhelmed. But I've come to a place of acceptance and I'm able to look ahead, knowing that I have what it takes to face the future."

– Aishah on rebuilding her life after family violence



Healing from trauma has enabled Aishah to build a more stable future for her children.

STORY OF IMPACT

“WE WANT TO ENSURE THIS FAMILY DOES NOT FALL THROUGH THE CRACKS.”

For years after her Singaporean husband died of cancer, 47-year-old Thach Thi Loi and her son, Minh*, shuttled between Singapore, Malaysia, and Vietnam to comply with visa requirements.

The constant movement left little room for stability. Without a secure immigration status, Thi Loi was unable to apply for public rental housing. Minh travelled wherever she did, missing years of formal education along the way.

By the time the pair reconnected with MWS Family Service Centre – Yishun in 2024, following their return to Singapore, 11-year-old Minh had never attended primary school. Although his mother had arranged informal tuition for him in Johor Bahru, he had fallen far behind academically. He also struggled with low self-esteem, expressed suicidal thoughts, and showed signs of a possible neurodevelopmental condition.



Thi Loi encouraging her son's love of learning.

It Takes a Village

For MWS Senior Social Worker Edwin Soh, one priority stood above all else: ensuring the family did not slip through the cracks.

Working closely with partners including Ministry of Social and Family Development, Immigration & Checkpoints Authority, Ministry of Education, Housing & Development Board, and Institute of Mental Health's Child Guidance Clinic, Edwin helped Thi Loi navigate a complex web of systems – from securing a Long-Term Visit Pass (LTVP) and public rental housing to arranging developmental assessments and exploring school options for Minh.

The process was rarely straightforward. Language barriers, coupled with unfamiliarity with digital processes and government procedures, meant Edwin often stepped in to complete paperwork, coordinate appointments, and ensure critical deadlines were not missed.

“It is important to have an honest appraisal of what our agency can do to help the family,” Edwin reflected. “Where we fall short, that’s where the collective work and advocacy of other stakeholders play a huge role in amplifying the impact of our work.”

“She’s a survivor,” said Edwin about his client, Thi Loi. “Her greatest motivation has always been to give her son a better future.”

A Place to Call Home

That collaborative effort has transformed the family’s outlook.

Thi Loi now holds an LTVP, allowing her to remain in Singapore and provide consistent care for her son. They have also moved into a one-room public rental flat in Ang Mo Kio, giving them, for the first time in years, a stable place to call home.

“I’m very happy that I now have a Long-Term Visit Pass and a permanent place to live,” Thi Loi said in Mandarin. “Travelling back and forth between Malaysia, Vietnam, and Singapore was very exhausting. Now that these issues are resolved, I’m no longer under so much stress and anxiety.”

Minh has since undergone psychological assessments, which confirmed an autism diagnosis and are informing discussions on suitable school placements.

His emotional well-being has also improved, with no recent reports of suicidal ideation.

“Having a secure and stable place to call home is vital to a person’s sense of psychological safety and well-being,” Edwin said.

“It is important to have an honest appraisal of what our agency can do to help the family. Where we fall short, that’s where the collective work and advocacy of other stakeholders play a huge role in amplifying the impact of our work.”

– Edwin on the importance of collaboration

Today, Edwin supports Thi Loi in strengthening her parenting skills and creating meaningful daily routines and activities for Minh. He and his team also continue to work with relevant agencies to explore schooling options for Minh, despite persistent challenges.

“As social workers, we believe in the future and potential of this child,” Edwin said. “That motivates us to do the necessary to ensure this family does not fall through the cracks.”

For Thi Loi, her dream is simple. “I hope my son can study properly in Singapore and have a better future,” she said.

That future remains uncertain. But for the first time in years, Thi Loi and Minh have a network of support committed to helping them take the next step.

“I hope my son can study properly in Singapore and have a better future.”

– Thi Loi, an immigrant parent, on her hopes for her son

* Not his real name

STORY OF IMPACT

LEARNING TO TRUST AGAIN

At 16, Kayla* was left without parental support after her father passed away, her mother left Singapore following bankruptcy, and her stepmother abandoned her. Searching for belonging, she fell in with negative peer influences and drifted through life aimlessly.

With only her older sister, who was still a minor herself, to care for her, Kayla lacked the supervision and support she needed.

"I was doing whatever I wanted, hanging out with friends all day and coming home late," she recalled. "I spent much of my time at friends' houses and skipped school for over a year."

A New Chapter

In September 2024, Kayla was admitted to MWS Girls' Residence (GR), where she initially struggled to adjust.

"Kayla found it difficult to accept boundaries and was reluctant to open up because her past relational trauma made her distrust adults," her social worker, Ang Wei Ling, shared.

Rather than rushing the process, the team at MWS GR focused on building a relationship with her. Regular sessions with Wei Ling, alongside art therapy, provided Kayla with a safe space to explore her identity and process long-buried emotions, including grief and feelings of abandonment.

Restoring Trust

Gradually, Kayla became more willing to talk about difficult emotions and learnt to accept boundaries and better manage her emotions. "In the past, when things didn't go my way, I would cry or get upset," she reflected. "But now, I respond more calmly and can take 'no' for an answer."

Kayla has also begun rebuilding the trust she once struggled to place in adults. For Wei Ling, the biggest change has been Kayla's willingness to seek help. "Today, she initiates conversations, reaches out for help, and is much more open," she said. "She no longer feels she has to carry everything on her own and is open to tapping on community support when she eventually leaves the residence."

"Kayla found it difficult to accept boundaries and was reluctant to open up because her past relational trauma made her distrust adults."

– Wei Ling, a social worker, on supporting teenager Kayla's journey towards healing

Looking Ahead

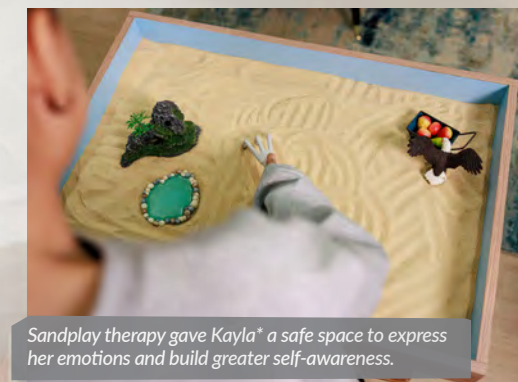
Now enrolled in a Mechanical Engineering course at a tertiary institution, Kayla maintains full attendance and is doing well academically. Financial aid from MWS donors has also eased practical burdens by supporting her daily and educational needs, including a subsidised laptop for her studies. With guidance from Wei Ling, Kayla has also become more thoughtful about managing her finances and hopes to build a stable career in the Navy.

"If I didn't come here, I'd still be lost, with no direction in life," she reflected.

Kayla knows the road ahead will not be without challenges. She worries about finances and what life after residential care will look like. But where uncertainty once defined her future, hope now does.

"If I didn't come here, I'd still be lost, with no direction in life."
– Kayla on life before MWS Girls' Residence

"My dream is to be financially independent, and that feels achievable because I'm going to school," she said. "I just want to build a better life than my parents had."



Sandplay therapy gave Kayla* a safe space to express her emotions and build greater self-awareness.

* Not her real name

The library is Kayla's favourite place at MWS Girls' Residence, where she enjoys reading, especially autobiographies. "I feel inspired when I read stories of people overcoming the odds," she said. "It makes me feel like if they can do it, so can I."

STORY OF IMPACT

“THEY NEVER LABELLED HIM AS A SPOILT CHILD.”

At six, Xodus Soh was navigating a season of major transitions, with his family moving house twice and him entering primary school. For a child who thrived on routine and predictability, the changes unsettled his sense of security and he struggled to regulate his emotions, leading to frequent outbursts and difficulty settling into two different student care centres.

“Xodus has always needed more time to build relationships and develop trust with the adults caring for him,” reflected his mother, Bernice, an early childhood educator. “When people misunderstood his behaviour instead of taking the time to understand what was behind it, it became difficult for him to adjust and feel that he belonged.”

Everything changed when Xodus joined MWS Christalite Student Care Centre.



“Over the years, Xodus has become much more willing to open his heart and let others into his inner world,” observed his teacher, Winnie, pictured here with Xodus.

Growth at His Own Pace

The first six months were especially challenging. Losing a game, feeling left out by friends, or being corrected could trigger emotional outbursts in Xodus. Unsure how to express his emotions, he would resort to screaming and shouting or withdrawing into tears.

“It often took us a long time to calm him down,” recalled his teacher, Winnie Tan. “Back then, he was also unwilling to share what was wrong.”

“They never labelled him as a spoilt child,” Bernice said. “Instead, they looked beyond his behaviour and understood what he needed.”

Xodus’ teachers started with small, practical steps, such as encouraging him to write down his thoughts when words were difficult. “Sometimes, when he did something wrong but didn’t know how to apologise, we taught him to write the word ‘Sorry,’” Winnie recalled. Putting his thoughts on paper not only helped Xodus calm himself, but also gradually gave him the confidence to express himself verbally. “Now, he knows to say ‘sorry’ when he does something wrong, and instead of having a meltdown, he’ll say, ‘I’m feeling angry’ and explain why,” said Winnie.

This has improved Xodus’ relationships with his peers. “His classmates are now more willing to be in the same group as him and play with him,” Winnie observed. “Sometimes, they even approach him for help with their drawings because he’s very good at colouring.”

Learning the Skills to Thrive

Beyond academic support and enrichment activities, Xodus also participates in values-based programmes that nurture his character and emotional growth. Now in Primary 5, he often takes the initiative to help those around him – rolling up the younger children’s mattresses after nap time, carrying tables for tea breaks, and assisting his teachers without being asked.

Looking back over the past four years, Bernice described her son’s growth as “tremendous”. The boy who once had meltdowns when things did not go his way has learnt to accept boundaries, control his emotions, and see things from other people’s perspectives. “He no longer insists that everything has to be done his way and has learned to compromise, communicate, and build meaningful friendships,” she said.

“When we enrolled Xodus, academics were never our biggest concern. What mattered was whether he could develop the social and emotional skills to thrive. Looking at him today, we’re simply amazed.”

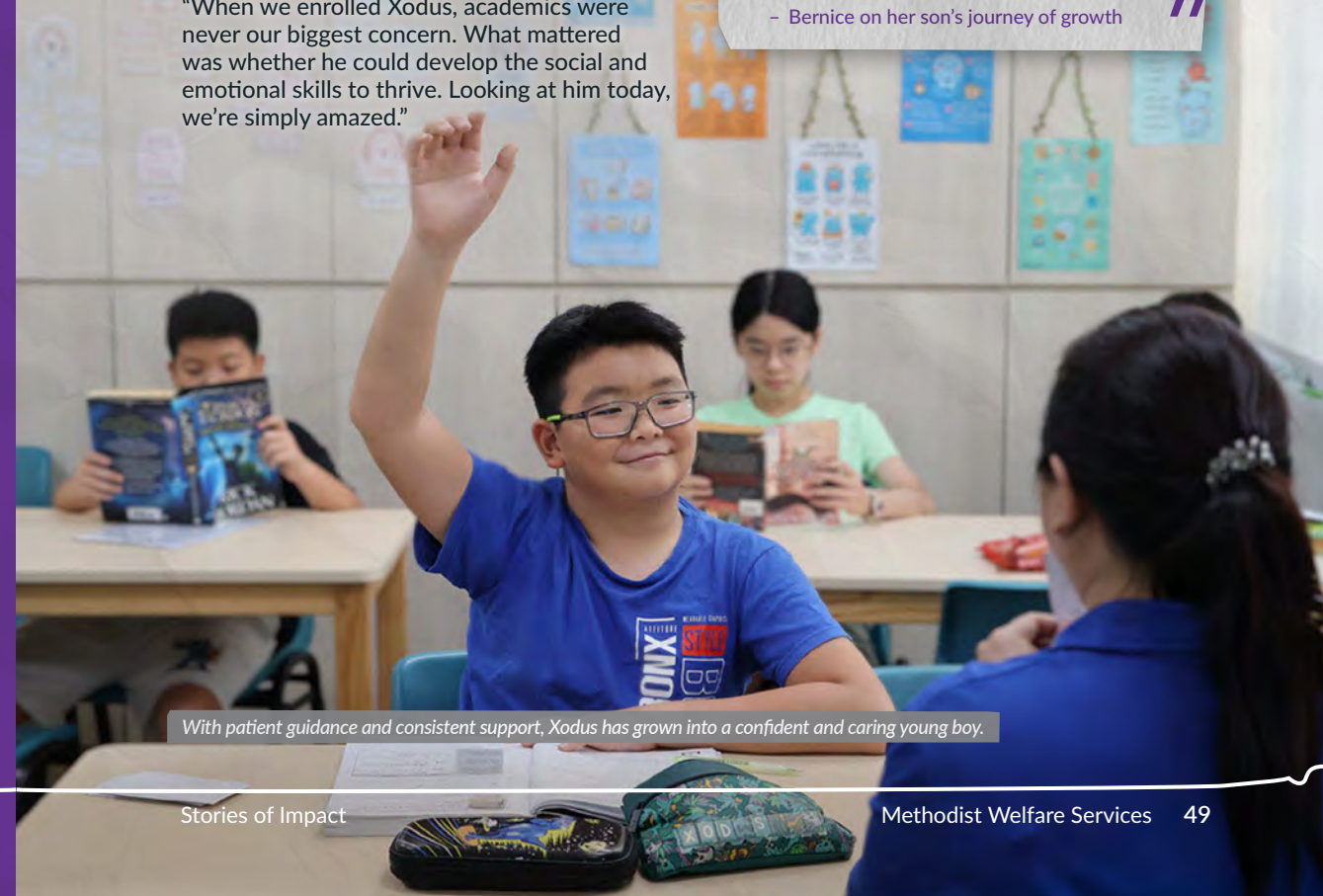


Xodus exploring his creativity through arts and crafts workshops.

“When we enrolled Xodus, academics were never our biggest concern. What mattered was whether he could develop the social and emotional skills to thrive. Looking at him today, we’re simply amazed.”

– Bernice on her son’s journey of growth

”



With patient guidance and consistent support, Xodus has grown into a confident and caring young boy.

STRENGTHENING INDIVIDUALS & FAMILIES

Family Service Centres

Our Family Service Centres support individuals and families navigating complex and multiple challenges such as family conflict, parenting difficulties, financial hardship, and domestic violence. Through counselling, casework, and referrals to community resources, we work alongside clients to foster healing and build resilience to navigate life's challenges.

4,663
Families and individuals
served in FY2025/26

**MWS Covenant
Family Service Centre
– Hougang & Buangkok**
Established 1996
A partnership with
Paya Lebar Methodist Church

1,551
Families and
individuals served
693
Clients received
counselling and
casework support
858
Clients received
information and
referrals to
relevant services

**MWS Family
Service Centre
– Sengkang West**
Established 2025

456
Families and
individuals served
88
Clients received
counselling and
casework support
368
Clients received
information and
referrals to
relevant services

**MWS Family Service
Centre – Tampines**
Established 1991
A partnership with
Pentecost Methodist Church

1,126
Families and
individuals served
390
Clients received
counselling and
casework support
736
Clients received
information and
referrals to
relevant services

**MWS Family Service
Centre – Yishun**
Established 2000

1,530
Families and
individuals served
620
Clients received
counselling and
casework support
910
Clients received
information and
referrals to
relevant services



Marriage & Divorce Support, and Family Counselling



MWS' Strengthening Families Programme (FAM) provides specialised counselling and support for couples and families navigating relational challenges, including marital, parenting, and child behavioural issues. We also support divorcing and divorced couples in managing transitions and the complexities of co-parenting.

FAM (MWS)
Established 2022

2,205
Families and individuals
served in FY2025/26

829
Clients received
support through
the divorce process

779
Clients received
counselling and
casework support

479
Clients received
information
and referrals to
relevant services

118
Clients were triaged
and/or received
online counselling

Marriage Enrichment & Parenting Support

Families for Life@Community – MWS (MWS FFLC) empowers couples and families to build strong relationships through evidence-based and evidence-informed parenting and marriage programmes, complemented by community engagements.

Families for Life@Community – MWS
Established 2019 as MWS Family Support Programme

2,797
Parents and couples engaged in FY2025/26

50
Schools engaged to promote
parenting programmes



Debt Relief & Savings Programme

Our Family Development Programme supports low-income families to reduce debt and grow their savings so as to strengthen their financial resilience. Coupled with counselling, casework, and financial literacy training, the programme empowers families to develop positive money management habits and work towards a more secure future.

MWS Family Development Programme

Established 2016

43

Families had financial hardship reduced in FY2025/26

\$2,151

Average annual savings per family

\$1,896

Average annual debt cleared per family

\$47,328

Disbursed to low-income families islandwide



Welfare Home

Our Welfare Home provides shelter, care, and rehabilitation for individuals experiencing homelessness and other complex challenges. Through personalised care plans and targeted interventions, residents are supported in improving their well-being and independence and, where possible, reintegrating into the community.

MWS Christalite Methodist Home

Established 1997

A partnership with Christ Methodist Church

187

Residents served in FY2025/26, including those deceased and discharged

66

Residents took part in the Home Earning Scheme

30

Residents fully discharged

7

Residents participated in the Day Release Scheme

6

Residents reintegrated into the community



NURTURING CHILDREN & YOUTH

Girls' Residence

This residence provides a safe and nurturing home for vulnerable young women aged 15 to 21 who have experienced trauma and require protection and support. Through therapeutic programmes and care guided by a trauma-informed lens, residents are supported in their healing, rehabilitation, and personal growth.

MWS Girls' Residence

Established 2011

A partnership with General Conference - Women's Society of Christian Service

45

Residents cared for in FY2025/26, including those referred by the courts and government agencies

80% Residents had experienced 4 to 7 Adverse Childhood Experiences (ACEs)* at point of admission

* ACEs are potentially traumatic experiences, such as abuse, neglect, or household dysfunction, that can have lasting effects on a person's health, well-being, and development.



30

Residents pursued formal education or enrolled in courses

19

Residents reconciled with their families

7

Residents gained employment

3

Residents received scholarships or bursaries to support their educational goals

After-School Student Care

Our Student Care Centre provides after-school care in a nurturing environment for children from Primary 1 to Secondary 2. Beyond supervision, we support their well-being, character development and growth through structured activities and enrichment, while offering families reliable daytime caregiving support.

MWS Christalite Student Care Centre

A partnership with Christalite Methodist Chapel since 2020

83

Students served in FY2025/26

98%

Students participated in the I-Shine! values education programme

67%

Students explored coding, speech and drama, and/or animation

80%

Students learnt a musical instrument



With just



a day,

you can help someone
get out of the poverty cycle*.

Scan to Create
Change Today!



give.mws.sg/creating-change

Hwee Choo (left) is a monthly donor and
volunteer at MWS Senior Care Centre - Eunus

*The poverty cycle encompasses different forms of poverty,
from financial distress, poor social support, health,
relationships, to lack of opportunities and choices.

With just



a day,
you can:

- ① Help with basic living costs for a financially distressed family for a week
- ① Sponsor one counselling and therapy session for a youth at risk or a family in distress
- ① Provide medical supplies for the frail residents in our nursing homes
- ① Provide programmes to address health and social needs faced by socially isolated seniors
- ① Help a low-income family clear their debt or build assets

Yes! I want to create change with just \$1 a day!

As part of the MWS Anti-Money Laundering Policy, we are required by law to perform anti-money laundering checks. As such, we will be asking for mandatory disclosures of certain personal information including occupation, place of work and/or sources of income for donations of \$10,000 and above. Your personal data is used solely for the purposes described in our privacy policy and will be kept confidential. We appreciate every support and seek your kind understanding. Please contact dpo@mws.sg should you have any concerns or questions.

By donating, I declare that the information provided is true and correct.

Please mail the completed form to Methodist Welfare Services at 70 Barker Road, #05-01 Singapore 309936.

DONOR DETAILS

*Please delete where applicable.

Your personal donation is eligible for 2.5 times tax deduction. Please provide your particulars, especially your NRIC/FIN No, for submission to the Inland Revenue Authority of Singapore for automatic tax deduction.

Title: ☐ Mr ☐ Mdm ☐ Ms ☐ Mrs ☐ Rev ☐ Dr ☐ Prof

Full Name (as in NRIC/FIN): _____

NRIC / FIN* No: _____ Gender: ☐ Male ☐ Female

Date of Birth: ____ / ____ / ____ (DD/MM/YYYY) Donor ID: _____

Contact No: _____ (Home) _____ (Office) _____ (Mobile)

Mailing Address: _____

Postal Code: _____

Email: _____

Occupation: _____ Place of Work: _____

Place of Worship (if any): _____

DONATION METHOD

IMPORTANT: Please do not mail cash.

☐ **CHEQUE** (Payable to: Methodist Welfare Services)

☐ **PAYNOW** (Please type in the UEN: S81SS0088HMWS)

Cheque No: _____

Bank: _____

Alternatively, you may scan the PayNow QR code provided using your mobile banking app. Please insert "RG1D" under the Reference. If you would like tax exemption, do include your NRIC and contact number under Reference as well. Do not mail back this form.



☐ **CREDIT CARD** (Minimum S\$10.00) **VISA / MASTERCARD ***

Expiry Date (MM/YY)

____ / ____

Cardholder's Name (as in credit card): _____

Signature (as in credit card): _____

☐ **GIRO** (Please fill in form below)

For Donor's Completion

Full Name (as in bank account): _____

NRIC / FIN* No: _____ Contact No (Tel/Fax)*: _____

Bank Account No: _____

To (Name of Bank): _____

Bank Branch: _____

Monthly Donation (payment limit): S\$ _____

Name of Billing Organisation: Methodist Welfare Services

- I/We hereby instruct you to process BO's instructions to debit my/our* account.
- You are entitled to reject the BO's debit instruction if my/our* account does not have sufficient funds and charge me/us* a fee for this. You may also at your discretion allow the debit even if this results in an overdraft on the account and impose charges accordingly.
- This authorisation will remain in force until terminated by your written notice sent to my/our* address last known to you or upon receipt of my/our* written revocation through Methodist Welfare Services.



Company Stamp / Signature(s) / Thumbprint(s)*
(as in bank's record)
For thumbprint verification, please visit your bank
with your identification documents

Date: _____

For MWS' Completion

Bank Branch MWS Account No.
7171 033 0330165692

Bank Branch Account No. To Be Debited

MWS Customer Reference No.

For Bank's Completion

To: Methodist Welfare Services

This application is hereby rejected for the following reason(s) (please indicate)

- ☐ Signature/Thumbprint* differs from the Bank's records
- ☐ Amendments not countersigned by Customer
- ☐ Account operated by signature/thumbprint*
- ☐ Signature/Thumbprint* incomplete/unclear*
- ☐ Wrong account number
- ☐ Others: _____

Name of Approving Officer: _____

Authorised Signature _____ Date _____

NOTE:

- Please be assured that your personal information will be kept strictly confidential except that Methodist Welfare Services ("MWS") may collect, use and disclose your personal data for the purposes of:
 - Administering your donations to MWS (including without limitation, disclosing to IRAS for tax deduction purpose);
 - Communications pertaining to your donations; and
 - Communicating and updating you on other charity initiatives or related activities including soliciting donations and volunteers for activities or programmes organised by MWS or other charitable organisations;
- By submitting this form, you hereby consent to MWS collecting, using and disclosing your personal data for the purposes set out above.



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TO METHODIST WELFARE SERVICES!**

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PERMIT NO. 02007**



METHODIST WELFARE SERVICES
70 Barker Road #05-01
Singapore 309936

MWS SERVICE POINTS

Methodist Welfare Services

70 Barker Road #05-01
Singapore 309936
Tel: 6478 4700 Fax: 6478 4701
Email: admin@mws.sg
Website: www.mws.sg

Family Services

**MWS Christalite
Student Care Centre**
Blk 122 Geylang East Central
#01-74 Singapore 380122
Tel: 6744 4927
Email: MWSscsc@mws.sg

MWS Girls' Residence
600 Upper Thomson Road
Block A #01-01 Singapore 574421
Tel: 6391 0567
Email: MWSgr@mws.sg

**MWS Covenant Family
Service Centre – Hougang**
Blk 613 Hougang Ave 8
#01-432 Singapore 530613
Tel: 6282 8558
Email: MWSfsc@mws.sg

**MWS Covenant Family
Service Centre – Buangkok**
Blk 997B Buangkok Crescent
#01-853 Singapore 532997
Tel: 6843 9660
Email: MWSfsc@mws.sg

**MWS Family Service Centre
– Tampines**
Blk 470 Tampines St 44
#01-194 Singapore 520470
Tel: 6787 2001
Email: MWSfsc@mws.sg

**MWS Family Service Centre
– Yishun**
Blk 855 Yishun Ring Road
#01-3539 Singapore 760855
Tel: 6756 4995
Email: MWSfsc@mws.sg

**MWS Family Service Centre
– Sengkang West**
Blk 223D Compassvale Walk
#01-673 Singapore 544223
Tel: 6485 5500
Email: MWSfsc@mws.sg

**MWS Family
Development Programme**
70 Barker Road #05-01
Singapore 309936
Tel: 6478 4700
Email: MWSfdp@mws.sg

**Families for Life@Community
– MWS**
Blk 619 Hougang Ave 8
#01-316 Singapore 530619
Tel: 6843 9580
Email: MWSflc@mws.sg

**Strengthening Families Programme
(Methodist Welfare Services)**
Blk 615 Hougang Ave 8
#01-402 Singapore 530615
Tel: 6330 1080
Email: fam@mws.sg

MWS Christalite Methodist Home
51 Marsiling Drive
Singapore 739297
Tel: 6368 5179 Fax: 6368 7127
Email: MWScmh@mws.sg

Healthcare Services

**MWS Home Care &
Home Hospice**
2 Kallang Avenue
CT Hub #08-14
Singapore 339407
Tel: 6435 0270 Fax: 6435 0274
Email: MWSshh@mws.sg

MWS Senior Care Centre – Eunus
1 Chin Cheng Avenue #01-02
Singapore 429400
Tel: 6530 3635
Email: MWSsc@mws.sg

**MWS Bethany Nursing Home
– Choa Chu Kang**
9 Choa Chu Kang Ave 4
Singapore 689815
Tel: 6314 1580 Fax: 6314 1576
Email: MWSbnh@mws.sg

MWS Nursing Home – Eunus
1A Chin Cheng Avenue
Singapore 429493
Tel: 6843 9688
Email: MWSnhe@mws.sg

MWS Nursing Home – Yew Tee
51 Choa Chu Kang North 6
Singapore 689581
Tel: 6568 9200
Email: MWSnht@mws.sg

**MWS Charis ACE Active
Ageing Centre – Geylang East**
Blk 125 Geylang East Ave 1
#01-05 Singapore 381125
Tel: 6842 0497
Email: MWSscaac@mws.sg

**MWS Wesley Active Ageing
Centre – Jalan Berseh**
Blk 25 Jalan Berseh
#01-142 Singapore 200025
Tel: 6298 0194 / 6298 0195
Email: MWSwaac@mws.sg

**MWS Active Ageing Centre
– Fernvale Rivergrove**
Blk 473A Fernvale Street
#01-17 Singapore 791473
Tel: 6481 7395
Email: MWSaacfvr@mws.sg

**MWS Active Ageing Centre
– Golden Lily@Pasir Ris**
Blk 212A Pasir Ris St 21
#01-616 Singapore 511212
Tel: 6214 0119 / 6214 0189
Email: MWSaactgl@mws.sg

**MWS Active Ageing Centre
– GreenTops@Sims Place**
Blk 63 Sims Place
#01-227 Singapore 380063
Tel: 6747 1786 / 6747 1796
Email: MWSaactgt@mws.sg

**MWS Active Ageing Centre
– Kebun Baru**
Blk 180 Ang Mo Kio Ave 5
#01-2980 Singapore 560180
Tel: 6238 4136 / 6238 4137
Email: MWSaackb@mws.sg

**MWS Active Ageing Centre
– Teck Ghee Vista**
Blk 307D Ang Mo Kio Ave 1
#01-01 Singapore 564307
Tel: 6684 0341 / 6684 0361
Email: MWSaactgv@mws.sg

BOARD OF GOVERNANCE



Eugene Toh Ming Hong, PPA(G)
Chairperson



Ronnie Gan Seow Khaw
Vice-Chairperson



Mak Wei Munn
Honorary Secretary



Raymond Khoo Peng Ann
Assistant Honorary Secretary



Yeo Kai Eng
Honorary Treasurer



Latha E K Mathew
Assistant Honorary Treasurer



Philip Oh
Board Member



Joanne Low Eu Min
Board Member



Paul Ong Chin Seong
Board Member



Dr Dex Khor Teik Heng
Board Member



Terence Tan Boon Howe
Board Member



**Melvin Dineshraj
S/O Balakrishnan**
Co-opted Board Member



Dr Astrid Yeo Poh Kim
Co-opted Board Member



A/P Dr Lee Wee Leong
Co-opted Board Member



Chen Ze Ling
Co-opted Board Member



Dr Amutha Chinnadurai
Co-opted Board Member



Woon Kee Yang
Co-opted Board Member



Samuel Tay
Co-opted Board Member



Wilson Sampath
Co-opted Board Member



Kalaimathi Nagulan James
Co-opted Board Member
Appointed from 01.11.2025



Darius Chua Tan Peak
Representative, The Methodist Church in Singapore
Appointed from 19.10.2015



Guan Yeow Kwang
Ex-Officio, The Secretary of the Trustees of The Methodist Church in Singapore
Appointed from 24.05.2021

*All board members appointed from September 2025 to present, unless otherwise indicated.
Full details on board members can be found in the MWS Corporate Governance Report FY2025/26.*

CENTRE GOVERNANCE COMMITTEES

MWS Healthcare

Term started on 13 September 2025

Chairperson	Ronnie Gan Seow Khaw
Members	Dr Dex Khor Teik Heng Chia Beng Ping Dexter Woon Kee Yang Mak Wei Munn James Quah Ren Ren Audrey Lee Kevin Loh Tan Ee Leng Appointed on 19 December 2025

MWS Nursing Homes

Term ended on 13 September 2025

Chairperson	Dr Dex Khor Teik Heng
Members	Mak Wei Munn Audrey Lee James Quah Ren Ren Kevin Loh Ronnie Gan Seow Khaw Chia Beng Ping Dexter Woon Kee Yang
Ex-Officio	Desmond Lum

MWS Home Care & Home Hospice

Term ended on 13 September 2025

Member	Tan Ee Leng
Honorary Member	David Row

MWS Senior Care Centre – Eunós

Term ended on 13 September 2025

Member	Tan Ee Leng
Honorary Member	David Row

MWS Christalite Methodist Home

Partner Church: Christ Methodist Church

Chairperson	Wong Taur Jiun Appointed on 13 September 2025 Stanley Lee Hong Kiat Term ended on 13 September 2025
Vice-Chairperson	Wong Taur Jiun Term ended on 13 September 2025
Secretary	Florence Lee Chui Fong
Treasurer	Jimmy Tay Chee Sen
Members	Ling Ting Soo Teh Chong Mien Stanley Lee Hong Kiat Appointed on 13 September 2025 Dr Ervin Sethi Term ended on 13 September 2025
Ex-Officio	Ps Daniel Tan
Board of Governance Representative	Terence Tan Boon Howe Appointed on 13 September 2025



MWS Active Ageing Centres

Chairperson Albert Lim Song Khiang, PBM

MWS Active Ageing Centre – Fernvale Rivergrove

Partner Church: Sengkang Methodist Church

Vice-Chairperson	Loh Kum Fei
Member	Raymond Wong Chin Sai

MWS Active Ageing Centre – Golden Lily@Pasir Ris

Partner Church: Pentecost Methodist Church

Members	Ong Peng Kiat Lum Yeok Yin (Florence Ho) Tay Chor Lin
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MWS Active Ageing Centre – GreenTops@Sims Place

Partner Church: Geylang Chinese Methodist Church

Members	Teo Suet Ehr Eng Xue Wen Low Siew Noi Rev Chin Yan Chong Appointed on 09 February 2026 Rev Simon Cheo Stepped down on 31 December 2025 David Yong Teck Ping
Ex-Officio	

MWS Active Ageing Centre – Kebun Baru

Partner Church: Ang Mo Kio Chinese Methodist Church

Members	Cheung Wai Cheuk Rose Tan Teng Teng George Loh
Ex-Officio	Rev Ng Lai Chun Tack

MWS Active Ageing Centre – Teck Ghee Vista

Partner Church: Ang Mo Kio Methodist Church

Members	Patrick Ling Choo Hau Thomas Wong Appointed on 20 September 2025 Tan Tong Guan Term ended on 13 September 2025 Kerrie Chang Lock Yee Term ended on 13 September 2025
Ex-Officio	Rev Chan Siew Chye

MWS Wesley Active Ageing Centre – Jalan Berseh

Partner Church: Wesley Methodist Church

Members	Alvin Chua Nai Bin Loke Ai Mei Ang Saw Kim Term ended on 13 September 2025
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MWS Charis ACE Active Ageing Centre – Geylang East

Partner Church: Charis Methodist Church

Chairperson	Prof Lionel Lee Kim Hock	Board of Governance Representative	Paul Ong Chin Seong
Vice-Chairperson	Robert Goh Say Hong		
Secretary	Richard Tan Keng Hee	Ex-Officio	Gabriel Tham Chi Mun
Members	Khoong Hock Yun Liang Weixiong Appointed on 12 December 2025 Florence Teoh Tann Loo Stepped down on 18 October 2025 Kwok Wan Yee Lee Li Wah Leticia		Rev Jasper Ngoh Jun Jie Appointed on 13 September 2025 Rev Lui Yuan Tze Term ended on 13 September 2025

MWS Covenant Family Service Centre – Hougang and Buangkok

Partner Church: Paya Lebar Methodist Church

Chairperson	Anna Chan Hock Cheng	Board of Governance Representative	Melvin Dineshraj S/O Balakrishnan
Vice-Chairperson	Magdalene Low (Lau Siah Ing)		
Members	Herbert Ng Choon Ling Lum Chee Kin	Ex-Officio	Ps Jacob Lim Eugene Cheong

MWS Family Service Centre – Tampines, Yishun, and Sengkang West

Appointed on 13 September 2025

Chairperson	A/P Dr Lee Wee Leong
Members	Raymond Khoo Peng Ann Ong Beng Lee, Ken Kee Ee Wah Albert Lim Song Kiang, PBM

MWS Family Service Centre – Yishun

Term ended on 13 September 2025

Chairperson	Eugene Toh Ming Hong, PPA(G)
Members	Dr Benjamin Tan Swee An Albert Lim Song Kiang, PBM Kee Ee Wah
Board of Governance Representative	Joanne Low Eu Min

MWS Family Service Centre – Tampines

Term ended on 13 September 2025

Chairperson	David Wong Cheong Fook, PJG, BBM(L), BBM, PPA, PBM
Members	Chen Ze Ling
Board of Governance Representative	Raymond Khoo

Strengthening Families Programme (Methodist Welfare Services), Families for Life@Community – MWS, and MWS Family Development Programme

Chairperson	Fong Loo Fern	Member	P Buvanawari
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MWS Girls' Residence

Partner Agency: General Conference Women's Society
of Christian Service (GCWSCS)

Chairperson	Lydia Sng
Vice-Chairperson	Flora Chew Siew Keow
Members	Kohila Govindaraju Annie Thian Jenny Law Suresh Rajam
Board of Governance Representative	Chew Kim Ling Term ended on 13 September 2025 Latha E K Mathew Appointed on 13 September 2025
GCWSCS Representative & Ex-Officio	Kalaimathi Nagulan James Appointed on 01 November 2025

MWS Christalite Student Care Centre

Partner Church: Christalite Methodist Chapel

Chairperson	Thiang Boon Kiat Eugene
Vice-Chairperson	Dr Astrid Yeo Poh Kim
Members	Chong Ming Jing Lindsay Term ended on 13 September 2025
Ex-Officio	Rev Tay Li Ping Stepped down on 31 December 2025 Ps William Stacken (Alternate to Rev Tay Li Ping) Tan Kai Lit Wong Liang Fu (Alternate to Tan Kai Lit)

Chaplaincy

Chairperson	Rev Joel Yang Appointed on 13 September 2025
Members	Rev Vincent Goh Term ended on 13 September 2025 Rev Dr Daniel Koh Kah Soon Rev Vincent Goh Appointed on 13 September 2025 Rev Jeremy Ong Appointed on 13 September 2025 Rev Dr Lek Yong Teck Stepped down on 01 July 2026 Rev Philip S Abraham Appointed on 13 September 2025 Rev Chennakesavan Saravana Kumar Term ended on 13 September 2025 Rev Joel Yang Term ended on 13 September 2025 Rev Ling Tieng Ngung Appointed on 13 September 2025 Rev Lisa Yu Li Hsin

Communications and Partnerships & Engagement

Chairperson	Joanne Low Eu Min
Members	Tan Shialeay Term ended on 13 September 2025 Ng Yao Loong Terence Wee Jin Zoo Appointed on 13 September 2025 Chew Kim Ling Appointed on 13 September 2025 Woon Kee Yang Appointed on 13 September 2025 Samuel Tay Appointed on 13 September 2025 Wilson Sampath Appointed on 13 September 2025

Research, Innovation & Training Academy

Term ended on 13 September 2025

Member	Dr Wee Shiou Liang
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Medifund Committee / FAS Committee

Chairperson	Dr Clarence Tan
Members	Diana Koh Hwee Hoon Dr Lydia Au Shu Yi Dr Donna Tan Mui Ling Dr Rachael Teo Yu Lin Dr Paul Chui Peng San

Finance

Chairperson	Yeo Kai Eng
Members	Latha E K Mathew Ronnie Gan Seow Khaw Term ended on 13 September 2025 Terence Tan Boon Howe Appointed on 13 September 2025 Ong Beng Lee, Ken Appointed on 13 September 2025 David Wong Cheong Fook, PJG, BBM(L), BBM, PPA, PBM Term ended on 13 September 2025 Terence Wee Jin Zoo Yow Chi Mun Term ended on 13 September 2025

Information Technology

Chairperson	Aaron Ma Seiw Wai Appointed on 13 September 2025
Members	Terence Wee Jin Zoo Term ended on 13 September 2025 Aaron Ma Seiw Wai Term ended on 13 September 2025 A/P Dr Lee Wee Leong Appointed on 13 September 2025 Terence Wee Jin Zoo Appointed on 13 September 2025 Koh Kwei Foong

Human Resources

Chairperson	Paul Ong Chin Seong
Members	Leo Wee Lin Stephanie Tan Ying Xiu Ho Chin Hwa Chew Kim Ling Term ended on 13 September 2025

Investment

Chairperson	Terence Tan Boon Howe Appointed on 13 September 2025
Members	Yow Chi Mun Term ended on 13 September 2025 David Wong Cheong Fook, PJG, BBM(L), BBM, PPA, PBM Yeo Kai Eng Clifford Lee Hock Tan Terence Tan Boon Howe Term ended on 13 September 2025 Chua Seok Koon Susan Appointed on 13 September 2025 Tan Ern Tzeh Favian Appointed on 30 January 2026

SUB-COMMITTEES

Audit

Chairperson	David Wong Cheong Fook, PJG, BBM(L), BBM, PPA, PBM Appointed on 07 August 2025
Members	Raymond Tong Wei Min Term ended on 13 September 2025 Victor Lai Kuan Loong Lester Wong Hein Jee Chen Ze Ling Appointed on 13 September 2025 Adriel Loh Kuan Wui Appointed on 30 March 2026

Nominations

Chairperson	Philip Oh
Members	Eugene Toh Ming Hong, PPA(G) Joanne Low Eu Min Rev Dr Daniel Koh Kah Soon Rev Philip S Abraham

MANAGEMENT TEAM



Calvin Ngo
Chief Executive Officer
Until 31 Jul 2026



Albert Ching
CEO-Designate since 20 Apr 2026
CEO from 1 Aug 2026



Rev Dr Norman Wong
Head, Chaplaincy
Joined: 2 Jan 2014



Ho Kah Choy
Chief Operating Officer
Joined: 11 Mar 2019



Dr Raymond Leong
Chief Transformation Officer, Group
Director, Healthcare Services and Acting
Head, MWS Senior Care Centre and
MWS Home Care & Home Hospice
Joined: 23 May 2024



Mary Ng
Group Director,
Family Services
Joined: 6 May 2024



Yap Lee Lee
Senior Director, Partnerships
& Engagement
Joined: 3 Feb 2014



Loo Ming Choo
Director, Finance,
Administration & Procurement
Joined: 17 Feb 2025



Emily Ho
Director,
Human Resources
Joined: 10 Feb 2025



Michelle Aw Yong
Associate Director,
Communications
Joined: 1 Nov 2018



Ronnie Yee
Associate Director,
Compliance & Risk
Joined: 1 Sep 2020

ORGANISATION STRUCTURE





CORPORATE GOVERNANCE REPORT FY2025/26

Methodist Welfare Services (MWS) is committed to practices that ensure good governance and management with specific reference to the principles of the Code of Governance for Charities and Institutions of a Public Character (IPC).

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A. Board & Executive Management

MWS Board of Governance

Members of the MWS Board of Governance ("Board") and Executive Management Team are drawn from diverse professional fields, contributing a strategic balance of backgrounds, expertise and perspectives. This diversity strengthens governance by ensuring the Board collectively possesses the breadth of competencies required to guide the organisation effectively.

The Board's collective skill set spans key areas such as finance, accounting and audit, fund management, legal, risk management, organisational development, human resource management, information technology, media and communications, and healthcare. This breadth of expertise enables robust oversight, informed decision-making, and strategic guidance aligned with the evolving needs of the social services sector.

The Board comprises 20 members, consisting of 11 elected Board Members and 9 Co-opted non-voting Members. In accordance with the MWS Constitution, the Secretary of the Trustees of The Methodist Church in Singapore (MCS) serves as an ex-officio non-voting member of the Board. In addition, a representative from the MCS – General Conference is an observer. The composition, powers, and functions of the Board are governed by the MWS Constitution (revised October 2022).

Roles and Responsibilities

The Board's roles and responsibilities include:

- Establishing MWS' Vision and Mission
- Providing guidance and advice in the mapping of the strategic direction culminated in the strategic plan and annual workplan of MWS
- Ensuring overall alignment of strategic plans and annual workplan to MWS' Vision and Mission
- Holding fiscal responsibility, including approval of budgets, investments, and the procurement of other resources
- Upholding the legal and ethical integrity of the charity
- Reviewing, monitoring, and evaluating MWS' overall annual performance
- Regularly reviewing MWS' strategic plans and monitoring the outcomes and impact of its programmes and services to ensure that MWS continues to achieve its charitable purposes and mission.
- Overseeing organisational capacity and capability building, and monitoring progress through regular reports.

The Board assumes responsibility for the overall stewardship of MWS and is committed to advancing the organisation's mission. It oversees key decisions relating to policy, strategic priorities, and governance matters, and is responsible for setting MWS's long-term direction and strategy. In doing so, the Board ensures that the organisation is equipped with adequate resources (financial, human and operational) to achieve its objectives effectively and sustainably.

The Board provides leadership and guidance by working closely with the MWS Management Team, offering counsel and direction on organisational goals and priorities. While the Board retains ultimate oversight, the formulation of policies and the day-to-day management of operations are delegated to the Chief Executive Officer and the Senior Management Team who remain fully accountable to the Board for organisational performance, compliance and delivery of outcomes. The Management Team comprises suitably qualified and experienced professionals who are responsible for implementing the Board's strategies and providing the Board with timely and relevant information to support its oversight and decision-making responsibilities. Staff do not vote or participate in the Board's decision-making process.

The Board's approval is required for the following matters:

- Corporate and service strategies and restructuring;
- Annual budget and funding;
- Annual report and accounts;
- Interested person transactions and matters involving conflict of interest for a Board Member;
- Any material and significant matter.

The Board, without abdication of its responsibilities, has delegated authority to the following Board Sub-Committees to assist the Board in discharging its responsibilities:

- Audit
- Finance
- Investment
- Human Resources
- Information Technology
- Communications, Partnerships & Engagement
- Chaplaincy
- Nominations

Each Board Sub-Committee operates under written Terms of Reference (TORs) that clearly define its composition, delegated authority, and specific duties including reporting back to the Board. These TORs are reviewed periodically to ensure continued relevance and alignment with organisational needs. Any amendment to the Sub-Committee's TORs requires Board approval.

Appointments to the Board Sub-Committees are made with great care to ensure that each committee comprises individuals with the appropriate experience, qualifications, and relevant skill sets needed to fulfil its responsibilities effectively. All Sub-Committee appointments must be approved by the Board.

The Board meets at least 6 times a year, with a quorum consisting of a simple majority of elected Board Members. Minutes of Board meetings are maintained and circulated to Board Members on a timely basis, recording key discussions, decisions and, where applicable, dissenting views. To preserve independence, strengthen governance and avoid conflicts of interest, no MWS staff member serves on the Board, any Board Sub-Committee, or any Centre Governance Committee.

The attendance of each Board Member at Board meetings during, and at the Annual General Meeting (AGM) held in respect of, the financial year ended 31 March 2026, is as follows:

Board Member	Designation	Date of first appointment	Occupation	Board Meeting Attendance
Eugene Toh Ming Hong, PPA(G)	Chairperson	23.09.2023	Assistant Chief Executive (Corporate Services Division), Energy Market Authority	7/7
Ronnie Gan Seow Khaw	Vice-Chairperson	23.09.2023	Ex-Head Business Development, Siemens Pte Ltd	5/7
Mak Wei Munn	Honorary Secretary	10.09.2020	Partner, Allen & Gledhill LLP	7/7
Raymond Khoo Peng Ann	Assistant Honorary Secretary	16.09.2017	Retired. Former Senior Assistant Commissioner of Police, Ministry of Home Affairs	5/7
Yeo Kai Eng	Honorary Treasurer	10.09.2022	Retired. Former Tax Partner, Ernst & Young Solutions LLP	7/7
Latha E K Mathew	Assistant Honorary Treasurer	23.09.2023	Retired. Former Tax Partner, Ernst & Young Solutions LLP	5/7
Philip Oh	Board Member	14.09.2019	Retired, Former Asia Pacific Chief Operating Officer, Alpha International	5/7
Joanne Low Eu Min	Board Member	14.09.2019	Director, Luxe Labels Pte Ltd	7/7
Terence Tan Boon Howe	Board Member	13.09.2025	Retired. Former Director, Cocogem Fund SPC	3/4
Paul Ong Chin Seong	Board Member	23.09.2023	Retired. Former General Manager of Human Resources, Sony	6/7
Dr Dex Khor Teik Heng	Board Member	28.09.2022	Clinic Lead, Little Haven Family Clinic	6/7
Melvin Dineshraj S/O Balakrishnan	Co-opted Board Member	23.09.2023	Director, Relationship Manager, Citi	6/7

Board Member	Designation	Date of first appointment	Occupation	Board Meeting Attendance
Dr Astrid Yeo Poh Kim	Co-opted Board Member	23.09.2023	Head Veterinarian and Senior Advisor, Singapore Food Agency	7/7
A/P Dr Lee Wee Leong	Co-opted Board Member	13.09.2025	Vice President (Learning Services), Singapore University of Social Sciences	4/4
Chen Ze Ling	Co-opted Board Member	13.09.2025	Managing Director, DBS Bank Ltd	3/4
Dr Amutha Chinnadurai	Co-opted Board Member	13.09.2025	Senior Consultant, National University Hospital Singapore	3/4
Woon Kee Yang	Co-opted Board Member	01.01.2025	Managing Director, Yu Fish Pte Ltd	6/7
Samuel Tay	Co-opted Board Member	01.01.2017	Senior Sales Engineer, Lintec Singapore Pte Ltd	7/7
Wilson Sampath	Co-opted Board Member	01.01.2017	Senior Account Manager, Visa Inc	5/7
Kalaimathi Nagulan James	Co-opted Board Member	01.11.2025	Teacher, Ministry of Education	1/2
Gnanamany Philip	Co-opted Board Member	02.12.2024 Up to 20.06.2025	Master Teacher, Ministry of Education	1/1

Attendance is indicated as the number of meetings attended over the number of scheduled meetings for the term. MWS Board Members may be appointed at different periods during the term, the number of scheduled meetings for each Board Member's attendance may vary and be pro-rated with reference to the date of their appointment.

Board Composition and Membership

Appointments of Board Members are recommended by the Nominations Sub-Committee and are selected based on the following:

- Relevant industry knowledge and experience
- Alignment to MWS' vision, mission, and core values
- Management experience in corporate / civil service
- Diversity, including but not limited to gender, ethnicity, race, and disabilities
- Specific skills such as finance, audit, legal, information technology, governmental affairs, public relations, marketing, human resource management, and healthcare, etc.

Newly appointed Board Members attend an orientation programme and receive a comprehensive briefing by the Chief Executive Officer on MWS' operations and strategic plans. This ensures that the new Board Member is well-equipped to discharge their responsibilities effectively from the outset.

MWS Board Members are encouraged to participate in relevant training programmes, seminars, and workshops organised by professional bodies as needed, allowing them to stay abreast of relevant new laws, regulations, and developments within the charity sector. Where necessary, MWS will organise internal briefings or circulate memoranda to keep Board Members informed of key changes as they occur.

No Board Member holds a staff appointment within the organisation. All MWS Board Members serve independently and do not receive remuneration or director's fees.

There are no paid staff who are close family members of the Executive Head, or any governing board member of the charity, who have received remuneration exceeding \$50,000 during the financial year.

To support succession planning and ensure sustainable leadership renewal, all Board Members serve 2 year terms and are subject to re-nomination and reappointment at the end of each term. The Treasurer and Assistant Treasurer may serve a maximum of 4 consecutive years in their respective positions. They may continue to serve in other roles on the

Board, subject to the overall Board term limit. All Board Members are subject to a maximum tenure of 10 consecutive years, after which re-appointment may be considered following a minimum break of 2 years.

Board of Governance Policies

Selection and Recruitment Policy

MWS is committed to ensuring that the Board comprises individuals with the right mix of skills, experience, and attributes to guide the organisation effectively. To support robust Board succession planning, the Nominations Sub-Committee proactively identifies candidates with the competencies necessary to meet both current and future organisational needs.

In addition to direct identification, the Board also considers nominations of interested administrative officers from the Public Service Division, facilitated through the National Council of Social Services. All potential candidates, including those for executive management roles, undergo appropriate background checks and suitability assessments to ensure alignment with MWS' values, governance expectations, and compliance requirements.

To build a sustainable pipeline of future Board talent, potential candidates may also serve on various Centre Governance Committees. This provides opportunities for exposure to MWS' work, allows deeper assessment of candidates' capabilities, and supports the development of individuals who may eventually take on Board or other key leadership roles within MWS.

A consolidated list of potential Board candidates is maintained and reviewed at least 1 year before the end of each Board term to ensure a smooth and effective succession planning process.

Induction & Training Policy

MWS is committed to ensuring its Board comprises individuals with the appropriate skills, experience, and attributes to guide the organisation effectively. As part of a robust induction process, newly appointed Board Members participate in an orientation programme designed to familiarise them with MWS' mission, operations, governance structure and strategic priorities.

To further strengthen Board capability and ensure continuity in leadership, the Nominations Sub-Committee continually identifies individuals with the competencies needed to meet both current and future organisational needs as part of the Board succession planning framework.

Board Members are also encouraged to attend relevant training programmes, workshops, and seminars offered by professional bodies. These training opportunities help Board Members stay informed about developments in the charity sector, including emerging regulations, governance best practices, and sectoral trends. MWS may additionally conduct internal briefings or circulate guidance materials to ensure Board Members remain well-informed.

Evaluation of Board's Effectiveness

MWS' governance practices are guided by the principles and best practices outlined in the Code of Governance for Charities and Institutions of a Public Character and the Charity Transparency Framework. The Nominations Sub-Committee evaluates the effectiveness of the Board and identifies areas for improvement on a regular basis. This includes reviewing Board composition, performance, and alignment with organisational needs.

In addition, the Board conducts an annual self-evaluation through a structured checklist that assesses its collective performance, governance effectiveness, and compliance with best practices. The outcomes of these evaluations inform continuous enhancements to Board processes, capability development, and succession planning.

Centre Governance Committees and Board Sub-Committees

The Board is further complemented by:

- 9 Centre Governance Committees; and
- 8 Sub-Committees covering the following functions: Audit, Finance, Investment, Human Resources, Information Technology, Communications and Partnerships & Engagement, Nominations, and Chaplaincy.

Centre Governance Committees (CGCs)

The CGC's primary role is to provide governance oversight for the Centres, on behalf of the Board. Its specific responsibilities include:

- Oversight on policy, approve strategic plans and overall governance of the Centre while delegating the management and implementation role to the Centre Head and staff
- Review, monitoring, and evaluation of the Centre's performance
- Ensuring adequate financial and human resources for the Centre
- Endorsement of budgets and tenders for the approval of the Board

Newly appointed CGC Members receive briefing from the Chief Executive Officer's Office on the operations and strategic directions. This induction ensures that newly appoint CGC Members are equipped to carry out their governance responsibilities effectively.

The CGCs meet at regular intervals of 2 to 3 months, allowing for consistent oversight and timely decision-making.

Board Sub-Committees

(i) *Audit Sub-Committee*

The Audit Sub-Committee supports the Board by overseeing the external audit process for MWS' financial statements, ensuring that audits are properly planned and executed, and that any audit risks or issues are addressed appropriately. It also reviews the internal audit reports to assess the effectiveness of, and adherence to, MWS' internal financial controls and systems.

In addition, the Audit Sub-Committee provides advice to the Board on MWS' overall financial governance, strategy and policies. Its key responsibilities include:

- Safeguarding MWS' assets
- Ensuring the maintenance of adequate accounting systems
- Reviewing accounting policies and the effectiveness of internal controls
- Reviewing the adequacy and effectiveness of risk management framework, including ensuring alignment with MWS' risk appetite and tolerance
- Regularly reviewing and implementing the Whistle-blowing policy

The Audit Sub-Committee meets at least 2 times a year to carry out its oversight responsibilities and ensure sound financial governance.

(ii) *Finance Sub-Committee*

The Finance Sub-Committee supports the Board in overseeing MWS' financial affairs and ensuring that the Board receives accurate, timely and relevant financial information to guide decision-making. Its key responsibilities include:

- Advising Management on financial priorities, including the development and review of the annual budget
- Establishing appropriate accounting and financial management policies to ensure accountability and the legitimate use of financial resources
- Working with Centres to ensure adequate financing, supporting them in operating on a stable and sound financial basis
- Approving budget variations in accordance with the organisation's finance manual and established approval limits

The Finance Sub-Committee meets at least 2 times a year to fulfil its oversight responsibilities. The MWS Honorary Treasurer serves as the Chairperson of the Finance Sub-Committee.

(iii) *Investment Sub-Committee*

The Investment Sub-Committee advises the Board on matters relating to MWS' investment strategies and oversees the management of the organisation's Investment Funds. All investment activities are carried out in accordance with Board-approved policies and in compliance with applicable regulatory requirements.

The Board establishes the Investment Policy, which outlines key parameters for investment management, including:

- Determining amount of funds available for investment ("Investment Funds")
- Setting the expected rate of return from the organisation's Investment Funds
- Specifying permissible instruments in which the funds may be placed

The specific responsibilities of the Investment Sub-Committee include:

- Establishing an asset allocation policy that sets out the strategy to achieve the expected rate of return while managing associated risks
- Deciding on the investment instruments, including selection of counters and funds, as well as determining appropriate investment amounts
- Reviewing the Investment Policy annually and providing recommendations to the Board for enhancements or revisions

The Investment Sub-Committee meets at least 4 times a year to review performance, and ensure the organisation's investment activities remain aligned with policy guidelines and long-term financial objectives.

(iv) *Human Resources Sub-Committee*

The Human Resources Sub-Committee supports the Board in fulfilling its governance responsibilities relating to human resource management, including performance management, compensation and succession planning. It provides oversight to ensure that MWS' human resource frameworks and practices remain fair, competitive and aligned with organisational values. Its key responsibilities include:

- Establishing a fair and competitive salary and remuneration system that is benchmarked against other Social Service Agencies and relevant government agencies
- Advising on the development of Human Resource strategies and plans, including workforce planning, talent development and succession planning
- Review of Human Resource policies as required, to ensure relevance, compliance and alignment with sector and regulatory expectations

The Human Resources Sub-Committee meets at least 2 times a year to review HR matters and provide recommendations that support the organisation's operational and strategic goals.

(v) *Information Technology Sub-Committee*

The Information Technology Sub-Committee advises the Board on the governance, management and strategic direction of MWS' Information Technology (IT) assets including cybersecurity, infrastructure, and systems. It ensures that MWS' technology environment supports operational needs while remaining secure, compliant and aligned organisational objectives. Its key responsibilities include:

- Advising the Board on IT matters, including technology strategy, digital transformation initiatives and major IT investments
- Overseeing the procurement of IT systems and equipment, ensuring that acquisitions meet organisational requirements, are cost-effective and comply with procurement policies and procedures
- Conducting audit checks on computers, systems and software to ensure compliance with laws, licensing regulations and established IT governance standards
- Establishing appropriate policies on IT systems, cybersecurity, and software usage, including safeguarding data, mitigating cyber risks and ensuring adherence to relevant regulatory requirements

The Information Technology Sub-Committee meets at least 2 times a year to review IT-related matters and provide guidance to ensure robust, secure and forward-looking technology management.

(vi) *Communications and Partnerships & Engagement Sub-Committee*

The Communications and Partnerships & Engagement Sub-Committee advises the Board on strategic matters relating to community and corporate communications, stakeholder engagements, volunteer management, fundraising strategies, and donor relations. Its role is to ensure that MWS' communications and partnership efforts effectively support the organisation's mission and objectives. Its key responsibilities include:

- Advising on the development of communications, engagement and fundraising strategies, including publicity plans, media publications, engagement activities, and fundraising campaigns
- Endorsing and approving expenditure related to fundraising and communications initiatives
- Supporting MWS in building and strengthening relationships with corporations, churches, government agencies, individual donors and other key stakeholders
- Review policies relating to Volunteer Management, Communications, Fundraising, and Donor Management as required, to ensure relevance, alignment with best practices and compliance with regulatory requirements

The Communications and Partnerships & Engagement Sub-Committee meets at least 2 times a year to review progress, guide strategic initiatives, and ensure alignment with the organisation's communications and engagement objectives.

(vii) *Nominations Sub-Committee*

The Nominations Sub-Committee advises the Board on matters relating to the appointment of new members to the Board and the various Sub-Committees. It also reviews the structure, size and composition of the Board and its Sub-Committees, and evaluates the overall Board performance in line with governance best practices.

The Nominations Sub-Committee comprises of the MWS Board Chairperson, selected current Board Members, and independent professionals appointed by the Board. Its key responsibilities include:

- Developing selection criteria for the recruitment of Board Members and Sub-Committee Members
- Identifying the skills, knowledge, experience, and personal attributes required to support the organisation's strategic and governance needs
- Evaluating the effectiveness of the Board and identifying areas of improvement to strengthen governance and leadership continuity

The Nominations Sub-Committee meets at least once every 2 years to fulfill its responsibilities and support effective Board renewal and succession planning.

(viii) Chaplaincy Sub-Committee

The Chaplaincy Sub-Committee was established to advise the Board on matters relating to the development, direction and oversight of the chaplaincy programme within MWS. It ensures that the chaplaincy services remain aligned with MWS' mission and are delivered in a manner that is respectful, inclusive and appropriate. Its key responsibilities include:

- Recommending suitable candidates to the Bishop for appointment as MWS Chaplains and Assistant Chaplains
- Ensure that Chaplains adhere to the established code of conduct for ministry in a multi-religious environment, upholding professionalism, sensitivity and respect in all interactions

The Chaplaincy Sub-Committee meets at least 4 times a year to review the ministry's plans, monitor progress and support the continual development of chaplaincy work within MWS.

Executive Management

Calvin Ngo, Chief Executive Officer

Appointed on 1 August 2023, Calvin's brings extensive experience in procurement, strategic sourcing, and cross-functional business transformation across multinational corporations including IBM, HP, Singtel, and IQVIA. In addition to his role at MWS, Calvin currently serves as a Board Member of Lakeside Family Services and as Honorary Treasurer on the Board of IMPART Ltd. Calvin will step down from his appointment with effect from 31 July 2026.

Albert Ching, Chief Executive Officer-Designate

Albert joined MWS as Chief Executive Officer – Designate on 20 April 2026. He brings over 30 years of experience in Singapore's social service and healthcare sectors, including more than two decades as Chief Executive of the Singapore Cancer Society, YMCA Singapore and The Boys' Brigade. Albert also serves on boards and committees of Singapore Hospice Council, Woodlands Health, Ministry of Health and Northwest Community Development Council. He will assume the role of Chief Executive Officer on 1 August 2026.

Ho Kah Choy, Chief Operating Officer

Kah Choy was appointed Director of Information Technology on 11 March 2019 and subsequently assumed the role of Chief Operating Officer on 1 September 2023. He previously served as Head of Information Technology, Asia Pacific, at DNV-Germanischer Lloyd where he led regional IT strategy and operations. His career includes leadership roles for several multinational corporations, including Korn Ferry International, FreeMarkets Inc., and RS Components. Kah Choy currently serves on the Management Committee of Chen Su Lan Methodist Children's Home.

Annual Remuneration of the Three Highest-Paid Staff

All three of MWS' highest-paid staff members received annual remuneration in the range of \$300,001 to \$400,000. None of these individuals serve as governing Board Members in MWS.

MWS has established robust policies and procedures to ensure that no staff member is involved in determining or approving of his or her own remuneration.

B. Financial & Risk Management and Internal Controls

Internal Control Systems

The MWS Board holds overall responsibility for maintaining a sound system of internal controls to safeguard stakeholders' interests and protect the organisation's assets.

To support this oversight, the Audit Sub-Committee and Finance Sub-Committee assist the Board in reviewing, monitoring and strengthening internal control mechanisms. The Director of Finance, who heads the Finance Department, ensures that all operations comply with the procedures outlined in the Financial Policies and Procedures Manual. This Manual documents detailed procedures and controls relating to procurement, receipting, payments, delegation of authority, and approval limits, thereby promoting consistency, accountability and financial integrity across the organisation.

The Audit Sub-Committee provides guidance on risk strategy, policies governance and oversight. It conducts regular reviews on the adequacy and effectiveness of MWS' risk management and internal control systems, including controls relating to operations, compliance, and information technology. The Audit Sub-Committee oversees the organisation's risk management framework and is responsible for ensuring there are established processes for identifying, assessing, reporting, and mitigating key risks across all programmes and operations.

MWS regularly reviews external and emerging risks, assesses their potential impact on the organisation, and implements appropriate measures to mitigate such risks and support the long-term sustainability of its programmes and services.

MWS' external auditors conduct an annual audit during which they review and test the operating effectiveness of internal controls to support their independent audit opinion.

MWS has also outsourced its Internal Audit (IA) function, which reports directly to the Audit Sub-Committee. As part of its internal audit plan, the IA function performs risk assessment and evaluates exposures, taking into account inputs from the Management Team.

In consultation with the Audit Sub-Committee, the Management Team evaluates recommendations from both the internal and external auditors and implements enhancements to strengthen internal controls where appropriate. The Audit Sub-Committee monitors the implementation of these recommendations to ensure timely and effective follow-through.

Each MWS Centre is overseen by a Centre Governance Committee, which provides governance oversight at the Centre level, ensures proper stewardship of funds and monitors compliance with applicable regulatory requirements.

The Board is satisfied with the system of internal controls in place. It recognises that these controls are designed and implemented to effectively manage financial, operational, and compliance risks exposures across the organisation.

Fraud Risk Management

MWS has established a Fraud Risk Management strategy that outlines clear guidelines and assigns responsibilities for managing and investigating suspected fraud. Any irregularity that is detected or suspected must be reported immediately to the Chief Operating Officer (COO), who will in turn promptly notify the Audit Sub-Committee.

The COO is responsible for coordinating all investigations in collaboration with the Chief Executive Officer's Office and other relevant internal or external parties. This structured approach ensures timely responses, accountability and thorough investigation of potential fraud cases, thereby safeguarding the organisation's integrity and resources.

Budget Planning and Financial Information

The Board receives monthly financial reports that provides a detailed overview of the organisation's financial position. These reports are first review by the Finance Sub-Committee, which scrutinises financial data to identify unusual items, suspicious transactions and material variances from the approved annual budget.

The Finance Sub-Committee also oversees financial risks such as:

- Non-compliance with annual budgets and strategic plans
- Inadequate reserves to support planned objectives
- Cash flow challenges

The Board is responsible for monitoring of funds received from donations and funding agencies to ensure all monies are used strictly for their intended purposes.

Funding for programmes and services is reviewed annually to ensure long-term sustainability of MWS operations and initiatives. Surplus funds that exceed immediate operational needs are invested based on recommendations from the Investment Sub-Committee. Investments are made only with approved financial institutions in Singapore, Singapore-dollar-denominated bonds of good credit standing or unit trusts approved by the Board. The Investment Sub-Committee reviews the investment portfolio at each meeting.

The annual budget is prepared by the Finance Department with inputs from the department heads, Heads of Centres and Centre Governance Committees. The Finance Sub-Committee reviews the proposed budget before it is submitted to the Board for approval. Budget updates are made when necessary to respond to operational needs or changing circumstances.

The Board receives and reviews monthly financial reports on income and expenditure, with the Finance Sub-Committee performing the initial detailed review to flag variances and concerns.

The audited financial statements are made available on our website to provide full disclosure for the benefit of all our stakeholders.

C. Conduct of Fundraising Activities

Fundraising Activities	Receipts (Rounded Off)	Purpose	Efficiency Ratio*
The Healing Nation (February 2025 to January 2026)	\$1.42 million**	Channelled to support vulnerable individuals and families served by MWS, other charities and social service agencies, as well as Methodist partners	21.9%
MWS Fellowship on the Greens 2025 (6 August 2025)	\$583,201	Channelled to MWS Nursing Home – Eunós	15.1%
MWS Hong Bao Donation Drive 2026 (January to March 2026)	\$135,473***	Channelled to MWS Centres and Programmes	5.7%
MWS Charity Gala 2026 (27 March 2026)	\$692,846	Channelled to MWS Centres and Programmes	17.4%

* Computation of Fundraising Efficiency Ratio stipulated by Charity Council:

(Direct Fundraising Expenses + Sponsorships in cash)

(Receipts + Sponsorships in cash)

x 100%

< 30%

** A portion of the funds was received in the previous financial year.
*** This figure excludes funds that were received in the subsequent financial year.

D. Policies and Practices

Environmental, Social, and Governance (ESG)

In alignment with MWS’ mission to enrich the quality of life for the disadvantaged and distressed through integrated and holistic services – delivered in partnership with Methodist churches and the wider community – MWS adopts a structured Environmental, Social and Governance (ESG) approach to strengthen organisational stewardship.

We remain committed to reducing our environmental carbon footprint, advancing social impact and upholding strong governance practices, contributing to a more sustainable and inclusive society.

Environmental (E)

As climate change continues to pose increasing risks, MWS proactively strengthens its environmental practices by integrating sustainability considerations across programmes, operations and stakeholder engagements. By prioritising environmental stewardship, we seek to mitigate longer-term social and operational challenges that may arise from ecological degradation.

MWS embraces the principles of Reduce, Reuse and Recycle (3Rs) across its operations. This includes minimising waste generation, promoting responsible resource consumption, and encouraging reuse wherever practicable. In addition, the organisation continues to advance digital transformation across workflows, reducing reliance on paper while improving operational efficiency.

Strengthening Operational Governance Through Digitalisation

In February 2026, MWS implemented a Facilities Management System (“FMS”) across its nursing homes to enhance operational oversight, accountability, and internal controls. The system enables real-time monitoring of maintenance activities, centralised tracking of critical building systems, and data-driven decision-making.

From an environmental perspective, the FMS supports more efficient utilisation of resources through preventive maintenance and early identification of inefficiencies. This reduces unnecessary energy consumption, extends asset lifecycles, and strengthens MWS’ ability to monitor and manage environmental performance in a systematic and accountable manner.

Environmental Responsibility and Resource Management

MWS incorporates environmental sustainability into its governance and operational practices, with a focus on energy efficiency and responsible resource management.

During the year, enhanced air-conditioning controls were implemented in staff dormitories, reducing operating hours from continuous usage to approximately 14 hours daily. This resulted in a significant reduction in energy consumption and associated carbon emissions, while maintaining acceptable living conditions for staff.

These measures reflect disciplined energy management and demonstrate MWS’ commitment to mitigating environmental impact through operational controls and continuous improvement.

Sustainable Infrastructure and Procurement Practices

Sustainability considerations are embedded within MWS’ infrastructure development and procurement processes. The organisation adopts Singapore Green Building Product (“SGBP”) and Singapore Green Label certified materials, alongside energy-efficient systems such as LED lighting across its facilities.

These practices reduce the environmental impact of materials, improve energy performance, and promote lifecycle sustainability through the use of durable and environmentally responsible products. The integration of such considerations into capital projects reflects a structured and forward-looking approach to environmental stewardship.

Going Paperless

Since 2020, MWS has progressively transitioned to a cloud-based operating environment, reducing reliance on physical documentation. This includes the adoption of electronic signatures for contracts and agreements.

- Paper usage has been further reduced through:
- Distribution of Annual Reports to donors in digital PDF formats
 - Production of condensed hardcopy reports only for stakeholders who require physical copies, such as certain donors and church partners

These initiatives enhance operational efficiency while reducing resource consumption and environmental impact.

Reduced Travel

MWS continues to lower its carbon footprint by promoting remote and flexible work arrangements. Staff are encouraged to work from home where feasible, reducing commuting and inter-location travel.

To support this, MWS has equipped staff with:

- Laptops
- Voice over Internet Protocol (VoIP) phone systems
- Virtual collaboration platforms such as Zoom and Microsoft Teams

Virtual meetings are encouraged as a default mode of interaction where appropriate, contributing to reduced emissions while maintaining productivity and organisational connectivity.

Social (S)

Holistic Care, Empower Lives

MWS adopts a comprehensive and integrated approach to supporting beneficiaries. Services include:

- Pastoral care
- Case management and counselling
- Medical and rehabilitative care
- Home-based, community-based, and residential care
- Debt clearance and asset-building programmes
- Family support services and other essential interventions

This holistic model ensures beneficiaries receive sustained, personalised support tailored to their individual needs.

Our People, Our Strength

People are central to MWS’ mission and impact. The organisation is committed to being an employer of choice by fostering a supportive, inclusive, and engaged workplace culture.

Key initiatives include:

- Regular staff townhalls to promote transparency, alignment, and open communication
- Team-bonding activities to strengthen collaboration, engagement and well-being

These initiatives enable staff to build meaningful relationships, share learning experiences and remain aligned with organisational goals.

Championing Staff Well-being

MWS prioritises staff well-being as key enabler of sustainable service delivery and long-term impact. Flexible work arrangements are implemented to support work-life balance, including remote working options where appropriate.

In addition to annual leave, all staff receive 8 days of flexible leave annually, including:

- Birthday leave
- Additional childcare leave (beyond statutory provisions)
- Dependent care leave for elderly family members
- Marriage, maternity, or paternity leave enhancements
- Leave for personal development, volunteering and community service

These provisions reflect MWS' commitment to fostering a supportive and inclusive work environment where employees feel valued, empowered, and cared for.

Partnering with the Community

MWS recognises that achieving its vision requires strong partnerships with the wider community. Guided by strategic priorities and evidence-based interventions, MWS collaborates with:

- Corporations
- Churches
- Government agencies
- Volunteers and community organisations

This collaborative ecosystem strengthens service delivery, enhances community resilience, and enables holistic support for beneficiaries. MWS actively engages beneficiaries, partners, donors and other stakeholders, and takes their feedback into consideration in the review, improvement and design of its programmes and services.

Governance (G)

The Board of MWS comprises 20 members, including elected and co-opted members. In accordance with the MWS Constitution (revised October 2022), the Secretary of the Trustees of The Methodist Church in Singapore serves as an ex-officio, non-voting Board member, while a representative from the Methodist Church in Singapore General Conference participates as an observer.

The Board provides strategic leadership and oversight, supported by Centre Governance Committees (CGCs), which oversee governance matters at the centre level.

As an Institution of a Public Character (IPC), MWS adheres to the **Code of Governance for Charities and IPCs**, as well as all applicable laws and regulations. The organisation is committed to maintaining high standards of governance, integrity, transparency, and accountability, supported by regular and accurate reporting of its activities and financial transactions. MWS complies with all applicable reporting and disclosure requirements.

The day-to-day management of MWS is led by the Chief Executive Officer and Management Team, who are responsible for implementing Board-approved strategies, policies, and controls.

MWS' commitment to governance excellence has been recognised through multiple awards, including the Charity Transparency Awards (2018, 2019, 2022, 2023, and 2024) and the Charity Governance Award for Large Charities (2014). In 2018, MWS also received the Special Commendation Award for Governance and Management.

There was a hiatus in the Charity Transparency and Governance Awards in 2020, 2021, and 2025.

Conflict of Interest

All Board members, Board Sub-Committee members, Centre Governance Committees members, and staff of MWS must comply with the MWS Conflict of Interest Policy. Operating procedures are in place to prevent, detect and manage situations of actual or perceived conflicts of interest.

The MWS Conflict of Interest Policy must be read and acknowledged upon appointment, annually, and on a need-to basis.

In any situation where a conflict (direct or indirect) arises, the individual concerned must make full disclosure and abstain from all discussion and voting on the matter. To ensure independence and avoid role conflicts:

- MWS employees may not serve as members of the Board, Board Sub-Committees or Centre Governance Committees.

- Members of the Board, Board Sub-Committees and Centre Governance Committees do not receive payment for their services

Personal Data Protection

MWS has implemented a Personal Data Protection Policy and supporting processes to comply with the Personal Data Protection Act 2012 (PDPA). Unless otherwise permitted by law, MWS obtains consent for the collection, use, disclosure, and processing of personal data. Data will only be used for the purposes communicated and consented to, unless exceptions under the law apply.

MWS has instituted reasonable security arrangements to prevent unauthorised access, use, disclosure, modification or disposal of personal data.

The full MWS Personal Data Protection Policy can be found at www.mws.sg/policies/.

Whistleblowing

MWS is committed to upholding the highest standards of ethical conduct and corporate governance, in full compliance with applicable laws, regulatory requirements, and internal policies. The MWS Whistleblowing policy complies with the Code of Governance for Charities and IPCs and provides guidance to individuals who wish to report concerns about possible irregularities or wrongdoing within the organisation. MWS does not tolerate any form of malpractice, impropriety, fraud, corruption or statutory non-compliance by staff or stakeholders in the course of their work.

The Whistleblowing policy is designed to encourage members of staff, partners, volunteers, suppliers, contractors, clients, and other stakeholders to raise concerns or report suspected misconduct. It also provides assurance that individuals who report such concerns in good faith will be protected from any form of detriment, including reprisal, victimisation, or adverse repercussions. All whistle-blowing reports are reviewed and, where appropriate, independently investigated, with follow-up actions taken and reported to the relevant oversight authority.

The full MWS Whistle-blowing policy can be found at www.mws.sg/policies/.

Media Relations and Communications Policy

MWS has implemented a Media Relations and Communications policy to guide communications with the media and the public, and to ensure that information shared by the organisation is accurate, timely and consistent.

The full MWS Media Relations and Communications policy can be found at www.mws.sg/policies/.

Code of Conduct

All members of the Board, Board Sub-Committees, Centre Governance Committees, staff, and volunteers are required to abide by the MWS Code of Conduct throughout their term of service or employment. This Code reflects and reinforces MWS' core values of trust, respect worth and dignity of people, uncompromising integrity, service before self, teamwork and sound governance.

These values guide behaviour, decision-making, and interactions across the organisation, cultivating a culture of professionalism, respect, and accountability.

Reserves and Restricted Funds

MWS maintains reserves to ensure adequate working capital and to support long-term organisational development. The Board reviews the reserves policy annually to ensure that reserves remain sufficient to sustain operations and strategic initiatives.

Designated Funds and Restricted Funds are donations or grants that must be used for purposes, as determined by donors or stipulated by government ministries. MWS aims for its reserves to not exceed the equivalent of 2 years' expenditure, balancing prudent financial stewardship with responsible deployment of resources to serve beneficiaries.

Loans made to Related and External Parties

MWS does not offer loans to staff, members of the Board, members of the Board Sub-Committees, members of the Centre Governance Committees, and external parties.

Donations made to External Parties

The policy pertains to the provision of assistance in any relief work including relief of poverty, alleviation of ignorance of the disadvantaged and distressed in the community, and support for any local charity or/and any local institution, society, or club, whose purposes align with MWS.

All requests must be assessed by the Chief Executive Officer and approved by the Board. The maximum quantum for each request shall not exceed \$120,000 per year.

Investment

The objective of MWS investment activities is to preserve the value of its reserves and mitigate the effects of inflation. MWS seeks long-term returns that are approximately 3% higher than the prevailing bank deposit rates, balancing growth and security.

The Board approves the amount for investment as well as instruments that include, but are not limited to, equities, government and statutory board bonds, corporate bonds, cash, and bank deposits. Investments are managed according to Board-approved policies and reviewed regularly to ensure alignment with long-term financial sustainability and responsible stewardship principles.

E. Governance Evaluation Checklist (Enhanced Tier) (FY2025/26)

Methodist Welfare Services complies with all the principles listed below.

S/N	Guideline	Code ID
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Principle 1: The charity serves its mission and achieves its objectives.

1	Clearly state the charitable purposes (for example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (for example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate, and report the outcome and impact of its activities.	1.3
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills, and knowledge.	1.4

Principle 2: The charity has an effective Board and Management.

5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include programmes and services, Fundraising, Appointment/Nomination, Human Resource, and Investment.	2.3
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4

S/N	Guideline	Code ID
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position) may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service (for example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d

S/N	Guideline	Code ID
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Principle 3: The charity acts responsibly, fairly, and with integrity.

15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5

Principle 4: The charity is well-managed and plans for the future.

21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (for example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs, and so on).	4.1a
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy (for example, loans to employees/subsidiaries, and grants or financial assistance to business entities).	4.2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3
25	Set internal policies for the charity on the following areas and regularly review them: i. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); ii. Board strategies, functions, and responsibilities; iii. Employment practices; iv. Volunteer management; v. Finances; vi. Information Technology (IT) including data privacy management and cyber-security; vii. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); viii. Service or quality standards; and ix. Other key areas such as fund-raising and data protection.	4.4
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6

S/N	Guideline	Code ID
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Principle 5: The charity is accountable and transparent.

28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (for example, Charity Transparency Framework, and so on).	5.1
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. b. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7

Principle 6: The charity communicates actively to instil public confidence.

36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (for example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1
37	Listen to the views of the charity's stakeholders and the public, and respond constructively.	6.2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3

**THANK YOU FOR
PARTNERING US TO
EMPOWER ALL TO HAVE
LIFE TO THE FULL!**



**For we are God's handiwork,
created in Christ Jesus to
do good works, which God
prepared in advance for us to do.**

- Ephesians 2:10





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