



NHG Fund

Adding Years of *Healthy Life*



Annual Report 2025

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ABOUT US

Overview

National Healthcare Group Fund (NHG Fund) is the charity arm of NHG Health, and a Charity with Institution of a Public Character (IPC) status since 14 February 2017.

Vision

As part of NHG Health, NHG Fund shares the same vision of 'Adding Years of Healthy Life'. This goes beyond merely healing the sick to the more difficult and infinitely more rewarding task of preventing illness and preserving health and quality of life. NHG Health aims to provide care that is patient-centric, accessible, seamless, comprehensive, appropriate and cost-effective.

Objectives

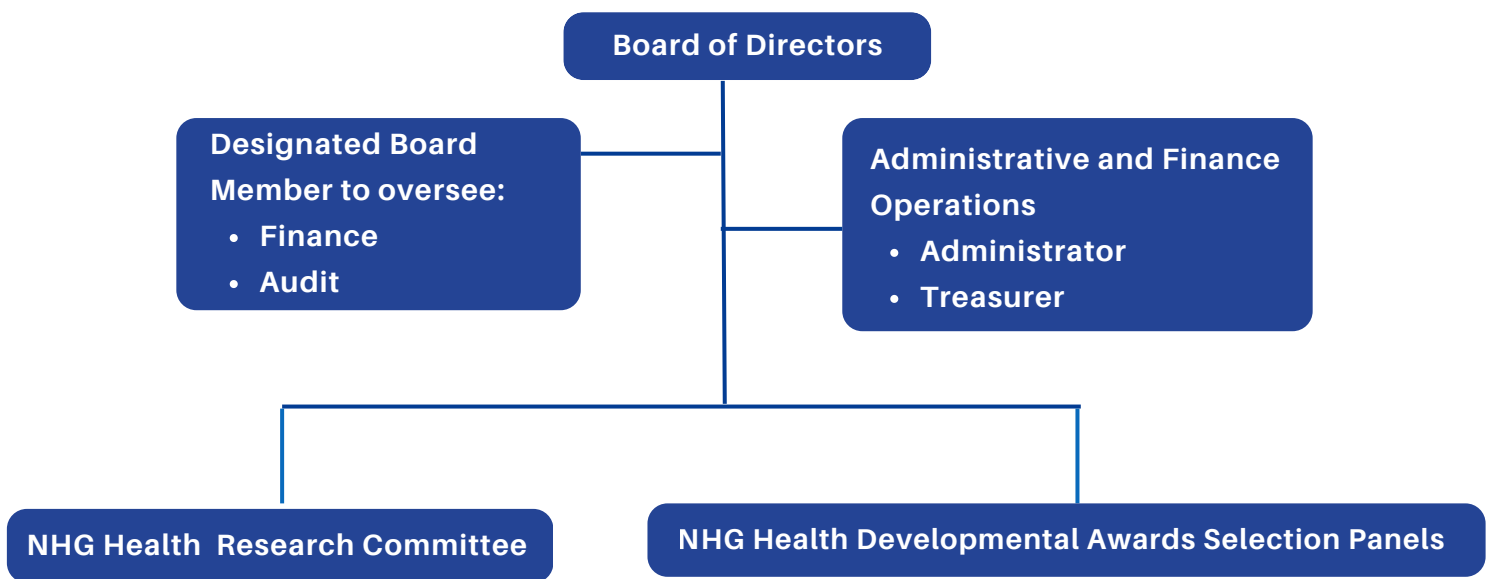
To support the pursuit of medical research and the promotion, development and provision of health related services for residents in Central and North Singapore, including the following:

- Furtherance of medical, nursing, paramedical and related education through training programmes, conferences, conventions, seminars and exhibitions;
- Publication of research findings, educational journals, reports, magazines, books and materials;
- Provision and improvement of equipment and facilities for research and development;
- Provision of funded healthcare to eligible patients who are in need of financial assistance;
- To support the setup and/or activities of patient and patient-related support groups;
- Development of human capital and infrastructure of medical institutions and organisations in the community; through collaborations or otherwise, to meet future healthcare and health-related needs; and
- All other matters in furtherance of the above as approved by the Directors, with the understanding that activities are not done for commercial reasons or profit.



THE BOARD

NHG Fund is governed by an independent Board who is responsible for overseeing the administration of NHG Fund. The Board is supported by the NHG Health Research Committee for research programmes, and the NHG Health Developmental Awards Selection Panels for the talent developmental awards.



THE BOARD OF DIRECTORS



Mr Soh Gim Teik

Chairman

Appointment Since: 01 June 2021



Prof Jason Cheah

Administrator

Appointment Since: 01 April 2026



Dr Tan Chi Chiu

Director

Appointment Since: 01 June 2021

***Designated Board Member to
oversee Finance matters***

Appointment Since: 01 May 2024



Ms Fang Eu-Lin

Director

Appointment Since: 01 June 2021

***Designated Board Member to
oversee Audit matters***

Appointment Since: 01 May 2024



Ms Goh Soon Poh

Director

Appointment Since: 01 October 2025



Ms Kho Min Zhi, Laura

Director

Appointment Since: 01 April 2022

THE MANAGEMENT



Administrator:
Prof Jason Cheah
Appointed since 1 April 2026



Treasurer:
Ms Ng Li May
Appointed since 30 September 2024



Company Secretary:
Ms Lim Luck Cheng
Appointed since 30 September 2016

COMPANY PROFILE



Members:
National Healthcare Group Pte Ltd
MOH Holdings Pte Ltd
Mdm Kuok Oon Kwong



Banker:
DBS



Address:
1 Mandalay Road,
Singapore 308205



Auditor:
Ernst & Young LLP



UEN:
201623926M

ENABLING CARE THROUGH GIVING

Raising Awareness & Supporting Breast Cancer Survivors

Across NHG Health, breast cancer doctors do more than treat patients. Every year, they come together to organise fundraising initiatives to sustain NHG Health's Breast Cancer Support Group, which brings together survivors from Tan Tock Seng Hospital, Khoo Teck Puat Hospital, and Woodlands Hospital to offer a safe and nurturing space for mutual emotional support and solidarity. Through art jams, nature walks, and community meet-up — made possible by public donations — members find the comfort, strength, and belonging that are as vital to recovery as clinical care.

This year's fundraising spanned a range of creative and community-driven initiatives. Among them, an art exhibition at Fullerton Hotel showcased works by survivors, their loved ones, and doctors that were sold to the public. There was also an online fundraising campaign to raise funds for Knitted Knockers@NHG Health, covering materials that dedicated volunteers handcraft into lightweight breast prostheses for women who have undergone mastectomies, ensuring that those who cannot afford them need not go without. Together, these efforts raised a total of \$27,044.50, directly funding programmes that continue to make a difference in the lives of those affected by breast cancer.



Members of the NHG Health Breast Cancer Support Group and NHG Health colleagues with Guest of Honour Ms Tin Pei Ling (Member of Parliament for Marine Parade-Braddell Heights GRC) and Mdm Kay Kuok (Chair, Advancement Advisory Board, NHG Health) at the art exhibition opening.

Caring Beyond Cures

Launched in 2025, Caring Beyond Cures is NHG Health's staff-giving initiative dedicated to supporting patients in need beyond our hospitals. While government subsidies help cover the cost of treatment, gaps in support can emerge once patients return home — and it is often these gaps that determine how well a patient recovers.

In its first year, 1,203 staff from across NHG Health came together in a shared belief that patient wellbeing does not end at the hospital door. Staff gave generously, raising \$288,730, and with NHG Health Advancement Advisory Board members personally contributing \$105,250 to champion their efforts, the collective total reached \$393,980. Of this, \$93,000 went to the NHG Fund, providing low-income patients with essential support such as transport for medical appointments, food vouchers, hearing aid subsidies, blood pressure machines and glucometers delivered by Community Health Teams. Staff engagement efforts throughout the year — including a roving photo exhibition featuring beneficiary stories, charity booths, festive events, and a year-end donor appreciation event — helped raise awareness of patient needs across the cluster.

The initiative resonated with NHG Health's community of healthcare workers who wanted to do more beyond their daily roles. As one staff donor reflected, "Each of us carries the ability to make someone else's load a little lighter. We do not need to give a lot — even the amount we would spend on a cup of coffee can make a difference. When many of us give a little, it becomes a powerful force for change." It is this spirit of generosity that is building a giving culture as One NHG.



NHG Health staff at a donor appreciation celebration. Engagement events throughout the year help to rally staff together and give as One NHG.



Ms Sarinah, a beneficiary featured in a travelling photo exhibition, with her Medical Social Worker from Khoo Teck Puat Hospital and Group CEO Joe Sim during the exhibition launch.

PROGRAMMES

Co11ab@Novena

Co11ab@Novena is an incubator formed in collaboration with Nanyang Technological University (NTU) and Agency for Science, Technology and Research (A*STAR) to support biomedtech health and research.

In FY2025, Co11ab@Novena exceeded its initial objectives and delivered tangible healthcare innovations, successfully onboarding 47 startups — surpassed its target by 57%. These companies are on track to raise \$45 million in total funding, having already secured \$35 million in follow-up investment.

Through strategic Convertible Agreement Regarding Equity (CARE) grants, Co11ab@Novena has supported the following groundbreaking projects that have since completed clinical trials with promising results.

Co11ab Projects

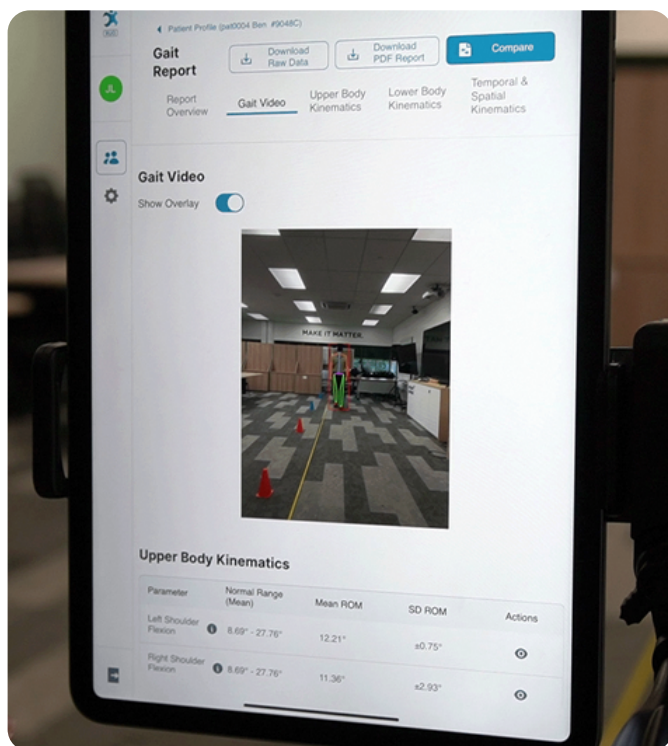
Cogniant

Cogniant is a remote monitoring platform for behavioural health prediction and management. Through trials with Woodlands Hospital, Cogniant received positive feedback on app usability from clinicians and patients. While further development is needed, the platform shows strong potential in supporting chronic pain patients to manage their conditions more effectively.



CareCam

Carecam is a scalable, continuous frailty monitoring platform that provides clinicians with a more precise way to monitor recovery progress. In collaboration with Tan Tock Seng Hospital, CareCam has successfully validated its markerless gait analysis technology, demonstrating performance comparable to traditional motion capture systems. This enables quantifiable assessment of stroke patients' recovery progress, facilitating more precise clinical interventions and improved patient outcomes.



CareCam's gait analysis platform

SGInnovate, "Mentor's perspective: How hiring a TCM physician has benefitted this medtech startup"

Sporogenics

Sporogenics is a biomedical startup that develops nature-derived medical devices and clinical solutions. Following studies with Tan Tock Seng Hospital, Sporogenics demonstrated superior performance in cytotoxicity assessments and significantly reduced blood loss compared to commercial alternatives — outcomes that promise to reduce surgical time, anaesthesia risks, and infection rates while minimising patient stress.

Asian Centre for Health Behavioural Insights and Interventions (HABITS)

Jointly established by NHG Health and Lee Kong Chian School of Medicine (LKCMedicine) at Nanyang Technological University (NTU), HABITS was officially launched on 3 April 2025. HABITS aims to identify underlying factors exacerbating priority health concerns in Singapore and Asian populations within the broader region, and to develop solutions that will impact public health policy and planning, population health, and health promotion.

Since its launch, HABITS has embarked on various research studies, including a multi-country behavioural health study examining health attitudes and behaviours across the region, covering genetic testing, primary sources of health information, and other related factors.

It has also conducted a nationally representative survey, focus group discussions with healthcare practitioners, and social media analysis in collaboration with the Consortium for Clinical Research and Innovation, Singapore (CRIS) to track and support public readiness for precision medicine.

In FY2025, HABITS ran courses, 22 talks, and outreach activities on health behaviour, including a well-attended track at the Singapore Health & Biomedical Congress 2025 and an inaugural workshop on the influence of nudging and choice architecture on health decisions. With multiple studies, grants and collaborations in its pipeline, HABITS is well-positioned to expand its research activity in the year ahead, alongside the continued development and roll-out of its education and training plans.



Diabetes Reversal Programme

The Diabetes Reversal Programme, supported by the Tanoto Foundation and NHG Fund, aims to help individuals with early Type 2 diabetes and obesity achieve remission through dietary and lifestyle changes without medication or surgical intervention.

The Diabetes Remission Clinical Trial, involving a structured very low-calorie diet plan for 12 weeks followed by gradual re-introduction of food, has shown that 41.9% of participants with early type 2 diabetes achieved diabetes remission after one year. Since Oct 2024, NHG Polyclinics launched REMI-D (REMIssion Diabetes), a structured dietitian-led Type 2 Diabetes remission programme that is integrated into routine care settings.

Building on insights from the Living with Diabetes Survey and qualitative studies conducted alongside the Diabetes Remission Clinical Trial, the programme has also rolled out several community engagement initiatives to promote healthy living for people with diabetes.

A highlight of these efforts was the release of a diabetes-friendly cookbook in September 2025, titled "I Can't Believe It Tastes So Good!". The cookbook features 100 recipes co-created by NHG Polyclinics dietitians, lecturers and students from Temasek Polytechnic and members of the community. It went on to win The KHL Best Custom Publishing Award at the Singapore Book Awards 2026.

**SCAN TO DOWNLOAD
YOUR FREE COPY:**



Brain Bank Singapore (BBS)

BBS now comprises six partners: National Healthcare Group (NHG Health), LKCMedicine, NUS Medical School, National Neuroscience Institute (NNI), A*STAR, and Duke-NUS Medical School, with each party contributing \$350,000 in funding.



In FY2025, BBS grew to 530 registered donors, with 16 brains and 7 spinal cords deposited into the repository as of March 2026.

The year also marked a significant milestone with the first formal release of human brain tissue to the National Neuroscience Institute and NUS Yong Loo Lin School of Medicine, signalling a key transition from infrastructure building to active research enablement

BBS also hosted its second clinicopathological conference in September 2025, led by Imperial College London's Dr Javier Alegre-Abarrategui (Neuropathologist and Professor of Clinical Neurology), to discuss pathological findings of cases, and foster interdisciplinary discussions leading to a more comprehensive understanding of neurological diseases.

In addition, BBS organised its first public fundraising initiative, a Movie Night event featuring a public talk, as part of its efforts to build sustainable philanthropic support. The event welcomed over 80 attendees and raised approximately \$3,000 in support of brain research.





The Singapore Health Biomedical Congress

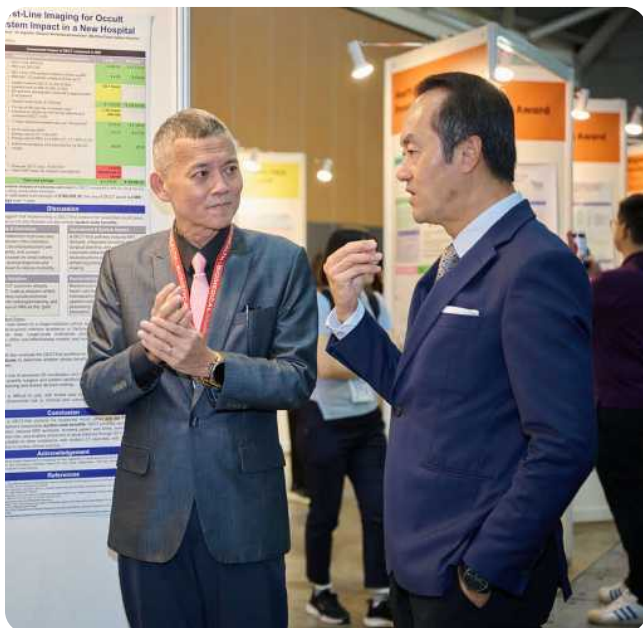
SHBC is NHG Health's annual flagship congress. Over the last 23 years since its inaugural edition in 2002, it has grown to become the largest and most prominent healthcare and scientific congress in Singapore.

In the 23rd edition, SHBC2025 received over 2,100 participants for two days of learning, with the theme 'Is More Tech Actually More in Health?'

SHBC2025 presented a total of 22 sessions: 16 scientific tracks, two satellite conferences and four Keynote and Plenary symposiums, supported by 112 faculty members. The Congress showcased esteemed local and

international experts for in-depth discussions on a wider range of topics, challenging assumptions and co-creating a future where technology empowers, but never replaces, the human touch.

In research, 546 scientific abstracts were received, with 87 finalists presenting their research projects to 47 judges over three days of scientific competition.



Palliative Care Centre for Excellence in Research and Education (PalC)

Jointly established by NHG Health, Dover Park Hospice and LKCMedicine in 2017, PalC was founded to elevate the standard of palliative care research and develops educational initiatives in palliative care for healthcare professionals, caregivers and volunteers.

FY2025 Key Highlights

13 Academic Publications

4 Extramural grants for research and education efforts

Skin Research Institute of Singapore (SRIS)

The Skin Research Institute of Singapore (SRIS) is a translational centre for skin research and innovation, jointly established by NHG Health, NTU and the Agency for Science, Technology and Research (A*STAR).

As SRIS concludes its current phase in FY2025, all three stakeholders have reaffirmed their commitment to the institute for its next phase spanning FY2026 to FY2028.

For FY25, Claramine (a triple combination formulation) is currently being prescribed at the National Skin Centre (NSC) for melasma and other hyperpigmentary conditions as part of real-world data collection, with plans to expand its prescription more broadly within the centre. This is an example of clinical translation and impact as a consequence of a SRIS collaboration between A*STAR Skin Research labs (Dr Leah Vardy) and NSC (Prof. Steven Thng).

To date, SRIS has secured \$62.7m in competitive grants, far exceeding its target of \$21m, and has \$40.6m worth of planned grants in the pipeline to support its continued research activities.



**SKIN RESEARCH INSTITUTE
OF SINGAPORE**



Research Talent & Strategic Health Manpower and Leadership Development

Fy2025 Awardees

24

CLINICIAN SCIENTISTS RESEARCH TALENT DEVELOPMENT

AIM: TO DEVELOP RESEARCH CAPABILITIES FOR CLINICIAN SCIENTISTS

08

CLINICIAN INNOVATOR PREPARATORY PROGRAMME (CIPP)

AIM: ENCOURAGE CLINICIANS TO PARTAKE IN HEALTHTECH INNOVATION TO IMPROVE HEALTHCARE DELIVERY AND OUTCOMES FOR PATIENTS.

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HEALTH MANPOWER DEVELOPMENT PLAN (HMDP)

AIM: DEVELOP SINGAPORE'S HEALTH MANPOWER CAPABILITIES TO IMPROVE QUALITY OF HEALTH SERVICES

06

NHG LEADERS DEVELOPMENT AWARD (NLDA)

AIM: DEVELOP STRATEGIC LEADERSHIP TALENTS



LOOKING FORWARD

For FY2026 and beyond, the fund will continue to support programmes that are aligned with its objectives, with key areas including:

Research and Innovation

The Academic Health System (AHS), established in partnership with Lee Kong Chian School of Medicine, Nanyang Technological University (LKCMedicine, NTU), has made significant strides across research, innovation, and talent development. Competitive grant performance has grown substantially, the talent pool and pipeline continue to expand, and Academic Clinical Programmes (ACPs) are being launched at pace. NHG Fund will build on this foundation and continue to support NHG Health in translating research and innovation into tangible health outcomes for patients and the communities it serves.

In the year ahead, NHG Fund anticipates supporting new ACPs and the continued growth of the talent pipeline, including strategic recruitment of clinician scientists and clinician innovators. New translational research initiatives aligned with the national Research, Innovation and Enterprise 2030 (RIE2030) plan are expected in mental health, healthy longevity, and precision medicine — areas where NHG is well-positioned to contribute meaningfully to national priorities. MedTech innovation will also remain a key focus, with investment anticipated across the full development continuum from early-stage proof-of-concept through to commercialisation and spin-off.

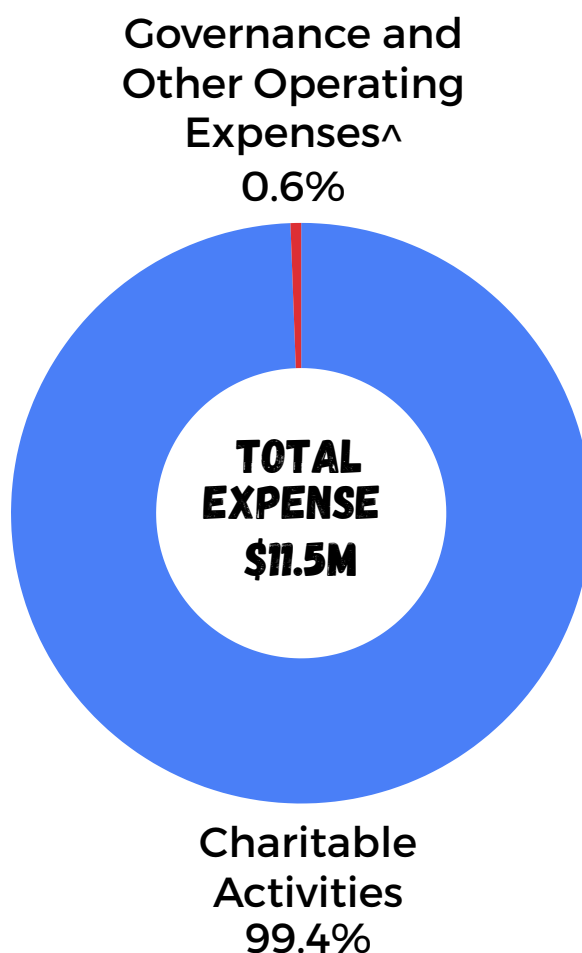
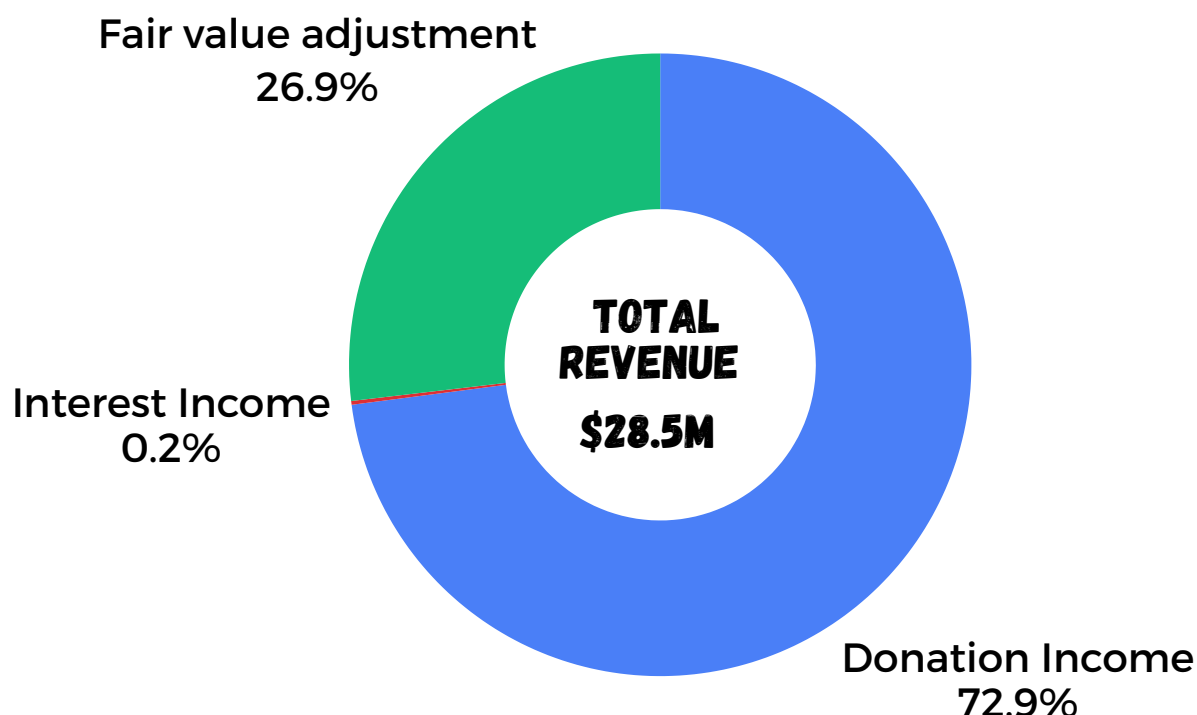
Population Health

MOH is making a transformative shift towards a future health system that will take care of the health of every Singaporean throughout their life journey and keep them healthy in their life course under its Healthier SG strategy. NHGF aims to support Healthier SG in areas such as supporting needy patients in our community, building capabilities of our healthcare partners, developing enablers to support holistic integrated care, strengthening areas of care gaps, and building resilience in self-care and illness prevention.



FINANCIAL HIGHLIGHTS

1 APR 2025 – 31 MAR 2026



^Other Operating Expenses include postage, courier and handling charges

GOVERNANCE

Reserves Policy

NHG Fund maintains a Reserve Policy to ensure the prudent stewardship of its resources and the long-term sustainability of its charitable programmes. NHG Fund incurs minimal operating and administrative costs, allowing 99% of donations raised to be directed towards charitable programmes and initiatives in furtherance of its charitable objectives.

The Board has established a reserve target of maintaining unrestricted reserves equivalent to at least five years of projected annual operating expenditure. This is intended to ensure that the Fund has sufficient resources to support its ongoing charitable programmes and future funding commitments. The adequacy of the reserve level is reviewed annually, taking into account the Fund's strategic objectives, anticipated funding needs and operating environment.

As at the current financial year, the Fund's unrestricted reserves amount to \$109.5m, equivalent to approximately 10.2 years of projected annual operating expenditure, which exceeds the Board's minimum reserve target.

	FY2025 (\$'million)	FY2024 (\$'million)
General/Unrestricted Funds (Reserves) (A)	109.5	96.2
Restricted Funds	8.1	4.4
Annual General/Unrestricted Funds Expenditure (B)	10.7	11.2
Ratio of Reserves (A)/(B)	10.2	8.6

GOVERNANCE

Restricted Funds

Donations, grants and its related expenses that are designated to the respective programmes are disclosed separately from the General/Unrestricted Funds. The funds received for restricted programmes are targeted to be utilised by FY2029.

Investment Policy

Under its investment policy as approved by the Board, NHG Fund may invest its reserves in Fixed Deposit and any investment instrument (e.g. Singapore registered Money Market Funds, Singapore Treasury Bills) approved by the NHG Fund Board.



GOVERNANCE

NHG Fund complies with the Code of Governance for Charities and Institutions of Public Character (IPCs) and is committed to upholding the values of accountability and transparency within our organisation. NHG Fund does not have remunerated staff and the Board of Directors do not receive remuneration from NHG Fund for their services rendered.



Role Of The Board Of Directors

The Board's role is to oversee the administration of NHG Fund, including ensuring good governance within NHG Fund. In addition, the Board provides guidance and advisory on the strategic directions and objectives of NHG Fund.



Board Selection and Recruitment, Induction, Training and Evaluation of Board Effectiveness

- Arrangement is made to ensure succession for Board members resigning or finishing their terms of office.
- Incoming Board Members undergo an induction and training programme that covers the Terms of Reference for the Board of Directors, including their roles and responsibilities, board governance, and code of conduct. The programme also includes an introduction to NHG Fund and its governance practices.
- Regular self-evaluation to assess its performance and effectiveness once per term or every 3 years, whichever is shorter.



Board Meetings and Attendance

A total of three Board meetings were held during the financial year and the individual Board member's attendance at the meetings were as follows:

Name	Attendance in FY2025
Mr Soh Gim Teik	3/3
Dr Tan Chi Chiu	2/3
Ms Fang Eu-Lin	2/3
Ms Kho Min Zhi	3/3
Ms Goh Soon Poh (appointed on 1 Oct 2025)	2/2
Prof Joe Sim (resigned on 1 April 2026)	1/3

Our Policies

As an Institution of Public Character, NHG Fund is committed to maintaining high standards of governance so as to preserve the trust and confidence of our donors, beneficiaries and stakeholders. We have put in place policies and procedures that are regularly reviewed to ensure that we stay relevant and up-to-date in compliance to the Charities Code of Governance.

The following policies and procedures are put in place:

- Revenue and Receipts
- Procurement and Payment
- Budgeting
- Fundraising
- Board of Governance and Code of Conduct
- Investment
- Anti-Money Laundering
- Reserve
- Environmental, Social and Governance (ESG) Guideline



Whistle-blowing Policy

NHG Fund adopts NHG Health's whistle-blowing policy which sets out a whistle-blowing framework for reporting concerns on actual or suspected wrongdoings, misconduct, and negligent or improper activities for investigation and corrective actions. The policy covers the whistle-blowing guidelines and processes (including investigation and reporting), confidentiality and protection of whistle-blowers. If you observe or have reason to suspect any NHG Health's employees and/or its partners engaged in any wrong-doings, we strongly encourage you to raise your concerns at nhg@tipoffs.com.sg or call our whistle-blowing hotline at 800-492-2363.



Personal Data Protection Act Policy



NHG Fund has policies and procedures for the collection, use, disclosure and management of personal data, in accordance with the Personal Data Protection Act (PDPA). We also have appropriate administrative, physical and technical measures to safeguard personal data in our possession and/or under our control. During FY25, NHGF was awarded the Data Protection Trustmark Certification from IMDA.

GOVERNANCE EVALUATION CHECKLIST

Code Guideline	Code ID	Response
Principle 1: The charity serves its mission and achieves its objectives		
1. Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes
2. Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes
3. Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes
4. Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes
Principle 2: The charity has an effective Board and Management		
5. The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes
6. The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes

Code Guideline	Code ID	Response
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, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes
8. Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes
9. Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes
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.	2.6	Yes

Code Guideline	Code ID	Response
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.		
11. Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes
12. Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes
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.	2.9a 2.9b 2.9c	Yes

Code Guideline	Code ID	Response
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.		
14. For Treasurer (or equivalent position) only:	2.9d	Yes
d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting - refer to 2.9b		

Code Guideline	Code ID	Response
Principle 3: The charity acts responsibly, fairly and with integrity		
15. Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes
16. Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself / herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes
17. Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
18. Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
19. Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes
20. Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes

Code Guideline	Code ID	Response
Principle 4: The charity is well-managed and plans for the future		
21. Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes
22. Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes
23. Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes
24. Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes

Code Guideline	Code ID	Response
25. Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes
26. The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes
27. The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes
Principle 5: The charity is accountable and transparent		
28. Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes

Code Guideline	Code ID	Response
29. Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes
30. The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes
31. The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes
32. The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes

Code Guideline	Code ID	Response
33. Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes
34. Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes
35. Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes
Principle 6: The charity communicates actively to instil public confidence		
36. Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on)	6.1	Yes
37. Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes
38. Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes

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