

Healing *People,* *Healing* the Planet

Sustainability Report 2026



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FOREWORD

A message from the Chief Executive Officer



Advancing Sustainable Healthcare Together

At Tan Tock Seng Hospital, our mission has always been grounded in service – to our patients, to our community, and to Singapore’s health system. As we deepen our sustainability journey, we are reminded that caring for people also means caring for the environment and society that shape their wellbeing. This belief has guided our transformation in recent years, and it continues to define the way we lead and deliver care.

Since 2022, our sustainability efforts have grown from a modest beginning into a coordinated, hospital-wide movement supported by strong governance and committed teams. Today, our ESG Council, Waste Workgroup and the Multi-Disciplinary Workgroup on Healthcare Sustainability work in tandem to embed sustainable practices across clinical care, operations, infrastructure, and community partnerships.

Over the last two years, our staff have taken meaningful steps to reduce waste, conserve resources, and introduce greener practices in patient care. Our volunteers have strengthened inclusivity and outreach through long-term partnerships with community partners, extending our support into the homes and

lives of those who need it the most. Our infrastructure renewal efforts – including the recognition of our main building with the BCA Green Mark Super Low Energy Award – reflect our commitment to building a hospital that is resilient and efficient for the future.

These achievements reflect the dedication of our people, who continually push boundaries to improve the way we work and the impact we leave on the world around us. Sustainability at Tan Tock Seng Hospital has become a shared responsibility embraced by staff across departments and disciplines.

As global standards evolve and healthcare moves toward stronger environmental accountability, we will advance with confidence. We remain committed to strengthening capability, empowering our workforce, and integrating sustainability more deeply into the heart of our operations.

Thank you for your partnership and support. Together, we will continue building a healthier, more sustainable future for our patients and our community.

Adj Prof Tang Kong Choong

Chief Executive Officer
Tan Tock Seng Hospital

FOREWORD

A *message* from the Chief Sustainability Officer



Sustainability as an Integral Part of How We Care

Our sustainability journey at Tan Tock Seng Hospital is built on a simple truth: the health of our patients is closely connected to the health of our environment and our community. As a hospital that plays a significant role in Singapore's healthcare system, we recognise the responsibility we carry – to reduce our environmental footprint, to model responsible stewardship, and to create meaningful impact that extends beyond our campus.

Since the formal establishment of our ESG framework, we have built strong structures to support sustainability across the organisation. With the ESG Council providing strategic direction, and our supporting workgroups driving improvements on the ground, we are now better positioned to transform the way healthcare is delivered – from greener clinical practices to more efficient resource use.

Over the last two years, we have made substantial progress. We reduced our use of anaesthetic gases and prescription of metered dose inhalers that have a high global warming potential, expanded recycling and waste reduction efforts, and strengthened green procurement practices. Our volunteers continue to embody compassion within the community by collaborating with our community partners on various programmes, strengthening the social dimension of sustainability. At the same time, our push for infrastructure

renewal aimed at achieving greater energy and water efficiency reflects our long-term commitment to environmental responsibility.

As the global and local sustainability landscape evolves, new sustainability standards and requirements such as Joint Commission International's (JCI) Global Health Impact chapter and climate disclosure aligned with the International Sustainability Standards Board (ISSB)–demand stronger governance, enhanced reporting, and greater organisational capability. These developments motivate us to grow and improve our readiness.

What makes this journey possible is our people – clinicians, nurses, operations, ancillary and administrative staff, as well as volunteers – who demonstrate initiative, creativity, and passion every day. Ground-up leadership through interest groups like EcoCare, along with the expansion of course offerings by the Centre for Healthcare Innovation's Sustainability Academy, reaffirms that sustainability is not a project with a timeline, but a continuous commitment that belongs to all of us.

As we look ahead, we will continue to foster a hospital that is not only environmentally responsible and socially inclusive but also prepared for the challenges of the future. Together, we can shape a healthcare system that is resilient, equitable, and sustainable for generations to come.

Dr Jeannie Tey

Chief Sustainability Officer
Tan Tock Seng Hospital

OUR STORY

About Tan Tock Seng Hospital

A Legacy Rooted in Service and Responsibility

Our Legacy

Tan Tock Seng Hospital was founded in 1844 with a simple yet profound mission: to provide care for those who could not afford it. Known in our early years as the “pauper’s hospital”, the hospital was built on a spirit of generosity and duty to the community – values that continue to define us today.

From those humble beginnings, we have grown into a major acute hospital serving the population of central Singapore, caring for patients with diverse needs across multiple disciplines. Our role has always been guided by the belief that healthcare must be humane, inclusive, and equitable.

The same belief underpins our commitment to sustainability. As healthcare providers, we recognise that the wellbeing of our patients depends not only on clinical excellence, but also on the health of our environment, the resilience of our systems, and the strength of our social fabric. This understanding has guided the development of our ESG structure, our community partnerships, and our approach to responsible stewardship.

Today, the hospital continues to honour its origins – caring for people and community, improving lives, and contributing to a healthier future. Our sustainability journey reflects this heritage, building on nearly two centuries of service to become a hospital that heals with compassion, operates with conscience, and grows with purpose.

Our Vision

Adding Years of Healthy Life

Our Mission

Enabling Healthier Lives through Excellent, Person-centred and Accessible Care

Our ESG Statement of Intent

As a responsible healthcare provider, we are committed to integrating Sustainable Healthcare into every facet of our operations. It is our commitment to:

- a. Reduce our carbon footprint, conserve natural resources, and promote environmental sustainability;
- b. Foster a culture of compassion and inclusivity, as well as provide equitable and accessible healthcare services; and
- c. Uphold the highest standards of ethical governance, transparency, and accountability.



OUR STORY

How it all *began*

A Small Spark that Became a Movement

Our sustainability journey at Tan Tock Seng Hospital did not begin with a grand blueprint. It began quietly in 2022, when a small working group was formed under the leadership of then-CEO, Professor Eugene Fidelis Soh.

The group shared a simple conviction: **that the way we care for patients, run our hospital, and engage our community must evolve in response to a changing world.**

What started as a handful of passionate individuals soon revealed something bigger. Across the hospital, staff were already finding small ways to reduce waste, rethink clinical practices, and support vulnerable communities. These efforts were happening in pockets – they just needed connection, structure, and momentum.

By 2023, that early spark had grown into a coordinated, hospital-wide effort. The ESG Council was established to set direction and steward our strategy. Two major engines of change quickly followed – the Waste Workgroup and the Multi-Disciplinary Workgroup bringing together clinicians, operations teams, and administrators to drive improvements across practice, infrastructure, and culture.

As more ideas emerged, the need for capability building became clear. In 2024, the CHI Sustainability Academy was launched, equipping staff with the knowledge and tools to design, test, and scale sustainable healthcare initiatives. Through coaching, training, and structured project development, sustainability became a shared language and a growing area of capability within the organisation.

Today, what began as a small working group has gradually grown into a wider movement – influencing areas including clinical care, operations, volunteerism, infrastructure renewal, and organisational culture. Sustainability at Tan Tock Seng Hospital is increasingly seen not just as a project, but a guiding philosophy – a way of thinking, deciding, and caring that supports our commitment to a healthier future for our patients, our workforce, and the community we serve.



CHAPTER 1

Caring *Beyond* Walls

A Hospital Rooted in Compassion & Community

At Tan Tock Seng Hospital, caring for the community has always been a core part of our identity. Founded to serve the poor, we built a culture where compassion is not just spoken but actively practiced. This enduring spirit is embodied by our staff, who generously give their time, energy, and heart to serve beyond the hospital walls.

Building on this strong foundation, volunteerism at Tan Tock Seng Hospital continues to grow. Staff from diverse departments step forward to serve after hours, on weekends, and alongside their family members and friends. These grassroots efforts reflect a shared belief that everyone deserves dignity, connection, and care—regardless of their circumstances or where they live.

Our work is supported through partnerships with community partners that create inclusive opportunities for staff to participate meaningfully in the community. These collaborations allow us to reach seniors, children, and persons with special needs, bringing connection, support, and companionship where it matters the most.

Moments that Stay with Us



MINDSville@Napiri • Stories of Joy and Presence

In July 2025, 25 volunteers from Tan Tock Seng Hospital spent a day with seniors living with intellectual disabilities at MINDSville@Napiri. Together, they danced, created art, decorated tote bags and celebrated National Day.

The initiative continued on 20 December 2025 with a second session, this time involving child beneficiaries with intellectual disabilities. Interest from staff was overwhelming, and the session was ultimately capped at 30 volunteers, including family and friends of staff. Each child was paired with two to three volunteers to ensure personalised attention and support throughout the day. The activities were intentionally simple, familiar, and enjoyable: an inclusive playground visit followed by a joyous meal which volunteers personally sponsored.

Together, these sessions demonstrate how consistent engagement – being present, connecting, and caring – creates meaningful experiences for both volunteers and beneficiaries.



AWWA • Creativity, Accessibility, and Care in Action

Our partnership with Asian Women's Welfare Association (AWWA) goes beyond volunteering – it is co-creation. Our volunteers work closely with AWWA teams to design and assemble adaptive toys for children with learning difficulties, supporting accessibility in play and fostering confidence through hands-on engagement. Through this project, our staff bring creativity, empathy, and problem-solving into a child's world.



ICH Para-Nursing Volunteers • Community, Capability and Care in Action

At Tan Tock Seng Hospital's Integrated Care Hub, the Para-Nursing Volunteer Programme demonstrates how communities can play an active role in sustainable healthcare. Trained volunteers support patients with daily, non-clinical needs under nurse supervision, helping to ease workload pressures while enhancing patient experience. Beyond the hospital, the programme builds caregiving skills within the community, strengthening resilience and enabling individuals to better care for their loved ones at home.



Why These Moments Matter

Together, these moments show that sustainability at Tan Tock Seng Hospital is grounded in relationships. Through partnership, volunteerism and shared care, compassion extends within and beyond our walls – strengthening community ties, building shared capability, and reinforcing the belief that caring for health is a collective responsibility.



CHAPTER 2

When People Lead, *Culture Changes*

A Workforce that Believes Change Starts with Them

The compassion shown in our communities begins with the culture we build inside the hospital. Sustaining care beyond our walls requires people who believe change starts with them – and systems that support them to lead.

At Tan Tock Seng Hospital, the Social Pillar reflects a deliberate shift in mindset. Sustainability is not seen as a specialised function or an added responsibility, but as something everyone can contribute to. When staff feel connected to purpose and are supported to lead, sustainable practices become part of everyday thinking – influencing decisions, behaviours, and the way care is delivered.

This chapter explores how culture enables change: how shared moments strengthen commitment, how communities within the organisation support one another, and how capability building ensures momentum is sustained. When people believe change starts with them, culture shifts – and sustainability lasts.

Shared *Commitment* in Action



Earth Day 2025: Collective Action and Shared Ownership

Tan Tock Seng Hospital held its inaugural Earth Day commemoration in 2025, which served as a focal point for collective reflection and commitment within the organisation. More than just an event, it created space for staff to reaffirm their shared responsibility toward a healthier environment.

As part of the programme, staff, as well as their families, came together for a community clean-up exercise at Bishan Park, extending care beyond hospital walls while reinforcing a sense of shared responsibility for the environment. Within the hospital, the momentum continued through a pledge campaign that invited individuals to commit to more sustainable choices in their work and daily lives. Over the course of the event, 1,078 sustainability pledges were made – a powerful signal of staff and public engagement and belief in the importance of personal action.

Earth Day 2025 also delivered tangible outcomes that endure beyond the event itself. Among them was the completion of a community library at Ang Mo Kio Specialist Centre (AMKSC), a small but meaningful initiative that reflects the values of sharing, reuse, and community connection. Together, these outcomes illustrate how moments of collective focus can translate into lasting cultural touchpoints.



1,078 sustainability pledges made

Taken as a whole, Earth Day 2025 was not just an event, but a reflection of a growing culture at Tan Tock Seng Hospital – **one where sustainability is shaped by people who choose to act, together.**

Growing Capability Sustaining Culture



The EcoCare Community • Peer Leadership in Action



A strong sustainability culture is sustained not only through events, but through everyday advocacy and peer leadership. At Tan Tock Seng Hospital, this role is exemplified by the EcoCare Community – a voluntary interest group comprising 34 passionate members from varied departments who champion environmental responsibility within their own teams.

EcoCare members serve as connectors and catalysts, helping to translate sustainability goals into practical actions that resonate with daily work. Through co-learning, idea-sharing and peer engagement, the community plays an important role in normalising sustainable practices, demonstrating how culture evolves when people are empowered to lead by example.

Training the Future Green Workforce • Building Sustainability Capability



To ensure that commitment is supported by capability, there have been investments in establishing structured education and professional development. Through our strong partnership with the Centre for Healthcare Innovation (CHI) Sustainability Academy, staff are equipped with foundational knowledge, tools, and frameworks to design and implement sustainability initiatives across clinical and operational contexts.

Tan Tock Seng Hospital contributes faculty to support the development of the Academy's courses, including the CHI-Geneva Sustainability Centre (GSC) Leadership Masterclass: Towards Net Zero Healthcare in Singapore. This Masterclass holds particular significance as the healthcare sector's first sustainability course endorsed under Workforce Singapore's Career Conversation Programme (CCP) for sustainability professionals. The CCP is a national initiative that supports both existing healthcare professionals and new entrants to be formally re-skilled into new or re-designed sustainability roles, enabling organisations to build dedicated sustainability capability rather than relying solely on individual champions.

As part of this pathway, Mr Low Chee Wee, Deputy Director, Operations (Pharmacy), became Tan Tock Seng Hospital's first CCP-developed sustainability professional, marking an important milestone in embedding sustainability expertise within the hospital. Together, these efforts reflect the hospital's commitment to developing a workforce that is not only passionate about sustainability but also equipped with the required skills and pathways to drive lasting change.



“Attending the CHI-GSC Masterclass: Towards Net Zero Healthcare in Singapore, grounded me in best practices, and gave deeper purpose to our hospital’s sustainability journey – for our staff, patients, and the wider community. I hope my journey inspires more sustainability champions to step forward and lead Tan Tock Seng Hospital, our patients, and our community toward a future of sustainable living and healthcare.”

Low Chee Wee
Deputy Director, Operations (Pharmacy)

A blurred background image of a hospital hallway with people in white coats and blue scrubs walking. The lighting is bright and modern.

CHAPTER 3

Greener Care at the Bedside

How Clinical Teams are Rewriting the Future of Healthcare

This culture of ownership and capability enables sustainability to take root where care happens every day. At Tan Tock Seng Hospital, some of the most meaningful environmental impact is created at the bedside, in treatment rooms, and across our clinical workflows – through the daily decisions and leadership of clinical teams.

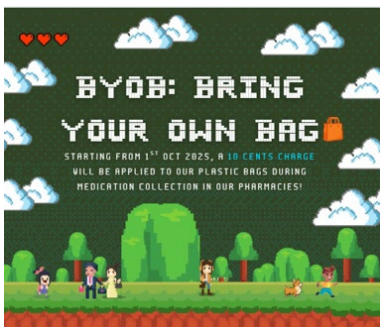
From reducing plastics to re-thinking the choice of anaesthetic gases, our clinicians, nurses, pharmacists, and operations teams are proving that greener care is not only achievable but can be implemented without compromising safety, quality, and the patient experience. Their efforts show that sustainability is not separate from care; it is embedded in every decision we make daily.



Reducing Waste, *Renewing Purpose*

↓ **24% in packaging use since 2022**

↻ **Recovered 8.55 tonnes of paper & 6.73 tonnes of plastics from 2024 to 2025**



Say No to Plastic Bags



This initiative began in Pharmacy as a modest but meaningful change – a simple prompt asking patients whether they truly needed a disposable bag for their medications. In 2025, it gained significant momentum when our pharmacists extended the existing plastic bag charge from retail purchases to include medication collections. The introduction of a nominal fee, alongside clear signages at the counters, encouraged patients to reflect on the environmental impact of their choices, gently prompting a mindful pause in their usual routine. Our pharmacists seized each interaction as an opportunity to encourage patients to decline plastic bags whenever possible. Over thousands of such conversations, this gentle cultural shift contributed to a substantial reduction in plastic consumption, achieving a 24% reduction in packaging use since 2022. Our pharmacists demonstrated how meaningful purpose can emerge from everyday acts of care.



Partnership with Plaspulp Union



Recycling at the hospital grew into a powerful collective effort, sparked by a shared belief that every department had a part to play in shaping a greener hospital. Colleagues from the departments of Nursing, Linen Services, Food & Beverage Services, Pharmacy, Materials Management and Housekeeping Services came together to re-think how everyday materials were used and disposed of. Through this collaboration, they forged a meaningful partnership with Plaspulp Union. What began as a recycling pilot quickly became a story of teamwork in action: staff learning new habits, encouraging one another, and proving that sustainability can thrive even in the busiest clinical environments.

The success of the pilot spoke for itself. With growing enthusiasm and remarkable improvements in sorting and recovery, the programme was extended beyond its initial test sites to cover the main hospital building, the National Centre for Infectious Diseases, the Integrated Care Hub and Ang Mo Kio Specialist Centre, bringing more teams into the movement. From May 2024 to December 2025, these joint efforts recovered 8.55 tonnes of paper and 6.73 tonnes of plastics – materials that would otherwise have been lost to general waste.

Each kilogram of material recycled represents a conscious choice made by someone within our hospital community. Together, these choices show how a simple collaboration and a commitment shared across departments can ripple outward into real, measurable environmental impact.

Embedding Sustainability into *Everyday Care*



From 2022 to 2024,

↓ **73% in desflurane use**

↓ **9% in MDI prescriptions**

↓ **440,000 single-use gowns and 66 tonnes of plastic waste**

Transition Away from Desflurane



In our Operating Theatres, clinicians began a thoughtful transition away from desflurane, one of healthcare's highest carbon-emitting anaesthetic gases, driven by a shared belief that safe care can also be sustainable care. This shift was made possible through careful review, open conversations across teams, and a commitment to exploring lower-impact alternatives without compromising patient outcomes. What emerged was more than a technical change – it became a powerful example of how clinical leadership can transform long-standing practices in service of a healthier planet. Between 2022 and 2024, clinicians' concerted efforts led to a 73% reduction in the use of desflurane.

Leadership in Sustainable PPE Practices



During the COVID-19 pandemic, the National Centre for Infectious Diseases (NCID) piloted a shift from full protective gear to the use of N95 respirators only, supported by close monitoring and evaluation. This evidence-based approach was later adopted nationally by the Ministry of Health in September 2022. Over a two-year evaluation period, the change eliminated approximately 440,000 single-use gowns and reduced around 66 tonnes of plastic waste, while healthcare worker infection rates remained comparable to community levels. The effort not only provided the foundation for a national policy shift but also demonstrated that sustainability can be integrated into infection control practices without compromising safety.

Choosing Lower-Impact Inhalers



Respiratory teams have been re-shaping routine care by guiding patients towards greener inhaler options. Metered-dose inhalers (MDIs), though familiar, contain propellants with a significant climate impact. By offering effective alternatives such as dry-power and soft-mist inhalers, clinicians empower patients to make choices that benefit both their health and the environment. These conversations, held daily in clinics and consultation rooms, are gradually shifting prescription patterns, demonstrating how a greener future is built one informed decision at a time. As a result of these efforts, the hospital achieved a 9% reduction in MDI prescriptions between 2022 and 2024, reflecting a meaningful shift toward more sustainable clinical practices.

Clinical Leadership for Greener Care



Together, these initiatives demonstrate how thoughtful, evidence-based changes in clinical practice can achieve significant environmental benefits without compromising quality of care. By embracing sustainability as a core value, our healthcare teams are reducing the carbon footprint across multiple areas – from anaesthesia and respiratory treatments to infection control – while setting a strong example for ongoing innovation in eco-conscious medicine. This journey highlights the essential roles of collaboration, education, and leadership in building a healthcare system that safeguards both patient well-being and the health of our planet for generations to come.



CHAPTER 4

Buildings that *Breathe*

Transforming a 25-year-old Hospital Building into a Low-Energy Landmark

While many sustainability gains begin with individual decisions, lasting impact also depends on the systems that support care at scale. Tan Tock Seng Hospital continues to invest in infrastructure that reduces environmental footprint, strengthens resilience, and supports safe, efficient care across the campus.

Our *Award* Moment



BCA Green Mark Super Low Energy

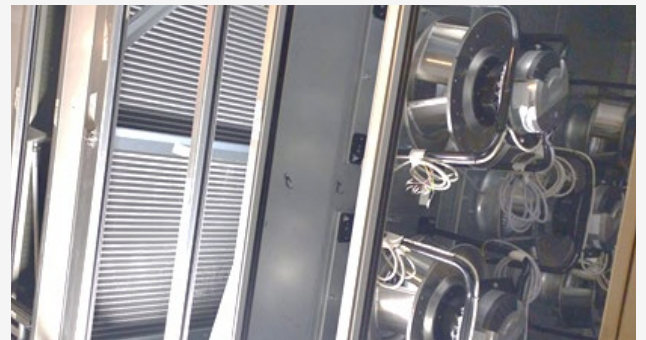
In 2024, Tan Tock Seng Hospital reached a major milestone when its main Medical Block became the first local acute hospital to be awarded the Building Construction Authority's (BCA) Green Mark Super Low Energy (SLE) certification. The accolade recognises the successful transformation of a 25-year-old hospital, proving that sustainability is achievable even within complex, legacy infrastructure.

This achievement reflects years of deliberate planning, technical innovation, and operational discipline. Teams across engineering, facilities, and operations worked to rethink how energy is generated, managed, and consumed across the campus. The result is a hospital building that delivers the same high standards of patient care, while significantly lowering its environmental footprint.

The award signifies more than recognition – it represents a shift in what is possible for public healthcare institutions, setting a benchmark for how older hospitals should evolve to meet tomorrow's sustainability challenges.

The Big *Energy Story*

Behind the scenes of patient care, cooling and ventilation systems account for a significant share of the hospital's energy use. At Tan Tock Seng Hospital, two major infrastructure upgrades – chiller plants and air-handling units – form the backbone of our energy-reduction strategy, each addressing a different part of the energy equation.



Chiller Upgrades • Cooling with Less Energy



Air-conditioning chillers are the heart of the hospital's cooling system, supplying chilled water that supports air-conditioning across wards, clinics, and operating theatres. In 2024, the hospital embarked on the end-of-life replacement of our chiller system as part of a multi-year hospital renewal programme. The new chillers are designed to operate far more efficiently, delivering the same cooling performance while consuming significantly less electricity.

These upgrades are expected to achieve energy savings of 3,300,000 kWh annually. This is equivalent to the electricity used by more than 770 four-room HDB households each year¹

Air-Handling Unit Replacements • Smarter Airflow, Targeted Efficiency



While chillers generate cooling, air-handling units determine how efficiently that cooling is delivered within the building. As part of the same renewal efforts, we began the end-of-life replacement of 11 air-handling units serving major clinical areas.

The new air-handling units incorporate energy-efficient direct-current (DC) motor technology, allowing more precise control of airflow and quieter operations. These upgrades are expected to deliver additional energy savings of up to 76,650 kWh annually, reducing carbon-emissions by up to 30,813kg CO₂e²! By improving how air is circulated, not just cooled, the air-handling units complement the chiller improvements to maximise overall system efficiency.

¹ Referencing EMA Grid Emissions Factor (2024)

Large-Scale Impact, Delivered Quietly



Together, the chiller plant and air-handling unit upgrades represent sustainability at scale: highly technical, largely unseen, and deeply consequential. By renewing core infrastructure rather than replacing entire buildings, Tan Tock Seng Hospital demonstrates how a 25-year-old hospital can be transformed into a low-energy landmark featuring long-term environmental benefits while safeguarding comfort, safety, and clinical performance.

Air Handling Unit Optimisation • Driving Sustainability through Smart Control



Beyond asset replacement, the hospital also focused on optimising the performance of air-handling units through smart system control. 55 air-handling units were connected to a Smart Controller via the existing Building Management System, which enabled fan speeds and operating parameters to be adjusted based on real-time demand and environmental conditions. An additional 32 air-handling units are expected to be fine-tuned to improve their efficiency. This optimisation was projected to deliver up to 1.9 million kWh in annual energy savings, translating to the annual consumption of 443 four-room HDB households!

The Quiet Work of Water

Much like energy, water consumption at Tan Tock Seng is largely invisible to patients and visitors. Pipes, pumps, and cooling systems operate quietly in the background, yet they play a vital role in ensuring safety and continuity of care. Water supports infection control, cleaning and sterilisation, cooling buildings, and daily operations. Responsible water use therefore begins with mindful operational practices, thoughtful design, and everyday discipline.

Building Systems • The Importance of Maintenance



A significant portion of water consumption is linked to building systems that operate continuously, such as cooling towers, that support hospital operations in Singapore's climate. These systems are actively monitored and maintained as part of routine operations. Regular inspections help minimise losses, identify leaks early and ensure reliable performance, reducing unnecessary water consumption while safeguarding clinical operations.

On the Ground • A Shared Responsibility



Beyond infrastructure and design, responsible water use is reinforced through daily operational practices. Our staff play an important role by reporting leaking taps and abnormal water use, allowing issues to be addressed early. In areas with higher water demand, routine checks and good housekeeping practices help ensure that systems are in proper working order at the end of each shift. Over time, these simple actions – replicated across the campus – help prevent avoidable water loss.

Infrastructure Renewal • Designing for Efficiency



Water efficiency is also shaped by how spaces are designed and renewed. In areas where facilities are duly refurbished, practical design choices were incorporated as part of standard practice. This included the use of water-efficient taps and mixers at hand-washing sinks, with fittings that shut off automatically when not in use and fixtures selected to provide adequate water flow for hand hygiene without any excess wastage. In patient and staff toilets, renewed fittings were chosen to balance accessibility and efficiency. Applied consistently across multiple spaces, these design decisions help lower baseline water consumption without changing how staff or patients use these facilities.

Behind the Scenes of Care



Unlike major equipment upgrades or massive renovation projects, water systems rarely draw attention. Yet, their contribution is critical in the healthcare setting. Through well-maintained systems, thoughtful design choices and shared responsibility, Tan Tock Seng Hospital continues to manage water use responsibly, ensuring that this essential resource quietly supports safe, reliable care across the campus.

Solar for the *Future*

Photovoltaic Panels



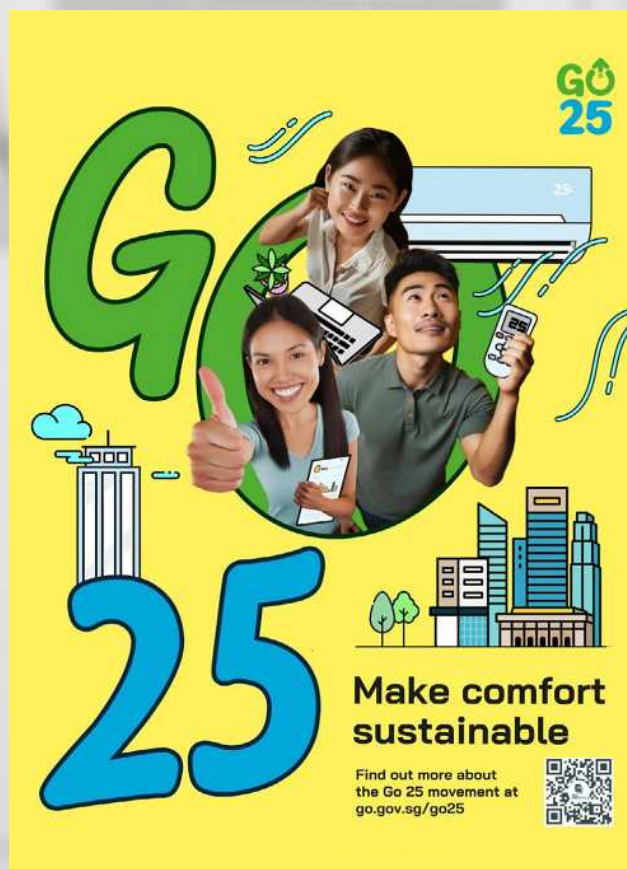
As efficiency improves across our buildings and operations, renewable energy is reshaping the source of that power. At Tan Tock Seng Hospital, the installation of photovoltaic (solar) panels marks an important step towards cleaner, more resilient energy use across the campus.

By harnessing solar energy on-site, these panels generate electricity directly from sunlight, reducing reliance on grid power and lowering carbon emissions over time. Unlike one-off efficiency gains, solar investments deliver steady, cumulative benefits – producing clean energy year after year while supporting national decarbonisation goals.

A Long-Term Investment in Sustainability



Together with high-efficiency chillers, upgraded air-handling systems and optimised cooling strategies, solar energy completes a holistic approach to building performance. It signals a shift from simply consuming energy more efficiently to actively producing cleaner energy, reinforcing Tan Tock Seng Hospital's commitment to a future-ready healthcare campus.



The Temperature Story: Go25

Sometimes, meaningful change comes not from new technologies, but from re-thinking assumptions.

In line with the government's Go25 National Movement, Tan Tock Seng Hospital adjusted its air-conditioning set points to support national energy-efficiency goals. Implementing this mandate within a large, complex acute hospital required careful calibration – balancing regulatory requirements with the need to maintain comfort.

This transition was approached deliberately. Facilities and clinical teams worked closely to fine-tune temperature settings across different care environments, monitor comfort levels, and address operational hotspots where adjustments were required. Clear communication helped staff understand the rationale behind the change, ensuring smoother adoption across administrative offices, clinics and shared spaces.

While the movement set the direction, it was thoughtful execution that delivered results. By aligning national policy with on-the-ground realities, Go25 became part of a broader energy-efficiency strategy. It reinforced how disciplined operational decisions, when implemented well, can contribute meaningfully to a lower-energy hospital.



CHAPTER 5

Leadership that Makes It Possible

From Commitment to Coordination

Strong sustainability outcomes do not happen by chance. They require leadership, clear ownership, and structures that turn intent into coordinated action. At Tan Tock Seng Hospital, governance has been a critical enabler – providing direction, accountability and continuity as sustainability efforts expanded across the organisation.

To guide this journey, Tan Tock Seng Hospital established a structure that brings together strategic leadership, operational expertise, and ground-up initiatives. This structure ensures that sustainability is not driven by isolated efforts but is aligned across clinical, operational, and corporate domains, supported by clear reporting and shared accountability.

As part of this enabling ecosystem, the **Health for Generations Fund** was set up to support meaningful projects and empower our people to work alongside communities, partners, and stakeholders. Through these collaborations, we aim to promote health equity and strengthen the sustainability and resilience of the healthcare system so that it can continue to care for patients today and in the years ahead.

Enabling Action, *Measuring Maturity*



*Not pictured: Ms Lynette Ong, Ms Lillian Ho, Ms Lim Hong Yee
Rep by: Mr Low Chee Wee, Ms Grace Soon*

ESG Council

At the apex of this structure is the Environmental, Social and Governance (ESG) Council, established in May 2023. Appointed by the Chief Executive Officer and chaired by the Chief Sustainability Officer, the Council provides strategic oversight of the hospital's sustainability direction, priorities, and performance.

The Council brings together senior leaders across environmental, social, governance and culture domains, ensuring sustainability considerations are integrated into organisational decision-making. It oversees the development of hospital-wide strategies, reviews progress against agreed indicators and provides guidance to workgroups driving implementation on the ground.

Through regular reporting to senior management, the ESG Council anchors sustainability firmly within Tan Tock Seng Hospital's leadership agenda – signalling that it is a core organisational responsibility rather than a peripheral initiative.

Workgroups that Turn Strategy into Practice

At Tan Tock Seng Hospital, the system is designed not only to set direction, but to enable action through focused, collaborative platforms. Supporting the ESG Council are two key workgroups – the Waste Workgroup and the Multi-Disciplinary Workgroup for Healthcare Sustainability – each addressing sustainability from a distinct but complementary perspective.

The Waste Workgroup, established in August 2024, focuses on the systemic management of healthcare waste. Bringing together expertise from Hospitality & Environmental Services, Nursing, Clinical, Pharmacy, and Operations, this workgroup analyses waste streams, implements reduction and recycling strategies, and monitors progress over time. Its work translates sustainability policy into consistent, measurable improvements across the hospital's day-to-day operations.

Alongside this sits the Multi-Disciplinary Workgroup for Healthcare Sustainability, established in May 2024 to address sustainability within care delivery itself. Bringing together doctors, nurses, pharmacists, allied health professionals and operations representatives, these forums create space for cross-learning and shared problem-solving. Grounded in frontline experience, they support the spread of sustainable clinical practices without compromising patient safety or quality of care.

Together, these workgroups ensure that sustainability efforts are informed by both operational realities and evidence-based practices – enabling ideas to be tested, refined and scaled through collaboration rather than isolation.



*Not pictured: Sr Nancy Ang, Mr Jeremy Soh
Rep by: Sr Rozana Bte Arshad, Ms Lim Jie Ying*



Not pictured: Dr Aaron Ng, Mr Chan Chee Chuen, Dr Eugene Fan, Sr Goh Bong Chee, Br Lai Kok Kiong, Dr Lum Wai Leng, Adj Asst Prof Remesh S/O Kunnarsegaran, Ms Zenne Tng



Measuring Maturity with the Sustainability Accelerator Tool (SAT)

Effective progress assessment requires objectivity. To strengthen our organisational maturity, Tan Tock Seng Hospital adopted the Sustainability Assessment Tool (SAT) developed by the Geneva Sustainability Centre to monitor our progress. The SAT enables healthcare institutions to evaluate their sustainability performance across **three domains**:



Environmental Impact



Health, Equity and Wellbeing



Leadership and Governance

Between 2023 and 2024, the hospital recorded improvements across all three domains, with the greatest gains observed in Leadership and Governance. This reflects the impact of clearer structures, defined ownership and regular performance review – reinforcing the role of governance as a catalyst for sustainable transformation.

Together, the ESG Council and its supporting workgroups ensure that sustainability at Tan Tock Seng Hospital is not dependent on individual champions alone. Instead, it is embedded within systems that promote accountability, learning and continuity – allowing leadership intent to translate into measurable, organisation-wide impact.

This governance-led approach was recognised internationally in 2025, when Tan Tock Seng Hospital received an Honourable Mention at the International Hospital Federation (IHF) Awards for the Geneva Sustainability Centre’s Excellence Award for Hospital Sustainability Acceleration. The recognition acknowledged the hospital’s use of the Sustainability Accelerator Tool (SAT) to assess organisational maturity, strengthen governance, and guide coordinated sustainability efforts across the hospital. Rather than recognising a single initiative, the award affirmed how structured measurement, accountability, and leadership oversight support sustained progress in areas such as energy, water, and waste management.

SAT Results (2023 vs 2024 data)

Domain	2024	2023	Difference
Environmental Impact Assesses how the hospital measures, manages and reduces its environmental footprint, including energy and water use, waste, emissions, procurement practices and infrastructure resilience.	55.92%	52.00%	+ 3.92%
Health, Equity and Well-Being Assesses how environmental and social factors affect health outcomes, equity and well-being, and how the hospital identifies and addresses health vulnerabilities in the populations it serves.	65.75%	62.50%	+ 3.25%
Leadership and Governance Assesses how leadership structures, governance processes and organisational systems enable sustainability priorities to be directed, measured and sustained over time.	51.50%	40.75%	+ 10.75%
Overall Score/ Maturity	57.72% Intermediate	51.75% Intermediate	+5.97%

CHAPTER 6

Navigating the *Future*

Staying Ready in a Changing Healthcare Landscape

A Future Shaped by Responsibility

Healthcare today stands at the intersection of growing demand, workforce pressures, and an increasingly uncertain climate. As our population ages and expectations of care evolve, hospitals must deliver more – often with fewer resources – while managing their environmental and social responsibilities. In this context, sustainability is no longer a separate agenda; it is fundamental to healthcare resilience.

For Tan Tock Seng Hospital, navigating the future means recognising that environmental impact, social well-being and good governance are deeply interconnected. Infrastructure investments shape long-term energy use, clinical decisions influence emissions and waste, and the way people are supported determines whether change can be sustained. Each of these dimensions must be addressed together to ensure that care remains safe, accessible and high-quality for generations to come.

The journey so far has shown that progress does not come from single solutions, but from continual adaptation – learning what works, strengthening what lasts, and adjusting our course when circumstances change. Looking ahead, Tan Tock Seng Hospital remains committed to approaching sustainability as an evolving practice, shaped by evidence, collaboration, and shared responsibility.

Moving Forward with *Confidence*

Navigating the future **requires both ambition and humility.**

Driving sustainability in a complex healthcare environment is not without challenges. As a large acute hospital, Tan Tock Seng Hospital must balance sustainability ambitions with the immediate demands of patient care, operational priorities and regulatory requirements. Differing depths of sustainability across the organisation, the need to prioritise limited resources, and the time required to test and scale new approaches can slow progress. In addition, sustainability outcomes often take time to materialise, requiring sustained commitment even when results are not immediately visible.

Against this backdrop, while long-term aspirations guide direction, day-to-day decisions must remain grounded in operational realities. At Tan Tock Seng Hospital, sustainability efforts continue to balance innovation with practicality – ensuring that patient safety, care quality and workforce well-being remain central to every step forward.

To stay adaptive, the hospital will continue to draw on data, benchmarking, and reflection to make informed decisions.

Tools such as international assessments and internal performance indicators provide valuable insights, helping leadership understand where progress is being made and where further attention is needed. Equally important is maintaining space for ground-up ideas, allowing staff perspectives to inform and enrich sustainable practices.




As expectations around healthcare sustainability continue to evolve both globally and nationally, Tan Tock Seng Hospital is entering the next phase of its journey with strong foundations in place. Clear governance structures, an engaged workforce, and a culture of learning ensure that the hospital is not only responding to today's challenges but also building the capacity to meet those of tomorrow.

Navigating the future, then, is not about reaching a final destination. It is about remaining attentive, resilient and purposeful – committed to caring for people, stewarding resources responsibly, and doing what matters most, even as the world around us continues to change.



OUR IMPACT AT A GLANCE

Indicators³

Domain	Indicator/Period	Result
Waste 	Waste Disposal Index / kg/person/day (2022 – 2025)	TTSH: 43.2% reduction NCID: 81.7% reduction
Energy 	Energy Utilisation Index / kWh/m ² /year (2022 – 2025)	TTSH: 13.7% reduction NCID: 5.3% increase ⁴
Water 	Water Efficiency Index / L/person/day (2022 – 2025)	TTSH: 9.3% reduction NCID: 34.6% reduction

Accolades

- 2024: BCA Green Mark Super Low Energy Award
- 2025: Honourable Mention at the International Hospital Federation (IHF) Awards for the Geneva Sustainability Centre's Excellence Award for Hospital Sustainability Acceleration

³ Resource use varies across facilities due to operational needs.

⁴ The National Centre for Infectious Diseases (NCID), co-located with Tan Tock Seng Hospital, is a purpose-built high-containment facility. Its enhanced ventilation, infection prevention and surge capacity requirements contribute to high energy demand compared with standard acute care facilities.



CLOSING CHAPTER

Our *Promise*

Beyond Today: A Commitment to Future Generations

Sustainability in healthcare is not defined by a single achievement or milestone. It is a long-term responsibility, one that extends beyond today's patients to the generations who will inherit both our healthcare system and our planet.

Over the past chapters, this report has shared how Tan Tock Seng Hospital is embedding sustainability into care delivery, infrastructure, culture and governance. These efforts reflect a belief that doing what is right for patients today must go hand in hand with stewarding resources responsibly for tomorrow.

Yet, sustainability is not a destination. It is an ongoing journey that must evolve alongside changing clinical needs, workforce realities, and environmental challenges. As expectations continue to rise – from patients, partners, and society – the hospital remains committed to learning, adapting, and strengthening its approach over time.

To guide this next phase of progress, the hospital has developed a Healthcare Sustainability Roadmap, which sets out the hospital's longer-term direction, focus areas, and priorities. While this report reflects progress made to date, the Roadmap outlines how Tan Tock Seng Hospital will continue to build on these foundations in the years ahead. Readers are invited to refer to the Roadmap to understand the strategic pathway that will shape our sustainability journey going forward.

Above all, our promise is a simple one:
to continue caring – for our patients, our people, our community, and our environment – with integrity, responsibility and foresight.

By making thoughtful choices today, we commit to safeguarding health and well-being for future generations.

This report reflects the collective efforts of colleagues across Tan Tock Seng Hospital who believe in caring for people, communities, and the environment.

We thank the ESG Council, supporting workgroups, staff champions and partners who have contributed ideas, energy, and commitment to this journey.

