

Buddhist Compassion Relief  
Tzu-Chi Foundation (Singapore)

Annual Report FY2024



*Deepening Connections,  
Inspiring Change*



# CONTENTS

## CORPORATE INFORMATION ..... 2

### ABOUT US

Our Founder .....	4
The Founding of Tzu Chi .....	6
Vision, Mission & Values .....	7
President & CEO Message .....	8
Our Leadership .....	24
Our Service Team .....	30

### THE YEAR IN NUMBERS

Financial Highlights .....	32
Our Local Reach .....	34
Statistics of Services .....	36

## HIGHLIGHTS OF THE YEAR

Encouraging Seniors in Singapore to Age Well .....	44
First-of-its-kind Food Farmacy in Singapore That Advocates "Food As Medicine" Concept .....	50
Uplifting Communities Through Free Dental Care .....	54
10 Years of Nurturing Young Minds .....	56
Kidz Hideout: Moulding Children with Complex Social and Emotional Needs Through Play .....	60
Our Decades-long Support Towards Blood Transfusion and Bone Marrow Recipients .....	64
Taking Care of Our People .....	68

## FUNDRAISING

Fundraising Highlights .....	72
Giving Back .....	78

## CORPORATE GOVERNANCE

Board of Directors .....	80
Committees .....	88
Policies .....	94
Governance Evaluation Checklist .....	97

## FINANCIAL STATEMENTS

Summary .....	108
Staff Remuneration Overview .....	112

## CORPORATE INFORMATION

The Buddhist Compassion Relief Tzu-Chi Foundation (Singapore) is a society registered under the Societies Act 1966 on 20 September 1993. Besides being a charity registered under the Charities Act 1994 and accorded the Institution of a Public Character (IPC) status, which is valid until 30 November 2027, we are also a full member of the National Council of Social Service (NCSS).

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### OFFICIAL WEBSITE

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### GOVERNING INSTRUMENT

Constitution

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### SECTOR ADMINISTRATOR

Ministry of Social and Family Development (MSF)

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### LEGAL COUNSEL & INVESTMENT ADVISER

None

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### BANKERS

- Bank of Singapore Limited
- Maybank Singapore Limited
- United Overseas Bank Limited
- Oversea-Chinese Banking Corporation Limited

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### AUDITOR

RSM SG Assurance LLP (Public Accountants and Chartered Accountants Singapore)

# About *Us*



## ABOUT US

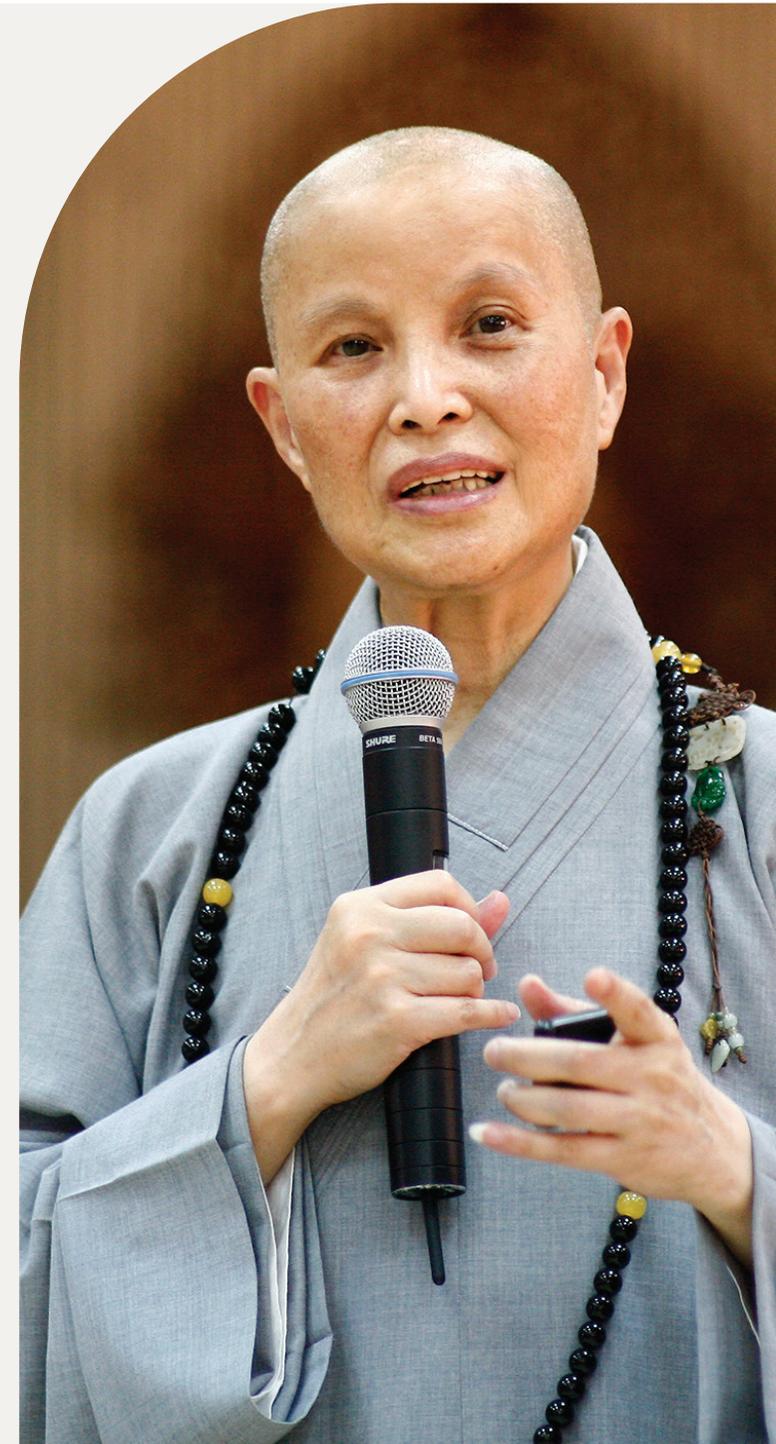
# OUR FOUNDER: DHARMA MASTER SHIH CHENG YEN

Dharma Master Shih Cheng Yen was born in 1937 in a small town in central Taiwan, and she was adopted by her uncle and aunt when she was a toddler. At the age of seven, she experienced the air raids that the Second World War brought upon the then Japanese-occupied Taiwan, and the cruelties of war were deeply engraved on her young mind. Throughout her growing years, she had many questions about life and its purpose.

An event that happened when Master Cheng Yen was 21 years old changed the course of her life forever. One day, her father suddenly took ill and passed away the next day. The shock and trauma of her beloved father's death marked a turning point in her life. She began to search for the truths behind life and death, and often visited a Buddhist temple in her hometown to study Buddhist sutras to seek the answers to her questions.

Inspired and moved by the insights of Buddhism, Master Cheng Yen came to the realization that she can only find true happiness in life when she expands her love for her family to all sentient beings. She felt strongly that instead of merely caring for her one and small family, she should work for the good of all people.

Master Cheng Yen left her relatively comfortable home to begin a journey of greater purpose — to pursue a monastic life when she was 24. In 1962, she arrived in Hualien, an impoverished town on the east coast of Taiwan, and took residence in Pu Ming Temple, living a spartan life as she devoted herself to the study of Buddhism. Demonstrating her resolve to become a Buddhist monastic, she self-initiated the ritual of head shaving in autumn that year.



In February 1963, Master Cheng Yen travelled to Taipei to attend an initiation ceremony for those entering Buddhist monastic life, only to be told that she could not be ordained as she did not have a refuge master. Then, by chance, she met Venerable Master Shih Yin Shun, an acclaimed scholar and intellectual of Buddhism, and took refuge under him. The Venerable gave her the Dharma name, Cheng Yen, and said to her: "Now that you have embarked on Buddhist monasticism, you must always remember to work for the good of Buddhism and all living beings."

"Always work for the good of Buddhism and all living beings" is the aspiration set by Master Cheng Yen, and she has not deviated from it for decades. Now in her 80s, she is still very concerned about what is

happening around the globe. Master Cheng Yen believes that "wherever a disaster strikes, there is a need for bodhisattvas to emerge".

Hence, her eagerness lies in guiding Tzu Chi volunteers worldwide to unite their strengths and provide assistance to others, akin to a gathering of fireflies illuminating a single location. When the sky is filled with these radiant creatures, they serve as beacons, leading people in the right direction and bringing solace to a troubled world.

Tzu Chi began its philanthropic work more than 50 years ago, with 30 housewives saving NT50 cents daily. Originating in Taiwan, Tzu Chi volunteers can now be found in 68 countries and territories around the world. Whenever a disaster strikes

in a neighbouring country, the volunteers are promptly mobilised, sourcing local materials and food to provide aid and support to those affected. With the spirit of "accumulating a small amount of money to do great deeds", our impactful charitable works have a global reach of 136 countries and territories.

Tzu Chi volunteers and initiatives continue to increase day by day. Master Cheng Yen shares that as long as there is Tzu Chi, there will be Samaritans who will perform good deeds. She emphasises the importance of having everyone work hand in hand to spread the teachings of Buddha and recruit more volunteers.

## ABOUT US

# THE FOUNDING OF TZU CHI

In 1966, Master Cheng Yen saw the possibility to carry out her calling when she decided to set up a charity (which later became the Buddhist Tzu Chi Foundation) in Hualien, to help the poor and suffering. At the time, Hualien, on the east coast of Taiwan, was underdeveloped and impoverished.

Master Cheng Yen established the rules for daily living in her monastic community at the Jing Si Abode, and one of them was to be self-reliant and self-sufficient. Instead of receiving alms from laity, the monastic nuns earned a meagre living from doing various chores, such as farm work, knitting sweaters, making baby shoes, bags and other handicraft items for sale. Even till this day, this rule is strictly adhered to at the Abode.

In spite of living a simple and austere lifestyle, Master Cheng Yen and her disciples were determined to help the impoverished and destitute. To raise funds for the charity mission, she requested her 30 lay

followers (mostly housewives) to set aside NT50 cents from their daily grocery allowances and saved it in a bamboo coin bank. One follower remarked that it would be easier to just donate NT\$15 every month. Master Cheng Yen, however, reminded that although the amount was the same, the meaning was very different. She hoped that everyone would cultivate a daily inclination to help others, rather than limiting it to just once a month. Soon, word spread from the marketplace to other areas of Hualien, prompting an increasing number of people to join the cause and make their contributions.

Gradually, committed volunteers joined the ranks of Tzu Chi commissioners, who would travel to villages to personally collect the savings in bamboo coin banks. On one occasion, a commissioner shared that the travelling cost to a donor's home exceeded the collected donation.

Master Cheng Yen, however, replied that giving people an opportunity to participate in a good cause was just as important as the donation itself.

By collecting donations personally, the commissioners were in fact nurturing the seed of love in each donor. Inspiring love and kindness is the ultimate goal of Master Cheng Yen.

Master Cheng Yen firmly believes that everyone is capable of living our lives with the same great compassion as the Buddha. Compassion, however, is not just about having sympathy for the suffering of others; it is to reach out to relieve that suffering through action. In founding Tzu Chi, Master Cheng Yen wishes to give everyone the opportunity to live out this compassion, which will bring inner peace and happiness to our lives, and help pave the way for world peace and harmony.

## Vision, Mission and Values



### Vision

Purify hearts and minds, and bring about harmony in society and a world free of disasters.



### Mission

Relieve the sufferings of those in need, and create a better world for humanity through our Four Missions of Charity, Medicine, Education, and Humanistic Culture.



### Values

Cultivate sincerity, integrity, faith, and steadfastness within, and practise loving-kindness, compassion, joy, and equanimity.

## ABOUT US

# PRESIDENT & CEO MESSAGE

As we bring 2024 to a close, we are filled with deep gratitude and reflection. This has been a year of meaningful impact, marked by new beginnings, strengthened collaborations, and heartfelt services to those in need. With humility, we celebrate the milestones reached, and with renewed commitment, we look forward to the path ahead.

Buddhist Compassion Relief Tzu-Chi Foundation (Singapore), hereinafter “Tzu-Chi Foundation (Singapore)”, exists to serve — to sow compassion in the face of hardship, to inspire kindness in an often fast-paced world, and to bring hope to where it is most needed. In these uncertain times, our mission to relieve suffering, foster well-being, and build a resilient and compassionate society has never felt more urgent.



**Tan Yong Kwang, Alex**  
President  
(1 July 2024 – current)



**Toh Kim Kiat (Ven. Shih De Ge)**  
President  
(21 March 2009 – 30 June 2024)



**Loh Swee Seh**  
Chief Executive Officer

## 2024 in Review: Services Rooted in Compassion

Throughout 2024, our teams have worked tirelessly to support individuals and families from diverse backgrounds. More than 1,000 beneficiaries and their loved ones received support through our assistance schemes and renal support programme. Our Western and Traditional Chinese Medicine (TCM) clinics, alongside a broad spectrum of healthcare services,

including palliative care, home care, rehabilitative care, and health education, have supported more than 39,000 individuals in their health journeys. By offering holistic, integrative, and person-centred care, we aim to enhance the well-being of people from all walks of life, especially for those who may face barriers in accessing timely or affordable healthcare services.

We engaged over 4,300 students and participants through our educational initiatives that nurture empathy, responsibility, and empower the community. We hope their encounters with our educational programmes and values will help shape a future anchored in humanity and moral consciousness.

Meanwhile, our efforts in environmental protection have reached new heights since the COVID-19 pandemic. In 36 neighbourhoods across Singapore, we collaborated with Residents' Committees (RCs) and volunteers to transform void decks and communal spaces into vibrant Eco Points. More than recycling points, these hubs serve as important learning spaces for eco education, fostering environmental awareness and community participation. In 2024, over 20,000 members of the public visited our Eco Points, affording us the opportunity to inspire more sustainable practices in their daily lives.

Managing a charity organisation that serves over **1,000** cases under our assistance schemes, **39,000 patients and seniors**, **1,300 students**, and the wider community through our four charitable missions

requires more than \$20 million in annual funding. In 2024, Tzu-Chi Foundation (Singapore) expended **\$2.59 million** on our Charity Mission, **\$9.79 million** on our Medicine Mission, **\$5.9 million** on our Education Mission, **\$34,000** on our Humanistic Culture Mission and **\$165,000** on our Environmental Sustainability efforts. These outlays reflect not only financial stewardship but a commitment to ensuring that every dollar serves a greater good.

Despite the increasing resources required to sustain and grow our operations, we remain committed to sound financial health. We uphold a prudent reserve policy, aiming to maintain a healthy reserve ratio of 2.5 times our annual operating expenditure. In 2024, we achieved a ratio of **2.41** times, ensuring that we can continue to serve with resilience, accountability, and foresight in the years to come.

## Building a Compassionate Workplace

Internally, we continued nurturing a culture that reflects our humanistic values. Our Staff Welfare Committee, called the "People x People Team",

initiated a range of activities to promote wellness and togetherness among our workforce, from weekly Zumba and FIGHT-DO® sessions, to mindfulness workshops and self-care tips shared across departments. The 2024 Staff Appreciation Dinner was a special highlight, an evening of heartfelt gratitude for the dedication and quiet sacrifices made every day by our staff.

Tzu-Chi Foundation (Singapore) is proud to have adopted the four Tripartite Standards and to be accredited with the Progressive Wage Mark, reaffirming our stance on fair employment, inclusivity, and continuous professional development. In April 2024, we also formally adopted "NTUC In Your Workplace", becoming one of the pioneering Social Service Agencies (SSAs) to do so. This initiative strengthens our ability to provide a supportive, communicative, and respectful work environment, aligned with our belief that organisational excellence begins with people.

## ABOUT US

### Expanding Holistic Healthcare Services

In 2024, we took significant strides in advancing our vision for holistic and preventive healthcare. Understanding that true well-being stems from more than just treatment, we sought to address the root causes of health issues by integrating medical care with nutrition, education, and early intervention.

The soft opening of our Renal Dialysis Centre in Bangkok after years of preparation was a key milestone. This centre was established to meet the rising demand for accessible dialysis services in the heartlands, particularly among vulnerable communities. With thoughtful design concepts for the facilities and the development of a patient-centric care model, the centre provides more than just dialysis treatments, offering dignity, a sense of belonging, and compassionate care that values individuals beyond their illnesses.

Alongside this, we launched two new establishments under our Preventive Health Network: Tzu Chi Food Farmacy and Tzu Chi



Community Dental Centre. Tzu Chi Food Farmacy aims to bridge gaps between nutrition and healthcare by offering medical nutrition therapy and personalised whole-food care bundles tailored to individuals with chronic conditions. This initiative redefines how food can be prescribed as part of a holistic healing journey, promoting the benefits of Whole Food Plant-based (WFPB) nutrition to the wider public.

A plant-based diet not only supports individual health but also contributes to environmental sustainability

by reducing greenhouse gas emissions, making it a meaningful step towards addressing climate change. Tzu Chi Food Farmacy also conducts cooking classes and health-related talks to educate the community on the principles of a WFPB diet. Meanwhile, Tzu Chi Community Dental Centre aims to provide affordable, preventive oral healthcare to underserved populations, addressing a long-standing gap in dental services for seniors and lower-income groups. Together, these initiatives form a tapestry of care that betters the body, mind, and environment.

## Empowering Seniors and Enriching Lives

Our Active Ageing Centres (AACs) continued to be pillars of support for over 4,800 seniors across our service areas. The Bukit Batok AAC was especially honoured this year; we are ranked in the top 10% of AACs nationwide, and are recipients of two Ministry of Health Holdings' (MOHH) Healthcare Humanity Awards. This recognition affirms the heartfelt work of our teams and volunteers, who deliver over 80 enriching programmes, from fitness and wellness to digital literacy and social engagement. These efforts reflect our belief that ageing can be vibrant and fulfilling when approached with dignity and respect.

In partnership with schools, we also extended meaningful intergenerational opportunities. Youth volunteers regularly interact with our seniors, bridging generations through shared experiences and mutual respect. These collaborations are part of a broader network that includes numerous social service agencies and grassroots organisations. Together with Singapore University of Social Sciences (SUSS), we are working towards the co-development of a social ecosystem model focused on gerontology, volunteerism, and sustainability, which is a step towards more integrated, community-anchored solutions.



## Celebrating a Decade of Humanistic Learning

In 2024, Tzu Chi Great Love Preschool commemorated its 10<sup>th</sup> anniversary, marking a significant milestone in our journey of nurturing young hearts and minds through a distinctive blend of academic excellence, character development, and environmental stewardship. Since 2014, the preschool has embraced the key philosophy of "education with love," providing a safe and inspiring environment for children to grow into compassionate and responsible individuals.

Over the past decade, close to 2,000 children have journeyed through our classrooms, experiencing an

education grounded in literacy, numeracy, empathy, mindfulness, and gratitude.

11

Our humanistic curriculum, centred on values such as respect, love, responsibility, environmental consciousness, and teamwork, offers a foundation that shapes both intellect and character of our children. Students learn to care for themselves, others, and the world around them.

Beyond academic readiness, the preschool stands out for its experiential and nature-based learning. Activities like recycling, gardening, storytelling, and service projects give children early exposure to sustainability and community values. Strong educator-parent collaboration is another key strength, creating a nurturing ecosystem for every child.



## ABOUT US

The preschool's 10-year journey reflects the dedication of our teachers, staff, and volunteers, and the enduring trust of our children's families. It has been warmly recognised by parents and alumni for its unique approach to early childhood education. As we mark this milestone, we reaffirm our commitment to nurturing the hearts and minds of future generations through quality, values-driven education that leaves a lasting impact.

### Strengthening Governance and Operational Excellence

At Tzu-Chi Foundation (Singapore), good governance is more than a compliance requirement. It is a reflection of our integrity and commitment to the people we serve. In 2024, we deepened our commitment to excellence in both governance and operations. We continued to review and strengthen our policies and procedures, aligning them closely with the latest Code of Governance for Charities and Institutions of a Public Character (IPCs). With a proactive stance, we enhanced our internal frameworks in areas such as anti-money laundering

(AML), personal data protection, conflict of interest disclosures, and ethical practice standards to ensure that we are not only compliant but exemplary.

Operationally, our focus was on improving agility, transparency, and staff empowerment. We cultivated a culture of open communication and continuous improvement through quarterly Management Meet & Learn sessions, regular OKR (Objective Key Results) reviews, and departmental check-ins. Organisational structures were realigned to meet evolving operational demands, enabling more efficient cross-departmental collaborations. To support staff development, we introduced targeted training in data protection, cybersecurity, and IT literacy.

Recognising that digital competence is essential to service excellence, we will undergo Digital Strategy Planning (DSP) Consultation in 2025 as part of our digital transformation journey. This includes the development of a digital masterplan to build a future-ready organisation.

Furthermore, we embraced frameworks such as the Organisational Health Framework for Social Services

(OHFSS) and continued to embark on our journey with the Organisational Health Diagnostic Scheme (OHDS) in 2025 to support our organisational growth. These tools have been instrumental in identifying both strengths and areas for development, guiding us to become a more resilient and future-ready organisation. Our alignment with national efforts such as the Tripartite Standards and adoption of the "NTUC In Your Workplace" initiative further underscore our commitment to being a responsible and people-centric employer.

### Our Generous Donors and Champions of Compassion

In 2024, our charitable works were made possible by the immense generosity and kindness of individuals, foundations, corporate partners, and institutional grantmakers who share our vision for a more compassionate society. Every donation, whether large or small, represents a gesture of hope, solidarity, and belief in the transformative power of care.



## Aligning Strategic Directions with Forward SG

Our organisation is proud to strengthen the alignment of our strategic directions with the national Forward SG movement through four key focus areas:



### Forward SG:

### Enabling Seniors to Age Well

**Our focus:** Advancing the provision of *Comprehensive Senior Care & Active Ageing*

We will continue expanding services that support holistic and dignified ageing. We aim to integrate Western medicine, TCM, nutrition-based therapies, and community support into our eldercare approach. Through expanding our AACs, building stronger volunteer networks, fostering more collaborations, and creating more meaningful engagement opportunities, we strive to ensure that seniors remain empowered, active, and well supported in their golden years.

Our fundraising efforts were bolstered by meaningful digital outreach through Giving.sg and our donation portal. These platforms have not only widened our reach but also allowed us to share stories that resonate with the public and invite collective participation in giving. Under the Enhanced Fund-Raising (EFR) Programme by Tote Board, eligible donations were matched, multiplying the impact of each contribution and enabling us to serve more beneficiaries effectively.

We also wish to express our deepest appreciation to our grantmakers, whose support has been pivotal to many of our programmes and innovations. Their belief in our mission empowers us to pilot new

services, strengthen our capabilities, and scale our impact across communities. From enabling medical care and elder support services to backing our educational and digitalisation initiatives, grantmakers are indispensable partners in our mission of compassion-in-action.

To every donor, grantmaker, and supporter, we thank you not only for your generosity, but for your trust. It is through your faith in our causes that we are able to extend healing, hope, and help where it is most needed. As we look towards the future, we do so knowing we are not alone, but surrounded by a community that believes in doing good, together.

## ABOUT US



### **Forward SG: Investing in Our Shared Tomorrow**

**Our focus:** Strengthening *Sustainability & Green Advocacy*

We are deepening our environmental efforts through community education, expanding our network of Eco Points, and leading local sustainability programmes. With a focus on behavioural change, we aim to inspire individuals and households to adopt more mindful and sustainable habits.

Our Glow On Gallery, which opened in 2023, serves as a valuable platform to advance this goal and aims to engage the public in embracing sustainability as a way of life. We are also committed to greening our internal operations and aligning more closely with the Singapore Green Plan 2030, ensuring our environmental mission is embedded across all our charitable works.



### **Forward SG: Embracing Learning Beyond Grades**

**Our focus:** Cultivating *Youth Leadership & Global Engagement*

We are committed to empowering youths to become changemakers. Through initiatives such as the SYNC. Festival coming up in 2025, we will focus on youth mental well-being, volunteerism, and leadership development. By collaborating with educational institutions and creating service-learning opportunities, we hope to nurture socially conscious individuals who are equipped to address both local and global challenges with empathy and purpose, creating ripples of positive social impact.



### **Forward SG: Doing Our Part as One United People**

**Our focus:** Accelerating *Digitalisation & Impact Communication*

Our digital transformation journey includes streamlining operations, enhancing cybersecurity, adopting automation, and expanding data analytics to improve service delivery and impact tracking. At the same time, we are strengthening our impact communication and public engagement through digital platforms, enabling greater transparency and deepening connections with our supporters and stakeholders.

## Looking Ahead: Vision 2025 and Beyond

As we look towards 2025 and beyond, we do so with renewed purpose, clarity, and hope. Our vision for the future is shaped by the pillars of Forward SG, a national initiative that resonates deeply with our own aspirations.

In a rapidly changing world, we remain committed to a people-centric approach. Moving forward, we will focus on strengthening and integrating services for key groups including but not limited to children, youth, the elderly, and families. One of our key focus areas will be the continued expansion of our AACs. By broadening our presence across the island, we aim to extend our support to more seniors and promote holistic ageing within the community. These efforts are part of our broader commitment to building a caring and inclusive society where our elders remain engaged, valued, and supported.

We also look forward to the launch of our inaugural SYNC. Festival in 2025, a bold new avenue to celebrate youth empowerment, mental well-being, and sustainable living. This festival is not merely an event but a movement to inspire mindful lifestyles and deeper community engagement. Through this initiative, we hope to spark important conversations around personal wellness, environmental

responsibility, and social impact, especially among younger generations. The SYNC. Festival reflects our continued relevance in a rapidly evolving society and our desire to cultivate a more thoughtful, connected world.

Operationally, we will continue strengthening our internal systems, from supplier and tender management to asset tracking and automation. The enhancement of our data analytics capabilities will empower us to make more informed, responsive decisions. We are also committed to upskilling our workforce through continuous training, particularly in digital transformation and security, so that we remain agile and ready to meet future challenges.

Most importantly, we remain deeply aware that behind every number, every project, and every milestone is a life touched, a family supported, a community uplifted. We will continue to work closely with our network of SSAs, educational institutions, healthcare providers, grassroots partners, and like-minded supporters, strengthening the ecosystem of care that makes our work possible. Together, we will champion the values of compassion, sustainability, and shared humanity.

## A Heartfelt Thank You

For 31 years, our organisation has stood strong with the unwavering support of over 3,500 volunteers. They are the quiet force behind every milestone — powering programmes, driving fundraising, and reaching communities across Singapore. Their dedication has shaped the public visibility and credibility of our organisation. We are deeply grateful, and proud to walk this journey with our volunteers as we advance our charitable missions.

To all our staff, volunteers, donors, community partners, and supporters, thank you for being part of the Tzu Chi family. Your steadfast dedication fuels our mission and inspires us to keep striving. In every corner of Singapore, your compassion has taken root, in our dialysis centre and medical clinics, in classrooms and recycling points, in the eyes of a grateful senior and the heart of a hopeful child. It is not just what we do, it is who we are.

Let us continue walking this path together, for love, for humanity, for our shared future.

## 理事会主席 与执行长献词

随着2024年落幕，我们满怀感恩与省思。这是充满意义的一年，有新项目开展、更深的协作，以及对需要帮助者的真诚服务。我们谦恭地庆贺所达成的里程碑，也坚定迎接未来的道路。

佛教慈济慈善事业基金会（新加坡）（以下简称“慈济基金会（新加坡）”）的目标，是走入人群付出——在逆境中传递慈悲，在繁忙生活中启发善念，在最需要的地方带来希望。在这个充满不确定性的时代，我们拔苦予乐、深耕人文的使命比以往任何时候都更显重要。



陈荣光  
理事会主席  
(2024年7月1日至今)



释德格  
理事会主席  
(2009年3月21日至  
2024年6月30日)



刘瑞士  
佛教慈济慈善事业基金会  
(新加坡) 执行长

## 回顾2024： 源于慈悲的服务

2024年，我们的团队致力于为不同背景的个人与家庭提供扶助。超过1,000人透过我们的援助计划与洗肾补助项目获得支持。我们的西医与中医门诊，以及居家临终关怀、居家医护、物理治疗与卫教等多元医疗服务，总共服务超过39,000人次。我们希望提供全人、整合、以人为本的照护方式，特别关注难以及时或负担得起医疗费用的族群，以提升全民的健康福祉。

我们的教育项目触及了4,300多位学生和参与者，通过启发同理心与责任感，带动他们积极融入社区。我们期望，他们在慈济所接触的教育理念与人文价值，未来能成为怀有良知良能的社会砥柱。

此外，自新冠疫情以来，我们的环保推动也迈入新阶段。我们与居民委员会及志工合作，在全岛36个邻里设立环保教育点，将组屋楼下与公共空间转化为充满生命力的社区环保角落。这些据点不只是回收点，更是学习平台，2024年共有超过20,000位民众亲临参与，将环保落实在日常生活中。

运营这一个为超过**1,000**例援助个案、**39,000**位病患与长者、**1,300**位学生及民众服务的慈善组织，每年所需经费超过2,000万新元。2024年，慈济基金会（新加坡）用于慈善志业的开支为**259万元**，医疗志业**979万元**，教育志业**590万元**，人文志业**3.4万元**，环保推广项目**16.5万元**。这不仅体现了我们对财务管理的责任，也反映出我们努力让“每一分善款都用在刀口上”。

尽管营运和拓展服务所需资源不断增加，我们始终维持稳健的财务状况，实行审慎的储备政策，目标是维持2.5倍年度营运开销的储备金。2024年，我们达到2.41倍的储备比率，确保未来仍可持续、稳健地为社会服务。

## 建设有人文关怀的职场文化

在组织内部，我们持续营造具有人文关怀的工作环境。职工福利委员会“People x People Team”推动了一系列促进身心健康与团队连结的活动，如每周Zumba与搏击操课程、正念工作坊与跨部门的互助关怀分享。2024年同仁感恩晚会是其中亮点之一，我们由衷感谢所有在岗位上默默付出与奉献的同仁。

慈济基金会（新加坡）已采纳四项劳资政标准（Tripartite Standards），并获得“渐进式薪资标志”（Progressive Wage Mark）认证，体现我们对公平雇佣、包容性与持续专业发展的重视。2024年4月，我们也正式加入“NTUC In Your Workplace”倡议，成为首批采纳该计划的社福机构之一，进一步强化关怀、沟通与尊重并重的职场文化。我们深信，卓越的组织从“人”开始。

## ABOUT US

### 拓展全人照护的愿景

2024年，我们在推动“预防为主”的全人医疗方面迈出重要一步。我们深知，健康不仅关乎治疗，因此我们结合医疗与营养、教育及早期介入，从根源作出改善。

位于万国社区的慈济洗肾中心于2024年正式启用，历经多年筹备，终于回应了社区对平价洗肾服务的迫切需求。此中心以病患为本，兼顾实用性与温度的空间设计，不仅提供治疗，更赋予病患尊严与归属感。

同时，我们也设立了两个以预防医疗为导向的新项目——慈济善食坊与慈济社区牙科中心。前者结合医学与营养，依照个别慢性疾病提供客制化全植物性营养配套，推广“食疗即医疗”的理念，并通过烹饪课程与讲座向大众推广全植物性 (WFPB) 饮食，不仅提升个人健康，也有助于减少温室气体排放，是环境永续的重要一步。牙科中心则以可负担的方式，向低收入及年长群体提供基础与预防性口腔照护，弥补社区在这方面的长期缺口。这两项新服务共同编织了涵盖身心与环境的照护网。



## 赋能乐龄和晚年生活

我们的乐龄长青馆持续为超过4,800位年长者提供多元支持。武吉巴督分馆今年更获得全国前10%优秀表现，并荣获卫生部“仁心奖”肯定。这些成就归功于志工与同仁的真诚付出，推动超过80项身心健康、数码技能、社交活动等课程，让长者的银发岁月更有尊严、多姿多彩。

在跨世代交流方面，我们也与学校合作，鼓励青年志工与长者互动，通过分享与陪伴，拉近世代距离。这些互动成为跨领域合作的一环，我们也与新跃社科大学 (SUSS) 携手，发展以老龄学、志愿服务与永续为核心的社群生态模式，为整合式社区服务奠定基础。



## 十年幼教人有成

2024年，慈济大爱幼教中心迎来十周年里程碑。十年来我们秉持“教之以理、育之以德”理念，在学术与品格兼顾的基础上，培育出近2,000位具有同理心、责任感与环保意识的孩子。

课程内容涵盖阅读、数学、感恩心、正念与生活教育，并以尊重、关爱、责任、环保与合作等价值为核心，帮助孩子从小建立良好的人格与公民意识。结合资源回收、园艺、讲故事与服务等体验式学习，我们让孩子们从小认识可持续发展与社区参与的重要性。



“师生亲”模式亦是关键强项，家长对幼教中心的信赖，促使我们持续加强教学品质。幼教中心十年坚持，离不开师资团队、教育志工与家长的共同努力。我们将秉持全人教育理念，继续培育具有良知良能的年轻世代。

## 强化治理，提升营运韧性

慈济基金会（新加坡）视良好治理为组织基石。2024年，我们全面检视并优化组织制度与营运体制，确保符合公益机构 (IPCS) 治理守则。我们积极完善反洗黑钱 (AML)、个人资料保护、利益冲突揭露与职业道德等政策，力求不只是符合法规，更要成为典范。

在营运方面，我们致力于提升灵活度、透明度与职工赋能。透过季度管理层培训、OKR成果检视、部门定期检讨等机制，推动持续精进的组织文化。为应对数码时代挑战，我们将在2025年启动数码策略咨询 (DSP)，制定数码蓝图，迈向前瞻性的机构发展。

我们也采纳了社会服务组织健康框架 (OHFSS) 与组织健康诊断模式 (OHDS)，为2025年的成长与转型奠定基础。这些工具帮助我们识别强项与改进之处，并结合劳资政标准与“NTUC In Your Workplace”计划，展现我们成为具社会责任的优质雇主的承诺。

## 感恩每一位慷慨的支持者



在2024年，正是因为无数善心的个人、基金会、企业伙伴及机构资助者的鼎力支持，我们得以继续拓展和深耕慈善服务。大家与我们理念一致——共建一个更有同理心与关怀的社会。每一笔捐款，无论金额大小，都是希望的象征，也是对我们力行慈悲、深耕人文的肯定。

我们透过Giving.sg与慈济线上捐款平台，积极拓展募款渠道，并借由真实动人的故事传播，唤起社会大众对弱势群体的关注与共鸣。这些数位平台不仅让我们与更大的社群连结，也带动了更多人一同加入行善行列。在新加坡博彩管理局“配对募捐计划”（EFR）的支持下，符合资格的捐款获得相应配对资助，进一步加大善款效益，使我们得以服务更多人，带来更深远的影响。

我们亦深深感恩资助机构的慷慨，成就了多个重要项目。正是在他们的支持下，我们得以开展创新服务，强化组织能力，并在不同社群中扩大影响力。从医疗照护、长者关怀，到教育以及数码转型等领域，资助者都是我们有志一同的重要伙伴。

对每一位捐款者、资助者与支持者，我们由衷致谢。不只是因为您的慷慨，更是因为您对我们的信任。正是有了您的支持，我们才能将爱与善传递至最需要的地方。展望未来，我们坚信，我们并不孤单，而是与一群同心同志的人，携手同行在这条利他的路上。

## 与“新加坡携手前进” (Forward SG) 并进的发展方向

慈济基金会（新加坡）很荣幸能以实际行动响应“新加坡携手前进”的国家愿景，并通过以下四个核心领域强化志业发展：



**新加坡携手前进：  
支持长者乐龄安**

**重点方向：**推动全方位长者照护与活跃乐龄服务

我们将持续拓展以人为本的长者服务，营造一个整合式的照护体系，使长者得以安享晚年。我们的服务模式结合了西医、中医、营养治疗与社区关怀，追求身心灵的整体照护。我们也将扩展乐龄长青馆，加强志工网络，建立更多跨机构合作关系，并提供更具意义的服务机会，期望每一位长者都能保持身心活跃，感受到社会的支持与温暖。



## 新加坡携手前进： 为共同的未来而努力

### 重点方向：强化可持续发展倡议与环保推广

我们持续推动环保与可持续发展，不仅透过社区教育提升大众的环保意识，也积极扩展环保教育点，并参与多项本地环保计划。我们着重于力行，鼓励个人与家庭采取正向、可持续的生活方式。

2023年正式启用的慈济永续生活馆，正是我们推动这一愿景的重要平台，通过互动与体验，鼓励大众将环保融入日常生活。此外，我们也致力于加强组织营运的环保转型，积极响应“2030年新加坡绿色发展蓝图”，确保我们的慈善工作融入环境永续的理念。



## 新加坡携手前进： 拥抱多元学习旅程

### 重点方向：培育青年领导力与全球视野

我们相信青年是社会未来的希望，因此致力于赋能青年成为具有同理心与责任感的社会变革者。

透过即将在2025年举办的SYNC. Festival，我们将重点推动青年心理健康、志愿服务精神以及领导力的发展。我们也将与教育机构合作，拓展服务学习 (Service-Learning) 机会，协助青年在实践中培养全球视野和服务精神，带动更广的社会影响力。



## 新加坡携手前进： 同心协力共创未来

### 重点方向：加速数码转型与提升传播影响力

我们的数码化转型涵盖优化营运流程、提升网络安全、引入自动化技术，并加强数据分析能力，以提升服务效率与成效追踪。同时，我们也正通过数位平台强化好人好事传播与公众参与，不仅提升组织透明度，也加深我们与支持者、公益关注者的连结。通过更精准且有温度的沟通方式，我们期望在数码时代中，持续传递关怀的力量。

## 展望未来： 迈向2025及未来愿景

展望2025年，我们不改初衷，并以更清晰的方向，满怀希望继续前行。深受“新加坡携手前进”倡议的启发，我们的志业理念与其高度契合。在迅速变化的环境中，慈济始终以人为本，接下来将聚焦服务群体如孩童、青少年、年长者和家庭等等，进行服务整合与强化。

我们未来的重点方向之一，是持续拓展活跃乐龄中心的覆盖范围。通过在全岛设立更多据点，我们期望服务更多年长者，让他们在熟悉的社区中，获得身心灵的照护与陪伴。这不仅是服务的延伸，更体现我们建设关怀与包容社会的承诺，让长者在社区中继续活跃、被重视且获得应有的支持。

我们也期待在2025年首次举办 SYNC Festival。这一全新活动平台，旨在庆祝青年赋能、推广心理健康与推动可持续生活方式。SYNC Festival不仅是一场活动，更是一项社会倡议，旨在启发年轻一代对自我照护、环境责任与社会影响的深层思考与积极行动。在不断变化的社会中，我们希望借此平台，共同营造一个更有温度和连结的社群。

在组织运营方面，我们将持续强化内部系统建设，包括供应商与招标管理、资产追踪与自动化流程。我们也将增强数据分析能力，以更及时和全面地作出回应与决策。此外，我们非常重视职工团队的专业发展，特别是在数码转型与网络安全领域，通过持续培训提升团队整体的适应力与专业素养，确保我们能灵活应对快速变化的环境与挑战。

然而，最重要的是，我们始终铭记，每一个数字背后都是一个真实的生命；每一项专案背后，承载的是一个家庭的盼望；每一个成果，蕴藏的是一整个社群的支持。我们将继续与社会服务机构、教育单位、医疗组织、基层团体及众多伙伴携手前行，巩固合作关系，让大爱与慈悲持续延展、持续成长。

## 衷心感谢

31年来，我们的志业稳健前行，始终离不开3,500多位志工坚定不移的支持。他们在背后默默付出，推展一座座的里程碑——推进项目、推动筹款，深入新加坡的每一个角落。他们无私奉献的精神不仅塑造了慈济在公众心中的形象，一步一步地建立了我们的公信力。我们衷心感恩，能与志工携手同行慈善路，我们与有荣焉。

在此，我们要向所有同仁、志工、捐款者、社区伙伴与支持者，表达最深的感恩。感恩您们成为慈济大家庭的一份子，正是因为有您们不懈的奉献与支持，我们才能持续前进，点燃希望、传递温暖。在新加坡的每一个角落，您们的善念与慈悲已在扎根——在洗肾中心与义诊现场，在教室与环保教育点，在长者感激的眼中，也在怀抱梦想的孩童心里。做我们所说，说我们所做——这就是慈济。

且让我们继续携手同行，在大爱中前行，为我们的社区，共创一个更美好的明天。



## OUR LEADERSHIP: BOARD OF DIRECTORS



**Tan Yong Kwang, Alex**  
President

AD: 1 July 2024  
28 June 2023 (Member)

- Associate Professor, Tzu Chi University, Taiwan
- PhD in Built Environment, National University of Singapore
- MSc in Computational Engineering, National University of Singapore
- MSc in Computation for Design and Optimization, Massachusetts Institute of Technology, USA
- Bachelor's degree in Mechanical Engineering, National University of Singapore



**Toh Kim Kiat**  
President

AD: 20 September 2008  
CD: 30 June 2024

- Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan
- Bachelor's degree in Business (Business Administration), RMIT, Australia

● Previous Member(s)

AD denotes Appointment Date

CD denotes Cessation Date



**Yan Su Yuan**  
Secretary

AD: 1 July 2016

- Volunteer Lead with more than 20 years' experience
- Bachelor's degree in Economics, Fu Jen Catholic University, Taiwan



**Mai Ah Ngo**  
Treasurer

AD: 1 July 2024

- Executive Director, Teckwah Industrial Corporation Pte. Ltd.
- Executive MBA, National University of Singapore
- Bachelor's degree in Chinese Studies, Nanyang University, Singapore



**Ng Gaik Pei**  
Member

AD: 30 August 2020

- Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan
- Head of Finance, Jing Si Pureland Co., Ltd., Taiwan



**Chee Kim Huei**  
Deputy Secretary

AD: 30 August 2020

- Financial Advisor (Self-employed)
- Bachelor's degree in Accountancy, Nanyang Technological University, Singapore



**Chen Yi Hua**  
Member

AD: 1 July 2024

- Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan
- Master's degree in Religious Studies, National Chengchi University, Taiwan
- Bachelor's degree in Early Childhood Education, Taipei Municipal Teachers College



**Lin Su Yun**  
Member

AD: 1 July 2024

- Finance Director, Buddhist Tzu Chi Charity Foundation, Taiwan
- Bachelor's degree in Accounting and Statistics, National Chung Hsing University, Taiwan

## ABOUT US



**Ng Chuan Lim**

Member

AD: 1 July 2016

- Managing Director, APICO Holdings Pte. Ltd.



**Sim Sem Peng**

Member

AD: 1 July 2016

- Chairman, Malayan Daching Co Pte Ltd



**Teo Siew Leng**

Member

AD: 1 July 2024

- Executive Director, Zero Spot Laundry Service Pte Ltd



**Siew Pei Fung**

Member

AD: 1 July 2018

- Overseas Affairs Supervisor, Buddhist Tzu Chi Charity Foundation, Taiwan
- EMBA Program, College of Continuing and Distance Education, National Taiwan University
- Bachelor's degree in Food Process Engineering, Universiti Putra Malaysia



**Lin Pi Yu**

Member

AD: 20 September 1998

CD: 30 June 2024

- Vice President, Buddhist Tzu Chi Charity Foundation, Taiwan



**Ong Wee Heng**

Member

AD: 30 June 2021

CD: 30 June 2024

- CEO, Lim Kim Hai Electric Co (S) Pte. Ltd.
- CEO, Electgo Pte. Ltd.
- MBA, Macquarie University, Australia
- Master's degree in Professional Accounting, University of Southern Queensland, Australia



**Chang Horng Lin**

Member

AD: 31 August 2020

CD: 30 June 2024

- Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan
- Bachelor's degree in Land Economics, National Chung Hsing University, Taiwan

● Previous Member(s)

AD denotes Appointment Date

CD denotes Cessation Date



## ABOUT US

# MANAGEMENT



**Low Swee Seh**  
Chief Executive Officer

AD: 1 April 2012

- Accomplished and Resilient Entrepreneur and Business Owner in Building and Construction Industry
- Previously Managing Director of One Two Holdings Pte. Ltd.
- Previously Managing Director of Siong Yu Seng Construction Pte Ltd
- Founding Committee Member of Xiyao Culture Association
- Active Volunteer Leader with Tzu-Chi Foundation (Singapore)

AD denotes Appointment Date  
CD denotes Cessation Date



**Khoo Kean Yee**  
Deputy Chief Executive Officer

AD: 1 April 2012

- Full-time Volunteer with Tzu-Chi Foundation (Singapore), overseeing Medical Mission
- Dedicated to Tzu Chi Medical Mission for over two decades
- Founder, Renkang Chinese Medicine Trading



**Lo-Hsu Shueh Yu**  
Deputy Chief Executive Officer

AD: 1 April 2012

- Full-time Volunteer with Tzu-Chi Foundation (Singapore), overseeing Charity Mission
- Dedicated to Tzu Chi Charity Mission for over two decades



**Susi Zhao**  
Deputy Chief Executive Officer

AD: 1 April 2012

- Full-time Volunteer with Tzu-Chi Foundation (Singapore), overseeing Humanistic Culture Mission
- Dedicated to Tzu Chi Humanistic Culture Mission for over two decades



### Tan Chai Hoon

Deputy Chief Executive Officer

AD: 11 October 2016

- Overseeing Education Mission of Tzu-Chi Foundation (Singapore)
- Dedicated to Tzu Chi Education Mission for over two decades
- Sales Director, Newera Auto Envirotech Pte. Ltd.



### Keng Lim @ Lim Wei Kheng

Deputy Chief Executive Officer

AD: 1 January 2024

- Full-time Volunteer with Tzu-Chi Foundation (Singapore), overseeing Administration and Human Resources
- Previously General Manager of Tzu-Chi Foundation (Singapore)
- Founder of Tour Royale Services Pte Ltd



### Boh Shuhui (Mo Shuhui)

General Manager

AD: 1 January 2024

- Previously Deputy General Manager, Tzu-Chi Foundation (Singapore)
- Previously Community Engagement & CSR Manager, SMRT
- Previously Internal Audit Manager, SMRT and MOH Holdings
- Previously auditor, Ernst & Young
- Chartered Accountant (Singapore)
- Bachelor's degree in Accountancy (Second major in Finance), Singapore Management University



### Beh Keng Hua

Deputy Chief Executive Officer

AD: 1 January 2024

- Overseeing Volunteer Development of Tzu-Chi Foundation (Singapore)
- Lead Polyethylene Technology Principal, ExxonMobil
- Master of Science in Chemical Engineering, National University of Singapore
- Bachelor's degree in Chemical Engineering, University of Malaya



### Lew Loon Keong

Deputy Chief Executive Officer

AD: 1 January 2024

- Overseeing Administration and Human Resources of Tzu-Chi Foundation (Singapore)
- Senior Director, Global Quality, Micron Technology
- Executive MBA, Nanyang Business School, Singapore
- Bachelor of Engineering, Electrical and Electronics Engineering, Nanyang Technological University, Singapore



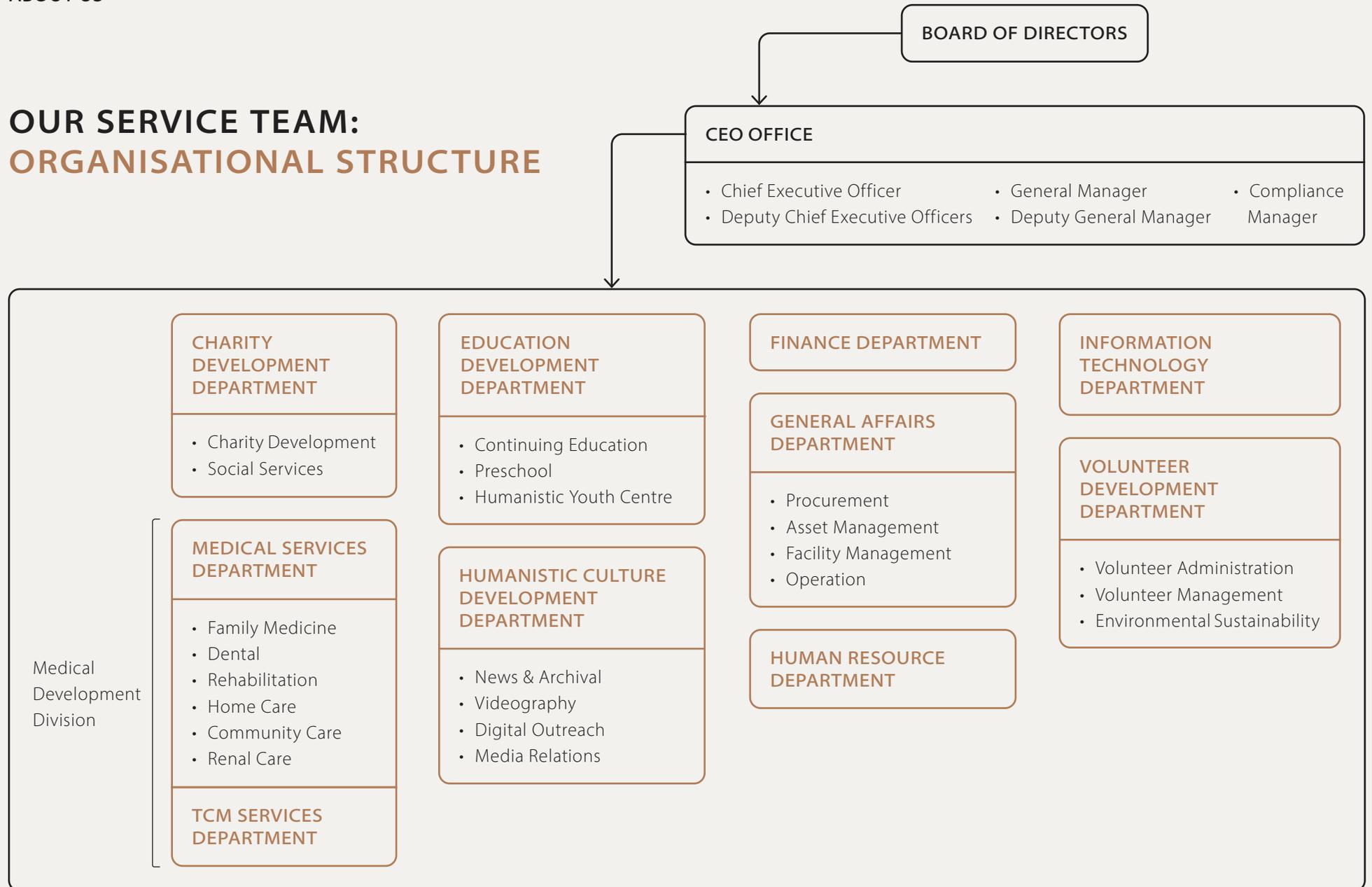
### Lim Choon Choon

Deputy General Manager

AD: 1 January 2024

- Previously Centre Manager, Tzu Chi Humanistic Youth Centre, Tzu-Chi Foundation (Singapore)
- Previously Supply Chain Advisor, Dell Global B.V., Supply Chain Nerve Centre (SCNC)
- Bachelor of Engineering (Electrical Engineering), National University of Singapore

## OUR SERVICE TEAM: ORGANISATIONAL STRUCTURE



# The Year in *Numbers*



## FINANCIAL HIGHLIGHTS



### TOTAL INCOMING RESOURCES

**\$26,259,407**

Total Resources Expended  
**\$22,959,803**  
 (87.43%)

Surplus  
**\$3,299,604**  
 (12.57%)



### SOURCES OF INCOMING RESOURCES

**\$26,259,407**

Donations  
**\$10,477,569**  
 (39.90%)

Charitable Activities  
**\$9,533,899**  
 (36.31%)

Others\*  
**\$4,752,462**  
 (18.10%)

Fundraising Activities  
**\$1,495,477 (5.69%)**



### CATEGORIES OF RESOURCES EXPENDED

**\$22,959,803**

Costs of Charitable Services  
**\$18,321,564 (79.80%)**

Administrative Costs  
**\$4,313,491**  
 (18.79%)

● Charity  
**\$2,591,022**

● Education  
**\$5,901,556**

● Cost of Generating Voluntary Income  
**\$324,748 (1.41%)**

● Medical Services  
**\$9,794,734**

● Humanistic Culture  
**\$34,252**

\*Others refer to government grants, amortisation of deferred capital grant and interest income.



## TOTAL INCOMING RESOURCES

2024

**\$26,259,407**

+\$2,400,724 (10.06%)  
↑ VS. 2023

2023

**\$23,858,683**

## SURPLUS

2024

**\$3,299,604**

-\$596,267 (15.31%\*)  
↓ VS. 2023

2023

**\$3,895,871**

\*Our annual surplus reduced by 15.31% due to increased spending in our programmes and services to better serve our missions.



## TOTAL RESOURCES EXPENDED

2024

**\$22,959,803**

+\$2,996,991 (15.01%)  
↑ VS. 2023

2023

**\$19,962,812**

## COSTS OF CHARITABLE SERVICES

2024

**\$18,321,564**

+\$2,637,961 (16.82%)  
↑ VS. 2023

2023

**\$15,683,603**

## ADMINISTRATIVE COSTS

2024

**\$4,313,491**

+\$318,475 (7.97%)  
↑ VS. 2023

2023

**\$3,995,016**

## THE YEAR IN NUMBERS

## OUR LOCAL REACH

 **36**  
Eco Points islandwide

 **25,103**  
Donors

 **3,592**  
Volunteers

 **238**  
Staff Strength

 **72,621**  
Community Outreach

 **60,200**  
Digital Outreach

### HEADQUARTERS

**H1** Jing Si Hall

### MEDICAL MISSION

**M1** Lakeside Family Medicine Clinic

**M2** Tzu Chi Day Rehabilitation Centre

**M3** Tzu Chi Seniors Engagement & Enabling Node (Nanyang)

**M4** Tzu Chi Seniors Engagement & Enabling Node (Bukit Batok)

**M5** Tzu Chi Gym Tonic (Khatib)

**M6** Buddhist Tzu Chi TCM Free Clinic (Khatib)

**M7** Tzu Chi Food Farmacy

**M8** Tzu Chi Community Dental Centre

**M9** Tzu Chi Renal Dialysis Centre

**M10** Buddhist Tzu Chi TCM Free Clinic (Redhill)

**M11** Tzu Chi Free Clinic (Singapore)\*

### EDUCATION MISSION

**E1** Tzu Chi Humanistic Youth Centre

**E2** Glow On Gallery

**E3** Tzu Chi Great Love Preschool (Yishun)

**E4** Tzu Chi Great Love Preschool (Toa Payoh)

**E5** Tzu Chi Great Love Preschool (Sengkang)

\*Closed as of 27 September 2024

JING SI HALL



## STATISTICS OF SERVICES CHARITY SCHEMES



### LIVING ASSISTANCE

**346**

Cases

**\$628,000**

Total Value of  
Aid Distributed

Providing financial support, essential daily necessities and living aids to those in need.



### EDUCATIONAL ASSISTANCE

**115**

Cases

**\$82,000**

Total Value of  
Aid Distributed

Comprising (1) fee aid for primary, secondary and tertiary students; and (2) the Seeds of Hope Programme, which supports children from beneficiary households through bursaries, merit awards, and mentoring by Tzu Chi volunteers from Collegiate Youth Group and Teachers' Group.



### MEDICAL ASSISTANCE

**541**

Cases

**\$1,580,000**

Total Value of  
Aid Distributed

Including the provision of medical consumables and subsidies for medical expenses such as medical transport, day care, HIV medication, antenatal checks; as well as Renal Support Programme, which covers interim dialysis and transport fees, along with psychosocial support under Renal Conservative (Non-Dialysis) Care.



### HOME VISITS

**30,670**

Hours

Checking in on care recipients and assessing their needs on a monthly basis to provide timely support.



### FESTIVE PACK DISTRIBUTION

**574**

Households

Giving care packages to beneficiaries during Chinese New Year, Hari Raya Puasa and Deepavali celebrations.



### CHARITY MISSION VOLUNTEER TRAINING

**6**

Sessions

**636**

Participation  
Counts

Elevating the competence of our volunteers through lectures, scenario simulations, case sharing and group discussions.



### SMALL BAMBOO COIN BANKS COLLECTED FROM BENEFICIARIES

**245**

Donations

Encouraging our care recipients to deposit their spare change in the coin banks every day, fostering a habit of gratitude and giving.

## THE YEAR IN NUMBERS

### MEDICAL SERVICES



#### LAKESIDE FAMILY MEDICINE CLINIC

**7,583**

Patients

Providing outpatient services including internal medicine, diabetic retinal photography (DRP) and diabetic foot screening.



#### TZU CHI FREE CLINIC (SINGAPORE)

**580**

Patients

Providing dental services.  
(Ceased on 27 September 2024)



#### BUDDHIST TZU CHI TCM FREE CLINICS

**23,190**

Patients

**8**

Home Visit Cases

Providing free outpatient services including internal medicine, dietetic therapy, preventive care, and health education.



#### TZU CHI DAY REHABILITATION CENTRE

**628**

Patients

Providing rehabilitation care for chronically ill and elderly population both onsite and at satellite rehabilitation service locations.

(Onsite services are scheduled to cease on 1 January 2025)



#### TZU CHI RENAL DIALYSIS CENTRE (FROM MARCH 2024)

**27**

Patients

Providing high-quality, affordable haemodialysis treatments to renal patients.



#### TZU CHI COMMUNITY DENTAL CENTRE (FROM DECEMBER 2024)

**120**

Patients

Providing outpatient dental care to low-income elderly residents, and home dental services to underserved groups who are homebound or in nursing homes.



### TZU CHI FOOD FARMACY (FROM AUGUST 2024)

**1,003**

Participants

**118**

Classes and seminars

Focusing on preventive healthcare and health education, promoting a Whole Food Plant-Based (WFPB) diet through culinary classes as well as health and nutrition seminars.



### SENIORS ENGAGEMENT & ENABLING NODES (SEENs)

**4,859**

Members

Promoting healthy and happy ageing by offering wellness programmes, befriending, and care services to senior citizens.



### GYM TONIC SERVICES

**509**

Patients

Providing a 3-month training programme, complete with exercise equipment, to improve seniors' muscle strength and body balance, thus lowering their risk of falling.



### HOME CARE SERVICES

**462**

Patients

Providing medical, nursing, therapy and palliative care services to underprivileged homebound patients.



### RENAL CONSERVATIVE CARE

**160**

Patients

Renal Conservative (Non-Dialysis) Care Programme supports frail elderly patients with chronic kidney disease, optimising care to slow disease progression, manage complications, and maintain their quality of life.

(Ceased on 31 December 2024)

## THE YEAR IN NUMBERS

# EDUCATION



### TZU CHI GREAT LOVE PRESCHOOLS

**302**  
Students

Providing holistic education that focuses on character building and inculcating life skills in children aged 6 years and below.



### TZU CHI UNIVERSITY CONTINUING EDUCATION CENTRE (SINGAPORE)

**788**  
Students

Promoting life-long learning to members of the public through art and health-oriented courses.



### PARENT-CHILD BONDING PROGRAMME

**140**  
Participants

Nurturing bonds between Primary 1 to 6 children and their parents through the teaching of Jing Si Aphorisms, communication skills, filial piety, environmental vegetarianism, and outdoor activities.



### TEENAGERS' ENRICHMENT PROGRAMME

**78**  
Participants

Guiding Secondary 1 to 3 students through experiential activities designed to focus on self-discovery and development of essential skills to grow with confidence and resilience.



### TZU CHI COLLEGIATE YOUTH GROUP

**66**  
Members

Comprising tertiary students from local universities and polytechnics who volunteer during their spare time to serve the needy.



### GREAT LOVE MOTHER FELLOWSHIP

**45**  
Members

Comprising volunteering parents who teach school children Jing Si Aphorisms and the humanistic values of Tzu Chi, as well as foster moral development through thoughtfully curated lessons.



## TZU CHI HUMANISTIC YOUTH CENTRE

### ECO AND WELLNESS PROGRAMMES

**1,898**  
Participants

Collaborating with like-minded partners to promote sustainable living, self-exploration and growth through workshops, events and activities.

### SOCIAL INTEGRATION

**1,100**  
Participants

Collaborating with Starlight Collective, a coalition of ground-ups and non-profits, to unite local and migrant communities through cultural diversity and sustainability activities, fostering cohesion and social harmony.

### AFTER-SCHOOL ENRICHMENT PROGRAMME

**25**  
Students

Kidz Hideout provides a safe and happy space where children with high emotional and social needs can enjoy equal opportunities to play-based learning.

### ASSISTANCE FOR YOUTHS

**4**  
Beneficiaries

The Good Space Scheme supports underprivileged youths aged 15 to 25, offering financial aid, befriending services and educational resources to break their cycles of poverty.



## TZU CHI TEACHERS' GROUP

**90**  
Members

Nurturing character development through experiential and practical activities, cultivating positive values and traits in students.

## THE YEAR IN NUMBERS

# ENVIRONMENTAL SUSTAINABILITY



### ECO POINTS

**20,068**

Public Count

**36**

Eco Points

Hosting community activities on the monthly Tzu Chi Environmental Sustainability Day that focus on recycling and sustainability knowledge sharing at the islandwide Eco Points.



### GLOW ON GALLERY

**7,348**

Visitors

Encouraging busy city dwellers to embark on their own sustainable lifestyle journeys.





# *Highlights of the Year*

## HIGHLIGHTS OF THE YEAR

# ENCOURAGING SENIORS IN SINGAPORE TO AGE WELL

By 2026, Singapore will become a super-aged society, where one in five locals is above the age of 65. The Foundation has long been preparing for this silver tsunami. In 2019, we accepted the call from MOH to take over and operate two Active Ageing Centres (AACs) in the western region of Singapore.

Named Seniors Engagement & Enabling Node (SEEN), the two branches serve senior residents living in the surrounding neighbourhoods of Jurong West and Bukit Batok.

They are guided by four strategic thrusts, as follows:



SEEN offers a strength-training programme that reverses physical frailty through the use of software-enabled gym equipment.



### Activate

Allowing seniors to stay connected with the community



### Empower

Enabling seniors to form self-help and cross-care groups



### Engage

Allowing seniors to curate shared experiences and foster camaraderie



### Safeguard

Helping seniors to stay healthy both physically and socio-psychologically

In line with Age Well SG, a programme which empowers seniors to age independently and actively, SEEN's wide-ranging initiatives are designed based on the ASCEND Care model.



ACTIVE



STRONG



CARE



NUTRITION



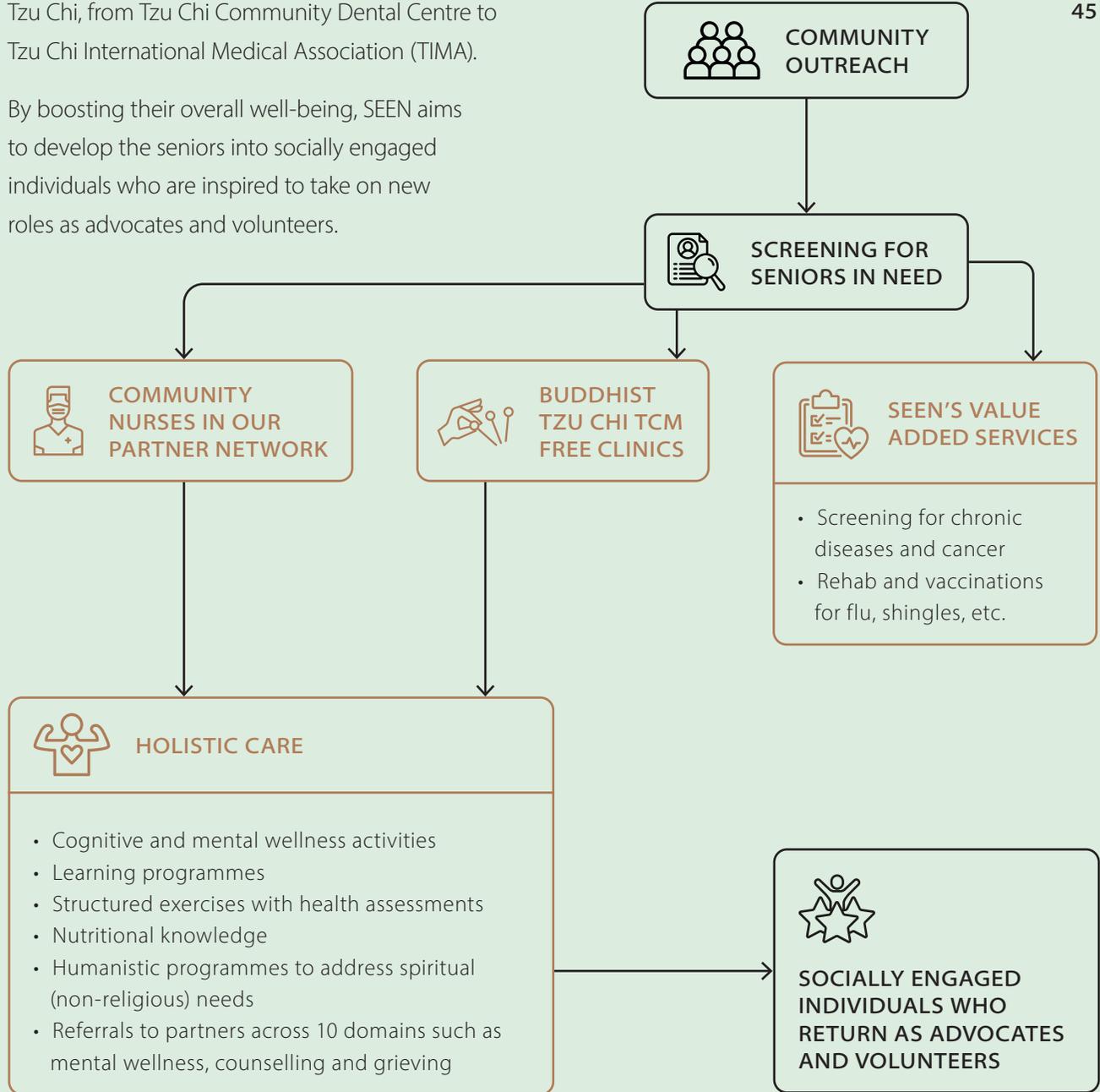
DIGNITY

The initiatives under the model aims to empower seniors to lead meaningful lives by improving their health, nutrition, mental wellness, and financial independence.

To achieve this, SEEN works with partners such as National University Hospital, NTUC Health and Fei Yue, as well as taps into the vast ecosystem of

Tzu Chi, from Tzu Chi Community Dental Centre to Tzu Chi International Medical Association (TIMA).

By boosting their overall well-being, SEEN aims to develop the seniors into socially engaged individuals who are inspired to take on new roles as advocates and volunteers.



## HIGHLIGHTS OF THE YEAR

### Winning the Healthcare Humanity Awards 2024

In April 2023, SEEN saw its responsibilities scale exponentially. The number of seniors under its care increased fivefold, from fewer than 300 to 1,500 seniors. The number of residential blocks within its purview also grew from two to 41. However, the SEEN team was undeterred, working tirelessly to overcome any challenges it encountered.

The hard work paid off: It hit not just its baseline but also the stretched targets. From being unranked in 2023, SEEN ranked ninth among AACs in Singapore in terms of senior outreach as of FY2023/2024. As familiarity breeds trust, SEEN first established its presence in the communities by partnering

### Total Number of Visits in 2024



● Bread Deliveries  
**4,800 (60%)**

● Daily Home Visits  
**1,800 (22%)**

● Vegetable Deliveries  
**1,440 (18%)**



SEEN receiving the Healthcare Humanity Award, which is given to healthcare professionals who go above and beyond in providing care.

BreadTalk, Oishi Bread, Food from the Heart as well as Zen Xin Organic Vegetables to distribute bread and vegetables to seniors respectively.

During every house call, the SEEN team checked in with the seniors to see if they required any assistance for their medical, social and financial needs. They also assessed the safety levels of their living environments, as well as encouraged

them to join the centres' activities, such as singing sessions and communal meals. Over time, through word-of-mouth recommendations, SEEN's visitor traffic and membership increased significantly.

For its remarkable achievements, SEEN won the team award at the 2024 edition of the Healthcare Humanity Award.

### SEEN's Visitors & Members in 2023 and 2024

- SEEN @ Bukit Batok
- SEEN @ Nanyang



Nidhi Gupta, a Community Care Executive at the Bukit Batok branch, also clinched the Individual Award. Learn why she re-entered the workforce after a 20-year career gap to care for seniors.



## HIGHLIGHTS OF THE YEAR

### Activities that give seniors a sense of purpose and ownership

At SEEN, things are done differently. Seniors are empowered to take charge of projects and encouraged to participate in group activities, which help to pull many of them out of loneliness. There are also sports tournaments that they can sign up to compete in — these games evoke memories of the fun and laughter that they used to enjoy when they were younger.

From submitting art pieces to the Singapore Book of Records (SBOR) to participating in the 2024 editions of the National Celebration of Seniors as well as the AgeWell Symposium & Championship, the seniors learnt what it is like to embrace active ageing in their golden years.

“ My friends and I really enjoy the Bollywood dance, which is adapted and goes at a slower pace for us seniors. Not only do we sweat a lot during the classes, but we also get to strengthen our hips and leg muscles. Also, because we need to learn and remember the different moves, we’re improving our brain functions as well. ”

NATHAN ANTIONETTE FATIMA, 73 YEARS OLD



A team of 15 seniors set a national record when they unveiled Singapore’s largest crocheted flag, which measures 1.4 metres by 2 metres.



TOTAL NUMBER OF ACTIVITIES CONDUCTED IN 2024

67,387



## A clear vision for SEEN

Not resting on its laurels, SEEN continues to expand its capabilities. It is moving away from being senior-centric to becoming a community hub, allowing more residents of different age groups and nationalities to enjoy its services. As such, besides its centre operations, it has also delved into the following:



**Helping teenagers with mental wellness issues**



**Collaborations with industry partners such as Singapore University of Social Sciences and National University Hospital**



**Learning exchanges with organisations and government agencies such as Taipei City Government**

Another national record: 20 seniors also worked in tandem to create an SG59 artwork — spanning an impressive 1.2 metres by 1.8 metres — by upcycling food packaging. Acting Community Care Manager, Medical Services, Lee Weng Foo (fourth from left, front row), orchestrated the SBOR initiatives.

## HIGHLIGHTS OF THE YEAR

# FIRST-OF-ITS-KIND FOOD FARMACY IN SINGAPORE THAT ADVOCATES "FOOD AS MEDICINE" CONCEPT

Launched by the Ministry of Health (MOH) in 2023, Healthier SG is anchored in the belief that preventive health is the key to a higher quality of life. As the saying goes, "You are what you eat".

Aligned with the vision of Healthier SG, the Foundation unveiled the Tzu Chi Food Farmacy with the support of MOH Office for Healthcare Transformation as well as grassroots organisations in Yio Chu Kang constituency.

“ It is at Tzu Chi Food Farmacy that I discovered a poor diet is the cause of many health problems. Here, I learnt how to cook without oil as well as use natural sugar from medjool dates in my cooking. Since adopting the Whole Food Plant-based (WFPB) diet, my wife and I have felt more energetic. My wife’s cholesterol level has dropped too! ”

VINCENT WU, 58, CULINARY CLASS PARTICIPANT



Decorated with soothing wood tones, Tzu Chi Food Farmacy features a communal kitchen that is equipped with electric stoves, fridges and cooking equipment.

Championing the concept of "Food as Medicine", it conducts cooking classes and health-related talks to promote wholesome nutritious eating. Here, visitors are encouraged to embrace the evidence-based WFPB diet to prevent the onset of chronic diseases and enhance their wellness.



Member of Parliament for Yio Chu Kang Single Member Constituency Mr Yip Hon Weng gloved up and made plant-based satay during the opening ceremony on 27 October 2024.



#### WHY "FARMACY"?

Traditional pharmacies dispense medicine. A portmanteau of the words "food" and "pharmacy", Farmacy is hence akin to a pharmacy, except that the "medicine" dispensed now is "food". It signifies the establishment's objective to inculcate a habitude of consuming fresh and healthy produce as a fundamental way of life.



Tzu Chi Food Farmacy engages professional and highly experienced chefs to conduct the culinary classes.



The WFPB diet goes a long way in sustaining health, environmental sustainability, and animal welfare.

## HIGHLIGHTS OF THE YEAR

### Four Main Services of Tzu Chi Food Farmacy

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#### Culinary Classes



During these hands-on classes, participants get to learn from professional chefs, who share their personal recipes for delicious plant-based meals.

#### Health and Nutrition Seminars



Replete with insights, these seminars allow participants to discover how simple changes to their diets and lifestyle choices can make a substantial impact on their health.

#### Distribution of Whole Foods (From 2025)



By partnering purveyors, Tzu Chi Food Farmacy aims to make fresh fruits and vegetables both affordable and accessible to the public.

#### Health Coaching (From 2025)



Experts will provide personalised guidance to participants, encouraging them to cultivate healthy lifestyle habits.

From 6 August to  
31 December 2024



#### CULINARY CLASSES

**76**

Sessions

**637**

Participants



#### HEALTH AND NUTRITION SEMINARS

**42**

Sessions

**1,138**

Participants

## The Majority Trust Grant: Making the Healthier Me 21-Day Challenge Free for 100 Patients

In September 2024, Tzu Chi Food Farmacy received a grant totaling \$165,500 from The Majority Trust to run the “Food as Medicine” project. Under this project, one of the primary initiatives is to offer the Foundation’s signature Healthier Me 21-Day Challenge to 100 participants who have at least one of three health problems: diabetes mellitus, high blood pressure and/or high cholesterol.

Working with plant-forward restaurants to design meals based on the WFPB diet, Tzu Chi Food Farmacy provides sponsored lunches and dinners to enrolled participants. It partners General Practitioner clinics that refer their patients as participants, and conduct pre- and post-intervention tests as well as measurements to validate participants' health improvements.

DISCOVER MORE  
ABOUT THE  
HEALTHIER ME  
21-DAY CHALLENGE



REGISTER FOR  
UPCOMING  
EVENTS



#### TZU CHI FOOD FARMACY

Facebook



Instagram



## HIGHLIGHTS OF THE YEAR

# UPLIFTING COMMUNITIES THROUGH FREE DENTAL CARE

From the Oral Health Movement 8020, which targets oral frailty among older adults, to free dental screenings for preschoolers in childcare centres, Singapore is intensifying its efforts to spread oral health awareness. For Tzu Chi, this is a cause it has been supporting since 2004.

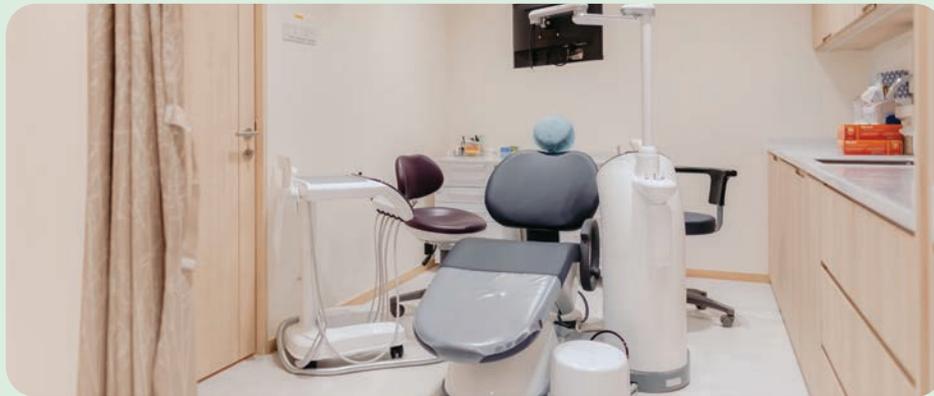
For many low-income families, the high cost of dental care dissuades them from seeking treatment for oral diseases, which can lead to serious problems such as bacterial pneumonia. To bridge the gap, the Foundation set up the Tzu Chi Free Clinic (which delivers a combination of medical and dental services) in 2004 in Chinatown, becoming the first clinic in Singapore to provide free dental treatments to the less fortunate.

It then relocated to Redhill where it stayed for 16 years. In October 2024, the dentistry wing found a new home as a standalone dental centre at

Blk 121 Ang Mo Kio Ave 3, sitting adjacent to Tzu Chi Food Farmacy.

Called the Tzu Chi Community Dental Centre (CDC), the 130-square-metre space became fully operational in December 2024. It is staffed by two dentists, one oral health therapist and one dental surgery assistant.

The CDC provides free basic outpatient dental treatments for needy seniors in the local community, and it reaches out to underprivileged seniors who face mobility issues through its home care services.



At CDC, the treatment rooms are designed to be more spacious, making it easy to accommodate wheelchair users as well as patients with special needs.



The 3D panoramic X-ray dental machine detects tooth decay, bone loss as well as infections in the roots or surrounding bone.



The launch ceremony on 27 October 2024 was officiated by Member of Parliament for Yio Chu Kang Single Member Constituency Mr Yip, and was a part of the Healthier & Sustainable Yio Chu Kang event. Scan the QR code to watch the opening ceremony.



In 2021, volunteers from TIMA worked in teams to provide basic dental services, such as scaling and polishing, to residents at Ren Ci's nursing home.

**TIMELINE**

**DENTISTRY WING OF TZU CHI FREE CLINIC (SINGAPORE)**

- 1 AUGUST 2004** ..... Established in Chinatown, Tzu Chi Free Clinic is the first in Singapore to provide free dental services to the underprivileged
- 19 DECEMBER 2004** ..... Started to provide free annual dental treatments to students of Movement for the Intellectually Disabled of Singapore (MINDS)
- DECEMBER 2007** ..... Ceased operations
- 11 NOVEMBER 2008** ..... Relocated to Redhil
- 2014** ..... Started to provide free monthly mobile dental services to residents of local nursing homes
- NOVEMBER 2018** ..... Started the CASA-MODAL programme that provided on-site and domiciliary dental services for individuals with special needs, including those at nursing and destitute homes. The programme ceased in December 2023.
- SEPTEMBER 2024** ..... Ceased operations

**TZU CHI COMMUNITY DENTAL CENTRE**

- 27 OCTOBER 2024** ..... Official launch at Ang Mo Kio
- DECEMBER 2024** ..... Started to serve dental patients

## HIGHLIGHTS OF THE YEAR

# 10 YEARS OF NURTURING YOUNG MINDS

“ The goal of education is to nurture compassion from a young age and to instil discipline, so that these become lifelong traits that benefit us throughout our lives. ”

MASTER CHENG YEN

These words of wisdom by Master Cheng Yen underscore the lasting impact early childhood educators have on children during their formative years.

In the blink of an eye, Tzu Chi Great Love Preschool has been in operation for 10 years. That is 10 years of helping young talents blossom, instilling compassion, fostering curiosity, and laying the foundation for lifelong learning with love. First established on 1 April 2014 with the Yishun branch,



On 24 August 2024, 80 families comprising over 300 students and parents came together to celebrate the 10<sup>th</sup> anniversary of Tzu Chi Great Love Preschool.

the preschool delivers a holistic curriculum that is based on humanistic culture and values. Not only does it prepare children for future academic pursuits, but it also aims to inculcate virtues in them. Teachers impart independent living skills to children, all while helping them develop an enduring

connection to nature and community. The preschools provide both infant care and childcare programmes for children aged two months to six years. These programmes are developed based on the Early Childhood Development Agency's (ECDA) and the Ministry of Education's (MOE) frameworks.



Several alumni members paid tribute to their alma mater with exhilarating drum performances. The opening piece "Return" symbolised the gathering of old and new friends. Scan the QR code to watch the celebration of Tzu Chi Great Love Preschool's 10<sup>th</sup> anniversary.



“ As parents, we feel that moral education is very important. Kids need to be instilled with positive values, such as gratitude, contentment and compassion, at a young age. We find that Tzu Chi Great Love Preschool’s values are very much in line with ours, and we are glad that our daughter is growing up in a caring and loving environment every day. ”

TOH PEI QI, MOTHER OF POW XIN LING JOVELLE  
(PLAYGROUP CLASS 2024, SENGKANG BRANCH)

## TZU CHI GREAT LOVE PRESCHOOL THROUGH THE YEARS

- 2014**
  - Setup of Yishun branch
- 2019**
  - Yishun branch received the SPARK certification
  - Infant Educarer Ke Xiu Yuan received the Outstanding Early Childhood Educarer Award from ECDA
- 2020**
  - Setup of Toa Payoh branch
- 2023**
  - Took over the Sengkang branch from the previous operator
- 2024**
  - Sengkang branch maintained the SPARK certification that the previous operator achieved
  - 2024 Enrolment and Staff Strength:

Branch	Students	Teachers
Yishun	170	26
Sengkang	46	10
Toa Payoh	86	12



## HIGHLIGHTS OF THE YEAR

### Nurturing compassionate and respectful individuals through meaningful experiences

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Apart from the MOE-prescribed curriculum, the preschools integrate the following experiences to help children build character and lifelong skills.

#### Jing Si Aphorisms:

Wisdom for Life



Derived from the teachings of Master Cheng Yen, these simple yet profound life principles help children develop positive thinking, resilience, and kindness.

#### Flower Arrangement Class:

Finding Beauty in Nature



These classes allow the children to connect with nature and appreciate the gifts, such as flowers and leaves, that Mother Nature has given us.

#### Tea Appreciation Class:

Cultivating Inner Peace and Respect



The children learn to appreciate the fragrance of the leaves as well as their unique shapes. Through the art of preparing and serving tea, the children build patience and mindfulness.

## A glimpse into the joyful times



In celebration of National Day, the children walked a red carpet in traditional costumes, embracing the richness of Singapore's diverse cultures.



Through the act of recycling, the children become young stewards of the environment.



During the annual graduation ceremony held usually in December, it is a tradition for the children to serve their parents tea as a sign of humility and filial piety.



The children also engaged in painting using different body parts, a hands-on activities designed to help them empathise with persons with disabilities.



In 2024, Abyan Irkiz, our K2 student at the Sengkang branch, became the youngest Singaporean to reach the base camp of Mount Everest.

**TZU CHI GREAT LOVE PRESCHOOL**

Facebook



## HIGHLIGHTS OF THE YEAR

# KIDZ HIDEOUT: MOULDING CHILDREN WITH COMPLEX SOCIAL AND EMOTIONAL NEEDS THROUGH PLAY

In 2022, North View Primary School (NVPS) approached the grassroots organisations in Nee Soon Link to seek support for a large number of primary four and five students with high socio-emotional needs. These children had fallen through the cracks, and were not taught essential life skills, healthy eating habits, or how to recognise and manage their emotions. In turn, Nee Soon Link reached out to the Foundation for assistance.

Given Tzu Chi Humanistic Youth Centre (HYC)'s strategic location in Yishun, and that education is one of our four Missions, we responded to the appeal, utilising our space to run an after-school programme called Kidz Hideout.

Designed from scratch, it is based on three pillars:



### Safe

A space where children are seen, heard, protected and respected



### Happy

A judgement-free zone where children can be themselves and play



### Equal

A place where children can enjoy opportunities regardless of family background, race or financial circumstances

The pilot programme ran from 19 January 2022 to 9 December 2022. At first, the HYC team engaged vendors to carry out hands-on activities such as LEGO® Robotics and music appreciation.

Enhancements took place when Clinical Child Psychologist Dr Seetha Subbiah came onboard as a consultant in mid-2022. She opined that what the children really needed was individual attention and the freedom to express themselves through their natural language of play.



During the pilot, the children received LEGO® robotics sets that helped develop their Science, Technology, Engineering and Math (STEM) skills and ignite their creativity.

Hence, the programme underwent a revamp in 2024. Youth Outreach Officer Sharifah Faizah, who helms the programme, said, "The new activities encouraged the children to come out of their shells and become more confident of who they are. They get to discover their own sense of self — who they really are, not who they think they are supposed to be." Each session, the children were given free rein to choose which activities they wanted to participate in, depending on their moods or preferences.

The activities are divided into three categories:



### Play

The children spend 90 per cent of their time in specially curated activities, which help them build trust with the adult facilitators.



### Routines

Greetings, Jing Si Aphorism sharing and feeling check-ins establish shared boundaries and provide a sense of safety.



### Learning Modules

Developed with the help of Dr Seetha, these modules address challenges pertaining to personal boundaries, diet, sleep and emotion regulation, as well as impart life skills to the children.



Sharifah sharing a hug with a participant's grateful mother during the children's graduation session.

## Kidz Hideout Activities

6-HOUR SESSION EVERY WEEK

NO. OF HOURS

GROUP WORK

5

INDIVIDUAL THERAPY

1



The children honed their cognitive as well as concentration skills while creating their own art pieces.



They also engaged in individual activities such as dot-to-dot exercises or played games such as Monopoly or Connect 4 with their peers.



“ Kidz Hideout is one of the best-run programmes I've ever been a part of. Everyone's heart is in it, and the team is really passionate about what they do. What's more, this framework, where we get to engage children in six hours of group activities and individual therapy each week, is rare. It has already received international recognition, with industry partners wanting to come and study its modality. If it can be replicated, its impact will be far-reaching. ”

DR SEETHA SUBBIAH, VOLUNTEER CLINICAL CHILD PSYCHOLOGIST, KIDZ HIDEOUT

## HIGHLIGHTS OF THE YEAR



Kidz Hideout was supported by Tzu Chi staff and volunteers from ages 18 to 80. Such representation set the stage for a corrective experience, according to Dr Seetha. Seeing different volunteers as either sibling, parent or grandparent figures, the children now had someone they could turn to, and work through personal issues they might be facing with their own family members.

“ It has been truly inspiring to witness the positive changes in the children. What’s more, the training with Dr Seetha cemented my decision to become a clinical psychologist. Her debriefs on why the children were behaving a certain way were very insightful. Because I believe in the programme so much, I’m continuing on as a co-facilitator in 2025, along with two of my peers! ”

**NUR SABRINA AZMAN, INTERN, KIDZ HIDEOUT**

“ Before Kidz Hideout, I always felt bored and would get angry easily. Now, I’m very calm and I don’t hit people anymore. I’d recommend Kidz Hideout to those with anger issues, or those who don’t have many friends. I see Aunty Seetha as my best friend, as she always helps me with my troubles. ”

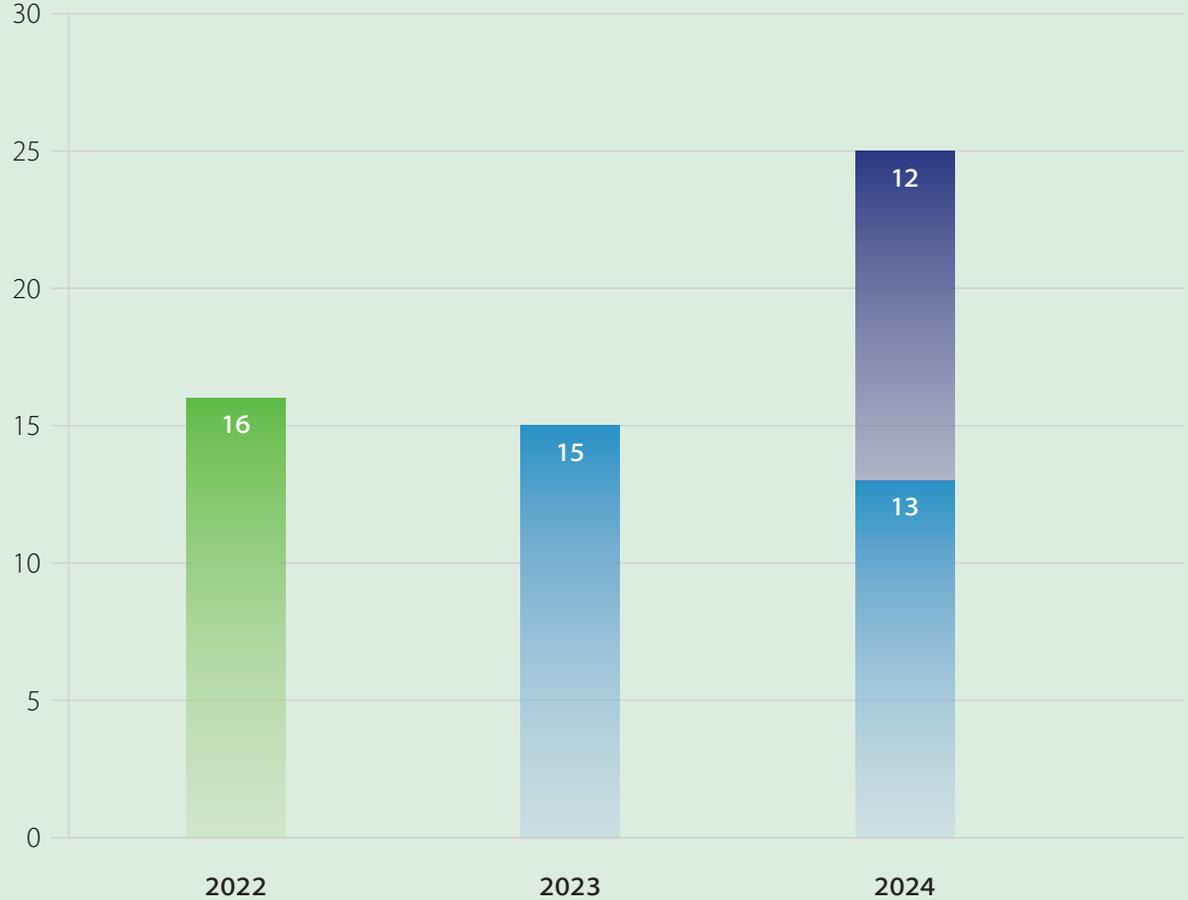
**“C”, AN NVPS STUDENT WHO PARTICIPATED IN THE SECOND RUN**



Member of Parliament for Nee Soon GRC Mr Derrick Goh Soon Hee attended the finale of the second run, which ran from 8 February 2023 to 29 November 2024.

### Number of Children Served

- Pilot Batch in 2022
- Year 1 Batch in 2023
- New Batch in 2024



	NO. OF HOURS
GROUP SESSIONS	714
THERAPY	300

 **KIDZ HIDEOUT EXPANSION**

Touched by the tremendous transformation the previous batches of participants have undergone, HYC has decided to expand Kidz Hideout to serve an even greater number of children. A total of 152 square metres of space, which includes two therapy rooms and a permanent drop-in centre, is now reserved for the programme's activities.

## HIGHLIGHTS OF THE YEAR

# OUR DECADES-LONG SUPPORT TOWARDS BLOOD TRANSFUSION AND BONE MARROW RECIPIENTS

## Helping Singapore to sustain a healthy supply of blood

According to the Health Sciences Authority (HSA), only 1.9 per cent of Singapore's residential population donated blood in 2024. The scarcity of blood donors poses a challenge, especially during the holiday season when blood supplies would dip to critically low levels.

Currently, HSA keeps a nine-day stockpile of blood supply for times of emergency. Doing our part to ensure a continuous supply, we have been supporting the nation's blood donation efforts since 2003.



One of the blood donation drives in 2024 was held at Tzu Chi Humanistic Youth Centre, inviting youths to do their part.

In June of that year, when the SARS outbreak caused a severe shortage in blood supply, we worked with the Red Cross to jointly hold a blood donation drive. Since then, blood donation drives have become a staple.

To make it convenient for members of the public to give the gift of blood, Tzu Chi organises donation drives right in the heartlands, from Bukit Panjang to Pasir Ris and Yishun.

Besides being organisers, we also count passionate blood donors among us. One of whom is Lim Kim Koon, who turned 60 in 2024. He holds the title of the second-highest blood donor in Singapore. Having made a promise to donate blood every 28 days, he keeps to a strict regime of daily exercise and clean diet to keep himself healthy. His story has been profiled by mainstream media platform CNA.



“ I intend to donate until I reach age 70 if my body allows. Each time I donate platelets and plasma, I help two patients. I hope to save as many patients as I can. ”

LIM KIM KOON

Scan the QR code to watch Kim Koon's feature on CNA's On The Red Dot — Secret Heroes:





Our unwavering efforts have been recognised — we are a consistent winner of the Blood Champion Gold Award since 2008.

## Raising awareness on bone marrow donation

Bone marrow donation is one of the Eight Footprints of Buddhist Tzu Chi Charity Foundation in Taiwan. When Master Cheng Yen learnt that bone marrow donation can save lives yet not pose any long-term risks for donors, she set up the Tzu Chi

Marrow Donor Registry in 1993, later renamed as Buddhist Tzu Chi Stem Cells Center (BTCSCC) in 2002.

Inspired to do the same for those awaiting bone marrow transplants, the Foundation has been a fervent supporter of the Bone Marrow Donor Programme (BMDP), which is Singapore's first and only register of volunteer bone marrow donors. Even as we were preparing for the official registering of our Foundation in September 1993, we already started co-organising public talks with BMDP in May 1993.

Similar to the number of blood donors, the number of bone marrow donors in Singapore is low. Singapore requires at least 350,000 donors to meet BMDP's goal of a donor for every patient. As of late 2024, the number of donors stands at just 123,866.

To help drive registration, we supported BMDP in three main ways:



**Co-organising public talks to raise awareness**



**Co-organising bone marrow registry events**



**Fundraising (from 1994 to 1998)**

From 2003 to 2007, Tzu Chi also set up awareness booths at its blood donation drives to help educate the public on bone marrow procedures. After a fruitful conversation between Tzu Chi and BMDP representatives, we resumed our cooperation with BMDP in October 2022, renewing our commitment to giving patients with blood disorders the hope of life with bone marrow matching.

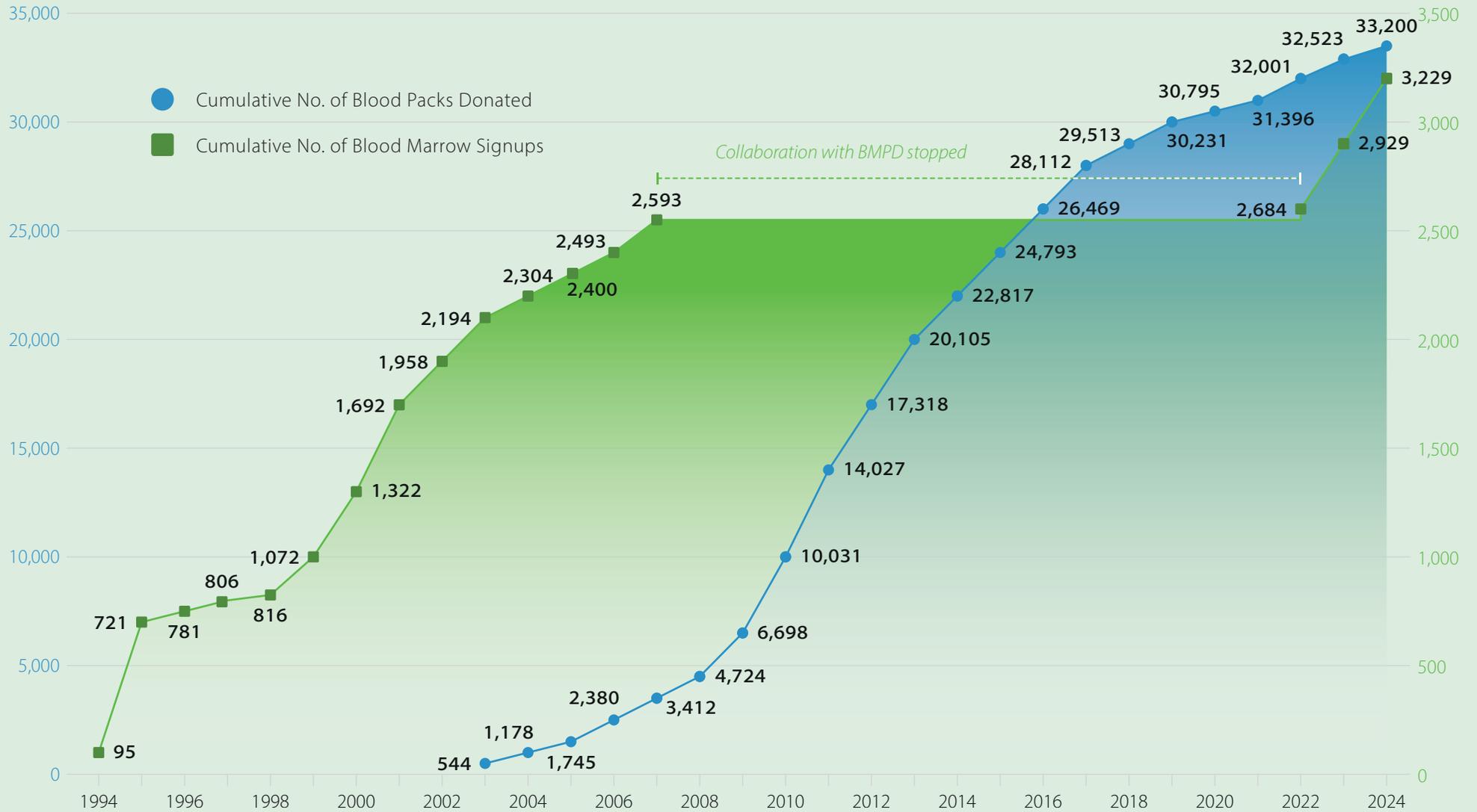


### DID YOU KNOW?

BTCSCC's first transnational bone marrow transplant operation was performed in Singapore on 26 September 1994. The recipient was a 16-year-old girl from Malacca. At the time, Malaysia did not have a national bone marrow database. Through Tzu Chi Malacca, the girl's family was able to find a bone marrow donor in Taiwan. After some careful coordination, the bone marrow arrived in Singapore, where the transplant was successfully completed.

## HIGHLIGHTS OF THE YEAR

### Over the Decades: Cumulative Number of Bone Marrow Signups & Blood Packs Donated





In 2022, we set up a volunteer taskforce to support BMDP's efforts.



On 19 December 2024, we welcomed the BMDP team to Jing Si Hall. Both Tzu Chi and the BMDP team reflected on the past year's journey as well as renewed their commitments to explore more joint collaborations in 2025.



Jing Si Hall was utilised as a venue for a donation drive, which saw many members of the public sign up and become potential donors.



In recognition of our continuous support, the BMDP team presented a token of appreciation to the Foundation.

## HIGHLIGHTS OF THE YEAR

# TAKING CARE OF OUR PEOPLE

In any organisation, people are the most important asset, as their skills and talents drive success. The Foundation is home to 238 staff, whose dedication to upholding the causes of Tzu Chi is admirable. As we continue our pursuit of remaining an employer of choice, the Foundation follows industry standards and best practices to foster a supportive work environment and attract top talent.



### Four Tripartite Standards

The Foundation adheres to these employment practices, which signify our commitment to treating our employees fairly:



### Flexible work arrangements



Our Appreciation Dinner for Staff 2024 was held at Tzu Chi Humanistic Youth Centre on 26 April 2024, uniting everyone from HQ to the respective establishments.



### Effective grievance handling



### Fair recruitment practices



### Establishing an age-friendly workplace



### Progressive Wage (PW) Mark

The PW Mark is an accreditation scheme that recognises organisations that pay progressive wages to lower-income workers. Tzu Chi received the accreditation in 2024.



MP for Pasir Ris-Punggol GRC Ms Yeo Wan Ling launched the NTUC in Your Workplace programme during the Appreciation Dinner. The programme helps organisations manage employee well-being through the 3Bs criteria: Better Workplace, Better Worker and Better Job.

Improving staff welfare has been a top priority of the Foundation. In 2024, a special People x People Team (PPT), comprising 11 Tzu Chi staff members, was formed. With a mission of “Building Well-being Together”, the team members believe that well-being is not just a concept but a shared experience.

To that end, PPT has introduced many activities, such as Zumba and kickboxing

classes at subsidised rates, as well as running sessions.

Such activities allow staff across departments to bond over common interests. Throughout the entire year, there were also many get-togethers, such as an appreciation dinner and a Christmas party, where staff could let their hair down and unwind.



## LONG-SERVING STAFF (20 YEARS)

“ What has kept me going for the past 20 years is witnessing the Great Love and compassion of Tzu Chi staff and volunteers. I hope that everyone will continue to work together, harness our strengths and make the presence of Tzu Chi felt in every corner of Singapore. ”



**POK SIEW CHIN,**  
HEAD OF GENERAL  
AFFAIRS DEPARTMENT

“ Back then, I decided to join Tzu Chi as it seemed to be a place where everyone is kind and aims to spread love and joy to the needy. I have definitely made the right choice. It is here at Tzu Chi that one can find greater meaning and worth in life. ”

**LIM SIEW HWEE,**  
SENIOR FINANCE EXECUTIVE



## HIGHLIGHTS OF THE YEAR



2024 marked the first time the Foundation handed out long-service awards to loyal employees who have been with us for five, 10, 15 and 20 years.



Working up a sweat and burning calories during the weekly FIGHT-DO® classes.



Guided by Dr Lo Yao-ming, a veteran instructor from Taiwan, over 80 Tzu Chi staff and volunteers explored how self-care can help build resilience and focus.



# Fundraising

## FUNDRAISING

# FUNDRAISING HIGHLIGHTS

## A Foundation of Compassion, A Future of Impact

The Foundation is built on the unwavering support of our dedicated volunteers and the generosity of our donors. We are inspired by the “Bamboo Bank Era” and the principle of collective giving, recalling our humble beginnings in Taiwan, where 30 housewives each saved NT50 cents daily in bamboo coin banks for charity. We believe that every contribution, regardless of value, plays a vital role in transforming lives and fostering a more compassionate society. As we reflect on our journey in 2024, we extend our deepest gratitude to everyone who has partnered with us in our mission to alleviate suffering and spread love.

2024 has been a year of meaningful achievements, marked by the successful execution of various fundraising initiatives and the deepening of our engagement with donors and the community.



We are pleased to report that we have raised a total of \$11,860,636 in donations through our outreach initiatives, fundraising campaigns and the tireless efforts of our volunteers. This growth, a 10.13% increase as compared to 2023, is a testament to the trust placed in our organisation and the effectiveness of our fundraising directives. We remain committed to upholding the highest standards of transparency and accountability, ensuring that every donation dollar is used efficiently and effectively to maximise its impact. Our fundraising efficiency ratio for 2024 stands at

2.74%, demonstrating our continued dedication to responsible stewardship of resources.

All non-restricted funds raised from online fundraising campaigns and Flag Day are channelled into our Charity Development Fund, which supports our five core pillars of Charity, Medicine, Education, Humanistic Culture, and Environmental Sustainability. These pillars form the bedrock of our work, guiding our efforts to provide holistic care and support to those we serve. The Fund also enables the essential infrastructure and capabilities that underpin our programmes, ensuring their continuity, quality, and impact.

## Fundraising Highlights of 2024

In 2024, the Foundation focused on enhancing our online fundraising capabilities to expand our reach and engage a wider audience. Digital platforms offer numerous benefits, including increased convenience for donors, reduced administrative costs, and greater transparency in fundraising activities. We are grateful for the continued support of Tote Board's Enhanced Fund-Raising Programme, which has significantly amplified the impact of our online campaigns. Here is a closer look at our fundraising initiatives and donors' appreciation engagements.

### A. Online Fundraising Campaigns

Throughout 2024, we conducted four online fundraising campaigns, each designed to raise awareness and generate support for our core missions. These campaigns leveraged a variety of digital channels, including social media, emailers, and our online donation platform, to connect with donors and share the impact of our work.

### *Healing Touch of Tzu Chi TCM*

This campaign took place from 17 February to 31 March 2024 and highlighted the work of our free TCM clinics in Redhill and Khatib. These clinics have provided over 160,000 consultations from 2020 to 2024, serving more than 101,000 patients. The campaign emphasised our commitment to providing free, quality TCM services to all, regardless of religion, race, or age, and highlighted the growing demand for TCM, particularly among the elderly, sick and underserved.



Buddhist Tzu Chi TCM Free Clinic (Redhill)

### *Empower Health, Restoring Hope*

This campaign, which took place from 28 November to 31 December 2024, aimed to raise funds for our Renal Support Programme, which provides comprehensive assistance to renal disease patients and their families. Our services include interim dialysis assistance, dialysis transport assistance, psychosocial support, renal conservative care, and the operation of our dialysis centre. The campaign highlighted the holistic approach we adopt to support renal patients.

### *Empower Compassion, Empowering Lives*

This campaign took place from 20 September to 31 October 2024, and focused on our efforts to support underserved communities in Singapore. In 2024, we mobilised our volunteers and expended over \$2.5 million to assist over 1,000 individuals and families. The campaign underscored the critical need for our services and the vital role of donations in sustaining and expanding our reach to vulnerable populations.

## FUNDRAISING

### *Season of Giving, Empower The Young*

This campaign, which took place from 11 December 2024 to 28 February 2025, focused on our commitment to nurturing young minds and empowering the next generation. We expend more than \$1 million annually in our Education Mission, which includes educational assistance, the Seeds of Hope Programme, and the Tzu Chi Humanistic Youth Centre (which offers programmes like Kidz Hideout and The Good Space Scheme). The campaign emphasised our efforts to provide opportunities for underprivileged children and youth to succeed.

We are grateful for the generous support and have raised approximately \$1.5 million through matched funding from Tote Board's Enhanced Fund-Raising Programme. The expenses incurred for these fundraising campaigns were approximately \$26,000.

### **B. Tzu Chi Flag Day**

On 28 September 2024, we held our annual Flag Day, mobilising over 700 volunteers islandwide to collect donations for our charitable works. In this digital era, where cashless transactions are becoming more commonplace, we have, since our 2023 Flag Day, enabled donors to use fund transfer services such as PayNow and PayLah.

In 2024, we partnered with full-suite payments platform 2C2P to introduce a new digital donation method that allows donors to donate by tapping their credit cards or using their digital wallets. The fundraising success was powered by the dedication of our volunteers, who embraced digital tools to offer donors a convenient and secure way to contribute via their smartphones.

This innovative approach, which complements traditional fundraising methods, reflects our commitment to engaging a new generation of donors while maximising efficiency and transparency. Even with the introduction of technology, our volunteers seized every

opportunity to greet passers-by with warm smiles and passionate cheers, as human touch is still the key to connect with the community. The funds raised through these combined efforts, totalling over \$180,000 with expenses around \$400, are crucial in supporting our charitable missions.



### **C. Donor Appreciation Engagements**

We deeply value the relationships with our donors, whose commitment has been pivotal in our three-decade-long journey of serving the local community. Their belief in our charitable causes has enabled us to expand our reach, enhance our

programmes, and serve an ever-growing number of individuals in need. To honour this invaluable support, we organised special events dedicated to expressing our appreciation and fostering a deeper connection with our donors, as highlighted below.

### ***Melodies of Gratitude*** ***Donor Appreciation Night***

We hosted our second annual Donor Appreciation Night, “Melodies of Gratitude”, on 10 August 2024 at Tzu Chi Humanistic Youth Centre. The evening was graced by a special performance by the Tzu Chi Youth Orchestra Long Island, who were in Singapore for their Singapore-Malaysia tour. The event was a full house, with donors enjoying an evening filled with warmth, kindness, and beautiful music. This event celebrated the vital connection between our donors and the impactful work we continue to do, and allowed us to express our gratitude for their invaluable support.



## FUNDRAISING

### *Tzu Chi Honorary Donor Appreciation Night*

On 16 November 2024, we also hosted a heartfelt Appreciation Night for our Honorary Donors. Our dedicated supporters came together to enjoy a delightful dinner, reflecting on our meaningful journey and unforgettable moments. The evening featured captivating performances and a certificate presentation ceremony for the Honorary Donors. The event aimed to inspire the gathering of kind thoughts, fostering of goodwill, and the spreading of love's ripple effect, bringing more warmth and hope to society.



## Concluding 2024 with Gratitude, Respect, and Great Love

2024 presented us with both challenges and opportunities in the fundraising landscape. The ongoing economic uncertainty and rising cost of living have impacted donor behaviour, making it more challenging to secure funding. However, we have also witnessed a growing awareness of social issues and a greater desire among individuals and corporations to make a positive impact.

A special note of gratitude goes to Mr Ang Chin Koon, whose extraordinary generosity and enduring support have touched countless lives. In 2024, at the “Infinite Creative: Ang Chin Koon x Lin Lu Zai Charity Photo Exhibition”, he donated all proceeds from the sale of his photography artworks to five charities. Tzu-Chi Foundation (Singapore) was honoured to receive S\$500,000 as part of this act of compassion and solidarity. His gift was more than a financial contribution — it was a profound affirmation of the work we do, and a reminder of the difference that one individual can make.

The Foundation is sincerely appreciative of the dedicated support of our donors, volunteers, and partners, who have enabled us to extend a helping hand to those in need. Inspired by the Jing Si Aphorism, “Charity is not exclusive to the rich; anyone with a willing heart can give,” we proudly share that 84% of our donations came from individual donors. This overwhelming support from the community underscores the collective commitment to our mission and the trust placed in our organisation to use these funds effectively.

## Continuing Our Journey of Compassion

As we look to the future, the Foundation remains committed to our mission of alleviating suffering, promoting compassion, and building a more harmonious society. We will continue to leverage technology to enhance our fundraising efforts, deepen our engagement with the community, and strengthen our partnerships to expand our reach and impact. We are planning to further upgrade our online donation platform, making it easier and more convenient for donors to contribute to our charitable causes.

Once again, we are immensely grateful for the unwavering support of our donors, volunteers, and partners. Their generosity and dedication are the driving force behind our achievements. Together, we will continue to create a ripple effect of kindness, transforming lives and building a brighter future for all.

## FUNDRAISING

### GIVING BACK

Let us share our blessings with the people around us and keep the support going strong by showing our love and kindness. Your donations will support **Tzu-Chi Foundation (Singapore)** to serve the needy through the following:



**Local Charity Programmes**



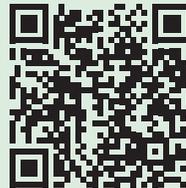
**Medical Services**



**Promotion of  
Humanistic Culture and  
Educational Programmes**



**DONATE VIA OUR  
DONATION PORTAL**



[foundation.tzuchi.org.sg/  
Donation/DonateNow](https://foundation.tzuchi.org.sg/Donation/DonateNow)

**DONATE VIA  
GIVING.SG**



[giving.sg/tzu-chi-  
foundation-singapore](https://giving.sg/tzu-chi-foundation-singapore)

**OTHER WAYS OF  
DONATING**



[tzuchi.org.sg/en/donate](https://tzuchi.org.sg/en/donate)

\* All donations made to Tzu-Chi Foundation (Singapore) are eligible for IRAS tax deduction of 2.5 times the amount donated. To obtain a tax deduction, please provide us your full name in English, identification number (NRIC/FIN/UEN), and mailing address.



# Corporate *Governance*

## BOARD OF DIRECTORS



### Responsibilities

The Board plays a critical role in guiding Buddhist Compassion Relief Tzu-Chi Foundation (Singapore) ("Tzu-Chi Foundation (Singapore)", the "organisation") towards a sustainable future, ensuring that best practices in relevant sectors are followed. The Board also strives to cultivate a strong corporate governance culture by continuously strengthening the internal control environment of Tzu-Chi Foundation (Singapore). It further ensures that sufficient resources are available, and that they are effectively and efficiently managed to advance the charitable missions and operations.

Prior to the start of each financial year, the Board reviews and approves the annual budget and periodically reviews and approves management reports. Additionally, the Board monitors expenditure against the approved budget and

approves all significant new activities and transactions.

To ensure compliance with all applicable laws, rules, and regulations, including the Code of Governance for Charities and Institutions of a Public Character, the Board updated the Board Governance Policy in the financial year 2024 and ensures that the organisation has robust processes in place.

Day-to-day management activities are delegated by the Board to the management team, led by the Chief Executive Officer (CEO). The CEO and his management team consult the Board and its committees as needed. The Board also ensures that the financial statements are in compliance with the provisions of Societies Act, Charities Act, and the Financial Reporting Standards (FRS) in Singapore.

As part of its commitment to achieving organisational excellence, Tzu-Chi Foundation (Singapore) has been enhancing its corporate

governance initiatives since the financial year 2016. Substantial resources have been allocated towards this goal with the sole objective of improving resources (including work force) management and establishing a robust internal control environment. Ongoing efforts to enhance and automate work processes are being undertaken in a sustainable manner, and these efforts will continue in the coming years.



### Board Selection and Nomination

As part of the succession planning of the organisation, the Board, the CEO and the Management have been on the lookout for suitable candidates. The Nomination Committee will, as board vacancies occur or are anticipated, review the needs of the Board for specific expertise,

resources or skills necessary to bring strength and balance to the Board. The committee also takes into consideration an individual's good character, integrity and willingness to serve without remuneration.

Candidates are first identified and proposed to the Nomination Committee. The Nomination Committee interviews suitably-qualified individuals who are willing to be nominated for the position of board member. The committee will then recommend the shortlisted candidates to the Board prior to final confirmation.



## Induction and Training

All incoming board members are given appropriate induction to ensure they are familiar with the organisational vision, missions, objectives, strategic

focus, programmes and activities, as well as governance practices.

To stay informed about the latest developments in the social service sector, board members are also encouraged to attend training courses organised for charity board members, on a periodic basis.



## Conflict of Interest

All board members serve voluntarily without remuneration. Board members must steer clear of actual and perceived conflicts of interest. If a member has personal interests in the organisation's business dealings, they must promptly disclose these interests to the Board. In such cases, the affected member should refrain from participating in discussions and decisions related to the matter. It is the duty of the Board

to assess if these conflicts jeopardise the ongoing independence of the member.



## Performance Evaluation

A comprehensive board evaluation, involving both the board member self-appraisal and an overall assessment of board performance, is conducted biennially, aligning with the board term of two years. This assessment aims to measure effectiveness and identify areas for improvement, contributing to the ongoing enhancement of the overall board performance. The Nomination Committee will incorporate the findings into the planning for any new recruitment.



### **Board Re-Nomination and Re-Appointment**

All Board members must submit themselves for re-nomination and re-appointment, at least once every two years. The current Board members are informed of their re-nomination and have the option to accept or decline the re-appointment. Upon acceptance, the list of re-nominated Board members is presented in the Annual General Meeting (AGM) for voting by members of Tzu-Chi Foundation (Singapore) on their re-appointment for the new board term.



### **Succession Planning**

The Board values leadership renewal and has implemented a board term limit of 10 years in alignment with the new Code of Governance

released in April 2023. Spearheading this initiative is the Nomination Committee, tasked with overseeing the succession planning. Periodically, the committee conducts a comprehensive review of the composition of the Board to ensure an optimal balance of independent members, as well as a diverse mix of expertise, skills, attributes, and abilities.

As part of the succession planning process, the Nomination Committee actively identifies potential candidates for board membership, evaluating their qualifications and assessing their interest and availability for board service. Potential candidates with suitable qualifications may be invited to participate as committee members for a specified duration before being considered for nomination to a board seat.

In commitment to transparency, the organisation pledges to disclose the rationale behind retaining any board member who has served on the Board for more than 10 consecutive years. Furthermore, the annual report will disclose the succession plan, reaffirming our dedication to effective governance.

## Board of Directors' Profiles

NAME	CURRENT OCCUPATION	PREVIOUS OCCUPATION	PREVIOUS OFFICES HELD AT THE ORGANISATION, PERIOD	DESIGNATION, RELATED ENTITY <sup>1</sup>
Tan Yong Kwang, Alex (President)  (Appointed to designation with effect from 1 July 2024)	Associate Professor, Tzu Chi University, Taiwan	Assistant Professor, Tzu Chi University, Taiwan (2017–2023)	Board Member, from 28 June 2023 to 30 June 2024	Director, Buddhist Tzu Chi Merit Organization (Singapore) Ltd.
Yan Su Yuan (Secretary)	Full-Time Volunteer	Head of Department of Humanistic Culture Development Department; Head of Department of Continuing Education Centre  <b>Employer:</b> Buddhist Compassion Relief Tzu-Chi Foundation (Singapore) (2010 – 2016)	Board Secretary, since 1 July 2016	Company Secretary, Fuhui Books & Cafe Pte. Ltd.
Chee Kim Huei (Deputy Secretary)  (Appointed to designation with effect from 1 July 2024)	Financial Advisor (Self-employed)	Finance Manager, Financial Controller, Vice President of Finance  <b>Employer:</b> ASTI Holdings Limited (2000 – 2018)	Board Treasurer, from 30 August 2020 to 30 June 2024	None
Mai Ah Ngo (Treasurer) (Appointed with effect from 1 July 2024)	Executive Director, Teckwah Industrial Corporation Pte. Ltd.	Executive Director, Teckwah Industrial Corporation Pte. Ltd., since 1982	None	None

## CORPORATE GOVERNANCE

NAME	CURRENT OCCUPATION	PREVIOUS OCCUPATION	PREVIOUS OFFICES HELD AT THE ORGANISATION, PERIOD	DESIGNATION, RELATED ENTITY <sup>1</sup>
Chang Horng Lin (Resigned with effect from 30 June 2024)	Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan	Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan, since 2001	Board Member, from 31 August 2010 to 30 June 2024	Director, Buddhist Tzu Chi Merit Organization (Singapore) Ltd.
Chen Yi Hua	Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan	Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan, since 2014	None	None
Lin Pi Yu (Resigned with effect from 30 June 2024)	Vice President, Buddhist Tzu Chi Charity Foundation, Taiwan	Vice President, Buddhist Tzu Chi Charity Foundation, Taiwan, since 1990	Board Member, from 20 September 1998 to 29 March 2008;  President from 30 March 2008 to 20 March 2009;  Board Member, from 21 March 2009 to 30 June 2024	Vice President, Buddhist Tzu Chi Charity Foundation, Taiwan
Lin Su Yun	Finance Director, Buddhist Tzu Chi Charity Foundation, Taiwan	Finance Director, Buddhist Tzu Chi Charity Foundation, Taiwan, since 1990	Board Member, from January 2003 to 29 August 2020	None
Ng Chuan Lim	Managing Director, APICO Holdings Pte. Ltd.	Managing Director, APICO Holdings Pte. Ltd., since 2013	Board Member, since 1 July 2016	None
Ng Gaik Pei	Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan  Head of Finance, Jing Si Pureland Co., Ltd, Taiwan	Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan, since 2016  Head of Finance, Jing Si Pureland Co., Ltd, Taiwan, since 2016	Board Member, since 30 August 2020	None

NAME	CURRENT OCCUPATION	PREVIOUS OCCUPATION	PREVIOUS OFFICES HELD AT THE ORGANISATION, PERIOD	DESIGNATION, RELATED ENTITY <sup>1</sup>
Ong Wee Heng (Resigned with effect from 30 June 2024)	CEO, Lim Kim Hai Electric Co (S) Pte. Ltd. CEO, Electgo Pte. Ltd.	CEO, Lim Kim Hai Electric Co (S) Pte. Ltd., since 2013; CEO, Electgo Pte. Ltd., since 2021	Board Member, from 26 March 2010 to 30 June 2016; Board Treasurer, from 1 July 2016 to 29 August 2020; Board Member, from 30 August 2020 to 30 June 2024	None
Sim Sem Peng	Chairman, Malayan Daching Co Pte Ltd	Chairman of Malayan Daching Co Pte Ltd, since 1990	Board Member, since 1 July 2016	None
Siew Pei Fung	Overseas Affairs Supervisor, Buddhist Tzu Chi Charity Foundation, Taiwan	Overseas Affairs Supervisor, Buddhist Tzu Chi Charity Foundation, Taiwan, since 2007	Board Member, since 1 July 2018	None
Teo Siew Leng (Appointed with effect from 1 July 2024)	Executive Director, Zero Spot Laundry Service Pte Ltd	Executive Director, Zero Spot Laundry Service Pte Ltd, since 1989	None	None
Toh Kim Kiat (Resigned with effect from 30 June 2024)	Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan	Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan, since 2008	Board Member, from 20 September 2008 to 20 March 2009; Board President, from 21 March 2009 to 30 June 2024	Director, Buddhist Tzu Chi Merit Organization (Singapore) Ltd.

1 – Related entities of Tzu-Chi Foundation (Singapore) are:

- A) Buddhist Tzu Chi Merit Organization (Singapore) Ltd.;
- B) Fuhui Books & Cafe Pte. Ltd.; and
- C) Buddhist Tzu Chi Charity Foundation, Taiwan.

## CORPORATE GOVERNANCE

The Board held a total of three (3) meetings in the financial year 2024.

<b>DATES OF BOARD MEETINGS</b>	<b>ATTENDANCE</b>
20 February 2024	91%
15 June 2024	100%
29 November 2024	91%

Members of the 13<sup>th</sup> Board were elected on 29 June 2024 during the Annual General Meeting with the term from 1 July 2024 to 30 June 2026.

### **DIRECTORS' ATTENDANCE AT BOARD MEETINGS (FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024)**

<b>NAME</b>	<b>NO. OF MEETINGS HELD</b>	<b>NO. OF MEETINGS ATTENDED</b>
Tan Yong Kwang, Alex (President) (Appointed to designation wef 1 July 2024)	3	3
Toh Kim Kiat (President) (Resigned wef 30 June 2024)	2	2
Yan Su Yuan (Secretary)	3	3
Chee Kim Huei (Deputy Secretary)	3	3
Mai Ah Ngo (Treasurer) (Appointed wef 1 July 2024)	1	1

**DIRECTORS' ATTENDANCE AT BOARD MEETINGS  
(FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024)**

<b>NAME</b>	<b>NO. OF MEETINGS HELD</b>	<b>NO. OF MEETINGS ATTENDED</b>
Chen Yi Hua (Appointed wef 1 July 2024)	1	1
Chang Horng Lin (Resigned wef 30 June 2024)	2	2
Lin Pi Yu (Resigned wef 30 June 2024)	2	2
Lin Su Yun (Appointed wef 1 July 2024)	1	1
Ng Chuan Lim	3	2
Ng Gaik Pei	3	3
Ong Wee Heng (Resigned wef 30 June 2024)	2	2
Siew Pei Fung	3	2
Sim Sem Peng	3	3
Teo Siew Leng (Appointed wef 1 July 2024)	1	1

As at 31 December 2024, we do not have any Board members who have served for over 10 consecutive years.

## CORPORATE GOVERNANCE

# COMMITTEES

The Board has established seven committees, each chaired by a Board member to assist in overseeing its functions and executing the responsibilities. All committees are elected for a two-year term. They are empowered by the Board to decide matters within their terms of reference and decisions shall be referred to the Board for approval. Committee meetings are held periodically during the financial year.

### COMMITTEES FROM 1 JANUARY 2024 TO 31 DECEMBER 2024

#### AUDIT COMMITTEE

Chairman	Chee Kim Huei (Appointed with effect from 1 July 2024)
Chairman	Ong Wee Heng (Resigned with effect from 30 June 2024)
Member	Pua Hui Ching (Resigned with effect from 30 June 2024)
Member	Sok Hang Chaw (Resigned with effect from 30 June 2024)
Member	Lin Su Yun
Member	Ng Gaik Pei

#### AUDIT COMMITTEE (CONT.)

Member	Lim Chee Wah (Appointed with effect from 1 July 2024)
Member	Ong Wee Heng (Appointed with effect from 1 July 2024)

#### FINANCE COMMITTEE (ESTABLISHED WEF 1 JULY 2024)

Chairman	Mai Ah Ngo
Member	Chee Kim Huei
Member	Lin Pi Yu
Member	Low Swee Seh
Member	Ong Wee Heng
Member	Sok Hang Chaw

#### FUNDRAISING COMMITTEE

Chairman	Teo Siew Leng (Appointed with effect from 1 July 2024)
Chairman	Ng Chuan Lim (Resigned with effect from 30 June 2024)
Member	Keng Lim @ Lim Wei Kheng

**FUNDRAISING COMMITTEE (CONT.)**

Member	Low Swee Seh
Member	Mai Ah Ngo
Member	Sim Sem Peng
Member	Sok Hang Chaw
Member	Ng Chuan Lim (Appointed with effect from 1 July 2024)

**HUMAN RESOURCE COMMITTEE**

Chairman	Yan Su Yuan
Member	Ng Chuan Lim (Resigned with effect from 30 June 2024)
Member	Ng Gaik Pei (Resigned with effect from 30 June 2024)
Member	Chang Chung Kuei-Chen
Member	Keng Lim @ Lim Wei Kheng
Member	Lew Loon Keong
Member	Low Swee Seh
Member	Tan Yong Kwang, Alex (Appointed with effect from 1 July 2024)
Member	Toh Kim Kiat (Appointed with effect from 1 July 2024)

**INVESTMENT COMMITTEE**

Chairman	Ng Chuan Lim
Member	Lin Su Yun
Member	Low Swee Seh
Member	Ong Wee Heng
Member	Sim Sem Peng
Member	Sok Hang Chaw
Member	San Chye Tin

**NOMINATION COMMITTEE**

Chairman	Lin Su Yun (Appointed with effect from 1 July 2024)
Chairman	Lin Pi Yu (Resigned with effect from 30 June 2024)
Member	Chang Horng Lin (Resigned with effect from 30 June 2024)
Member	Toh Kim Kiat (Resigned with effect from 30 June 2024)
Member	Chen Yi Hua (Appointed with effect from 1 July 2024)

## CORPORATE GOVERNANCE

### NOMINATION COMMITTEE (CONT.)

Member	Ng Gaik Pei (Appointed with effect from 1 July 2024)
Member	Siew Pei Fung (Appointed with effect from 1 July 2024)
Member	Tan Yong Kwang, Alex (Appointed with effect from 1 July 2024)

### PROGRAMMES COMMITTEE

Chairman	Sim Sem Peng
Member	Hsu Tun Ying
Member	Kerk Chu Meng
Member	Low Swee Seh
Member	Luar Siok Hong
Member	Beh Keng Hua (Appointed with effect from 1 July 2024)
Member	Chang Horng Lin (Appointed with effect from 1 July 2024)
Member	Chen Yi Hua (Appointed with effect from 1 July 2024)

The activities of each committee during the financial year are as follows:

#### 1. Audit Committee

The Audit Committee reviews the annual financial statements and internal control procedures. The review focuses on changes in accounting policies and practices, major judgemental and risk areas, significant adjustments resulting from the audit, compliance with accounting standards, and compliance with Societies Act, Charities Act and other relevant regulations.

The revised Code of Governance for Charities and Institutions of a Public Character was released on 4 April 2023. Since the financial year 2023, the committee collaborated closely with relevant staff to prepare for compliance with the new Code, effective from 1 January 2024. We endeavour to achieve full compliance by 2025.

In response to the news coverage of Singapore's largest billion-dollar money laundering case in 2023, the committee proposed recommendations to enhance our anti-money laundering measures. During the financial year 2024, the organisation updated its Anti-Money Laundering and Counter-Terrorism Financing (AML/CFT) Policy and implemented necessary measures. Furthermore, finance and compliance personnel stay informed about AML/CFT developments and exercise vigilance in handling donations.

## 2. Finance Committee

Recognising the organisation's IPC status and its continued growth as a large charity, the Nomination Committee proposed the establishment of a Finance Committee in the financial year 2023. Given the organisation's expansion plans, the Finance Committee was deemed essential to provide dedicated oversight on financial matters, advise on financial priorities, and offer strategic financial guidance to the Board.

In the financial year 2024, the Terms of Reference for the Finance Committee were drafted and approved by the Board. The Nomination Committee identified and proposed suitable candidates, and the final composition of the committee was confirmed following a Board meeting. Led by the Board Treasurer, the Finance Committee comprises five additional members, each bringing relevant financial expertise to support the organisation's financial governance.

## 3. Fundraising Committee

The Fundraising Committee develops and proposes annual fundraising plan to the Board, which includes the objectives, contents and budgets of respective activities. In view of the development of Tzu-Chi Foundation (Singapore) with new proposed establishments, the committee continues to seek actively grants and subsidies from government agencies as well as contributions from private donors and organisations.

In the financial year 2024, the committee continued to access grant funding through the Enhanced Fundraising Programme by the Singapore government and Tote Board. Through these initiatives, every donation received was matched by the grantmakers. These consistent fundraising efforts have enabled us to continue providing aid to the needy community in the long term.

During the year 2024, the Fundraising Committee marked a significant milestone by planning its inaugural walkathon, set to take place in 2025. This first-of-its-kind event aims to not only generate essential funds for the organisation's charitable initiatives but also enhance public awareness and community involvement. The event is expected to attract participants from various backgrounds, fostering a sense of unity and philanthropy. The committee is actively working on event logistics, sponsorship opportunities, and promotional strategies to ensure the success and long-term impact of this fundraising initiative.

In addition, the committee continually explores ways to enhance donor retention and appreciation, ensuring meaningful engagement with supporters. It also focuses on identifying and reaching untapped donor segments to diversify funding sources. By strengthening these efforts, the committee aims to build a more sustainable and resilient financial foundation for the organisation's long term mission.

## CORPORATE GOVERNANCE

### 4. Human Resource Committee

The Human Resource Committee reviews and refines human resource policies to align with best industry practices, ensuring the organisation remains competitive in attracting, managing, and retaining talent. Talent retention remains a key challenge in the non-profit sector. Recognising this, the committee and management place significant emphasis on enhancing talent retention strategies to remain competitive in the labour market.

In the financial year 2024, the committee collaborated closely with the human resource team to develop a comprehensive training and development plan. This initiative covered key areas such as personal data protection, cybersecurity awareness, and professional proficiency, tailored for new hires, existing staff, and department heads.

In addition, the organisation established a staff welfare committee under the Human Resource department, to promote self-care and enhance the physical, mental, and spiritual well-being of employees, reinforcing its commitment to a supportive and holistic work environment.

### 5. Investment Committee

The Investment Committee reviews investment policies and guidelines. The committee also implements investment strategies and monitors the overall investment portfolio to achieve the investment objectives.

In the financial year 2024, the committee reviewed the organisation's investment strategy and timeframe, ensuring alignment with the parameters set in the investment policies. The committee maintained diligent oversight of investments while balancing operational cash flow needs to support the organisation's financial sustainability.

### 6. Nomination Committee

The Board emphasises the importance of achieving an optimal blend of board structure, size, gender diversity, and varied expertise (skills, knowledge and experience) on a regular basis to enhance the quality of insights for effective governance and management. The Nomination Committee oversees the selection, nomination and appointment of board members, adhering to predefined terms of reference, which include board size and term limits. Review of the independence of directors is also part of the committee's responsibilities to ensure that the board members perform their duties according to our missions and objectives.

Prior to 2024, the Board comprised 11 members, four of whom exceeded the newly implemented 10-year term limit. Recognising the need to recruit qualified candidates, the Board actively sought individuals with the expertise to further the organisation's charitable mission.

With the commencement of a new two-year Board term on 1 July 2024, the four long-serving Board members retired, making way for four new members who bring valuable experience and enhance the Board's diversity. Additionally, the committee proposed new appointments to various committees, effective 1 July 2024, introducing fresh perspectives to strengthen governance and ensure the organisation's continued sustainability.

## 7. Programmes Committee

The Programmes Committee reviews activities, programmes and projects to ensure that they comply with the existing government laws and are consistent with our missions and objectives.

Since the financial year 2023, the Programmes Committee has collaborated closely with the Fundraising Committee, acknowledging the significance of comprehensive planning and budgeting for the annual programmes. This concerted effort ensures that the Fundraising Committee can develop fundraising initiatives tailored to meet the financial requirements of these programmes.

In the financial year 2024, the Programmes Committee continued to collaborate closely with management and staff to identify opportunities for engagement and partnerships with like-minded organisations. These collaborations aim to expand volunteering opportunities and enhance the organisation's outreach efforts.

Additionally, the committee remains committed to strengthening volunteer recruitment and retention strategies, ensuring a steady and engaged volunteer pool. By continuously exploring innovative approaches to volunteer engagement, the committee seeks to build a more vibrant and sustainable volunteer network to support the organisation's mission effectively.

## POLICIES

### Policy on Conflict of Interest

All members of the Board, Management, staff and volunteers (i.e. full-time volunteers involved in the administration work) are required to read the policy on Conflict of Interest and sign the declaration annually, especially upon their recruitment or appointment as an acknowledgement of having read and understood the Policy. As and when an actual or potential conflict of interest situation arises, a full disclosure has to be made to the Board or Management immediately.

### Whistleblowing Policy

The Whistleblowing Policy is published on our official website. This policy ensures that our staff, volunteers and external parties may, in confidence, raise concerns about possible improprieties in assets management, financial reporting or other matters.

Under the whistleblowing policy, all staff, volunteers and external parties may raise concerns or observations on any suspected wrongdoing through email to the Chairman of the Audit Committee. All whistleblower reports will be reviewed by the Audit Committee Chairman to ensure independent assessment, investigation and adequate resolution(s).

### Human Resource Policy

The Human Resource policy and staff handbook ensure that the human resource management and operations comply with the provisions of relevant laws and regulations in Singapore. Both the Human Resource policy and staff handbook are crafted to foster a culture of rule adherence, while concurrently promoting a trusted and staff-empowered working environment, taking into account the market practices in relevant sectors. Ongoing reviews are performed by the Management and Human Resource Department to ensure the relevancy and effectiveness of the Handbook and human resource practices.

In the financial year 2024, we introduced several key initiatives to support and recognise our nursing staff, including shift allowance, Singapore Nursing Board (SNB) practising certificate renewal fees, and postgraduate specialisation certification allowance. This reflects our commitment to professional growth and appreciation for their exceptional care and dedication.

## Procurement Policy

The Procurement Policy serves as a guiding framework that ensures integrity, fairness, and accountability in all our purchasing activities. We constantly strive to achieve effective procurement, making the best use of our resources by delivering the right outputs, obtaining value for money throughout the contract lifespan, minimising risk, safeguarding our reputation and operating within all relevant laws and regulations.

Our dedication to refining procurement practices is an ongoing endeavour centred on continuous improvement. We have established robust internal controls and documented procedures for receipts and payments, with clearly defined delegation of authority and approval limits. Furthermore, we utilise the Norming procurement management system to bolster efficiency, productivity, transparency, and agility, fostering timely decision-making through established authority delegation and approval thresholds.

To align with the organisational goals and evolving needs, we have diligently reviewed and enhanced our procurement processes. This has involved seeking feedback from stakeholders, integrating best practices, and adapting to changing regulatory landscapes to ensure transparency, efficiency, and accountability. Our commitment to continuous improvement in procurement reflects our unwavering dedication to responsible resource stewardship and advancing our mission for the betterment of our community.

In the near future, we plan to incorporate automated processes and introduce a chatbot for frequently asked questions, further improving procurement workflows and enhancing user experience. We are confident that such initiatives will amplify our ability to serve effectively, uphold our standards of excellence, and continue delivering meaningful impact.

Looking ahead, our procurement team will concentrate on streamlining processes and strengthening supplier relationship management. We also intend to explore the adoption of green procurement practices, thereby contributing to global climate action and environmental sustainability. We believe that these measures will fortify our organisation's resilience and foster long-term sustainability.

## Volunteer Management Policy

Tzu Chi volunteers, known as "volunteers with a mission" (志工), live up to the values of kindness, compassion, joy, and selflessness. Tzu Chi volunteers work selflessly to fulfil the organisation's missions by internalising the values of honesty, integrity, faith, and steadfastness.

The Volunteer Management Policy outlines the significance of volunteers' care and support at all stages of the volunteer's journey to engage our volunteers, to develop them through internal training programmes, and to promote personal and leadership growth. The volunteer's journey is supported by the Volunteer Leadership Framework, termed the "4-in-1 Cohort", which organises all volunteers into different community

## CORPORATE GOVERNANCE

leadership teams and roles, i.e. the Unity, Harmony, Caring, and Effort teams. The policy also details the code of conduct, discontinuation criteria, and the secure management of volunteers' data through the Volunteer Management System in fostering a cohesive and principled volunteer community aligned with the organisation's mission and core values.

### Reserve Policy

We have a Reserves Policy to provide clarity in the management of our reserves and assure stakeholders that we are well managed and have a strategy for building up reserves. Our reserves provide financial stability and serve to meet future increase in operating expenses as a result of expansion and development, in order to ensure long term sustainability.

The Board of directors reviews the level of reserves regularly for our continuing obligations. We have been building our organisational financial resilience and our long term goal is to achieve a reserve ratio of 2.5 times to the annual operating expenditure. In the financial year 2024, our reserves of \$45.37 million is able to fund 2.41 years of annual operating expenditure.

The organisation's reserve position for the financial year ended 31 December 2024 is as follows:

	2024 S\$'000	2023 S\$'000	CHANGE %
<b>A</b> Unrestricted Funds (General Fund)	45,371	40,773	11.28%
<b>B</b> Restricted Funds & Designated Funds	4,247	5,545	(23.41%)
<b>C</b> Endowment Fund	N.A.	N.A.	N.A.
<b>D</b> Total Funds (A + B + C)	49,618	46,318	7.12%
<b>E</b> Total Annual Operating Expenditure	18,853	17,586	7.20%
<b>F</b> Ratio of Unrestricted Funds to Annual Operating Expenditure (times) (A/E)	2.41	2.32	3.88%

## GOVERNANCE EVALUATION CHECKLIST

Annually, Tzu-Chi Foundation (Singapore) performs the governance evaluation on the extent of its compliance with the essential guidelines in the Code of Governance for Charities and IPCs. The Governance Evaluation Checklist for the period from 1 January 2024 to 31 December 2024 can also be viewed on the Charity Portal [www.charities.gov.sg](http://www.charities.gov.sg) after 30 June 2025.

### PRINCIPLE 1: THE CHARITY SERVES ITS MISSION AND ACHIEVES ITS OBJECTIVES

S/N	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION? (YES/NO/ PARTIAL COMPLIANCE)
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

## CORPORATE GOVERNANCE

### PRINCIPLE 2: THE CHARITY HAS AN EFFECTIVE BOARD AND MANAGEMENT

S/N	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION? (YES/NO/ PARTIAL COMPLIANCE)
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
7	<p>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:</p> <p>a. Audit b. Finance</p> <p>* Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.</p>	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

**PRINCIPLE 2: THE CHARITY HAS AN EFFECTIVE BOARD AND MANAGEMENT**

S/N	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION? (YES/NO/ PARTIAL COMPLIANCE)
10	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>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.</p> <p>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.</p> <p>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.</p>	2.6	Yes
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Yes
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes

## CORPORATE GOVERNANCE

### PRINCIPLE 2: THE CHARITY HAS AN EFFECTIVE BOARD AND MANAGEMENT

S/N	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION? (YES/NO/ PARTIAL COMPLIANCE)
13	<p>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.</p> <p>For all Board members:</p> <p>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.</p> <p>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).</p> <p>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.</p>	<p>2.9a</p> <p>2.9b</p> <p>2.9c</p>	Yes
14	<p>For Treasurer (or equivalent position) only:</p> <p>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.</p> <p>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.</p>	2.9d	Yes

**PRINCIPLE 3: THE CHARITY ACTS RESPONSIBLY, FAIRLY AND WITH INTEGRITY**

S/N	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION? (YES/NO/ PARTIAL COMPLIANCE)
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

## CORPORATE GOVERNANCE

### PRINCIPLE 4: THE CHARITY IS WELL-MANAGED AND PLANS FOR THE FUTURE

S/N	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION? (YES/NO/ PARTIAL COMPLIANCE)
21	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>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).</p>	4.1a	Yes
22	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:</p> <p>i. Revenue and receipting policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for the delegation of authority and limits of approval.</p>	4.1b	Yes
23	<p>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).</p>	4.2	Yes
24	<p>Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.</p>	4.3	Yes

**PRINCIPLE 4: THE CHARITY IS WELL-MANAGED AND PLANS FOR THE FUTURE**

S/N	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION? (YES/NO/ PARTIAL COMPLIANCE)
25	Set internal policies for the charity on the following areas and regularly review them: <ul style="list-style-type: none"> <li>a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT);</li> <li>b. Board strategies, functions, and responsibilities;</li> <li>c. Employment practices;</li> <li>d. Volunteer management;</li> <li>e. Finances;</li> <li>f. Information Technology (IT) including data privacy management and cyber-security;</li> <li>g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board);</li> <li>h. Service or quality standards; and</li> <li>i. Other key areas such as fund-raising and data protection.</li> </ul>	4.4	Partial Compliance. In the midst of finalising IT policies.
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

## CORPORATE GOVERNANCE

### PRINCIPLE 5: THE CHARITY IS ACCOUNTABLE AND TRANSPARENT

S/N	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION? (YES/NO/ PARTIAL COMPLIANCE)
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
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

**PRINCIPLE 5: THE CHARITY IS ACCOUNTABLE AND TRANSPARENT**

S/N	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION? (YES/NO/ PARTIAL COMPLIANCE)
33	<p>Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.</p> <p>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.</p>	5.6a	Yes
34	<p>Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.</p> <p>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.</p>	5.6b	Yes
35	<p>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.</p>	5.7	Yes

## CORPORATE GOVERNANCE

### PRINCIPLE 6: THE CHARITY COMMUNICATES ACTIVELY TO INSTIL PUBLIC CONFIDENCE

S/N	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION? (YES/NO/ PARTIAL COMPLIANCE)
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

# Financial *Statements*

## FINANCIAL STATEMENTS

# SUMMARY

## Financial Statements for the Year Ended 31 December 2024

### STATEMENT OF FINANCIAL POSITION

	2024 S\$'000	2023 S\$'000	CHANGE %
Non-Current Assets	36,199	17,853	102.76%
Current Assets	24,217	35,230	(31.26%)
<b>Total Assets</b>	<b>60,416</b>	<b>53,083</b>	
Non-Current Liabilities	3,102	2,747*	12.92%
Current Liabilities	7,696	4,018*	91.54%
<b>Total Liabilities</b>	<b>10,798</b>	<b>6,765</b>	
<b>NET ASSETS</b>	<b>49,618</b>	<b>46,318</b>	7.12%

\*Deferred capital grants of \$1,239,000 has been reclassified from current to non-current liabilities.

### STATEMENT OF CHANGES IN ACCUMULATED FUNDS

	2024 S\$'000	2023 S\$'000
Balance as at 1 January	46,318	42,422
Surplus	3,300	3,896
<b>Balance as at 31 December</b>	<b>49,618</b>	<b>46,318</b>

### STATEMENT OF CASH FLOWS

	2024 S\$'000	2023 S\$'000	CHANGE %
Net cash effect of operating activities	7,850	6,136	27.93%
Net cash effect of investing activities	(16,816)	(1,767)	851.67%
Net cash effect of financing activities	(1,257)	(1,278)	(1.64%)
<b>Net change in cash and cash equivalents</b>	<b>(10,223)</b>	<b>3,091</b>	
Cash and cash equivalents as at 1 January	32,081	28,990	
<b>Cash and cash equivalents as at 31 December</b>	<b>21,858</b>	<b>32,081</b>	

## STATEMENT OF FINANCIAL ACTIVITIES

	TOTAL UNRESTRICTED FUND (2024) S\$'000	TOTAL RESTRICTED FUND (2024) S\$'000	TOTAL FUND (2024) S\$'000	TOTAL UNRESTRICTED FUND (2023) S\$'000	TOTAL RESTRICTED FUND (2023) S\$'000	TOTAL FUND (2023) S\$'000	CHANGE %
<b>INCOMING RESOURCES</b>							
Voluntary Income	10,478	-	10,478	9,026*	-	9,026*	16.09%
Charitable Activities Income	9,534	-	9,534	8,247	-	8,247	15.61%
Funds Generating Activities	1,496	-	1,496	1,843*	-	1,843*	(18.83%)
Interest Income	1,156	-	1,156	1,173	-	1,173	(1.45%)
Sundry Income	520	-	520	355	-	355	46.48%
Government Grants	266	2,435	2,701	791	2,050	2,841	(4.93%)
Other Funding	-	2	2	-	14	14	(85.71%)
Amortisation of Deferred Capital Grants	4	369	373	168	192	360	3.61%
<b>Total Incoming Resources</b>	<b>23,454</b>	<b>2,806</b>	<b>26,260</b>	<b>21,603</b>	<b>2,256</b>	<b>23,859</b>	<b>10.06%</b>
<b>RESOURCES EXPENDED</b>							
Cost of Generating Voluntary Income/Fundraising	319	6	325	281	3	284	14.44%
Cost of Charitable Activities	14,232	4,090	18,322	13,485	2,199	15,684	16.82%
Administrative Expenses	4,305	8	4,313	3,987	8	3,995	7.96%
<b>Total Resources Expended</b>	<b>18,856</b>	<b>4,104</b>	<b>22,960</b>	<b>17,753</b>	<b>2,210</b>	<b>19,963</b>	<b>15.01%</b>
<b>SURPLUS/(DEFICIT)</b>	<b>4,598</b>	<b>(1,298)</b>	<b>3,300</b>	<b>3,850</b>	<b>46</b>	<b>3,896</b>	<b>(15.30%)</b>

\*\$1,636,000 has been reclassified from Voluntary Income to Fund Generating Activities to better reflect the nature of these transactions in alignment with FY2024's presentation.

## FINANCIAL STATEMENTS

# Key Highlights and Financial Performance Analysis

### Incoming Resources

Total incoming resources increased by 10%, rising from \$23.8 million in FY2023 to \$26.2 million in FY2024.

The growth of \$2.4 million was primarily driven by higher voluntary income and charitable income. Voluntary income rose by 16%, from \$9.0 million to \$10.5 million, mainly due to increased contributions from major donors.

In contrast, income from fund-generating activities declined by 19% to \$1.5 million, as lower targets were set for fundraising events this year. A total of four fundraising campaigns and one flag day event were conducted in 2024.

Charitable income increased by 16%, from \$8.2 million to \$9.5 million.

- Approximately 40% of this increase came from income generated by our family medicine clinic and dental clinics, driven by higher patient intake under the Healthier SG national initiative introduced in July 2023.
- Another 23% was attributed to growth in our Intermediate and Long-Term Care (ILTC) services, including the opening of our new renal dialysis centre in Buangkok.
- The remaining 31% was contributed by increased enrolment at our three pre-schools.

### Resources Expended

Total resources expended increased by \$3.0 million, or 15%, from \$20.0 million to \$23.0 million in FY2024. Notably, 88% of this increase was attributed to the cost of charitable activities.

A total of \$18.3 million was spent on executing our charitable programmes, reflecting a \$2.6 million or 17% increase from the previous year.

- Of this increase, \$1.7 million or 67% was related to the expansion of ILTC services, including our home care services and the operations of the newly launched renal dialysis centre, which required additional manpower and operational resources.
- Another \$0.5 million or 21% came from our services provided at our family medicine clinic, dental clinic, rehabilitation centre, and traditional chinese medicine centres across Singapore. We also continued to provide financial assistance to patients who faced challenges affording medical care.

## Surplus and Reserves

Our overall surplus declined by \$0.6 million, or 16%, compared to the previous year. However, the surplus from the Unrestricted Fund improved by 19%, increasing from \$3.8 million to \$4.6 million.

Our Reserves Ratio also improved, rising from 2.32 to 2.41 times, aligning with our long-term goal of maintaining a ratio of 2.5 times the current year's total operating expenditure.

## Investment Activities

To preserve the value of our financial assets, we continued our strategy of low-risk investments in term deposits and bonds. During the year, we also invested \$4 million in Treasury Bills (T-bills) and \$23 million in bonds.

All bond investments are classified as either Level 1 or Level 2 securities.

## FINANCIAL STATEMENTS

# STAFF REMUNERATION OVERVIEW

The number of staff whose remuneration exceeded \$100,000 during the year was as follows:

STAFF REMUNERATION OVERVIEW	2023	2024
\$100,000 to \$200,000	6	6

### Note 1

In both financial years 2024 and 2023, these staff are not governing board members.

### Note 2

There are no paid staff who are close members of the family of the management and governing board members, nor whose remuneration each exceeds \$50,000 during the year.

### Note 3

No governing board members are remunerated.

### Note 4

No staff is involved in setting their own remuneration.

To save printing costs as well as to care for the environment, we have uploaded the full set of audited financial statements on our website. Scan the QR to view the statements.







佛教慈濟慈善事業基金會(新加坡)

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)