



*Empowering
Lives*

**STRENGTHENING
FUTURES**

**CELEBRATING 55 YEARS
OF RESILIENT HEARTS**

ANNUAL REPORT 2024/2025

VISION

To be a leading heart health movement and a household name in Singapore through educating and motivating the public, assisting those affected and supporting community-based research to better understand the landscape of heart disease in Singapore

MISSION

To promote heart health, prevent and reduce disability and death due to cardiovascular disease and stroke

CORE VALUES

Honesty and Integrity

Accountability and Transparency

Teamwork and Collaboration

HEARTS

Enthusiasm and Passion

Research and Innovation

Sharing and Caring

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Numbers AT A GLANCE



Reached **525,600** individuals through our public education

Over **1.1 million** digital touchpoints

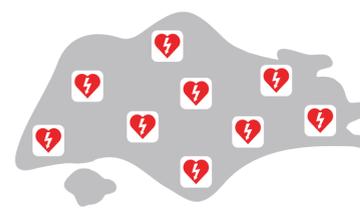
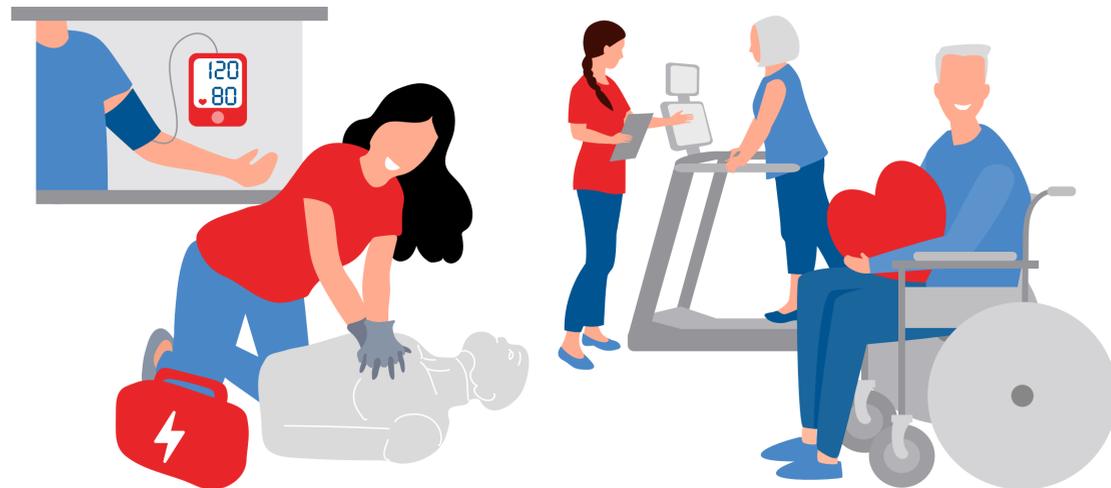


99,846
students and teachers were educated on blood pressure habits

3,328
cardiac and at-risk clients were supported in improving heart health since 2006

15,251
were trained in life-saving skills

103
individuals and their families received aid from the Heart Support Fund



12,010
AEDs deployed in public locations



4,108
joined as community first responders on the myResponder app



Close to **650** staff training hours

More than **3,240** volunteer hours recorded

Close to **\$9.5 million** was raised to sustain our programmes and operations

Reflections FROM THE CHAIRMAN

“As we step into 2025, the Singapore Heart Foundation (SHF) proudly marks 55 years of dedicated service to advancing heart health in Singapore. This milestone reflects more than just the passage of time – it signifies a legacy of resilience. From our early community outreach to today’s nationwide campaigns, resilience has been the common thread – guiding patients, empowering individuals and strengthening the fabric of our society.

Resilient Hearts: A Collective Strength

This year’s theme, *Resilient Hearts*, honours the strength and courage of those affected by heart disease. It demonstrates our unwavering commitment to empower individuals, uplift communities and inspire lasting change. Resilience is not just about endurance; it is the ability to adapt, recover and grow in the face of adversity. For individuals affected by heart disease, resilience is embracing difficult lifestyle changes and navigating recovery with hope.

At SHF, our role is to walk with them — sharing knowledge, delivering care and providing steady support at every stage of their journey. In this financial year, we have deepened our impact across education, prevention, rehabilitation, resuscitation and strengthening individuals and communities alike.

Empowering Lives: Strengthening Individual Resilience

Individual resilience is the foundation of a healthier community. Through focused

education campaigns, SHF empowers Singaporeans to make informed lifestyle choices — from balanced nutrition, regular physical activity to early detection. Our three Heart Wellness Centres (HWCs) have supported over 3,300 clients, offering accessible recovery pathways with up to 95% in subsidies.

Strengthening the Future: Building Community Resilience

Our outreach extends beyond clinics – into schools, workplaces and public spaces. With early education and prevention, we lay the groundwork for future well-being. Strategic partnerships have been instrumental. Collaborations like the Blood Pressure (BP) Awareness Kiosk V2 and the Women’s Heart Health Survey demonstrate how multi-sector efforts can shape impactful health interventions.

We also continue investing in evidence-based research to ensure our programmes remain responsive and relevant to Singapore’s evolving health landscape.

Honouring 55 Years: Stories of Resilience

To commemorate our 55th anniversary, we have launched a dedicated microsite, featuring *55 Resilient Stories* — a heartfelt tribute to individuals who have shown extraordinary strength in the face of cardiac challenges. One such story is that of Mrs Patricia de Souza, who recovered post-surgery with the support of our Bukit Gombak HWC and now actively hikes the Colugo Trail in Bukit Timah — a testament to her determination and the transformative power of a supportive community.

Fortune Times also profiled SHF in a thought leadership editorial featuring myself. The article explored the growing burden of heart disease in Asia, strategies for prevention in ageing populations, and SHF’s role in pioneering CPR training, rehabilitation and community interventions.

A Future Shaped by Preparedness and Prevention

Our long-term success hinges on prevention. In this financial year, we have set a new record in the Singapore Book of Records for the largest group participation in the Salt Taste Threshold Test — spotlighting sodium intake’s negative impact on heart health.

We also expanded the significance of our BP Initiative to the community, reinforcing the importance of regular monitoring. Prevention is not a one-time campaign — it is a culture, and together, we are shaping it for the future.

Moving Forward: A Shared Responsibility

Resilience must be nurtured – not only in individuals, but across systems and communities. SHF’s strategy for the future is anchored in sustainability, relevance and inclusive programmes that

evolve with Singapore’s changing demographics and healthcare landscape.

Key to this evolution is how we engage the public meaningfully. Our 55th Anniversary initiatives – Resilient HeARTs: Celebrating 55 Years of Empowering Heart Health and the return of our Charity Show – Resilient Hearts 《心手相连献爱心》 - will mark a new chapter in deepening public connection and reinforcing shared ownership of heart health. These efforts amplify our mission; they highlight the stories of those we serve, and strengthen national solidarity around cardiovascular wellness.

As we move forward together, we are honoured to receive the Charity Transparency Award for the second time, and we are proud to celebrate the opening of our new office. We also warmly welcome President Tharman Shanmugaratnam into the SHF family. These meaningful milestones reflect our shared commitment to integrity, unity and advancing our national mission— reminding us that progress is always a collective effort.

A Heartfelt Thank You to all

The journey of SHF is one we share with many. To our volunteers, donors, corporate partners and staff – thank you. Your commitment is the force behind every life we touch. Together, let us continue forging robust paths forward — empowering lives and building stronger communities, one heartbeat at a time.



Prof Tan Huay Cheem
Chairman
Singapore Heart Foundation





A Message FROM THE CEO



As the Singapore Heart Foundation (SHF) commemorates its 55th year of championing heart health, we do more than reflect on how far we have come – we reaffirm our unwavering commitment to staying relevant, responsive and focused on building a heart-healthy nation. FY2024/2025 was a year of meaningful progress – defined not by words, but by actions, outcomes and lasting community impact.

Resilient Hearts

Our theme for the year, *Resilient Hearts*, speaks of the strength of the communities we serve and the steadfast dedication driving our mission. Across all our programmes, we have been reminded of the importance of staying true to our purpose while remaining agile in addressing evolving needs.

Building on Our Aspirations

Guiding this journey are six organisational aspirations, shaped under the acronym C.A.R.D.I.O. (outlined on the next page). These aspirations steer how we work, engage and evolve – fostering internal alignment and translating into visible external progress.

Partnership and Collaboration: Strength in Unity

No single organisation can tackle cardiovascular disease alone. In FY2024/2025, we collaborated with over 150 partners – spanning corporates, schools and social service agencies – to integrate heart-health into everyday environments.

Our community CPR initiatives trained more than 15,000 individuals in life-saving skills. We also piloted the *Cardiac Life Emergency Action Response (CLEAR)*, a framework that helps organisations simulate and respond effectively to cardiac emergencies, strengthening emergency preparedness across sectors.

Through our healthcare partnerships, nearly 6,200 individuals took part in heart health talks and booths, reinforcing our belief that sustainable impact is achieved through shared ownership and trusted collaboration.

The Power of Giving and Volunteering

Our work is made possible by the generosity of donors and the dedication of volunteers. In FY2024/2025, fundraising efforts – including corporate campaigns and monthly giving – raised over \$9 million, directly supporting our education, rehabilitation and emergency preparedness efforts.

Volunteers contributed more than 3,000 hours this year, supporting

every aspects from Board leadership to community outreach. Their time and talents form the backbone of many of our initiatives, enabling us to scale impact without compromising quality or compassion.

Empowering Our People

We believe that strong teams are the foundation of stronger communities. In this financial year, our staff collectively completed close to 650 hours of structured training to deepen expertise, drive innovation and strengthen our ability to serve effectively. This commitment ensures our people remain equipped to meet evolving public health needs, and with dedication and professionalism.

Innovating for Tomorrow's Generation

We believe prevention starts with education – and education must begin early. In FY2025/2026, we will launch interactive, engaging tools to help students learn about heart health in a fun and lasting way. One highlight is the *CardioChase Game Kiosk*, set to be introduced in schools; this initiative focuses on games and digital content to build heart-smart habits from a young age.

This is more than just outreach – it's a long-term investment in the health of future generations and a step towards lowering future healthcare costs.

We will also upgrade our *Heart Wellness Management System*, enabling more personalised and seamless health tracking. The CPR Self-Learning Kiosk will also incorporate AED modules in its Version 3, expanding access to vital life-saving knowledge.

Looking Ahead

In the coming year, SHF will focus on expanding our reach, on strengthening programme

infrastructure and addressing gaps in engagement. A key priority is establishing our fourth *Heart Wellness Centre* in the East, to enhance reach to the underserved communities. We also aim to enhance our digital education platforms – creating more accessible, relevant content for time-constrained working adults and better addressing the unique heart health needs of women, a historically under-recognised group.

Closing Thoughts

FY2024/2025 was a year when resilience led to real, measurable impact – with more individuals trained, more communities engaged and stronger systems in place. Our mission continues to evolve – we too continue to adapt and grow.

To our donors, partners, volunteers and staff – thank you. Your commitment empowers every step we take.

Together, let's continue to build *Resilience Hearts* – strong in vision, clear in purpose and unwavering in action.

Geoffrey Ong
Chief Executive Officer
Singapore Heart Foundation

PUT YOUR HEART INTO...



C **ollaborate**
with relevant stakeholders

A **uthority**
on cardiovascular disease advocacy

R **oll out**
new services and programmes for
preventive health and community care

D **evelop**
self and team through continuous
learning, to be "future ready"

I **nnovate**
through establishing a hub
for creativity and ideas

O **utreach**
through meaningful and
impactful community education

6 ASPIRATIONS

A woman with short dark hair, wearing a white t-shirt with a colorful floral design and a black watch, is seated in a wooden chair. The background is a blurred indoor setting with greenery. A large, stylized red heart graphic is overlaid on the right side of the image, framing the text.

Core of OUR MISSION



It is more than half a century of memories, of achievements, of milestones, and I definitely wish SHF **more achievements, more success, more innovations.** SHF will surely bring across and champion this heart health mission with new changes, adapting to innovations.

Mrs Elsie Foh,
Board Member,
Singapore Heart Foundation

BOARD OF *Directors*



PATRON

President Tharman Shanmugaratnam
2 Sep 2024

- | | |
|---|--|
| 01 Dr Low Lip Ping
Chairman Emeritus
26 Jul 2008
<i>Cardiologist</i> | 08 Mr Chia Song Leng
Member
7 Sep 2024
<i>Former Vice President,
Regional Facilities</i> |
| 02 Prof Tan Huay Cheem
Chairman
31 Aug 2019
<i>Cardiologist</i> | 09 Prof Terrance Chua
Member
31 Aug 2019
<i>Cardiologist</i> |
| 03 Dr Tan Yong Seng
Vice Chairman
28 Jul 2008
<i>Cardiothoracic Surgeon</i> | 10 Mrs Elsie Foh
Member
23 Sep 2017
<i>Former Career Banker</i> |
| 04 Ms Kay Pang
Vice Chairman
7 Sep 2024
<i>Lawyer</i> | 11 Ms Alicia Foo
Member
7 Sep 2024
<i>Former Oil Company
Executive</i> |
| 05 Clin A/Prof Jack Tan
Honorary Secretary
16 Sep 2023
<i>Cardiologist</i> | 12 Prof Marcus Ong
Member
16 Sep 2023
<i>Senior Consultant,
Emergency Medicine</i> |
| 06 Clin A/Prof Ching Chi Keong
Assistant Honorary Secretary
16 Sep 2023
<i>Cardiologist</i> | 13 Asst Prof Yeo Tee Joo
Member
24 Mar 2021
<i>Cardiologist</i> |
| 07 Dr Bernard Kwok
Honorary Treasurer
19 Apr 2024
<i>Cardiologist</i> | |

* The listed dates mark the initial appointment of each board member.

OUR Committees

EXCO/NOMINATION

Meeting: 1

Chairperson

Prof Tan Huay Cheem
31 Aug 2019
EXCO since: 30 Jun 2007

Members

Dr Tan Yong Seng
26 Jul 2008

Ms Kay Pang
7 Sep 2024

Clin A/Prof Jack Tan
18 Sep 2021

Dr Bernard Kwok
7 Sep 2024

55TH ANNIVERSARY STEERING

Meetings: 2

Chairperson

Prof Tan Huay Cheem
6 Sep 2024

Members

Dr Tan Yong Seng
6 Sep 2024

Ms Kay Pang
6 Sep 2024

Clin A/Prof Jack Tan
6 Sep 2024

Dr Bernard Kwok
6 Sep 2024

Mr Chia Song Leng
6 Sep 2024

Prof May Oo Lwin
6 Sep 2024

Dr Ong Chen Hui
6 Sep 2024

Ms Tan Lee Chew
6 Sep 2024

CHARITY CUP GOLF TOURNAMENT 2024

Meetings: 3

Chairperson

Dr Bernard Kwok
16 Sep 2023

Co-Chairperson

Dr Low Lip Ping
23 Aug 2014

Members

Mr Joe Chan
29 Mar 2003

Mr Peter Sim
16 Sep 2023

Mr Jeremy Tan
15 Jan 2024

COMMUNITY EDUCATION AND NATIONAL HEART WEEK/WORLD HEART DAY 2024

Meetings: 2

Chairperson

Mrs Regina Lee
16 Sep 2023

Vice Chairperson

Dr Lin Weiqin
16 Sep 2023

Members

Prof Terrance Chua
28 Jul 2012

Dr Low Lip Ping
7 Sep 2013

Dr Mak Koon Hou
7 Sep 2024

AUDIT AND RISK

Meetings: 2

Chairperson

Mrs Elsie Foh
18 Sep 2021

Members

Mr John Chin
1 Jan 2025

Prof Terrance Chua
11 Jul 2009 - 7 Sep 2024

Ms Julia Leong
23 Nov 2022

Ms Kay Pang
18 Aug 2023

Prof Tan Huay Cheem
31 Aug 2019 - 7 Sep 2024

Mr Richard Tan
26 Sep 2015

CARDIAC REHABILITATION PATIENT QUALITY OF LIFE (Dissolved on 7 Sep 2024)

Meeting: 1

Chairperson

Dr Tan Yong Seng
23 Nov 2023 - 7 Sep 2024

Members

A/Prof Sanjeeva Kularatna
23 Nov 2023 - 7 Sep 2024

Mr Eric Monzon
23 Nov 2023 - 7 Sep 2024

Prof Wang Wenru
23 Nov 2023 - 7 Sep 2024

Asst Prof Yeo Tee Joo
23 Nov 2023 - 7 Sep 2024

CORPORATE PARTNERSHIP AND FUNDRAISING (Subsumed into EXCO on 7 Sep 2024)

Chairperson

Dr Bernard Kwok
18 Sep 2021 - 7 Sep 2024

Members

Mdm Koh Teck Siew
2 Feb 2021 - 7 Sep 2024

Ms Kay Pang
17 Oct 2023 - 7 Sep 2024

Ms Tan Lee-Chew
26 Jul 2021 - 7 Sep 2024

CORPORATISATION

Meeting: 1

Chairperson

Ms Kay Pang
4 Nov 2024

FINANCE AND INVESTMENT

Meetings: 4

Chairperson

Ms Alicia Foo
7 Sep 2024

Members

Mr John Chin
15 May 2024 - 31 Dec 2024

Prof Terrance Chua
26 Sep 2015 - 7 Sep 2024

Mrs Elsie Foh
23 Sep 2017 - 7 Sep 2024

Mr Ho Hin Wah
27 May 2024

Dr Bernard Kwok
7 Sep 2024

Prof Tan Huay Cheem
31 Aug 2019 - 7 Sep 2024

Ms Tan Lee-Chew
28 Jul 2012 - 7 Sep 2024

Ms Alice Toh
1 May 2023

HEART SAFE

Meetings: 2

Chairperson

Clin A/Prof Ching Chi Keong
9 Dec 2022

Members

Clin Asst Prof Paul Lim Chun Yih
27 Sep 2022

Prof Lim Swee Han
16 Sep 2023

Prof Marcus Ong
7 Sep 2024

Dr Jacqueline Situ Wangmin
8 Sep 2022

HEART WELLNESS (Formerly known as Heart Wellness Centre)

Chairperson

Dr Tan Yong Seng
31 Aug 2019

Co-Chairperson

Asst Prof Yeo Tee Joo
16 Sep 2023

Members

Ms Chan Siok Tian
24 Jun 2006 - 7 Sep 2024

Mr Chen Hebin
22 Apr 2025

Mdm Koh Teck Siew
31 Aug 2019 - 7 Sep 2024

Dr Bernard Kwok
4 Sep 2024

Ms Diana Lau
31 Aug 2019 - 7 Sep 2024

Adj A/Prof Tan Swee Yaw
24 Jun 2006 - 7 Sep 2024

Ms Terina Tan
22 Apr 2025

Dr Peter Ting
30 Jul 2011 - 7 Sep 2024

A/Prof Wang Wenru
29 Jul 2022 - 7 Sep 2024

A/Prof Raymond Wong
26 Jul 2008 - 7 Sep 2024

HEART SUPPORT FUND (Subsumed into Heart Wellness Committee on 7 Sep 2024)

Meeting: 1

Chairperson

Dr Bernard Kwok
10 Sep 2022 - 7 Sep 2024

Members

Dr Loh Seet Yoong
1 Jun 2022 - 7 Sep 2024

Dr Low Ting Ting
1 Jun 2022 - 7 Sep 2024

A/Prof Tan Ju Le
2 Apr 2005 - 7 Sep 2024

Ms Terina Tan
1 Jun 2022 - 7 Sep 2024

Mr Tan Tian Wui
12 Mar 2020 - 7 Sep 2024

Ms Genevieve Wong
24 Jun 2006 - 7 Sep 2024

HUMAN RESOURCE

Meetings: 4

Chairperson

Clin A/Prof Jack Tan
16 Sep 2023

Members

Mr Chia Song Leng
29 Dec 2021

Clin A/Prof Ching Chi Keong
16 Sep 2023 - 7 Sep 2024

Ms Leong Wah Gee
27 Nov 2023

Mr Kenneth Low
20 Oct 2021

Ms Tho Lye Sum
7 Sep 24

MEMBERSHIP (Subsumed into EXCO on 7 Sep 2024)

Chairperson

Prof Terrance Chua
26 Sep 2015 - 7 Sep 2024

PROFESSIONAL EDUCATION AND RESEARCH

Meeting: 1

Chairperson

Prof Marcus Ong
16 Sep 2023

Co-Chairperson

Asst Prof Yeo Tee Joo
16 Sep 2023

Members Prof Terrance Chua
28 Jul 2012

Prof May Oo Lwin
27 Mar 2024

Clin A/Prof Jack Tan
18 Sep 2021

PR AND COMMUNICATIONS (Dissolved on 7 Sep 2024)

Meeting: 1

Chairperson

Prof May Oo Lwin
18 Sep 2021 - 7 Sep 2024

Members

Mr Thomas Goh
25 Jan 2022 - 7 Sep 2024

Asst Prof Edmund Lee
20 Oct 2023 - 7 Sep 2024

Asst Prof Benjamin Li
7 Jun 2024 - 7 Sep 2024

EDITORIAL (Dissolved on 7 Sep 2024)

Editor

Mr Patrick Deroose
31 Mar 2001 - 7 Sep 2024

Co-Editor

Mr Thomas Goh
20 Oct 2023 - 7 Sep 2024

Members

Dr Chan Wan Xian
18 Nov 2020 - 7 Sep 2024

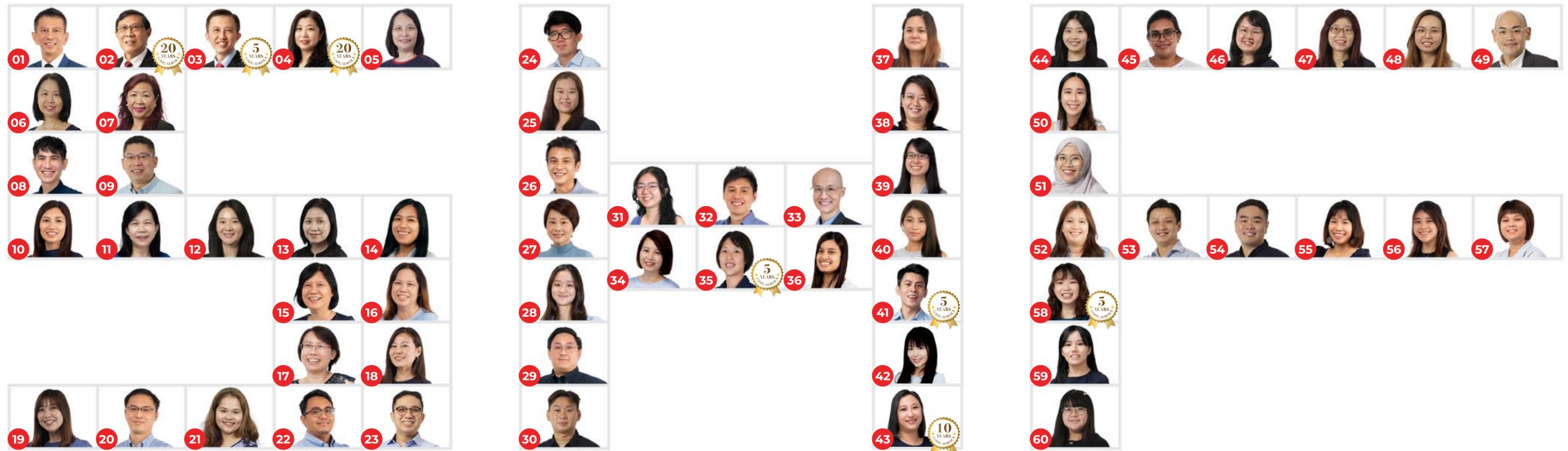
Prof Terrance Chua
29 Mar 2003 - 7 Sep 2024

Dr Bernard Kwok
6 May 2022 - 7 Sep 2024

Dr C Sivathanan
31 Mar 2001 - 7 Sep 2024

*The listed dates mark the initial appointment of each committee member.

OUR Team



Senior Management

1	Geoffrey Ong	Chief Executive Officer	22 Apr 2024
2	Vernon Kang	COO (till 31 Mar 2025)/ Consultant	1 Apr 2025
3	Teng Chiun How	Senior Director, Operations, Data and Risk	15 Jul 2022
4	Jeslin Sin	Director, Strategic Partnerships and Engagement	1 Jul 2012
5	Au Poh Yee	Senior Assistant Director, People, Culture and Corporate Affairs	17 Jul 2024
6	Ng Hooi Ngoh	Senior Assistant Director, Financial Planning and Admin	3 Feb 2025
7	Jacqueline Leong	Assistant Director, Heart Wellness Centre	15 Jul 2022
8	Lim Kiat	Assistant Director, Strategic Partnerships and Philanthropy	1 Jul 2025
9	John Tang	Assistant Director, Strategic Communications and Corporate Affairs	21 Mar 2025

Financial Planning and Administration (FP&A)

Financial Planning and Investment

10	Patricia Chang	Senior Finance Manager
11	Hazel Yeong	Senior Assistant Finance Manager

12	Tan Shiyi	Assistant FP&A Manager
13	Rita Ling	Accountant
14	Low Yun Hui	Accountant
15	Ho Siew Chern	Senior Accounts Executive
16	Koh Guat Peng	Senior Accounts Executive

Administration and IT

17	May Lee	Facilities and Administration Specialist
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Operations, Data and Risk

Heart Safe

18	Cassandra Lim	Senior Assistant Manager
19	Denise Ng	Senior Assistant Manager
20	Lin Zicheng	Senior Team Lead
21	Joanne Su	Team Lead
22	Muhammad Firdaus Bin Sapii	Senior Executive
23	Jeffrey Koo	Senior Executive
24	Daryl Seah	Senior Executive
25	Sim Hui Shi	Senior Executive
26	Darren Low	Executive
27	Serene Ng	Executive
28	Stephanie Poh	Executive
29	Andre Tan	Executive

30	Jason Tien	Executive
31	Ray Yang	Executive
Heart Wellness Centre		
32	Kenneth See	Manager
33	Gregory Fam	Principal Physiotherapist
34	Ann Loh	Senior Assistant Manager
35	Samantha Sow	Senior Physiotherapist I
36	Rachel Stephens	Senior Physiotherapist I
37	Eileen Lee	Operations Specialist
38	Jesamine Ling	Operations Specialist
39	Natalie Yeo	Senior Dietitian I
40	Annabelle Chua	Senior Executive
41	Tan Zhong Shern	Senior Therapy Assistant
42	Tee Jia Bin	Senior Therapy Assistant
43	Joanne Low	Executive
44	Chermaine Tan	Executive
45	Marlyn Joseph	Therapy Assistant

People, Culture and Corporate Affairs

People and Culture

46	Jasmine Tan	Manager
47	Tan Hui Hiang	Assistant Manager, Learning and Transformation

48	Victoria Ng	Executive
Strategic Communications and Corporate Affairs		
49	Wallace Goh	Senior Assistant Manager
50	Samantha Chan	Assistant Manager
51	Tengku Nazihah	Senior Executive
Strategic Partnerships and Engagement		
Community		
52	Jermaine Khoo	Senior Assistant Manager
53	Jabez Lim	Event Specialist
54	Xavier Ng	Executive
Schools		
55	Niki Ng	Executive
56	Johanna Tan	Executive
57	Evelinas Tan	Associate
Stakeholder Relations		
58	Julia Hoh	Senior Team Lead
59	Patricia Phua	Operations Specialist
60	Fiona Yio	Senior Executive

* The listed dates mark the appointment of each management team member to their present role.

RECOGNITION AND RESILIENCE

Strategic Partner Award 2024

At the Singapore Civil Defence Force (SCDF) parade on 14 Nov 2024, A/Prof Dr Muhammad Faishal Ibrahim conferred the Singapore Heart Foundation (SHF) with the Strategic Partner Award.

This recognition reflects our enduring collaboration with SCDF in enhancing public readiness. Our efforts in the Save-A-Life programme, CPR Self-Learning kiosks and AED-on-Wheels programme, and broader outreach channels have positioned us as a key national partner in emergency response and life-saving advocacy.



Charity Transparency Award 2024

Receiving the Charity Transparency Award for the second time on 14 Nov 2024 affirms SHF's ongoing commitment to high standards of transparency, governance and financial accountability. Conferred by the Charity Council, this endorsement underscores our responsibility to our donors, partners and beneficiaries. It validates the systems we have in place to manage resources with integrity and stewardship.

Responders, Partners & Volunteers Appreciation Event 2025

Recognised as an Organisational Partner, SHF was honoured at the Responders, Partners & Volunteers Appreciation Event on 18 Feb 2025. Co-organised by the Ministry of Home Affairs and SCDF, the event recognised our contribution through the Save-A-Life programme. It also reaffirmed our position within Singapore's broader community emergency response ecosystem – where resilience is not just about speed of response, but also about the strength of collaboration.



INVESTING IN OUR PEOPLE

Fostering Connection and Well-being

Recognising that resilient teams require a strong internal culture, we invested in staff well-being through a variety of activities. We hosted creative workshops during the CEO Forum, a relaxing Movie Day and a Staff Retreat featuring teambuilding and a capacity building session. Festive occasions such as the Secret Santa exchange and Lunar New Year celebrations helped foster a sense of belonging and camaraderie.



Building Confidence in Communication

In Apr 2024, we equipped six senior representatives with a structured media training to strengthen our crisis communication capabilities. They included:

- ♥ Mr Geoffrey Ong, CEO
- ♥ Ms Jacqueline Leong, Assistant Director, Heart Wellness Centres
- ♥ Ms Patricia Chang, Senior Manager, Finance
- ♥ Mr Lim Kiat, Assistant Director, Strategic Partnerships and Philanthropy and Senior Nutritionist
- ♥ Ms Denise Ng, Senior Assistant Manager, Heart Safe
- ♥ Ms Natalie Yeo, Senior Dietitian I

The training included simulated interviews and real-time feedback, ensuring that our leaders are ready to represent SHF credibly and consistently in high-pressure media environments.



PURPOSEFUL RELOCATION FOR COMMUNITY IMPACT

On 13 Sep 2024, we moved into our new headquarters (HQ) at the SLF Building to better support our operation needs and to enhance accessibility.

The vacated space was promptly transformed into a multi-purpose training and outreach hub. The renovation was completed in Nov 2024.



Multi-function rooms, with flexible partitions to accommodate simultaneous workshops



Kitchen-equipped training room for healthy cooking demonstrations

ENGAGING HEARTS, AMPLIFYING VOICES

Strengthening Our Public Voice

In FY2024/2025, SHF's communications strategy remained focused and purposeful – cementing our position as a national leader in heart health advocacy and emergency preparedness. We actively shaped public discourse through media coverage, social platforms and education outreach.



Media Coverage:
174



Social Media Following:
58,438



Website Pageviews:
1,081,024



EDM Subscribers:
5,718

Raising Heart Health Awareness Through Diverse Media

From Apr 2024 to Mar 2025, we addressed key gaps in cardiac care; this was achieved through targeted outreach.

To build emergency readiness, we expanded CPR+AED education via platforms like Suria's Sembang Sihat and survivor stories on 987FM and Channel 8, delivering culturally relevant training to diverse audiences.

We also tackled gender disparities. Findings from its Women's Heart Health Survey revealed low awareness despite high mortality among women. Media features on CNA and HaoFM96.3 raised visibility of risks during menopause and unequal access to care.

For recovery, we promoted community-based cardiac rehabilitation, with expert support from Asst Prof Yeo Tee Joo and Principal Physiotherapist Gregory Fam, ensuring continued care beyond hospital discharge.



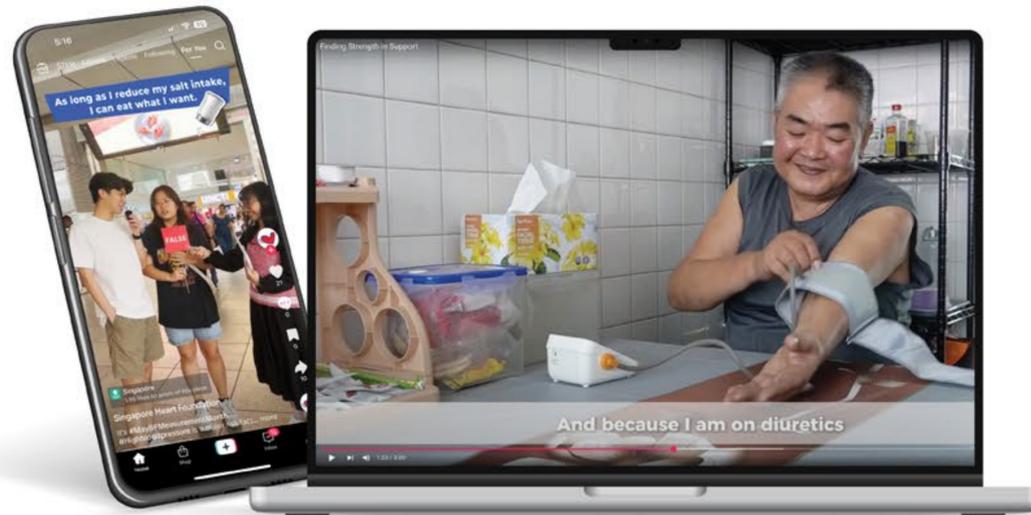
Visualising Our Mission Through Our Corporate Video

On 20 Aug 2024, we launched our refreshed corporate video. The video highlights SHF's evolving focus areas while enhancing emotional engagement with public stakeholders.



386 Views
by Mar 2025

Scan the QR code to watch the video:



Video Storytelling for a Digital Generation



58 Videos

In FY2024/2025, we produced 58 videos across YouTube and TikTok – tailored to platform dynamics and audience behaviours:

- ♥ **YouTube:** profile-led narratives helped humanise our mission and highlight personal journeys.
- ♥ **TikTok:** short-form videos used humour, street interviews and interactive formats to engage youth on heart health topics.

These formats delivered critical messages in relatable, high-retention formats, ensuring that education content does not just inform - it resonates.

Influencers Driving Heart Health Awareness

In conjunction with May Blood Pressure Measurement Month, we partnered with five health advocates to amplify blood pressure awareness and promote heart-healthy habits. Collectively, their outreach extended to an audience of over 65,800 followers, reinforcing the importance of early detection and routine monitoring.

To build momentum ahead of National Heart Week/World Heart Day, we collaborated with TikTok creators SoonBros on a targeted three-part video series. The campaign drew over 410,500 views, driving public interest in cardiovascular risk prevention and increasing engagement with our event outreach.



THOUGHT LEADERSHIP IN ACTION

Global Dialogue on Ageing and Heart Health

At the World Ageing Festival 2024, we stepped onto the international stage where Chairman Prof Tan Huay Cheem shared insights on strategies for cardiac wellness and healthy ageing. He was accompanied by senior SHF leaders Dr Tan Yong Seng and Mr Geoffrey Ong. Our participation in this global event underscored SHF's expanding role in international health advocacy.



Whitepaper on Strategies to Prevent Cardiovascular Disease in Singapore

In partnership with the Singapore Cardiac Society and the Academy of Medicine, Singapore, we developed and launched a national whitepaper on 29 Jun 2024.

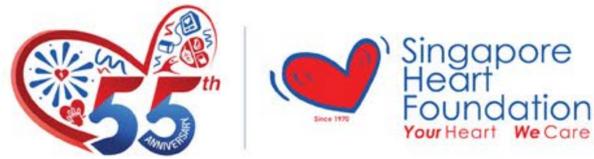
The seminar gathered over 90 healthcare professionals, including doctors, nurses, dietitians and pharmacists. It spotlighted a framework for primary and secondary prevention of CVD, practical recommendations to align national policy with clinical practice.

Led by Prof Tan Huay Cheem, the event included a light stretching session by our Principal Physiotherapist Gregory Fam and closed with a panel discussion including Asst Prof Yeo Tee Joo, Prof Yeo Khung Keong, Dr Low Lip Ping, Prof Doreen Tan and Dr Kwan Yew Seng that encouraged actionable discourse.

Regional Partnership for Chronic Disease Advocacy

At a regional forum in Kuala Lumpur, Malaysia, hosted by Boehringer Ingelheim in Jul 2024, SHF took part in cross-border discussions on cardio-renal-metabolic syndrome. With participants from Australia, Malaysia, Thailand and the Philippines, the event further strengthened our presence within the regional chronic disease advocacy network.

CELEBRATING 55TH YEARS OF RESILIENT HEARTS



Defining the Theme

In Jan 2025, we introduced our 55th anniversary theme—**Resilient Hearts**, accompanied by the tagline *Empowering Lives, Strengthening Futures*. This theme reinforces our enduring dedication to fostering heart health resilience within communities.

To visually anchor the message, a commemorative logo was unveiled and integrated across all communication platforms. This ensured consistent branding that enhances recognition and recall throughout our milestone year.



Dedicated Microsite

To reinforce our campaign in storytelling, a dedicated anniversary microsite was launched on 15 Jan 2025. Showcasing 55 stories of resilience, it features personal accounts from heart patients, CPR instructors, volunteers, board members and staff. These firsthand narratives underscore the human impact of our mission and form a lasting digital archive of real experiences.

Visit the microsite at <https://shf55.myheart.org.sg>

Brand Activation at Public Events

The 55th anniversary came to life through in-person engagement. On 18 Jan 2025, a photo booth activation was launched at the National Life Saving Day, giving the public a chance to connect with our journey.



The booth will also appear at the upcoming **National Heart Week/World Heart Day 2025 and Project Heart 2025, continuing to offer meaningful opportunities for direct community interaction.**

Special Edition of Publication *heartline*

To mark the anniversary, SHF launched a special four-part edition of *heartline*, beginning in Jan 2025. Each issue spotlights one of our core focus areas—Prevention, Resuscitation and Rehabilitation—and a dedicated feature on the 55th anniversary. This commemorative series celebrates our legacy while showcasing how these pillars continue to shape our impact.



Scaling Awareness with Integrated Media

To scale the reach of our anniversary message, we adopted a cross-platform strategy integrating:

- ♥ **Out-of-home advertising** at key commuter locations
- ♥ **Radio campaign** with UFM100.3, targeting Mandarin-speaking listeners
- ♥ **Social media marketing**, including collaboration with influencers such as TikTok creator SG Yong, Instagram chef Bill Ho and Malay personality Hassan Sunny

By combining traditional and digital outreach activities, the campaign effectively reached diverse demographic groups. Support from the Singapore Medical Association – through targeted EDMs and a special back cover feature in their newsletter – further extended our reach, engaging healthcare professionals and medical students alike.



Strengthening Regional Profile

To mark our anniversary on the regional stage, Fortune Times profiled Chairman Prof Tan Huay Cheem in a thought leadership article. The editorial addressed the growing burden of heart disease in Asia, strategies for prevention in ageing populations and SHF's role in pioneering community-led interventions, CPR training and rehabilitation.

This article positioned SHF as a regional thought leader, reaffirming our role in shaping cardiovascular health outcomes across Asia.



The 55th anniversary is not just a celebration—it is a statement of intent. Through strategic communication, storytelling and ground-level activation, Resilient Hearts will become more than a theme. It will evolve into a call to action for the next chapter of SHF's mission: empowering lives and strengthening futures with resolve, relevance and resilience.

Events THAT MOVED US



Hypertension is aptly named ‘the silent killer’; the initial symptoms are mild or even completely absent. However, when left untreated, hypertension could lead to heart disease, amongst other serious health conditions.

The Singapore Heart Foundation has channelled resources to help the community understand hypertension better, leading the fight against this silent killer.

Dr Lin Weiqin,
Organising Vice Chairperson,
National Heart Week/
World Heart Day 2024



Organised by:



Singapore
Heart
Foundation
Your Heart. We Care.

h
ation
ard

National Heart
Centre Singapore



PATRON'S ONBOARDING AND OFFICE INAUGURATION

On 4 Feb 2024, we had the honour of welcoming our Patron, President Tharman Shanmugaratnam, to officiate the inauguration of our new office at the SLF Building.

The visit featured a guided office tour highlighting key initiatives such as Blood Pressure (BP) Initiative @ Community, Salt Taste Threshold Test, BP Awareness Kiosk and the CPR Self-Learning Kiosk. It concluded with a leadership dialogue, where the President was updated on SHF's progress and the ongoing challenges.

Community Engagement Initiatives

In the lead-up to World Heart Day, we also collaborated with partners including Changi Airport Group, Jurong Medical Centre, Marine Parade Polyclinic and National University Heart Centre, Singapore (NUHCS) to run interactive booths in Aug and Sep 2024. These booths reached over 1,000 participants, and provided hands-on education on heart health and risk factor management.



MOBILISING A NATION FOR EVERY HEART



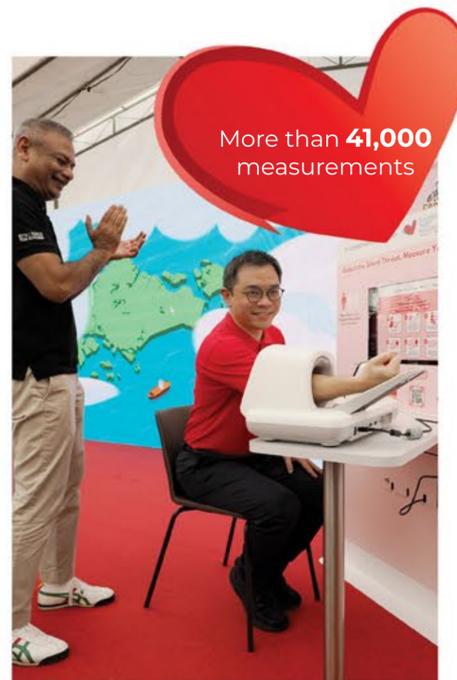
National Heart Week/ World Heart Day 2024

Held on 28 Sep 2024, our flagship National Heart Week/World Heart Day brought together over 1,300 participants in a unified public campaign themed "Know Your Numbers" with the tagline "Score Right, Not High". In collaboration with Limbang Active Ageing Committee, SHF organised a health carnival across Yew Tee.

It offered CPR+AED training, fitness sessions, health screening and health talks by Dr Lin Weiqin, Organising Vice Chairperson of the National Heart Week/World Heart Day 2024 committee, and Dr Low Lip Ping, Chairman Emeritus. They addressed critical topics such as managing heart failure and cardiovascular risk. The strong community support affirmed SHF's leadership in preventive health outreach.

“The work that the Singapore Heart Foundation does is truly commendable, and we are grateful for the opportunity to be part of it.”

Low Xian Ling,
Constituency Director,
Limbang Constituency Office



Launch of BP Awareness Kiosk V2

This year's campaign also saw the launch of the BP Awareness Kiosk V2, developed in collaboration with Terumo Asia Holdings. Installed at community centres, schools and workplaces, this self-monitoring station facilitated over 41,000 blood pressure measurements by 31 Mar 2024. The locations included Seagate Factories, Edwards Lifesciences (Singapore), Heartbeat @ Bedok, Bishan CC, Tampines Changkat CC, Yew Tee CC, Nanyang Technological University, ITE College West and Nanyang Polytechnic. The initiative strengthens our ability to offer accessible and routine monitoring for early intervention.



Go Red for World Heart Day

To amplify the campaign's visual impact, we coordinated the "Go Red for World Heart Day" initiative, lighting up more than 20 landmarks in red. Participating sites included Gardens by the Bay Supertrees, ITE College West, Junction 8, Khoo Teck Puat Hospital, Ocean Financial Centre (Keppel Land), SGH Museum, Singapore Flyer, Singapore Sports Hub and Temasek Polytechnic, among others.

Salt Taste Threshold Challenge

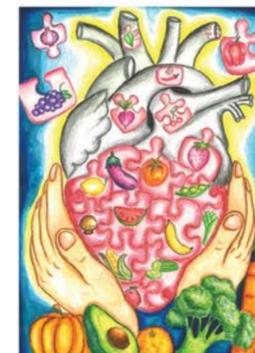
The 21-day Salt Taste Threshold Challenge returned this year in tandem with World Heart Day activities, targeting clients from our Heart Wellness Centres. Participants were guided by our Senior Dietitian I Natalie Yeo through customised diet plans designed to lower sodium preference in 21-day.

“This journey has demonstrated how small changes in my diet could help me in weight management and also make a difference in my heart health.”

Mdm Tan Seok Hoon,
Challenge participant

Youth Engagement Through Art

To engage younger audiences, we organised the "Art for the Heart" competition, with the theme, "Feed Your Heart, Nourish Your Art". Students from primary and secondary schools were invited to create artwork conveying messages about healthy eating. The competition duly recognised top submissions for their originality, relevance and the artistic expression. This initiative offered a creative platform to promote heart-healthy habits in a way that resonates with youth.



CHAMPIONING WOMEN'S HEART HEALTH

Since its inception in 2005, SHF's Go Red for Women (GRFW) campaign has been a cornerstone of our advocacy efforts – raising awareness about cardiovascular disease (CVD) in women. Although CVD is the leading cause of death among women worldwide, it remains widely underdiagnosed and misunderstood. This year, our approach centred on community immersion, strategic partnerships and data-driven engagement, will reinforce our message: women's heart health matters, and resilience begins with awareness and action.



Celebrating International Women's Day 2025

To mark International Women's Day, we hosted a focused and meaningful event at SHF headquarters on 7 Mar 2025. With 75 participants, the session concentrated on gender-specific heart health risks – an area where awareness remains limited.

Talks by GRFW committee members Dr Chan Wan Xian and Dr Ong Chen Hui combined clinical expertise with practical lifestyle strategies. Interactive elements such as the Salt Taste Threshold Test and BP measurement demonstration reinforced the core message: that small, informed choices contribute to long-term heart resilience.

“ Thank you, Singapore Heart Foundation, for organising the event on 7 Mar. The information shared during the event was invaluable, and I have benefitted greatly from it. ”

Irene, Participant

Edwards Lifesciences Fundraising Event

For the 13th year, our partnership with Edwards Lifesciences (Singapore) exemplifies the impact of sustainable corporate philanthropy. Between 5 to 28 Feb, employees raised \$16,103.70 via merchandise sales and a donation drive. The company matched the donations dollar-for-dollar up to \$11,954.70; in total \$28,058.40 was raised.

The return to an in-person engagement post-pandemic reinvigorated staff involvement and reaffirmed Edwards' long-term commitment to women's cardiovascular health.



“ We saw great community engagement with support from the Women's Integration Network (WIN) Council. We were also grateful to have a wide media coverage which would definitely increase awareness of heart disease in women in our community. Hopefully, with our efforts in community education and engagement, we could empower our community for better heart health! ”

Dr Chan Wan Xian,
Chairperson of the
GRFW Committee

Pledge Your Heart Walk 2024

We organised the biennial Pledge Your Heart Walk at Jurong Lake Gardens on 23 Jun 2024. Nearly 1,700 participants undertook a 3km non-competitive walk. More than promoting fitness, the event served as a rallying point for families and especially women to commit to long-term heart health.

Organised in partnership with the Women's Integration Network (WIN) Council and PAssion Wave Jurong Lake Gardens, and supported by Nestlé Omega Plus, the event included water sports, a Zumba session and health education booths. Senior Minister of State, Ms Sim Ann, officiated the event, underscoring government recognition of our work.



TURNING THE TIDE ON HYPERTENSION



Down with Hypertension 2024

Held on 25 May 2024 at Bishan Community Club, the Down with Hypertension event was the highlight of our May Blood Pressure Measurement Month (MMM) campaign. With 500 participants at the health talks, BP screenings and wellness sessions, the event successfully translated awareness into active prevention.

Graced by Mr Chong Kee Hiong, former Member of Parliament, the event featured a panel discussion with SHF experts Dr Low Lip Ping, Chairman Emeritus; Senior Dietitian I Natalie Yeo; Senior Physiotherapist I Rachel Stephen; and industry partner Cardiology Specialist Pharmacist A/Prof Doreen Tan from the National University Heart Centre, Singapore (NUHCS). The goal was to demystify and manage high blood pressure. Interactive sessions such as Piloxing workout and a lower-sodium cooking demonstration added a lifestyle layer to the science, showing how resilience could be built into daily routines.

“ The speakers were very knowledgeable and engaging, I especially love the nutrition advice provided during the panel discussion. ”

Annie, Participant

Decentralising Health Access at Satellite Events

To extend our outreach, we partnered institutions across healthcare, education sectors and the community, they include Changi General Hospital, Sengkang General Hospital, Nanyang Polytechnic's HEAL Club, Pek Kio CC, Punggol 21 CC, Tampines Changkat CC, Yew Tee CC and CIMB Bank. These decentralised engagements brought MMM directly to over 890 participants, who benefitted from health screening, health talks and practical workshops.



CELEBRATING COMMUNITY, SAVING LIVES

Project Heart 2024

This year's edition of Project Heart, held on 16 Oct 2024, centred on the theme "Safe Home, Safe Hearts"—a focused effort to enhance emergency preparedness where it matters most: at home. The flagship event took place at Our Tampines Hub and was officiated by Mr Baey Yam Keng, Minister of State for the Ministry of Transport and the Ministry of Culture, Community and Youth.

More than 700 individuals were trained during the central event, and an additional 3,500 were reached through satellite sessions held across the island in Sep 2024. This expanded footprint reflects our ongoing commitment to equip the public with life-saving CPR+AED skills.

A significant development this year was the inclusion of insurance and property agents in our training programmes. Given their regular access to homes and community spaces, they are recognised as vital first responders capable of providing swift assistance during cardiac emergencies.

A major strategic milestone was the launch of the National Collaborative Emergency Response (NCER) Workgroup, co-chaired by SCDF and the Unit for Pre-hospital Emergency Care (UPEC). This multi-agency workgroup, comprising nine national institutions—including MOE, MOH, MOM, SAF Medical Training Institute, Singapore Red Cross, Singapore Resuscitation and First Aid Council, Sport Singapore, St John Singapore and SHF—aims to strengthen national cardiac emergency response capabilities. It will steer policy alignment, inter-agency coordination and public readiness towards building a Heart Safe Singapore.



Trained over **4,200** participants



185 participants

National Life Saving Day 2025

Held on 18 Jan 2025 at the Ng Teng Fong Centre for Healthcare Innovation, the National Life Saving Day (NLSD) brought together 185 participants from 53 organisations across healthcare, education and sports sectors. With the theme, "Push Hard, Play Smart", the symposium explored the relationship among physical activity, heat injuries and sudden cardiac arrest—issues increasingly relevant amid rising participation in recreation and competitive sports.

A/Prof Ching Chi Keong introduced the event with a sobering perspective on the physiological

risks linked to strenuous activity. Guest of Honour Mr Eric Chua, Senior Parliamentary Secretary for the Ministry of Social and Family Development and Ministry of Law, urged stronger implementation of the Singapore Standard Code of Practice for Sports Safety. He also underscored the importance of embedding life-saving knowledge in community and institution frameworks.

The event highlighted the importance of cross-sector collaboration in protecting public health. It emphasised the urgent need for a nationwide effort to enhance preparedness and rapid response to cardiac emergencies.



Preventive MINDSET



There's a quiet joy in speaking to students and knowing that every conversation sows a seed of awareness. Being able to share the importance of heart health and see them truly listen — reminds me why this work matters, and **how each small step builds a more resilient, heart-strong Singapore.**

Johanna Tan,
Executive,
Strategic Partnerships and
Engagement (Schools)



INSPIRING YOUNG ADVOCATES

The Heart Heroes Programme aims to equip students and school staff with essential heart health knowledge, and to encourage lifelong habits—for themselves and their families.



124
Participating Schools



93,966
Students Engaged (Heart Heroes Programmes)



5,880
Staff Engaged (BP Awareness Booth)

Blood Pressure Initiative Programme @ Schools

At the core is the BP Initiative @ Schools Programme, tailored for Upper Primary and Lower Secondary students. Each session introduces hypertension and cardiovascular disease (CVD) through a concise education segment, followed by a practical hands-on experience with BP monitors. Students are encouraged to bring the monitors home – bridging classroom learning with family health conversations.

In spite of scheduling limitations with schools, 321 sessions were successfully conducted across 52 schools, reaching a total of 11,689 students.



“ I like how the programme was delivered in a progressive manner, from defining high blood pressure, to its consequences, how to prevent it—and ending on a high note with the hands-on activity. ”

A teacher from Bukit View Primary School

“ My child has unlocked a new achievement. She can now take a blood pressure reading accurately... a wonderful simple exercise that demonstrates how quick children can learn. ”

Mother of Hannah Gan, Tanjong Katong Primary School

Heart Health Booth and Assembly Talks

The programme is reinforced by Heart Health Booths and Assembly Talks, which extend learning to the wider student body. Interactive booths feature BP checks, quizzes and education visuals. In FY2024/2025, this initiative reached 83,966 students across 72 schools.

DRIVING KNOWLEDGE, GUIDING IMPACT

Advancing Women’s Heart Health Awareness

The Women’s Heart Healthy Survey 2024 revealed modest gains in awareness, with 11% of women identifying CVD as the leading cause of death – an increase from 9% in 2020. However, breast cancer continues to be more widely perceived as the greatest health threat.

Barriers to physical activity remain significant, with over 86% citing lack of time or motivation. Optimistically, 83% have indicated a willingness to motivate others, highlighting an opportunity for peer-driven behaviour changes. The findings will shape future campaigns aimed at closing knowledge gaps and supporting long-term, heart-healthy lifestyle habits.

INTERASPIRE Singapore: Driving Standards in Secondary Prevention

Singapore’s participation in the INTERASPIRE study, led globally by cardiology societies, focused on the management of coronary heart disease. With SHF’s support, data were collected from 400 patients across six hospitals from Jul 2021 to Mar 2023.

Key outcomes include full data lock and follow-up completion by Mar 2024. Findings were presented at the ESC Congress 2023 and published in the European Heart Journal in Aug 2024. Singapore’s anonymised dataset will soon be shared locally to inform care improvements.

Heart-Rate Walking Speed Index Study

The Heart-Rate Walking Speed Index (HRWSI) study concluded recruitment in Nov 2024, enrolling 25 cardiac rehabilitation patients. Supported by an SHF grant, all participants completed cardiopulmonary exercise testing before and after rehabilitation – tests that are not typically covered due to cost.

Preliminary data indicates improvements in cardiac fitness and walking speed following rehabilitation. A full analysis is currently underway, with findings to be presented in the final report. This study highlights how targeted funding could generate invaluable insights into patient recovery and the effectiveness of rehabilitation programmes.



COMMUNITY EDUCATION ACROSS DEMOGRAPHICS

SHF conducted a diverse range of community-centric activities in FY2024/2025. These events targeted different population groups and addressed heart health through accessible formats:

More than **2,300** participants

At the Mother's Day celebration at Tampines Changkat CC on 11 May 2024, over 100 participants engaged in quizzes and education activities centred on heart health. At the Cardiology Symposium with Farrer Park Hospital on 9 Sep 2024, more than 200 participants interacted at our booth, while expert speakers addressed key topics such as obstructive sleep apnoea and cardiovascular risks.

At the Sembawang GRC Health Fiesta on 13 Oct 2024, we engaged over 200 residents – primarily from the Malay community – through interactive myth-busting games focused on hypertension. During World Diabetes Day 2024, held on 9 and 10 Nov 2024 at Toa Payoh HDB Hub, we connected with more than 900 participants using the Sugar Beverage game to illustrate the links between sugary drinks, diabetes and heart disease.

At the Healthy Women, Healthier Families Carnival on 10 Nov 2024, we engaged over 500 women using the interactive "Hugopoly" game to highlight the importance of cardiovascular care. At the Kids Inc. Carnival on 16 Nov 2024, we engaged over 150 children and adults with a child-friendly Q&A spin-the-wheel activity, promoting heart health in a fun and interactive way.

In Oct 2024, SHF collaborated with Buona Vista Community Centre and radio personality Anna Lim to launch a heart health series tailored for seniors. The series culminated in a large-scale masterclass attended by 300 participants. The final session, co-led by Dr Bernard Kwok, included a CPR role-play and guidance on managing cardiac emergencies. We also educated over 200 participants about the health risks of hidden sodium in local hawker food; equipping them with practical strategies for healthier eating.



BP INITIATIVE BEYOND SCHOOLS

Since Nov 2024, the BP Initiative has broadened its reach to include communities, corporates and Institutes of Higher Learning (IHL). These quarterly sessions combine hypertension education, the Salt Taste Threshold Test and distribution of free BP monitor – equipping participants with the tools and knowledge for routine self-monitoring.

A significant milestone was reached at ITE College West, where a Salt Taste Threshold Test session set a Singapore Book of Records entry for the highest number of participants completing the test simultaneously. This accomplishment reflects increasing public engagement with preventive heart health initiatives.



Reached **477,200** digitally

DIGITAL ADVOCACY

We refreshed the Captain Hugo game by introducing a new mini-game designed to raise awareness about hidden sodium in everyday foods. Since its launch, it has attracted over 900 unique players.

Rehabilitation THAT EMPOWERS



Having witnessing my father's heart attack, I recognised the symptoms when my mother experienced the same. That moment pushed me to act quickly. Since then, **both my mother and I have committed to improving our heart health together through regular sessions at SHF's Heart Wellness Centre.**

Ms Agnes Tay,
Client, Heart Wellness Programme

Scan the QR code to
read Mdm Low and
Ms Agnes's story

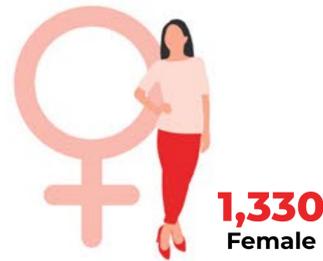


INVESTING IN HEALTH, SUSTAINING CHANGE

In FY2024/2025, the Heart Wellness Programme recorded a 6.7% increase in clients; the number went from 3,105 to 3,328. This includes individuals recovering from heart events and those identified as at-risk of CVD.

Total No of Clients since 2006 3,328

Gender



Race



Age



Programme Impact

The Heart Wellness Programme offers phase 3 and 4 cardiac rehabilitation, anchored in clinical evidence and community support. It combines:

- ✔ Structured Exercise Regimens
- ✔ Dietary Counselling by In-house Dietitians
- ✔ Peer Support via the Healthy Heart Support Group

Clinical Outcomes:

- ✔ Fewer cardiac-related hospitalisation cases
- ✔ Better chronic condition management (e.g., diabetes, hypertension)
- ✔ Enhanced quality of life—physically and mentally

“ A regular regime of exercises involving cardio and strength training has helped me improve my fitness and endurance level. SHF’s commitment to provide the Heart Wellness Programme with high quality of delivery is admirable. The staff is polite and helpful in all areas. ”

Mr Gan Thiam Boon,
Client of the Heart Wellness Programme

Cardiac Rehab Week 2025: HWC Open House

Held at the Heart Wellness Centre @ Bishan on 15 Feb 2025, the open house event welcomed heart patients and at-risk individuals from across Singapore. The event included a talk by Senior Physiotherapist I Rachel Stephens who addressed the transition from hospital to outpatient care, and an exercise demonstration. In addition, there was a live demo of a heart-healthy guacamole dip by Senior Dietitian I Natalie Yeo, and sharing from our HWP clients highlighting the programme’s support for long-term recovery.



LEARNING AND TALENT DEVELOPMENT

To build interest in cardiac rehabilitation among youth, HWC hosted eight interns from ITE and the Republic Polytechnic in a 10-20 weeks placements. Several interns have since joined as part-time staff.



DIGITAL TRANSFORMATION

A major upgrade to the Heart Wellness Management System was launched on 28 Feb 2025—introducing Singpass login for clients. This enhancement:

- ✔ Improves digital security and ease of access
- ✔ Streamlines booking and client management
- ✔ Aligns with Singapore’s Smart Nation efforts

Client Feedback has been positive — users cite ease of use and improved trust in the platform.

BUILDING PEER RESILIENCE

The Healthy Heart Support Group (HHSG) continues to serve as a crucial peer support platform for our clients and their caregivers. By integrating health education, psychosocial support and community building, HHSG helps members navigate life post-cardiac event with informed confidence and sustained motivation.



Education Health Talks

These sessions aim to empower participants with deeper knowledge about cardiac-related health conditions. Talks were led by medical professionals across various specialities, and covered topics like:

- ♥ Understanding Sarcopenia and Frailty for Better Cardiovascular Health
- ♥ Managing Diabetes: Symptoms, Complications and Heart Health
- ♥ Dementia and Cardiovascular Health: Are They Related?



Heart to Heart Chat: Stress Less, Live Longer Workshop

This collaborative session with social workers from Tan Tock Seng Hospital and SHF Senior Dietitian I Natalie Yeo focused on the psychological and social aspects of cardiac recovery. The workshop offered practical strategies for building resilience through stress management, mindful eating and fostering community connections.

Member feedbacks substantiated the relevance of integrating mental well-being into heart health recovery, and affirmed the need for such psychosocial interventions.

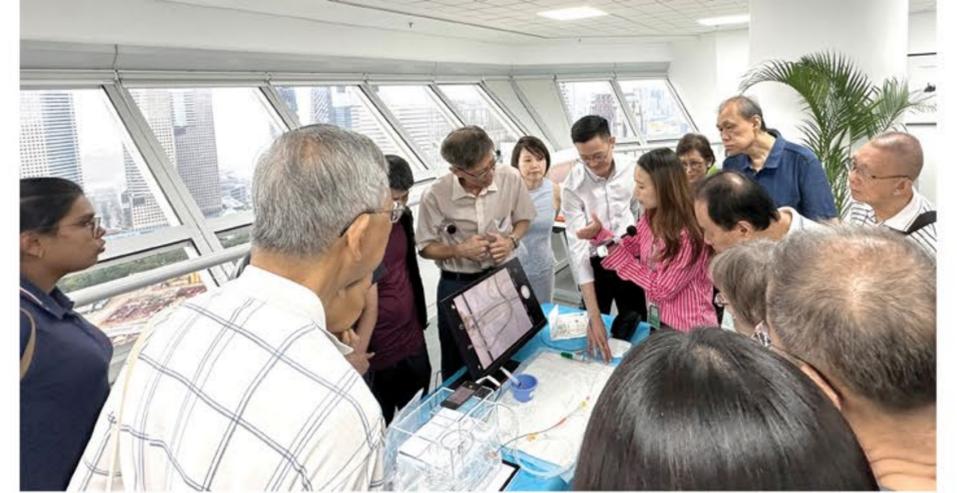


Social Engagement and Learning Journeys

These events were crafted to build camaraderie while exposing members to real-world cardiac innovations.

Edwards Lifesciences Plant Tour & Popiah Making

On 2 Jul 2024, members explored the high-precision manufacturing process of heart valves—a particularly impactful experience for those with valve implants. The visit was followed by a heritage culinary activity at Kway Guan Huat Joo Chiat Popiah, strengthening cultural appreciation and group rapport.



Terumo Patient Day Lab Tour

On 24 Sep 2024, members participated in an educational tour at Terumo Asia's Skill Lab; they acquired first-hand insights into life-saving cardiovascular technology. The day ended with a hands-on cooking session showcasing heart-healthy recipes, highlighting the combined importance of science and lifestyle in recovery.

Year-End Get Together Party

An annual celebration was organised on 14 Dec 2024 to reflect on progress and community milestones. Activities included a potluck buffet, games and theme-based costume design challenge and an award ceremony. Clients brought and shared heart-healthy dishes, highlighting the value of shared ownership in wellness.



CNY Floral Arrangement Workshop

On 18 Jan 2025, our HWP clients created festival floral pieces for the Lunar New Year, while promoting mindfulness and social interaction.



Nutrition Counselling & Talks

Group Sessions and Demonstrations

Active Aging Workshop

On 20 Jul 2024, HWP client Jennifer Yuen, alongside Senior Dietitian I Natalie Yeo and in collaboration with F&N Nutri-soy, conducted a session focused on nutrient-dense foods that support heart and bone health during ageing.



295
one-to-one
nutrition
counselling
sessions held



Mother's Day Cooking Demonstration

On 30 Apr 2024, Chef Emmanuel of Michelin-starred Saint Pierre and Shoukouwa, collaborated with Senior Dietitian I Natalie Yeo to demonstrate cooking a 3-course heart-healthy meal. Participants valued the simplicity and flavour of the recipes and gained practical skills to recreate them at home.

“ The recipes are easy to follow. Chef Emmanuel explained and demonstrated his recipes very interestingly and in a way easy to understand. It's a well-planned cooking demonstration. SHF's in-house Senior Dietitian Natalie has supported me with a deeper understanding with her nutrition tips and knowledge. ”

Mdm Fatimah Bte Ismail,
Client of the Heart Wellness Programme



MEETING NEEDS WHERE THEY ARE

Through corporate and community partnership, SHF continues to bring its nutrition expertise to the community. This included events like:

- ♥ Nutrition Talk for Clementi Active Ageing Centre “Heart-Smart Eating for Golden Years”
- ♥ Collaboration with Diabetes Singapore to conduct a Heart-Health Nutrition Talk for Foreign Domestic Workers Association for Social Support and Training (FAST)
- ♥ Collaboration with Nature's Wonders on Wellness Day



COMMUNITY REPRESENTATION: ASEAN FEDERATION OF CARDIOLOGY CONGRESS

HHSG made its first external stage appearance at the 28th ASEAN Federation of Cardiology Congress on 8 Nov 2024 at Shangri-La Singapore. Under the guidance of Senior Physiotherapist Feng Shumin, 14 HHSG members performed a dance routine to “Can't Stop the Feeling” by Justin Timberlake; supported by 4 SHF interns.



FINANCIAL RELIEF FOR CARDIAC PATIENTS IN CRITICAL NEED

The Heart Support Fund is a targeted financial aid scheme administered by SHF, designed to support heart patients facing acute financial distress due to the high costs associated with surgical interventions and recovery.

This programme addresses critical gaps where conventional support may fall short—helping patients manage not just the cost of surgery, but also the economic fallout from medical incapacitation. It enables continuity of care and safeguards dignity during vulnerable periods.

Support is provided through financial aid of up to \$20,000 for surgical heart procedures and/or a monthly relief fund of between \$300 and \$800 for up to six months.

Additional support measures include transportation subsidies for hospital follow-ups, cardiac rehabilitation sessions, wheelchairs and medical devices to help them manage their ongoing health conditions.

Applications are facilitated through the medical social workers (MSWs) of partnering hospitals, who assess eligibility and coordinate the submission process with SHF. Each application is reviewed by the SHF Heart Support Fund Committee to ensure responsible allocation based on financial need and medical urgency.

Impact in FY2024/2025

For FY2024/2025, a total of \$179,855.76 was disbursed, benefitting 103 heart patients. This includes all approved applications within the fiscal year, covering both direct surgical subsidies and ongoing financial relief payouts.

“ This (INR) machine is essential for my survival. It helps me regulate my blood thickness and gives me peace of mind. I'm grateful for the support I've received (from the Singapore Heart Foundation). ”

Mdm Sifa Fauzia,
Heart Support Fund
Beneficiary



“ Living with heart failure changed everything. I couldn't work, and at my lowest, I lost all hope. But support from the Heart Support Fund gave me strength to keep going. Thank you for helping people like me find dignity and hope again. ”

Mdm Cityruth
Cocoanna Christian,
Heart Support Fund
Beneficiary



Equipping the Public TO SAVE LIFE



Through the Singapore Heart Foundation, I have seen how quickly people pick up the knowledge and skills and how much they appreciate learning to save a life. That's what keeps me going – **knowing that every person I train is another potential lifesaver out there.**

Mr Utsav Gupta,
Basic Cardiac Life Support and
Automated External Defibrillator Instructor,
Son of a Cardiac Arrest Survivor

Scan the QR code to
read Utsav's story



EMPOWERING COMMUNITIES, STRENGTHENING COLLABORATIONS FOR A HEART SAFE SINGAPORE

In FY2024/2025, SHF advanced its vision for a Heart Safe Singapore by scaling life-saving training and deepening cross-sector collaborations. Community empowerment, corporate engagement and institutional partnerships have been key to strengthening emergency preparedness and public resilience.

Equipping Communities with life-saving Skills



5,663
Certification
Participants



7,963
Non-certification
Participants

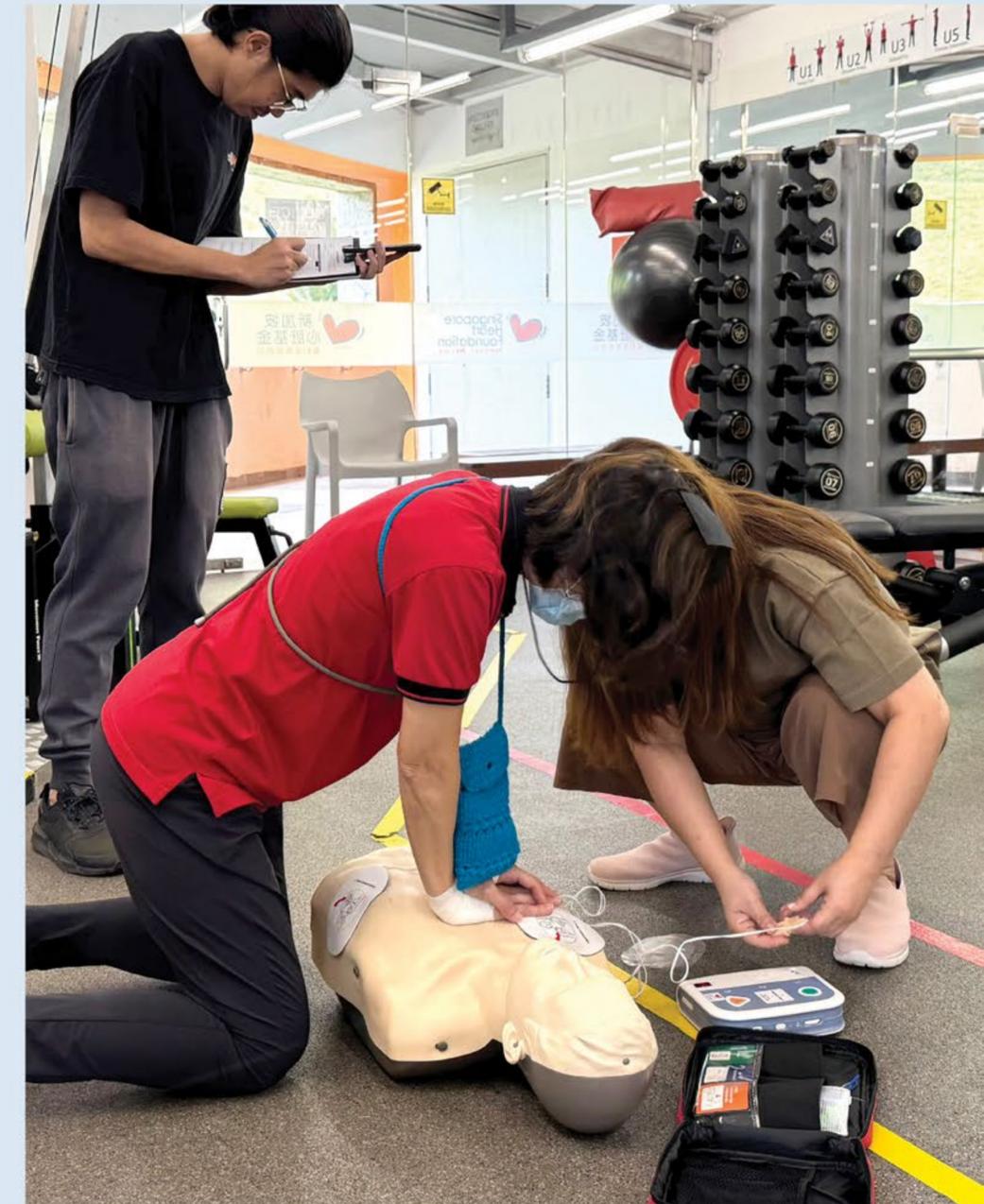


1,625
Migrant Workers
Trained

We delivered CPR+AED training across corporate, social service and community settings. Key milestones included:

- Our first collaborative outreach event with **Changi Airport Group (CAG)** and **Raffles Medical Group (RMG)** took place at CAG's departure area. The open concept "Heart Heroes in Action" event trained 139 airport staff and leaders, catalysing a long-term partnership with CAG, and committing to train an additional 3,000 staff.

- Over 80 regional leaders from **Xin Network** were effectively trained to be workplace first responders. Their generosity extended beyond training; there were AED donations to Canossaville Children and Community Services and CHIJ Sanctuary (IJ Village)—enhancing cardiac safety in high-traffic areas.
- Almost 100 **Silver Generation Office** Ambassadors, who regularly engage seniors at home, were trained to respond confidently to cardiac emergencies—strengthening community-based first-response capabilities.
- Close to 400 **Team Nila volunteers** were trained as a lead-up for the upcoming World Aquatics Championships 2025 and SEA Games 2029.



ENHANCING ORGANISATION READINESS

Beyond training, we piloted the Cardiac Life Emergency Action Response (CLEAR) at the three Heart Wellness Centres, simulating cardiac arrest scenarios to test and refine response times and Code Blue protocols. This practical drill-based approach improves preparedness beyond classroom training and increases staff confidence and swift response in high-stress scenarios.



MAINTAINING CORE COMMUNITY OUTREACH



114
AEDs Sold



27
AEDs Loaned



663
new AEDs Mapped



4,108
new Community First Responders

Beyond partnerships, we have continued to deliver life support training to the public, corporate groups and migrant workers. Community roadshows and public outreach events raised awareness of AED access, life-saving protocols and enrolment as a Community First Responder (CFRs) on the myResponder app, adding another 4,108 CFRs to the database. As of Mar 2025, 663 new AEDs were mapped, bringing the total in the National AED Registry to over 12,000 – significantly improving AED coverage and public readiness.



DEEPENING STRATEGIC PARTNERSHIPS

Our efforts to broaden impact included strengthening ties with partners in training, education and healthcare.

- ♥ The **Lifesaver Masterclass**, expanded from an initial 50 participants to 100, calling for two sessions a year. The enhanced curriculum, co-developed with Singapore Red Cross (SRC), covered CPR science (adult and paediatric), atrial fibrillation and stroke – targeted at improving trainer capability and clinical knowledge.
- ♥ The **Community First Responder (CFR) Club**, formed through partnership with SRC, SCDF and Duke-NUS, included mental health support/intervention, myResponder app feature updates and participation in community walks.



- ♥ **Institutes of Higher Learning (IHLs)**
 - Building on existing ties with ITE College West and NTU Lionhearers, we extended collaborations to Nanyang Polytechnic, Ngee Ann Polytechnic and NUS Lionhearers, adding 48 new certified instructors to our network.
 - Under the Learning Enterprise Alliance (LEA), we revamped our Standard First Aid curriculum, integrating interactive technology and learner-centric approaches. These upgrades are now implemented across all first aid courses to boost retention and engagement.
- ♥ In collaboration with UPEC, Duke-NUS, SCDF and SingHealth, we created the **Cardiac Arrest Survivors' Club**. Through activities like bowling, CPR+AED training and art therapy, the club created a platform for shared experience, recovery and advocacy. Membership has grown to over 30 survivors and their families, many of whom now serve as public advocates.



Partnerships WITH PURPOSE



Volunteering made me realise that even the simplest efforts, like learning CPR or encouraging someone to be prepared, can ultimately save lives.

Mr Liu Siyi,
Volunteer of the
Singapore Heart Foundation

Scan the QR code to
read Siyi's story



RECOGNISING TIME, REWARDING IMPACT

In FY2024/2025, SHF volunteers contributed about 3,241.25 hours of service, translating to an estimated economic value of \$32,412.50 (based on a market rate of \$10/hour). Their roles spanned both remote and in-person support, including administrative duties and key event-based engagements such as the Pledge Your Heart Walk 2024 and National Heart Week/World Heart Day 2024.

Student Engagement

Student-led efforts were equally impactful. Project Avocardio – comprising Charmaine, Isabelle, Phoebe and Jaimie - from Eunoia Junior College (EJC), under the YMCA's Youth for Causes (YFC) 2024 programme, raised \$6,239.24 through creative fundraising activities such as virtual runs, street collections and awareness booths. The team also worked with other student groups to create crochet items for our Heart Wellness Programme's clients and they shared heart health information on their social media page. Their work earned them the YFC Distinction and Social Impact Awards, with \$200 from UBS in recognition of their effort.



Project Kokoro, a student-led initiative from Anglo-Chinese School (Independent), hosted a heart health awareness event on 15 Mar 2025; it attracted 100 participants from eight schools, including Anglo-Chinese School (Independent), Catholic Junior College, Global Indian International School, Hwa Chong Institution, Nanyang Junior College, St Joseph's Institution, Temasek Junior College and Yishun Innova Junior College. The day featured talks by cardiac specialists, Clin A/Prof Jack Tan, Honorary Secretary, and Dr Lim Fang Yi; other activities included a workshop on cardiac history taking and CPR+AED Certification training. Through their efforts, the team raised a total of \$6,670.



On 31 Aug 2024, Project from the Heart 2024, led by Hwa Chong Institution (HCI) students, Kai Xiang, Myn Jae, Kangyou and Aydan, organised a nature walk at Bishan-Ang Mo Kio Park for our clients from the Heart Wellness Programme. They also conducted a briefing on the myResponder app to promote community-based emergency response.



Celebrating Volunteer Appreciation Day 2025

To honour their contributions, we hosted a Volunteer Appreciation Day on 22 Feb 2025 at K Bowling Club. The event brought together 100 volunteers for an afternoon of games, laughter and community bonding.

SUSTAINING THE MISSION, ONE HEART AT A TIME

As a lean social service agency with limited government support, SHF relies heavily on public generosity. In FY2024/2025, more than \$9 million – raised through various fundraising efforts – enabled SHF to continue vital work in prevention, rehabilitation and resuscitation.

Direct Debit Donor Programme

One of the key fundraising avenues was the Direct Debit Donor Programme (DDDP), managed in collaboration with LadderPro Pte Ltd. Operating under the Ministry of Culture, Community and Youth’s code of practice, Ladderpro conducted outreach at pre-approved venues, and its Donor Service team maintained engagement with supporters. This initiative raised \$8,351,933 over the year.



SHF-HTM Medico Charity Cup Golf Tournament 2024

The 23rd SHF Charity Cup Golf Tournament, held on 10 Jul 2024 at Sentosa Golf Club, was both meaningful and successful. With 151 donors and 38 flights, the event themed “Zen Hearts” emphasised the link between mental wellness and heart health. Our former Patron Emeritus Senior Minister Goh Chok Tong honoured the event with his presence. The climax of the day was a vibrant dinner enhanced with energetic performances. Backed by major sponsors including HTM Medico (Presenting Sponsor), the tournament raised a total of \$563,666, establishing a new fundraising record for SHF.



Donors’ listing

\$200,000 And Above

DONORS OF THE DIRECT DEBIT DONOR PROGRAMME

\$50,000 - \$199,999

EDWARDS LIFESCIENCES FOUNDATION
HTM MEDICO PTE. LTD.
NESTLE SINGAPORE (PTE) LTD
TOTE BOARD

\$10,000 - \$49,999

F&N FOODS
AMGEN BIOTECHNOLOGY SINGAPORE PTE LTD
ASTRAZENECA SINGAPORE PTE LTD
BIO-POINTE PTE. LTD.
CHEW HOW TECK FOUNDATION
ENOVA ELECTRICAL PTE. LTD.
FEDERAL OATS MILLS SDN BHD
MALAYSIA DAIRY INDUSTRIES PTE LTD
PFIZER PRIVATE LIMITED
SUNSHINE BAKERIES

\$5,000 - \$9,999

AEGIS BUILDING & ENGINEERING PTE LTD
ARIE DARMA ENTERPRISES (SINGAPORE) PTE LTD
AVI-TECH ELECTRONICS PTE. LTD.
BANK OF SINGAPORE LIMITED
EDWARDS LIFESCIENCES (SINGAPORE) PTE LTD
LANDMARK PLASTICS PTE LTD
LOYANG TUA PEK KONG
MELLFORD PTE. LTD.
MITSUBISHI ELECTRIC ASIA PTE LTD
NCS PTE. LTD.
NGEE ANN DEVELOPMENT PRIVATE LIMITED
PIXO EVENTS ASIA PRIVATE LIMITED
PLANT WERX PTE LTD
REACHFIELD SECURITY SAFETY
RSM SG ASSURANCE LLP
SINGAPORE HYPERTENSION SOCIETY
TAI SUN (LIM KEE) FOOD INDUSTRIES PTE. LTD.
THONG TECK SIAN TONG LIAN SIN SIA
TIAN TECK INVESTMENT HOLDING CO. PTE. LTD.



FUTURE PLANS

SHF remains committed to tackling cardiovascular disease through holistic and targeted approaches. Future initiatives are categorised by thematic pillars—extending outreach, addressing underserved demographics and innovating education.

Expanding Reach and Closing Engagement Gaps

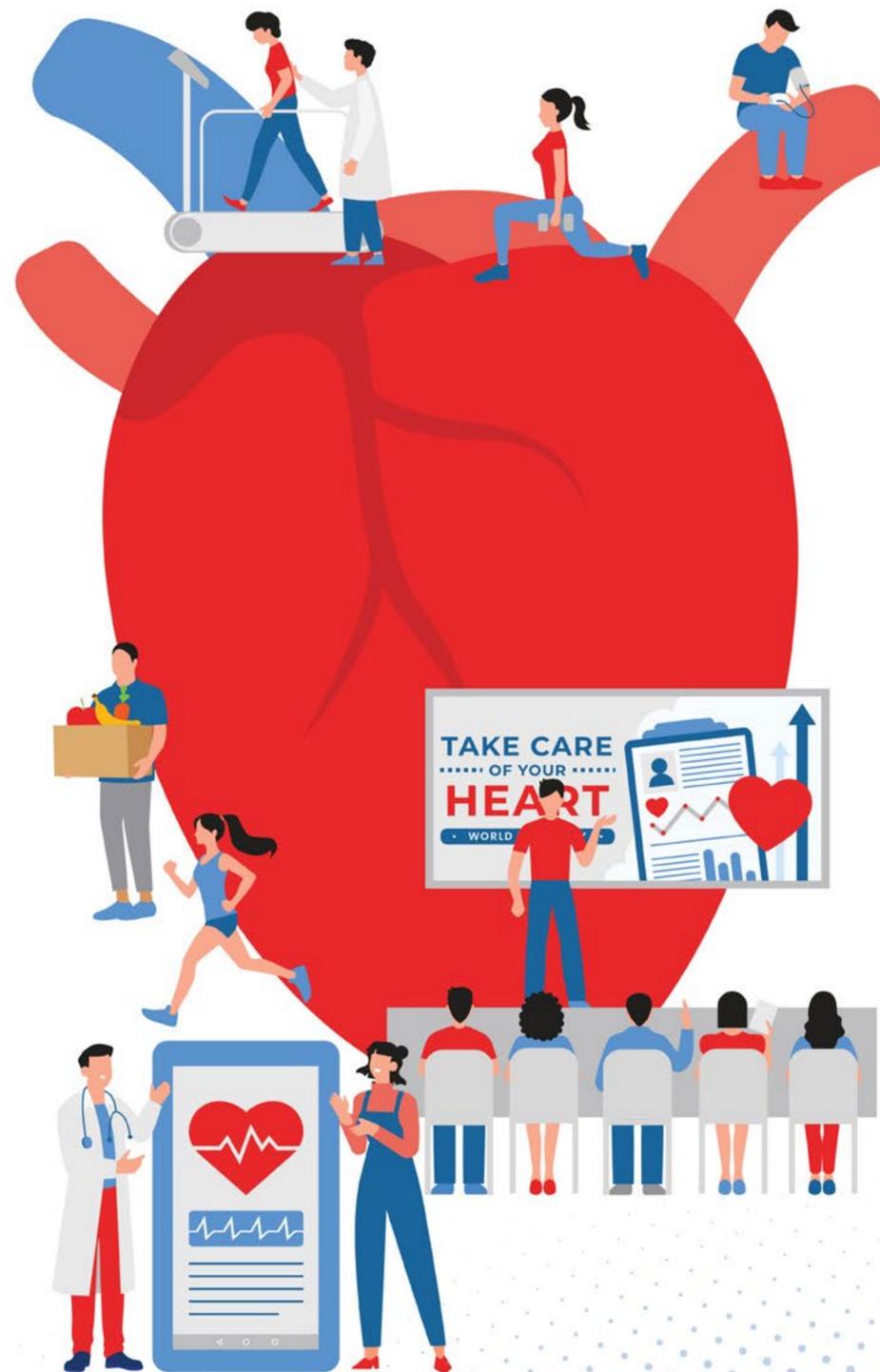
- Corporate Partnerships:**
 Intensify collaborations with corporate entities to integrate heart-health training into workplace wellness programmes, directly reaching working adults during office hours.
- Youth and Family Outreach:**
 Develop event formats that appeal to younger audiences and families—e.g., weekend activations, family-friendly heart health carnivals—and use social media to scale awareness and engagement.
- Expansion of Heart Wellness Centres (HWC)**
 Open the fourth HWC in the East, broadening access to preventive cardiac care and rehabilitation services.
- Alternative Exercise and HWMS Enhancement**
 New exercise options will cater to varying physical capacities, while our Heart Wellness Management System will be enhanced to improve functionality and to streamline processes.

Promoting Women and Cardiovascular Health

- Cross-sector Advocacy:**
 Partner with corporates, schools and social service agencies to promote education on women’s heart health.
- Resource Toolkits:**
 Develop and distribute ready-to-deploy materials that empower partners to run internal campaigns.
- Stakeholder Engagement:**
 Work with grassroots leaders and other key influencers to reach women across socio-economic segments, and include culturally relevant messaging.

Integrating Mental and Cardiovascular Health

- Strategic Alliances:**
 Engage with partners aligned with mental health objectives to co-host events and run public awareness booths.
- Community Education:**
 Host mental wellness talks for Heart Wellness Programme clients, caregivers and the public—highlighting the mental-cardiac health link and strategies for proactive self-care.



Innovating Heart Health Education for Youth

- CardioChase Game Kiosk:**
 This gamified, kiosk-based programme will be introduced in schools. It uses interactive play to help students cultivate heart-healthy habits in a dynamic and memorable way—enhancing both engagement and retention.
- Heart Sprouts (Preschool Engagement):**
 Tailored for preschoolers and their families, this initiative uses storybooks, activity kits and outreach events to instill foundational habits.

Strengthening Emergency Preparedness

- CPR Self-Learning Kiosk V3 Launch:**
 Improve our CPR Self-Learning kiosk to guide participants in learning AED usage, introduce a hands-on, self-directed format.
- Cardiac Life Emergency Action Response (CLEAR)**
 Expand this initiative with selected organisations to help simulate real-time cardiac emergencies, and to guide teams in refining their emergency protocols.

Key Community Engagements (FY25/26)

- Resilient heARTs Exhibition**
 – 6 Apr 2025
 A community showcase blending art and advocacy to highlight personal stories of cardiac recovery and resilience.
- 55th Anniversary Charity Show**
 – 29 Jun 2025
 Return to national broadcast after two decades to raise funds and engage the public in SHF’s mission.
- National Heart Week/World Heart Day**
 – 27 Sep 2025
- Singapore Prevention and Cardiac Rehabilitation Symposium**
 – 3–4 Oct 2025
- Project Heart**
 – 11 Oct 2025
- National Life Saving Day**
 – 17 Jan 2026

STATEMENT OF FINANCIAL ACTIVITIES

	1 APR 2024 - 31 MAR 2025	%	1 APR 2023 - 31 MAR 2024	%
INCOME				
Fundraising activities	9,497,775	88	8,954,642	85
Charitable activities	1,258,903	12	1,484,320	14
Governance and operating activities	49,362	-	146,111	1
Other income	13,892	-	-	-
Total	10,819,932	100	10,585,073	100
EXPENDITURE				
Fundraising activities	2,102,307	17	1,376,390	14
Charitable activities	8,710,269	70	7,170,989	72
Governance & Operating costs	1,646,671	13	1,369,202	14
Other expenditure	-	-	23,651	-
Total	12,459,247	100	9,940,232	100
Net (loss) / surplus before investment	(1,639,315)		644,841	
Investment income	1,930,011		1,678,991	
Fair value gain on financial instruments at FVTPL	3,651,538		1,459,156	
Gain on disposal of investment	349,400		116,845	
Net surplus for the year	4,291,634		3,899,833	

Fundraising Efficiency (Fundraising Expenses/Fundraising Income)	22%	15%
SHF's Fundraising Efficiency of 22% (Current year) and 15% (Prior year) are well within the Commissioner of Charities guideline of not exceeding 30%		

ANNUAL SALARY BANDS OF KEY MANAGEMENT PERSONNEL		
Above \$300,000	3	1
\$200,001 to \$300,000	1	2
\$100,001 to \$200,000	2	3
Below \$100,000	2	0

STATEMENT OF FINANCIAL POSITION

	31 MAR 2025	%	31 MAR 2024	%
ASSETS				
Property, plant & equipment	15,049,018	21	13,557,616	21
Investments	48,957,768	69	45,115,609	69
Right-of-use assets	127,700	-	182,069	-
Inventories	13,941	-	16,625	-
Trade and other receivables	398,061	1	697,807	1
Other assets	750,319	1	603,164	1
Term deposits	2,825,300	4	2,286,090	3
Cash and bank balances	3,126,827	4	2,991,027	5
TOTAL ASSETS	71,248,934	100	65,450,007	100

FUNDS AND LIABILITIES				
Unrestricted Funds				
General Fund	36,548,872	51	48,703,216	74
Other Reserves	2,250	-	(56,228)	-
Infrastructure Development Fund	31,187,880	44	14,713,887	23
Restricted Funds				
Asia-Pacific Heart Network Fund	-	-	10,543	-
Care & Share Matching Grant	13,372	-	24,482	-
Edwards Lifesciences Foundation	104,632	-	105,776	-
AEDS In Bukit Gombak	-	-	5,218	-
TOTAL FUNDS	67,857,006		63,506,894	
TOTAL LIABILITIES	3,391,928	5	1,943,113	3
TOTAL FUNDS AND LIABILITIES	71,248,934	100	65,450,007	100

All board members and staff are prohibited to engage in any activities that directly or indirectly compete or conflict with SHF's interest. During each financial year, all board members and staff are required to make a Personal / Vested Interest Declaration at least once a year or when needed.

The above is a summary of the audited accounts by RSM SG Assurance LLP.

RESERVE POLICY

The Singapore Heart Foundation's (SHF) Reserves Policy governs the management of reserves. Our reserves are unrestricted funds, accumulated from surpluses at the end of each financial year, and available to meet operational requirements. They are set aside for unexpected circumstances, including loss of income and large unforeseen expenses. They exclude endowment, restricted and designated funds.

The Finance and Investment Committee (FIC) provides strategic direction for the long-term financial sustainability of SHF. They set the investment policy, governing how assets and reserves are invested and managed. The FIC monitors the investments closely and reports to the SHF Board. Based on the FIC's recommendations, the Board reviews the level of reserves regularly and ensures that they are adequate to meet SHF's ongoing obligations.

The primary purpose of SHF's Reserves Policy is to support the long-term sustainability to accomplish its mission. It determines the adequacy of funds to support SHF's business activities, day-to-day operations and initiatives that align with

the vision and mission of SHF. SHF is not subject to any external restrictions on the use of its funds, except those that are specified as restricted.

We managed our expenses prudently through careful planning and organising. We also tapped on grants to support development work in the areas of governance, cybersecurity, IT infrastructure and software upgrades. Some of these works, such as the cybersecurity training, was provided on a pro bono basis by a local bank as part of its corporate social responsibility initiative. We continue to remain prudent and strive to serve our beneficiaries in line with our mission diligently.

SHF reviews and manages our reserves regularly, to ensure an optimal fund structure, taking into consideration future requirements, fund efficiency, projected income and operating cash flow.

It is a requirement to disclose the Reserves ratio under the Charities Act Regulations 2011 (Accounts and Annual Report). The computation of the reserve ratio shall be as follows:

RESERVES POSITION AS AT 31 MAR 2025	CURRENT YEAR	PREVIOUS YEAR	% INCREASE / (DECREASE)
(A) Unrestricted General Funds (Reserves) at the end of a financial year	\$32,070,872*	\$47,832,187	-33.0%
(B) Annual Operating Expenditure for the year	\$12,383,771	\$9,803,221	26.3%
Ratio of Reserves (exclude investments accumulated unrealised fair value gain or loss) [Formula of Reserves ratio = (A) Total Unrestricted General Fund / (B) Annual Operating Expenditure]	2.59:1	4.88:1	

*A total of \$17 million was transferred from the General Fund to the Infrastructure Development Fund in FY2024/25 in anticipation of setting up a fourth cardiac rehabilitation centre in the eastern part of Singapore, bringing the total designated amount for this initiative to \$20 million, subject to the identification of a suitable location. As a result, the reserves-to-annual expenditure ratio declined from 4.88 in FY2023/24 to 2.59 in FY2024/25, as we continually manage our funds structure to meet future and unforeseen needs to serve our beneficiaries in accordance with our mission.

ENVIRONMENT AND SOCIAL IMPACT

SHF's operations in FY2024/2025 reflected a deliberate shift toward sustainability, social responsibility and organisational resilience. Efforts were focused across three fronts—environment practices, community safety and workforce well-being.

Strengthening Environmental Stewardship

Concrete measures were implemented to reduce waste and encourage reuse across all operations.

- ✔ **Office Sustainability:** Installed water dispensers in the new office and ceased procurement of disposable bottled water for both internal and external events, reducing single-use plastic consumption.
- ✔ **Eco-friendly Event Practices:** Community roadshows used recyclable and biodegradable plywood for booths and artwork. Printed materials were minimised and, when required, used sustainable wood-free paper from renewable sources.
- ✔ **Waste Reduction in Celebrations:** Repurposed unused red packets for Lunar New Year decorations, reinforcing the habit of reuse in internal events.

Expanding Community Safety and Resilience

Community programmes were scaled to improve emergency readiness and maximise impact from donated resources.

- ✔ **AED on Loan Programme:** Grew significantly—up from 11 events in FY2023/2024 to 27 in FY2024/2025. Repurposed donated AEDs allowed more event organisers to implement on-site cardiac safety measures.
- ✔ **Heart Heroes Programme:** Engaged 93,966 students, underscoring our commitment to early prevention and youth education on cardiovascular health.
- ✔ **Project Heart and First First Responder Advocacy:** Provided free CPR+AED training to 42 organisations, training over 3,500 individuals. Ongoing advocacy led to increased registrations on the myResponder app, bolstering Singapore's network of over 200,000 community First responders.
- ✔ **Quarterly Training for Caregivers and Clients:** Institutionalised quarterly CPR+AED sessions, enabling ongoing upskilling for caregivers and clients.

Caring for Our Workforce and the Community

SHF took practical steps to enhance health, safety and workplace engagement – both internally and externally.

Enhancing Onsite Safety and Accessibility

- ✔ **Public AED at SLF Building:** Installed a 24/7 accessible AED with paediatric pads at SHF's new office location—benefitting nearby preschools and the public.
- ✔ **CPR Self-Learning Kiosk Installation:** Introduced a CPR self-learning kiosk at the SLF Building to promote life-saving skills among visitors and tenants.

Supporting Employee Health and Flexibility

- ✔ **Preventive Health Benefits:** Continued provision of paid annual health screenings and flu vaccinations, including for probationary staff.
- ✔ **Flexible Work Arrangements:** Introduced formal policies allowing staff to request flexible work options to better manage personal and professional responsibilities.
- ✔ **Upgraded Leave and Recognition Policies:**
 - Birthday leave eligibility extended to the entire birthday month.
 - Long service award recipients now receive appreciation gifts redeemable across wellness, travel and lifestyle categories.

Building a Culture of Openness and Development

- ✔ **Open-Office Design and Leadership Access:** Adopted an open-office concept to encourage direct communication and collaborative problem-solving across all levels.
- ✔ **Social Integration:** Organised staff-wide social events to foster cross-departmental engagement and cohesion.
- ✔ **Workplace Learning Framework:** Implemented a structured framework that empowers staff to take ownership of their professional growth.
 - Core to this is a mindset of lifelong learning and a focus on critical core skills.
 - A curated learning directory enables staff to select development opportunities aligned with their roles.
 - Regular check-ins with supervisors help ensure individual goals are aligned with SHF's strategic goals.
- ✔ **Compensation Framework:** Constant review and enhancement of the compensation framework to attract talent, strengthen leadership pipeline and ensure organisation capability and continuity.

CORPORATE GOVERNANCE

Constitution

SHF was established on 14 Jan 1970. Its Constitution meets the requirements of the Societies Act. It is a registered charity under the Charities Act, Cap 37 and an Institute of Public Character (IPC).

SHF complies fully with the Code of Governance issued by the Charity Council. Its Governance Evaluation Checklist declared by the Board for the period between 1 Apr 2024 and 31 Mar 2025 may be viewed on page 35 - 36 of this Annual Report and via the Charity Portal at www.charities.gov.sg.

The SHF was also conferred the Charity Transparency Award 2024 by the Charity Council.

Prof Tan Huay Cheem is our Chairman appointed on 31 Aug 2019. In compliance with SHF's Constitution, its 54th Board of Directors consists of 12 elected members. Of these, 8 directors are from the medical profession, including 6 who are members of the Singapore Cardiac Society. Each elected member of the Board shall hold office for a term of two years, commencing from the date of election until the Annual General Meeting in the second calendar year thereafter.

NAME	MEMBER STATUS	YEARS IN SHF	PAST BOARD APPOINTMENTS	MEMBER OF SINGAPORE CARDIAC SOCIETY
Prof Tan Huay Cheem	Elected	18	· Member, 24 Jun 2006 · Honorary Secretary, 30 Jun 2007	Yes
Dr Tan Yong Seng	Elected	23	· Member, 31 Mar 2001 · Honorary Secretary, 24 Jun 2006 · Member, 30 Jun 2007	-
Ms Kay Pang	Elected	2	· Member, 16 Sep 2023	-
Clinical Associate Prof Jack Tan	Elected	7	· Member, 23 Sep 2017 · Asst Honorary Secretary, 18 Sep 2021	Yes
Associate Prof Ching Chi Keong	Elected	4	· Member, 24 Mar 2021	Yes
Dr Bernard Kwok	Elected	10	· Member, 23 Aug 2014	Yes
Mr Chia Song Leng	Elected	1	-	-
Prof Terrance Chua	Elected	29	· Member, 1 Apr 1995 · Honorary Secretary, 27 Mar 1999 · Member, 29 Mar 2003 · Vice Chairman, 30 Jun 2007 · Chairman, 26 Jul 2008	Yes
Mrs Elsie Foh	Elected	11	· Member, 7 Sep 2013 · Honorary Treasurer, 23 Sep 2017	-
Ms Alicia Foo	Elected	1	-	-
Prof Marcus Ong	Elected	2	-	-
Assistant Prof Yeo Tee Joo	Elected	4	-	Yes

The Board and Management of SHF are firmly committed to complying with all relevant laws, regulations and the Code of Governance for charities. Corporate governance is essential to the sustainability of SHF's mission, which is to promote heart health, and prevent and reduce disability and death due to cardiovascular disease and stroke. It is a never-ending race to defeat the disease and support those who are impacted. It is critical for SHF to strike a balance between the need for stability, continuity, tenure of appointment and diversity of skills that has the longer term and progressive interest of SHF as priority. In this respect, the Board and Management are confident that SHF has complied with all relevant laws and regulations and observed the Code of Governance during the reporting year.

Board Governance

The Board of Directors acts in the best interest of SHF, its beneficiaries and donors to achieve its mission. No member of the Board holds a staff appointment, and no staff member is part of the Board. The Treasurer of SHF holds a maximum term limit of four consecutive years. Board members, who have served on the Board for over ten years are valued for their respective and active contributions in various areas of expertise. These may include their medical expertise and other relevant sector related knowledge and passions that benefit SHF.

To adhere more closely with the new code of governance, SHF has put in place a Board transition plan to be implemented over two years, to be fully completed by Sep 2025. This Board transition plan includes succession planning and the induction of new board members with the appropriate skills and knowledge to support SHF's future growth. An annual self-evaluation is conducted to assess the Board's effectiveness and performance. As part of continuous learning, training opportunities such as formal courses and webinars are shared with all Board members regularly. The relevant learning opportunities include courses organised by the Social Service Training Institute, Singapore Institute of Directors and Pro Bono SG.

Board Meetings And Attendance

A total of four Board meetings and one Annual General Meeting were held during the financial year. All meetings during the year were chaired by a Board Director. The following table shows the attendance of each individual Director during the year:

NAME OF BOARD OF DIRECTORS	AGM	BOARD MEETINGS
Prof Tan Huay Cheem	1	4
Dr Tan Yong Seng	1	2
Ms Tan Lee Chew	-	1
Clinical Associate Prof Jack Tan	1	4
Associate Prof Ching Chi Keong	1	3
Dr Bernard Kwok	1	3
Prof Terrance Chua	1	2
Mrs Elsie Foh	1	2
Prof Marcus Ong	1	4
Ms Kay Pang	1	4
Assistant Prof Yeo Tee Joo	1	3
Mr Chia Song Leng	-	2
Ms Alicia Foo	-	2

The Board strives to ensure sufficient diversity of skills and competencies among its members. All Board Directors are independent and have no family, employment, business, or other relationship with SHF. Should a Director's related companies or their officers interfere, or be reasonably perceived to interfere, with their duties and affect their independent judgement, the best interests of SHF and its donors will be placed as a priority. The Board consists of professionals drawn from various fields in medicine, accounting and finance, law, education, technology and management.

SHF has several committees to assist the Board in covering key areas of operations and to improve the oversight of management and accountability to stakeholders. These committees provide oversight in the areas of community education, fundraising, partnerships development, cardiac rehabilitation, research, disbursement of funds from the Heart Support Fund, finance, audit and risk, strategic communications, human resource, schools programme and Heart Safe. The Committees report to the Board regularly, including circulation of their minutes of meetings where applicable. All SHF Committees are provided with up-to-date Terms of Reference, which are reviewed regularly for relevancy. The brief description of the main Terms of Reference for the Board and each of these Committees are available on SHF's official website.

Strategic Planning

The Board reviews and provides inputs to SHF's Strategic Plans on a regular basis. In Apr 2024, our Senior Leadership Team convened with key staff members for a full-day strategic planning session. The outcomes were further refined in consultation with the Board in Jul 2024.

This exercise resulted in a three-year plan for each division, aligned with SHF's six organisational aspirations:

- C**ollaborate with relevant stakeholders
- A**uthority on cardiovascular disease advocacy
- R**oll out new services and programmes for preventive health and community care
- D**evelop self and team through continuous learning, to be “future ready”
- I**nnovate through establishing a hub for creativity and ideas
- O**utreach through meaningful and impactful community education

The approved strategic plan provides a framework to steer SHF's priorities and resource allocation through FY2025–FY2027. This report outlines several new initiatives and programme expansions already in motion.

A key component of the forward plan is the establishment of SHF's fourth Heart Wellness Centre, to be located in eastern Singapore, subject to the identification of a suitable site. This centre will further enhance access to subsidised cardiac rehabilitation and preventive care in underserved areas.

Conflict Of Interest

Established procedures are in place for the Board, staff and volunteers to avoid conflict of interest. In addition, all Board directors and staff are required to declare any actual, perceived or potential conflicts of interest when they begin their employment with SHF and annually thereafter. A new declaration will also be required when a potential conflict of interest arises. Board Directors and staff are expected to avoid actual and perceived conflicts of interest where they have a personal interest in business transactions or contracts that SHF may enter or when they have a vested interest in organisations with which SHF is associated. They are expected to disclose such interests as soon as possible, recuse themselves from the decision-making process and not vote on matters in which they have a conflict.

Governance, Financial Management And Controls

The Board ensures that adequate internal controls are in place for financial matters. They also review SHF's Delegation of Authority, financial and procurement policies, procedures, processes, key programmes and outcomes. They ensure adequate resources are allocated to SHF's activities, and that such resources are utilised effectively and efficiently. There are also procedures in place to ensure that SHF complies with all applicable laws, rules and regulations.

The Finance and Investment Committee (FIC) provides financial oversight on SHF's financial management, financial controls and investment of assets. The Committee reviews and approves SHF's quarterly financial performance and annual budget for operating and capital expenditure and recommends them for the Board's approval. The Committee ensures that SHF complies with the requirements in the Financial Reporting Standards, the Societies

Act and the Charities Act; and all relevant rules and regulations and the Code of Governance for Charities and IPCs. The FIC manages SHF's funds with care, skill, prudence and diligence, and acts in the best interests of SHF. The FIC makes policy recommendations for Board approval. In order to achieve SHF's investment objectives, qualified external fund managers are engaged to manage the investment portfolio. The Committee also monitors and evaluates the performance of the appointed external fund managers on a quarterly basis, reports investment performance to the Board and advises the Board on matters relating to the investments.

The Audit and Risk Committee (ARC) independently oversees SHF's internal controls, risk management and financial reporting in compliance with regulatory and legal requirements. The Committee is responsible for assisting the Board in fulfilling its oversight and fiduciary responsibilities and acting in the best interests of SHF's donors and stakeholders. The Committee reviews the efficiency and effectiveness of SHF's internal controls, including operational and compliance controls, risk management and adherence evaluation, ascertaining the adequacy of SHF's corporate governance, policies and procedures, the extent of compliance with those policies and good practices.

In order to fulfil its aforementioned responsibilities, the ARC has full access to and the co-operation of the management team and staff; it also has direct access to external and internal auditors to investigate all matters within the ARC's terms of reference. The ARC reviews and approves the audit plans of external and internal auditors to ensure that sufficient resources are allocated to address key business risks. Internal controls (both operational and compliance), business and financial risk management policies are regularly reviewed for their efficacy by the ARC. These reviews are carried out by the external or internal auditors annually.

In 2022, a 3-year internal audit plan (including a follow-up review) was developed using a structured framework for assessing risks and controls covering Financial and Controls Management, Management of Grants and Restricted Funds, Volunteer Management, Donation Management and Fundraising, IT Security Management, and Human Resource Management and Payroll Processing.

In FY2024/2025, the internal auditors focused on material internal controls, including Human Resource and Payroll Processing and Expenditures, Payments & Claims. In the summary of the internal audit findings, four medium priority and two low priority recommendations were made. These internal audit reports were then presented to the ARC for deliberation to ensure timely and adequate closure of audit findings. Status of implementation would be tracked with copies of these reports extended to the CEO and relevant senior management officers. The ARC appraises and reports the reviewed results to the Board, advising the Board on the adequacy of disclosure of information, the appropriateness and quality of the management system and internal controls.

SHF adopts a strategic Enterprise Risk Management (ERM) process that includes an annual analysis of its major risks assessed against SHF's risk appetite. Working together with the risk owners, the ERM Committee, consisting of key management staff, play a critical role in managing the organisation's risks. Controls are updated regularly to ensure that major risks are addressed appropriately. Yearly risk monitoring reviews are conducted and reported to the ARC for its assessment. More emphasis had been placed on the areas of Personal Data Protection Act (PDPA) compliance and cybersecurity in the recent years. In FY2022/2023, SHF also appointed an ERM consultant, Shared Services for Charities (SSC) for professional consulting on risk management framework assessment and risk register review for 2023 and 2024.

The enhanced ERM framework and updated policy was approved by the SHF board in Mar 2024. SHF continues the engagement with SSC with the aim to strengthen the ERM framework and maintain a forward-looking ERM roadmap focus on sustainability and continuous improvement.

The Board delegates the day-to-day management of SHF to the management team led by the CEO.

Fundraising Practices

SHF has established procedures and practices to ensure that fundraising activities are conducted in an honest and ethical manner to uphold public confidence. SHF ensures that all materials used in fundraising activities contain relevant and accurate information, which does not misrepresent or contain material omission.

SHF ensures that funds and donations are used in accordance with the donors' intentions and any specific purpose as communicated when soliciting donations. Procedures are in place to ensure that donors' confidentiality is respected. Any information or records of donors are kept strictly confidential at all times and in compliance with the PDPA.

Whistle-Blowing

SHF has a whistle-blowing policy which provides an opportunity for all stakeholders to raise genuine concerns relating to any aspect of SHF's operations, including serious breaches of the Code of Conduct by employees in a safe and secure manner. The process allows reporting in good faith, without the fear of adverse consequences or retaliation. SHF hopes to promote a positive working environment that is inclusive and above board. All activities should be conducted with the utmost care and concern for relevant stakeholders, especially the interests of our beneficiaries as priority. SHF does not tolerate any misconduct by members, volunteers, staff or service providers in the course of their work. In FY2024/2025, no whistleblowing feedback was reported.

Disclosure And Transparency

SHF makes available to its stakeholders an annual report that includes information on its programmes, activities, audited financial statements, and information about the Board and Management of SHF. The annual report and financial statements are publicly available on www.myheart.org.sg.

All Board Directors serve on a voluntary basis and are not remunerated for their services. There are no close members of the family of the executive head or board members being employed by SHF.

The Human Resources Committee reviews and approves employee compensation and benefits packages, including the performance bonus recommended by the Management. No staff is involved in determining his or her own remuneration. The annual remuneration of its key management staff is disclosed in bands of \$100,000 in accordance with the code of governance.

Public Image

SHF recognise that maintaining a strong and positive public image is integral to effective corporate governance. Beyond fulfilling

our legal obligations, we are deeply committed to upholding the highest standards of lawful and ethical conduct. It requires that Board Directors and employees conduct themselves in a manner that complies with all applicable laws, rules and regulations, internal policies and code of conduct. Every action we take reflects not only on our organisation but also on the broader community we serve.

In line with our mission to promote heart health and prevent cardiovascular disease, SHF actively upholds its core values and leverage on them to guide decision-making, behaviour and public interactions. All members of SHF are expected to conduct themselves with honesty, transparency and respect for others, ensuring their actions always align with these values.

Public image is shaped not only by our programmes and services but also through the various mediums we use to engage stakeholders. These include traditional platforms such as print publications, media coverage and community outreach events, as well as digital channels like website, email newsletters and social media platforms. Through these mediums, SHF shares impactful stories, health education initiatives and key organisational updates, all while reinforcing our commitment to the public good.

Effective public communications are essential in preserving and enhancing our image. SHF ensures that all external communications are clear, accurate and respectful. Communication should be timely and consistent, providing factual information and avoiding exaggeration or misleading content. Any statements issued on behalf of SHF are carefully reviewed to ensure they are appropriate, sensitive to community needs, and aligned with the organisation's values and internal policies.

For public communications conducted physically as well as media engagements, SHF Board directors and employees are required to conduct themselves with the utmost professionalism and integrity in all their activities, whether related to fundraising, event and programme implementation, financial management, public speaking or presentation on behalf of SHF, or any other aspect of SHF's work. To maintain consistent messaging and accurate information dissemination, the Management team has appointed designated spokesperson/s who bears the responsibility of representing SHF in communication with the media.

In situations involving public scrutiny or unexpected incidents, SHF adopts a calm, transparent and responsible approach to communications. We acknowledge concerns openly, provide relevant information where appropriate, and explain the steps being taken to address any issues. Our crisis communication practices are designed to safeguard the Foundation's credibility while maintaining the trust of our beneficiaries, supporters, and partners.

Ultimately, SHF's commitment to a strong public image reflects our dedication to being a responsible, trustworthy, and community-centred organisation. Through lawful and ethical behaviour, alignment with our core values, responsible use of communication platforms and thoughtful engagement with the public, SHF continues to uphold and project a positive public image and remains a shining beacon of hope and impactful change to the lives of those it aims to serve and the community at large.

Personal Data Protection Act

In compliance with the PDPA, SHF will not disclose any personal data to third parties without one's consent. All personal data is kept strictly private and confidential. SHF's Privacy Policy is published on its website.

GOVERNANCE EVALUATION CHECKLIST (TIER 2)

For all IPCs for the period of 1 Apr 2024 to 31 Mar 2025

CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?
Principle 1: The charity serves its mission and achieves its objectives.		
1 Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes
2 Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes
3 Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes
4 Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes
Principle 2: The charity has an effective Board and Management.		
5 The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes
6 The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes
7 Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and Investment.	2.3	Yes
8 Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes
9 Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes
10 Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes

CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?
11 Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes
12 Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes
13 The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Partial Compliance The succession plan has been put in place. All board members elected will be complied to this requirement from our next AGM in Sep 2025.
14 For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Partial Compliance We are in compliant with this, except the overall term limit of 10 years.
Principle 3: The charity acts responsibly, fairly and with integrity.		
15 Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Partial Compliance Reference checks are conducted for all new hires. For new committee or board members, background checks are conducted internally and approved by the nomination committee.

CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?
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
Principle 4: The charity is well-managed and plans for the future.		
21 Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes
22 Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes
23 Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes
24 Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes
25 Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes
26 The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes

CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?
27 The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes
Principle 5: The charity is accountable and transparent.		
28 Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes
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
33 Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes
34 Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. b. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes
35 Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes
Principle 6: The charity communicates actively to instil public confidence.		
36 Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes
37 Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes
38 Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes



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