ANNUAL REPORT
2025/26

Ren Ci 仁慈



Leading The Way In Comm C4re

领航社区护理，共筑温馨未来

Ren Ci 2030

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About the cover

Centered on the Ren Ci 2030 strategic roadmap, the FY2025/26 Annual Report cover embodies our theme, "Leading The Way In Comm C4re," through interlocking hands that symbolise community unity and collaboration.



About Us

ABOUT REN CI HOSPITAL

The roots of Ren Ci **(仁慈)** can be traced back to 1994 with the primary mission of providing affordable medical, nursing and rehabilitative care services for the community, living up to its name of "compassion" and "benevolence". This is driven by the principle of serving all with loving kindness and compassion, regardless of background, race and religion.

成立于1994年，仁慈医院是新加坡为数不多的医疗慈善机构。仁慈医院以仁心慈爱的原则为社会提供全面和实惠的医疗、护理和复健服务。仁慈也采用以人为本的护理服务理念，为病友提供优质的服务。

OUR VISION

Holistic care with loving kindness and compassion

仁心慈爱的全面护理

OUR MISSION

Partnering the community to provide inclusive healthcare for quality and meaningful living

与社区携手提供综合医疗服务，共同创造优质且有意义的生活

CORE VALUES

Teamwork 团队合作

Open-Minded 豁达开明

Compassion 慈爱之心

Alliance 联盟

Respect 尊重

Excellence 卓越

Chairman's Message



> The challenges ahead are significant, but so is our collective resolve. With courage, compassion and innovation, we will continue to bring hope, dignity and healing to those who need it most.
>
> **Mr Seow Choke Meng**
> *Chairman*

In FY2025/26, Ren Ci Hospital reached an important turning point as we concluded our five-year Ren Ci 2025 strategic plan and began our next phase of growth under Ren Ci 2030, tackling the increasingly complex and evolving needs of Singapore's ageing population. We served 4,678 unique patients, residents and clients (up from 4,247 last year) with the unwavering commitment of our staff, volunteers, donors and partners.

Last year, we successfully raised $6.5 million through multiple fundraising events with Speaker of Parliament Mr Seah Kian Peng gracing our Charity Golf Tournament, and healthy crowds at our annual Vegetarian Food Fiesta as well as the inaugural Move for Good event.

Our commitment to continuous learning and professional development remained a key priority during the year. I am pleased to share that Ren Ci achieved over 35,600 staff training hours, reflecting our sustained investment in building a capable, resilient and future-ready workforce.

Our volunteers contributed more than 40,000 hours in support of our programmes and patients, residents and clients, playing a vital role in partnering with our staff to amplify the impact of our care.

While we have made significant progress in expanding our services and capabilities, we acknowledge the financial realities of operating in an increasingly challenging



Guests at the Ren Ci Charity Golf Tournament 2025

environment. Higher operating expenses have resulted in a $1.33 million operating deficit for the year, but through prudent financial stewardship and investment gains, Ren Ci has remained resilient and financially sustainable.

This strong foundation will be critical as we navigate what lies ahead. We will continue to make responsible and mindful use of Artificial intelligence (AI) and smart technologies to enhance efficiency. Our goal is to deliver even better care outcomes for our patients, residents and clients while caring for our staff.

We will be increasing our palliative care capability and capacity and continue to make progress in areas such as Environmental, Social, and Governance (ESG), strengthening Ren Ci's commitment to being a responsible corporate citizen. Ren Ci @ Ang Mo Kio installed solar panels and fully operational in 2026, becoming our second facility to do so after Ren Ci Community Hospital.

We welcomed our new Chief Executive Officer, A/Prof Yong Keng Kwang in January 2026. He will helm Ren Ci Hospital as we continue on the next leg of our journey to serve with heart and hope.

On behalf of the Board, I extend my deepest gratitude to all who have journeyed with us. Your trust and support will propel us forward to make an even greater impact.



Permanent Secretary (Policy and Development), Ministry of Health, Ms Lai Wei Lin participated in our Board Retreat in a panel discussion



Ren Ci Board at the annual Board Retreat

在25/26财年，仁慈医院迎来了重要里程碑。我们不仅为过去五年的“仁慈2025”战略规划画上了圆满句号，更正式开启了“仁慈2030”的新蓝图，全力应对新加坡人口老龄化所带来的日益复杂的需求。仁慈服务的人群已壮大至4,678位不同的患者、院友及客户（高于去年的4,247位）。这离不开全体员工、义工、捐款者及合作伙伴的倾心奉献与笃定支持。

过去一年，通过多场筹款活动，我们成功募集了650万新元的善款。其中，首届“为善而行”慈善活动反响热烈。新加坡国会议长谢健平先生亲临我们的慈善高尔夫球竞赛担任主礼嘉宾，而一年一度的素食会也一如既往地吸引了鼎盛的人潮与善心。

我们对持续学习和专业发展的承诺依然是重中之重。仁慈全院员工的总培训时间超过了35,600小时，充分彰显了我们在打造一支高能力、具韧性且面向未来的医疗护理团队方面的持续投入。

我们的义工团队也倾注了超过40,000小时的无私陪伴。他们深入各项计划，与护理团队并肩作战，将仁慈的关怀与温暖无限放大，成为了长者们生命中不可或缺的微光。

尽管我们在拓展服务与提升能力方面取得了显著进展，但我们也深知在日益严峻的环境下运营所面临的财政现实。面对成本上升带来的133万新元运营赤字，仁慈凭借审慎的资源管理与投资回报，依然展现出强大的发展韧性与财务可持续性。

在迎接未来的道路上，这一坚实的根基将至关重要。我们将继续审慎地运用人工智能（AI）和智能科技来提升效率。我们的目标是在悉心关怀员工的同时，为患者、院友和客户带来更卓越的护理成效。

同时，我们在环境、社会与治理的绿色道路上迈出更坚实的步伐。继仁慈社区医院之后，仁慈宏茂桥疗养院安装了太阳能板并于今年全面投入运营。未来我们将重点提升慈怀护理服务的专业能力与服务容量。

我们在2026年1月迎来了新任首席执行总裁杨庆光副教授。他将掌舵仁慈医院，引领我们迈向下一阶段的征程，继续以爱心与希望服务大众。

我谨代表董事会，向所有与我们风雨同舟的朋友致以最深切的谢意。您的信任与支持将引领我们砥砺前行，去创造更大的社会效益。

CEO's Message



> I am deeply grateful to our Board and team for their steadfast support as I stepped into my new role at Ren Ci.

Adj A/Prof Yong Keng Kwang
Chief Executive Officer

As we mark the culmination of the Ren Ci 2025 strategic plan and forge ahead under Ren Ci 2030, we continue to see strong demand for our services in FY25/26.

Since the official opening in 2024, Ren Ci @ Woodlands has seen steady growth in intake, reaching full operational status in FY25/26. Our Senior Care Centres continued to record high utilisation rates of over 82%, reflecting confidence in our care models.

Our Home Care services delivered a full range of services to clients, with over 35,000 hours of personal care and 6,836 nursing, therapy and medical sessions provided to enable seniors to age in place with dignity.

We also experienced strong participation at our Active Ageing Centre (Care), forming new partnerships to bring a greater range of activities to our seniors. We are very heartened to see many of our AAC members returning to us as silver volunteers, bringing joy to our nursing home residents through befriending sessions and even helping to clean and maintain wheelchairs through a dedicated handyman volunteering group.

We are equally encouraged by the progress of Ren Ci Learning Academy which helped develop capabilities across the sector and strengthen the broader ecosystem of care.

We have now embarked on our next five-year strategic plan, Ren Ci 2030. The plan will



A/Prof Yong presenting a Care+ award to staff

strengthen our overall capabilities through four pillars: Care for Beneficiaries, Care for Staff, Care for Partners and Care for Ren Ci. The first meaningful steps have already been taken with the launch of our Centre of Excellence for Psychosocial-Spiritual Care, marking a milestone in deepening holistic care for beneficiaries. More details on Ren Ci 2030 can be found on page 19.

We have begun developing our workforce through new initiatives that support staff well-being and professional growth.

I am proud to share that Ren Ci was included in the Singapore Opportunity Index, which is a measure of how employers support meaningful career growth and improve economic outcomes for their employees. We continue to practice inclusive hiring, and have hired more Persons with Disabilities who are valued members of our team.

In addition, we are building stronger connections with our donors and volunteers, while investing in sustainability, innovation and governance to ensure that Ren Ci remains future-ready.

I am deeply grateful to our Board and team for their steadfast support as I stepped into my new role at Ren Ci. I would also like to express my thanks to my predecessor Dr Jamie Mervyn Lim, whose vision and leadership have set us on a strong path. As we continue to forge ahead, I am excited for what Ren Ci will achieve together.

Thank you for being part of this journey of loving kindness and compassion.

随着“仁慈2025”战略规划圆满收官，我们正满怀信心地迈向“仁慈2030”的新征程。回顾过去的一年，社会各界对仁慈服务的需求依然十分强烈。

仁慈兀兰疗养院自2024年投入服务以来，入住率稳步增长，并在25/26财年全面投入运营。同时，各乐龄护理中心的使用率持续保持在82%以上的高位，这份成绩单不仅反映了公众对仁慈护理模式的信任，也鞭策着我们继续前行。

为了让年长者能在熟悉的环境中尊严安老，我们的居家护理服务团队倾注了大量心血，全年累计提供超过35,000小时的个人生活照料，以及6,836次专业的医护与复健治疗。

此外，我们的活跃乐龄护理中心同样充满生机。通过拓展跨界合作，我们引入了更多元化的活动。最令人欣慰的是，许多成员在受益后选择回馈社会，以义工的身份重返仁慈。他们不仅定期探访疗养院院友播撒温暖，还自发组成了义工维修队，为院友清洗和保养轮椅，这种爱的循环让人十分动容。

在深耕服务的同时，仁慈培训学院也在不断壮大，持续为整个行业输送专业人才，为构建更稳固的社会护理生态系统。

“仁慈2030”已正式启航。我们将围绕四大核心支柱全面深耕：关怀受益者、关怀员工、关怀合作伙伴及关怀仁慈。我们已踏出坚实的第一步，成立心理社会与心灵护理卓越中心，标志着仁慈在深化全方位、身心灵护理上迈入了全新里程。有关“仁慈2030”的更多详情，请参阅第19页。

我们已启动全新的员工发展项目，全面支持员工的福祉与职业成长。仁慈成功入选“新加坡机遇指数”，肯定了我们在支持员工职业发展与提升经济成果方面的努力。同时，我们持续推行包容性招聘，迎来了更多残障人士加入团队，成为我们不可或缺的成员。接下来，我们将深化与捐款者和义工的关系，并加大对可持续发展、医疗创新和企业治理的投入，确保仁慈始终具备面向未来的能力。

在我就职之际，能够得到董事会和全体同仁的笃定支持，我深感荣幸与赞佩。在此，我也要向仁慈前任总裁林世权博士致以崇高的敬意，正是他的远见与卓越领导，为仁慈的未来奠定了如此坚实厚重的基石。面对充满希望的未来，我满怀期待能与每一位仁慈人并肩作战，再创佳绩。

由衷感谢您一路相伴，与我们共同书写这段充满慈爱与同理心的温情旅程。



A/Prof Yong at a psychosocial programme graduation event for participating residents



A/Prof Yong speaking to staff at an engagement session

Board of Directors



Chairman
Mr Seow Choke Meng
萧作鸣先生

Former Business Consultant
Cuscaden Peak Investments Pte Ltd

Former Executive Vice President
Singapore Press Holdings Ltd
(17 May 2004)



Vice-Chair
Mr Neo Kah Kiat
梁佳吉先生

Founder, Chairman & CEO
Neo Group Ltd
(1 Jul 2015)



Vice-Chair
Ms Teo Kwee Yee, Claudia
赵贵仪律师

Partner
Harry Elias Partnership LLP
(1 Jul 2017)



Treasurer
Mr Anthony Mallek

Former CFO
Singapore Press Holdings Ltd
(1 Jul 2021)



Ms Ang Fung Fung
洪芳芳女士

Former Partner
KPMG LLP
(1 Jul 2017)



Mr Cheok Bok Sim, Philip
石耀心先生

CFO
Faxolif Industries Pte Ltd
(1 Jul 2023)



Mr Chia Lee Meng, Raymond
谢礼铭先生

Executive Chairman
GRC Limited
(1 Jul 2019)



Prof Choo Wee Jin, Philip
朱伟仁教授

Senior Advisor
NHG Health
(1 Jul 2013)



Mr Chua Leong Chuan, Jeffrey
蔡隆川教授

Adj Prof
Singapore University of Social Science
(1 Jul 2021)



Ms Lee Joo Cheng, Lillian
李如贞女士

Former Senior Vice President
Group Human Resource
Sembcorp Industries Ltd
(1 Jul 2017)



Ms Lee Pei Yun, Gladys
李珮瑜女士

Managing Director
Group Audit
DBS Bank Ltd
(1 Jul 2023)



Mr Lim Jit Yaw, Jeremy
林日耀先生

CEO
Cortina Watch Singapore Pte Ltd
(1 Jan 2024)



Mr Lim Yew Soon
林有顺先生

Managing Director
EL Development Pte Ltd
(1 Mar 2024)



Mr Neo Sing Hwee
梁成辉先生

Partner, Business Consulting, Global Client Service Partner
Ernst & Young Advisory Pte Ltd
(1 Jul 2025)



Mr Ng Tiong Gee
黄仲谊先生

Chairman
Yellow Pages Pte Ltd
(1 Jul 2019)



Mr Pang Lim
龐琳先生

Chairman
Koufu Pte Ltd
(1 Jul 2019)



Assoc Prof Tan Thai Lian
陈筛廉副教授

Divisional Chairperson
Division of Medicine
Woodlands Health Campus
(1 Jul 2023)



Ms Tan Yee Peng
陈燕萍女士

Former Partner
KPMG LLP
(1 Jul 2023)



Mr Tang Kok Kai, Christopher
邓国佳先生

Former CEO
Frasers Property Singapore
(1 Jul 2019)



Prof Teoh Tiong Ghee
赵忠义教授

Director and Senior Consultant,
Division of Obstetrics & Gynaecology
KK Women's and Children's Hospital
(1 Jan 2025)



Mr Wong Hsien Xiong
王群雄先生

Vice President,
Strategic Planning
Clean Hydrogen Works LLC
(1 Jul 2019)



Mr Yap Wai Ming
叶伟明律师

Consultant
Harry Elias Partnership LLP
(29 Apr 2009)



Mr Zhong Ming
钟铭先生

Executive Director
Yanlord Land Group Ltd
(1 Dec 2019)

Retired on 30 June 2025

Vice-Chair
Mr Lim Chai Boon
林财旻先生

Director
Mr Seah Choo Meng
谢组明先生

Director
Dr See Long Hian, Aaron
施龍現博士

Committees

AUDIT COMMITTEE

Chairperson
Ms Tan Yee Peng

Members
Mr Cheok Bok Sim, Philip
Mr Lim Chin Sen
Mr Neo Sing Hwee
Mr Yap Wai Ming
Mr Yee Chia Hsing

BUILDING AND TENDER COMMITTEE

Chairman
Mr Chia Lee Meng, Raymond

Members
Mr Chua Leong Chuan, Jeffrey
Ms Lee Joo Cheng, Lillian
Mr Lim Yew Soon
Mr Zhong Ming

COMMUNITY ENGAGEMENT COMMITTEE

Chairman
Mr Neo Kah Kiat

Co-Chairman
Mr Lim Chai Boon

Members
Mr Chia Lee Meng, Raymond
Ms Goh Mui Fong
Mr Lim Choon Hock, Andrew
Dr Muhammad Nadjad Abdul Rahim
Mr Ng Hock Chuan
Mr Pang Lim
Mr Tan Aik Hock
Ms Tay Lay Hong

GOVERNANCE AND RISK COMMITTEE

Chairman
Mr Yap Wai Ming

Vice-Chair
Ms Lee Pei Yun, Gladys

Members
Mr Shum Wai Keong
Mr Tang Kok Kai, Christopher
Ms Teo Kwee Yee, Claudia

HUMAN RESOURCE COMMITTEE

Chairperson
Ms Lee Joo Cheng, Lillian

Members
Mr Ang Heng
Prof Choo Wee Jin, Philip
Mr Neo Sing Hwee
Ms Yalung Arlene Valoria

INVESTMENT COMMITTEE

Advisor
Mr Seow Choke Meng

Chairman
Mr Tang Kok Kai, Christopher

Members
Mr Kam Kah Ken
Mr Lim Chai Boon
Mr Neo Kah Kiat
Mr Tan Yoke Tarng, Justin
Ms Teo Kwee Yee, Claudia
Mr Matthew Tham

MEDICAL ADVISORY COMMITTEE

Advisor
Dr Khoo Chee Min, James

Chairman
Assoc Prof Tan Thai Lian

Members
Prof Choo Wee Jin, Philip
Dr Ee Chye Hua
Dr Lee Liang Tee
Dr Ng Wai Chong
Dr Kenneth Tan
Prof Teoh Tiong Ghee
Mr Tong Shao Chuen
Ms Wee Fong Chi
Prof Alan Wong

NOMINATING COMMITTEE

Chairman
Mr Seow Choke Meng

Members
Prof Choo Wee Jin, Philip
Mr Neo Kah Kiat
Ms Teo Kwee Yee, Claudia
Mr Yap Wai Ming

SUSTAINABILITY COMMITTEE

Chairperson
Ms Ang Fung Fung

Members
Mr Cheok Bok Sim, Philip
Ms Cherine Fok
Mr Lim Yew Soon

FACILITY MEDIFUND COMMITTEE

Chairman
Mr Pek Ee Perh, Thomas

Members
Ms Cheung Siew Li
Ms Han Yah Yee
Ms Kuah Boon Theng
Mr Tang Kok Kai, Christopher

IT STEERING COMMITTEE

Chairman
Mr Ng Tiong Gee

Members
Mr Chua Chee Yong
Mr James Woo

REN CI ASSISTANCE SCHEME COMMITTEE

Chairman
Mr Anthony Mallek

Members
Mr Cheok Bok Sim, Philip
Ms Tan Yee Peng

Honorary Members



Honorary Chairman
荣誉主席

Dr Chua Thian Poh
蔡天宝博士



Religious Advisor
宗教顾问

Venerable Shi Yin Yuan
释印愿法师

Honorary Members
荣誉成员

Ms Chong Shiao Feng, Rosemarie
张少鳳女士

Dr Ee Chye Hua
俞再华医生

Dr Khoo Chee Min, James
邱志民医生

Mr Leow Teng Hock, Vincent
廖丁福先生

Mr Lim Chai Boon
林财旻先生

Mr Lim Eng Koo, Nelson
林永车先生

Mr Seah Choo Meng
谢组明先生

Dr See Long Hian, Aaron
施龍現博士

Mr Tan Boon Hoo
陈文喝先生

Mr Tan Huay Lim
陈怀林先生

Mr Yap Eu Win
叶英云先生

Mr Yeo Hung Chuan, Jonathan
杨汉泉先生

Senior Management



Chief Executive Officer
执行总裁

Adj A/Prof
Yong Keng Kwang
杨庆光副教授
(5 Jan 26)



Former
Chief Executive Officer
前任执行总裁

Dr Jamie Mervyn Lim
林世权博士
(1 Jan 23 - 18 Jan 26)



Chief Operating Officer
营运总裁

Ms Bek Siew Lian, Karen
麦秀莲女士
(6 Jan 2021)



Clinical Director
医务总监

Dr Ng Wei Han, David
黄维翰医生
(6 Apr 2020)



Chief Nurse
护理总监

Ms Kuttiammal d/o
Sundarasan
(3 Jan 2022)



Executive Director,
Ren Ci @ Ang Mo Kio
仁慈宏茂桥疗养院执行总监

Mr Au Yeong Khaee,
Darren
欧阳奇先生
(23 Aug 2023)



Executive Director,
Ren Ci @ Bukit Batok St. 52
仁慈武吉巴督52街疗养院执行总监

Mr Lim Kong Beng
林光明先生
(2 Apr 2012)



Executive Director,
Ren Ci @ Woodlands
仁慈兀兰疗养院执行总监

Ms Sabrina Phua
潘秀雁女士
(25 Jun 2018)



Former Executive Director,
Ren Ci @ Woodlands
前任仁慈兀兰疗养院执行总监

Mr Choo Jui Sheng
朱锐诚先生
(1 Jan 2023 - 30 Sep 25)



Executive Director,
RCLA*
仁慈培训学院执行总监
Director, Operations
营运总监

Mr Ong Eng Hua
王荣华先生
(21 Feb 2020)



Director,
Finance
财务总监

Ms Quak Jin Fen, Jean
郭仁芬女士
(15 Mar 2007)



Director,
Human Resource & Manpower Development
人力资源与发展总监

Ms Nuryasmin Hannah
(25 Jun 2018)



Deputy Director,
Community Engagement
社区互动副总监

Mr Sim Puay Ngee, Philip
沈倍毅先生
(26 Dec 2023)



Head, Corporate Services
企业服务主任

Ms Cindy Mah
馬珮軒女士
(14 Jul 2025)



Former Head, Corporate Services 前任企业服务主任
Former Assistant Director of Finance (Special Projects)
前任财务副总监（特别项目）

Ms Chan Wei Li, Dawn
曾薇莉女士
(1 Apr 2023 - 30 Sep 25)



Head,
Psychosocial Services
社会心理服务主任

Ms Bridget Monica Das
碧奇女士
(8 Mar 2010)

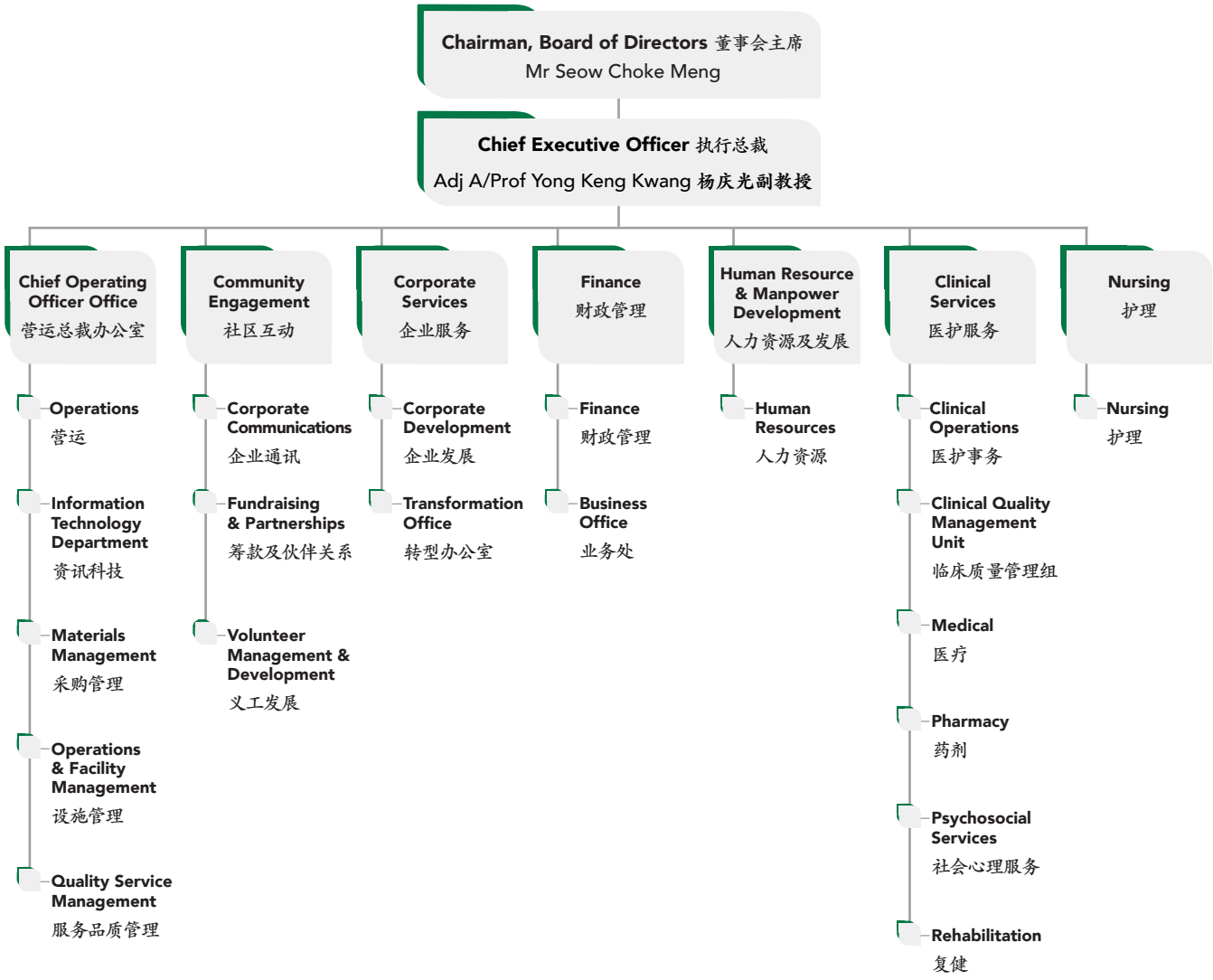


Head,
Rehabilitation
复健主任

Ms Nur Amalina
(2 Jun 2015)

*** RCLA - Ren Ci Learning Academy**

Organisation Structure



OPERATING UNITS

REN CI COMMUNITY HOSPITAL
Community Hospital 社区医院
(121 Beds)
Chronic Sick Unit 慢性病患单位
(120 Beds)
Senior Care Centre 乐龄护理中心
Integrated Home and Day Care
综合居家和日间护理

REN CI @ ANG MO KIO
Nursing Home 疗养院
(472 Beds)
Senior Care Centre 乐龄护理中心

REN CI @ BUKIT BATOK ST. 52
Nursing Home 疗养院
(256 Beds)
Senior Care Centre 乐龄护理中心
Active Ageing Centre (Care)
活跃乐龄护理中心

REN CI @ WOODLANDS
Nursing Home 疗养院
(332 Beds)
Senior Care Centre乐龄护理中心

REN CI HOME CARE
仁慈居家护理

REN CI LEARNING ACADEMY
仁慈培训学院

FY25/26 At a Glance

4,678
PATIENTS, RESIDENTS, AND CLIENTS SERVED

1,301
BEDS

4
FACILITIES

4
SENIOR CARE CENTRES

1
ACTIVE AGEING CENTRE (CARE)

6.5 MILLION
RAISED

	PATIENTS	BEDS	OCCUPANCY RATE %
COMMUNITY HOSPITAL	1,342	121	85
CHRONIC SICK UNIT	109	120	69
REN CI @ ANG MO KIO	558	472	97
REN CI @ BUKIT BATOK ST. 52	303	256	97
REN CI @ WOODLANDS	372	332	93

HOME CARE



AVERAGE MONTHLY
502
ACTIVE CLIENTS

MEDICAL ESCORT & TRANSPORT
1,648
TRIPS

HOME PERSONAL CARE
35,150
HOURS

HOME NURSING
2,782
SESSIONS

HOME THERAPY
3,287
SESSIONS

HOME MEDICAL
767
SESSIONS

ACTIVE AGEING CENTRE (CARE)

272
PARTICIPANTS

LEARNING ACADEMY

71
COURSES

961
PARTICIPANTS

82
ORGANISATIONS THAT SENT STAFF

SENIOR CARE CENTRE

	CLIENTS	ATTENDANCE	UTILISATION RATE %
NOVENA	308	16,202	92
ANG MO KIO	312	25,614	86
BUKIT BATOK	247	16,299	89
WOODLANDS	353	16,893	63

PATIENTS / RESIDENTS PROFILE

PER CAPITA FAMILY INCOME TIERS (%)



* CH – Community Hospital CSU – Chronic Sick Unit NH – Nursing Home SCC – Senior Care Centre

VOLUNTEER



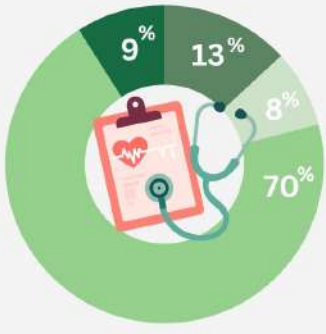
6,000 VOLUNTEERS

3,800 ACTIVITIES

>40,000 HOURS

>143 PARTNERS

STAFF



- Administration
- Allied Health & Medical
- Nursing and Community Care
- Ancillary Support

1,154 STAFF

FUNDRAISING



FOR EVERY DOLLAR RAISED THROUGH OUR FUNDRAISING ACTIVITIES,

95 CENTS

WENT TOWARDS PATIENT AND RESIDENT CARE

Charting the Path - From Ren Ci 2025 to Ren Ci 2030

Building on the success of the 2025 Strategic Plan, the transition to our next phase in **Ren Ci 2030** is essential to proactively address the emerging healthcare complexities such as a rapidly ageing population, evolving healthcare needs, new regulatory requirements and technological disruption.

The new 5-year strategy, **Ren Ci 2030**, embodies the collective dreams and aspirations of all stakeholders. Guided by the whole-of-organisation approach, structured staff engagement began in early 2024. Staff across all levels were invited to contribute their hopes and vision for Ren Ci's future, resulting in close to 200 thoughtful submissions that shaped the strategy.

Ren Ci 2030 strategy comprises four interconnected pillars designed to ensure sustainable, high-quality care while strengthening organisational resilience and partnerships. This integrated strategy focuses on investing in people, optimising care models and forging stronger ties with partners, reinforcing Ren Ci's commitment to being a beacon of compassionate, innovative care for our beneficiaries.





CARE FOR BENEFICIARIES

This pillar aims to strengthen our care for the beneficiaries we serve and the care expertise of our staff who serve through the eight focus areas shown above. This pillar will further enhance Ren Ci's capabilities and capacity to provide care for seniors in the changing healthcare landscape.



Nursing staff undergoing training for wound care



Senior Art Therapist Ms Poh Shu Ning (second from left) and Senior Medical Social Worker Ms Nur Sahara Bte Kamsani (third from left) speaking at the 8th Singapore Palliative Care Conference

CARE FOR STAFF

This pillar focuses on creating a transformative workplace to attract and retain talent through an Employee Value Proposition built on four focus areas:-



It aims to transform the workplace to attract and retain talent while promoting inclusivity. The initiatives include implementing staff-centred care, fostering a culture of excellence and ensuring fair compensation and hiring practices. In addition, it also focuses on enhancing career and leadership development through targeted training and mentorship programmes. These initiatives will solidify Ren Ci as an employer of choice that is committed to staff fulfilment, compassionate care and sustained excellence.



Yoga sessions for staff



Training sessions for both clinical and administrative staff

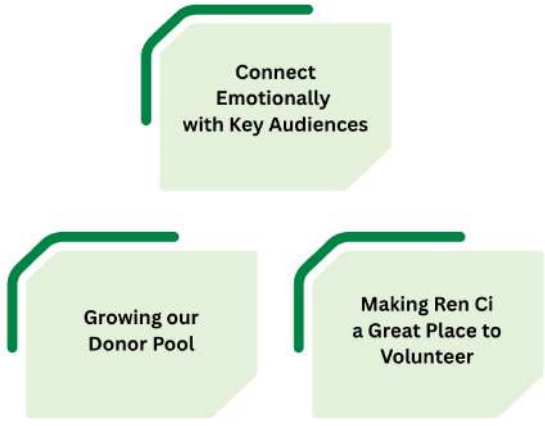


Implementation of the Seeds Leadership Development Programme

CARE FOR PARTNERS

This pillar aims to strengthen Ren Ci's relationships with donors, volunteers and partners while expanding outreach.

The outcome is to grow a loyal pool of advocates and supporters for Ren Ci's mission. This effort is guided by three key focus areas:





Building partnerships with corporates



Portrait sessions for seniors conducted by volunteers and staff



Group photo from the Retreat & Dialogue Session with Volunteer Leaders

CARE FOR REN CI

This pillar aims to integrate sustainability, innovation and governance to build a resilient and future ready organisation. The initiatives include embedding sustainability practices across operations, reinforcing robust governance and driving innovation through technology adoption and process improvements. These efforts will position Ren Ci as a resilient and forward-looking organisation that is committed to operational excellence, compassionate and sustained impact.



Staff learning to utilise a humanoid social robot to conduct activities for residents at Ren Ci @ Woodlands

Manage Our Environmental Capital Responsibly

Building Upon Our Social and Human Capital

Upholding a High Standard of Governance, Transparency and Accountability

Driving Continuous Growth, Innovation and Transformation within Ren Ci



Smart actuators automatically open and close windows as part of the hybrid ventilation system installed at Ren Ci Community Hospital

IN CONCLUSION

By consolidating efforts of the 4 Care Pillars, Ren Ci can enhance collaborations, optimise resource allocation and foster stronger partnerships, ultimately ensuring the delivery of high-quality and compassionate care that resonates with Ren Ci's vision of loving kindness and compassion. This strategic plan reflects our proactive approach to the future of healthcare where Ren Ci aims to remain as a leading provider of community care services, guided by empathy, innovation, and unwavering dedication to those we serve.



Launch of Ren Ci 2030 on 17 October 2025



Care Pillar leads speaking at the Ren Ci 2030 launch event

Celebrating Our Excellence

Awards and accolades are a reflection of our unwavering commitment to delivering quality, compassionate care and driving innovation across our services. Throughout the financial year, Ren Ci was honoured with recognitions that celebrate the dedication of our staff and the meaningful impact of our work in the community. These achievements inspire us to continue raising the standard of care for those we serve.



Award recipients (from left) Senior Nurse Manager Lingaraj Prabha, Principal Medical Social Worker Tan Pei Pei and Operations Manager Shirley Ong

HEALTHCARE HUMANITY AWARDS

Three outstanding members of Ren Ci were recognised with the prestigious Healthcare Humanity Award, a testament to their unwavering dedication, resilience and compassion in delivering exceptional care. They are Senior Nurse Manager Lingaraj Prabha, Principal Medical Social Worker Tan Pei Pei and Operations Manager Shirley Ong.





SOCIAL SERVICE PROFESSIONAL AWARDS

Ren Ci received the Excellence Award and the Team Award at the Social Service Professional Awards, organised by NCSS. The Social Service Professional Awards aim to appreciate and recognise the passion and professional contributions made by dedicated social service professionals in Singapore.

Principal Occupational Therapist Ng Lip Chin was conferred the Excellence Award for her collaborative and tireless contributions to revolutionising the way healthcare services are delivered to clients at Ren Ci. Our Psychosocial Services Team, in collaboration with the Volunteer Management & Development Department and volunteers, was conferred the Team Award for the "Shared Memories" programme, a structured initiative that supports caregivers, facilitates legacy work, and strengthens family bonds for residents of Ren Ci Hospital's Chronic Sick Unit (CSU).



Nurse Manager Saravanakumar Priya



Nurse Manager Thilagavathi Meenachisundaram

NURSES' MERIT AWARD

Nurse Manager Saravanakumar Priya and Nurse Manager Thilagavathi Meenachisundaram received the Nurses' Merit Award 2025. Nurse Manager Priya manages the Chronic Sick Unit at Ren Ci Community Hospital, while Nurse Manager Thilagavathi leads the team who cares for our residents at Ren Ci @ Woodlands.



18TH SINGAPORE HR AWARDS

Ren Ci clinched awards in three categories: Silver in Excellence in Employee Experience & Well-Being; Silver in Excellence in Learning & Development, Coaching & Mentoring; Bronze in Excellence in Talent Management & Acquisition. These awards are the result of concerted efforts to foster a workplace culture that reflects Ren Ci's core values of purpose, excellence, kindness and care, while addressing rising expectations of well-being, psychological safety and engagement.



SINGAPORE HEALTH QUALITY SERVICE AWARDS

Ren Ci was proud to bring home 143 awards, which included 10 Star Awards, 34 Gold Awards, and 99 Silver Awards at the Singapore Health Quality Service Awards 2026.

Heartiest congratulations to all our SHQSA winners for their unwavering passion, dedication and commitment to serving our beneficiaries with heart and hope.



TAN CHIN TUAN AWARD FOR ENROLLED NURSES

Senior Enrolled Nurse Nang Cho Lay Nwe is a recipient of the Tan Chin Tuan Award for Enrolled Nurses! Working in our Chronic Sick Unit, SEN Cho Lay serves with strength and compassion, uplifting both patients and colleagues. She was among the first enrolled nurses to complete venipuncture training, underscoring her commitment to expanding skills and elevating patient care.



OUTSTANDING SOCIAL WORK AWARD (PRACTICE) 2026

The Re²Ignite team from our Psychosocial Services department was awarded the inaugural Outstanding Social Work Award (Practice) 2026.

Re²Ignite is an interdisciplinary psychosocial programme that provides bespoke interventions to seniors living with dementia and their care partners according to their individualised needs within an institution. The initiative reconnects participants with identity, relationships and purpose while addressing gaps in dementia care.



SINGAPORE OPPORTUNITY INDEX

Ren Ci Hospital was included in the Singapore Opportunity Index, recognising our commitment to creating meaningful opportunities and supporting the growth of our people.

The Singapore Opportunity Index is a measure of how employers support meaningful career growth and improve economic outcomes for their employees.



TRIPARTITE ALLIANCE AWARDS

Ren Ci was recognised for our Fair & Progressive Employment Practices and Age-Inclusive Practices at the Tripartite Alliance Awards, affirming our commitment to creating a workplace where diversity, equity and inclusion help our workforce thrive.

Human Resources and Manpower Development Director Ms Nuryasmin Hannah also received the Leadership Award for Fair & Progressive Employment Practices.



CEO OF THE YEAR (EXCELLENCE AWARD)

Dr Jamie Mervyn Lim was honoured with the CEO of the Year (Excellence Award) at the Hospital Management Asia Awards 2025, held in Ho Chi Minh City, Vietnam.

This prestigious award celebrates Dr Lim's visionary leadership and unwavering commitment to advancing community care. With him at the helm, Ren Ci has expanded our geographical reach and increased our capacity to 1,301 beds.



INSPIRATIONAL PATIENT & CAREGIVER AWARDS

Four winners from Ren Ci received their recognition at the Inspirational Patient & Caregiver Awards this year for their incredible show of strength, courage, grace and compassion: Ms Yeo Siew Mui, Inspirational Partner (Volunteer) Award; Mdm Lek Siang Lwee, Inspirational Patient Award; Mdm Nancy Wong, Inspirational Caregiver Award; Mr Tang Kok Hoong, Inspirational Caregiver Award.



KOPI-AAC! TRAILBLAZER AWARD

Our AAC team clinched the Trailblazer Award for its "Exercise for a Good Cause" initiative, bringing Bukit Gombak residents together to stay active and give back to the community. The initiative helps residents stay active by raising 100g of rice for vulnerable families for every 60 minutes of exercise. Since December 2024, residents have contributed more than 600kg of rice, supporting six social service agencies and a local mosque.



COMMUNITY CARE EXCELLENCE AWARDS

Nurse Manager Saravanakumar Priya received the Gold Award for her outstanding contributions and proactive nature, which has been a significant driver of her department's successful initiatives and improved patient care outcomes. She also addresses concerns efficiently and cultivates a culture of continuous enhancement in patient care and family satisfaction. In addition, 23 other Ren Ci staff received a Silver Award at the ceremony for their efforts to go above and beyond.



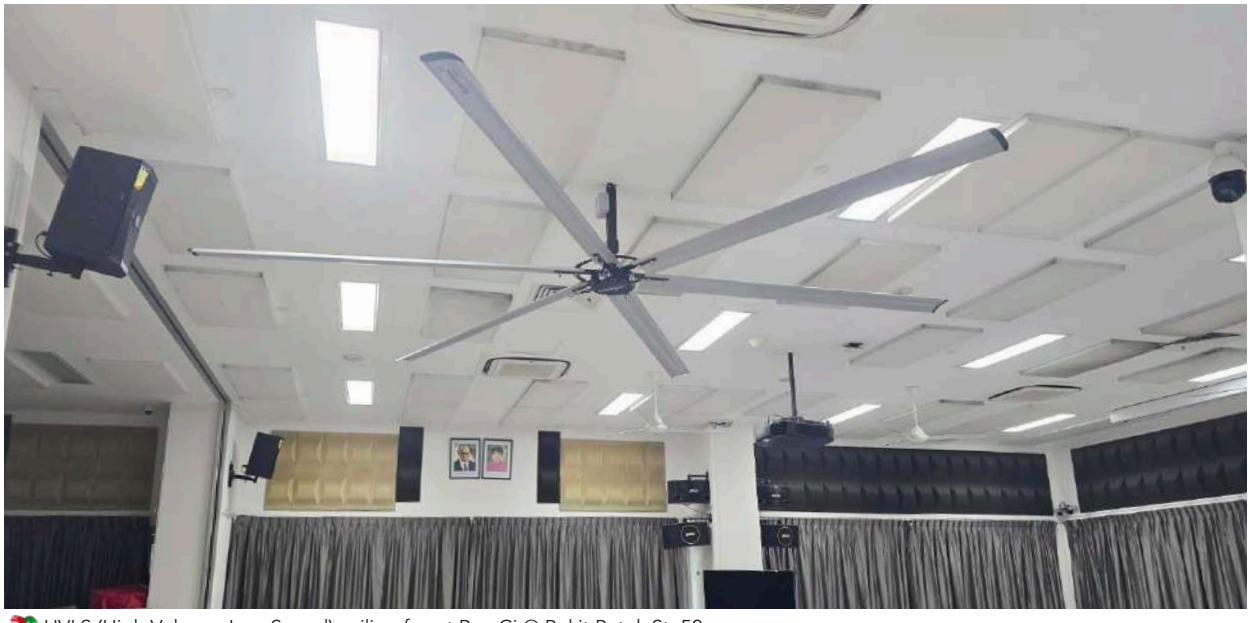
COMMUNITY CARE MANPOWER DEVELOPMENT AWARDS

The Community Care Manpower Development Awards provide opportunities for community care workers looking to pursue and grow a career in the sector. These awards support career progression and development.

Ren Ci saw seven staff members received the Community Care Manpower Development Awards, supporting our organisational drive for continuous learning and professional upgrading.

Nurturing a Sustainable Future

As Ren Ci's ESG journey matures, we continue to embed sustainability into the way we care, operate and grow. We have strengthened our efforts to create positive environmental and social impact while maintaining robust governance practices. These ongoing efforts reflect our commitment to building a resilient organisation that serves the needs of today while safeguarding the well-being of future generations.



HVLS (High Volume, Low Speed) ceiling fan at Ren Ci @ Bukit Batok St. 52

Energy Efficiency

Upgraded the Ren Ci @ Bukit Batok St. 52 carpark with motion-sensor LED lighting and installed a large-scale fan in the Multi-Purpose Hall to lower air-conditioning usage.

Process Digitalisation

Reduced paper waste by enhancing the ePR system for digital PO approvals and shifting tenant billing to electronic formats.

Circular Resource Management

Implemented milk bottle recycling in Community Hospital wards and established a pipeline at Ren Ci @ Woodlands to route unclaimed clothing and batteries to external recycling hubs.



Solar Panels at Ren Ci @ Ang Mo Kio

Renewable Energy Adoption

Installed 111 photovoltaic (PV) solar panels and 2 inverters at Ren Ci @ Ang Mo Kio to harness clean energy.

Eco-Responsible Disposal

Partnered with community centers and malls to ensure responsible battery recycling for Ren Ci @ Ang Mo Kio.

Driving Awareness

Established a Sustainability Workgroup to oversee green policies and initiated monthly education campaigns on Viva Engage to foster an eco-conscious workplace culture.

Inspiring Generosity

At Ren Ci, fundraising is about more than raising funds. It is also about bringing people together to support a shared cause. Throughout the year, we witnessed the remarkable generosity of our community and the dedication of our supporters. Their contributions help us advance our mission of caring for the vulnerable and empower us to continue delivering person-centred care with compassion and dignity.

Ren Ci Charity Golf 2025

On 30 May 2025, Ren Ci welcomed 132 golfers to the Ren Ci Charity Golf Tournament at Sentosa Golf Club. The event was honoured by the presence of our Guest-of-Honour, Speaker of Parliament Mr Seah Kian Peng. The tournament successfully raised over $600,000 in support of our beneficiaries. It was heartening to see so many come together, not only for the love of the game, but to support a meaningful cause and make a difference in the lives of those we serve.

Move for Good 2025

On 20 September 2025, Ang Mo Kio Central Stage came alive with energy and heart as Ren Ci Hospital hosted its inaugural Move for Good community event. Through activities such as Laughter Yoga, Nagomi Art, Zumba, and an insightful sharing by our medical social workers on navigating Singapore's healthcare system, more than 400 participants came together in support of achieving 60,000 repetitions to raise $60,000 for patient care. We are delighted to share that the enthusiastic support helped us exceeded our goal and raised an incredible $82,000!

Ren Ci Vegetarian Food Fiesta 2025

On 9 November, we hosted the 2025 Vegetarian Food Fiesta featuring over 70 stalls offering vegetarian food, dry goods and merchandise. Thanks to the generous support of our Board members, staff, donors, volunteers, sponsors and visitors, we achieved our fundraising target and raised over $280,000 to support our seniors.







Ren Ci Charity Golf 2025





Move for Good 2025





Ren Ci Vegetarian Food Fiesta 2025

Serving with Compassion

At Ren Ci, our volunteers bring joy, companionship and comfort to the people we care for. This year, we continued to nurture our vibrant volunteer community through opportunities for learning, engagement and recognition, celebrating the invaluable contributions of those who generously give their time and talents to make a difference.





Volunteer Leader Retreat and Dialogue Session

A meaningful and collaborative forum where our passionate leaders and volunteers came together to bond, share heartfelt feedback, and exchange on-the-ground experiences. The session allowed us to find better ways to support them while co-creating future activities that brighten our seniors' days and care for their emotional well-being.



Volunteer Appreciation Session

A joyful celebration to say a big "thank you" to our individual & group volunteers and partners reflecting on the lives touched and friendships forged.



Camp Reconnection

Our intergenerational camp bridging the gap between youth and seniors through conversations, games, and legacy storytelling to create lasting memories.

We are also deeply proud to celebrate the extraordinary individuals who give their time so selflessly to wrap our seniors in love.



30 Years Long Service Award

Journeying with Ren Ci for three incredible decades, these four ladies embody lifelong dedication, bringing immense comfort and loving kindness to our patients and residents. They are (from left) Mdm Quan Tuck Heng, Mdm Loke Wan Hing, Mdm Yen Wai Lin and Mdm Lee Moi, who was unable to attend the ceremony.



Inspirational Partner (Volunteer) Award

Recipient: Ms Yeo Siew Mui

A pillar of Ren Ci since 1996, Siew Mui (3rd from left) and her Twinkle Hearts team bring immense joy to our chronic sick patients through festive celebrations, food distributions, and dignity-upholding legacy projects.



Ren Ci Inspirational Engagement Award

Recipient: Sherilyn Chia

Sherilyn is recognised for her creative, heartfelt interactions with our residents. Her ability to connect deeply with seniors and inspire others beautifully reflects our spirit of person-centered care.

REN CI BOARD OF DIRECTORS SPREADS FESTIVE JOY ACROSS FACILITIES























VOLUNTEERS IN ACTION THROUGHOUT THE YEAR


















Sharing Heart and Hope

The nature of our work at Ren Ci means that we touch many lives through the year. In this section, we share highlights from across Ren Ci that reflect the compassion, resilience and collective spirit that drive us to continue serving each day.





DISCOVERING A NEW SELF

When Mdm Ong Siew Geok suffered a fall and fractured her hip, her daughter Irene feared for the worst. Introverted and shy, Mdm Ong had spent most of her adult years revolving around her family. After her husband's passing, she mostly kept to herself in the flat where she lived alone.

Wanting to address her mother's mobility issues before they worsened, Irene recalled serendipitously attending the Ren Ci @ Woodlands open house in 2024 and decided to enroll Mdm Ong in the Senior Care Centre. Although initially hesitant, Mdm Ong agreed, knowing the rehabilitation would help her injury. Little did she know, she would benefit not just physically, but psychosocially too.

Mdm Ong blossomed under the care of our staff. Today, she looks forward to attending the Senior Care Centre daily to meet close friends and participate in varied programmes. She was even selected to perform at Ren Ci's 30th Anniversary Gala Dinner, graced by President Tharman Shanmugaratnam and his wife Ms Jane Ittogi. With her mobility better than ever, Mdm Ong happily tells Irene about her day. Fulfilled and engaged, Irene is no longer worried about how her mother fills her days.

A JOURNEY OF GROWTH AND HOPE

When Paul was admitted to Ren Ci @ Woodlands nursing home, he never imagined a new chapter of personal growth awaited him. Through Ren Ci's OASIS programme, Paul found the confidence to see himself differently—not defined by his circumstances, but as someone who can contribute and inspire. The programme strengthened his outlook on life and supported his health journey. Today, he is a constant source of encouragement to his fellow residents.



OASIS helped Paul fulfil aspirations he once thought were out of reach. It gave him the courage to reconnect with his dreams, including enjoying a special date with his wife. A major milestone was his visit to the Singapore University of Social Sciences (SUSS), where he shared his reflections and personal growth with students. Speaking in a university setting—a place he never expected to be—Paul proved how resilience and opportunity can transform lives. His journey is a heartfelt reminder that it is never too late to discover new possibilities.

A MOTHER'S ENDURING LOVE

Mdm G has devoted nearly five decades to caring for her daughter, Mdm T, who lives with an intellectual disability. Now 77, she continues to provide unwavering support with patience, strength, and love. Despite the increasing demands of caregiving as Mdm G ages, she remains committed to ensuring her daughter receives the best care.

Mdm T has been admitted to Ren Ci Community Hospital on numerous occasions, and Ren Ci has stood by their family through every stage. Today, Mdm T is undergoing intensive inpatient rehabilitation to optimise her functional abilities and help ease the caregiving load when she returns home. Through it all, the bond between mother and daughter remains their greatest source of strength — a touching testament to a mother's enduring love, sacrifice, and devotion.

Hearing Your Gratitude

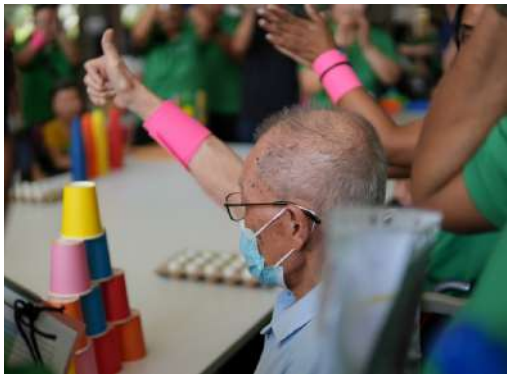
Knowing that our efforts make a real difference in the lives of our beneficiaries and their families makes every challenging day rewarding. Every expression of gratitude reminds us why we do what we do. The kind words shared by our residents, patients, clients and their families are a testament to the care, commitment and human connection fostered by our teams. These heartfelt compliments also motivate us to continue serving with compassion, dignity and excellence.

REN CI SENIOR CARE CENTRE @ ANG MO KIO

I have been meaning to write to compliment your team on the successful Sports Day celebration, though I was delayed. Thank you and your team for all the effort, it meant a lot to my dad and his friends.

In addition, I wish to compliment your centre for the recent revamp. There has been a significant improvement in the daily activities for the elderly. There are now so many games and activities. Previously, my dad would often doze off during day care, but now the sessions are so engaging that he stays awake and enjoys them very much. I love hearing him and the helper share about the fun activities when he returns home in the evening.

I would also like to give a special shout-out to the therapists. They are excellent at engaging the elderly through games, exercises, and even massages. Their energy, experience, and understanding of the elderly truly stand out. My dad enjoys his sessions with them tremendously. Please help convey my appreciation to the team. Thank you once again for your dedication and for creating such a positive impact on the elderly.







REN CI COMMUNITY HOSPITAL

I would like to express my deepest gratitude to everyone of you for the care, comfort, and kindness you have shown. Walking through a period of illness or recovery is never easy, but your presence has made all the difference.

To the nurses — thank you for your patience, your gentle hands, and your reassuring words, especially on difficult days. You do so much more than provide medical care. You listen, you notice the small things, and you bring warmth into the lives of the patients in the ward.

To the occupational therapists — thank you for guiding each step of the recovery process with encouragement, creativity, and genuine belief. You celebrated small victories with us, pushed us when we needed it, and made even the toughest exercises feel more bearable with your smiles and steady support. Because of you, progress always felt possible.

To the entire Ren Ci Community Hospital team — the doctors, therapy assistants, cleaners, reception staff, and everyone working quietly behind the scenes—thank you for creating an environment where care feels personal and human. It is clear that your work comes from the heart. Please know that your efforts have left a lasting and meaningful impact. You cared for the body, but you also lifted the spirit—and that kind of healing stays with a person long after they leave the hospital.



REN CI CHRONIC SICK UNIT

My late mother was a long-term resident in the Chronic Sick Unit of Ren Ci Community Hospital. I write to express my deepest thanks and appreciation to all the staff who took great care of my mother throughout her stay. In particular, I recall the tremendous care and support rendered to my mother when she suffered from shingles and osteomyelitis. Prompt updates came from the doctor, the staff nurses, and even the orthopaedic surgeon late one night.

As well, I appreciate the extra thoughtful touches Ren Ci provided to help enrich my mother's experience, such as Chinese New Year celebrations, visits to Gardens by the Bay, sensorial and music therapy, Zoom meetings during the COVID-19 period, etc. This brings me to my next point to highlight: the special outing which Ren Ci arranged for my mother to visit her family temple in November 2018. I was very impressed by the thorough and detailed planning and organisation carried out by the Medical Social Worker to ensure her visit proceeded smoothly and safely. The temple members all had compliments for Ren Ci too. Once again, a BIG HEARTFELT THANK YOU to everyone in Ren Ci.

REN CI HOME CARE

I wanted to take a moment to express my heartfelt gratitude for the exceptional care that your staff member, Ms A, has provided thus far.

I particularly appreciate her regular attendance and cheerful demeanour. She is highly dedicated in ensuring that my house is kept clean and tidy. She spends two hours diligently cleaning, sweeping and mopping the floor. Before leaving my home, she dedicates a few moments to chat with me. She also checks my blood pressure. Her patience and hard work demonstrate her commitment to patient care.

I feel fortunate to have Ms A for home care service. Thank you for the exceptional care and attention, coupled with her compassionate approach. These have made a significant impact on my health and well-being. Your ongoing care and attention mean more than words can express. Your continued support has made a world of difference in managing my health. Kudos to Ren Ci Home Care!

REN CI @ WOODLANDS

I am writing on behalf of my family to express our deepest gratitude for the extraordinary care, compassion, and support you provided to my late father, Mr. Lau, during his stay over the past five months. Throughout his time at Ren Ci Nursing Home, I had the privilege of witnessing firsthand the kindness, warmth, and professionalism demonstrated by every member of the 5F household. It was clear that the staff were not just performing a duty, but genuinely cared for each resident with patience, respect, and affection.

Our heartfelt appreciation also goes to the dedicated night duty nurses who constantly engaged us in discussions about my father's condition and supported us during his final moments. We are especially thankful to Rani, who not only comforted our helper with a warm embrace but also held my father's hand and stayed with him until his last breath. Her compassion meant the world to us and brought great comfort during a difficult time.

To the entire team who cared for my father around the clock — thank you for your kindness, sincerity, and patience in every interaction. Your everyday efforts, though sometimes unseen, made a profound difference in his final chapter.

Please accept our sincere appreciation for the comfort and dignity you gave our father, and the support you extended to our family. Ren Ci is truly blessed to have such a devoted team.

REN CI @ BUKIT BATOK ST. 52

On behalf of our entire family, I want to express my deepest gratitude for the care and compassion you showed to Mdm H during her final days. Your kindness, patience, and dedication brought comfort not only to her but to all of us.

It takes a special kind of person to do what you do every day, and we are truly thankful that you were by our side. You made a difference when it mattered most, and we will never forget that.

Corporate Governance

Board of Directors

The Board's role is to provide strategic direction and oversight of Ren Ci's functions and goals, and to steer the organisation towards fulfilling its vision and mission through good corporate governance and sustainability. As part of its role, the Board also approves the annual budget before each financial year and monitors the expenditure against the approved budget at every quarterly Board meeting.

Board Composition

The Board currently comprises 23 members. They include businessmen and professionals of diverse backgrounds, experiences and disciplines, as well as representatives from Foo Hai Ch'an Monastery.

The appointment and composition of the Board of Directors is in accordance with the Memorandum and Articles of Association (MAA) of Ren Ci Hospital:

- The Board of Foo Hai Buddhist Cultural & Welfare Association (the "Association") shall appoint up to half of the Board of Directors (the "Board") of the organisation, including the Board Chairman who shall be appointed in consultation with the Ministry of Health (Article 44).

- The Directors appointed by the Association shall, amongst themselves, elect a Nominating Committee. This Nominating Committee shall be responsible for the appointment of the remaining Directors of Ren Ci Hospital (Article 45).

Leadership and Commitment

Led by Chairman Mr Seow Choke Meng, the Board is committed to upholding Ren Ci's public image and representing the interests of Ren Ci to the best of its abilities. The Board accepts its role without remuneration and pledges not to accept personal favours or gifts from any interest groups, so as to maintain the integrity of serving for public trust and community good.

In addition, the Board also conducts annual self-evaluation to assess its performance and effectiveness. The results are analysed and shared at subsequent Board meetings.

Board Appointment

Directors of the Board are appointed based on merit of their calibre, experience, stature, passion to contribute towards the mission and vision of the organisation, as well as the ability to provide relevant and strategic networks and relationships to further the growth of the organisation.

The Nominating Committee has oversight of the appointment and re-appointment of Directors and has in place a formal process for the renewal of the Board and the selection of new Directors, including identifying skills needed based on the organisation's strategic needs, assessment of current skills on the board, and defining the gap that needs to be addressed.

Term Limits and Board Renewal

In accordance with the Code of Governance for Charities and Institutions of a Public Character (2023), the term limits for Treasurer and the Chairpersons of the Audit Committee and the Investment Committee do not exceed four consecutive years.

Board renewal is guided by Ren Ci's current and future needs. Prior to the conclusion of each Board term, the Nominating Committee conducts a gap analysis of the Board's composition. This process identifies the structure competencies and expertise required to recruit suitable candidates. Board remains appropriately composed, diverse and aligned with Ren Ci's strategic needs.

Ren Ci believes that competent, experienced and committed Board members are crucial for its continued relevance and sustainability. Board members who have served for longer terms would have acquired relevant experience and industry knowledge during this period. Having regard to the needs of an ageing society, these members can provide valuable insights and guidance to the charity.

Ren Ci recognises the importance of complying with the Code of Governance while continually strengthening board effectiveness. The Board is therefore refreshed regularly through the appointment of individuals with diverse skill sets and perspectives, balancing renewal with continuity and knowledge transfer.

Since FY2023, the organisation has undertaken a structured refresh of its Board composition. In FY2023/2024, 75% of Board members had served less than 10 years, increasing to 76% in FY2024/2025.

In FY2025/2026, 1 new member joined in July 2025 while 3 members with more than 10 years on the Board of service stepped down in June 2025. As at 31 March 2026, 83% (19 out of 23) of Board members have served less than 10 years.

Ren Ci will continue to refresh its Board while preserving institutional knowledge, ensuring a Board that remains dynamic and fit for purpose.

Board Engagement & Training

To familiarise directors with the organisation and the non-profit sector, each new director receives an onboarding training and kit to familiarise themselves with Ren Ci's policies, processes, and organisation structure and is paired up with a buddy from the Senior Management Team to be their go-to person for any questions on the organisation. Ren Ci Senior Management Team provides quarterly updates at Board meetings to update on the performance of key focus areas and new strategic initiatives.

Roles

The roles and responsibilities of the Board Chairman and CEO are kept separate to maintain effective oversight. The CEO and Senior Management consult with relevant Board members and Sub-Committees as needed via meetings, telephone calls and electronic mails.

Board Term and Meetings

The current Board term of two years commenced on 1 July 2025 to 30 June 2027. In FY2025/2026, the Board held a total of 4 meetings, with attendance as follows:

Board Member	Designation	Board Attendance
Mr Seow Choke Meng (BBM L), (BBM), (PBM)	Chairman	4 of 4
Mr Lim Chai Boon*	Vice-Chair	1 of 1
Mr Neo Kah Kiat (BBM), (PBM)	Vice-Chair	2 of 4
Ms Teo Kwee Yee, Claudia	Vice-Chair	4 of 4
Mr Anthony Mallek#	Treasurer	4 of 4
Mr Tang Kok Kai, Christopher##	Director	4 of 4
Ms Ang Fung Fung	Director	3 of 4
Mr Cheok Bok Sim, Philip	Director	4 of 4
Mr Chia Lee Meng, Raymond (PBM)	Director	2 of 4
Prof Choo Wee Jin, Philip	Director	4 of 4
Mr Chua Leong Chuan, Jeffrey	Director	3 of 4
Ms Lee Joo Cheng, Lillian	Director	3 of 4
Ms Lee Pei Yun, Gladys	Director	4 of 4
Mr Lim Jit Yaw, Jeremy	Director	1 of 4
Mr Lim Yew Soon (PBM)	Director	3 of 4
Mr Neo Sing Hwee###	Director	3 of 3
Mr Ng Tiong Gee	Director	2 of 4
Mr Pang Lim (BBM)	Director	3 of 4
Mr Seah Choo Meng (PBM)*	Director	0 of 1
Dr See Long Hian, Aaron*	Director	1 of 1
A/Prof Tan Thai Lian	Director	4 of 4
Ms Tan Yee Peng	Director	4 of 4
Prof Teoh Tiong Ghee	Director	2 of 4
Mr Wong Hsien Xiong	Director	2 of 4
Mr Yap Wai Ming	Director	4 of 4
Mr Zhong Ming	Director	1 of 4

** Retired on 30 June 2025*

 # Appointed on 1 July 2025 as Treasurer

Stepped Down on 30 June 2025 as Treasurer

Appointed on 1 July 2025

Sub-Committees

The Board has established nine Sub-Committees, each chaired by a Board member, to assist in the execution of its responsibilities. Each Sub-Committee has its Terms of Reference which are approved by the Board. Board Committees provide updates and reports of their decisions to the Board on a quarterly basis. The nine Sub-Committees are:

1. Audit Committee
2. Building and Tender Committee
3. Community Engagement Committee
4. Governance and Risk Committee
5. Human Resource Committee
6. Investment Committee
7. Medical Advisory Committee
8. Nominating Committee
9. Sustainability Committee

The activities of each of the Sub-Committees during the financial year are as follows:

1. Audit Committee

The Audit Committee ("AC") held four meetings since the date of the last Directors' Report and discharged its duties in accordance with the terms of reference approved by the Board of Directors. In discharging its responsibilities, the AC reviewed the overall scope and effectiveness of both the internal and external audits and engaged with the auditors to discuss their findings and assessments of Ren Ci's system of internal controls. The AC also reviewed the financial statements of Ren Ci prior to their submission to the Board for approval.

Baker Tilly Consultancy (Singapore) Pte. Ltd. ("Baker Tilly"), the Company's appointed internal auditor, provided independent assurance on the adequacy and operating effectiveness of internal controls in respect of identified areas as well as the development of a Control SelfAssessment ("CSA") framework, including questionnaires and templates, to facilitate the proper and timely review of risks and controls.

Baker Tilly presented its audit findings and recommendations to both the AC and the Board of Directors. The Board has accepted the recommendations, and management is in the process of implementing the agreed action plans.

The AC was also briefed by the external auditors, RSM SG Assurance LLP, on upcoming revisions to FRS as well as reviewed the whistleblowing incidents log and disclosures of related party transactions.

2. Building and Tender Committee

The Building and Tender Committee (BTC) met three times to provide strategic oversight on infrastructure, procurement, and facilities related matters. Mr Lim Yew Soon joined the Committee during the year, further strengthening its governance and expertise.

The BTC endorsed several initiatives aimed at enhancing patient care, innovation, and operational capability. These included the rental of the turning mattress system, the AI enabled non-contact Fall Prevention and Detection System. BTC also endorsed the purchase of a humanoid robot at Ren Ci @ Woodlands (WNH) and supported the acquisition of an additional wheelchair transport vehicle.

The BTC reviewed and approved key projects at Ren Ci @ Ang Mo Kio (AMKNH), including the installation of solar panels at Ren Ci @ Ang Mo Kio and replacement of laundry equipment.

Throughout the year, the BTC continued to guide management and provide valuable advice on maintenance contracts and Community Hospital ward renovation works, ensuring that facilities remained safe, functional, and aligned with organisational objectives.

3. Community Engagement Committee

The Community Engagement Committee ("CEC") oversees fundraising, volunteer management and corporate communication functions. During the year, CEC provided guidance on our inaugural community event – Move for Good 2025 and maintained oversight of the various fundraising initiatives and volunteer development efforts.

The committee also reviewed corporate collaterals, including the annual report, and

ensured that policies related to fundraising, volunteer development and corporate communications remain relevant. In addition, CEC also participated in volunteer leaders' dialogue sessions and events to better engage our various stakeholders.

4. Governance and Risk Committee

The Governance and Risk Committee ("GRC") undertook key initiatives to strengthen Ren Ci's governance framework and operational efficiency. In FY25/26, the committee provided guidance on the review of the Ren Ci 2026 Risk Register, approved revisions to the Terms of Reference for Board of Directors and endorsed a new Anti-Money Laundering and Countering the Financing of Terrorism Policy, ensuring that all governance structures remain contemporary and aligned to organisation objectives.

During the reporting year, GRC also endorsed both the Governance Statement and the online Governance Evaluation Checklist (GEC), which was subsequently submitted to the Charity Portal. All areas of the checklist were met, and Ren Ci remains in full compliance with the revised Code of Governance.

5. Human Resource Committee

The Human Resource Committee ("HRC") continued to provide oversight and guidance on key human resource matters in FY25/26 to support Ren Ci Hospital's strategic objectives and long-term workforce sustainability. The Committee reviewed and deliberated on a range of people-related initiatives, ensuring alignment with best practices, regulatory requirements and organisational priorities.

HRC endorsed Management's recommendations on bonus payouts and annual salary increments. In line with the Government's ongoing emphasis on employee well-being, HRC endorsed updates to the Marriage & Family Leave policies and enhancements to Medical and Dental Benefits, including the provision of two days of sick leave without the need for medical certification.

In support of longer-term workforce planning, HRC endorsed the development of a

sustainable talent pipeline to attract and nurture early career professionals through the SEEDs Programme. This programme aims to attract fresh graduates through structured development, mentorship, and exposure opportunities across the various critical functions in the organisation.

HRC further provided guidance on succession planning to ensure leadership continuity and organisational resilience. Through its stewardship of people and workplace governance, the HRC remains committed to strengthening Ren Ci Hospital's human capital foundation, enabling the organisation to continue delivering quality care and fulfilling its mission with confidence and sustainability.

6. Investment Committee

During the year, amid heightened market volatility and geopolitical risks, the Investment Committee ("IC") met quarterly to assess the performance of the fund managers and ensure that the investment portfolios continued to meet the Hospital's overall investment objectives and guidelines as established by the Board.

To further strengthen the capability and depth of expertise of the IC, an additional member was appointed during the year. The IC continued to provide guidance and recommendations to the Board on matters relating to investments and investment policies.

7. Medical Advisory Committee

The Medical Advisory Committee ("MAC") reviewed and provided guidance on the improvement of services, patient safety and collaboration with healthcare partners aligned with the Nation's Healthier SG strategy. Areas included reviewing Ren Ci's 5 year strategic plan for 2030, clinical collaborations with healthcare partners, and patient safety indicators across Ren Ci facilities.

8. Nominating Committee

As part of good governance and in alignment with the Charity Transparency Framework, the Nominating Committee ("NC") complies with the Board renewal and Performance Evaluation policy which includes:

- Nomination and renewal of Board every 2 years,
- A Board skills matrix as part of succession planning,
- Timely orientation and induction of new Board members, and
- An annual Board Self-Assessment exercise to gauge the effectiveness of the Board's performance. The assessment results were discussed at the subsequent Board meeting to identify areas of improvement.

The Board and Sub-Committees renewal exercise for the term 1 July 2025 to 30 June 2027 was conducted. The key changes were as follows:

- Three Board members namely Mr Lim Chai Boon, Dr Aaron See and Mr Seah Choo Meng have retired
- One new Board member Mr Neo Sing Hwee was recruited
- Mr Anthony Mallek was appointed as new Treasurer
- Mr Christopher Tang was appointed as new Chairperson of Investment Committee
- Mr Matthew Tham was appointed as new Investment Committee member on 1 January 2026

9. Sustainability Committee

The Sustainability Committee ("SC") met up twice in FY25/26 to discuss, provide guidance on, and endorse matters relating to the organisation's sustainability strategy and initiatives.

Across the meetings held in July 2025 and January 2026, the SC endorsed a clear sustainability foundation and progressed to discussions on prioritisation and governance. Key highlights included refining Ren Ci's material topics, embedding a whole of

organisation sustainability approach aligned to the Ren Ci 2030 strategy, and completing materiality assessments involving both the Board and Management.

The SC delved into strengthening of governance and implementation readiness by examining how material topics were mapped to the four Care Pillars under Ren Ci 2030, the oversight of material topics from relevant Board Sub-Committees, reviewing ongoing and planned sustainability initiatives for 2026, and advised on responsible AI adoption. The SC also received updates on the Operations and Technology Roadmap for 2026.

Working Committees

From time to time, the Board establishes Working Committees to provide further guidance and oversight in specific areas. There are currently three Working Committees, (i) IT Steering Committee ("ITSC"), (ii) Facility Medifund Committee ("FMC"), and (iii) Ren Ci Assistance Scheme Committee ("RCAS").

1. The ITSC oversees the development of Ren Ci's IT strategy, policies, and architecture to enhance security, productivity, resilience, and cost-effectiveness of IT operations. During the year, the ITSC convened three times to
    - review and endorsed key initiatives, including the Server Room relocation at the Community Hospital, implementation of a cloud-based PBX system, deployment of a new Senior Care Centre (SCC) system, and infrastructure technology refresh at the nursing homes.
    - review key IT-related audit findings and provided guidance on remediation actions.
    - provide strategic oversight on data protection and cyber security to support organisational readiness for compliance with the Health Information Act (HIA) recently passed by Parliament.
    - provide advisory on the appropriate and responsible use of generative artificial intelligence (Gen AI) within the organisation, focusing on governance, risk management, and alignment with Ren Ci's operational and ethical considerations.

2. The FMC which oversees the Government Medifund, Medifund Silver and Financial Assistance schemes for Ren Ci beneficiaries, met twice during the year.
3. The RCAS meets annually to review and approve additional financial aid for beneficiaries requiring support beyond existing subsidy schemes.

Corporate Governance

Ren Ci is a Company Limited by Guarantee and registered under the Charities Act with Institutions of a Public Character (IPC) Status. Ren Ci is in compliance with the Code of Governance for Charities and IPCs and has submitted a declaration of its extent of compliance with the Code of Governance for Charities and IPCs (2023) ("the Code") via the charity portal in July 2025.

The GRC is pleased to report that the organisation and Board remain in compliance with the Code. Details of the organisation's level of compliance can be viewed at www.charities.gov.sg.

Code of Business Conduct

Since 2012, Ren Ci has in place a Code of Business Conduct that is applicable to all Members. The Code requires Members to observe high standards of professional, personal ethics and integrity. It sets out guiding principles and desired behaviours that Members are expected to abide by in situations, such as when representing Ren Ci, using Ren Ci's resources or communicating with external parties on behalf of Ren Ci. Violation of the code may result in disciplinary action such as termination of employment or appointment or even legal action, where appropriate.

Reserves

The reserves of the organisation provide financial stability and serve to meet future increases in healthcare operating expenses.

The current year's reserves of $225 million are estimated to be adequate to fund about 1.9 years of annual operating expenses, based on operating expenses in the financial year ended 31 March 2026.

The Board of Directors reviews the level of reserves regularly for the organisation's continuing obligations.

Part of the reserves is placed with financial institutions and is managed in accordance with the organisation's investment policy which is approved by the Board. This helps to preserve the purchasing power of the funds while ensuring sufficient liquidity for operational contingencies.

Audited Statement of Accounts

Other matters of disclosure are covered in the Audited Financial Statement for FY25/26. In addition, Ren Ci does not provide loans, donation-loans, grants, or any form of financial assistance to employees, subsidiaries, or external business entities.

Governance Policy

Anti-Money Laundering and Countering the Financing of Terrorism Policy

Ren Ci has established an overarching Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) policy to guide its efforts in mitigating such risks. Under this policy, Ren Ci implements due diligence screening and risk assessments of Board members, staff, donors, and business associates and includes procedures to identify potentially suspicious donations from individuals or entities and report any suspicious transactions to the relevant authorities.

Conflict of Interest Policy

Since 2008, the Board has put in place a policy where all members of the Board, Sub-Committees, staff or volunteers (collectively the "Members"), when acting on behalf of Ren Ci, must ensure that the deliberations and decisions made, including transactions, are in the interest of the organisation. Members are required to make annual conflict of interest declarations and disclosures.

All members of the Board are committed to promptly and fully disclose, in accordance with the procedures laid down by the organisation, all interests (actual or potential) which could conflict with their duties. They shall not in any way be involved in any transaction, nor influence the outcome of any transaction. During the period under review, all members of the Board have made the necessary declarations to affirm that there were no conflicting personal or vested interests in any of the business transactions, contracts, or joint ventures into which Ren Ci had entered.

Enterprise Risk Management Policy

Ren Ci is committed to upholding the trust of its stakeholders through a robust and holistic Enterprise Risk Management (ERM) framework. Guided by its ERM Policy, the organisation adopts a structured approach to identifying, assessing, and managing risks, with particular focus on high-risk exposures and areas requiring improvement, while embedding risk awareness into strategic planning and daily operations.

Regular monitoring, systematic evaluation, and periodic review underpin Ren Ci's risk management approach. Risk assessments are conducted annually, with timely reviews triggered by significant changes or incidents, ensuring risks are effectively managed and aligned with organisational objectives.

Personal Data Protection Act Policy

Ren Ci is committed to safeguarding personal data and maintaining the trust of its stakeholders through compliance with the Personal Data Protection Act (PDPA). Guided by its Personal Data Protection Policy, the organisation ensures that personal data is collected, used, disclosed, and retained responsibly, with appropriate consent, clear purpose limitation, and adherence to regulatory requirements.

Robust controls are in place to protect personal data, including secure storage, restricted access, and proper retention and disposal practices. Supported by clear accountability structures, breach management protocols, and ongoing oversight, Ren Ci ensures that personal data is handled securely and transparently across all operations.

Whistleblowing Policy

Since 2008, Ren Ci has maintained a Whistleblowing policy designed to foster a culture of accountability and transparency. The policy reflects Ren Ci's commitment to ethical behaviour where employees and external parties such as volunteers and contractors are encouraged to report concerns of misconducts without fear of reprisal or unfair treatment. The Whistleblowing policy establishes three key pillars to support effective governance:

- Reliable and safe channels for Ren Ci's internal and external stakeholders to report concerns or suspected misconduct,
- Structured processes to ensure fair and impartial investigations of all reports, and
- Arrangements to support learning and continuous improvements to achieve strong governance.

The policy encourages whistleblowers to identify themselves, however, the Policy also allows for anonymous complaints. Reports can be submitted to the AC Chairperson and the Board Chairman by the following channels:

- AC Chairperson's email at whistleblow@renci.org.sg
- Board Chairman's email at boardchair@renci.org.sg
- Sealed report in an envelope marked 'Private & Confidential' and mail to:

Chairman, <Audit Committee or Board>
c/o Ren Ci Hospital
71 Irrawaddy Road
Singapore 329562

The AC holds the authority and responsibility to commission and review investigations into complaints, with the full co-operation of management and use of additional resources where necessary.

Financial Statement

REN CI HOSPITAL

Statement of Financial Activities and Other Comprehensive Income
Year Ended 31 March 2026

	2026 $'000	2025 $'000
Incoming resources		
Voluntary income - donations	4,642	4,321
Government subvention grants	93,489	88,181
Fund raising income	1,828	7,916
Interest & investment income	11,804	7,493
Income from charitable activities	23,006	21,348
Other income	3,981	3,992
Total incoming resources	138,750	133,251
Less: resources expended		
Cost of generating funds	330	480
Investment expenses	455	430
Charitable activities expenses	119,767	112,980
Other operating expenses	1,720	1,673
Allowance for impairment on trade receivables – loss / (reversal)	318	(271)
Total resources expended	122,590	115,292
Net surplus for the year		
Attributed to General fund	15,997	17,702
Attributed to Sinking fund	136	237
Attributed to Kwan Im Thong Hood Cho Temple Medical Assistance Project	27	20
Attributed to Community Silver Trust Fund	–	–
Total surplus for the year	16,160	17,959
Other comprehensive income		
Attributed to Kwan Im Thong Hood Cho Temple Medical Assistance Project - Fair value changes on debt instruments	18	25
Total other comprehensive income	18	25
Total comprehensive income	16,178	17,984
Total funds brought forward		
General fund	203,813	186,111
Sinking fund	5,690	5,453
Kwan Im Thong Hood Cho Temple Medical Assistance Project	1,562	1,517
Total funds carried forward	227,243	211,065
Community Silver Trust Fund	13,551	18,632
Total funds for the Hospital as at year end	240,794	229,697

	2026 $'000	2025 $'000
ASSETS		
Non-current assets		
Plant and equipment	2,313	2,425
Right-of-use assets	17,854	10,709
Intangible assets	2,554	2,747
Total non-current assets	22,721	15,881
Current assets		
Inventories	238	248
Trade and other receivables	25,147	23,353
Other assets	929	2,353
Investment securities	167,544	156,607
Cash and cash equivalents	76,044	67,733
Total current assets	269,902	250,294
Total assets	292,623	266,175
FUNDS AND LIABILITIES		
Non-current liabilities		
Financial liabilities - lease liabilities	11,346	4,024
Total non-current liabilities	11,346	4,024
Current liabilities		
Trade and other payables	26,373	22,560
Financial liabilities - lease liabilities	6,256	5,606
Other liabilities	7,373	4,204
Derivative financial instruments	481	84
Total current liabilities	40,483	32,454
Total liabilities	51,829	36,478
The Funds of the Hospital		
Restricted funds	15,158	20,194
Unrestricted funds	225,636	209,503
Total funds	240,794	229,697
Total funds and liabilities	292,623	266,175

DISCLOSURE OF REMUNERATION

Remuneration paid to staff

The aggregate amount of the total remuneration paid to the Hospital's top three highest paid staff. None of the three highest paid staff serves as a governing board member of the charity.

	2026	2025
$500,000 - $599,999	1	1
$400,000 - $499,999	1	1
$300,000 - $399,999	1	1
	3	3

Overview of Charity

Banker | Auditor | Investment Advisors

Banker
Oversea-Chinese Banking Corporation Limited

Auditor
RSM SG Assurance LLP

Investment Advisors
BNP Paribas Wealth Management
Lion Global Investors Limited
Avanda Investment Management

Charity Status

Charity Registration (ACRA) No.
201018593M

Charity Registration Date
8 Nov 2010

Constitution
Company Limited by Guarantee

IPC STATUS

IPC (General Fund) Acc Registration No.
201018593M

Sector Administrator
Ministry of Health

Thank You

Our sincere thanks to all donors, supporters and well-wishers. We look forward to your continued support and partnership in growing with us. We would also like to thank our patients, residents, clients, staff and volunteers who have consented to be photographed for the purpose of this annual report. 仁慈由衷感谢长期以來一直支持我们的捐赠者和善长仁翁。期待在我们成长的过程中持续获得您的鼎力支持和信赖。我们也要感谢愿意为本年度报告而同意拍照的患者、院友、客户、员工和义工。

MDDI (P) 032/08/2026



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T 6385 0288



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T 6355 6316



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31 Bukit Batok Street 52
Singapore 659251
T 6665 2035



Ren Ci @ Woodlands
17 Woodlands Drive 17
Tower E Singapore 737628
T 6028 8910

www.renci.org.sg

renci@renci.org.sg

rencihospital

ren_ci_hospital

Ren Ci Chronic Sick Unit



Ren Ci Senior Care Centre



Ren Ci Active Ageing Centre (Care)



Ren Ci Home Care



Ren Ci Learning Academy

