

Embracing Longevity





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Lives Touched at a Glance



Hua Mei Centre for Successful Ageing

1,279
clients aged 40 and above (Primary Care Clinics)



Hua Mei Active Ageing Centre (Care) @ ComSA Whampoa

435
seniors enrolled



Senior Care Centre (EPICC)

8,448
attendances in
Tiong Bahru and Whampoa locations



Hua Mei Training Academy

5,237
training places





Building a Community for Healthy, Meaningful, and Joyful Ageing

Tsao Foundation is a non-profit organisation dedicated to advancing positive and purposeful longevity. For more than three decades, we have pioneered multidisciplinary approaches to ageing and eldercare, positioning longevity not as a challenge to be managed, but as a shared human journey and societal opportunity.

Integrating research, practice, training, and advocacy, we empower individuals to shape their ageing journey across the life course—strengthening self-care, continued growth, and holistic development. Through our work with communities, healthcare professionals and policymakers, we strive to build a society for all ages, where longer lives are shaped by health, meaning, and fulfilment.

Our Role Across Life Stages

At Tsao Foundation, we adopt a preventive, forward-looking approach to care—deliberately shifting support “To the Left” of the continuum. Aligned with the Healthier SG strategy, our programmes focus on early intervention, health promotion, and sustained wellbeing, helping individuals stay healthy, active, and engaged for as long as possible, with an emphasis on early identification of risks and timely intervention.

What is the “To the Left” approach?

If the perfectly healthy person is at the extreme left and the dying is on the extreme right of the life course spectrum (Figure 1), then our efforts should be focused not only on the immediate needs and issues, but always to investigate the potential to enable people to be healthier and happier by moving them “To the Left” along this spectrum.



Figure 1. Diagram of the life course spectrum.

Guided by the vision of our founder, Mrs Tsao Ng Yu Shun, this approach is grounded in a life course view of longevity. We recognise that how we age is shaped across every stage of life, and that wellbeing depends not only on healthcare, but also on learning, income security, and meaningful social participation. Anchored in the philosophy of “Ageing in Place”, our care model supports individuals to live well, independently, and with dignity within their own homes and communities.

Through our Community for Successful Ageing (ComSA) model, a community-based, person-centred approach to care, we address evolving physical, psychological, and social needs across the ageing journey—from health promotion and functional maintenance to advanced and end-of-life care. This integrated approach has received global recognition through the Healthy Ageing 50 under the UN Decade of Healthy Ageing, affirming our commitment to holistic, coordinated care that supports wellbeing over time.

A Person-Centred Approach Towards Healthier, Meaningful Lives



SERVICES ACCESSIBLE FOR ALL LIFE STAGES

Hua Mei Clinics @ Tiong Bahru & Whampoa Our primary care services include doctor consultations, health screenings, immunisations, nurse education, and medication management for adults aged 40 and above. We are accredited under CHAS and Medisave, and are part of Healthier SG and Mental Health GP programmes.	Hua Mei Counselling & Coaching We provide a safe and confidential space for older persons and caregivers to share emotions, worries, and concerns without judgement. Our psychotherapy and coaching sessions help individuals tap into personal strengths, build coping strategies, and access external support to enhance wellbeing.	Hua Mei Acupuncture and TCM Centre Offering a complementary approach to health promotion and management alongside western medicine, we treat conditions that have been approved by the World Health Organization for acupuncture therapy, such as stroke and osteoarthritis. We also provide herbal medication.	Hua Mei Community Care Management We provide team-led care management by nurses and social workers to support frail and at-risk elders in living well at home. Our person-centred approach includes holistic assessment, sustainable care planning, and coordination of services across healthcare, home care, and social support agencies.
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Cafe Kawan Whampoa Informal gathering space where older persons can lead activities and share their skills and hobbies such as cooking and craftwork. Hua Mei Active Ageing Centre (Care) @ Whampoa Activities for older residents to remain physically, mentally, and socially engaged.	Senior Care Centres at Tiong Bahru & Whampoa A pioneering day-club model delivering medical, social, and emotional care for frail elders, including rehabilitation services.	Hua Mei Mobile Clinic (Home & Palliative Care) Home visits by doctors, nurses and social workers for adults aged 60 and above who are homebound or face difficulty travelling, including those with advanced or palliative needs.
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Figure 2. Tsao Foundation offers services across the life course, supporting individuals through different stages of their ageing journey.

Vision

Our vision is of an inclusive society for all ages that optimises the opportunities in longevity and strengthens inter-generational solidarity.

Mission

To advance a positive transformation of the ageing experience, we seek mindset and systemic change by implementing innovation in community-based eldercare, training and education, policy-relevant research, collaboration, and advocacy.

Values

Our approaches and programme models to improve the quality of life of older persons and enabling the dividends of longevity to reach all ages are guided by **INNOVATION**.

In the **PURSUIT of EXCELLENCE**, we place our programme innovations to the test and strive to maintain the highest service standards.

As a **CATALYST for CONSTRUCTIVE CHANGE**, we promote research on issues in ageing, build collaborative platforms for understanding and action, and engage in advocacy.





Mrs Tsao Ng Yu Shun (1905–2001), Founder of Tsao Foundation and grandmother of Dr Mary Ann Tsao.

Our Story

Mrs Tsao Ng Yu Shun (1905–2001) was 86 when she chartered the Tsao Foundation to realise her aspiration for older people to achieve a better quality of life and shape their own destinies. Reflecting on her own experience, she wished for older people what was important to her—to age in place in the familiarity of their own home and community, among family and friends—and very importantly, to be able to make decisions about one's own life.

Officially launched in November 1993 under the leadership of her granddaughter, Dr Mary Ann Tsao, Tsao Foundation was established to advocate for and drive initiatives to champion successful ageing and ageing-in-place by pioneering—among others—numerous community-based eldercare service models that take a whole community, life course approach, many of which are now mainstream services.

Mrs Tsao Ng was honoured as a visionary at the Fourth Global Conference on Ageing in 1999—the year that the United Nations declared as the first International Year of Older Persons. Her vision and values of excellence and innovation continue to guide us.



Dr Mary Ann Tsao (right) and her mother, Mrs Maisie Chow Tsao (left), paying a home visit in 1993.



Former Singapore President Dr Wee Kim Wee with Dr Mary Ann Tsao (far left) at the inaugural Chinese New Year Lunch with seniors in 1995.



Pioneer staff with Hua Mei Mobile Clinic's first van, 1994.



Hua Mei Seniors Clinic (now Hua Mei Clinic) was Singapore's first outpatient clinic (1996) dedicated to providing primary health care for adults aged 40+.



Community for Successful Ageing (ComSA) Centre @ Whampoa launched in 2015 as an integrated model of care and community development.

Chairperson & Interim CEO's Message

Embracing Longevity with Insight and Purpose

Longevity is reshaping how we live, work, and relate to one another. As lives lengthen, the ways we support health, foster intergenerational connections, and build responsive systems become increasingly important.

In 2025, Tsao Foundation focused on strengthening the foundations that allow longer lives to be lived with dignity, purpose and resilience. Our work centred on three complementary priorities: delivering excellent care, nurturing intergenerational solidarity, and ensuring that our evidence and learning inform meaningful action across programmes and communities.

Delivering Excellent Care

Sustained wellbeing in later life depends on care that is integrated, reliable and compassionate.

This year, we consolidated our service frameworks, formalised shared approaches across care teams, and strengthened pathways for early identification and support. Across our centres, we reinforced the link between clinical care, caregiver support, and community programmes, recognising that wellbeing emerges from these elements working together.

Excellence in care is measured not only in outcomes but in the confidence, competence, and continuity it provides for those we serve and those who care for them.

Nurturing Intergenerational Solidarity

As generations live longer together, care responsibilities, social roles and opportunities to contribute evolve. In 2025, we continued to emphasise intergenerational connections as a key dimension of community life.

Through programmes that integrate caregiver support, lifelong learning, and opportunities for meaningful engagement, we help older adults, families and communities thrive together. Solidarity is designed into the way we support older adults, ensuring that relationships between generations are sustained, valued and mutually reinforcing.

Connecting Insight to Impact

The knowledge generated through our programmes guides how communities, organisations and policies respond to the realities of ageing.

Grounded in the Community for Successful Ageing (ComSA) model, our work demonstrates how integrated, community-based care can align clinical services, caregiver support, and community resources around lived experience. Lessons from these programmes inform broader approaches to care and support, shaping both practice and policy in ways that are evidence-based and sustainable.

Partnerships with agencies, healthcare clusters, and international networks continue to extend the relevance of our learning, allowing practical insights from local programmes to influence systems and communities beyond our immediate reach.

Stewardship and the Way Forward

Embracing longevity requires attention to care, connection and insight. It calls for systems that are both rigorous and humane, relationships that are nurtured across generations, and programmes that translate understanding into meaningful action.

In 2025, Tsao Foundation strengthened the coherence of its efforts across these domains. The journey ahead will demand continued collaboration, innovation, and commitment, but the direction is clear.

We are grateful to our Board, staff, volunteers, partners, and community members—including the Agency for Integrated Care (AIC), the National Council of Social Service (NCSS), healthcare clusters and community organisations—for their trust and support in making this work possible.

Longevity is not simply a milestone to reach; it is an opportunity to enrich lives, deepen connections and strengthen communities. We remain committed to realising that potential for all.

A portrait of Dr. Mary Ann Tsao Wai Sheng, the Chairperson & Interim CEO of Tsao Foundation. She is an older woman with short dark hair, wearing glasses and a black long-sleeved top. She is smiling and has her hands clasped in her lap. The background is a solid red color.

**Dr Mary Ann
Tsao Wai Sheng**

*Chairperson & Interim CEO
Tsao Foundation*

Our Senior Management



Dr Mary Ann Wai Sheng Tsao
Interim Chief Executive Officer



Dr Taik Pin Chuah
Chief Medical Officer



Karena Lee
Chief Operating Officer



Dr Paul Ong
Deputy Chief Executive Officer (DCEO)
& Chief Strategy Officer (CSO)



Dr Maleena Suppiah
Chief, Learning & Culture
Stepped down on 31 January 2026



Quey Lim Chong
Director, Technology



Susana Harding
Senior Director, International
Longevity Centre-Singapore



Daren Kang
Director, Hua Mei Training Academy
Stepped down on 25 March 2026



Soek Mun Ng
Director, Community Relations



Jeannie Wong
Director, Human Resources



Yin Ling Wong
Director, Finance

Our Board



Dr Mary Ann Wai Sheng Tsao

*Chairperson, appointed to the Board since 31 May 2013**

Chairperson,
Tsao Family Office



Chavalit Frederick Wai Teh Tsao

*Family Director since 7 April 1993**

Chairman,
Tsao Pao Chee (TPC) Group
(previously known as IMC Pan Asia Alliance)



Phillip Tan Eng Seong

*Family Director since 24 June 2000**

Chairman,
Yellow Ribbon Singapore

Director,
EQ Insurance Co Ltd



Goh Yong Leng

*Family Director since 17 June 2019**

Chief Executive Officer,
Tsao Family Office



Eddie Chau Shing Chi

Director since 17 June 2019

Co-Founder & Chairman,
V-Key Inc



Cheah Sheau Lan

Director since 17 June 2019

Retired Corporate
Executive

Director,
SingHealth Fund



Saxone Woon

Director since 7 November 2019

Independent Consultant,
SpecialProjects.Asia



Tan Bee Nah

Director since 16 July 2020

Partner,
PricewaterhouseCoopers
LLP



Marie Elaine Teo

Director since 21 August 2023

Non-Executive Independent
Director, Olam Group Ltd

Director,
Mapletree Investments Pte Ltd

Governing Board Member,
Duke-NUS Medical School

Chairperson,
The TENG Company Ltd



Assoc Prof Kong Kwok Hoong Thomas

Director since 25 September 2023

Deputy Head (External
Relations), College of
Design and Engineering,
National University of
Singapore

*Tsao Foundation constitution stipulates that family directors can be re-appointed without term limit

Our People

At Tsao Foundation, our person-centred approach extends beyond the people we serve. As an organisation, we are a diverse, collaborative community brought together by a shared belief in ageing with dignity and purpose. We support one another to learn, grow and do meaningful work, creating an environment where every voice is valued and every contribution makes a difference.



Young and Purpose-Driven

Nicholas Seah, 29

Senior Operations Executive, Hua Mei Training Academy

Nicholas joined Tsao Foundation four years ago while still pursuing his Psychology degree, seeking a place to grow and make a difference. At Tsao Foundation, he found more than work experience. He discovered a supportive, family-oriented culture that encourages learning, innovation, and collaboration. From coordinating courses for seniors to exploring new skills like AI, Nicholas has been able to develop professionally while contributing to meaningful programmes that enrich the lives of older adults. For him, Tsao Foundation is a place where curiosity is welcomed, teamwork is valued, and every day brings opportunities to make an impact.



Two Decades of Care and Community Engagement

Wendy Khon, 80

Relationship Officer, Community Development

Wendy joined Tsao Foundation in 1998, when care management was still new in Singapore. She first encountered the organisation while volunteering with the Singapore Women's Association, helping to set up eye-screening equipment for community programmes serving seniors. A conversation with a Tsao Foundation staff member introduced her to the Foundation's early care management work—an opportunity she embraced and grew with over the years.

Over more than two decades, Wendy has built lasting friendships with colleagues while continuing to support seniors in the community. At Café Kawan in Whampoa, an initiative of ComSA (Community for Successful Ageing), she especially values the volunteers. "They are the heartbeat of the café—the sugar and cream in our coffee," she says. Their kindness and friendship make Café Kawan a truly happy place.

Highlights of 2025



Dr Ron Ng, Geriatrician from our Hua Mei Mobile Clinic, providing care during a home visit.

Clinical Excellence

- ▶ Completed Service Model Review and Staff Competencies for Hua Mei Centre for Successful Ageing, improving quality of service and enhancing staff capability.
- ▶ Strengthened and piloted the Bio-Psycho-Social Risk Screener in Whampoa as an effective population health risk screener, enabling earlier risk identification and more targeted, preventive care at individual and community levels.
- ▶ Completed the Regional Community Resilience Project Stage I with a fully developed intervention and implementation framework, strengthening readiness for effective pilot testing and scale-up, led by the International Longevity Centre-Singapore, the Foundation's ageing research and innovation arm.



Café Kawan and AAC seniors at a health talk.

Community for Successful Ageing Centre @ Whampoa

- ▶ Set up an Active Ageing Centre (AAC) on 1 April 2024, supporting older residents to stay active, connected, and empowered to age in place.
- ▶ Produced a complete and representative risk map of seniors, allowing for community interventions that are targeted and data informed, based on seniors' needs.



Community Care Organisations in the Kallang I subregion gather for the first ICCP Townhall.



Dr Mary Ann Tsao (right) and Dr Srinivas Tata Director, Social Development Division, UN ESCAP (left) at the signing of the MoA between the two organisations.

Partnerships

Successfully formalised five strategic partnerships across local and regional organisations.

- ▶ As an Integrated Community Care Provider (ICCP) Coordinator in the Kallang I Sub-region, Tsao Foundation brings together a consortium of partners—NTUC Health, Sunlove, Handicaps Welfare Association, St Luke's Eldercare, & Ren Ci—to align multi-agency efforts, enhance care continuity, and deliver more seamless, integrated support for seniors.
- ▶ Contributing to the Bukit Merah Sub-region ICCP with NTUC Health, Presbyterian Community Services, REACH Community Services, Singapore Cancer Society, Society for the Physically Disabled, & Monfort as a network partner to strengthen alignment, influence collaboration, and enhance care continuity across organisations.
- ▶ Formalised a Master Service Agreement with National Healthcare Group to strengthen strategic collaboration and enable coordinated efforts in population health and community care.
- ▶ Formalised a Programme Letter of Agreement with National University Health System on Geriatric Medicine Senior Residency Programme to strengthen clinical training and build capabilities in geriatric and integrated care.
- ▶ Formalised a Memorandum of Agreement with the United Nations Economic and Social Commission for Asia and the Pacific, establishing a strategic collaboration through research, capacity development, and advocacy on ageing-related issues, including long-term care systems, the inclusion of older women, and intergenerational relations.



Photo taken at the graduation ceremony for learners from the SkillsFuture Career Transition Programme - (SCTP) WSQ Diploma in Social Service and (SCTP) Advanced Certificate in Basic Community Care Management course.

Organisational Development

- ▶ Designed and implemented a Knowledge Management System, optimising knowledge sharing, continuity and organisational learning.
- ▶ Incorporated Hua Mei Training Academy Ltd. and Centre for Seniors as a Company Limited by Guarantee, strengthening governance and organisational accountability.
- ▶ Implemented a Grant Tracker, enhancing close monitoring of grant implementation and financial discipline.
- ▶ Continued to strengthen cybersecurity and cyber resilience measures and rolled out AAC's IT solutions, improving data security and digital readiness.

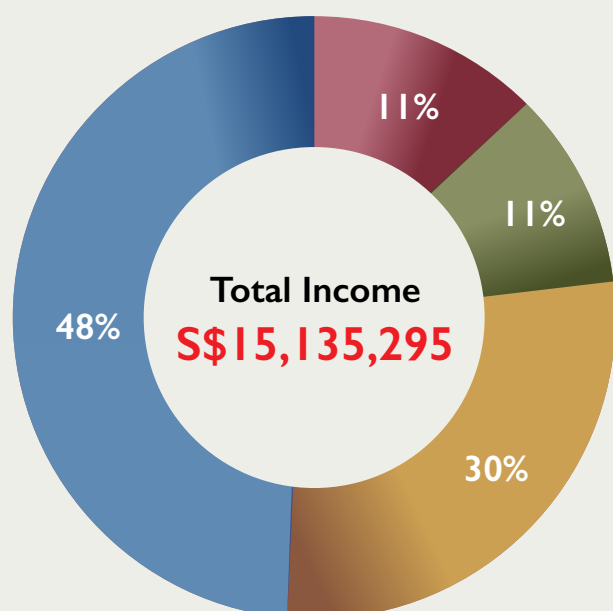


Staff and volunteers engaging in a lively conversation during our Volunteer Appreciation Dinner.

Governance

- ▶ Strengthened risk management with refreshed Anti-Money Laundering policy and Workplace Safety and Health practices.
- ▶ Established a new Board Sub-Committee for Programmes and Volunteer Management to provide guidance for new programmes and volunteer engagement in line with sector guidelines.
- ▶ Updated procurement and finance policies and trained staff, resulting in tighter internal controls, clearer accountability, and greater transparency in resource management.
- ▶ Refreshed cybersecurity and data protection frameworks to mitigate against data security incidents.

Financial Highlights*



Grants & Subsidies



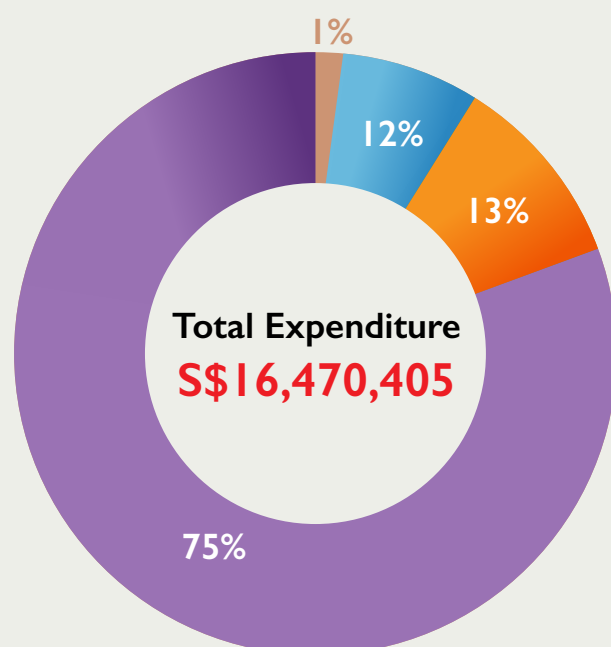
Programme Fees



Donation & Fundraising Income



Other Income



Personnel Expenses



Operating & Administrative Expenses



Programme Expenses



Fundraising Expenses

*We continue to manage rising manpower costs alongside steady revenues inwards a balanced budget.



Trusted doctor–patient relationships, exemplified by Hua Mei Clinic Senior Physician Dr Tan Sai Tiang (left), remain central to our person-centred, integrated care approach.

Refining our Service Model

In 2025, we completed a Service Model Review that was launched in 2022, affirming strong foundations in person-centred, integrated primary and geriatric care while identifying opportunities to improve consistency, data use, and collaboration.

The review clarified gaps in shared understanding and delivered a roadmap to formalise the Bio-Psycho-Socio (BPS) approach, unify referral and data systems, and strengthen our holistic model of community-based care.



Café Kawan seniors enjoying a group activity that supports connection as part of Tsao Foundation's integrated care approach.

Elevating Care through our ComSA Model

At Tsao Foundation, care is delivered through the ComSA (Community for Successful Ageing) integrated service model, which adopts a BPS approach. By bringing together clinical care, counselling, and community programmes, the model supports individuals' physical health, emotional wellbeing, and social connectedness in a coordinated way.

The following stories show how this integrated approach supports people through different life experiences and roles within the community.

Integrated Care Journeys

A Full Circle of Care

At 65, Jumiati binte Amin's journey reflects the importance of integrated care across different life stages. For many years, she cared for her ageing parents and later for her husband after he suffered a stroke, managing his needs largely on her own because he was reluctant to accept external support.

After her husband passed, Jumiati became a care recipient herself. When she was later diagnosed with lymphoma, she was unable to cope alone and the family engaged a domestic helper, marking her first step towards accepting additional support.

Since January 2023, she has been supported by Tsao Foundation through a coordinated approach that combines clinical care, counselling, and social support to address her recovery, emotional wellbeing and social connection.

Having experienced both giving and receiving care, Jumiati's journey highlights the value of integrated support and the importance of seeking help early as care needs evolve.

From Giving Care to Giving Back

Goh Ah Lam's integrated care journey with Tsao Foundation began 15 years ago as a caregiver for his late mother. When she was referred to our senior care centre Elder-centred Programme of Integrated Comprehensive Care (EPICC) after a fall, Ah Lam experienced the emotional and practical demands of caregiving, along with the reassurance that comes from feeling supported. The guidance, encouragement and social connections provided by EPICC staff during this period stayed with him.

"Caregiving can be challenging," he shared, "but having the right support around you makes a real difference." That experience later drew him back to EPICC as a volunteer care coordinator. For more than a decade, Ah Lam has supported seniors through simple, shared moments such as reading together, playing games, and gentle exercises, nurturing not just physical activity but connection and emotional wellbeing. Now 76, he continues to balance caregiving with volunteering, finding meaning in giving back. His story reflects Tsao Foundation's holistic approach to integrated care, where older persons, caregivers, and communities are supported together so that all can live with dignity, connection, and purpose.

Impact in 2025

Caring for Older People across Health, Community Engagement, Learning and Work

Clinical Care

Accessible Care, from Clinic to Home

1,850+
clients served

13,000+
clinic & home
visits

620
vaccinations
delivered



Primary Care Clinics
(Tiong Bahru &
Whampoa)



Mobile Clinic
(Home &
Palliative Care)



Acupuncture &
TCM Centre



Active Ageing & Community Engagement

Staying Connected

435
seniors
enrolled

543
community
members



Active Ageing Centre
(Care) @ ComSA
Whampoa



Café Kawan @
ComSA Whampoa



Lifelong Learning & Work Pathways

Learning, Purpose, & Work
at Every Age

8,000+
training places
created

4,600+
learners &
participants

678

seniors placed in regular jobs
and gigs or microjobs

Hua Mei
Training
Academy

Centre for
Seniors

AIC, National
Silver Academy,
& SkillsFuture
programmes



Oldest learner:
96
years old

Psychosocial, Community Care, & Day Club Support

Ongoing Support in the Community

700+
clients supported

3,000+
community care
and counselling &
coaching

8,400+
Senior Care Centre
attendances



Community Care
Management



Counselling &
Coaching



Senior Care Centres
(Tiong Bahru &
Whampoa)

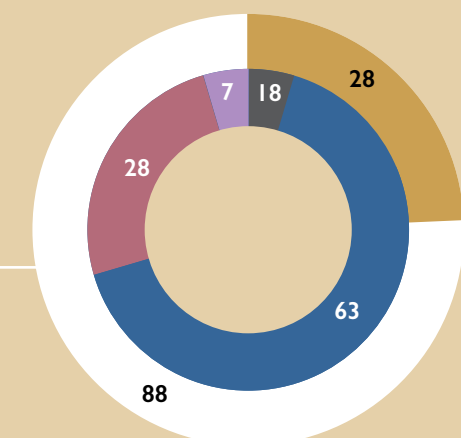


Powered by People

536
volunteers



116
staff



Responding to a Super-Aged Singapore

In 2025, in response to the rapidly changing landscape as Singapore becomes a super-aged society, we focused on strengthening our capabilities, introducing and enhancing programmes, and advancing our thought leadership locally, regionally, and globally.

Our work is anchored in an integrated, person-centred model of care that addresses the biological, psychological, and social dimensions of ageing. The sections that follow show how our strategic pillars contribute to this holistic, coordinated support across the care journey.

Strengthening Care Through Innovation and Improved Organisational Capability

At Tsao Foundation, clinical excellence is shaped by the lived experiences of care recipients. We support older adults to live with dignity, purpose, and autonomy, recognising that care must respond to each individual's needs, preferences, and life circumstances. Guided by the BPS framework, we integrate clinical care with psychological wellbeing and social support to deliver holistic, person-centred care.



Strengthened integration across services improved continuity of care and overall care experiences.

In 2025, we strengthened our clinical model through the implementation of recommendations from a comprehensive service review. This resulted in clearer care pathways, stronger integration across services, and more consistent delivery of care aligned to clients' evolving needs. By aligning clinical protocols, community-based support, and caregiver engagement, we improved continuity of care and enabled more seamless experiences for care recipients and their families.

Hua Mei Centre for Successful Aging—Primary Care Clinics at Tiong Bahru and Whampoa locations

1,279
clients aged 40
and above



7,394
clinic visits

620
vaccinations

Hua Mei Community Care Management at Tiong Bahru and Whampoa locations



386
clients

1,654
sessions

Hua Mei Mobile Clinic (Home and Palliative Care)



107

clients aged 60 and above

1,785

home visits

Senior Care Centre (EPICC)



5,545

Tiong Bahru attendances

2,903

Whampoa attendances

100 yrs old

Age of oldest client

14 Years

Longest Client Tenure

Hua Mei Counselling and Coaching



325

clients served

1,412

sessions

Hua Mei Acupuncture and TCM Centre



464

clients served

2,721

clinic visits

Care is delivered through multidisciplinary teams comprising doctors, nurses, social workers, and care staff. Regular case discussions and shared care planning ensure that decisions reflect not only clinical needs, but also personal goals, social contexts, and quality of life considerations.

Our services span the continuum of care, including primary care, care management, counselling, caregiver support, and home care, enabling us to support clients across different stages of ageing as their needs evolve.

Caregivers, both family members and professional care staff, are critical partners in this process. Through training, guidance, and ongoing support, they are equipped to provide safe, confident, and compassionate care while managing caregiving responsibilities more sustainably.

Technology is enabling more responsive and coordinated care. Digital tools, including BPS-informed assessment and care planning systems, support consistent identification of needs and tracking of outcomes. Emerging applications of data and artificial intelligence enable earlier identification of risks and more timely interventions, including ongoing efforts to integrate AI capabilities into BPS screening tools to support more proactive and personalised care.

Grounded in practice, our model continues to evolve through ongoing learning and refinement. Insights from service delivery inform improvements to care design, ensuring care remains relevant, effective, and responsive to Singapore's ageing population.

Through integrated care, strengthened capabilities, and the thoughtful use of technology, Tsao Foundation advances clinical excellence, improving outcomes and experiences for care recipients while supporting those who care for them.

Lifelong Learning & Work

As Singapore ages, lifelong learning and meaningful work are key to enabling older adults to remain active contributors to society. Through research, training and capability building, Tsao Foundation supports both its clients and staff with the knowledge and skills needed to thrive in an ageing society. We are one of the few organisations in Singapore that pioneered both learning and flexible work opportunities for older people.

We support our staff through clear career pathways that help them grow and adapt across different stages of their working lives. For the clients we serve, we provide access to skills development for continuous learning and flexible work opportunities for financial stability—including **gig and microjob pathways**—that recognise changing capacities and life circumstances, enabling them to remain engaged, confident, and connected. Together, these approaches reflect our belief that meaningful contribution should be shaped around people's strengths, needs, and aspirations.

What do we mean by **gig work** and **microjobs**?

Gig work: part-time or short-term roles involving a set of related responsibilities over a defined period

Microjobs: single, clearly defined tasks completed independently and flexibly, with no ongoing commitment

Centre for Seniors

2,780
training places



2,024
older people
trained

120
employees engaged
in age-inclusive
work practices

693
older people
successfully placed

196 regular jobs
600 gigs or
micro jobs

Strengthening Age-inclusive Employment Pathways

Centre for Seniors (CFS) strengthened its role in 2025 by focusing on how employment support for seniors is designed, enabled, and sustained within a broader age-inclusive ecosystem. Beyond facilitating job placements, CFS contributed to shaping work opportunities that better reflect the realities of longer working lives—where flexibility, health considerations, and personal circumstances increasingly matter.

Working with employers, agencies, and community partners, CFS supported a wider range of employment and task-based pathways, expanding options for seniors to remain economically active while maintaining autonomy and balance. These efforts reinforced Tsao CFS's role as a connector between seniors seeking meaningful contribution and organisations adapting their workforce practices for longevity.

CFS also advanced sector engagement through platforms such as the World Ageing Festival 2025 and SilverJobs, which convened stakeholders around senior employment, job redesign, and inclusive hiring. Internally, refreshed leadership and sharper strategic focus in 2025 strengthened organisational readiness for the next phase of development—positioning CFS to contribute more intentionally to workforce longevity and age-inclusive employment practices in Singapore.



Tsao CFS has launched a micro-job/gig work model for older people as part of the President's Challenge Grant 2025.

Hua Mei Training Academy



5,237

training places

Breakdown by
Funding Agencies:

1,172 SkillsFuture
Singapore

3,399 National
Silver Academy

666 Agency for
Integrated Care



2,604

unique learners

99 are Singapore
Airlines trainees for
Cross-Generational
Awareness
workshops

Advancing Applied Learning

Hua Mei Training Academy (HMTA) strengthens Singapore's community-based eldercare sector by turning real world practice, clinical expertise, and research into practical training that supports ageing with dignity and purpose.

In 2025, HMTA strengthened its impact by improving how on the ground experience is translated into sector learning. A reorganisation of the Curriculum Development team and the introduction of annual review processes helped keep courses current, relevant, and grounded in emerging insights on ageing—supporting more consistent, practice ready training.

The Academy also advanced its digital transformation with the integration of the Training Learning Management System for SkillsFuture Singapore Courses, streamlining learning and operations through greater automation. To meet rising demand, HMTA hired additional trainers and strengthened trainer management, safeguarding quality while scaling its contribution to the wider eldercare ecosystem.



The SkillsFuture Career Transition Programme (SCTP) is designed to support mid-career individuals looking for a career switch, in acquiring industry-relevant skills.



ComSA Learning Room courses such as “Reminiscent Journey through Singapore Currency” empower older people in self-care and successful ageing.



A Meaningful Reset

Bernice Tham, 43

Community Engagement Associate, Social Service Sector

For nearly 20 years, Bernice built her career in the wholesale retail industry, working in human resources. It was stable, familiar—and by many measures, successful. But over time, a quiet question surfaced: could she be doing something more meaningful?

That question led her to explore the social service sector and eventually to the Diploma in Social Services at Hua Mei Training Academy.

Stepping into a new field came with uncertainties, but the programme gave her both direction and confidence. “The community attachments made a real difference,” she recalled. “They gave me the chance to experience the work firsthand.”

The transition required courage. It meant leaving behind a familiar industry and a higher salary—something that surprised some of her friends. At home, however, she found unwavering support.

“I have absolutely no regrets,” Bernice said. “With Singapore’s rapidly ageing population... there is so much meaningful work to be done.”

Today, she has found a renewed purpose in her second career in community care.



Embarking on a Second Career to Make a Difference

Gimmy Yeo, 61

Programme Executive, Social Service Sector

When he turned 60, Gimmy embarked on a new chapter by transitioning from business development in the F&B industry into the social service sector. Motivated by a longstanding commitment to community work, he enrolled at HMTA to equip himself with the knowledge and skills to support older people meaningfully.

Despite balancing studies with personal commitments, he embraced the learning journey. The Academy’s values-based curriculum and community immersion experience strengthened his understanding of active ageing and dignified community care. Upon completion, he joined an Active Ageing Centre, where he designs programmes that keep older persons active, connected, and empowered.

Empowering Mature Workers

Tsao Foundation and CFS are among 32 organisations selected to participate in the government-initiated Alliance for Action on Empowering Multi-Stage Careers for Mature Workers (AfA-EMW), which supports individuals aged 40 and above to sustain meaningful careers across longer working lives through job redesign, skills upgrading, and structured career planning.

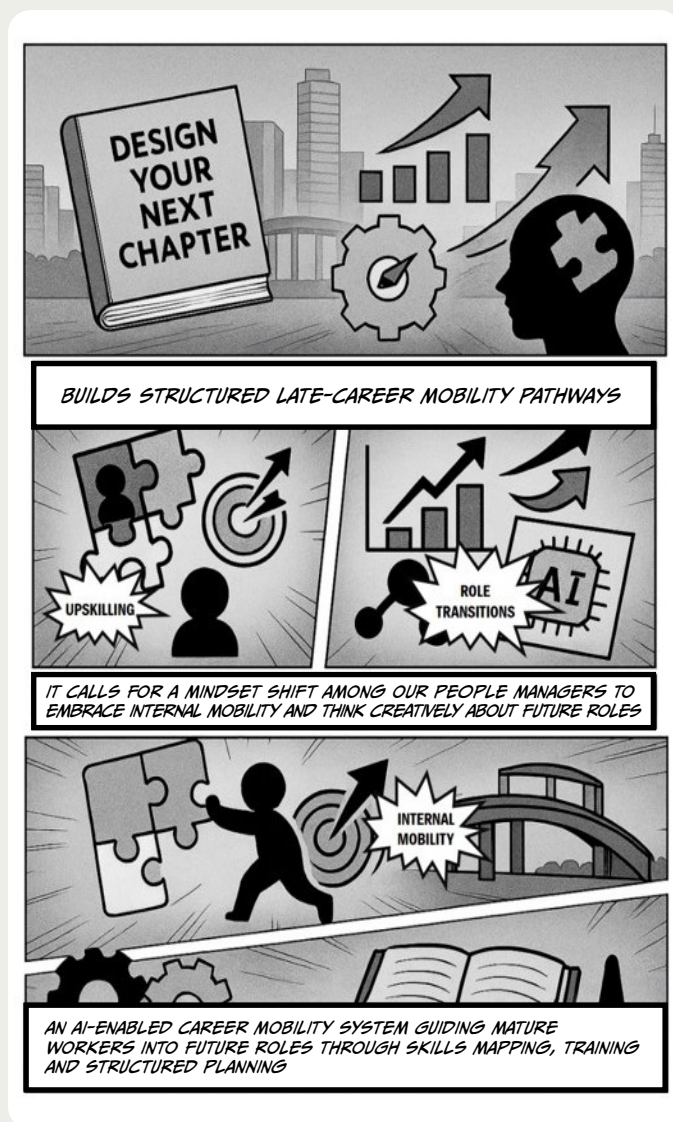
For Tsao Foundation, the initiative strengthens how we support our employees to grow and adapt across life stages, with clearer role pathways, skills development and structured career conversations, supported by digital

tools that help align evolving strengths and aspirations with meaningful roles.

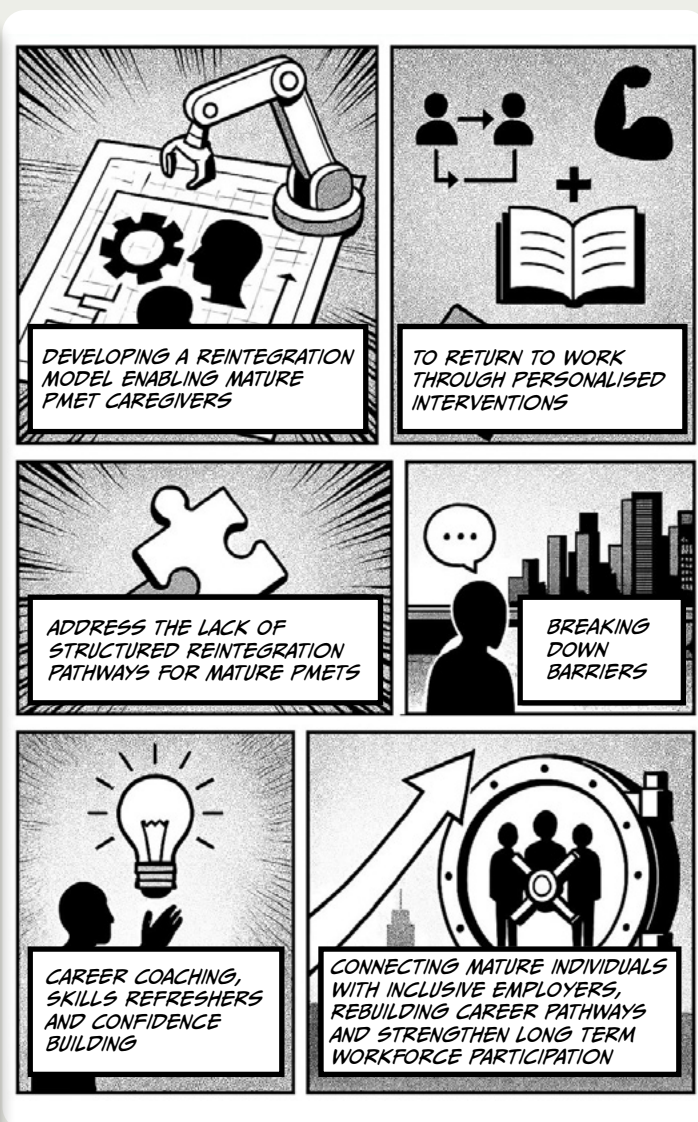
For the seniors we serve through our work at CFS, this approach is extended to mature professionals who stepped out of the workforce due to caregiving, by creating flexible pathways back to employment or volunteer contribution that recognise experience and life circumstances.

In the first phase of this six-month project in 2025, we embarked on developing the strategy and project plan. Efforts related to AfA-EMW will be substantially rolled out in 2026.

Tsao Foundation



Centre for Seniors



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Staying Active Through Meaningful Work

*Carolyn Hoe, 54
Gig Worker*

“Gig work allows me to stay economically active, contribute meaningfully, and manage health and personal commitments while applying my experience without the demands of full-time employment.” For Carolyn Hoe, this philosophy took shape through a series of short-term, clearly defined assignments that fit naturally into her life. The gig opportunities which she found through CFS include administrative support, coordination, correspondence, and service assistance roles. Each task may be brief, but together they form a steady rhythm of purposeful work.

Along the way, Carolyn has found that the right conditions make all the difference. Clear expectations, respectful communication, and flexible scheduling allow her to deliver confidently, while simple digital tools keep collaboration smooth. She values organisations that look beyond age or titles and focus instead on accountability and results. In flexible, task-based roles, she believes mature workers bring something enduring—steadiness, adaptability, and a work ethic shaped over time. To others considering a similar path, she offers reassurance: start small, trust your strengths, and recognise the quiet power of experience.



Flexible Work, Meaningful Living

*Quek Yong Theng, 76
Microjobber*

With a quiet sense of purpose, retired senior staff nurse Quek Yong Theng, stays active through microjob work as a Meals on Wheels driver, giving his days structure and meaning. By taking on short afternoon shifts—about an hour a day, five hours a week—he remains mentally engaged through tasks that provide a simple yet meaningful way to stay involved and useful in his daily life.

What he values most is how different this arrangement feels from traditional employment. The flexibility allows him to work at his own pace, without the pressures or stress of fixed hours and long-term commitments. For Yong Theng, his work is less about obligation and more about balance—staying active, feeling productive, and enjoying the freedom to step back when he chooses.

Community Development

Implementing our philosophy of enabling and empowering older persons to age well, Tsao Foundation adopts a *by seniors, for seniors* approach to community development. We recognise that wellbeing is shaped not only by healthcare, but also by social connection, purpose, and participation. Our community platforms therefore support older adults to remain engaged, connected, and supported as they age in place.

Café Kawan and the Hua Mei Active Ageing Centre (Care) play complementary roles within the ecosystem. Café Kawan offers an inclusive social space for adults aged 40 and above, helping to reduce isolation and foster peer connections regardless of residence. The Hua Mei Active Ageing Centre (Care), part of Singapore's national network of Active Ageing Centres, supports 435 older adults aged 60 and above from Whampoa and surrounding areas through structured programmes and essential services. Together, they provide multiple entry points for engagement, allowing older people to participate according to their needs, preferences, and life stage.

Guided by a population health lens, insights from the BPS risk screener help us better understand residents' needs and design more targeted, responsive programmes. Initiatives at Café Kawan often serve as a gateway to more structured support at the Active Ageing Centre, while programmes and referrals from the Centre extend engagement back into the wider community.

In 2025, this integrated approach supported seniors' health and community participation through staff-led initiatives at the Active Ageing Centre and volunteer-led offerings at Café Kawan. Community outings and partnerships further expanded seniors' social networks, including intergenerational

engagement with youth through shared experiences—from celebrating the Mid Autumn Festival with My First Skool pre-schoolers, to bowling with 13- to 16-year-old students from Maris Stella High School, and co-creating an archival travelling suitcase preserving Whampoa's heritage with a student from the National University of Singapore.

Active Ageing Centre (Care) @ ComSA Whampoa



435
seniors
enrolled

218 in-boundary
217 out-of-boundary

Cafe Kawan @ ComSA Whampoa



543
members



“Volunteering remains close to my heart. The skills and values I learned at Tsao Foundation have helped me better support seniors, and simply being present to listen has taught me the power of empathy and human connection.”

Ratnam Periowsamy, Volunteer since 2018, Café Kawan



“Volunteerism is not just about giving, it's also about growing together, learning with humility, and creating moments that uplift others.”

Elizabeth Ng Yip Peng, Volunteer since 2020, Café Kawan

Influencing How Societies Age, Care, & Connect Locally and Globally

As the Singapore node of the International Longevity Centre, Tsao Foundation advances both thought leadership and action on ageing and longevity. As part of the ILC Global Alliance spanning over 16 countries, we connect Singapore's experience with global perspectives, contributing practice-based insights to policy conversations while bringing innovation back to inform local systems.

Our work focuses on longevity, integrated care, caregiving, and social participation, with an emphasis on translating the Bio-Psycho-Social approach into real-world application. By linking research, policy engagement, and partnerships, we strengthen how societies respond to ageing as a lifelong, whole-of-society agenda.

In 2025, our efforts centred on shaping thought leadership, strengthening evidence, and translating insights into impact across local, regional, and global platforms.

Shaping Thought Leadership

Our perspectives reached global and regional audiences through platforms such as the [United Nations ESCAP "Region of Solutions" podcast](#) on 27 November 2025.

We contributed actively to regional and global dialogues, including APEC Health Working Group discussions and the International Federation on Ageing Global Conference, advancing priorities such as long-term care, adult immunisation, and integrated, community-based systems.

In Singapore, we leveraged national platforms including the Singapore Public Health and Occupational Medicine Conference and the Population Association Singapore Conference, addressing system-level issues such as intergenerational relationships, inequality, and the role of primary and community care.



Students from Maris Stella High School and older men from our AAC and NTUC Health bonding over a friendly bowling session at Planet Bowl @ Civil Service Club in November 2025.

Intergenerational Solidarity

In 2025, we continued to advance understanding of how health, emotional wellbeing, and social roles shape relationships across generations.

Our Longevity Discourse on Intergenerational Relationships held on 3 July in Singapore convened over 150 local and regional policymakers, community leaders, and academics, demonstrating practical ways to integrate intergenerational approaches into programme design.

Insights were reinforced by research on social participation and lifelong learning, including [Lifelong Learning and Healthy Ageing: A Global and Singaporean Perspective](#) (Springer Nature), whose platform see over 15 million content downloads daily, extending the reach of these ideas internationally.

Caregiving and Gender

In 2025, we strengthened the positioning of caregiving as a systemic and gendered issue, highlighting its impact on women's health and participation. Through media and policy platforms, we advocated for caregiving as a shared societal responsibility.

This was supported by policy-facing publications such as *Is Asia-Pacific Ready to Do Right for Its Women—Caring for Them in Old Age?* (OHCHR) and *Ageing, Caregiving, and Gender Equality: Reimagining the Narrative* (ASEAN Magazine), which contributed to broader regional discourse on equity and care systems.



Launched in 2013, our Senior Care Centre supports nursing-home-eligible, frail older adults who may not have dedicated caregivers at home to age well in the community.

Practice-Based Leadership: ComSA Model

Grounded in implementation, the Community for Successful Ageing (ComSA) model continued to demonstrate how integrated, community-based care can address biological, psychological, and social needs holistically.

In 2025, we showcased the model at the Public Health and Occupational Medicine Conference in October in Singapore, engaging a diverse group of over 500 healthcare and policy stakeholders. This work was supported by findings from the Population Health Survey of more than 2,000 older people in Whampoa, which illustrated how clinical care, caregiver support, and community resources can be aligned around lived experience.



A joyful year-end celebration with our staff and seniors at Whampoa Community Club.

Strengthening Evidence and Knowledge

Evidence remains central to our work. We contributed to studies on long-term care systems across Southeast Asia and the Alliance on Longevity in Asia-Pacific (ALAP), a regional platform that advances collaboration, policy dialogue, and knowledge exchange on ageing.

As secretariat for ALAP, Tsao Foundation continues to play a convening role in shaping regional priorities, facilitating cross-country exchange, and supporting coordinated action on ageing across member countries.

We also advanced research on intergenerational relationships, adult vaccination, and community resilience, including work under the Community Resilience Programme which covers four countries, namely India, Singapore, the Philippines, and Thailand.

ILC-Singapore: 2025 Highlights

Regional and Global Thought Leadership:



Contributed evidence and insights that helped shape emerging WHO focus areas on long-term care, informing ongoing international study and policy discussions.



Secretariat of the Alliance on Longevity in Asia-Pacific (ALAP), bringing together partners across 12 countries.



Member of the ILC Global Alliance, a network spanning 16 countries.

Strengthening Evidence and Knowledge:



Population Health Survey involving 2,000+ seniors reinforced that integrated care delivers the best outcomes when centred on lived experience.

Publication:



“What Matters for Healthy Ageing” (Springer Nature) contributed to global discourse on ageing and longevity.

Published on a platform with over 15 million content downloads daily

Translating Insights Into Impact

A key priority in 2025 was ensuring that research informed real-world outcomes.

Through the Community Resilience Programme, we supported initiatives across Asia to strengthen community responses to vulnerability among older populations. These efforts demonstrate how local interventions can inform broader system design.

Our work remains closely linked to the ComSA model, with insights informing integrated approaches that combine health, social, and community care. At the systems level, we contributed to strengthening long-term care and prevention-oriented frameworks through regional and global partnerships.

We also supported capacity building through regional learning initiatives and rights-based approaches, strengthening organisations' ability to engage in policy and advocacy.

Collaborations and Platforms

We continue to operate as a networked organisation, working with partners including the World Health Organization (WHO), UN ESCAP, and regional institutions to advance coordinated approaches to ageing. Regional platforms such as the Alliance on Longevity in Asia-Pacific (ALAP) was strengthened in 2025, enabling cross-country learning and collaboration.

Extending Public Engagement

We amplified key narratives on ageing, caregiving, and longevity through print and broadcast media, extending our reach and shaping public discourse on ageing readiness and community-based care.



Dr Mary Ann Tsao



Dr Ron Ng

Looking Ahead

In 2025, we established a new three-year strategic direction from 2026, focused on scaling community-based models, strengthening long-term care systems, deepening policy engagement, and expanding regional platforms.

As populations age across Asia-Pacific, integrated and evidence-based responses are increasingly critical. ILC-Singapore will continue to bridge research, policy, and practice, contributing to systems that enable people to age with dignity, purpose, and resilience.

Partnerships & Collaboration

Collaboration is essential to building effective, person-centred care for seniors. By working closely with partners across the community, Tsao Foundation helps align efforts, strengthen coordination, and create lasting impact beyond what any single organisation can achieve.



105 seniors participated in the first ICCP AAC joint outing at the River Wonders organised by Tsao Foundation.

Leading Integration Through ICCP Stewardship

In April 2025, Tsao Foundation was appointed the Integrated Community Care Provider (ICCP) Coordinator for the Kallang I Sub-region. In this role, we bring community care partners together to align priorities, improve coordination, and share responsibility for supporting around 13,000 older people living in the community.

Drawing on our experience and working with six partners who bring different strengths, we help connect everyday practice into clearer and more coordinated care pathways. This enables earlier identification of risks, smoother transitions between services, and more consistent support over time. Together, these efforts strengthen an integrated ecosystem of care centred on older persons' strengths, aspirations, and long-term wellbeing.

Partnering to Shape the Future of Longevity

Partnerships across sectors are key to turning community insights into collective action on longevity. Through DBS Foundation's *Impact Beyond Dialogue*, Tsao Foundation shared its community-based experience in ageing at a regional forum of over 200 leaders from business, policy, and civil society.

Drawing on our programmes and research, we highlighted the importance of health span, purpose, equity, and social participation. These collaborations strengthened cross-sector understanding and helped advance shared action, ensuring that longer lives are lived with dignity, opportunity, and purpose.



Dr Mary Ann Tsao (second from left) was one of the panellists at the DBS Foundation Impact Beyond Dialogue on the "Future of Ageing Societies".

Fundraising & Stewardship

The annual TPC–Tsao Foundation Charity Golf was held on 23 October 2025 at Sentosa Golf Club. Organised with Tsao Pao Chee (TPC) and corporate partners, the event raised funds for the Hua Mei Centre for Successful Ageing, supporting older persons receiving integrated health, social, and psycho-emotional care, as well as their caregivers. More

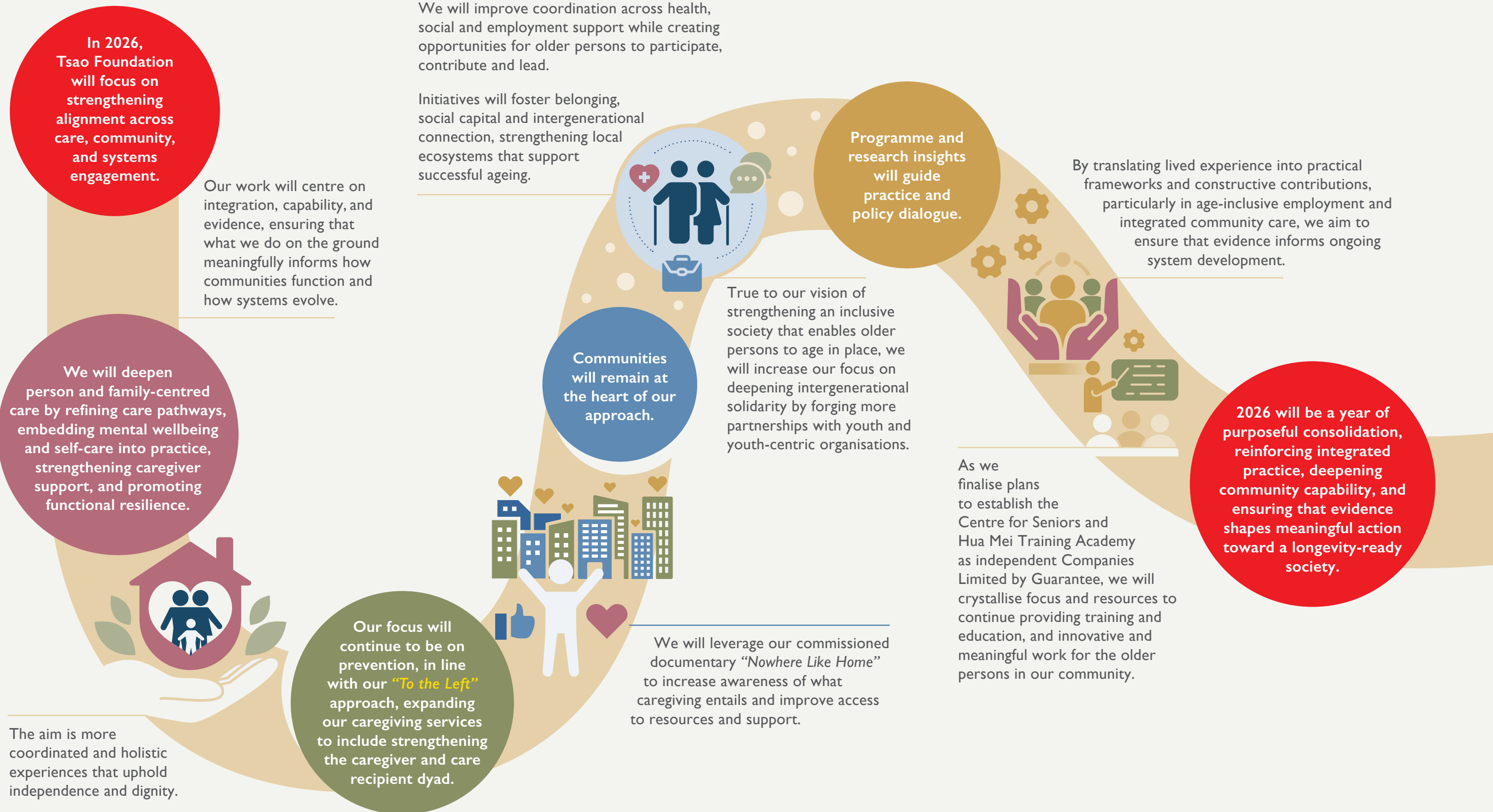
than 150 golfers and guests took part in support of our mission.

The event raised over \$495,000, and with Tote Board's dollar-for-dollar matching, contributions were doubled to create lasting and meaningful community impact.



The Way Ahead

2026: Embed. Integrate. Influence.



Organisational Enablers

Looking ahead, we will continue to strengthen our organisational enablers across systems, people, and platforms to support integrated, person-centred care, organisational resilience, and system leadership in an evolving longevity landscape.



Digitalisation

In line with our Integrated Care and Clinical Excellence pillar, we will further embed digital tools and data-enabled practices to strengthen our service delivery. Our focus will be on leveraging technology and emerging applications of artificial intelligence responsibly to support clinical insight, care coordination, and organisational learning, while ensuring that digitalisation remains person-centred and values-driven.



Organisational Development

Supported by the National Council of Social Service's Transformation Sustainability Scheme (TSS) Grant, we will consolidate capability building efforts across people, processes, and communications. These initiatives strengthen organisational adaptability and readiness to respond to sector changes and future service demands.



Brand Refresh & Website Revamp

To advance our Thought Leadership and Engagement pillar, we will refresh our brand and revamp our website to improve visibility, consistency, and engagement. The website and brand will serve as key enablers for sharing knowledge, amplifying impact stories, and deepening connections with stakeholders, partners, and the wider community.



Volunteer Capability Building

We will continue to invest in our volunteers. Through the ongoing implementation of our Volunteer Management Framework, we aim to build a sustainable volunteer ecosystem with clear governance, consistent practices, and meaningful engagement, ensuring our people are well supported to deliver quality care and community impact.

Corporate Information, Board Matters, & Governance

In 1993, Tsao Foundation was incorporated as a public company limited by guarantee in Singapore. The Foundation is governed by its Constitution and has been an Institution of a Public Character since 14 September 2002.

Instrument setting up the foundation	Memorandum and articles of association of Tsao Foundation
UEN No	199302114W
Registered Address	298 Tiong Bahru Road, #15-01 Central Plaza, Singapore 168730
Bankers	DBS Bank Limited United Overseas Bank Limited Standard Chartered Bank (Singapore) Limited The Hong Kong and Shanghai Banking Corporation Limited
Auditors	Lo Hock Ling & Co. (Chartered Accountants, Singapore)
Company Secretary	Ms Tan Ping Ping
Staff Strength	As at 31 December 2025, there were a total of 116 staff employed by the Foundation.

Tsao Foundation is governed by a Volunteer Board whose members are appointed in accordance with its Memorandum and Articles of Association. Board members are each appointed for a term of three years. The appointment is renewable for up to two terms. The Board also includes family directors who do not have fixed-term limits.

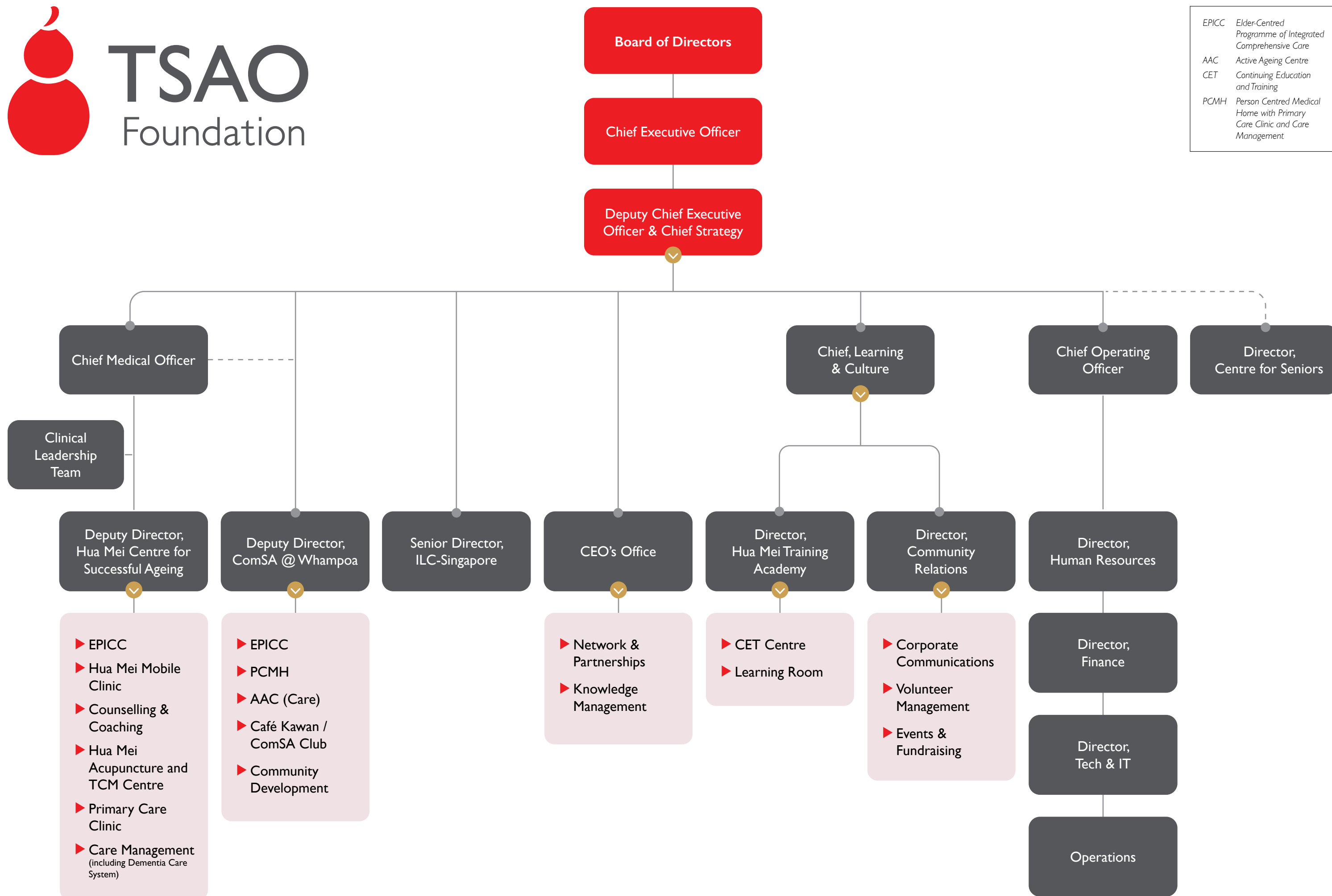
Organisation Structure & Board Governance

MANAGEMENT TEAM

- Dr Mary Ann Wai Sheng Tsao, Interim Chief Executive Officer
- Dr Chuah Taik Pin, Chief Medical Officer
- Karena Lee, Chief Operating Officer
- Dr Paul Ong, Deputy Chief Executive Officer (DCEO) & Chief Strategy Officer (CSO)
- Dr Maleena Suppiah, Chief, Learning & Culture
- Chong Quey Lim, Director, Technology
- Susana Harding, Senior Director, International Longevity Centre-Singapore
- Daren Kang, Director, Hua Mei Training Academy
- Ng Soek Mun, Director, Community Relations
- Jeannie Wong, Director, Human Resources
- Wong Yin Ling, Director, Finance

BOARD MEMBERS

As the Foundation's highest policy and decision-making body, the Board is responsible for ensuring that the Foundation is governed and managed effectively and credibly and that it is sustainable.



Board members' responsibilities include the following:

- Approving broad policies; periodically reviewing and approving strategies and objectives to ensure that they are consistent with the Foundation's vision and mission
- Providing a strategic overview to ensure that the activities and support for the programmes of each initiative are in line with the objectives of the Foundation
- Overseeing the processes for evaluating the adequacy of internal controls, financial reporting and compliance
- Approving annual budgets
- Implementing corporate governance to ensure that there are adequate resources to sustain the Foundation's operations and that such resources are effectively and efficiently managed

The Foundation has a total of 10 board members, of whom four are family directors, namely, Dr Mary Ann Tsao, Mr Chavalit Frederick Tsao, Mr Phillip Tan and Mr Goh Yong Leng. Family directors do not have fixed-term limits as it is difficult to find appropriate family candidates to serve as directors. Dr Tsao, Mr Tsao and Mr Tan have each served on the Board for more than 10 consecutive years.

The Board meets at least twice a year, with a quorum of at least one-third of the Board (and at least half of the one-third of the directors present not being family directors) at each meeting.

The number of meetings attended by the Board members during the financial year is set out below:

Board Members	Designation	Number of Board Meetings Attended
Dr Mary Ann Wai Sheng Tsao	Chairperson	2/4
Chavalit Frederick Wai Teh Tsao	Family Director	0/4
Phillip Tan Eng Seong	Family Director	4/4
Goh Yong Leng	Family Director	2/4
Eddie Chau Shing Chi	Director	4/4
Cheah Sheau Lan	Director	4/4
Saxone Woon	Director	3/4
Tan Bee Nah	Director	2/4
Marie Elaine Teo	Director	4/4
Assoc Prof Kong Kwok Hoong Thomas	Director	0/4

EXECUTIVE & NOMINATION COMMITTEE

- Dr Mary Ann Wai Sheng Tsao (Chairperson)
- Phillip Tan Eng Seong
- Tan Bee Nah

AUDIT & RISK COMMITTEE

- Tan Bee Nah (Chairperson)
- Chan Hiang Tiak

Programme & Volunteer Management Committee

- Assoc Prof Kong Kwok Hoong Thomas
- Marie Elaine Teo

FINANCE & INVESTMENT COMMITTEE

- Goh Yong Leng (Chairperson)
- Cheah Sheau Lan
- Anne Kim So Min

TECHNOLOGY COMMITTEE

- Eddie Chau Shing Chi (Chairperson)
- Charles Fan
- Glen Francis
- Deny Rahardjo
- James Woo (resigned during the year)

All members of the Board of Directors are volunteers and receive no monetary remuneration for their contribution, except for the reimbursement of out-of-pocket expenses. No staff member serves on the Board as a Director.

Tsao Foundation is committed to lawful and ethical behaviour in all its activities, and requires its Board of Directors, employees, and volunteers to conduct themselves in a manner that complies with all applicable laws and regulations, as well as the Foundation's internal policies. In keeping with this commitment, the Foundation has complied with the Code of Governance for Charities and IPCs, as required by the Charity Council.

The Board of Directors is responsible for ensuring that the Foundation has appropriate internal controls in place to safeguard stakeholders' interests and the Foundation's assets. The external auditors, during their annual statutory audit, review and test the operating effectiveness of the internal controls, to enable them to arrive at their audit opinion. The Foundation also engages internal auditors to audit the Foundation's operations and procedures. The Board considers the recommendations made by the external and internal auditors and implements changes as appropriate. Implementation of recommendations by the external and internal auditors is reviewed and monitored by the Audit & Risk Committee, and the Finance & Investment Committee.

The Finance & Investment Committee works closely with the Finance Team to ensure that cash resources are managed in an efficient and effective manner, within an acceptable risk framework approved by the Board. The Foundation's Investment Policy aims to invest its excess funds prudently in a manner that seeks to ensure the preservation of the capital in the overall portfolio while targeting to achieve a net positive real rate of return in consideration of prevailing economic conditions, investment risks and constraints. The Foundation invests and diversifies its portfolio in accordance with the investment policy and limits approved by the Board of Directors.

DISCLOSURE AND TRANSPARENCY

Annual reports are prepared, which include up-to-date information about our programmes, activities, performance and finances, as well as a listing of the Board's key office bearers. Audited financial information is available on our website, www.tsaofoundation.org, as required by the Commissioner of Charities.

- No Board members were remunerated for their Board services during the financial year
- There were no paid staff who were close members of the family of the executive head or Board members
- The annual remuneration of the 3 highest paid staff (classified by remuneration band) for the past two years is set out below:

Annual Remuneration	No. of Staff	
	2025	2024
Between S\$400,001 and S\$500,000	0	0
Between S\$300,001 and S\$400,000	1	0
Between S\$200,001 and S\$300,000	2	1
Between S\$100,001 and S\$200,000	0	2
Between S\$1 and S\$100,000	0	0

- None of the Foundation's staff is a close member of the family of the Board of Directors, or key management personnel, and received more than S\$50,000 in annual remuneration in 2025 and 2024

CONFLICT OF INTEREST POLICY

The Foundation is governed by the Board of Directors, which is the final authority and has overall responsibility for policy making and determination of all activities. The Board delegates duties to the Executive Committee, which include conducting and overseeing the Foundation's activities and affairs in line with the overall strategy as determined by the Board.

The Foundation has in place policies relating to the management and avoidance of conflict of interest. All members of the Board of Directors and senior management are required to declare their interests yearly.

WHISTLE-BLOWING POLICY

The Foundation is committed to fostering a workplace conducive to open communication regarding the Foundation's business practices and to protecting employees from unlawful retaliation and discrimination for their cooperation in disclosing or reporting illegal or unethical conduct. The Foundation has a process in place for the reporting of illegal or unethical conduct.

RESERVES POLICY

The Foundation's reserves management objective is to ensure that it maintains strong and healthy capital ratios in order to support its operations and future growth. In view of the assured funding from the Tsao Ng Yu Shun Trust and sustainable income from consultation fees and eligible subsidies, the Foundation targets to maintain a level of accumulated reserves equivalent to one year of budgeted total expenditure.

The Foundation regularly reviews and manages its reserves to ensure an optimal structure, taking into consideration the future capital requirements of the Foundation and capital efficiency, prevailing and projected revenue, projected operating cash flows and projected capital expenditures.

The Foundation is not subject to externally imposed capital requirements. There have been no changes to the Foundation's approach to reserve management since the previous financial year.

RESTRICTED FUND POLICY

The restricted fund named "The Tsao Ng Yu Shun Health Scholarship" was set up in 1993 by the family of the late Mrs Tsao Ng Yu Shun, the founder of the Foundation, for the purpose of awarding scholarships at the master's degree and diploma levels to geriatric health professionals. Upon completion of their studies, these scholars will be bonded for two years with the Foundation if an appropriate position is offered.

The fund is placed in designated fixed deposits earmarked for the purpose of awarding scholarships. Any interest derived from the fund is used to defray administrative costs incurred.

The fund will be drawn down as and when qualifying applicants are identified.

PRINCIPAL FUNDING SOURCES OF THE CHARITY

- The Tsao Ng Yu Shun Trust
- Government matching grants
- Government programme grants and subsidies
- Philanthropic grants

LOAN, DONATION AND OTHER POLICIES

The Foundation may extend loans to related company entities, subject to stipulated conditions. The Foundation does not extend loans to third parties. The Foundation allows donations to be made to other organisations for a worthy cause. For a donation up to S\$10,000, it is sufficient to obtain approval from the Chairman of the Board and to inform the Executive Committee. Any donation more than S\$10,000 needs to be approved by the Board of Directors.

We are deeply grateful to our partners, funders, and volunteers for walking alongside us in building a more caring, inclusive, and age-friendly community.





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www.tsaofoundation.org