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Like the invisible force of gravity that holds our world together, Temasek Foundation enables synergistic collaborations within communities towards a better shared future.

In collaboration with our partners, we seek to uncover the unseen gaps, barriers and needs in the community. As we bring attention to the hidden complexities of the invisible, individuals and communities are inspired to answer the call to action, working side by side to co-create impactful and innovative solutions to uplift lives.

made invisible

Together, the unseeable future can be built with clarity, courage, and conviction into one that we envision.

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Scan to explore our online Report 2020

Key Highlights

Total Number of Programmes



Total Number of Direct Beneficiaries and Participants of Our Programmes



Additional Outreach

We also reached out to a wider group of leaders, participants, beneficiaries and communities through knowledge sharing workshops and public outreach efforts.



Total Committed Funding



Follow-on Funding Since 2016 Funded



Catalysed cumulatively more than **6x** follow-on funding



From **\$34 million** in grants Attracting **\$236 million**

*FY 2007/08 – FY 2019/20
#1 April 2019 – 31 March 2020



Courage

Uniting to encourage communities

Courage in the face of adversity.

That is what Singapore has always demonstrated in times of crisis.

This time, it was no different.

When COVID-19 arrived on our shores at the start of 2020, the invisible intruder posed a tangible threat to Singapore.

But we were unfazed. As a nation, we stood together and stepped up to the challenge.

The health crisis was a call to courage, and the community responded.

Facing the threat of the virus, individuals, families, and volunteers united as one.

Temasek Foundation supported programmes to safeguard communities in Singapore and globally.

These initiatives were made possible with the dedication and support of various partners who came alongside us.

in the Midst of Crisis

At a glance

Temasek Foundation and our partners made these available for the community:



Scan to explore our online COVID-19 feature



1 online hub for mental health resources
to help individuals manage their mental wellness

Our COVID-19 Initiatives Began March 2020

#BYOBclean

When the first case was reported in Singapore, the surge in demand made essentials like masks and hand sanitiser difficult to purchase. To meet the needs of the community, the #BYOBclean initiative provided 500ml zero-alcohol hand sanitiser to all households in Singapore.



600,000
bottles of hand sanitiser collected

> 20,000
volunteers from
80
organisations

109
Community Centres
16
CapitaLand malls



Masks Sewn with Love

As circuit breaker measures were implemented in Singapore, this ground-up initiative rallied volunteers to sew reusable cloth masks to be distributed to vulnerable groups like frontline workers and the elderly. Temasek Foundation provided the non-woven melt-blown filters to enhance filtration efficacy.



Sponsored
> 250,000
mask packaging



Donated
80,000
melt-blown filters



A New Normal
June 2020

Back-to-School

Students and teachers returned to school after a two-month circuit breaker. To assure them as well as their families, we provided essential items to encourage them to stay safe.

> 650,000 **> 42,000**
students staff
received hand sanitiser,
face shields and reusable masks



StayMasked

To encourage everyone to stay safe, the initiative provided a pair of anti-microbial reusable masks to every resident of Singapore through vending machines located nationwide.



1,200
vending machines
islandwide



> 9.4 million
MaskSafe DET30™
masks collected



COURAGE IN OUR COMMUNITY

The courage in our community to face the challenge of COVID-19 was demonstrated in the way partners, volunteers and beneficiaries all stood together to combat the virus.

Here are some of our key initiatives.

Circuit
Breaker
April 2020

MaskForce

Temasek Foundation supported this community-led initiative to source and distribute reusable masks to protect migrant workers and domestic helpers, who are an integral part of Singapore's workforce, from the virus.



> 1.6 million **> 800,000**
reusable cloth masks surgical masks

Distributed to:
> 500,000
migrant workers
250,000
domestic helpers

Meal-Support Programmes

The effects of the circuit breaker measures were most keenly felt by vulnerable groups. Meals were provided to support individuals and families affected by the crisis with timely food security and relief.



414,000
meals provided

Back-to-Work

This initiative provided table-top separators with an anti-microbial coating to F&B outlets and polyclinics to enhance safety. Face shields were also given to frontline staff, chefs and food preparers.

Table-top separators
installed at
900
dining tables
nationwide

Distributed
367,000
face shields



As the COVID-19 crisis evolved, we recognised the need to be equipped to keep our communities safe.

Standing in solidarity with our friends and partners across borders, Temasek Foundation shared solutions in protection, prevention, diagnosis, and treatment support.

COURAGE BEYOND BORDERS

International outreach efforts involved:



Some
35
countries and territories



Over
520,000
diagnostic tests for COVID-19



> 10
Polymerase Chain Reaction (PCR) machines used in diagnostic testing



Close to
3,000
oxygen and ventilation equipment



Personal protection equipment including
> 2.3 million
surgical masks



> 120,000
litres of hand sanitiser in concentrate and ready-to-use form

Hand sanitiser and other medical essentials bound for Batam, Indonesia

FIGHTING COVID-19 BEYOND OUR BORDERS

We worked with partners across borders on a shared response to cope with the challenges of the pandemic.

With a common goal to keep our communities safe, Temasek Foundation partnered public and private sector organisations to deliver essential medical equipment and test kits to hospitals and medical facilities, while face masks and hand sanitiser were distributed to frontliners and the community.



In these difficult times, many communities are in urgent need of medical and other humanitarian resources.

Partnering **Singapore Airlines** and the **World Food Programme**, **Temasek Foundation** supported efforts to deliver life-saving supplies to communities in need, especially within Asia.



Laboratory personnel in Sabah, Malaysia, storing the COVID-19 test kits



Oxygen concentrators presented to Dr Aman Rabu (left), Director, Johor State Health Department



Dr Syarif Fasha (left), Mayor of Jambi City, Indonesia, reviewing the BiPAP machines that will be used for the treatment of COVID-19 patients



H.E. Mahmoud Hmoud (extreme right), Ambassador of Jordan to Singapore, with the flight crew that delivered test kits to Amman



Shri Ashwini Choubey (left), Minister of State for Health and Family Welfare, India, receiving the oxygen concentrators that will be used at COVID-19 care centres across India

El Salvador

Brazil

Peru

Chile

South Africa

New Zealand

Behind the Scenes

With the unravelling of the COVID-19 pandemic, the Temasek Foundation family stepped up to support various initiatives, working alongside colleagues from Temasek and its portfolio companies, and volunteers from all walks of life.



Yap Keng Hwee (right) delivering food to individuals and families in need



All hands on deck for the '#BYOBclean' initiative with Handy Amin, Geraldine Lek, Shruthi Kumar, Khoo Yik Lin and Sandy Seow (top to bottom)



Sean Ler (1st from left) and Jeffrey Tong (top 2nd from right), at a swab testing operation in a migrant worker dormitory



Sean Ler (bottom centre) standing alongside uniformed partners to transport medical supplies to those in need

With the scarcity of international flights due to border restrictions, the team worked closely with international embassies and partners across borders on shared solutions to deliver essential medical equipment and test kits regionally and globally.



Joanne Ng (left) and Shirley Tee (right) with Mr Budi Kurniawan, First Secretary for Protocol and Consular Affairs, Embassy of Indonesia in Singapore*



Shiran Ali (right) at the handover of medical equipment to Hospital Sultanah Aminah Johor Bahru, Malaysia, in partnership with Yayasan Sultan Ibrahim Johor*



Gerald Yeo (left) at the handover of personal protection equipment including surgical masks to Mr Wilford Wong, Chief of Staff to the Ambassador of the Philippines to Singapore



Stanley Lee (left) in discussion with H.E. Ms Rukhsana Afzaal (right), High Commissioner of Pakistan to Singapore

* (Photos taken before circuit breaker measures)

Chairman's Message

Temasek Foundation (TF) has grown over the last 12 years, supporting a spread of programmes by six entities across multiple domains. The diversity of our work in these individual domains by the staff and boards of these entities has been significant and positively received by our beneficiaries, participants and partners.

The more than \$84 million committed funding for initiatives in the past year alone were drawn from philanthropic endowments gifted by Temasek. It enabled the implementation of 156 programmes, inspiring and impacting more than 32,000 beneficiaries, participants and partners in Singapore, regionally and globally.

We can be justly proud of the work done by our people today, but we must also always keep an eye on the future. We plant trees knowing that we may not benefit from their shade in our time, but that the generations after us will.

This spirit applies as much to our own organisation as it does to the needs of the people our programmes serve; ultimately in such a relationship, the futures of both are twined.



The future of our society and indeed the world will be a reality that is becoming more complex and diverse. As an organisation, we need to take stock, evolve and grow, all the more when we are doing well and are perhaps ahead of the curve of time.

Navigating complexity will require awareness, adaptiveness and resilience. One of the internal challenges that we have within this current framework is that opportunities for synergistic collaboration across domains are sometimes missed because they are not so visible at the domain level, often falling outside explicit charters and endowment mandates.

Following months of study and review, a significant decision taken last year was to form Temasek Foundation Ltd. (TF Ltd.), that is broadly composed of all the present six entities, which will continue to exercise decision autonomy over their respective domain programmes.

TF Ltd. as a new entity, has a Board comprising all of the current Chairmen of the six entities as well as a few of its very experienced members. Such an arrangement affords a strategic and shared overview of the work in all the domains at the leadership and management levels.

It provides a strategic and dynamic central awareness, enabling us to systematically identify and make visible any overlaps and deficits in our present programme coverage. This surfaces opportunities for synergistic collaboration or for adaptive programme development to address emergent or hitherto “invisible” needs.

We are mindful that as we move forward with this significant organisational change, we must not lose all that we have achieved from the past and in the present.

A unified centralised structure has advantages of a strategic overview and central awareness, as well as material scope and scale for staff career development. However, it must avoid the risk of a centre-periphery disconnect that homogenises away the strength of diversity.

The strength of diversity reflected in differentiated expertise and experience is invaluable. However, the value of diversity in any collective or society is positive only if the different energies are harnessed and do not pull away, breach and fragment overall cohesion. Balance and a commitment to shared values remain key to navigating this sensibly.

As we make this journey of change — one that will take some years and no doubt with adjustments along the way — I am very grateful for the wisdom, advice and support of so many. I think we should also be grateful for the good work done over the years by the leaders and staff of the various entities in shaping a culture that TF can be proud of.

We saw in our response to the urgent contingencies arising from the challenges of the COVID-19 pandemic, a deep and wide Temasek family responding as one, leveraging on each other's strengths and shoring up each other's efforts collaboratively - doing and achieving in the end much more than what each could have done on their own.

If there is one silver lining arising from the pandemic for TF, it would be the way it has powerfully galvanised and yoked our community together, often discovering in the face of adversity, a stamina and creative adaptiveness we were perhaps not so fully aware we had in normal times.

This year's Annual Report theme is **Invisible**. I hope that as you peruse the report, you will find many things that make the invisible visible in what we do and what we aspire to do at Temasek Foundation.

Mr Benny Lim
Chairman

“ We can be justly proud of the work done by our people today but we must also always keep an eye on the future. We plant trees knowing that we may not benefit from their shade in our time, but that the generations after us will.”

Board of Directors

Appointed 1 April 2020

“Through stronger bilateral relationships, we’re hoping to see further mutual cooperation with our regional partners for skills and expertise sharing.”

Mr Goh Geok Khim
Board Director



We live in an increasingly interconnected and interdependent world. Hence, we recognise the need to always be responsive in creating and discovering new avenues for partnerships and the sharpening of capabilities. With a focus on building human and social capital through extended connections and friendships, we have created many new opportunities for cooperation, building capabilities and capacities of regional communities.

I am encouraged that our efforts to enhance and boost partnerships have seen a greater implementation of meaningful regional programmes. We’re seeing communities continually share knowledge and friendships beyond borders, where our peoples uplift each other and grow together as a region. Through stronger bilateral relationships, we’re hoping to see further mutual cooperation with our regional partners for skills and expertise sharing.

“As our society evolves and the issues facing our community get more complex, we will have to gear ourselves to be able to contribute to the needs of larger segments of society.”

Mr Liew Mun Leong
Board Director



As our society evolves and the issues facing our community get more complex, we will have to gear ourselves to be able to contribute to the needs of larger segments of society. This means reaching out to broader communities and, where possible, reaching them when they are young. We have been developing programmes which encourage children to reflect on the values that we hold as individuals, and the contributions we can make to our society. We are excited that our plans in the early childhood space are reaching fruition, and can be rolled out soon.

Our partners have been crucial in our journey. We have learnt from each other’s experience, and sparked new ways of doing things. We are committed to do more, to reach more people.

Our work is the work of many. We have a common passion to reach the unseen, uncover their diverse needs, and walk alongside them with care and support. From giving hand-ups to piloting multilayered models of care that uplift lives; we strive to offer Singaporeans, from infants to seniors, a continuum of care.

Even as we enter uncertain times in the new decade, as an organisation, we are committed more than ever to strengthen our foundations of care. The rise of empathy in our community has created social innovations and transformational programmes that enable us to develop and improve how we provide greater care for a better tomorrow.

“The rise of empathy in our community has created social innovations and transformational programmes that enable us to develop and improve how we provide greater care for a better tomorrow.”

Mr Richard Magnus
Board Director



Temasek Foundation actively promotes collaborations that are deeply invested in developing practical solutions for a better life. With a close ear to the ground, we support innovative and creative research projects, bridging unseen gaps as we respond swiftly to the needs of our community. With the support of our partners, we are committed to catalysing research and partnerships between innovative organisations, institutions, and individuals that help develop and evolve our programmes.

In the past year, we have included a further prong in our work that sees development of solutions for starting life well. This sees a heightened focus on research aimed at the quality of health and life surrounding the early childhood years. The onset of COVID-19 has also seen us heavily involved in work that deeply impacts research and solutions for meaningful outcomes in the near future.

“With a close ear to the ground, we support innovative and creative research projects, bridging unseen gaps as we respond swiftly to the needs of our community.”

Professor Leo Tan
Board Director



Board of Directors

Appointed 1 April 2020

“We are encouraged by the multiplier effect of the new initiatives and projects we have supported and the virtuous cycle it has created.”

Mr Teo Ming Kian
Board Director



Climate change will affect many in dire and drastic ways. Our living environment has increasingly been affected by the air, the water and the ground that we have taken for granted and the disease outbreaks that plague our communities. The time to stop, slow and reverse climate change is now. This does not mean that we sacrifice uplifting our livelihoods for sustaining our planet. Ecology and prosperity can work in harmony, and we have stepped up in support of initiatives that blend these two elements. We are encouraged by the multiplier effect of the new initiatives and projects we have supported and the virtuous cycle it has created.

More ideas and initiatives that can bring about more passionate champions to make real differences for a more sustainable world and liveable cities - this has been pivotal in ensuring the sustainability of our work, providing confidence that we and our work matter - bringing innovators and rallying supporters for this world to nurture many more generations to come.

“Our collective work has much greater impact because of the diverse talents and strengths that our partners bring to the programmes.”

Ms Jennie Chua
Board Director



We believe strongly in people-to-people collaborations that have helped us gain a firm footing in the region. By connecting content and expertise partners in the region, including Singapore, Temasek Foundation has supported human and social capital development across borders. Just as important, we have helped to build stronger relationships and promote more meaningful exchange in Asia and beyond.

As global issues and challenges grow in complexity, a network of strong partnerships will help us to address and work through them. None of us can ‘go at it alone’ and we must work interdependently. Our collective work has much greater impact because of the diverse talents and strengths that our partners bring to the programmes.

Temasek Foundation has come a long way over the years, but our resolve to support communities in Singapore and regionally has remained a strong constant. There is strength in unity, and as we promote a culture of mutual understanding both within and outside of the Foundation, I am certain that we will go further, together.

As we look to balance our collective strengths across the Foundation, I am delighted at the synergy that we’ve found through our diverse expertise. By building on each other’s capabilities, pooling together deep experience and knowledge across our diverse specialisations, we can strengthen our staff team to meet the evolving needs of society. At the end of the day, we want to inspire and galvanise people from all walks of life as we come together for a common purpose, achieving our goals of cohesiveness and shaping a better future.

“By building on each other’s capabilities, pooling together deep experience and knowledge across our diverse specialisations, we can strengthen our staff team to meet the evolving needs of society.”

Mr Tan Soo Nan
Board Director



Even as we face increasing challenges that arise from the progressive needs of our community, we have built a strong foundation of care and support, for Singaporeans from all walks of life. Our commitment is to better enhance the quality of life for all Singaporeans and their households, supporting the livelihood of our communities and upholding their dignity.

With every new step forward, we are more confident than ever in our evolving models of care, consistently spearheading initiatives that capture the unseen needs on the ground. I am positive that our communities will continue to flourish today, for a better tomorrow.

“Our commitment is to better enhance the quality of life for all Singaporeans and their households, supporting the livelihood of our communities and upholding their dignity.”

Mr Koo Tsai Kee
Board Director



Our Boards

Temasek Foundation Cares

Mr Richard Magnus
Chairman

Ms Vemala K Rajamanickam
Treasurer

Ms Pang Cheng Lian
Board Director

Mr Zainul Abidin Rasheed
Board Director

Mr Koo Tsai Kee
Board Director

Temasek Foundation Innovates

Professor Leo Tan
Chairman

Professor Cheah Horn Mun
Board Director

Associate Professor Cynthia Goh
Board Director

Associate Professor Lim Tit Meng
Board Director

Dr Ngiam Tong Tau
Board Director

Professor Quek Tong Boon
Board Director

Mr Wong Heng Tew
Board Director

Temasek Foundation Connects

Mr Benny Lim
Chairman

Dr Beh Swan Gin
Board Director

Mr Albert Chua
Board Director

Mr Janadas Devan
Board Director

Mr Khoo Teng Chye
Board Director

Mr Quek See Tiat
Board Director

Temasek Foundation International

Mr Goh Geok Khim
Chairman

Ms Jennie Chua
Deputy Chairman

Tan Sri Faizah Mohd Tahir
Board Director

Mr Goh Yong Siang
Board Director

Mr Khoo Boon Hui
Board Director

Mr Tony Tan Caktiong
Board Director

Mr Benedict Cheong
Board Director and Chief Executive

Ms Ira Puspawati
Programme Advisor

Temasek Foundation Ecosperity

Mr Teo Ming Kian
Chairman

Dr Howard Califano
Board Director

Mrs Trina Loh
Board Director

Ms Janet Sarah Neo
Board Director

Mr Tan Cheng Gay
Board Director

Mr Rajiv Wahi
Board Director

Mr Zhuang Chenchao
Board Director

Temasek Foundation Nurtures

Mr Liew Mun Leong
Chairman

Professor Chong Yap Seng
Board Director

Ms Jennie Chua
Board Director

Professor Hang Chang Chieh
Board Director

Ms Ho Peng
Board Director

Mr Lee Chee Koon
Board Director

Adjunct Associate Professor Benedict Tan
Board Director

Dr Aline Wong
Board Director

Our Leadership Team

Leading and guiding our Temasek Foundation family as we navigate through unprecedented times and sail into uncharted waters



Mr Ng Boon Heong (left)
Chief Executive Officer
Temasek Foundation Ltd.

“Sharing strengths has been vital as no one is safe until everyone is safe. We can succeed in our collective fight against this pandemic only if we do this together.”



Mr Benedict Cheong (left)
Chief Executive
Temasek Foundation International
Temasek Foundation Connects

“In our outreach in Asia and beyond, we focus on health care, education, sustainable and liveable cities and public sector leadership. So it is a natural extension of our work to support our friends and neighbours in this COVID-19 pandemic. Viruses do not respect borders, so it is important that we see beyond borders and collaborate in this fight.”



Ms Koh Lin-Net
Chief Executive
Temasek Foundation Nurtures

“COVID-19 has changed our lives in so many ways. I take comfort that this pandemic has also brought forth the human spirit, again and again. Our community initiatives would not have been possible without the help of the many partners and volunteers who came forward to contribute selflessly towards a larger goal. I can't thank them enough for joining hands with us, as together, we can do so much more.”



Mr Lim Hock Chuan (centre)
Chief Executive
Temasek Foundation Ecosperity
Temasek Foundation Innovates

“The will to fight this pandemic has seen the innovators among us work for a common good. They have envisaged possibilities even as we grapple with uncertainties and disruptions. With new pathways uncovered, old friendships are strengthened.”



Ms Woon Saet Nyoon
Chief Executive
Temasek Foundation Cares

“I am honoured to be able to contribute in some ways to help keep Singapore safe and healthy. I am very encouraged and humbled by my fellow citizens who passionately and selflessly served alongside my colleagues in various COVID-19 initiatives to meet the needs of the vulnerable in our community. With this show of solidarity, we can overcome this crisis together and emerge stronger.”



Ms Jennifer Lewis
Head, Communications & Engagement
Temasek Foundation Ltd.

“I am encouraged everyday by the many energised volunteers who step forward and make a difference. They place courage before comfort.”

CEO's Message

The theme *Invisible* reflects our commitment to shed light on current issues that have fallen through the cracks and are easily neglected. These issues shape Temasek Foundation's work, and it is necessary that we continue to walk the ground and listen empathetically to address them.

In a world that is rapidly changing, these issues are increasingly more unique and complex, and require us to play the role of an active pathfinder. It is thus essential that we respond timely and pilot new solutions to cater for different pathways to success.

To do so, we have to be equipped with fresh perspectives always, and we are constantly looking for opportunities to collaborate with pioneering thinkers and innovators.

Additionally, in the spirit of mutual assistance, we have the responsibility to rally the wider community, taking positive steps together that will bring about a larger impact for a common good.

The heart of our mission at Temasek Foundation is the betterment of people and the planet.

We endeavour to renew a sense of purpose for overlooked individuals, families and communities by strengthening social resilience and uplifting lives.

We also develop people through lifelong learning and character building to grow the next generation of stewards that can contribute to a better cohesive society.

Looking beyond geographical, racial or religious boundaries, a part of our purpose is to also foster deep-rooted partnerships regionally and globally.

As we envision possibilities of a better world today and for generations to come, we spearhead research and innovation to create a future-ready society.

The social, international and research focus areas that make our work purposeful require practical and innovative solutions.

As an active enabler for such solutions, our work is and always will be guided by the motivation of championing the common good.

Beyond piloting innovative solutions, we seek to use them as pivoting points to elicit synergies in the ideation and implementation process.

There are different competencies and expertise across the domains of our work, and by creating space for people to grow together, we can collectively build long term sustainable capabilities in communities.

We aspire to energise the 'gotong royong' spirit in our people, sparking a culture of mutual assistance and interdependence in our communities, in Singapore and globally that can lead to a virtuous cycle of paying the favour forward.

This collaborative spirit establishes a multiplier effect, and leads to a continued impact to uplift lives and better society.

"Even though much of the work we do is invisible, we must never lose sight of its importance. What is essential is often unseen, but we can help to develop lenses so that more people can see, and connect with the work."

Our swift and effective response to COVID-19 is proof that our active pathfinding approach coupled with the 'gotong royong' spirit can rise to the challenge.

The '#BYOBclean' initiative was one of our first responses to this crisis to address the needs of many who were unable to purchase essentials like masks and hand sanitiser.

Growing from a small idea of providing for a localised community, it evolved into a nationwide movement where more than 20,000 volunteers from 80 organisations joined forces to provide hand sanitiser to over 600,000 households in just two weeks.

The community was spurred on to gather for a common goal of serving one another, and the smiles on everyone's faces were a testament of the joy that comes from uniting for the good of others.

As the situation evolved and adapted, we piloted new initiatives like 'StayMasked' and installed table-top separators at F&B outlets to complement the nation's continued efforts in protecting our community. The prompt response and creative solutions exemplify this spirit of active pathfinding, and we are committed to staying prepared in an ever-changing world.

In retrospect, the COVID-19 crisis presented us the opportunity to be of service to our communities in ways that had not been tested before.



At the end of the day, this is why we do what we do: **Purpose, People, Planet.**

We are driven by a strong purpose of doing good for people and the planet.

As we build on the good work that we have done over the years, we will continue to actively find new paths, build reliable systems that will outlast our time, and create a culture of ownership where people take the initiative to problem-solve for a better shared future.

Even though much of the work we do is invisible, we must never lose sight of its importance. What is essential is often unseen, but we can help to develop lenses so that more people can see, and connect with the work.

With this in mind, let us continue uncovering and anticipating the invisible needs, and making them visible.

Mr Ng Boon Heong
Chief Executive Officer



Uncovering

the unseen

Through piloting innovative solutions, Temasek Foundation endeavours to strengthen a more resilient social fabric held together in greater harmony.

We support the needs and aspirations of individuals, families and communities that may otherwise be unseen through piloting new models of care focused on empowering and uplifting lives. We also develop talent and foster learning and growth in our young to discover their potential in areas of music, arts, sports, math and science, engineering and technology.

Gestational Diabetes Mellitus (GDM) Care Programme

PARTNER

KK Women's and Children's Hospital (KKH)

A new model of care with a structured approach that enables early detection of GDM, providing timely medical and educational intervention, and follow-up care aimed at improving the health outcomes for diagnosed expectant mothers in KKH.

Benefitted
4,864
pregnant women



Programme duration
2016–2019

↑ 21%

in pregnant women screened for GDM in KKH



↓ 50%

reduction in poor birth outcomes associated with GDM such as stillbirths, abnormally large birth weight, and poor neonatal conditions



↑ 39%

in women continuing their six-week postnatal GDM screening



A HOPEFUL DELIVERY

Jacey Yeh and her daughter lead healthier lives after benefitting from the GDM Care Programme



It's an invisible condition that plagues one in five women in Singapore. With neither warning nor mercy, it strikes. Tell-tale signs are few. Risks can be severe.

So when Jacey Yeh found out she had gestational diabetes during her second trimester, the diagnosis was a shock.

"I was surprised. My family has no history of diabetes and I'd been maintaining a healthy body mass index. My biggest concern was how it would impact my baby's health," said the first-time mother.

Jacey is one of nearly 5,000 mothers who have benefitted from the early detection and intervention offered by the GDM Care Programme.

A collaboration between Temasek Foundation and KKH, the programme provides mothers with GDM with a pathway of care and education from pre-delivery to post-pregnancy.

GDM develops during pregnancy and causes high blood sugar levels that can endanger the health of pregnant women and their babies.

"Typically, pregnant women with GDM display no symptoms," said Professor Tan Kok Hian, head and senior consultant of KKH's Perinatal Audit and Epidemiology Unit.

"It is important to diagnose and detect GDM early during pregnancy because poorly controlled or untreated GDM can put the mother and her baby at risk."

"The programme offers timely intervention and close follow-up care aimed at improving the health outcomes for all expectant mothers with GDM in KKH."

For Jacey, the first step of intervention was a change in diet. The 40-year-old arts administrator, who has a sweet tooth, said: "I had to change my eating habits by avoiding sugar and switching to multigrain bread and brown rice. I also cut down on the sweetness of my daily cup of milk tea."

"I even had to check my blood sugar level seven times a day."

As her delivery date drew near, so did the risks of premature delivery, fetal abnormalities and even death.

Thankfully, with the structured support of the programme, Jacey welcomed a healthy baby girl into the family. But the dangers of GDM were far from over. Mothers with GDM are seven times more likely to develop Type 2 diabetes post-delivery.

Still, Jacey is determined to beat the odds. Besides undergoing six weeks of postnatal GDM screening, she has also adopted a healthier lifestyle to reduce the risk of developing Type 2 diabetes.

"I've learnt to plan my meals, use a glucose tracker and watch my sugar intake."

"For a first-time mother like me, the GDM Care Programme has been especially helpful in managing my condition. I now know that it's not the end of the world. And I'm definitely not alone." – Jacey Yeh

Refreshing Traditions

PARTNER

School of the Arts (SOTA)

A series of workshops and masterclasses which give students greater exposure to local and traditional Asian art forms, to inspire them to form connections between past and present, and reimagine how these art forms can be preserved and revitalised for future generations.



818
participants



10
workshops conducted

Programme duration

Apr 2019 — Mar 2020



90%

of students indicated deeper understanding of the art forms — Chinese Opera, Dikir Barat, Bharatanatyam Dance or Rattan Weaving — through the Refreshing Traditions workshops and masterclasses

81%

of students were able to connect their Refreshing Traditions experience back to their own selected art course in the areas of Dance, Film, Literary Arts, Music, Theatre and Visual Arts



THE SHOW MUST GO ON

Zendric Chua (2nd from left) with his classmates at the traditional Chinese Opera workshop



“Over time, many of us have lost touch with our own cultures. Now it’s up to us to continue these traditions.”

– Zendric Chua

Growing up, Zendric Chua would curiously observe his grandmother whenever she stationed herself in front of the television.

As her favourite Chinese operas played, the on-screen theatrics would always be echoed by her animated reactions.

“One moment she would be laughing, and the next moment she would be tearing up,” he said.

“I’d always wondered how Chinese opera could take her on such an emotional roller coaster.”

It was not until he was 15 that he finally found his answer, thanks to the Refreshing Traditions programme at SOTA.

Supported by Temasek Foundation, the programme immerses students like Zendric in rich learning experiences to foster their

appreciation for traditional art forms such as Chinese opera, Wayang Kulit and Indian Kathakali.

At school, the Year 2 theatre student learnt the ropes of Chinese opera through workshops and masterclasses on costumes, make-up and singing.

At home, Zendric would play the role of a teacher, sharing everything he had learnt with his grandmother.

“After every workshop, I would tell her all about my experiences and the elaborate costumes that I got to wear.”

“I could tell that she was envious,” he quipped. Besides a deeper understanding of Chinese opera, Zendric also gained newfound respect for its practitioners.

“On stage, they would perform stunts in their costumes and make it look unbelievably easy.”

“But when I tried the costumes on, I couldn’t move freely at all. It was eye-opening to find out that they were so heavy.”

Outside of costume, Zendric still feels the weight that falls upon the shoulders of his generation.

As the final curtain threatens to fall on Chinese opera, the aspiring theatre teacher hopes to share his and his grandmother’s love for it with younger audiences.

“We must stay connected with our roots. Chinese opera must live on so that future generations can appreciate its beauty.”

Seeing

beyond borders

Temasek Foundation creates opportunities to build bridges and promote dialogues beyond borders.

Our initiatives enhance capability and capacity in the areas of healthcare, education, public administration, urban management and disaster response.

Fostering Exchange through Interfaith Programmes

PARTNER

Humanity Matters

Faithfully ASEAN

A ground-up regional exchange programme comprising workshops, dialogue sessions and learning journeys over four days in Singapore. The programme provided a platform for conversations about community-led initiatives, experiences and challenges, to encourage deeper interfaith and intercultural understanding in the region.



44

interfaith leaders, practitioners and activists from



10 ASEAN countries

3 - 6 Dec 2018

Faiths @ Work

An inaugural humanitarian affairs and disaster management training programme for interfaith leaders and practitioners, where selected participants are appointed as primary liaisons in their countries during crises or natural disasters. During the programme, participants implemented a sustainable clean water project in Baseco in Manila, Philippines.



20

participants from ASEAN countries



Sustainable development project to provide clean and safe water in Baseco, Manila, Philippines.

5 - 14 Sep 2019

Faithful Footprints

A half-day heritage trail covering eight historical places of worship in the Bencoolen area, a tour of the Harmony in Diversity Gallery and a facilitated dialogue session on the past, present and future challenges to Singapore's diversity and cohesion. Comprising 25 runs, the programme introduces participants to multiculturalism in Singapore, and gives them an opportunity to reflect on the importance of diversity and cohesion.



8

runs thus far

276

participants

57%

new citizens, PRs and long-term stayers

43%

Singapore citizens

launched on 12 Aug 2019

TOGETHER IN FAITH



Aladin B. Cabutaje (2nd from left) with fellow participants at the Faithfully ASEAN programme

As a Taoist priest in Muslim-majority Indonesia, Stanley Prayogo holds in high regard his country's national motto – "Bhinneka Tunggal Ika", which means unity in diversity.

The 25-year-old, who distributes fast-breaking meals to Muslim communities during the month of Ramadan, is no stranger to interfaith interactions.

But for Indonesia to truly live up to the spirit of "Bhinneka Tunggal Ika", Stanley believes more can be done.

He said: "In the larger Indonesian cities, there are initiatives that allow different faith leaders to meet and engage."

"But in the smaller regions, such interfaith channels are rare."

The inaugural Faithfully ASEAN interfaith exchange programme in 2018 aimed to bridge this gap not just in Singapore, but at a regional level too.

Supported by Temasek Foundation, Faithfully ASEAN gathered leaders and practitioners of major faiths from all 10 ASEAN countries to encourage deeper interfaith and intercultural understanding in the region.

"Meeting people from other religions helped us to better understand one another's cultures and beliefs. But more importantly, we understood one another better as fellow humans." – Aladin B. Cabutaje

For Stanley, the programme opened his eyes to the diversity that makes up ASEAN, as well as the common ground that unites it.

"The faith leaders didn't just share their different perspectives. They also highlighted and emphasised our commonalities."

"It helped me to see the bigger picture of the role of religion in our society and daily lives."

As for Aladin B. Cabutaje from the Philippines, Faithfully ASEAN provided a platform for important conversations about interfaith initiatives, experiences and challenges.

The 25-year-old Christian youth leader said: "Meeting people from other religions helped us to better understand one another's cultures and beliefs."

"But more importantly, we understood one another better as fellow humans."

They were among 44 participants who took part in the four-day programme comprising workshops by the S. Rajaratnam School of International Studies, and interfaith discussions on food and pilgrimages by Common Senses for Common Spaces.

Participants also embarked on learning journeys at faith institutions such as the Sri Lankaramaya Buddhist Temple, Sri Srinivasa Perumal Temple, Harmony Centre @ An-Nahdhah Mosque and the Church of St Mary of the Angels.

But the interfaith journeys of Stanley and Aladin did not end there.



Participants of the Faiths @ Work programme working together to build a clean water project in Baseco, Manila



Less than a year later, Stanley and Aladin would cross paths again in 2019 for Faiths @ Work, a regional interfaith humanitarian programme.

They joined 18 young leaders from across Southeast Asia, eight of whom had attended Faithfully ASEAN – for humanitarian affairs, sustainability and leadership training. Participants were acquainted with the principles, philosophy, mechanics and dynamics of the humanitarian sector including disaster management and the United Nations Sustainability Development Goals.

The programme culminated in a ‘Water for Life & Livelihood’ development service project, to provide sustainable, clean and safe water for a disadvantaged community in Baseco, Manila – for their consumption, sanitation and agriculture.

Cheng Xi Yi, one of the participants from the Singapore Soka Association, said: “At Faithfully ASEAN, we learnt different values from one another. Faiths @ Work was a natural progression from learning to living out those values.”

“Everyone came with their own set of experiences, character and personality, but we managed to put our differences together and use it as a strength to complete the project.”

Like Xi Yi, it was Aladin’s first time working with other religious leaders, but he quickly realised that their common purpose transcended all barriers.

“When we were in Baseco clearing garbage and building fences together, it didn’t matter that we came from different countries, cultures or walks of life.”

“It was all about putting ourselves in the shoes of others and serving those who need help.”

After completing their training, selected Faiths @ Work participants were appointed as primary liaison officers in their respective countries, and can be mobilised in the event of future humanitarian disasters in Southeast Asia.

Aladin does not take this responsibility lightly. Baseco sits along the quake-prone Manila Trench and is under the constant threat of natural disasters.

He has been running a youth organisation focused on community service and social advocacy for health and access to safe drinking water.

“Faithfully ASEAN and Faiths @ Work have reinforced my belief that respect is the foundation of harmony. And in order to respect one another, we must first accept diversity.”

“No one should be left behind, no matter their religion.”



Demonstrating the filtering process of the water filtration system installed at a local community in Baseco, Manila

A WALK TO REMEMBER



Participants of the heritage trail posing for a photo in front of the Armenian Apostolic Church of St Gregory the Illuminator (Photo credit: Humanity Matters)

Nowhere else reflects Singapore’s colourful multicultural identity quite like the historic enclave of Kampong Bencoolen.

A stroll along its centuries-old lanes will take you past iconic institutions such as the Kwan Im Thong Hood Cho Temple, Masjid Bencoolen and St Andrew’s Cathedral.

These places of worship are now part of a 1.7km guided trail in Kampong Bencoolen under the Faithful Footprints programme, to celebrate Singapore’s interfaith heritage.

Jointly organised by Temasek Foundation and Humanity Matters, Faithful Footprints aims to acquaint all Singaporeans with the development of harmonious multiculturalism in Singapore over two centuries, and foster a deeper appreciation of past and prevailing challenges in building racial and religious harmony.

Since its launch in 2019, close to 300 participants have participated in the programme – more than half of whom are new citizens, permanent residents or long-term stayers.

The 8 historical places of worship on the Faithful Footprints trail

- Armenian Apostolic Church of St Gregory the Illuminator
- Cathedral of the Good Shepherd
- Kwan Im Thong Hood Cho Temple
- Maghain Aboth Synagogue
- Masjid Bencoolen
- Middle Road Church
- St Andrew’s Cathedral
- Sri Krishnan Temple

Public Administration Programme in Myanmar

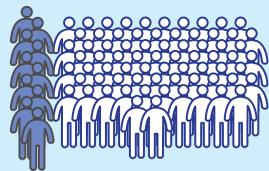
PARTNERS

National Economic Coordination Committee, Myanmar and Civil Service College, Singapore

Providing leaders with the capabilities to review and transform selected key processes into Standard Operating Procedures (SOPs), to promote a pro-business environment and good governance. The programme comprised a study visit to Singapore, a leadership symposium and workshops on developing SOPs.



164
participants from Myanmar



20 Leaders
144 Specialists



100% of participants

found the programme useful and effective and demonstrated increased capability



15 SOPs
initiated for implementation



Public Sector Leadership

Public institutions lead the efforts in enhancing economic, social and cultural progress of a society. Our programmes enable policy leaders and public service officials to strengthen their policy-making and respond to the evolving needs of their communities. To date, Temasek Foundation has supported

94 public administration programmes in **19** countries and territories

ONE FOR ALL

At 676,575 km², Myanmar is over 900 times the size of Singapore.

And with a population comprising over 100 ethnic groups, the second largest country in Southeast Asia is making a concerted effort at development.

“We face a lot of difficulties such as limited resources and weak cross-agency coordination,” said Daw Saw Thet Su Win, who works in the Myanmar government as a deputy director at the Directorate of Investment and Company Administration (DICA), Ministry of Investment and Foreign Economic Relations.

Daw Saw was one of 120 government officers from Myanmar who attended a public administration programme in Singapore, which aimed to equip them with the capabilities to implement SOPs in their organisations.

By advocating good governance and a pro-business environment, these SOPs will support the roll-out of the Myanmar Sustainable Development Plan (MSDP), which outlines the country’s roadmap for economic growth. For Daw Saw, the three-month programme was best summed up by a simple exercise.

“During a workshop, the trainer made us draw a picture without any instructions. Everyone drew completely different things. Then, he gave us a guideline — draw a circle. And everyone’s drawings were the same. It showed us how important it is to have guidelines and SOPs.”

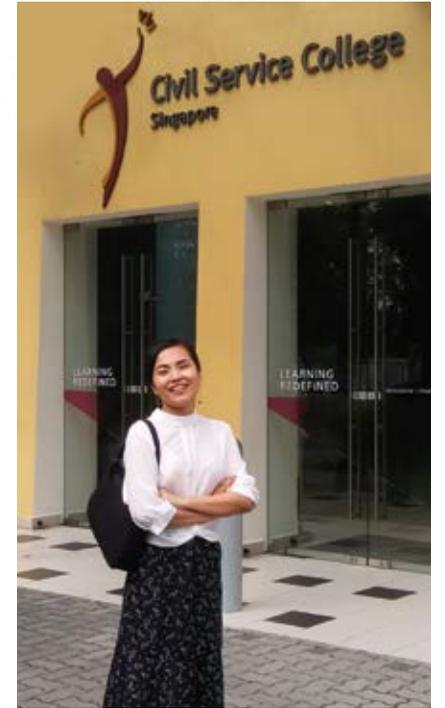
Workshops aside, the programme also comprised a study visit to Singapore to understand Singapore’s whole-of-government approach in the public sector, as well as a leadership symposium for economic leaders tasked with implementing the MSDP.

Upon completing the programme, Daw Saw returned to Myanmar and kick-started efforts to streamline processes at DICA by organising a seminar for over 60 Myanmar government officers.

“Although the DICA head office already announced its intention to introduce SOPs in 2017, it was difficult to get things off the ground due to state and regional bureaucracies. But after my seminar, we started creating SOPs in a short time.”

In less than a year, all 15 state and regional DICA branch offices were compliant with a standard set of SOPs. This successful adoption of SOPs has been widely reflected across various government bodies in Myanmar.

Daw Thanda Khin, director of the National Economic Coordination Committee Secretariat Office, said: “We successfully conducted symposiums and SOP workshops in Myanmar which were very effective and applicable to the relevant ministries.”



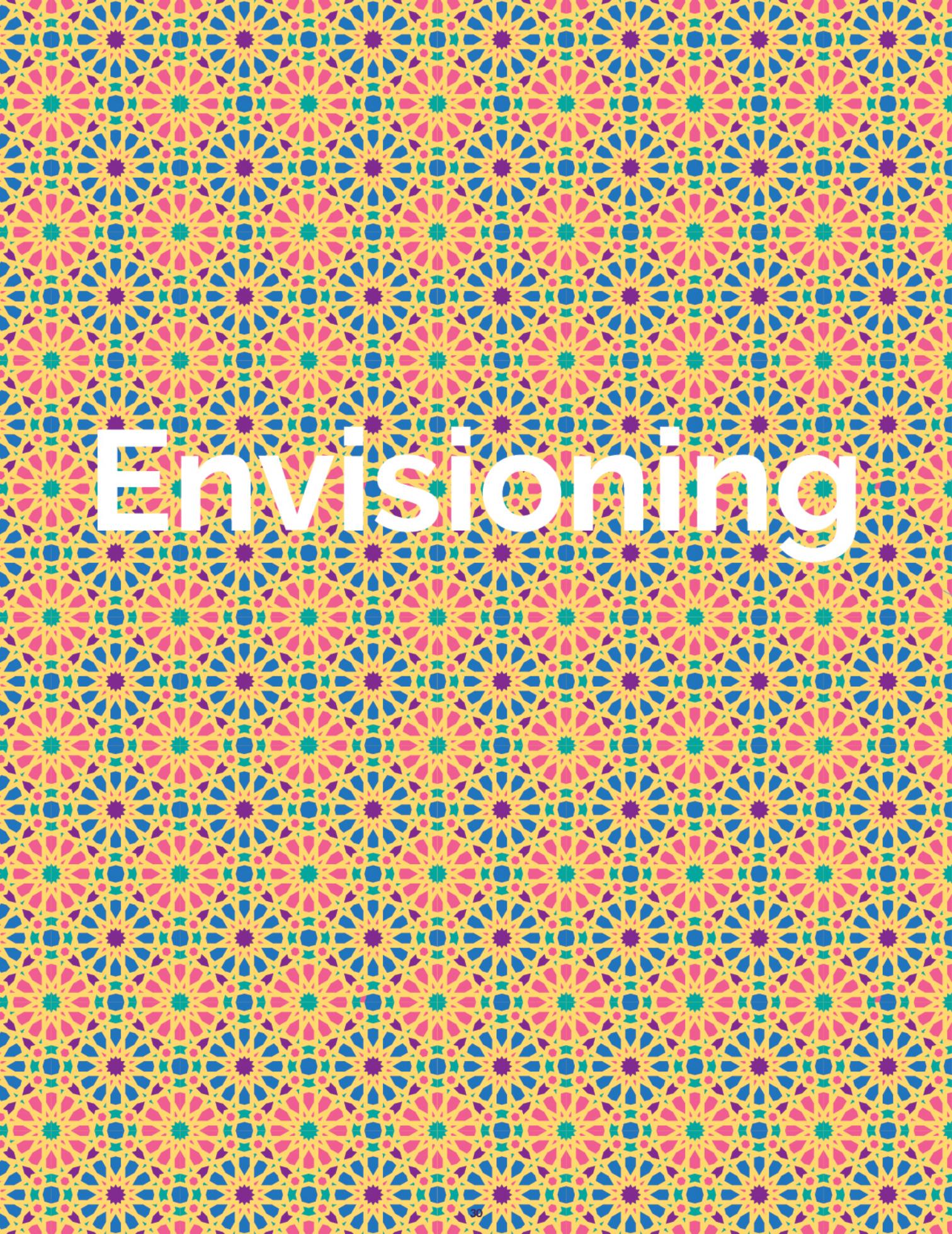
Daw Saw Thet Su Win, at Civil Service College Singapore where the programme was conducted

“Senior government officers learnt how to streamline their processes to achieve cost effectiveness and develop new ideas to create operational SOPs.”

With these strengthened institutional capabilities now in place, Daw Saw is optimistic that Myanmar is well-positioned to take major strides in its MSDP efforts.

“With SOPs in place, we can deliver better services to the public and attract more foreign investment. Instead of being afraid of change, we can learn to love change.”

- Daw Saw Thet Su Win



Envisioning

possibilities

Temasek Foundation supports innovation to improve liveability and to enable a vibrant sustainable community.

We champion ideas and programmes that address environmental and biological challenges for the long run. By nurturing research talents and strengthening research capabilities, we engender practical solutions for the betterment of society. Temasek Foundation advocates for the advancement of science and innovative research as we envision the possibilities of a better world today, and for generations to come.

Sustainable Food Protein Production

PARTNER

Sophie's BioNutrients

Enhancing sustainable food security for urban areas by scaling up production of low-cost food-grade protein through the fermentation of microalgae.



Building of production facility in Singapore

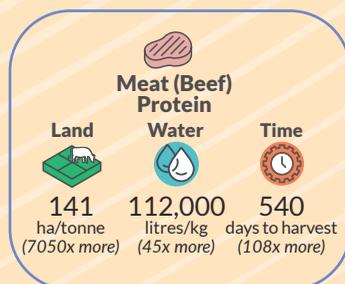
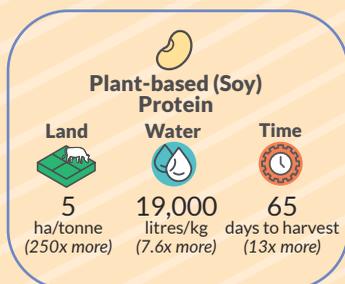
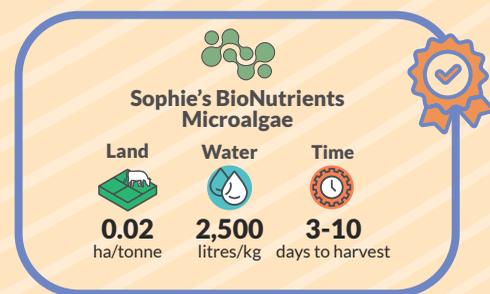


Producing first microalgae protein-based crab cakes to be sold in Singapore



Developing textured alternative protein concentrate for a variety of food applications and meat substitutes

Resources required for food production



Data in bracket made in comparison to Sophie's BioNutrients microalgae

MACRO CHANGE WITH MICROALGAE

If Eugene Wang's lifelong dream comes to fruition, we could soon be seeing the stars and crescent of Singapore's flag on Mars.

The co-founder of Sophie's BioNutrients, which develops plant-based protein out of microalgae, is setting his sights high.

"In my lifetime, I want to bring Sophie's BioNutrients' technology to space and create microalgae-based food for space exploration," said the 51-year-old.

"It's not too late for Singapore to develop a space food programme."

But for now, his ambitions are more grounded.

He wants to revolutionise the global food industry by introducing sustainable microalgae protein as a viable alternative for animal-based protein.

"With the COVID-19 pandemic, the whole world is waking up to the fact that we are underinvesting in food and agriculture technology."

"Microorganisms as food is the future."

This future is now one step closer after Sophie's BioNutrients won a grant at The Liveability Challenge (TLC) 2019 to scale up its production of microalgae protein.

Presented by Temasek Foundation, TLC is an international platform that accelerates the launch of sustainable game-changing innovations through funding and other opportunities for development. In 2019, TLC was supported by 35 partners, including investors, startups, business associations and media, and attracted over 300 applications from more than 50 countries.

For Eugene, his big dreams of changing the way the world eats began with a small discovery back home.

"Thirteen years ago, I found out that my daughter is allergic to shellfish," said Eugene, whose family owns a vegetarian food manufacturing plant.

He added, "We have all this technology. We can come up with something to help her."

At the Sophie's BioNutrients production facility, microalgae is grown and fermented in a bioreactor under controlled conditions.

Once the microalgae is harvested, protein can be extracted and used as an ingredient for food products such as plant milk and soy meat.

"The beauty of our bioreactor is that you don't have to consider weather conditions."

"You can grow microalgae in our bioreactor in Singapore, or at the top of the Himalayas. It can even work on Mars!"

While the global potential of microalgae protein is massive, its environmental footprint will be anything but.

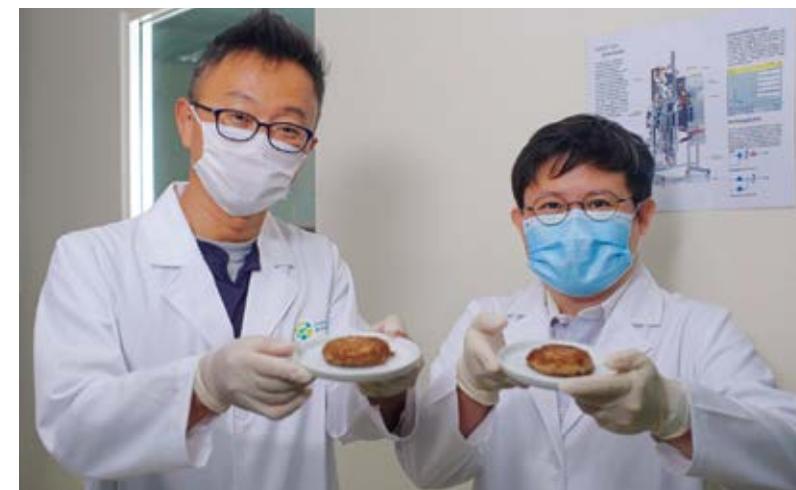
One tonne of microalgae protein can be produced with just 0.02 hectares of land, or half a basketball court – a far cry from the 141 hectares required to produce the same amount of beef.

"Given the situation with the environment and population growth, we don't have space to feed so many animals. And we can't keep planting more plants."

"Protein, vitamins, fibre and even calcium – you can get them all from microorganisms. The microalgae that we are using delivers high nutritional content at a much lower cost. We're addressing not just plant-based diets, but the whole sustainability of our food chain."

Sophie's BioNutrients is already seeing a keen appetite for its microalgae protein from local and international markets, and collaborations, with major industry players are underway.

"Hopefully, in a year's time you'll be able to buy and eat some products made with our microalgae protein."



Eugene Wang (left) and Barnabas Chan with the microalgae protein-based crab cakes they developed

"When people start to look for a more sustainable solution, we can say, 'Here, we have it.'"

– Eugene Wang



Scan to learn more about microalgae and its uses

Narrative e-Writing Intervention (NeW-I)

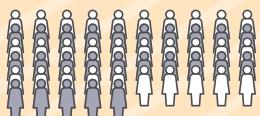
RESEARCHER

Dr Andy Ho Hau Yan,
Associate Professor of Psychology,
Nanyang Technological University (NTU),
Singapore

Research evidence shows that earlier interventions can enable parents with terminally ill children to better manage their distress. Temasek Foundation is supporting the development of the NeW-I, an online narrative therapy platform, which aims to provide pre-loss grief support for parents.

As part of the research programme, this intervention will be tested with a pilot group of parents, so that data can be collected, and its design and feasibility examined.

The findings and outcomes of the pilot could inform a future larger scale implementation of NeW-I, thereby potentially supporting more parents in Singapore.



55 Participants



4 Partners

Club Rainbow Singapore, KK Women's and Children's Hospital, Muscular Dystrophy Association Singapore, and Rare Disorders Society Singapore

2018 – 2021

Programme duration

PENNING THE FINAL CHAPTER

“There’s so much beauty in the life of a child.”

He knows how the story could end.

A child could succumb to his illness in time.

A mother could return home to an empty bed.

But while there is life and time, Dr Andy Ho hopes to add new and meaningful chapters to the story.

Dr Ho, who specialises in palliative end-of-life care and particularly bereavement care for parents of terminally ill children, said: “There’s so much beauty in the life of a child.”

Dr Ho observed that conventional grief support often only begins after death, and that parents may not have the time to engage in sit-and-talk therapy. Hence, he developed the NeW-I, aimed to improve the emotional well-being of parents through online narrative therapy.

The potential of NeW-I to engage parents in intimate dialogue regarding their child’s caregiving means that NeW-I could better support and reduce psychosocial distress and caregiver burden among parent-caregivers.

“Grief needs to be acknowledged.”

“People come to terms with grief by expressing it,” said Dr Ho, Associate Professor at the School of Social Sciences, Nanyang Technological University.

“When parents tell their own stories, they gain clarity on their experiences. As they engage, articulate and reflect, they generate an internal resilience to continue doing what they do.”

Once a week, parents complete a structured writing exercise that encourages them to reflect on their experiences and emotions, and pen positive stories about their child.

“Many parents in caregiving roles are too consumed with doctors and medicine. They forget that their child is a person full of hope and life.”

Recounting a story submitted on NeW-I, Dr Ho said: “There was a mother who shared that her son refused to enter a toy store and buy a toy for himself because he knew the family was not well-off.”

“Reflecting on this made her realise how thoughtful her son was, despite his young age. It allowed her to see the human side, rather than the medical side, of her son.”

“While the child is alive, parents can still create meaningful memories that they can hold on to during their grief.”

– Dr Andy Ho

Dr Andy Ho (left) and Oindrila Dutta, Doctoral Researcher, introducing the NeW-I app (Photo credit: NTU)

These written narratives are reviewed by a team of therapists and woven together in a legacy document that tells a story about the family, and provides solace and support for parents after their child’s passing.

Since its launch in 2019, NeW-I has already reported early outcomes.

Participants experienced higher levels of perceived social support, significant improvement in their quality of life and reduction in subjective caregiver burden.

Looking ahead, Dr Ho hopes to make the NeW-I platform available to healthcare and social workers and improve paediatric palliative services in Singapore. He also wants to widen NeW-I’s scope to include family members beyond immediate caregivers, and normalise open dialogues about grief in society.

“A child’s death is seen as something taboo and the grief is not acknowledged. The extended family can play a big role in helping parents come to terms with it.”

For Dr Ho, the importance of his work hit particularly close to home last year when he became a father for the first time.

“If my child was dying, I would want to know what to do. And I would want the people around me to understand how I feel.”

“This is much more than just research. It’s something I must do as a human being.”



Our Foundational Blocks

Philanthropic endowments gifted by Temasek over the years have funded our programmes to strengthen social resilience at home, foster mutual exchange in the region, advance science, and protect the planet.

These include the following endowments named after Singapore's pioneers to honour their roles and contributions.

E W Barker

The E W Barker Endowment aims to enhance knowledge and deepen skills in education and training, with a focus on youth and sports. The Endowment is a tribute to one of the pioneer leaders of Singapore, Mr Edmund William Barker, who was a statesman, scholar, sportsman and supporter of sports.

Hon Sui Sen

The Hon Sui Sen Endowment develops future public service leaders in the financial industry in Singapore and Asia, as well as fosters fellowship and exchanges among them. Its flagship programme, the Temasek Regional Regulators Scholarship (TRRS), builds and develops the capabilities of talent from regional central banks and financial regulator institutions, while promoting stronger networks and relationships among Asian financial regulatory institutions.

David Marshall

The David Marshall Endowment encourages and advances education and training, with a focus on arts and culture. The Endowment is a tribute to Mr David Saul Marshall who became Singapore's first elected Chief Minister in 1955.

S Rajaratnam

The S Rajaratnam Endowment aims to achieve development, peace and stability in the region by deepening international friendships, promoting regional cooperation, and fostering a greater and common understanding of international rules, based on the twin pillars of good governance and sustainability.

Tay Eng Soon

The Tay Eng Soon Endowment focuses on the advancement of science, by enhancing knowledge and developing skills in various fields including science and technology, and mathematics. The Endowment is a tribute to one of the pioneer leaders of Singapore, Dr Tay Eng Soon, who shaped our science and technical education system in the early years of industrialisation in Singapore.

Ee Peng Liang

The Ee Peng Liang Endowment aims to improve the quality of social services for the benefit of individuals, families, caregivers and communities in need in Singapore, with emphasis on but not limited to developing skills and capabilities for the social service sector. The Endowment is named after the late philanthropist Dr Ee Peng Liang in honour of his role and contributions in social service.

Balaji Sadasivan

The Balaji Sadasivan Endowment aims to improve the quality of health of individuals, families, caregivers and communities in need in Singapore, with emphasis on but not limited to developing skills and capabilities in the healthcare sector. The Endowment is named after the late former Senior Minister of State Dr Balaji Sadasivan in honour of his role and contributions in healthcare.

TEMASEK FOUNDATION

Temasek Foundation supports a diverse range of programmes that uplift lives and communities in Singapore and beyond.

Temasek Foundation's programmes, made possible through philanthropic endowments gifted by Temasek, strive towards achieving positive outcomes for individuals and communities now, and for generations to come.

Collectively, our programmes strengthen social resilience, foster international exchange and regional capabilities, advance science, and protect the planet.

Strengthening Social Resilience and Uplifting Lives

We endeavour to build a more resilient, harmonious and inclusive society in Singapore. Our outcome-focused programmes help to enhance our social fabric by supporting individuals, strengthening families and uplifting communities. We pilot programmes and research as well as support programmes that promote culture, heritage and values to benefit current and future generations.

Fostering International Exchange and Enhancing Regional Capabilities

We connect people through programmes that promote dialogues, mutual understanding and a more inclusive worldview. Our programmes also advance capability and capacity in areas such as healthcare, education, public administration, urban management, and disaster response.

Advancing Science and Protecting the Planet for a Sustainable World

We champion sustainability and support research and education in science, technology, engineering and mathematics, and solution-oriented development projects that contribute to improving liveability.

These programmes strengthen research capabilities and promote cross-functional collaboration in areas such as healthcare, education, climate change, wildlife conservation and the circular economy.

**TEMASEK
FOUNDATION**

Temasek Foundation Ltd.
UEN: 201621232G

Temasek Shophouse
28 Orchard Road Singapore 238832
www.temasekfoundation.org.sg
TFAdmin@temasekfoundation.org.sg