

BOARD COMMITTEES

The Board is supported by various Board Committees with specific functions to assist in the discharge of its duties. Each Board Committee operates within its terms of reference which is approved by the Board.

The following Board Committees are in place to oversee key areas of governance and operations:

Audit and Risk Committee

The Audit and Risk Committee (ARC) supports the Board in risk management, internal controls, compliance of Code of Governance and ensures efficient and effective use of resources.

Name	Designation
Ms Matilda Woo	Chair
Ms Vivien Lee	Member
Ms Ivy Ong	Member
Mr Bruce Leong	Member
Ms Yong Seek Ling	Member

Clinical Review Committee

The Clinical Review Committee (CRC) supports the Board to ensure that key aspects of clinical excellence and continuing quality improvement are evidenced in the support and care delivered to our clients.

Name	Designation
Dr Patricia Neo	Chair
A/P Lita Chew	Member
Dr Allyn Hum Tin Mei	Member
Dr Koh Pei Lin	Member
Dr Mary Jane Samuel	Member
Ms Tan Yee Pin	Member
Ms Xu Yi	Member
Dr Tham Chee Kian	Member

Finance and Investment Committee

The Finance and Investment Committee (FIC) supports the Board to oversee HCA's financial management framework; and direct and monitor HCA's investments in line with established investment objectives and risk parameters.

Name	Designation
Mr Daniel Teo	Chair
Ms Pang Wai Yin	Member
Mr Sia Kheng Hong	Member
Ms Leong Sook Han	Member

Human Capital Committee

The Human Capital Committee (HCC) supports the Board on matters relating to human capital policies including talent acquisition and retention, compensation and benefits, organization development and culture, are aligned with HCA 's mission and its strategic goals.

Name	Designation
Dr Caroline Lim	Chair
Dr Serene Ng	Member
Ms Lim Suu Kuan	Member
Ms Jenny Loh	Member

Information Technology Committee

The Information Technology Committee (ITC) supports the Board to provide oversight on IT strategies and governance and to advise, review and endorse IT plans, procurement, policies and budget as per procurement policies.

Name	Designation
Mr Bruce Leong	Chair
Mr Chai Chin Loon	Member
Mr Alan Lam	Member
Mr Ng Chun Kiam	Member
Ms Theresa Tan	Member
Mr Tay Beng Hwee	Member

Nominations Committee

The Nominations Committee (NC) supports the Board to maintain review of the structure and composition of the Board and Board Committees for assessment and advancement of the Board's effectiveness and to lead the development of strategy for Board effectiveness, renewal and succession planning.

Name	Designation
Ms Pang Wai Yin	Chair
Ms Tan Soh Keng	Advisor
Mr Alvin Ong	Member
Ms Elizabeth Choo	Member
Dr Patricia Neo	Member
Mr Sia Kheng Hong	Member

Philanthropy, Partnerships and Communications Committee

The Philanthropy, Partnerships and Communications Committee (PPCC) supports the Board by providing strategic counsel, oversight and guidance on matters relating to fundraising and communications such as relevant policies, strategic directions, and budgets. The PPCC supports the management in achieving the planned outcome and operational sustainability of HCA.

Name	Designation
Mr Terence Kew	Chair
Ms Bianca Cheo	Co-Chair
Mr Alwyn Chia	Member
Ms Emma Goh	Member
Mr Koh Chuan Leong	Member
Mr Tan Choon Seng	Member
Ms Theresa Tan	Member
Mr Tay Swee Yuan	Member
Ms Lenca Yew	Member
Ms Catherine Chew	Member
Ms Catherine Ow	Member

Volunteer Experience Committee

The Volunteer Experience Committee (VEC) supports the Board by providing strategic counsel, oversight and guidance on volunteer matters relating to HCA's Volunteer Strategy, with the aim of augmenting HCA Hospice Limited's strategic goals and encouraging increased community involvement. The VEC provides oversight of relevant policies, strategic directions, and budgets and supports the management in achieving the planned outcome and operational sustainability of HCA.

Name	Designation
Mr Tay Beng Hwee	Chair
Mr Tay Swee Yuan	Member
Mr Bryan Tan	Member

Other Board Committees

The Board forms Projects and Tender Committees on as-needed basis. The Projects Committee is to provide oversight of key projects, as determined by the Board (e.g. value or impact on HCA). The Tender Committee is to evaluate all tender submissions and select the one with the best value for Board's approval. Tender submissions are required for any purchases exceeding \$250,000 unless a waiver has been granted.

Updated as at 5 October 2023