



Sustainable Healthcare Leadership: Insights from Industry Leaders

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Executive Summary

As sustainability moves from a compliance checkbox to a strategic imperative, three industry leaders – spanning healthcare and finance – shared transformative models at the HOS Network Leadership Panel, redefining what it means to lead responsibly in a changing world.

NUH's operational-first approach weaves sustainability into everyday systems, Singlife's comprehensive RAISE framework turns sustainability into a competitive advantage, and IHH's Care for Good model integrates Environmental, Social, and Governance (ESG) across diverse markets.

Collectively, these models signal a shift towards embedding sustainability at the heart of strategy, inviting leaders to join a broader coalition – across sectors and borders – to accelerate the transition to a healthier, greener world.

Introduction

Healthcare systems worldwide face mounting pressure to deliver quality patient care while advancing environmental responsibility, as the sector accounts for approximately 4.4% of global greenhouse gas emissions.



The HOS Network Leadership Panel on ESG Reporting in Healthcare welcomed three leaders across the industry.

From left to right: Mr Chia Ko Wen (Head of Sustainability, Singlife), Dr Peter Chow (CEO, IHH Healthcare Singapore), and Mr Jeremy Lee (COO, National University Hospital).

The incorporation of ESG principles into healthcare represents both a commitment and an opportunity to prove that environmental stewardship and clinical excellence are not competing priorities, but complementary forces that improve patient outcomes and operational resilience.

The Hospitals of Singapore (HOS) Network convened three leading voices on 12 September 2025 to share how they structure and implement their sustainability strategies: Mr Jeremy Lee (Chief Operating Officer, National University Hospital), Mr Chia Ko Wen (Head of Sustainability, Singlife), and Dr Peter Chow (CEO, IHH Healthcare Singapore).

Public Healthcare Innovation: NUH's Operational-First Approach towards Healthcare Sustainability

From a public healthcare perspective, Jeremy framed "sustainability as good healthcare" - a principle that is infused into NUH's everyday operations rather than treated as an expensive add-on. NUH's operational-first approach integrates environmental objectives with clinical and financial priorities, ensuring progress on sustainability without compromising speed, quality or cost. This alignment calls for cross-functional collaboration and active stakeholder engagement, fostering a culture where sustainability is no longer a separate agenda but part of the hospital's DNA.

Central to NUH's strategy is a whole-of-systems approach that combines governance, culture and data-driven decision-making. Governance structures include hospital-level green committees, while sustainability metrics are incorporated into annual performance reviews to reinforce accountability. NUH also applies a robust carbon



Mr Jeremy Lee, Chief Operating Officer,
National University Hospital

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