

OPENING REMARKS BY MR HO MENG KIT, CHAIRMAN, MIGRANTWELL SINGAPORE, AT NETWORKING LUNCHEON WITH MINISTER DR TAN SEE LENG

Date: 24 July 2026

Time: 11PM

Venue: St. Andrew's Migrant Worker Medical Centre (SAMWMC)

Good morning, Dr Tan See Leng, Minister for Manpower, Ms Janet Ang, Chairman of the SBF Foundation, Mr Choy Siew Kai, Vice President of St. Andrew's Mission Hospital, Distinguished Guests and MigrantWell Singapore Board Members. A very warm welcome to all of you.

2. Thank you for joining us today at the St. Andrew's Migrant Worker Medical Centre. We are deeply privileged to have Minister Tan with us, alongside our donors who have anchored our mission from inception.

3. When MigrantWell Singapore was founded in 2021, we carried a deep, collective conviction: that the workers who build our nation's skylines, service our ships, and operate our industries deserve access to the same quality of holistic care as every person in this city.

4. We began as a programme funder, providing initial seed funding to build this facility with St. Andrew's Mission Hospital. Since opening in February 2022, this medical centre has supported over 313,000 patient visits.

5. But we understood early on that a facility alone was not enough. In parallel, we spent those years building the relationships and groundwork for an integrated care network — one that none of us could have created alone.

6. We continue to leverage our unique corporate foundation roots to bridge the care gaps by funding and scaling essential services like dental treatments, rehabilitative physiotherapy, and psychological counselling that complement existing care plans. Through your unwavering partnership, we have cumulatively supported over 37,000 individual migrant workers.

7. Today, MigrantWell has evolved from being primarily a programme funder to an aspiring ecosystem builder, serving as a convener of partners and a dedicated business champion for migrant worker health and well-being.
8. In 2025, we commenced this path by launching a psychological care pilot that brought St. Andrew's Mission Hospital, SATA CommHealth, and HealthServe together under a unified framework for the first time. Concurrently, we conducted an inaugural employer study consulting over 100 stakeholders and employers in the Construction, Marine Shipyard and Process (CMP) sectors to develop a business case for migrant worker well-being.
9. Our programme this morning is designed to show how this collective effort translates into tangible, real-world shared value.
10. Following Minister Tan's address, our team will walk you through MigrantWell's journey and impact. The St Andrew Migrant Workers medical team will share their services and some emerging findings that will require our collective attention.
11. We will then have a guided tour of the facility, facilitated by our partners from the medical centre to give you a first-hand look at the high standard of care being delivered daily.
12. After the tour, we will come back here for lunch — and a chance to engage with Minister Tan, with our partners, and one another.
13. All of us together can make migrant worker well-being not a welfare afterthought, but a recognised driver of Singapore's competitiveness and resilience. This is the ecosystem we are building — and it is one that cannot exist without each of you in this room.
14. I want to express our appreciation to our donors and partners for your continued support and confidence in our mission. Many of you have been with us since the beginning, and MigrantWell exists because of the trust you placed in us.
15. Finally, I want to express my profound gratitude to Minister Tan. You must be so busy wrapping up your duties as Minister for Manpower and yet you honoured us with your

presence. It means a great deal to us and to the workers this centre serves. We wish you all the very best with your new portfolio at METI. It is now my honour to invite Minister Tan See Leng to deliver his opening remarks. Minister, please.