

Nurturing the Heart of Singapore Together

Annual Report FY24/25

April 2024 - March 2025





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Nurturing the Heart of Singapore Together

What does it mean to nurture the Heart of Singapore—and why is it important?

Since Singapore's early days of nation-building, our leaders have been guided by enduring values that have shaped the nation's identity and spirit. Among these, the value of service—placing others before self—has profoundly influenced the national ethos and contributed to our development and progress.

Over the past six decades, a distinct Singapore spirit has emerged: one marked by resilience, determination, and a can-do attitude. This spirit binds the nation together, fostering unity and a shared sense of purpose.

Looking ahead, the question arises:

What kind of spirit will enable Singapore to thrive for generations to come?



The National Volunteer and Philanthropy Centre (NVPC) believes that the next chapter of Singapore's development must focus more intentionally on its "heartware"—the emotional, moral, and social fabric of the nation. In support of Forward Singapore, this reflects the belief that a truly successful society is one where progress is shared, and everyone moves forward together.

For NVPC, nurturing the Heart of Singapore means fostering the core values and essence of its people. It is about cultivating a spirit of other-centredness and care, so that Singapore remains a strong, cohesive, and united society.

This takes place on two levels:

Individual Level NVPC engages, enables and empowers people from all walks of life to contribute to a culture of giving—where acts of kindness, generosity, and community care are part of everyday life. We believe everyone is able to give every day and everywhere (3Es), contributing their time, talent, treasure, ties, and testimony (5Ts).

Collective Level NVPC convenes individuals, leaders, communities, and organisations across the people, private, and public sectors.

Together, these efforts are shaping Singapore into a City of Good—a nation where everyone gives their best towards a more caring, compassionate, and inclusive society.



Seah Chin Siong
Chairman

Tony Soh
CEO

Message from Chairman and CEO

Building a more Caring, Inclusive and Compassionate Society

As we reflect on the past year, we are humbled and inspired by the spirit of generosity that continues to flow across Singapore, even at a time of geo-political tensions and economic uncertainties.

As the national agency entrusted with growing a culture of volunteerism and philanthropy in Singapore, our purpose is to nurture the Heart of Singapore, to become a nation where everyone is an active giver, and where giving becomes deeply embedded into our national identity. We are driven by a simple yet profound belief: A truly successful society is one where everyone succeeds together.

In Financial Year 24/25 (FY24/25), NVPC deepened its impact across all our strategic pillars: Digital Giving, Corporate Purpose, Non-Profit Leadership, and Nurturing the Next Generation of Givers. Together with our partners across the people, private, and public sectors, we continued advancing our vision of Singapore as a City of Good, where individuals, organisations, leaders, and communities give meaningfully and impactfully.

Digital Giving: Growing Everyday Giving Through Technology

We harness technology to make it easier for people from all walks of life to contribute. Our national digital giving platform giving.sg enables individuals and organisations to give on their own terms, with greater transparency and trust. In FY24/25, giving.sg is proud to have connected more than 700 charities with around 700,000 registered users and raised over S\$90.7 million in donations.

Corporate Purpose: Advancing Purpose-Driven Businesses

When businesses commit to doing good, they amplify the reach and sustainability of giving—turning workplaces into powerful agents of change. Launched and led by NVPC, the Company of Good initiative is designed to guide and support businesses in Singapore on their journey toward purpose-driven leadership and holistic societal impact. In FY24/25, we grew our Company of Good network to more than 3,000 members and our latest cohort of 290 Companies of Good donated close to S\$323M and contributed nearly 800,000 volunteering hours to the community.

Non-Profit Leadership: Strengthening the Giving Sector

Charities and non-profit organisations play a frontline role in addressing Singapore's evolving societal needs—and their leaders are critical to ensuring that impact is strategic, sustainable, and people-centered.

From hosting dialogue sessions with the CEOs of 67 charities to uplifting capabilities in critical areas such as data analytics, cybersecurity, communications, and digital fundraising through workshops with partners including Ant International, AvenSys, and the Behavioural Insights Team (BIT), NVPC continues to contribute towards a high-performing, future-ready non-profit sector, led by skilled, accountable, and purpose-driven leaders.

The Power of Partnerships and Collective Action

Our pillars of Digital Giving, Corporate Purpose, Non-Profit Leadership, and Nurturing the Next Generation of Givers each contribute uniquely to strengthening the culture of giving, but none of them stands alone. It is the interplay between these pillars, bringing together the people, private and public sectors, that truly gives life to our purpose and vision.

This spirit of collaboration and partnership is celebrated across three notable milestones: the 12th edition of the President's Volunteerism and Philanthropy Awards (PVPA), the inaugural four-month-long Great Singapore Give, and the second City of Good (CTOG) Summit.

PVPA 2024 partnered with the Ministry of Social and Family Development to strengthen outreach and surface strong nominees. 13 outstanding givers were celebrated across 10 categories.

Looking Ahead

At NVPC, our goal is not just to grow acts of giving, but to root them deeply in our national identity so that it has a transformative impact on society. We believe that every action creates a ripple effect.

Our achievements this year reflect a society that believes in the power of collective impact for the greater good. NVPC remains committed to embedding giving into the fabric of our society.

Thank you to every volunteer, donor, partner, and advocate. Your contributions shape not just what we do, but who we are as a nation.

Together, let us continue nurturing the heart of Singapore and building a more caring, inclusive and compassionate society.

Nurturing the Next Generation of Givers: Empowering Youth for the Future

A giving society is a multi-generational endeavour. By instilling values of generosity and social responsibility among each generation of young Singaporeans, we aim to strengthen our culture of giving over time. In FY24/25, we formed the Youth Advisory Group (YAG) comprising leaders from various sectors to offer perspectives and connections to help NVPC strengthen its capabilities and capacity to engage and inspire young hearts and minds to give and contribute to building a brighter shared future for all.

History was made through the Great Singapore Give, which contributed to records of the highest-ever single-month (December) and single-day (31 December) donations at S\$27.2 million and S\$3.9 million, respectively.

The second edition of our CTOG Summit—our first full-day event that reflected NVPC's diverse work—brought together more than 1,000 passionate changemakers and leaders. The event featured the State of Play, the inaugural Fundraising Forum, and the inaugural BAGUS Together Evening, each engaging corporates, charities, and groundups, respectively.

These milestones remind us that the strength of our giving ecosystem lies in our ability to partner, innovate, and amplify our impact together.

REACHING NEW HEIGHTS

Scaling Impact in Giving

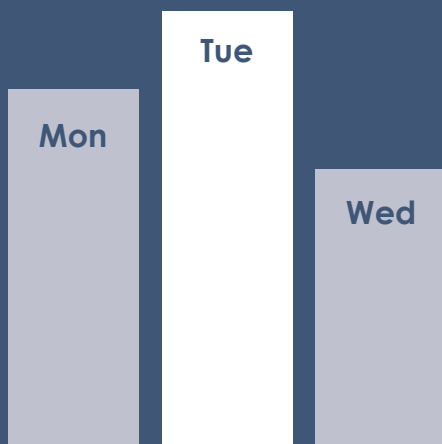


700 Charities



\$90.7M
in Donations

**Highest-Ever
Single-Day Donation**
31 Dec 2024



\$3.9M

700,000
Registered Users



1 person icon = 100,000

**Highest-Ever
Single-Month Donation**

Oct

Nov

Dec **\$27.2M**

REACHING NEW HEIGHTS

Advancing Purpose-Driven Businesses

Grew Company of Good network to more than

3,000
members



Enhanced Company of Good Recognition System (COGRS) with

First cohort of
290
companies



Conferred as
Companies
of Good

155
SMEs

Donating

\$S\$323M



Largest State of Play with



60 Community
Partners

Contributing

800,000
volunteering hours



Non-Profit Leadership: Strengthening Charities and Groundups for Impact



252 charities
were supported through
programmes such as:

CNPL BoardMatch

CNPL Board Advisory

CNPL BoardPulse

CNPL BoardConnect

Over

130 groundups
supported through
BAGUS Together to
build capabilities and
foster collaboration



Piloted

**Next Gen
Changemakers**

by equipping non-profit leaders



**Transformative
Masterclasses**
in Singapore



Immersive Learning
in Hong Kong

VISION

A City of Good where everyone gives their best towards a more caring, inclusive and compassionate society.

MISSION

To grow a culture of volunteerism and philanthropy in Singapore.

VALUES – THE N.V.P.C. WAY



Nurturing People

We work as a team where every individual is seen, heard, and valued, and in ways that will drive our collective growth and impact.



Value Creation

We create lasting and holistic value by taking ownership, embracing change, and seizing opportunities to collaborate for win-win outcomes.



Purposeful Impact

We are driven by a “want-to” and continuous improvement mindset, striving for excellence in all that we do for our long-term collective success.



Courage to Lead

We embody a growth mindset—always ready to step in and step up, choosing what’s right over what’s easy, as we pursue our purpose with courage and conviction.

NVPC's Strategic Approach

At NVPC, our long-term vision is to build a more caring, inclusive and compassionate society, a **City of Good**. We believe that giving is not just a gesture, but a way of life that reflects the collective spirit that has shaped Singapore's progress.

To achieve this vision, our strategy focuses on activating the collective strengths of individuals, communities, businesses, and institutions, and broadening how giving is understood, practiced, and valued across society.

Guided by our Theory of Change, we pursue this through three strategic pathways:

Activating the 3P (People, Private, and Public) Sectors

Addressing complex societal challenges requires more than individual effort, it demands collective will and aligned action. Our strategy focuses on **convening and connecting stakeholders** across the **People, Private, and Public** sectors to co-create solutions that are inclusive, sustainable, and systemically impactful. We believe that no single actor holds all the answers. Through strong partnerships, platforms for dialogue, and shared initiatives at the ecosystem level, we catalyse collaborative responses that move beyond transactional giving towards deeper, long-term impact.

Reframing Giving

We seek to broaden what giving means, from a transactional act to a deeply embedded social norm. We believe everyone is able to give every day and everywhere (3Es), contributing their time, talent, treasure, ties, and testimony (5Ts). Our approach is guided by: Enabling diverse pathways for giving, Equipping individuals with the tools and knowledge to act, and Empowering them to create positive change. By making giving visible, inclusive, and integrated into everyday life, we help nurture a stronger culture of shared purpose.

Research as an Enabler

To strengthen the giving ecosystem, our strategies are guided by insight, evidence, and continuous learning. We invest in sector-wide research studies to deepen our understanding of giving behaviours, community needs and sector effectiveness. Insights from these studies help inform more responsive, targeted and sustainable approaches for NVPC and for the sector at large.

As NVPC continues to work towards the City of Good vision forward, our strategy will remain focused on strengthening the ecosystem of giving so that everyone can give their best and progress together.

Scaling Impact through Giving

FY24/25 marked a pivotal year for giving.sg as it continued to scale its impact across the nation. As Singapore's trusted national giving platform, giving.sg empowers individuals, charities and corporates to donate, volunteer, and fundraise with ease.

This year, giving.sg is connected with over 700 charities and 700,000 registered users. In FY24/25, the platform hosted more than 6,000 fundraising campaigns and 3,000 volunteering opportunities. These efforts resulted in a total of S\$90.7 million raised, a 5% year-on-year increase.

Two significant records were broken: December 2024 saw the highest amount raised in a single month at S\$27.2 million, while 31 December 2024 set the record for the highest amount raised on a single day with S\$3.9 million. These milestones reflect the increasing resonance of digital giving with the public and the growing trust in giving.sg as the platform of choice.

Great Singapore Give 2024/25: A Bold Step Forward in Building a Giving Nation

The inaugural Great Singapore Give marked a bold evolution in NVPC's efforts to champion a more caring, inclusive, and compassionate Singapore. A deliberate expansion from the annual SG Cares Giving Week to offer more support for charities, this initiative has since grown into a dynamic, four-month campaign—from November 2024 to February 2025—a build-up to Singapore's SG60 celebration.



The inaugural Great Singapore Give spanned a total of four months, from November 2024 to February 2025

SG Cares Giving Week remained the highlight of the Great Singapore Give campaign running from 1 to 7 December 2024. As the flagship week of national giving, it continued to rally diverse physical and digital activations, proving to be a powerful moment for public engagement and community spirit.

Under the theme "Everyone Can Give", the Great Singapore Give aimed to simplify the giving experience and make participation more accessible for all. By creating a longer runway, corporates and charities are enabled to plan, collaborate, and execute meaningful activities that resonated with their stakeholders and communities. As the national giving platform, giving.sg played a central role in this campaign, offering integrated solutions that allowed partners to raise funds and create volunteering opportunities more efficiently, to mobilise wider support.

Great Singapore Give SG Cares Giving Week Partners' Appreciation

22 April Tuesday

GREAT SG
GIVE

Cares

(L-R): Leonard Tan, SVP and Head of Group CSR, Group Strategic Communications and Brand, United Overseas Bank (UOB); Gemma Byrne, Deputy Director, Segmentation & Market Development, NVPC; Tony Soh, CEO, NVPC; and Kent Teo, Founder and CEO, Invade, at the Great Singapore Give SG Cares Giving Week Partners' Appreciation

The results spoke volumes about the strength of collective action. In its inaugural edition, Great Singapore Give engaged 303 partners, including corporates, social enterprises, ground-ups, and charities. Together, they executed over 300 unique giving activations, raised close to S\$3 million, and contributed more than 5,000 volunteering hours. These numbers reflect the diversity of our giving ecosystem and the willingness of people and organisations from all walks of life to come together for good.

Looking ahead to Great Singapore Give 2025, NVPC is excited to continue building on this momentum. With success from this year's instalment as foundation, NVPC is committed to ensuring that the giving experience is even more seamless. Efforts are already underway to enhance platform integrations on giving.sg, and to work more closely with partners on co-creating activations that reach deeper into communities.



Participants at the concluding workshop of the 'Unlocking Growth: Actionable Strategies for Digital Fundraising', a collaboration between NVPC and Ant International

Building Capability and Knowledge in Online Fundraising

Beyond providing infrastructure for giving, NVPC continued its investment in the digital capability development of its non-profit partners. In FY24/25, 245 charities participated in a wide range of learning and development programmes aimed at strengthening their knowledge in online fundraising and marketing. These programmes were delivered in partnership with leading organisations including Ant International, Meta, as well as P&G.

Topics covered ranged from practical fundraising mechanisms to effective communications and content strategies. Highlights included sessions on Creative Optimisation for Meta Platforms, Digital Fundraising Mechanisms, and Social Media Strategy—equipping charities with practical skills to drive better campaign performance.

NVPC's enhanced focus on building sector capabilities underscores its commitment to nurturing a digitally competent and future-ready non-profit ecosystem.



Gavin Chua, APAC Head of Stakeholder Management at Meta, speaking at the Digital Fundraising Series organised by NVPC for charities

Understanding Donor Behaviour to Drive Strategic Growth

To deepen its understanding of consumer giving patterns, NVPC undertook a comprehensive study on giving.sg donors. This research uncovered key motivations, preferences, and behaviours of donors, providing critical insights for both donor acquisition and retention.

The findings confirmed the position of giving.sg as Singapore's most recognised, trusted, and preferred third-party giving platform. Importantly, the data also offered clarity on the market potential for online fundraising and identified opportunities for charities to better align with donor expectations. These insights will be shared in a dedicated Insight Report for charities on giving.sg in FY25/26.

Expanding Opportunities through Strategic Partnerships

NVPC signed a landmark MOU with AVPN to integrate giving.sg with the ImpactCollab Network, a global marketplace for impact capital supported by the Monetary Authority of Singapore and the Gates Foundation. This partnership opened new avenues for giving.sg charities to access international funders, benefit from rigorous due diligence support, and increased their visibility to philanthropic investors.

The collaboration signifies a step forward in connecting the national platform with global ecosystems of giving, positioning giving.sg charities to scale their impact through new and diversified funding streams.

Enabling Ease, Empowering Impact: giving.sg Upgrades

Throughout FY24/25, NVPC rolled out a series of updates on giving.sg focused on enhancing user experience and operational efficiency. These improvements were designed to streamline administrative processes for charities, improve data visibility, and provide more customisation options for partners and donors—ultimately making the platform easier and more impactful for all users.

Looking Ahead: Deepening Capability and Celebrating National Moments

In FY25/26, NVPC will continue to build on the momentum of FY24/25. The upcoming Insight Report will deliver actionable guidance to help charities refine their campaign design, communication strategies and donor engagement approaches.

Capability development will remain a key priority, with new initiatives introduced through strengthened partnerships. Notably, an enhanced collaboration with Ant International will support 60 charities with tailored digital skills training in 2025, empowering them to build sustainable fundraising strategies.

In celebration of SG60, giving.sg will anchor several flagship campaigns including SG SHARE, #GiveAsOneSG campaign as part of National Day Parade 2025's community engagement programme, and the Great Singapore Give 2025. These campaigns will serve as national touchpoints to rally Singaporeans in support of causes they care about, amplifying both awareness and action across the year.

Through continued innovation, collaboration, and capability-building, giving.sg remains steadfast in its mission to harness digital technology in service of a more caring and connected Singapore.

Advancing Purpose-Driven Businesses

FY24/25 marked a year of steady progress in implementing the Company of Good (COG) 2.0 strategy, with momentum in engaging the business community to find meaningful ways to contribute and collaborate in support of a stronger ecosystem and more resilient society. It also marked the first year that 290 organisations were recognised at a national level under the COG Recognition System. The strong interest reflects growing resonance with NVPC's intent to foster purpose-driven business practices through diverse forms of corporate contributions.

Empowering Companies to Volunteer at Scale



AETOS volunteers attend a briefing session before the start of the volunteering activity

In FY24/25, NVPC saw promising growth in the number of companies pursuing sustained volunteering through Project V, a structured corporate volunteering programme in partnership with National Council of Social Service. The second edition had 24 participating companies, double the number in 2023, partnering 22 community partners over six months.

At its core, Project V seeks to transform corporate volunteerism from adhoc volunteering into sustained partnerships. This involves matching companies with community partners whose needs align with organisational values, interests, and strengths. By deepening engagement and embedding volunteerism into company culture, Project V strengthens community impact while building a replicable model for sustained, strategic corporate volunteerism.

Corporates such as AETOS Holdings, The Fullerton Hotels Singapore and Nespresso took deliberate steps to encourage employees on shift work to volunteer. Nespresso even increased its volunteer frequency from monthly to twice a month. C&W Services, Standard Chartered Bank and UOB deepened their corporate volunteering efforts by engaging multiple community partners.



Project V participants with Guest-of-Honour, Deputy Prime Minister Heng Swee Keat, at the Project V Appreciation Ceremony 2024

Project V collectively mobilised 2,443 corporate volunteers, contributing 6,488 hours of service to benefit 10,675 service users. Building on the momentum, each edition sees growing interest from participants committed to sustaining their volunteering efforts.

State of Play: Connecting Companies to Charities

Held in March 2025, the third edition of State of Play was a transformational, high-impact matchmaking platform, connecting 198 unique organisations with over 60 charities. This was a threefold increase in community partners from the previous year.



A logo wall showcasing all participating community organisations at State of Play 2025



Corporate-community interaction at State of Play 2025



Community partners and corporate attendees making connections in real-time at State of Play 2025

Social impact and sustainability practitioners gained insights into the needs of the community and a myriad of volunteering opportunities, highlighting existing gaps and opportunities to care for the community.

This trade fair-style event further spotlighted lesser-known causes such as the arts, heritage, and sports, allowing them to unlock new avenues for support and collaboration.

State of Play 2025 drew 333 visitors, a 54% increase from 2024. A total of 860 connections were made—more than double the previous year—laying the foundation for future cross-sector partnerships.

Our booth exhibition showcasing the value of school-industry partnership to support Student Development Experiences proved to be an excellent platform for connecting with potential partners from both corporate and community organisations. This strategic collaboration has helped us enhance our outreach efforts and create meaningful partnership opportunities.

The success of this initiative would not have been possible without NVPC's support and excellent organisation of the event. We look forward to future opportunities to collaborate with NVPC.

Mr Saravanan Vaithilingam
Senior Education and Career Guidance Officer, MOE

Queen Bee Partnerships: Enabling Industry Impact



Grow with Purpose: F&B cohort at a session on inclusive employment with ABR Holdings

In FY24/25, NVPC partnered with leading companies to launch two inaugural industry-focused Queen Bee programmes in the F&B and Sustainable Manufacturing sectors. These programmes addressed not only challenges but also opportunities within each sector. Through industry peer support and mentoring, they enabled deeper exchanges and learning among participating Companies of Good.

Grow with Purpose Anchored by ABR Holdings and SaladStop!, and supported by 15 ecosystem partners, this programme focused on empowering food and beverage (F&B) companies in designing and executing purpose-led impact. The programme led to inclusive hiring, active community contributions, and efforts to improve waste management by 27 companies including Edith Patisserie, Tong Seng Produce and Wok Hey.

Scale with Purpose NVPC's first-ever Queen Bee manufacturing initiative was co-curated with HP to leverage their expertise in sustainable manufacturing for the benefit of SMEs that are just starting out on their sustainability journey. This strategic mentorship programme supported eight SMEs through structured guidance, skillsbuilding, and the development of proofs-of-concept to advance sustainable manufacturing. 15 HP staff contributed 170 volunteer hours through mentoring and coaching.



SME participants of the Scale with Purpose programme touring the HP office

"The programme provided valuable insights on how to integrate Corporate Purpose into strategy and business operations, and to create positive change while driving sustainable business growth... It has inspired me to reflect on how we can incorporate more purpose-driven and sustainable practices."

Jerry Ng
Managing Director, Tong Seng Produce,
Grow with Purpose participant

"It's a good learning curve for me... I'll be implementing the ideas over the next few months."

Vanessa Ong
Founder, Gernise Global,
Scale with Purpose participant

Cultivating Purpose-Driven Changemakers Through Fellowship

The Company of Good Fellowship evolved in 2024 to focus on activating Corporate Purpose across business functions, from strategy to operations. The enhanced Fellowship was held across two runs, equipping 34 Fellows with expert-led curricula, on-the-ground learning journeys with Champions of Good, mentorship, and real-world action projects. Fellows worked across all five impact areas: People, Society, Governance, Environment, and Economic.

By deepening personal commitment and organisational influence, these Fellows are now spearheading initiatives in their companies and industries to create win-win outcomes for business and society.



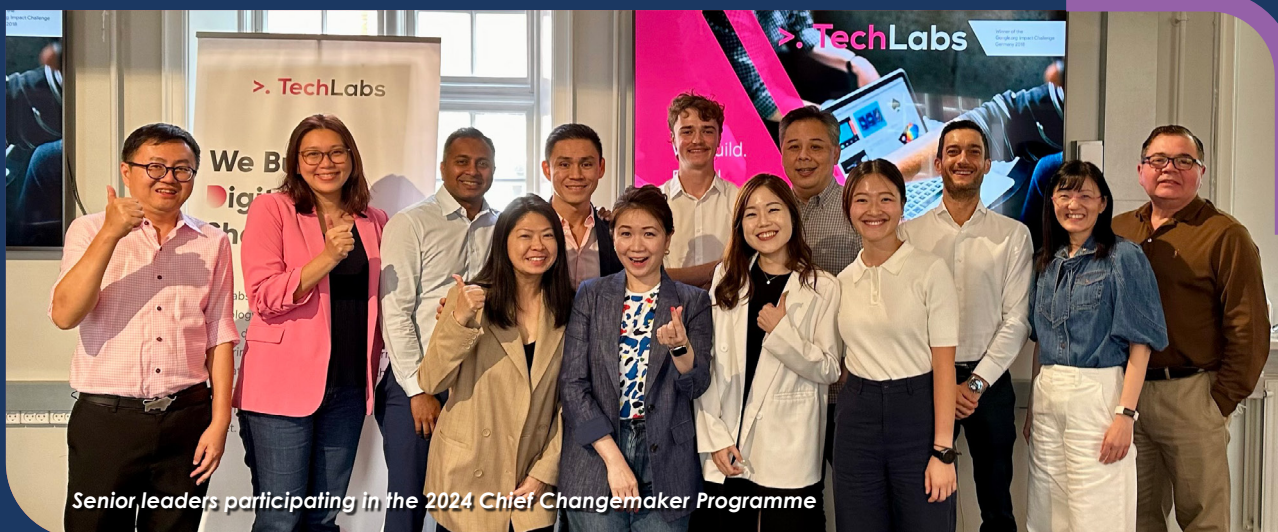
Gathering of Fellowship alumni at Fellowship Homecoming 2024



Intake 7 Fellows on a Learning Journey at FUJIFILM Business Innovation Singapore

Transforming Leadership: Chief Changemaker Programme

Corporate Purpose must be championed from the top. In August 2024, 10 senior leaders participated in NVPC's Chief Changemaker Programme to Denmark. The thoughtful engagements with Danish organisations and leaders challenged our Chief Changemakers to embrace new perspectives and strengthen their approach to leading meaningful transformation across their organisations.



Senior leaders participating in the 2024 Chief Changemaker Programme

Recognising Purpose-Driven Businesses, Measuring Collective Impact

FY24/25 marked a significant milestone in NVPC's journey to accelerate the growth of purpose-driven organisations. For the first time, companies were recognised under the enhanced Company of Good (COG) Recognition System, based on the Corporate Purpose Framework and five impact areas: People, Society, Governance, Environment, and Economic.



Mr Seah Chin Siong, Chairman of NVPC, addressing the audience at the Company of Good Conferment 2024



Attendees taking a group selfie at the Company of Good Conferment 2024

This inaugural edition under the enhanced framework saw 290 organisations conferred, with 155 of them (53%) being SMEs. The accompanying 2024 Cohort Report offered the first-ever collective impact that businesses operating in Singapore are making across various dimensions. Highlights include:



Moving Forward with Purpose

As FY24/25 marks the second year of the COG 2.0 strategy, NVPC is building on strong foundations laid in its first year.

A clear value proposition of the Company of Good programmes is their ability to open doors and connect corporates to targeted opportunities for community engagement, becoming multipliers of good with a like-minded network and impact measurement. For example, of the 24 companies that participated in Project V, 75% expanded their societal contributions by also participating in the Great Singapore Give 2024.

Our Queen Bee "Grow with Purpose" saw companies achieving beyond the curriculum (i.e. inclusive employment and waste management) to engage in holistic societal impact. Tong Seng Produce donated 300kg of rice to Seng Kang Methodist Church which was given to 250 families, while Wok Hey partnered with NVPC to distribute prepacked meals to clients of four charities on an ongoing basis.

Keeping up the Momentum in Sustained Volunteerism

Project V was designed to foster sustained volunteering amongst corporates to address community needs and create a steady pipeline of volunteers. Apart from this model, NVPC is also seeing growing interest in Corporate Giving Circles, company-led groups that collectively support a family in need or a cause through funding and/or other social, informal help. In this manner, the Giving Circle model provides a collaborative and community-focused approach to volunteering.

Through these models, NVPC expects to see more companies taking a more sustained and strategic approach to corporate volunteerism moving forward.



Corporate-community partners at the first Learning Circle of Project V 2024

- **Project V:** Tailored for professionals with specific skills and expertise, this allows corporates to contribute in meaningful and sustained ways that leverage their unique talents.
- **Giving Circles:** Corporate Giving Circles are company-led groups that collectively support a family in need or a cause through funding and/or other social, informal help. Combining elements of both traditional and flexible volunteering, the Giving Circle model will provide a collaborative and community-focused approach to volunteering.

By evolving its portfolio, NVPC expects to see increased corporate volunteerism in the near future.

Strengthening Industry Ecosystems

Industry-specific Queen Bee Activations have proven effective in driving collective action among companies with shared challenges. Recognising the value of diverse contributions, NVPC is expanding the model by enabling exemplary companies with different capacities and strengths to contribute their expertise as peer mentors, learning journey hosts and guest speakers with others in the ecosystem.

Additionally, the growing convergence of interests across sectors presents an opportunity to explore cross-industry activations, particularly around shared impact areas like People and Society.

Growing the Company of Good Movement

Looking ahead, NVPC will work on enhancing the value of recognition, scaling efforts in establishing sustainable value chains, and fostering stronger partnerships to multiply impact.

NVPC is on track to reach 1,000 unique recognised companies by 2026, with a notable increase in the involvement of SMEs.



Representatives from conferred Companies of Good with Deputy Prime Minister Heng Swee Keat at the Company of Good Conferment 2024

The focus moving forward will therefore be on creating value not only for the conferred COGs but also for their customers and suppliers. To achieve this, NVPC has outlined several key initiatives:

- **Enhancing Sustainable Value Chains:** NVPC plans to enhance the Company of Good directory to facilitate sustainable procurement and collaboration. This initiative will encourage firms throughout the value chain to do good business by increasing business opportunities. Companies of Good will also be encouraged to utilise the Company of Good Recognition System questionnaire to assess the sustainability of their value chain partners, and bring these partners onboard the profit-with-purpose movement.
- **Amplifying Brand Value:** NVPC aims to amplify the brand value of recognised companies ensuring that consumers, corporate customers, and potential employees associate these companies with specific values that they uphold and live out.
- **Facilitating Access to Key Business Platforms:** Recognised companies will have the opportunity to participate in partner programmes that align with their business priorities and impact areas. This includes access to thought leadership platforms and other key business platforms.

Strengthening **Non-Profits** and **Communities** for Impact

Strengthening Charities and Groundups for Impact

FY24/25 was a pivotal year for NVPC's charity and groundup engagement.

A total of 252 charities were supported through programmes such as Centre for Non-Profit Leadership (CNPL) BoardMatch, Advisory, BoardPulse, and BoardConnect, Giving Circles, Next Gen Changemakers, as well as targeted clinics and workshops.

Over 130 groundups were also supported through BAGUS Together, a platform that fostered capability development by encouraging peer learning, collaboration, and resource sharing through workshops, networking sessions, and strategic matching of needs and opportunities.

The inaugural Groundbreakers Leadership Programme was introduced to empower these groundup leaders—helping them evolve their leadership skills, embrace growth, and explore new modes of collaboration to create lasting impact. Through a dynamic mix of expert-led masterclasses and reflective sessions, participants gained practical tools and fresh perspectives to take their initiatives to the next level.

Strengthening Non-Profit Boards and Leadership Pipelines

To strengthen boards and leadership pipelines in the charity sector, NVPC delivers a range of initiatives that enhance governance and leadership. The CNPL BoardMatch programme connects executive-level volunteers with charities seeking board or committee members, ensuring alignment between organisational needs and volunteer expertise. Complementing this is the CNPL BoardConnect series, which offers curated learning sessions where sector experts and practitioners share insights to strengthen board leadership and governance capabilities. Expanding on this commitment, NVPC piloted the Next Gen Changemakers programme which empowers emerging charity leaders through transformative masterclasses in Singapore and immersive learning in Hong Kong, equipping them to lead their organisations toward meaningful social impact.

Matching Talents for Charities in Singapore

In FY24/25, two CNPL BoardMatch sessions were held on 27 June and 24 October 2024, engaging a total of 17 non-profit organisations and 137 prospective board volunteers. These sessions generated 354 expressions of interest and resulted in 71 board or committee-level matches, significantly expanding the pool of leadership talent for the sector.

Beyond facilitating connections, these sessions are designed to catalyse interactions between charities and highly-skilled volunteers. They foster collaboration, expand networks and improve opportunities for charities to effectively engage with potential volunteers and vice versa.

Strengthening Governance for Charities

The CNPL BoardConnect series delivers curated sessions to strengthen leadership and governance across charity boards through expert panels and practitioner-led workshops. In FY24/25, three sessions were conducted—Environmental, Social, and Governance (ESG) Essentials for Non-Profits, Building Sustainable Reserves, and a third on strengthening governance practices—reaching a total of 131 charities and 145 leaders. These sessions equipped board and senior leaders with practical strategies to embed ESG considerations, tailor financial reserve policies, and address critical issues such as anti-money laundering (AML) and countering the financing of terrorism (CFT).



BoardConnect Anti Money-Laundering Talk on 22 August 2024

NVPC also supported charity leadership development through 10 Charity CEO Breakfast Sessions, engaging CEOs and executive directors from 67 charities in robust discussions. Key dialogues during these sessions included succession planning, Board and CEO dynamics, and Anti-Money Laundering (AML) policies. The insights led to follow-up actions including a BoardConnect AML awareness event, the setup of the CNPL Leaders of Good Network and the pilot for the Next Gen Changemakers programme.



The inaugural Next Gen Changemakers cohort meeting the Hongkong Land HOME FUND's representatives

Moulding the Next Generation of Charity Leaders

Developing the next generation of charity leadership to effect sector-wide change was also a priority. This sparked the pilot of the Next Gen Changemakers programme that supported 12 senior charity leaders through a host of masterclasses and immersion sessions in Singapore and Hong Kong from August to September 2024.

To groom future charity leaders, NVPC partnered the Singapore Institute of Directors to run the 'So, You Want to be a Non-Profit Director' programme in February 2025. Attended by 45 participants (both experienced and new), this programme was created to equip and affirm both aspiring and current board members with a comprehensive understanding of the governance landscape covering duties, liabilities and benefits of directorship—preparing them to lead with purpose in the charity sector.

Strengthening Charities and Communities to Drive Meaningful Social Change

NVPC's community-driven initiatives, capacity-building efforts, and collaborative innovations aimed to empower charities and communities to develop sustainable, inclusive, and people-centered solutions to social needs through a host of sector-wide programmes collaborative initiative and events.

Fundraiser Community Series

NVPC's Fundraiser Community Series masterclass at the Singapore University of Social Sciences (SUSS), was a community-building platform that connected fundraisers across Singapore's charitable sector to share experiences, learn, and grow together.

Held in May 2024, 131 fundraisers from various non-profit organisations learnt the key traits of an effective fundraiser.

Fundraising Capability Building

NVPC, in partnership with Singapore University of Social Sciences (SUSS), empowered 68 fundraisers through the Fundraising Certification Programme. The Fundraising Certification Programme was launched in partnership with SUSS in 2023 to build capabilities and uplift fundraising as a profession in Singapore. The certification programme offers four modules:

1. Certificate in High Performing Charities

2. Customer Service Excellence

3. Branding Strategies & Planning Using Social Media

4. Fundraising & Philanthropic Strategy

All 68 fundraisers have completed the programme and attained the Certificate in Fundraising. Additionally, over 156 fundraisers across 108 charities engaged with NVPC through the Fundraiser Community Series, Masterclasses, and Communities of Practice.

Aligned with NVPC's belief in building the community for the community, by the community, NVPC engaged 10 charity leaders on the Fundraising Competency Framework and Curriculum in a closed-door dialogue session, to seek their advice and to validate NVPC's Fundraising Capability Building Strategy. Their advice and inputs were sought on NVPC's Fundraising Competency Framework and Curriculum to ensure that it is fit-for-purpose to meet our fundraisers' capability needs.

Impact Measurement

In recent years, there have been evolving discussions about the value and impact charities create through their work. A part of these discussions centers around how charities measure their programme performance and how this translates into an understanding of the overall impact the charity has on its beneficiaries and wider society.

In October 2024, NVPC began collaborating with Tote Board to explore ways to enhance charities' capabilities in impact measurement. This initiative aims to help charities better understand their organisational performance, improve their value proposition and enable them to access new funding and support sources. In partnership with Empact, NVPC conducted four focus group discussions involving 36 charities and 18 sector administrators, funders, and grant makers. These sessions deepened understanding of current practices and sector-specific challenges with impact measurement.

From the insights gathered, this will result in the development of the guidebook and curriculum tailored to practitioners' needs and is slated to be released in FY25/26.

Tote Board – NVPC Impact Measurement Programme

The Tote Board-NVPC Impact Measurement Programme comprises the Impact Measurement framework, an Impact Measurement Guidebook and a series of Impact Measurement workshops and clinics.

The workshops are targeted at charity practitioners working on programme level evaluation. It provided hands-on application and in-depth insights on the different phases of Impact Measurement from the development of the Theory of Change to Impact Reporting. A total of 20 deep-dive clinics were also conducted to provide customised guidance and consultancy advice to address challenges specific to charity organisations.

NVPC's Impact Measurement workshops attracted 203 participants from 114 charities across three runs.

Two validation sessions on the Impact Measurement Guidebook and training workshop curriculum were conducted with 20 development partners. The outcome: a practical, relevant guidebook and workshop materials tailored to frontline practitioners' needs.



Community Partnerships: Empowering Charities and Groundups to Collaborate and Grow

In FY24/25, NVPC continued its efforts to strengthen charity and groundup organisations through sector-wide learning, peer exchange, and targeted support.



Building a Stronger Charity Sector

The CNPL Community for Charities was formed in April 2024. Beyond fostering a closer connection between NVPC and the members, this group is meant to be an open forum where members can share learnings with each other, to further strengthen capabilities together, as one community.

By March 2025, this group reached 305 members, connecting charities with resources and peer support. This included a webinar and physical workshop introducing behavioural insights in fundraising organised by NVPC and in collaboration with MCCY and the Behavioural Insights Team, that was attended by 169 and 10 charities respectively.

In February 2025, a practical workshop on Behavioural Insights in Cause-Based Marketing was organised for 10 Environment and Animal charities.



Scaling Giving Circles

Since its pilot in 2023, NVPC's Giving Circles initiative has continued to grow as a model for community-led philanthropy. A total of 19 Giving Circles were formed, bringing together over 130 volunteers in partnership with seven charities, and collectively raising more than S\$80,000.

A milestone was the first corporate Giving Circle launched in September 2024 with GIC, a Champion of Good 2024, supporting a family via SHINE Children and Youth Services.



The New Woman Power Giving Circle visiting Child at Street 11



To encourage more participation, NVPC hosted a Giving Circles Info Session in February 2025, attended by 52 participants from 23 organisations. Following the session, seven charities expressed interest in forming new circles, and four volunteers from a group called 'Seasoned Singapore Expat Women' committed to starting two new circles.

Looking ahead, NVPC aims to scale the initiative to 60 Giving Circles by SG60 in FY25/26, supported by an impact measurement framework and a Giving Circles Action Guide.

BAGUS Together – Strengthening Groundups in Singapore

Launched in January 2024, BAGUS Together is dedicated to helping groundup initiatives thrive by being the go-to platform to match changemakers with programmes and resources they need to grow. In FY24/25, BAGUS Together focused on leveraging insights from the Groundup Initiative Study 2023 to implement a suite of different programmes targeted at building capabilities, strategic networking and leadership development. Complementing these efforts, the team also rapidly expanded the number of partnerships to allow groundups to access resources they need for their volunteering efforts, such as pro-bono event spaces, professional photography services and legal consultations.

BAGUS Together FY24/25 Key Achievements

137 No. of groundups reached

13 Capability-building programmes

9 New resource partners

Needs-based Programmes for Groundup Development

The team successfully launched a series of programmes organised around three core pillars: Building Blocks, Blossom, and Bridges.



Groundup Programme on Impact Assessment

Building Blocks To build the capabilities of groundups, Building Blocks programmes are crafted to equip groundups with the essential skills to run their groundup effectively. 13 programmes were developed to address critical growth areas: Strategic Thinking, Partnerships, Marketing, Impact Measurement, and Core Team Leadership.

Blossom Designed specifically for more experienced groundup leaders who had been running their initiatives for at least a year, the inaugural Groundbreakers Leadership Programme under 'Blossom' offered a robust blend of masterclasses and reflective sessions, centered around three key areas: Purpose and Leadership, Systems Thinking, and Strategy.

The outcomes of the programme were significant. 78.6% of groundup leaders reported an increase in leadership skills and 71.4% of groundup leaders reported an increase in operational performance capabilities (e.g. planning short-and-long-term strategy, building partnerships with external organisations, etc.). Altogether, an overall Net Promoter Score for the programme of +78.4 was achieved.



Groundbreakers Leadership Programme Graduation



Panellists for BAGUS Together Groundup Evening (City of Good Summit 2025)

Bridges To deepen impact and foster strong collaborations with the community, Bridges focus on ecosystem strengthening through community networking efforts. Two signature events—the Groundup Exchange and the Groundup Evening as part of NVPC's City of Good Summit—were held in July 2024 and March 2025, respectively. Both events served as platforms for peer learning, partner-groundup networking, and the strengthening of community ties across the sector.

Increased Resource Partners to Better Support Our Groundups

FY24/25 proved to be a fruitful year in the area of Partnership Development for BAGUS Together. From space resource and pro bono sharing of legal expertise, to knowledge and skills support, nine new partners were onboarded with BAGUS Together. Key partnerships include 'TheOneHourProject', who conducted three pro bono workshops on marketing and public relations skills, while 'Ourshutterjourney' offered complimentary photography services to groundups. Each contributing partner helped to expand the support ecosystem available to groundups, enhancing their ability to promote their causes through various channels to better communicate their impact.



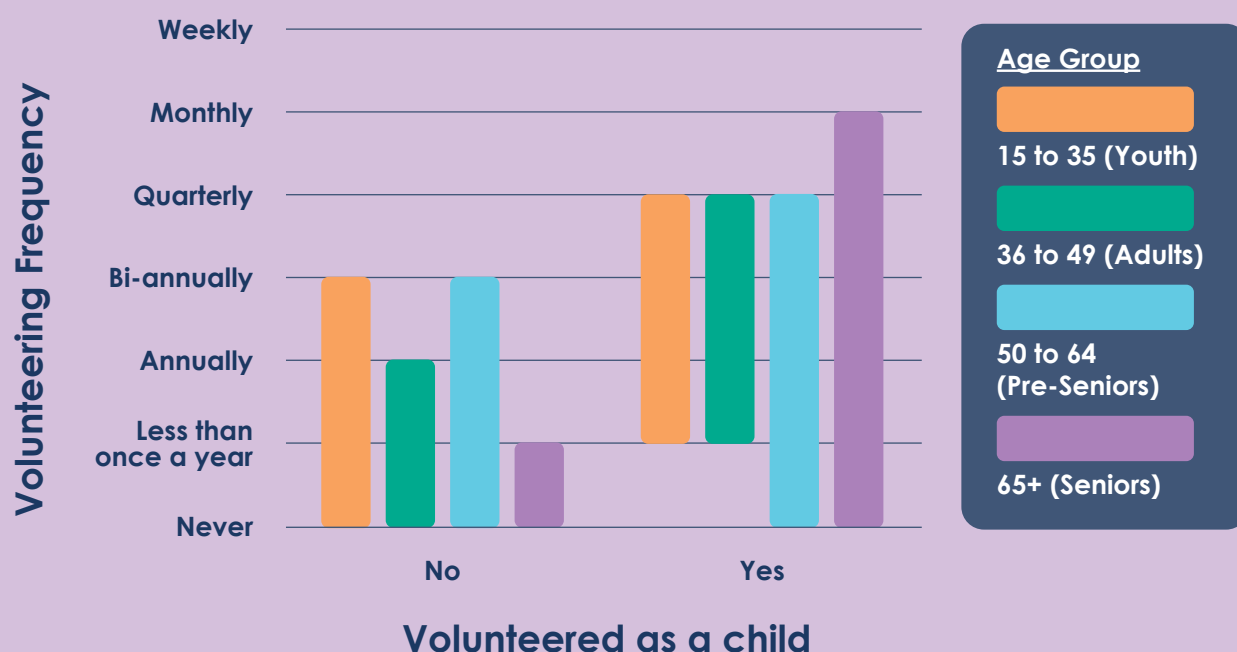
Attendees at BAGUS Together Groundup Evening (City of Good Summit 2025)

BAGUS Together has laid a strong foundation for the groundup ecosystem through targeted programmes, cross-sector partnerships, and peer-learning communities. Looking ahead, it remains committed to evolving with the sector's needs—scaling what works, exploring new opportunities, and continuing to empower Singapore's growing community of changemakers.

Nurturing the Next Generation of Givers

Recognising the pivotal role of young people in shaping the future of giving in Singapore, 'Nurturing the Next Generation of Givers' has emerged as a strategic focus for NVPC. This commitment transcends individual programmes, becoming a fundamental principle that will inform and integrate with all facets of NVPC's work.

NVPC's National Giving Study (NGS) 2023 showed a strong correlation between early exposure to giving and sustained philanthropic engagement in adulthood. Fostering an interest in giving during the formative years of young people, when values and perspectives are still taking shape, can have a long-term positive impact. As part of our mission to grow a culture of giving, NVPC aims to nurture a generation that inherently values social responsibility and actively contributes to the well-being of our community throughout their lives.



NVPC National Giving Study (NGS) 2023 – Drivers of Giving, Early Introduction to Giving

"I just like the aspect of empowering a lot better because I feel that for me, being in Singapore, I've had a lot of opportunities and I feel that many people in, not just in Singapore, but I think many other countries as well don't have these opportunities. And I think that it's just a little something that you can [do] so that you can... give people these opportunities better."

- 23-year-old student

"...if volunteering has a bit more of... the personal touch... in the sense that you really know... who you're making an impact on, you really kind of know... what organizations or who exactly is kind of benefiting from it. And I feel that's a lot more... meaningful to me personally."

- 23-year-old student

NVPC National Giving Study (NGS) 2023 – Drivers of Giving

Inspiring Youth: A Partnership for Purposeful Learning

NVPC embarked on a meaningful collaboration with the Ministry of Education (MOE) through the Project Work Marketplace of Ideas for the 2024 A-Level Project Work (H1) subject. By contributing a real-world problem statement focused on encouraging active volunteerism, NVPC offered students the opportunity to engage directly with pressing societal issues. This initiative reflects NVPC's commitment to nurturing young minds to see themselves as active contributors to society.

Launch of the Youth Advisory Group



In August 2024, NVPC formed the Youth Advisory Group (YAG) to explore ways to effectively engage the next generation of givers. Chaired by Suhaimi Zainul-Abidin, the group comprises Chan Chi Ling (Founder, Equitech Collective), Cho Ming Xiu (Founder, Campus PSY), Nabillah Jalal (Co-founder, ArtSee) and Yuvan Mohan (Corporate Affairs Manager, Lalamove). The YAG provides invaluable insights on existing initiatives, advises on the development of new approaches, and leverages the members' networks to amplify NVPC's reach and impact. This commitment to engaging youth perspectives was also evident in the inclusion of a dedicated youth panel at the City of Good Summit 2025.

Fueling the Future of Giving

With an eye on the future, NVPC's efforts in enabling the next generation will be activated through two key priorities:

The development of a comprehensive next-generation givers strategy

The proactive engagement of Institutes of Higher Learning to prototype and test new initiatives

Empowering the next generation is not merely an initiative; it is an investment to grow the culture of giving in Singapore. The growing wave of informal volunteering and active citizenry is distinctly youth-led, with the majority of groundup founders aged 35 years and below, according to NVPC's Groundup Initiative Study 2023 survey.

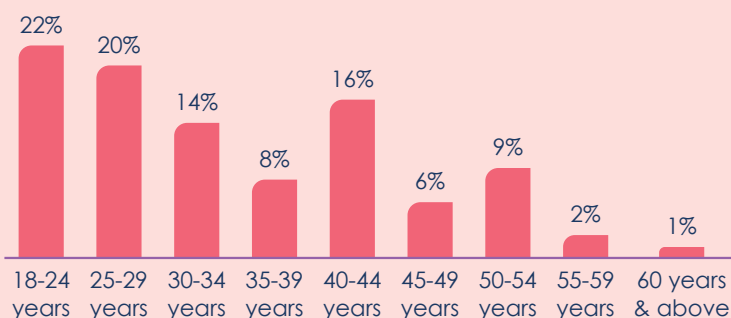


Figure 7: Age of groundup founders (n=85)

NVPC encourages its partners and stakeholders to consider how their respective roles can contribute to this vital effort, whether through innovative ideas, direct engagement with youth, or collaborative partnerships. By working together, the next generation can be inspired to become active citizens, impactful leaders, and dedicated contributors to society.

Groundup Initiative Study 2023 - Charting the Groundup Journey

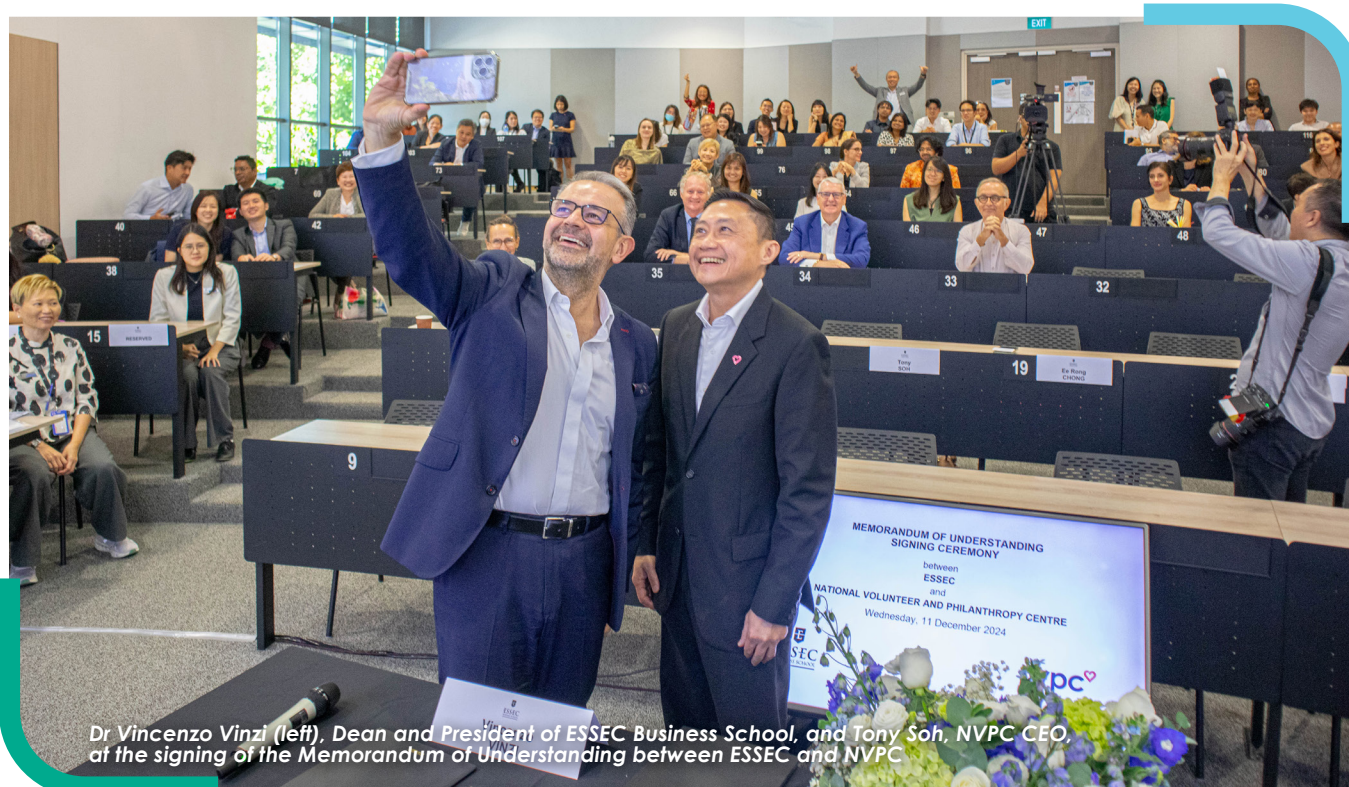
The Power of Partnerships and Collective Action

Partnerships strengthen the giving ecosystem, scale impact, foster innovation and co-create solutions meaningfully. In FY24/25, we deepened collaborations with existing partners, and forged new partnerships to co-create programmes and platforms that promote a culture of giving and strengthen capabilities for impactful philanthropy.

Empowering future business leaders to drive purposeful business practices

In November 2024, Singapore Polytechnic's School of Business introduced the Business Essentials Through Action (BETA) Programme in partnership with NVPC and Mentoring SG. This innovative initiative provides students with hands-on experience in venture creation and industry mentorship with a strong emphasis on social impact and Corporate Purpose. The partnership also connects students to NVPC's Company of Good network for industry exposure and experiential learning, with the aim of nurturing socially responsible leaders who can drive positive change.

Another partnership with an Institute of Higher Learning was with ESSEC Business School, enabling their largest corporate volunteering effort to expand and deepen social impact in Singapore. Leveraging NVPC's expertise and connections with non-profits, more than 500 students, alumni, faculty and staff members will commit to at least 2,000 service and skill-based volunteering hours. A case study will be co-developed by ESSEC and NVPC to examine the impact, success factors and best practices of the volunteering initiative to share and better equip corporates looking to embark on similar projects.



Dr Vincenzo Vinzi (left), Dean and President of ESSEC Business School, and Tony Soh, NVPC CEO, at the signing of the Memorandum of Understanding between ESSEC and NVPC

Collaborative Impact: Evidence Meets Practice

NVPC advances knowledge in the non-profit landscape through strategic collaborations that blend research rigour with sector relevance. One notable example is the [Effective Fundraising Communications Playbook](#), developed in collaboration with the Behavioural Insights Team (BIT) and Ministry of Culture, Community and Youth (MCCY). This study drew on behavioural science principles and investigated the types of fundraising messages that resonate most with donors. Findings were compiled into an accessible playbook featuring 12 behavioural principles, along with a toolkit to help charities evaluate the effectiveness of their fundraising communication strategies. NVPC co-developed the playbook with participating charities in Singapore to ensure sector relevance, BIT led the experiments, and MCCY provided valuable feedback at key stages—demonstrating how cross-sector collaboration can deliver actionable and impactful outcomes.

Fostering Collaborative Networks: City of Good Summit 2025

The City of Good Summit 2025 gathered over 1,000 leaders and changemakers from the people, private, and public sectors to strengthen partnerships, catalyse connections, and inspire action. The Summit featured strategic segments designed to deepen collaboration across the giving ecosystem.



Leaders and changemakers came together to exchange ideas and build partnerships for greater impact



Dr Ming Tan moderating a panel discussion with Arthur Lang and Claus Meyer on activating communities for impact

The inaugural Fundraising Forum brought together passionate fundraisers, charity leaders, and philanthropic partners to chart a stronger, more resilient giving ecosystem for Singapore. Saurabh Sadhana, founder of Urooj Insights, delivered a compelling presentation titled 'The Segmentation Advantage: Power Fundraising, Supercharge Giving'. Understanding donor segments helps non-profits tailor strategies, deepen engagement, and grow inclusive, digital-first giving.

Local fundraisers Charlotte Nors (SRT), Sherwan Sharip (Dementia SG), Jeremy Khoo (Caritas), and Saleemah Ismail (New Life Stories) shared their experiences in a panel on how charities can more effectively engage donors, maintain efficiency, and build stronger fundraising capabilities for the future.

Other segments of the Summit included the third edition of State of Play 2025 and the BAGUS Together Groundup Evening, which fostered dialogue and connection across communities.

Together, these segments reinforced the importance of cross-sector collaborations. The Summit served as a catalyst for meaningful partnerships and inspiring collective action, paving the way for a stronger culture of giving and collaboration in Singapore.

Celebrating Impact: President's Volunteerism & Philanthropy Awards 2024



The 12th edition of the President's Volunteerism & Philanthropy Awards was held on 13 November 2024, celebrating 13 exemplary winners. These awards represent the nation's highest honour for individuals and organisations that demonstrated excellence in giving. Conferred by the President of the Republic of Singapore, the Awards are dedicated to recognising sustained, impactful giving.

PVPA 2024 saw the highest number of awardees to date, including three categories with two winners each. This milestone reflects the exceptional quality of the 294 nominations received, marking the highest number in the past two years. PVPA 2024 partnered with the Ministry of Social and Family Development to strengthen outreach and surface strong nominees.

Among the 13 winners was Dr Sushilan Vasoo, recipient of the Leaders of Good (Adult) award. Over five decades, he made extensive contributions to Singapore's Social Service Landscape. His early work piloting innovative, community-based projects laid the foundation for mainstream services like the Family Service Centres today. In recognition of his lifelong service, he also received the Outstanding Lifetime Volunteer Award from MSF. Dr Vasoo remains active in community organisations and shares his insights as an educator, inspiring generations of social workers and volunteers.

The judging process was carried out by an esteemed panel of leaders and representatives from the 3P—People, Private and Public. For the first time, in-person conversations with finalists allowed judges to gain deeper insights into their motivations and impact. This approach ensured a diverse range of perspectives, shaping the selection of awardees and furthering PVPA's mission to recognising impactful contributions.

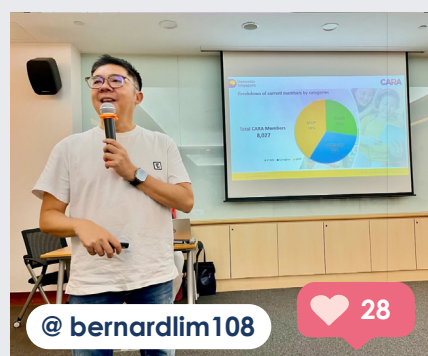
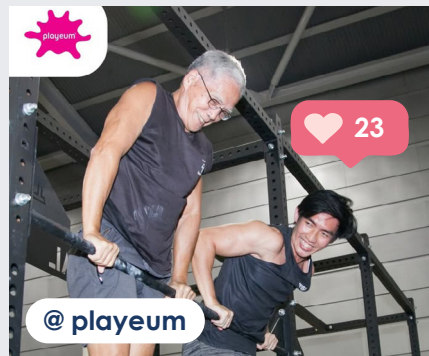
Looking ahead, PVPA will continue evolving to remain relevant and reflective of emerging giving trends. PVPA 2025 will introduce a new award category named 'Communities of Good' to recognise charities and community organisations that enable sustained impact, reinforcing NVPC's commitment to nurturing an inclusive and strategic giving landscape.



President Tharmar Shanmugaratnam engaging with award recipients at the PVPA 2024 Winners' Showcase Gallery, held at Raffles Hotel on 13 November 2024. The gallery highlighted stories of impact from individuals and organisations recognised for their exemplary contributions to building a City of Good

Snapshots

@nvpcsg
@giving.sg
@bagustogethersg



NVPC's Purpose:

Guiding Our Way Forward



Corporate Purpose defines why a company exists—it is the North Star that shapes its ethos, informs its strategy, and aligns all aspects of its operations. NVPC is committed to embedding corporate purpose into every facet of the organisation.

As the steward of Singapore's City of Good vision, NVPC is well-positioned to inspire positive change and contribute meaningfully to the communities it serves.

Our approach to corporate purpose is operationalised across five key impact areas: People, Society, Governance, Environment, and Economic—ensuring that purpose is not just aspirational, but actionable and accountable.

People: *Our commitment to growth and well-being*

We cultivate an inclusive workplace by embedding diversity, equity, and inclusion through progressive HR practices.

Through continuous learning and development opportunities, such as NVPC's annual learning festival and individual training programmes, our workforce is empowered to grow and contribute meaningfully to NVPC's shared success.

In September 2024, NVPC hosted our annual Learning Festival, centred on the theme of Environmental, Social, and Governance (ESG). The festival featured a panel discussion with ESG experts from diverse fields, including representatives from Aperion Bioenergy, Baker Tilly, and the Institute of Policy Studies. They shared insights on sustainability, consumer influence, and how ESG principles can strengthen organisations. NVPC board member Dr. Mathew Mathews also delivered a thought-provoking session on social cohesion and inclusivity in Singapore.



NVPC employees traded their usual office view for a refreshing, nature-filled adventure at Lower Peirce Reservoir

Complementing the discussions were learning journeys to Semula Trails, Sheng Siong, and Wholesome Savour. These immersive experiences offered employees a deeper understanding of sustainability, social innovation, and ethical leadership—from inclusive foodtech practices and environmental conservation to people-centric business operations. These engagements reinforced NVPC's commitment to continuous learning, and purposeful leadership.

Society: Strengthening communities through impactful engagement

NVPC is committed to advocating for a strong culture of volunteerism and philanthropy among its employees. Company-wide giving initiatives and six days of paid volunteer leave are offered to staff to contribute to causes they are passionate about.

Volunteering in action



NVPC employees engaging seniors in a game of dominos

As part of NVPC's ongoing commitment to community engagement, a partnership with Yong-En Care Centre was established to offer regular lunchtime volunteering opportunities for employees. In FY24/25, 51 volunteering hours were contributed through this initiative.

These sessions saw employees spending their lunch hour connecting with seniors, including individuals living with dementia. Volunteers engaged the elderly through simple yet meaningful activities such as playing dominos and sharing warm, heartfelt conversations - exchanging stories on traditional remedies, tips for staying joyful, and reflections on living well in their golden years.

These sessions not only brought joy to the seniors but also served as a reminder of the impact of small, consistent acts of care in building a more compassionate community.

On 27 November 2024, NVPC hosted our annual Volunteering Day, welcoming 40 clients from MINDS to its office. The day was filled with warmth, laughter, and shared creativity through an engaging arts and crafts session, followed by a heartwarming lunch session.



NVPC employees doing arts and craft with clients from MINDS

Nurturing an engaged and giving workforce

NVPC continued to champion a culture of giving through a series of staff-led initiatives under the Giving Hour programme. These activities blended creativity, collaboration, and compassion—mobilising different NVPC teams to make a meaningful impact within the community.



The first Giving Hour featured a local delights sale, featuring favourites like Kueh Pie Tee, Salted Egg Yam Cake, and Kueh Lapis Sagu. This delicious spread brought colleagues together while raising funds for Yong-En Care Centre.



The APSN team showcased a vibrant array of merchandise for sale in support of their fundraising efforts

For the second Giving Hour, employees contributed handmade and pre-loved items—from fashion pieces and cosmetics to toys and bags—for a Silent Auction held in office. Bidding gave new life to these cherished items and raised funds for the Red Cross Home for the Disabled. Alongside the auction, a series of talks featuring partners from APSN, Flour Power, and Trampoline was curated. These insightful sessions highlighted inclusive employment practices and empowered employees with tangible ways to support persons with disabilities in Singapore.

Together, these two Giving Hour events raised over S\$2,000, benefiting the Red Cross Home for the Disabled and Yong-En Care Centre.

Other teams also organised meaningful sessions to inspire and activate giving in different forms. One event was focused on using one's ties and harnessing the power of social networks. Employees learnt and explored how to effectively use social media to amplify and support deserving causes within their circles.

In another session, NVPC employees stepped forward to share heartfelt stories of their volunteering journeys. Their personal accounts deeply resonated with colleagues, turning the session into a space of reflection and inspiration.

Governance: Upholding integrity and building resilience

At NVPC, the highest standards of corporate governance are upheld by ensuring transparency, accountability, and ethical conduct through strong oversight of the NVPC board, adherence to the Code of Governance for Charities, and robust internal controls. NVPC's commitment to operational resilience is reflected in a comprehensive Enterprise Risk Management Framework that safeguards against disruptions and ensures business continuity through a crisis preparedness exercise and updating of plans and contact information annually. NVPC reviews its key risks and policies, including Anti-Money Laundering and PDPA, regularly to ensure their relevance and robustness. Independent auditors review the internal controls and report the outcome to the Board Audit and Risk Committee.

NVPC understands that employees play a key role in governance and equips our employees with the required knowledge and skills through regular training, lunchtime talks, and sharing sessions on governance.

NVPC also takes a systematic approach to Board governance. All board members serve a maximum of three terms and come from diverse backgrounds. NVPC also seeks to increase the effectiveness of Board and Committee members through learning journeys, annual Board retreat and other programmes. NVPC also evaluates the effectiveness of the Board and Committees through the annual Board experience survey. All nominations to the Board and Committees are approved by the appropriate level of authorities.

By actively engaging stakeholders, NVPC anticipates risks, implements proactive measures, and strengthens its governance for sustained impact.

Environment: Driving sustainability and resource efficiency

NVPC is committed to responsible resource utilisation by optimising energy and water consumption, reducing waste, and enhancing sustainable office infrastructure. NVPC raises awareness through educational initiatives and integrates eco-friendly practices into its operations and events. Through partnerships with responsible suppliers, NVPC prioritises sustainable materials and energy-efficient products with low carbon footprint.

Economic: Financial stewardship and ethical procurement

NVPC upholds sound fiscal management through strategic financial planning, transparent reporting, and responsible budgeting to maximise impact and ensure long-term sustainability. It prioritises procurement partnerships with social enterprises and Companies of Good, aligning sourcing decisions with its goal to drive positive social change. By managing resources effectively and collaborating with responsible partners, NVPC strengthens our financial resilience while fostering a more sustainable and inclusive economy.



State of Giving

A Global Shift: The Evolving Landscape of Giving

A recent Gallup World Poll painted a picture of a world that has become less generous—helping strangers in need, volunteering, and donating money saw global declines in 2024¹. Yet, this does not necessarily mean waning compassion—rather, it might suggest a shift in how people engage in charitable giving and contribute to their communities.



On the global stage, philanthropy is becoming more democratised and demand-driven. People are increasingly giving with purpose; for many, the act of giving is no longer just about altruism—it is deeply intertwined with personal values, social connections, and the belief that their contributions can spark meaningful change^{2,3}. The rise of digital platforms has also played a significant role in transforming traditional charity dynamics; social media fundraising, crowdfunding, and the digitalisation of charitable donations have made giving more immediate and accessible, especially among the younger generations of givers—the Gen Z and Millennials^{2,3}.

Yet, challenges persist. Economic uncertainty and the rising cost of living can discourage charitable giving. A lack of trust in charitable organisations presents an additional barrier, especially when givers are unsure how their resources will be used. Consequently, the desire for transparency and measurable outcomes is increasingly becoming a demand from givers, who want to know that their contributions will result in a tangible change³.

¹ Gallup, [Global Generosity: World Felt Less Charitable in 2024](#) [website] (accessed 13 May 2025).

² UBS, [Trends in Philanthropy 2025: Spotlight on Next Gen](#) [report] (accessed 13 May 2025).

³ Indiana University Lilly Family School of Philanthropy, [The Next Generation of Philanthropy](#) [website] (accessed 13 May 2025).

The State of Giving in Singapore: A Nation of Generosity



In Singapore, the culture of giving mirrors global trends while reflecting local values. In 2023, 62% of Singaporeans made charitable donations, and 30% volunteered their time⁴. These figures point to a strong foundation of generosity, and beneath these statistics lies a dynamic story of change and growth.

Singaporeans are embracing causes that align with their personal convictions. They are increasingly motivated by a desire to help others and knowledge that they have made an impact⁴. Digital platforms like giving.sg have also transformed giving from a passive act into an engaged, intentional experience; youths (15 to 35 years old) and adults (36 to 49 years old) stated a preference for using social media platforms to give, such as leading or giving to fundraising campaigns⁴.

Trust has become an even more crucial factor in charitable giving, especially as such digital platforms gain prominence. Donors are more likely to give when they believe an organisation is credible⁴. This makes it essential for charities to demonstrate transparency in how donations are used and to provide clear, visible signals of trustworthiness.

Beyond these trends in motivation and behavior, Singapore's giving culture is also evolving in form. There has been a rise in vibrant, community-led efforts—such as informal giving circles⁵ and ground-up initiatives^{6,7}—that are gaining both traction and impact. These grassroots movements reflect a deeper shift toward relational and purpose-driven giving, where generosity is co-created through shared values and collective action, rather than simply transactional support.

⁴ National Volunteer and Philanthropy Centre, [National Giving Study 2023](#) [website] (accessed 13 May 2025).

⁵ National Volunteer and Philanthropy Centre, [Value of Giving Circles](#) [website] (accessed 14 May 2025).

⁶ National Volunteer and Philanthropy Centre, [Ground-up Initiative Study Report 2023](#) [website] (accessed 04 June 2025)

⁷ National Volunteer and Philanthropy Centre, [Bagus Together](#) [website] (accessed 14 May 2025).

Purpose-Driven Businesses: The Corporate Role in Singapore's Non-Profit Sector

The role of corporate entities in Singapore's non-profit sector has undergone a significant shift in recent years. While businesses have long been involved in corporate giving, many are now recognising the importance of integrating social impact into their core business strategies⁸. Purpose-driven businesses are at the forefront of this change, with companies increasingly aligning their operations with causes that reflect their values.

This transformation in corporate giving to one that embraces Corporate Purpose has taken on a holistic approach. Rather than simply making financial donations, companies are focusing on driving change in five impact areas: people, society, governance, environment, and economic⁹. These companies see their charitable activities as an extension of their ethos, a way to engage both employees and customers in their shared values. Purpose-driven business models are rapidly gaining ground⁷, with companies recognising that their philanthropic efforts can drive both societal change and brand loyalty.

The Road Ahead: The Future of Giving in Singapore

Looking ahead, the future of giving in Singapore is both promising and complex. As global uncertainties continue to shape the world, the desire for meaningful, impactful philanthropy is growing stronger. The role of technology in philanthropy will only increase, with digital platforms continuing to play a central role in fundraising and giver engagement.

In addition, as more businesses adopt Corporate Purpose as a core principle, the blending of profit and purpose will become increasingly common. This alignment between business goals and social impact will shape the next generation of philanthropy in Singapore, where the boundaries between corporate and community efforts will continue to be integrated.

In this evolving world of giving, one thing is clear: generosity, at its heart, is about creating lasting change for people and communities, both near and far. The next chapter of Singapore's philanthropic story will likely feature a greater emphasis on youth engagement, digital innovation, and sustainable solutions to social challenges. With a vibrant non-profit ecosystem where Everyone gives Every day and Everywhere, the culture of giving in Singapore is poised to thrive, ensuring a brighter future for all.

⁷ National Volunteer and Philanthropy Centre, [Bagus Together](#) [website] (accessed 14 May 2025).

⁸ National Volunteer and Philanthropy Centre, [Company of Good 2024 Cohort Report](#) [website] (accessed 14 May 2025).

⁹ National Volunteer and Philanthropy Centre, [Corporate Purpose: A Framework & Blueprint for Businesses in Singapore](#) [website] (accessed 14 May 2025)

Leadership: Board of Directors and Senior Management

Board of Directors

The NVPC Board currently comprises 14 Board Directors and 1 Board Advisor and is chaired by Mr Seah Chin Siong.



Name	Date of Appointment	Designation
Mr Seah Chin Siong Chairman	9 November 2016 Re-appointed as Chairman on 1 January 2021	Former President & Chief Executive Officer, Singapore Institute of Management



Name	Date of Appointment	Designation
Ms Chong Ee Rong Vice Chairman	1 October 2020 Appointed as Vice Chairman on 1 July 2021	Director, Certis Group



Name	Date of Appointment	Designation
Ms Amy Hing	1 September 2023	Deputy Secretary, Ministry of Culture, Community and Youth



Name	Date of Appointment	Designation
Ms Tan Li San	1 October 2020	Chief Executive Officer, National Council of Social Service

Board of Directors



Name	Date of Appointment	Designation
Mr Gerry Chng	1 October 2020	Partner, Head of Cyber, KPMG Services



Name	Date of Appointment	Designation
Dr Goh Wei Leong	1 September 2023	Co-Founder & Advisor, HealthServe



Name	Date of Appointment	Designation
Mr Jason Chan	1 October 2020	Partner, Allen & Gledhill LLP



Name	Date of Appointment	Designation
Mr Lawrence Ang	1 September 2023	Executive Director, Landz Consulting Pte Ltd



Name	Date of Appointment	Designation
Dr Mathew Mathews	1 October 2020	Head of Social Lab & Principal Research Fellow, Institute of Policy Studies

Board of Directors



Name	Date of Appointment	Designation
Mr Suhaimi Zainul-Abidin	1 October 2020	Chief Executive Officer, Quantedge Capital Pte Ltd



Name	Date of Appointment	Designation
Ms Liew Wei Li	1 October 2024	Director-General of Education, Ministry of Education



Name	Date of Appointment	Designation
Dr Ming Tan	1 October 2024	Founding Executive Director, Tech for Good Institute



Name	Date of Appointment	Designation
Mr Mohamed Irshad	1 October 2024	Head of Corporate Affairs for ASEAN, Tata Consultancy Services



Name	Date of Appointment	Designation
Mr Shee Tse Koon	1 October 2024	Group Executive & Group Head of Consumer Banking and Wealth Management, DBS Bank

Board Advisor



Name	Date of Appointment	Designation
Mr Eugene Seow	1 October 2020	Founding Lead, E3TWENTY

Board of Directors (Retired)

Name	Date of Appointment	Designation
Ms Cho Pei Lin	1 October 2018 <i>Retired 30 September 2024</i>	Managing Director, APRW Pte Ltd

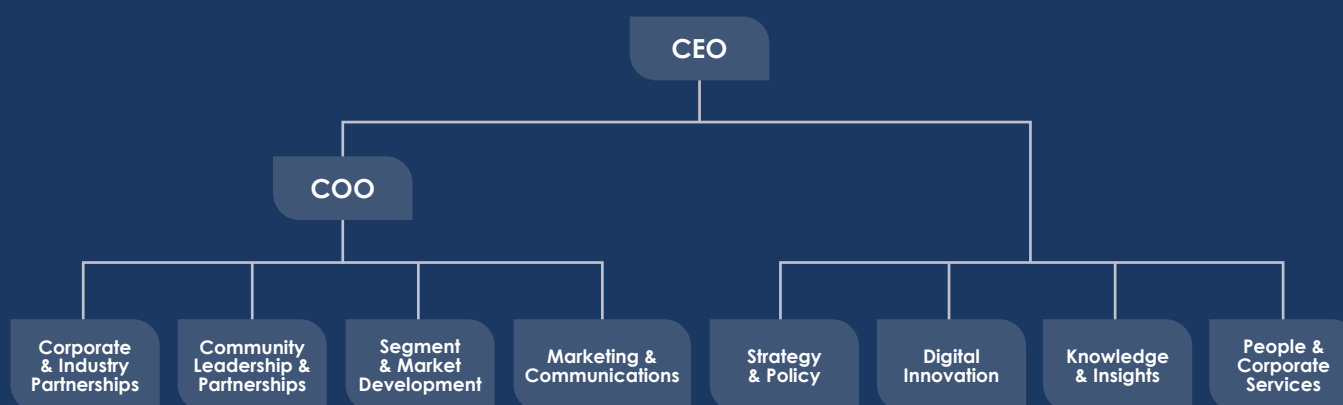
Name	Date of Appointment	Designation
Mr Edmund Wong	1 October 2018 <i>Retired 30 September 2024</i>	Head, Real Estate Business Management & Operations, GIC Pte Ltd

Name	Date of Appointment	Designation
Mr Sim Guan Seng	1 October 2020 <i>Retired 30 September 2024</i>	Managing Director, Valaston Assurance PAC

Senior Management

Name	Designation
Mr Tony Soh	Chief Executive Officer
Mr Tony Lai	Chief Operating Officer
Mr Lenard Raymond Pattiselanno	Senior Director, Community Leadership & Partnerships
Ms Lin Sufei	Director, Corporate & Industry Partnerships
Ms Amy Teo	Director, People & Corporate Services
Ms Ng Soek Mun	Director, Strategy & Policy and Director, Knowledge & Insights

Organisational Structure



Board Roles & Responsibilities

The Board of Directors is the governing body of NVPC and is responsible to ensure that NVPC is governed and managed responsibly and prudently to achieve organisational effectiveness, credibility and sustainability.

The NVPC Board is responsible for the following tasks, and each Director plays a part in it:

- a. Review the vision and mission statements of NVPC to keep its goals and objectives relevant.
- b. Focus on policy, strategy and governance of NVPC.
- c. Discuss and approve the strategic plans and annual work plans of NVPC and ensure that they are aligned to the vision and mission of NVPC.
- d. Review NVPC's Constitution, as necessary.
- e. Set policies and guidelines for financial limits, internal control procedures and budget overspending.
- f. Review and approve the annual budget and financial statements of NVPC.
- g. Review periodic work progress reports and financial reports to monitor and evaluate NVPC's performance.
- h. Recommend the external auditor for approval by Members of the Company.
- i. Appoint individuals to standing or ad hoc sub-committees to review, recommend or endorse operational plans in areas such as HR, Finance, etc.
- j. Select, support and assess the Chief Executive Officer (CEO).
- k. Provide advice to the CEO and management as needed to achieve the vision and mission of NVPC.
- l. Plan for development, succession and diversity of the NVPC Board.
- m. Define policies on acceptance of controversial or huge donations.
- n. Steer executive transition.

Board Advisors are appointed to fulfil the following purposes:

- a. Provide strategic guidance to the NVPC Board so that the management can continue to advance the organisation's vision, mission, and strategic initiatives.
- b. Advise, mentor, and provide continuity to management in critical business areas and/or strategic projects.

Board Directors and Advisors serve on a voluntary basis and do not receive any compensation.

Board Composition

The Directors of the NVPC Board are appointed by NVPC with the Directorship and Consultancy Appointments Council as the approving authority. The Board shall consist of:

1. A Chairman, to be appointed by the Minister for Culture, Community and Youth;
2. A Vice Chairman;
3. 2 ex-officio Directors, one each from the Ministry of Culture, Community and Youth and the National Council of Social Service
4. Up to 11 other Directors with relevant expertise and a passion for NVPC's mission in volunteerism and philanthropy.

Board Advisors are appointed by the Chairman and are invited to attend Board meetings held quarterly. They do not have voting rights or legal responsibilities. Advisors are appointed for a term similar to that of the Board's, for a period of 2 years per term.

Board Appointment & Recruitment

Directors of the Board are appointed based on merit of their calibre, experience, stature, passion to contribute towards the mission and vision of the organisation, as well as the ability to provide relevant and strategic networks and relationships to further the growth of the organisation. The Nomination Committee has oversight of the appointment and re-appointment of Directors and has in place a formal process for the renewal of the Board and the selection of new Directors, including identifying skills needed based on the organisation's strategic needs, assessment of current skills on the board, and defining the gap that needs to be addressed.

To identify potential candidates, the Nomination Committee taps on 1) BoardMatch, a service run by the Centre for Non-Profit Leadership (CNPL) that seeks to bring diversity and rejuvenation to Boards of non-profit organisations by matching senior executives with at least five years of management and leadership experiences from both the public and private sectors to the Boards of non-profits, as the first port of call; and 2) Board members' networks. The Committee evaluates the nominations based on the needs of NVPC and the skill gaps of the Board. It also considers the need for diversity in terms of gender, ethnicity, expertise, and sectoral experience. The Board Chairperson will meet with the shortlisted candidate(s) to assess their suitability and make final recommendations to the Committee for endorsement.

All Board appointments and re-appointments are approved by the Minister of Culture, Community and Youth.

Board Renewal

As part of the Board succession planning and renewal process, Directors are appointed for a term of up to 2 years and will be eligible for re-appointment, up to a maximum tenure of 6 consecutive years. The Chairman's tenure is considered separate from his/her tenure as a Board Director but is similarly subject to the maximum tenure of 6 consecutive years except with the written approval of the Minister of Culture, Community and Youth. The Finance Committee Chair has a maximum term limit of 4 consecutive years.

Board renewal considers the present and future needs of NVPC. The Nomination Committee conducts an annual review of the Board's composition to ensure suitability, diversity and relevance to the organisation's strategic needs.

In making recommendations to the Ministry of Culture, Community and Youth on the re-appointment of Directors of the Board, the Nominations Committee reviews among other factors, the Directors' expertise, length of service, and their continued passion and ability to commit time to contribute towards NVPC's mission and vision.

Board Effectiveness

The Board of Directors taps on the BoardPulse diagnostic tool created by CNPL to evaluate the overall effectiveness of the Board. BoardPulse is a self-assessment diagnostic tool for the Boards of charities and non-profit organisations to further strengthen their leadership capability and capacity by providing insights for Boards to reflect upon their developmental next steps to enhance overall effectiveness and efficiency.

The NVPC Board goes through the BoardPulse assessment every two to three years, depending on changes to the Board Chairman/Directors or when the organisation goes through a strategy refresh. The Board of Directors and management of NVPC participate in an online survey, capturing their perspectives on the Board's composition, experience, expertise, and effectiveness. Survey responses are kept anonymous.

The results are analysed by CNPL and two external consultants, who would identify and propose improvement areas required of the board. Directors are invited to attend a workshop where the survey results are presented, as well as to conduct action planning based on the suggested areas of improvement. Based on the agreed action planning outcomes, CNPL and the external consultants develop a final report to capture the decisions made at the workshop. Upon receipt of the final BoardPulse report, the owners of the action items ensure that the identified area(s) of improvement are addressed.

Board Engagement & Training

To familiarise directors with the organisation and the non-profit sector, each new director receives a digital onboarding kit to familiarise themselves with NVPC's policies, processes, and organisation structure and is paired up with a buddy from the Leadership Team to be their go-to person for any questions on the organisation. The management provides quarterly updates at Board meetings to update on the performance of key focus areas and new strategic initiatives.

Board Directors and Advisors are encouraged to join the organisation's events and workshops, such as our NVPC Board Retreat and Board Speaker Series, to help increase their understanding of the opportunities and achievements of the sector. In collaboration with CNPL, Directors are also invited to webinars and talks, e.g. Board Connect Series, to increase their knowledge of the sector. Directors of the Board are also invited to participate in NVPC's signature events to enhance their learning and connect with sector experts, researchers and policy makers. These events included our long running 'In Conversation with the Commissioner of Charities and Charity Council' series and our City of Good Summit.

Board Committees

Board Committees assist and provide advice/guidance to the Board of Directors in carrying out its functions and the exercising of its powers. Board Committee are chaired by Board Directors.

Membership of the Board Committees is carefully selected to ensure that a diverse range of views and experiences is captured amongst its members. Each Board Committee has its Terms of Reference which are approved by the Board. Board Committees provide updates and reports of their decisions to the Board on a quarterly basis.

Executive Committee

The Executive Committee formulates and provides oversight of policy, strategic, and financial matters. It also provides oversight of corporate governance such as Board & Committees' structure, size, skills, composition, and renewal plans, in relation to the Constitution. It reviews the appointment of any Director and Committee Member and evaluates the CEO's performance.

Name	Appointment
Mr Seah Chin Siong	Chairman
Ms Chong Ee Rong	Vice Chairman
Ms Amy Hing	Member
Mr Gerry Chng	Member
Mr Lawrence Ang	Member
Mr Suhaimi Zainul-Abidin	Member
Mr Edmund Wong	Member (Retired 30 September 2024)
Mr Sim Guan Seng	Member (Retired 30 September 2024)

Nomination Committee

The Nomination Committee reviews the structure, size, skills, and composition of the Board in relation to the Constitution; and reviews the appointment and re-appointment of Directors.

Name	Appointment
Mr Seah Chin Siong	Committee Chair
Ms Chong Ee Rong	Member
Ms Amy Hing	Member
Mr Gerry Chng	Member
Mr Lawrence Ang	Member
Mr Suhaimi Zainul-Abidin	Member
Dr Goh Wei Leong	Member
Mr Edmund Wong	Member (Retired 30 September 2024)
Mr Sim Guan Seng	Member (Retired 30 September 2024)

Audit & Risk Committee

The Audit & Risk Committee assists the Board in overseeing risk management and internal control measures to safeguard and protect the assets and interests of NVPC. It reviews and approves the appointment of internal and external auditors, audit plans, and endorses the audited financial statements before they are presented to and approved by the Board.

Name	Appointment
Mr Gerry Chng	Committee Chair
Mr Edmund Wong	Committee Chair <i>(Retired 30 September 2024)</i>
Ms Bridgit O'Donovan	Member
Dr Chinnu Palanivelu	Member
Mr Gurbinder Singh	Member
Mr Jason Chan	Member

Digital Committee

The Digital Committee advises NVPC on harnessing technology in building its digital platforms to enable a leading, smart, giver-centric national giving ecosystem.

Name	Appointment
Mr Lawrence Ang	Committee Chair
Ms Chan Chi Ling	Member
Ms Chiang Yoke Fun	Member
Mr Kwok Quek Sin	Member
Ms Lee Shwu Yi	Member
Ms Mayda Lim	Member
Mr Sutowo Wong	Member
Mr Yeo Teck Guan	Member <i>(Retired 31 March 2025)</i>

Finance Committee

The Finance Committee oversees the finance function of NVPC and ensures strong corporate governance. It advises, approves, and endorses financial policies for implementation. It also provides advice and guidance on financial matters.

Name	Appointment
Mr Suhaimi Zainul-Abidin	Committee Chair
Mr Sim Guan Seng	Committee Chair <i>(Retired 30 September 2024)</i>
Ms Adeline Hoe	Member
Ms Amy Hing	Member
Mr Jason Tan	Member
Mr Vincent Ling	Member
Mr Hui Yew Ping	Member <i>(Retired 30 September 2024)</i>

Human Resource Committee

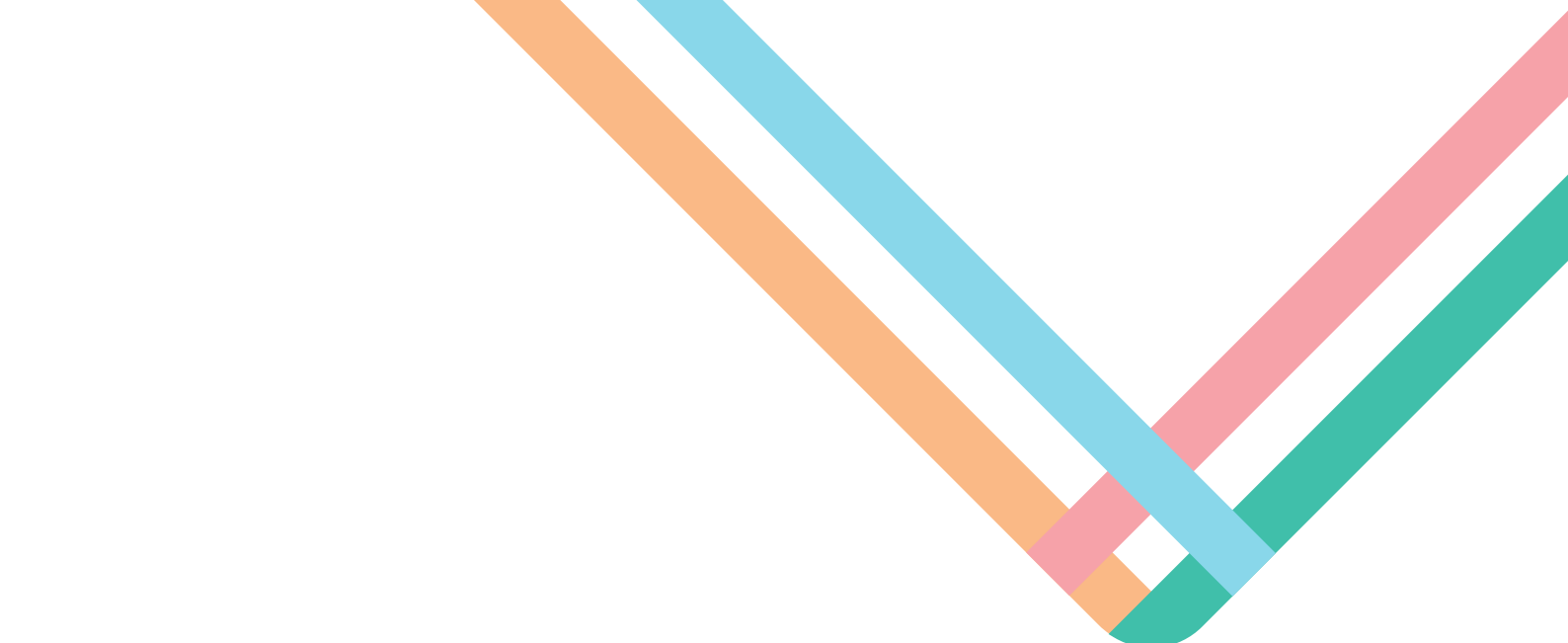
The Human Resource Committee assists the Board in fulfilling the Board's oversight responsibilities in the areas of recruitment, manpower planning, staff development, staff appraisal, remuneration, termination, and other key human resource matters.

Name	Appointment
Ms Chong Ee Rong	Committee Chair
Mr Sim Gim Guan	Advisor
Ms Adel Tan	Member
Ms Doris Sohmen-Pao	Member
Dr Douglas O'Loughlin	Member
Mr Edmund Siah	Member
Ms Grace Yip	Member
Ms Mary Yong	Member
Mr Shailesh Ganu	Member
Mr Na Boon Chong	Member <i>(Retired 30 September 2024)</i>
Ms Shaily Gupta	Member <i>(Retired 30 September 2024)</i>

NVPC Board Meeting Attendance for the Financial Year of 1 April 2024 to 31 March 2025

All Directors of the NVPC Board are expected to attend Board meetings every quarter, or as required. Generally, Board papers are disseminated to the Board one week before each meeting to encourage meeting preparations and effective discussions.

Name & Appointment	Board Meeting Attendance
Mr Seah Chin Siong Chairman	4/4
Ms Chong Ee Rong Vice Chairman	3/4
Ms Amy Hing Board Director	4/4
Ms Tan Li San Board Director	4/4
Mr Gerry Chng Board Director	4/4
Dr Goh Wei Leong Board Director	4/4
Mr Jason Chan Board Director	4/4
Mr Lawrence Ang Board Director	3/4
Dr Mathew Mathews Board Director	4/4
Mr Suhaimi Zainul-Abidin Board Director	4/4
Ms Liew Wei Li Board Director, Appointed 1 October 2024	2/2
Dr Ming Tan Board Director, Appointed 1 October 2024	2/2
Mr Mohamed Irshad Board Director, Appointed 1 October 2024	2/2
Mr Shee Tse Koon Board Director, Appointed 1 October 2024	1/2
Ms Cho Pei Lin Board Director, Retired 30 September 2024	2/2
Mr Edmund Wong Board Director, Retired 30 September 2024	2/2
Mr Sim Guan Seng Board Director, Retired 30 September 2024	1/2



CORPORATE **INFORMATION**

Corporate Governance

The National Volunteer and Philanthropy Centre was incorporated on 1 September 2008 as a Company Limited by Guarantee and registered under the Charities Act on 6 Nov 2008 with Institutions of a Public Character (IPC) Status. NVPC is in compliance with the Code of Governance for Charities and IPCs.

Charity Registration Number:	002127
IPC Number:	IPC 000645
Company Registration Number (UEN):	200817256W
Registered Address:	6 Eu Tong Sen Street, #04-88, The Central, Singapore 059817
Bankers:	DBS Bank & Standard Chartered Bank
External Auditor:	Forvis Mazars LLP
Corporate Secretary:	CorpServe

Disclosure & Transparency

NVPC maintains a steadfast commitment to upholding a high standard of accountability and transparency. As part of this commitment, NVPC consistently provides accessible information about our programmes, operations, financials, Board, and management through multiple channels such as annual reports, the organisation website, and social media platforms.

The total annual remuneration of the three highest paid employees is disclosed in the bands of \$100,00 as follows:

Remuneration Bands	Number of Employees (2024)	Number of Employees (2025)
\$S\$300,001 and above	2	2
\$S\$200,001 to \$300,000	1	1
\$S\$100,001 to \$200,000	-	-

Note: The 3 highest paid employees do not serve on the Board of Directors.

NVPC does not have staff who are close members of the family of the CEO or Board of Directors.

Financial and Risk Management

The annual budget is reviewed by the Finance Committee and approved by the Board prior to the start of each financial year and is regularly monitored.

NVPC has put in place a Finance Policy & Procedures Manual for financial matters in key areas including procurement, petty cash, reserves management, payments, and income & receipts, etc. NVPC is dedicated to providing transparent and reliable information regarding its financial statements and prioritises the disclosure of audited statements, which undergo a rigorous review process to ensure accuracy and fairness. The commitment extends to complying with the requirements set forth by regulatory bodies to maintain the highest standards of financial reporting.

The purpose and amount of restricted funds are disclosed in NVPC's Audited Financial Statements. NVPC's restricted funds primarily originate from grants, and we adhere to the terms, including the designated timing of use, as outlined in the funding agreements or any other specified conditions.

Please click [here](#) for NVPC's Audited Financial Statements, which contains the independent auditor's report.

Fundraising

NVPC's main source of income is derived from grants received from the Ministry of Culture, Community & Youth. Other sources of income include NVPC's services, sponsorships, donations, and grants from Tote Board and other ministries. NVPC does not conduct fundraising activities for its operating expenses.

Reserves

Reserves are the unrestricted funds available to NVPC. NVPC receives funds on an annual basis and the unrestricted net operating expenditure is planned accordingly.

Unutilised funds for each year are transferred to the reserves of NVPC. The utilisation of reserves is determined by the Board.

Our latest reserves ratio can be found in NVPC's Audited Financial Statements.

Audited Statement of Accounts

Other matters of disclosure are covered in the Audited Financial Statement for FY24/25.

Human Resource Management

NVPC incorporates systems that address employee communication, fair employment practice, performance management, and professional development. The employee standards and guidelines are set out in the Employee Handbook which is made available to all employees. Employees of NVPC are not involved in setting their remuneration. Changes to any HR policies, including compensation practices, go through an approval process that involves the Human Resource Committee.

Volunteer Management & Contributions

NVPC strives to attract and work with our volunteers who use their professional skills, experience, or networks to strengthen our capabilities or support our projects and initiatives. The Volunteer Management Guide necessitates the volunteer management process, including recruitment, onboarding, retention, and recognition of our volunteers.

NVPC values its volunteers who contribute their time and talent, sharing our vision for Singapore to become a City of Good. NVPC's volunteers contributed over 693 hours in FY24/25 in various capacities, e.g. as Directors of the Board or event facilitators.

Land and Building

NVPC presently occupies 1,699.74 m² of Civic and Community Institution (C&CI) and Sports space located on the 3rd and 4th storeys of a 25-storey retail cum office tower, located at 6 Eu Tong Sen Street, #04-88 The Central, Singapore 059817.

The property, with a leasehold tenure of 99 years with effect from 2 January 2001 was gifted to NVPC, through NCSS, by Far East Organisation (FEO), subject to restrictive covenants including C&CI and charitable usage and transfer or lease subject to FEO approval. A substantial part of the premises is set aside for use by charities and non-profit organisations at heavily discounted and subsidised rates. The remaining space of about 709.82 m² is used as office space for the staff of NVPC.

Anti-Money Laundering and Countering the Financing of Terrorism

NVPC's strategy to combat money laundering and terrorist financing includes identifying suspicious donations from individuals or businesses, assessing risks of donors, performing due diligence screening, and reporting suspicious transactions to the authorities.

Conflict of Interest

Directors of the Board and staff of NVPC are required to make annual conflict of interest declarations and disclosures.

Apart from the annual declaration exercise, all staff are required to inform HR and Finance in writing as soon as they are aware of potential conflicts of interest when managing prospective vendors or partners in the course of work. In such cases, they will also abstain from decision-making and assignment of contracts to vendors.

Similarly, Directors are also required to update the Board Secretary if there are changes to their appointments and abstain from participating in discussions and voting where there is a potential conflict of interest.

Finance Policy

NVPC is committed to ensuring accountability, transparency, and optimal use of financial resources. The finance policy is developed to ensure strong corporate governance and oversee the organisation's financial operations. It includes a comprehensive finance and procurement management covering procurement, reserves management, payments, and management of funds and grants. The controls are reviewed regularly to ensure the effectiveness of the governance.

Human Resource Policy

The policy focuses on fostering a positive and inclusive workplace and encompasses management of HR processes. NVPC also implements systems for employee communication, performance management, and professional development of its staff.

Privacy Policy

NVPC is committed to safeguarding the personal data entrusted to it by our employees, partners, customers, and vendors. This policy explains how NVPC collects, uses and discloses personal data, and also sets out how individuals can update us or request to be unsubscribed from our records.

Whistleblowing

NVPC is committed to the highest standards of honesty, transparency, ethical, and legal conduct, and accountability. The Whistleblowing Policy serves to promote standards for good financial and corporate practices and deter wrongdoing, provide transparent avenues for employees, vendors, partners or any members of the public to raise concerns about suspected improprieties, and give complainants the assurance that they will be protected from potential reprisals or victimisation for acting in good faith.

In addition to the above, NVPC has also set out various policies and procedures to provide guidance to the management, including Communication, Information/Document Security and Information Technology.

Governance Evaluation Checklist

The Governance Evaluation Checklist (GEC) covers the key guidelines from the Code of Governance for Charities & IPCs. Below is NVPC's GEC for the financial year from 1 April 2024 to 31 March 2025.

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
Principle 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes	
Principle 2: The charity has an effective Board and Management.				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance *Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes	

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes	
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes	
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes	
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes	

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes	
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Yes	
Principle 3: The charity acts responsibly, fairly and with integrity.				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes	

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	
Principle 4: The charity is well-managed and plans for the future.				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes	
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes	
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes	
Principle 5: The charity is accountable and transparent.				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes	

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	



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