nvpc



Shared Spirit, Collective Impact

Annual Report FY25/26

April 2025 — March 2026

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Shared Spirit, Collective Impact

Building a 'We First' society calls for a steadfast commitment to shared responsibility and collective progress. Shared Spirit, Collective Impact reflects the belief that a caring, inclusive, and compassionate society is shaped not by individual effort alone, but through the combined endeavours of people, communities, businesses, and institutions across the people, private and public sectors. At the heart of this vision is the understanding that when we act together, our impact is greater, more enduring, and more transformative.

A shared spirit is anchored in compassion and the belief that giving is an integral part of who we are as a society. When this spirit is nurtured collectively, it strengthens our social fabric and reinforces giving as a way of life, embedded in our everyday actions and decisions.



CEO Tony Soh sharing NVPC's strategic direction and workplan at the City of Good Forum 2026

Collaboration is the catalyst that turns shared intent into meaningful outcomes. By forging partnerships and building relationships across sectors, we break down silos, leverage strengths, and unlock innovative solutions to complex social challenges. Such collaborations enable diverse perspectives to converge, fostering trust, empathy, and a deeper understanding of shared needs. In doing so, we create space for fresh ideas and more sustainable approaches that no single entity could achieve alone.

This requires moving beyond dialogue towards partnership-driven strategies that align resources, capabilities, and aspirations around common goals. Through intentional collaboration, we can address both immediate social needs and longer-term systemic challenges, uplifting individuals and strengthening communities while laying the groundwork for resilience and inclusion in the years ahead.



Official launch of the National Giving Study 2025 at the City of Good Forum

Our giving ecosystem is at its strongest when we invest in one another—strengthening bonds, looking out for those around us, and placing the common good at the centre of our efforts.

Together, let us continue to strengthen our social compact and build a society where every contribution matters, compassion is lived out in action, and collective impact creates a legacy of care and inclusivity for generations to come.

Message from NVPC Chairman and CEO



The world we live in has grown even more complex in recent times. Geopolitical tensions, economic pressures, and rapid technological change are testing societies in ways that can feel overwhelming. In such times, the instinct to look inward and protect what we have is understandable.

Singapore's response has consistently been the opposite. Time and again, Singaporeans have looked beyond themselves, chosen to give, and reached towards one another in support. In 2025, as Singapore celebrated 60 years of nation-building, that spirit was on full display. It was generous, resilient, and grounded in care for others. It is this shared spirit that NVPC exists to nurture.

In FY25/26, together with partners across the People, Private and Public (3P) sectors, we deepened our work across four strategic pillars.

DIGITAL-POWERED GIVING

At its heart, giving is relational. Digitalisation has made it possible to express generosity in a way that is simpler, more meaningful, and at greater scale – reducing the friction between intention and action. In FY25/26, giving.sg raised a record S$105.7 million in donations, marking a 16.6% increase and the highest-ever annual total since the platform's inception. The December 2025 giving surged to S$32.3 million raised in one month, with a single-day record of S$4.7 million on 31 December. The three-month Great Singapore Give 2025 campaign raised S$47.7 million and mobilised over 30,000 employee volunteers.

These numbers show that Singaporeans are increasingly ready to give and are doing so through a digital platform that is seamless, secure and trusted. Looking ahead, we will continue to scale giving by strengthening the digital giving infrastructure, empowering charities to fundraise and engage donors and volunteers effectively, and creating accessible pathways for everyday giving – so that everyone can give in tandem with the rhythm of their daily lives.

PURPOSE AT THE HEART OF BUSINESS

For close to a decade, the Company of Good (COG) movement has shown that purpose and profit can exist in tandem. In 2025, a record 393 organisations were conferred as Companies of Good during the July COG Conference and Conferment, and another 74 organisations were recognised at the inaugural COG – 1 Heart Conferment in November. This brings the total to 720 recognised Companies of Good since 2023, of which close to 70% are SMEs. These purpose-driven companies generated substantial social impact and collectively contributed S$357 million in donations, S$73 million in in-kind support, and over one million volunteer hours.

It's not just the scale but a shared conviction of businesses and communities move towards a common vision, impact is visibly amplified. That when businesses and communities move together towards a common vision, the impact is amplified. Our ambition is for every company, of every size, across all industries, to see purpose not as a trade-off, but as a source of competitive strength.

STRONGER FOUNDATIONS, GREATER IMPACT

A giving culture is only as strong as the organisations that sustain it. In FY25/26, we strengthened support across the ecosystem, from groundups and emerging initiatives to charities and non-profits, with a focus on building stronger foundations and leadership for long-term impact.

Through BAGUS (Building All Groundups for Success) Together, we supported groundups at varying stages of their journey, strengthening organisational capabilities, building meaningful networks and partnerships, and navigating pathways towards longer-term sustainability. We also restructured our charity engagement model to deliver more targeted, impactful support for charities. This shift brought about positive results, with our top 20 charity partners achieving year-on-year fundraising growth of 22%. Capability-building workshops were also key to helping charities lead more effectively, fundraise more confidently, and serve their communities more sustainably. Some 300 charities benefited from these efforts, supported by partnerships with sector and industry leaders such as NCSS, Tote Board, and Meta.

At the leadership and governance level, we deepened our efforts to foster a well-governed and trusted sector through programmes under the Centre for Non-Profit Leadership (CNPL), including BoardMatch, BoardPulse2.0, and CNPL Changemakers.

PLANTING SEEDS FOR GENERATIONS THAT GIVE

This year, we focused on making giving accessible and meaningful to young Singaporeans through the Youth Action Group; diverse pathways such as volunteering, Giving Circles and groundups; and partnerships with Institutes of Higher Learning. Beyond building awareness, we aim for the younger generation to develop an awareness and passion for contributing to society, one that stays with them through different seasons of life, and can be carried forward into the families, workplaces, and communities they will one day lead.

THE TIES THAT STRENGTHEN US

Shared spirit only becomes collective impact when people choose to act together. This year, that came to life at our City of Good Forum, where over 600 leaders from across the 3P (People, Private and Public) sectors gathered to forge partnerships and catalyse action. Concurrently, those who chose to step forward continued to strengthen the communities around them. The 13th edition of the President's Volunteerism & Philanthropy Awards in 2025, with a record 451 nominations including 100 submissions in the new Communities of Good category, showcased the extraordinary depth and diversity of giving that exists in Singapore.

LOOKING AHEAD

The challenges ahead are not a reason to give less; they are a reason to give more effectively, more impactfully, and with greater intention. A caring, inclusive, and compassionate society is not built only during times of calm and stability. It is forged even amid uncertainty and challenges, through shared commitment sustained over time.

The National Giving Study 2025 gives us both confidence and grounding: three in four Singaporeans have given in some form. That gives us a strong foundation on which to encourage more Singaporeans to donate and volunteer in impactful and sustained ways. Our work is to deepen and expand it, until giving becomes an enduring part of who we are as a nation.

Together, let us nurture the heart of Singapore

Vision

A City of Good

Mission

Growing a culture of giving 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.



Our Purpose – Nurturing the Heart of Singapore

As the national agency dedicated to growing a culture of volunteerism and philanthropy in Singapore, NVPC believes in a simple yet powerful idea: everyone can give. Guided by our Purpose – **Nurturing the Heart of Singapore** – we seek to cultivate the core values and essence of our people, advancing a spirit of other-centredness and care, so that Singapore remains a strong, cohesive, and united society.



This Purpose is our raison d'être, or reason for being. It is the North Star that shapes our ethos, informs our strategy, and guides our operations and activities. Within NVPC, we are committed to embedding Purpose into every facet of the organisation.

Externally, we nurture the Heart of Singapore on two levels. On one level, we engage, enable, and empower every individual to play a part in growing a culture of giving, where everyone is able to contribute their Time, Talent, Treasure, Ties, and Testimony, every day and everywhere. On another level, we bring together individuals, leaders, communities, and organisations across the People, Private and Public sectors to uplift individuals, strengthen communities, and build a better society.

As the steward of Singapore's City of Good vision, NVPC aims to inspire positive change and contribute meaningfully to reshaping our society for the greater good. Just as we encourage others to put Purpose at their core, our approach aligns with the Corporate Purpose framework, and is operationalised across the five impact areas: People, Society, Governance, Environment, and Economic – ensuring that Purpose is not just aspirational, but actionable, and accountable.

Our Strategic Approach

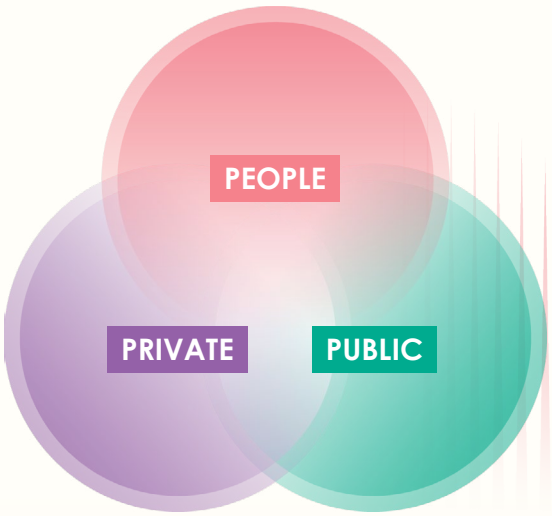
At NVPC, our long-term vision is to build a more caring, inclusive, and compassionate society, a **City of Good.** We believe that giving is a way of life that reflects the collective spirit that has shaped Singapore's progress.

To achieve this vision, our strategy focuses on activating the collective strengths of individuals, communities, and organisations to broaden how giving is understood, practised, and valued across society.

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

ACTIVATING THE 3P SECTORS

Addressing complex societal challenges requires more than individual effort — it demands collective will and aligned action. Our strategy focuses on activating and connecting stakeholders across the People, Private and Public sectors through shared platforms, partnerships, and initiatives that move beyond transactional giving towards deeper, long-term impact.



REFRAMING GIVING

We seek to broaden what giving means, from an episodic 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 focuses on 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 responsibility and purpose.

RESEARCH AS AN ENABLER

To strengthen the giving ecosystem, our strategies are guided by insight and grounded in evidence. We conduct national-level and 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 strategic approaches for NVPC and the sector at large.

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

Charting the Future of Giving in Singapore – Four Strategic Pillars

NVPC aims to make giving more meaningful and accessible for everyone. As the connector and catalyst, we strengthen Singapore's giving ecosystem through four strategic pillars: Enabling Everyone to Give, Activating Businesses for Good, Strengthening Charities and Non-Profits, and Nurturing the Next Generation of Givers. This multi-pronged approach enables people to discover what matters to them, take action, and make an impact.



ENABLING EVERYONE TO GIVE: SCALING IMPACT THROUGH DIGITAL GIVING

Technology is playing an increasingly vital role in the giving space, shaping how we discover opportunities, connect with charities, and contribute in more seamless and impactful ways. Through giving.sg, the national giving platform, we make giving simple, secure, and accessible, enabling people to contribute on their own terms, with greater transparency and trust.



In FY25/26, giving.sg connected more than 700,000 users with over 700 registered charities, and raised over S$105 million in donations.

In today's fast-paced society, people are expressing their generosity in more diverse ways. We must therefore meet people where they are – in the rhythm of everyday living. NVPC will continue to strengthen our digital giving infrastructure and empower individuals and organisations to contribute in seamless and flexible ways. Leveraging new and innovative digital capabilities, we activate givers, enabling more accessible giving opportunities that align with daily routines.

ADVANCING PURPOSE-DRIVEN BUSINESSES: ALIGNING PROFIT WITH PURPOSE

When businesses embrace Corporate Purpose, they become a force for good. Launched in 2016, the Company of Good movement was developed to partner with, support, and recognise businesses in Singapore on their journey towards embedding Corporate Purpose, encouraging them to leverage their capabilities and assets to contribute meaningfully to the communities in which they operate.



To date, 720 conferred Companies of Good have collectively contributed S$357 million in donations and over one million volunteer hours.

As we mark 10 years of the COG in 2026, we continue to rally companies to deepen their impact across five dimensions of the Corporate Purpose Framework – People, Society, Governance, Environment, and Economic. We seek to inspire Companies of Good to embed Corporate Purpose into their business strategy and partner with them to become a driving force in strengthening Singapore's giving ecosystem.

STRENGTHENING CHARITIES AND NON-PROFITS FOR IMPACT: ADVANCING THE GIVING SECTOR

Charities and non-profit organisations sit at the forefront of addressing Singapore's evolving societal needs, and effective leadership is central to ensuring that their impact is strategic, sustainable, and people-centred. To build a more capable, agile, and resilient non-profit sector, NVPC provides focused and comprehensive support that strengthens charities' capabilities and governance, while also building trust and accountability with donors, volunteers, partners, and the broader community.





Across FY25/26, a total of 296 charities were supported through Giving Circles, and other programmes and services by NVPC's Centre for Non-Profit Leadership (CNPL) including BoardMatch, BoardPulse2.0, while 121 groundups were supported through Bagus Together to foster capability development and strategic collaboration.

NURTURING THE NEXT GENERATION OF GIVERS: EMPOWERING YOUTH FOR THE FUTURE

A City of Good is built through the collective contributions of people from all walks of life, including people across generations and life stages. When youths engage in purposeful and impactful giving experiences, they are more likely to carry the habit forward. NVPC's aim is not just to increase participation among youths today but also to create positive experiences that have a lasting impact and inspire youths as they progress across different life stages to continue contributing to the culture of giving in Singapore.





In nurturing the next generation of givers, we look towards building long-term partnerships with schools and Institutes of Higher Learning, creating more flexible and organic giving opportunities for youths, and amplifying stories that inspire more youths to contribute meaningfully.

To build a future of sustained compassion and generosity, we must embed giving as a lifelong habit, starting from young.



The State of Giving and Outlook

SHARPENING THE LENS ON GIVING IN SINGAPORE

How we measure giving shapes what we see. In FY25/26, the National Giving Study 2025 (NGS 2025) introduced a refined approach to understanding how people in Singapore help others and contribute to society. Rather than relying only on whether people saw themselves as "volunteers" or "donors", the study first asked what they had actually done — capturing the ways people helped others or contributed to society in forms accessible to them.

With this lens, NGS 2025 found that over one in five (21%) people in Singapore volunteered in the past year, while close to half (45%) made donations. Participation did not follow neat schedules. People gave according to their own life rhythms. A distinct group of seasonal volunteers clustered their efforts around periods such as the mid-year school break, reflecting how volunteering is often shaped by the ebb and flow of school, work, and caregiving commitments.



NGS 2025 Launch at the City of Good Forum 2026

At the same time, NGS 2025 showed that giving extends beyond structured and coordinated forms of participation. About three in four people in Singapore had engaged in acts of giving at some point in their lives, and 68% did so in the past year — through volunteering, donations, or everyday mutual aid. These included acts of care and support expressed through personal networks, public spaces, and community life.

Together, these findings present a broader and more textured picture of giving in Singapore. Giving takes many forms and follows different rhythms, and it is not only a matter of individual goodwill. Whether and how people participate is also shaped by the social cues, practical support, and everyday conditions around them.

GIVING AS A SOCIALLY SHAPED PRACTICE

NGS 2025 shows that giving is socially shaped: role models, peers, practical support, and perceived barriers all influence whether and how people take part.

People are more likely to volunteer and donate when such behaviours are visible in their families and close social circles. Workplace support matters too. Employees whose organisations offer volunteer leave are more likely to volunteer, and to do so more regularly. Individuals who receive unpaid domestic support from family, relatives, friends, or neighbours are also more likely to find the time and space to volunteer. These findings suggest that the challenge is not simply whether people care, but whether they have the time, flexibility, and enabling conditions to act.

The social returns of giving may extend further still. NGS 2025 found that volunteers tend to have more diverse social networks—interacting more frequently with people across different housing types, education levels, ethnic backgrounds, and nationalities. They are also more likely to know people across a wider range of occupations, including senior or professional roles.

More frequent volunteering is associated with broader and more multifaceted social exposure. While these patterns do not prove causation—those with wider networks may also be more likely to encounter volunteering opportunities—they point to a meaningful correlation: volunteering and social connectedness tend to go hand in hand. Giving, then, is not only something people do for others; it may also be one of the settings through which social connection is strengthened.

CORPORATE PURPOSE: FROM BROADER AWARENESS TO DEEPER COMMITMENT

Traditionally, corporate thinking was dominated by shareholder primacy—the view that a firm's primary duty is to maximise returns for shareholders. Over time, the global financial crisis, growing environmental challenges, and rising social expectations exposed the limits of this approach. In response, stakeholder thinking has gained ground, recognising that companies' long-term viability is closely linked to how they affect employees, communities, the environment, and the broader society. In Singapore, this thinking underpins the National Corporate Purpose Framework, co-developed with over 40 stakeholder representatives.

The National Corporate Purpose & Impact Study (NCPIS) 2025 shows that Singapore businesses are already taking steps towards purpose. All surveyed businesses were active in at least one of the five impact areas in the National Corporate Purpose Framework—People, Society, Governance, Environment, and Economic—and 21% were active across all five.

However, broad awareness has not yet translated into deep or consistent action. While 79% of businesses agree they have a moral duty to support broader societal goals, many efforts remain early-stage or internally focused. Donations and volunteering, although less common, show encouraging signs of companies' growing commitment. The next step is to move from awareness to sustained action by embedding purpose into strategy, leadership priorities, resource allocation, and daily business decisions.

BUILDING THE CONDITIONS FOR GIVING TO FLOURISH

Across individual and corporate giving, a common picture emerges: the intent to contribute is evident, but intent alone is not enough. The task ahead is not simply to persuade more people or companies to care. It is to make taking action easier, and more impactful.

For individuals, participation depends not only on motivation, but on fit — whether opportunities align with the rhythms, relationships, and constraints of everyday life. For businesses, a similar logic applies. Corporate Purpose gains traction when it is connected to what companies already do and value, rather than being treated as separate.

The next phase of giving in Singapore should therefore focus on the conditions that help generosity take root: accessible pathways, stronger social norms, supportive peers and leaders, more flexible structures, and clearer examples of shared value.

Individual and corporate giving are not separate stories. Both show that generosity is more likely to grow when people and organisations have conducive conditions. A more caring and cohesive Singapore will depend not only on the goodwill of people and organisations, but on how well we cultivate the norms, design the systems, and develop the opportunities that allow such goodwill to be expressed, proliferated and sustained.

Key Milestones

SCALING IMPACT IN GIVING

Highest-ever (+16.6% year-on-year)

S$105.7M

Raised in FY25/26

Highest-ever monthly total

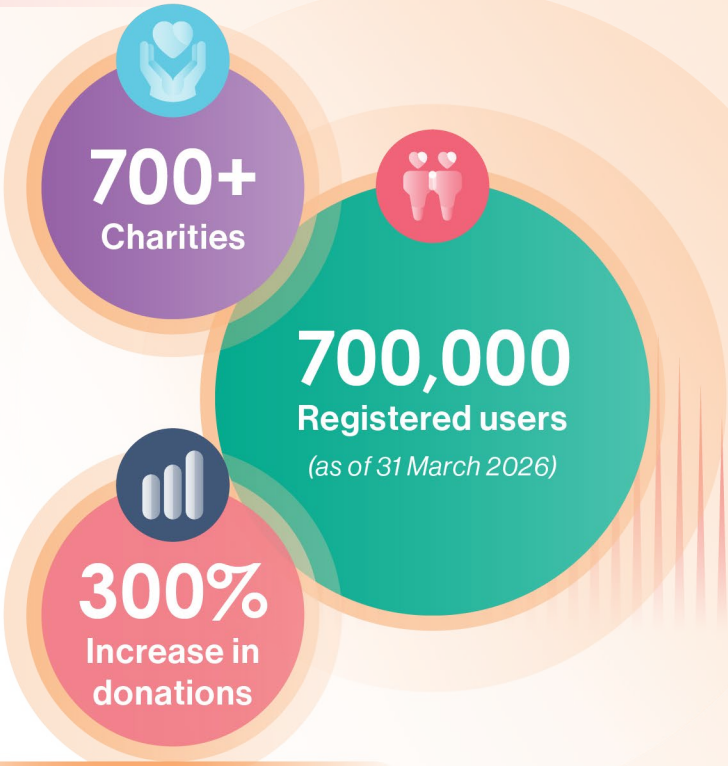
S$32.3M

Raised in December 2025

Highest-ever single-day donation

S$4.7M

Raised on 31 December 2025



for SGSHARE via giving.sg

ADVANCING PURPOSE-DRIVEN BUSINESSES

COMPANY OF GOOD (COG)



IN 2025

467 organisations

Conferred (+61% year-on-year)

77.7% SMEs

Conferred as Companies of Good

Our Impact 2024 to 2025

720
Conferred organisations

S$357M
Donations contributed

1.07 million
Volunteer hours contributed

STRENGTHENING CHARITIES AND GROUNDUPS FOR IMPACT

121 Groundups

Supported through BAGUS Together to foster capability development and strategic collaboration.

296 Charities

Supported through programmes such as:

Giving Circles | CNPL BoardMatch | CNPL Changemakers | CNPL BoardPulse2.0

IMPACT MEASUREMENT & FUNDRAISING

7 workshops conducted

194 charities trained

GOVERNANCE & LEADERSHIP (CNPL)

120 board matches facilitated

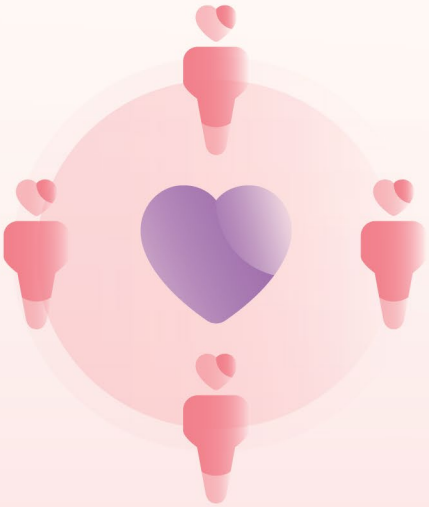
25 board placements achieved

142 charities used BoardPulse2.0

12 leaders in CNPL Changemakers

GIVING CIRCLES

16 Giving Circles formed



NURTURING THE NEXT GENERATION OF GIVERS

A NEW CHAPTER IN YOUTH GIVING

In FY25/26, NVPC's efforts focused on deepening the understanding of youth giving and establishing the partnerships needed to support it going forward.

Understanding Youth Giving Journeys

Focus group discussions with the National Youth Council (NYC) to understand how early giving experiences lead to sustained volunteerism.

Building Ecosystem Partnerships

Partnering with Institutes of Higher Learning (IHLs) to support and champion youth giving.

Testing New Pathways

Piloting new giving pathways to make youth giving more accessible and relevant.





Scaling Impact through Digital Giving

Scaling Impact through Digital Giving

GIVING.SG DELIVERS RECORD-BREAKING GROWTH AS SINGAPORE'S NATIONAL GIVING PLATFORM

FY25/26 marked a record-breaking year for giving.sg, reflecting the platform's growing role as Singapore's trusted national giving platform.

As of 31 March 2026, giving.sg achieved its highest annual fundraising performance to date, raising S$105.7 million in FY25/26, a significant increase from S$90.7 million in FY24/25.

The platform recorded strong year-on-year growth across FY25/26, driven by a strong performance in December 2025.

Record S$ 32.3 million in donations

in December 2025

Reinforcing the importance of the year-end period as a peak giving period

New single-day fundraising record of S$ 4.7 million

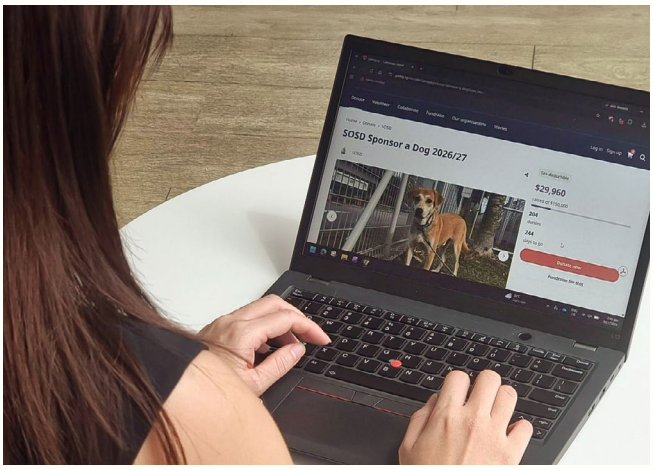
on 31 December 2025

Set by giving.sg, surpassing the previous high of S$3.9 million



Great Singapore Give 2025 played a central role in driving nationwide giving in the last quarter of the year. The campaign mobilised 269 partners and over 300 giving activations, generating S$47.7 million between October and December 2025. This demonstrated the effectiveness of coordinated, cross-sector collaboration in driving large-scale impact.

In parallel, giving.sg supported Community Chest's SGSHARE campaign, driving a 300% increase in donations for Community Chest on giving.sg, underscoring the platform's ability to scale and support national initiatives.



GIVING.SG STRENGTHENS YEAR-ON-YEAR GROWTH IN DIGITAL GIVING

The continued growth also signals improvements in conversion and trust. Enhancements to the user journey, clearer pathways to give, and increased visibility of impact have reduced friction and made it easier for users to follow through on intent. As a result, giving.sg is not only attracting traffic, but increasingly converting that intent into meaningful action. This reinforces the platform's role as a trusted and effective enabler of giving in Singapore.

CHALLENGES AHEAD

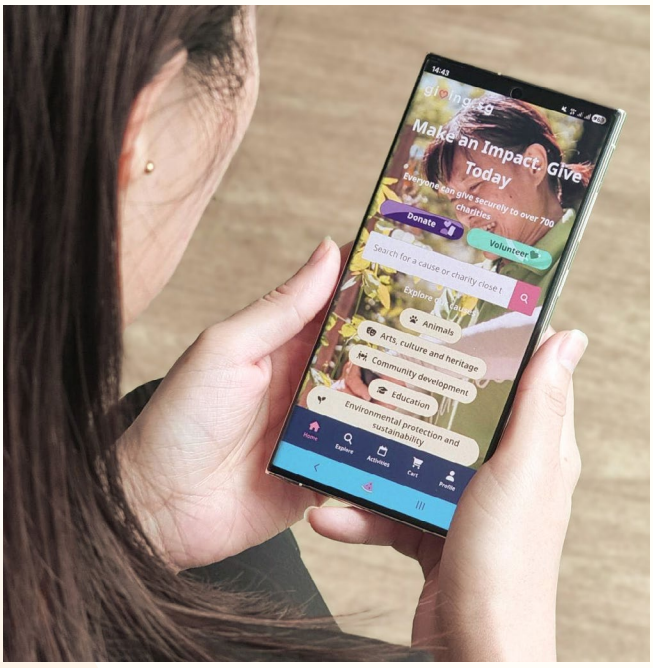
Singapore has a strong foundation of generosity, but giving remains constrained by friction, competing demands, mismatched expectations and episodic participation. The opportunity is no longer simply to get more people to give, but to make giving easier, more meaningful, better matched to community needs and embedded in everyday life.

This presents a need to evolve towards more system-driven approaches that can support scale, consistency, and ease of participation across diverse partner ecosystems.

UNLOCKING THE NEXT CHAPTER OF DIGITAL GIVING GROWTH

In the next chapter of growth, giving.sg will be focused on growing the active participation of Singaporeans and residents by making giving opportunities more closely aligned to different life rhythms.

The opportunity lies in designing more inclusive and accessible ways to give, so that everyone can contribute in ways that fit them.



Despite strong national interest to contribute, conversion can be a challenge if giving is not yet fully embedded into everyday behaviours. This underscores the need for giving.sg to move beyond campaign-driven engagement and integrate giving into daily moments such as commuting, attending events, within schools, and across workplace environments, while continuing to reduce friction within the platform to make participation more natural and accessible.

In the area of volunteering, there is an opportunity to grow the numbers. The number of volunteers grew 11.7% from 6,850 in FY24/25 to 7,650 in FY25/26.

NVPC will create more volunteering opportunities by working closely with ecosystem partners including charities, non-profit organisations, and corporates to enable more activations.

giving.sg will also focus on building a high-quality, conversion-ready ecosystem by partnering with charities to strengthen capabilities, governance, and structured campaign design.

To support scale, the platform will evolve to support bulk account registration on giving.sg system-driven participation, enabled by bulk onboarding, API integrations, and organisation-led giving across corporate and institutional ecosystems.



Unlocking Growth – Digital Fundraising Capability Workshop for Charities at Ant International on 4 July 2025

At the same time, enhancements in identity, verification, and real-time impact visibility will continue to strengthen trust and user confidence. Together, these efforts will anchor giving.sg as Singapore's national activation hub for giving, supported by infrastructure designed for scale, consistency, and sustained participation.

Advancing
Purpose-Driven Businesses



Advancing Purpose-Driven Businesses

FY25/26 marked a year of strong progress in NVPC's work with the business community under the Company of Good (COG) 2.0 strategy. With 467 organisations recognised in 2025, this growth reflects an increasing commitment by companies of all sizes and across sectors to embed Corporate Purpose into their business practices — through clear commitments, sustained employee involvement, as well as more structured and measurable contributions to community.

SUSTAINING MOMENTUM THROUGH RECOGNITION

The COG Recognition System anchors NVPC's engagement with the corporate sector by recognising and strengthening companies' contributions and impact.

As of FY25/26, 720 unique organisations have been formally recognised since the launch of the enhanced Recognition System, underscoring the reach and credibility of the Company of Good movement.



Mr Ong Ye Kung, Minister for Health and Coordinating Minister for Social Policies, addressing corporates at the 2025 COG Conference & Conferment held at Fairmont Singapore.

Notably, the 2025 edition saw strong growth in participation from small and medium enterprises (SMEs), signalling increased confidence among companies to move from intent to continued contribution by mobilising employees to volunteer, partnering charities in more sustained ways, and tracking their societal impact.

As participation broadens, the Recognition System has evolved into a pathway for ongoing engagement and progression, encouraging companies to build on their efforts year-on-year, deepen their societal contributions, and advance their Corporate Purpose journey in ways that are practical and scalable.

A meaningful development this cycle was the incorporation of the Sustainable Philanthropy Framework[1] metrics into the COG Recognition System, enabling a more consistent and structured assessment of each cohort's contributions within the Society impact area.

[1] *The Sustainable Philanthropy Framework was initiated and led by the National Council of Social Service, in partnership with NVPC and raiSE.*

Strategic partnerships played a key role in strengthening the COG Recognition System as both a credible benchmark and a platform for continued engagement. Collaborations with ecosystem players such as the Association of Small & Medium Enterprises (ASME) and the UN Global Compact Network Singapore (UN GCNS), both of which serve on the COG Recognition Judging Panel, helped anchor the system in industry realities and recognised standards, reinforcing rigour while supporting companies as they translate commitments into practice.



ASME's Impact40 launch rallies Singapore's SMEs to embrace sustainability and purpose-driven business.



Participants from conferred Companies of Good at a workshop conducted in partnership with UN GCNS.

ASME, in partnership with NVPC and City Developments Limited, embarked on Impact40, a flagship initiative mobilising SMEs to embed purpose-driven growth across their operations through structured activities aligned with the five impact areas of the Corporate Purpose framework.

Workshops co-developed with the UN GCNS provided conferred Companies of Good with practical guidance on sustainability and impact, strengthening organisational capabilities post-conferment and supporting more deliberate progression along their Corporate Purpose journeys.

DESIGNING FOR CONTINUITY IN CORPORATE VOLUNTEERING AND PARTNERSHIPS

Project V proves to be an instrumental vehicle that shows commitment to sustained contribution to community.

To date, Project V has collectively mobilised more than 6,400 participants from close to 60 organisations, contributing over 18,400 volunteer hours in total.



Recognition of the collective contributions by participating corporates and community partners at the Project V Appreciation Ceremony, held as part of NVPC's City of Good Forum 2026.

The programme has also expanded into the service sector, creating more inclusive opportunities — including for frontline staff — to give back in meaningful ways.

At its core, Project V moves corporate volunteerism beyond one-off activities towards sustained engagements shaped by community needs and organisational strengths. Building on Q&M Dental Group's longstanding social impact efforts, participation in Project V enabled the company to extend its impact into a new context. Over the past year, Q&M worked closely with the Eden Centre for Adults, Autism Association (Singapore), building trust and rapport with individuals on the autism spectrum through regular, hands-on engagement. The partnership responded to needs on the ground while deepening Q&M's understanding of how their professional expertise and volunteer efforts could be adapted to connect meaningfully across different communities.



A volunteer from Q&M Dental Group engaging with a service user at the Eden Centre for Adults, Autism Association (Singapore).

For Lonza Biologics, a leading player in the biotech and life sciences industry, embedding giving into their corporate DNA meant partnering with Care Community Services Society (CCSS) (operator of SG Cares Volunteer Centre @ Geylang & Serangoon) to organise regular engagement sessions with underprivileged children and the elderly. Lonza employees contributed their time and skills in ways that supported CCSS's ongoing programmes, while building lasting relationships with the communities they serve.

These examples reflect the distinctive value of Project V as a programme model: purposeful pairing, structured design, and continuity of engagement, enabling both corporate volunteers and community partners to build something meaningful over time.

Complementing Project V is the State of Play platform that strengthens the earlier stages of partnership-building, from fostering corporate-community understanding to enabling sustained volunteerism and collaboration. The fourth edition, held alongside the City of Good Forum in March 2026, marked a step forward in how NVPC enables cross-sector partnerships.

Bringing together over 40 community partners and 400 corporate participants with a clear emphasis on readiness to commit.



Corporate attendees and community partners engaging at State of Play 2026 held at Orchard Hotel.

What distinguished this edition was a deliberate shift in design — from discovery to commitment — ensuring that initial conversations were oriented towards continued engagement and follow-through. Through the Impact Booth Marketplace and Human Library sessions, organisations were able to move beyond introductions to understand needs in greater depth and map out concrete next steps, including pathways into longer-term volunteering models such as Project V.

Taken together, Project V and State of Play reflect how NVPC intentionally builds corporate-community partnerships, creating the conditions for partnerships to be shaped with clarity of intent and readiness to act. The real measure of this work lies in the partnerships that endure and the communities that benefit as organisations carry their commitments forward.

LEVERAGING COMPANIES OF GOOD AS MULTIPLIERS OF IMPACT

Beyond recognition, NVPC has increasingly harnessed the influence of conferred Companies of Good to drive ecosystem-wide impact. Through the Queen Bee model, Champions and Companies of Good act as anchors to strengthen and grow Corporate Purpose practices across their supply chains, partners, and industry peers through capability building and sustained approaches to impact.

This ecosystem approach aligns with NVPC's broader strategy to multiply impact beyond direct engagement, with conferred Companies of Good that are more mature in their Corporate Purpose practices taking active steps to extend their influence across industries and value chains.

In FY25/26, 36 SMEs graduated from the Grow with Purpose programme focused on the Wholesale and Retail sector.



Sheng Siong CEO, Lim Hock Chee, sharing on Sustainable Workforce as part of our Grow with Purpose: Wholesale and Retail programme for SMEs.

The programme was led in partnership with Agrocorp International, Amgen, Giti Tire, Sheng Siong Group and UNIQLO, whose guidance was instrumental in shaping a cohort experience grounded in peer learning and shared accountability. Participants explored practical themes including sustainable operations and supply chains, people development, and social innovation, anchoring Corporate Purpose in sector-specific operational realities.



Hwee Lee, Senior Director of Sustainability at UNIQLO Singapore sharing on RE.UNIQLO as part of our Grow with Purpose: Wholesale and Retail programme for SMEs.

As part of the programme, partner companies shared practical case examples with fellow participants on how companies can deepen their societal contributions in ways aligned with their core business and industry context. UNIQLO, for instance, highlighted its Neighbours Helping Neighbours initiative, which mobilises consumers to contribute clothing for redistribution through community partners such as Anglican Family Centre. Such examples illustrate how Companies of Good act as catalysts for action beyond their own organisations, strengthening collective capability across the ecosystem to deliver meaningful community outcomes and impact.

SG60: CORPORATE CONTRIBUTIONS IN SUPPORT OF NATIONAL PRIORITIES

FY25/26 was a year of heightened national significance, with SG60 serving as a focal point for collective contribution. Companies of Good played an active role during this period, contributing through volunteering, donations, and groundup activations that aligned corporate capabilities and resources with national priorities.

Notable contributions included sector-led collaborations and support for National Day Parade (NDP)-related initiatives, where NVPC played an enabling role, encouraging and facilitating Companies of Good to participate in the national #GiveAsOneSG campaign by volunteering their time and contributing to community causes. These efforts demonstrated how corporate resources can be mobilised into tangible community outcomes when companies are supported to act with purpose.



Participants exploring the Connect! Marketplace at the SG60 Connect! Series held at Devan Nair Institute for Employment and Employability.



8M's Arts in the Alley activation along the Tanjong Pagar district.

Two initiatives by Companies of Good further illustrate the breadth and texture of these contributions. 8M Real Estate launched Arts in the Alley: Walks of Life, a two-day community activation in conjunction with SG60 celebrations. The event brought together interactive art installations, live performances, heritage workshops, and SG60-themed culinary experiences curated by 8M's tenant F&B community in the Tanjong Pagar area.

All ticket proceeds were directed to Community Chest via SGSHARE with a fundraising target of S$60,000 to mark the national milestone. The initiative exemplified how a purpose-driven company can activate its unique assets like buildings and tenant networks while utilising the surrounding streetscape as infrastructure for community engagement and social giving.

In commemoration of World Breastfeeding Week, Companies of Good, Go!Mama and AKIN, collaborated on Pods of Impact, a national initiative that placed heritage-themed lactation pods across Singapore. The initiative was both an infrastructural intervention and a statement about the kind of society Singapore aspires to be: one that is committed to building inclusive public spaces that recognise and support everyday acts of care.



A heritage-themed lactation pod at the launch event for Pods of Impact.

This spirit of contribution extended beyond the corporate sector. To mark its 20th anniversary in Singapore, the ESSEC Business School Asia Pacific anchored its SG60 efforts through a partnership with FaithActs, operator of the SG Cares Volunteer Centre for Queenstown and Commonwealth. Students, alumni, faculty, and staff contributed time and expertise to support children, seniors, and social service agencies in the neighbourhood.

With more than 500 volunteers involved, ESSEC far exceeded its pledge, clocking 2,700 volunteer hours by the end of 2025.

These corporate contributions point to a broader shift: from episodic acts of generosity towards coordinated and collective contributions shaped around national priorities. This reflects both the steady maturation of the COG ecosystem and the growing readiness of organisations in Singapore to take greater ownership of social outcomes.

BEYOND THE NUMBERS

Growth at this scale brings its unique set of challenges. There is an inherent tension between accessibility and rigour: the more inclusive the recognition system becomes, the more important it is to ensure that participation reflects genuine commitment rather than procedural compliance.

While recognition serves as a motivation for societal contribution, insights from our National Corporate Purpose & Impact Study 2025 indicate that about 30% of companies are willing to actively engage in societal impact, underscoring the need for continued engagement and value articulation.

Organisations that demonstrate the most sustained impact are typically those supported by leadership commitment at the board and C-suite level, clear internal accountability structures, and ongoing capability development.

Ecosystem partnerships also surfaced important learnings about the conditions for effective collaboration. Sector-specific engagement, when co-created with trusted intermediaries such as trade associations, consistently outperforms broad-based outreach. Authentic partnerships require sustained investment in relationship building, and this will continue to shape how we structure our partnership model going forward.

LOOKING AHEAD: BEYOND COG10

The year ahead will be defined in part by Company of Good's 10th anniversary (COG10) — a decade of progress that invites reflection and strategic renewal. As COG10 unfolds, NVPC will leverage this momentous milestone to deepen engagement with existing cohorts, welcome a new generation of purpose-driven companies into the ecosystem, and reflect on how a decade of Corporate Purpose mobilisation can spur greater momentum to rally more companies to contribute to strengthening Singapore's social compact.

In line with the FY26-30 strategy to "multiply impact at scale", our focus will go beyond direct engagement: through conferred organisations that lead by example, and ecosystem partnerships that extend our reach into sectors and communities we cannot serve alone.

We enter the next chapter with a clearer sense of what matters to organisations, the potential for impact above and beyond volunteering and donation numbers, as well as the relationships, infrastructure, and institutional knowledge to act on it.

The momentum built in FY25/26 is not incidental. It is the result of deliberate investment in ecosystem development, and it is the foundation on which we will continue to build.



The official launch of COG10 at NVPC's City of Good Forum 2026 held at Orchard Hotel.



Strengthening Non-Profits and Communities for Impact

Strengthening Non-Profits and Communities for Impact

FY25/26 marked a significant step forward in NVPC's efforts to strengthen the charity and groundup ecosystem in Singapore. Across impact measurement, fundraising capability building, board and leadership programmes, as well as pre-charity and groundup partnerships, NVPC sharpened its focus on equipping organisations with the tools and confidence needed to grow sustainably and deliver meaningful outcomes.

A total of 296 charities were engaged through these programmes and partnerships, while 121 groundups were supported through the BAGUS (Building All Groundups for Success) Together initiative to foster capability development and strategic collaboration.

DRIVING IMPACT THROUGH MEASUREMENT AND LEARNING

A key milestone in FY25/26 was the launch of the Tote Board–NVPC Impact Measurement (IM) Guidebook on 15 August 2025. The launch event brought together 218 participants from across the sector and was graced by Mr Dinesh Vasu Dash, Minister of State, Ministry of Culture, Community and Youth & Ministry of Manpower.

The IM Guidebook was developed through extensive consultation with community partners, charity leaders, sector administrators, and grant makers, ensuring it reflects on-the-ground realities while providing a shared language and practical frameworks for measuring and communicating impact.

Building on the launch of the guidebook, NVPC organised seven Impact Measurement workshops, supporting 194 charities to develop stronger Theories of Change, sharpen their impact narratives, and translate outcomes into compelling fundraising campaigns on giving.sg.

In FY25/26, 41 campaigns were launched, raising over S$332K

Together, these efforts helped charities move beyond activity-based reporting towards a clearer articulation of outcomes and value creation.



(L-R) Tote Board CEO Tan Choon Shian, Mr Dinesh Vasu Dash, Minister of State, Ministry of Culture, Community and Youth & Ministry of Manpower, and NVPC CEO Tony Soh at the Guide to Impact Measurement launch.



Fireside Chat - Driving Funder Value with Impact Measurement. (L-R) Michele Wooi, Deputy Director, NVPC, Paul Tan, CEO, Community Foundation of Singapore, Seow Jia Xian, COO, Asia Community Foundation, and Hui Fang, Head of Programs, APAC, UBS Social Impact and Philanthropy

"The Impact Measurement Programme has helped us move beyond just reporting activities, to focusing on real outcomes for our beneficiaries. As more charities adopt these practices, it raises the overall effectiveness and accountability of the sector."

Phua Wee Seng
Executive Director & Chief Rare Advocate, Rare Disorders Society Singapore

"One ongoing challenge is translating qualitative, story-based impact into language that funders and partners understand. This guidebook gives us shared language and clarity, especially when resources are tight."

Lim Su Pei
Deputy Director, OH! Open House

BUILDING FUNDRAISING CAPABILITIES FOR A DIGITAL FUTURE

Fundraising capability building remained a core priority in FY25/26. The refreshed Professional Fundraising Certification, jointly developed by NVPC and Singapore University of Social Sciences, is a competency-based and outcome-driven fundraising course in Singapore.

The programme comprises four Continuing Education and Training (CET) modules that can be stacked towards a Graduate Certificate in Fundraising. The refreshed curriculum incorporates new content on digital giving, including insights into digital donor behaviour and the giving.sg platform—equipping fundraisers to operate effectively in an increasingly digital fundraising landscape, and strengthening the pipeline of professional fundraisers in Singapore.

STRENGTHENING CHARITY BOARDS AND LEADERSHIP

Strong governance and effective leadership remain foundational to fostering public trust and long-term impact in the charity sector. Through the Centre for Non-Profit Leadership (CNPL), NVPC continued to strengthen charity boards and leadership pipelines.

CNPL BOARDMATCH

CNPL BoardMatch connects charities with skilled, values-driven volunteers for board and committee roles, promoting board diversity, and stronger governance. In FY25/26, 120 matches were enabled through the service, resulting in 25 successful board placements.

"BoardMatch is more than just a recruitment tool—it is a trusted platform that connects non-profits with high-calibre candidates who bring strategic insight and governance strengths."

Irene Chong
Deputy President, The Society for the Aged Sick (SAS)

CNPL BOARDPULSE2.0

Officially launched on 27 November 2025, BoardPulse2.0 is a board self-assessment tool that provides charity boards with practical insights into composition, performance, and governance. Since its launch, 142 charities have utilised BoardPulse2.0 to evaluate board effectiveness and spark constructive conversations for improvement.

The Office of the Commissioner of Charities has recognised the BoardPulse2.0 report as a tool that can support charities in evaluating board performance and partially fulfil GEC Code 2.2 requirements.



CNPL CHANGEMAKERS

CNPL Changemakers is a leadership development programme that equips non-profit leaders with the skills, networks, and mindset to navigate complex sector challenges and drive organisational and ecosystem impact.

In FY25/26, charity leaders from organisations of diverse causes and sizes participated in experiential learning, peer exchanges, masterclasses, and a regional learning trip, strengthening organisational resilience, collaboration, and strategic leadership.





Participants from the CNPL Changemakers programme gathering for a welcome dinner, marking the start of their leadership development journey. Ms Karen Ngui (front row, third from right), Managing Director and Head of DBS Foundation, was an invited guest for the opening segment of the programme.

EMPOWERING PRE-CHARITIES AND GROUNDUPS

Groundups continue to play a vital role in advancing active citizenship and social cohesion. In FY25/26, BAGUS Together supported 121 groundups.

Through capability building, leadership development, and ecosystem partnerships, BAGUS Together enabled groundups to grow more confidently and collaboratively. The Groundbreakers Leadership Programme continued to strengthen leadership capabilities among groundup leaders.



Groundbreakers Leadership Programme participants strengthening leadership capabilities through experiential and peer learning.



Groundbreakers Leadership Programme: Walk and talk session with The Legal Sauce and Singapore Management University.

"Through BAGUS Together's programmes, we now have about 10 potential partners keen to collaborate with Project Pathfinder, enabling us to scale our programmes for youth beneficiaries."

Norazhar Lokman
Project Pathfinder SG

"The programme helped me discover my leadership strengths and articulate our mission more confidently as we reach out to partners."

Tan Yan An
Heartland Literature Participant, Groundbreakers Leadership Programme

GROWING GIVING CIRCLES

Giving Circles are groups of people who come together to help others. They can be friends, family members, colleagues, or even strangers who share the same values and want to make a difference.



NVPC launched 16 Giving Circles in FY25/26.

Giving Circles continue to demonstrate the power of community-led philanthropy in nurturing ownership, collaboration, and sustained giving.

LOOKING AHEAD

NVPC will continue to build charities' capacity to translate impact into effective fundraising, digital excellence, and strong governance through expanded workshops and leadership programmes. For pre-charities and groundups, the focus will shift towards a sustainable growth engine—seeding new initiatives while providing targeted support for those ready to scale. Central to this approach is the development of self-help digital infrastructure, empowering groundups to access resources independently.

Together, these efforts aim to foster a resilient, self-sustaining ecosystem that drives collective impact for Singapore's communities.



Nurturing the Next Generation of Givers

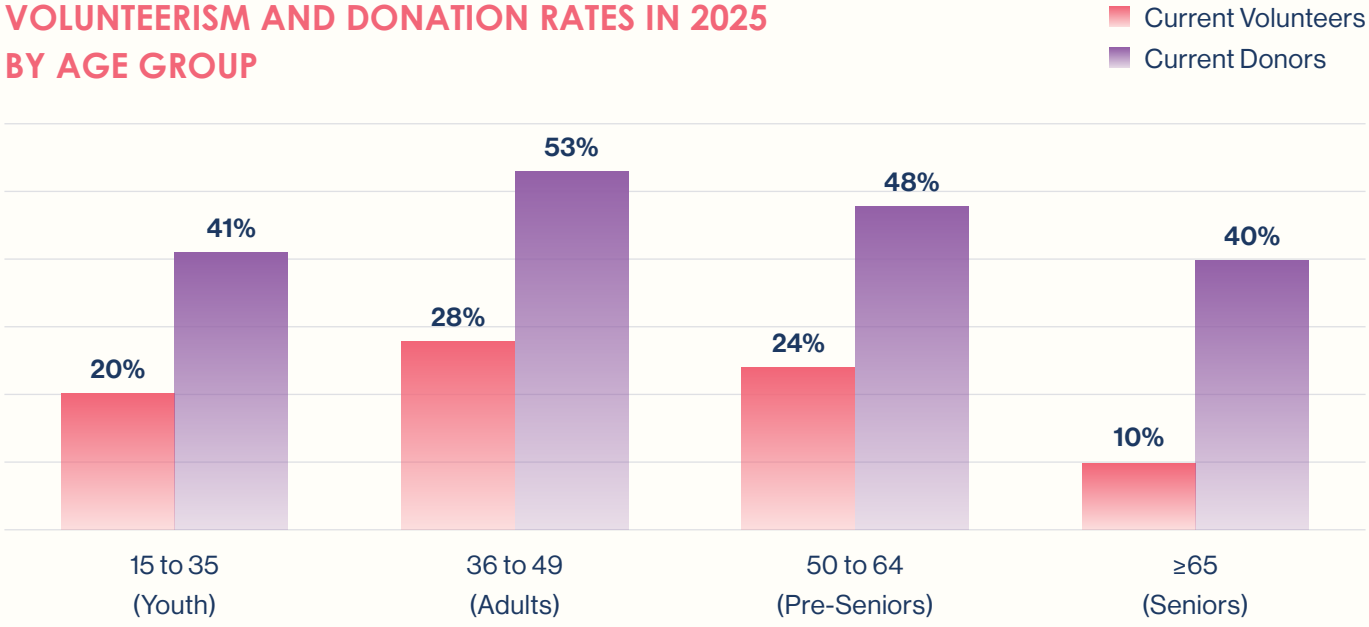


Nurturing the Next Generation of Givers

Nurturing the next generation of givers remains a strategic focus for NVPC given that a strong culture of giving begins with early exposure among the young.

The National Giving Study 2025 revealed that 20% of youths currently volunteer and 41% donate. These figures show encouraging engagement and represent an opportunity to better support and channel the desire to contribute that young Singaporeans already possess.

VOLUNTEERISM AND DONATION RATES IN 2025 BY AGE GROUP



NVPC National Giving Study (NGS) 2025 – By the numbers, Volunteerism and Donation in Singapore, Prevalence of Engagement.

FROM ADVISORY TO ACTION: YAG GROWS ITS RANKS

Launched in 2024, the Youth Advisory Group (YAG) was established to explore meaningful ways to engage the next generation of givers.

Chair	**Suhaimi Zainul-Abidin** (CEO, Quantedge Capital; Vice Chairman, NVPC)
Vice-Chair	**Mohamed Irshad** (Head of Corporate Affairs for ASEAN, Tata Consultancy Services; Director, NVPC Board of Directors)
Founding members	**Chan Chi Ling** (Founder, Equitech Collective)
	Cho Ming Xiu (Founder, Campus PSY)
	Nabillah Jalal (Co-founder, ArtSee)
	Yuvan Mohan (Corporate Affairs Manager, Lalamove)

The group was subsequently renamed the Youth Action Group to better reflect its growing ambition and commitment to youth-led action. The YAG also expanded from four to 11 members, welcoming:

Grace Lee-Khoo (Founder, Access Path Productions)

Jen Goh (Associate Director, The Majurity Trust)

Justin Chan (Founder, Fantastic Bureau)

Mohammad Matin Mohdari (Head of Public Policy, Government and Corporate Affairs, Expedia Group)

Nicole Pang (Head of Services, Impart)

Rustam Shariq Mujtaba (Data Analyst, Health Sciences Authority)

Winston Wong (Manager, SG Enable)

The YAG members contributed ideas, networks and expertise to support NVPC's efforts in developing key youth giving initiatives.



The Youth Action Group (YAG) at its membership gathering

PILOT YOUTH BOARDMATCH

Building on CNPL's BoardMatch programme—which connects senior executives with charities' boards to foster impactful collaborations—the first Youth edition of BoardMatch was held in January 2026. The session offered youth attendees diverse opportunities in skills-based volunteering and organisational governance roles.

Aiming to demystify board governance and encourage youth participation, Vice-chair of NVPC's YAG, Mohamed Irshad outlined accessible entry points and shared his personal journey. He spoke about the growing need for youth participation in governance amid sector challenges and leadership renewal imperatives, highlighting how younger members can add value in areas such as strategy, communications and technology.

Participating organisations, including:

- **Brain Tumour Society Singapore**
- **Catch Them Young**
- **HCA Hospice**
- **Kita**
- **Playeum**
- **The Saturday Movement**

presented over 15 opportunities to 33 youth attendees. The session generated 55 expressions of interest, demonstrating a strong desire among young people to contribute at a meaningful level.



Youth participants explore diverse opportunities with charity organisations at the first Youth BoardMatch in January 2026

A STRATEGY FOR NEXT GENERATION GIVERS

NVPC's approach to youth giving is anchored on three priorities:

Encourage partner schools, non-profits, and corporates to adopt a stronger next generation focus

Make giving more accessible and engaging

Amplify stories that inspire action

NVPC adopts a purposeful, long-term approach to cultivating the next generation of givers by laying the foundation for a lifetime of social contribution. Through partnerships with schools, youth organisations, and the corporate sector, NVPC seeks to make giving accessible, relevant, and enduring.

CULTIVATING GIVERS ACROSS EVERY STAGE OF LEARNING

Institutes of Higher Learning (IHLs) formed a key focus of strategic partnerships to embed a culture of giving in educational pathways. Temasek Polytechnic (TP) became the first Institute of Higher Learning to embed giving.sg across their institutional calendar. Launched on their 35th anniversary, it is now an ongoing initiative at signature events like Freshmen Orientation, Graduation and Campus Care Network Day, thereby encouraging staff, students, alumni and partners to donate or volunteer skills for meaningful causes, including supporting TP's Endowment Fund for students in need.



Republic Polytechnic blazed the trail as the first polytechnic to include a 15-hour volunteering requirement with the community as a graduation requirement, leveraging giving.sg to onboard all students and track their cumulative efforts. NVPC also collaborated with Singapore Management University (SMU) for the 25th edition of its signature fundraising movement, SMOO Challenge 2025, which invites alumni, students, and faculty to move for a cause.

The effort mobilised over 700 unique donors to collectively raise over S$203,000 between July and September 2025 on giving.sg.

NVPC also worked with IHLs to develop programmes that build critical capabilities in the social sector. In partnership with Singapore Polytechnic and Giti Tire, NVPC's Company of Good co-developed a Specialist Diploma in Business Sustainability and Reporting, equipping professionals to embed Corporate Purpose and sustainability into core business practices.

PARTNERING FOR IMPACT: NATIONAL YOUTH COUNCIL

NVPC and National Youth Council (NYC) continue to work together to activate youth giving through co-organised events, cross-marketing initiatives, and collaborative programming. Key highlights include participation in the SG Youth Forum and the co-organisation of the Groundup Exchange.

In December 2025, NVPC and NYC engaged 32 young people from junior colleges, polytechnics, the Institute of Technical Education, and universities for a discussion on volunteerism. Using Values-in-Action (VIA) as a case study, youth participants shared perspectives across three areas:

1. **How they engaged with VIA in school**
2. **The school culture within which it was implemented**
3. **The aspects of VIA that created personal meaning**



A youth focus group discussion organised by NVPC and NYC, in December 2025.

The study sought to understand how early giving experiences could shape long-term volunteering attitudes and behaviours, with the goal of informing the design of school-based programmes.

Through these efforts, NVPC aims to build a strong foundation for future generations of committed, lifelong givers. Recognising this as a shared responsibility, partners and stakeholders across all sectors are invited to reflect on how their unique strengths and positions within the giving ecosystem can meaningfully advance this collective mission.



Partnerships and Collective Action

Partnerships and Collective Action

Partnerships are key to strengthening the giving ecosystem, enabling scale, fostering innovation, and supporting meaningful co-creation. In FY25/26, we strengthened existing collaborations and forged new partnerships to grow a culture of giving and build capabilities for sustained, long-term impact.

CITY OF GOOD FORUM 2026

The City of Good Forum 2026 gathered leaders and changemakers to explore how shared responsibility under Singapore's social compact may evolve to strengthen resilience and deliver lasting impact.

Drawing on findings from the National Giving Study 2025 launched at the Forum, the panel discussion moderated by Dr Mathew Mathews (Head of Social Lab & Principal Research Fellow, Institute of Policy Studies) explored how partnerships and volunteerism can strengthen Singapore's social compact. Panellists Benjamin William (Secretary General and CEO, Singapore Red Cross), Natalie Craig (CEO, Cushman & Wakefield, Singapore), and Dr Ma Sirui (Deputy Director of Knowledge and Insights, NVPC) offered diverse cross-sector insights.



State of Play offered corporates a unique opportunity to gain insight into real ground needs, and explore impactful collaborations.

20 partnerships were also recognised for their efforts in Project V, a joint initiative by NVPC and the National Council of Social Service (NCSS) to foster sustained corporate volunteering and lasting social impact.

Running alongside the Forum, State of Play 2026 returned for its fourth edition, featuring 40 booths, attracting 400 visitors, with over 390 meaningful connections made between corporates and community partners.

Across research, dialogue, recognition, and connection, each segment reinforced that purposeful partnerships, built on trust and shared responsibility, are what will transform good intentions into lasting social change.



The takeaway from the panel discussion was that successful partnerships are those that are purpose-driven, inclusive and sustainable.

CITY OF GOOD FILM FESTIVAL

The City of Good Film Festival returned in July 2025 and was brought to life over two weekends. The first weekend, held in collaboration with the Singapore Film Society (SFS) at Golden Village Funan, featured films exploring themes of care, compassion, and inclusion.

The festival was anchored on "Middletown", a film spotlighting youth uncovering an environmental crisis. NVPC, SFS and EB Impact hosted a post-film panel discussion titled "From Footprints to Action – How Individuals Can Drive Environmental Change" on how storytelling can move people from awareness to action.



The City of Good Film Festival is dedicated to inspiring giving through the art of storytelling.



Two short films were screened at "It's Giving Fest", highlighting fresh perspectives and filmmaking talent.

The second weekend focused on engaging youths. It offered two local student films at "It's Giving Fest", an SG60 youth festival led by the Ministry of Digital Development and Information (MDDI). Produced by students from LASALLE College of the Arts, the two films screened at the event were "Joyride", a multigenerational family drama about relationships, reconciliation and humour amid terminal illness, and "Mushroom Boys", a documentary featuring youths with intellectual disabilities working at a local mushroom farm, touching on inclusion and meaningful work.

NVPC's BAGUS (Building All Groundups for Success) Together initiative was also featured at an interactive booth that enabled visitors to explore volunteering pathways and connect with causes that align with their personal values and lived experiences.



Acting Minister David Neo visited the BAGUS Together booth at "It's Giving Fest".

This supported efforts to make giving more accessible and encouraged greater participation among youths through volunteering and donations.

#GIVEASONESG CAMPAIGN

As Singapore marked 60 years of nation-building, NVPC embarked on a partnership with the National Day Parade 2025 Executive Committee to weave the spirit of giving into the nation's birthday festivities.

The collaboration offered two pathways for participation — for members of the public and for corporates — making giving more accessible across different segments of society. Through the annual #GiveAsOneSG campaign, individuals were invited to contribute meaningfully, supporting a wide range of causes.

Running over 60 days, the collaboration in 2025 was the most ambitious edition yet. Complementing the public campaign, NVPC launched a new pathway designed to make it easier for companies to begin their corporate volunteering journey with bite-sized commitments.



GiveAsOneSG kicked off at a launch event featuring Ms Goh Hanyan, Senior Parliamentary Secretary, Ministry of Culture, Community and Youth & Ministry of Sustainability and the Environment.

MOH HEALTHCARE RESERVE FORCE

In November 2025, NVPC and the Ministry of Health (MOH) signed a Memorandum of Understanding to strengthen our national preparedness through the Healthcare Reserve Force (HRF).

This collaboration leverages NVPC's national giving platform giving.sg and corporate networks to drive awareness and sign-ups, supporting MOH's goal of building a ready community of 2,000 volunteers. By focusing on strengthening preparedness during non-crisis periods, the HRF ensures that trained volunteers are equipped to support non-clinical operations, such as case management and facility logistics, during emergencies to foster a more resilient healthcare system.



Representatives from MOH's Healthcare Reserve Force (HRF) and NVPC at the MOU signing to strengthen national preparedness through volunteerism.

CELEBRATING EXCELLENCE IN GIVING: PRESIDENT'S VOLUNTEERISM & PHILANTHROPY AWARDS 2025

The 13th edition of the President's Volunteerism & Philanthropy Awards (PVPA) recognised 16 exemplary winners across the individual, organisation, leader, community and cross-sector partnership categories. The winners demonstrated excellence in giving. These awards represent the nation's highest honour for contributions that create sustained impact across society and are conferred by the President of the Republic of Singapore.

PVPA 2025 recorded 451 submissions, the highest in its history and a significant increase from the previous year. This reflects growing participation across sectors and a deepening culture of giving in Singapore. The awards were conferred across 12 categories, with four categories recognising two winners each. The introduction of the Communities of Good pillar marked a key milestone. It recognises charities and groundups enabling sustained, community-driven impact. Close to 100 submissions were received under this new pillar, demonstrating strong sector engagement. Finalists were also invited to attend the awards ceremony, recognising their contributions and strengthening connections within the community.

A new partnership with the Singapore University of Social Sciences introduced learning and mentorship opportunities to support continued growth among changemakers. Winners were able to attend courses on topics such as Design Thinking and Artificial Intelligence to strengthen their capabilities.



President Tharman Shanmugaratnam with the 16 winners of the President's Volunteerism & Philanthropy Awards 2025

Among the awardees, the City of Good winner—a collaboration between Children's Cancer Foundation, Kong Meng San Phor Kark See Monastery, and QB HOUSE—demonstrated the impact of sustained cross-sector partnerships. The initiative mobilised support across sectors and communities, reflecting how coordinated efforts can deliver meaningful and lasting outcomes.

The strong response and quality of submissions underscore a growing culture of giving across Singapore. Awardees demonstrated how leadership, innovation, and collaboration can address complex social needs across communities. Cross-sector partnerships continued to play a critical role in driving meaningful and sustained change.

Looking ahead, PVPA will continue strengthening its role as a national platform for recognising and enabling impactful giving. Future editions will build on enhanced support for winners and finalists, strengthening pathways for sustained impact beyond the awards. These efforts contribute to NVPC's vision:

A City of Good, where everyone is able to give every day and everywhere (3Es), contributing their Time, Talent, Treasure, Ties and Testimony (5Ts).



President Tharman Shanmugaratnam engaging with award recipients at the PVPA 2025 Winners' Showcase Gallery, where initiatives and impact stories were presented.

Snapshots

Every effort creates a ripple effect. One act inspires the next, coming together in a shared heartbeat of care for the people and communities around us.























Board of Directors and Leadership Team

BOARD OF DIRECTORS



MR SEAH CHIN SIONG - CHAIRMAN

Appointed on 9 November 2016
Re-appointed as Chairman on 1 January 2021

Chairman,
Singapore Children's Society



MR SUHAIMI ZAINUL-ABIDIN - VICE CHAIRMAN

Appointed on 1 October 2020

Chief Executive Officer,
Quantedge Capital



MS AMY HING

Appointed on 1 September 2023

Deputy Secretary (Community & Youth), Ministry of Culture, Community and Youth



MR LIM SHUNG YAR

Appointed on 1 February 2026

Chief Executive Officer,
National Council of Social Service



MS ANG SHIH-HUEI

Appointed on 1 October 2025

CEO & Co-Founder,
H/Advisors Klareco

BOARD OF DIRECTORS



MR EDMUND SIAH

Appointed on 1 October 2025

Advisor, Egon Zehnder



MR GERRY CHNG

Appointed on 1 October 2020

Partner, Head of Cyber,
KPMG Services



DR GOH WEI LEONG

Appointed on 1 October 2020

Co-Founder & Advisor,
HealthServe



MR JASON CHAN

Appointed on 1 October 2020

Partner, Allen & Gledhill LLP



MS LIEW WEI LI

Appointed on 1 October 2024

Director-General of Education,
Ministry of Education



DR MATHEW MATHEWS

Appointed on 1 October 2020

Head of Social Lab &
Principal Research Fellow,
Institute of Policy Studies

BOARD OF DIRECTORS



DR MING TAN

Appointed on 1 October 2024

Senior Advisor,
DGA-Albright Stonebridge Group



MR MOHAMED IRSHAD

Appointed on 1 October 2024

Head of
Corporate Affairs for ASEAN,
Tata Consultancy Services



MR SHEE TSE KOON

Appointed on 1 October 2024

Group Executive & Group Head
of Consumer Banking and Wealth
Management, DBS Bank

BOARD ADVISOR



MR EUGENE SEOW

Appointed on 1 October 2020

Founding Lead, E3TWENTY

BOARD OF DIRECTORS (RETIRED IN FY25)

NAME	DATE OF RETIREMENT	DESIGNATION
Ms Chong Ee Rong - Vice Chairman	30 September 2025	Managing Partner, Be Possible Ltd
Ms Tan Li San	31 January 2026	Former Chief Executive Officer, National Council of Social Service
Mr Lawrence Ang	28 February 2026	Executive Director, Landz Consulting Pte Ltd

ABOUT NVPC'S BOARD

ROLES & RESPONSIBILITIES

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

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

COMPOSITION

The Board comprises:

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

The Chairman may appoint Board Advisors to advise the Board. Board Advisors are invited to attend quarterly board meetings but do not have voting rights or legal responsibilities.

APPOINTMENT & RECRUITMENT

Board Directors are appointed based on the merit of their calibre, experience, stature, passion to contribute towards NVPC's mission, as well as their ability to provide relevant and strategic networks 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. The Nomination Committee taps on multiple avenues to identify potential Board Directors, including BoardMatch, a service run by the Centre for Non-Profit Leadership (CNPL) that seeks to bring diversity and rejuvenation to non-profit boards. The Committee evaluates the nominations based on the needs of NVPC and considers the need for diversity in terms of gender, ethnicity, expertise and sectoral experience. The Chairman meets with shortlisted candidates to assess their suitability and makes final recommendations to the Committee for endorsement.

NVPC Board Directors are appointed by NVPC with approval from the Directorship and Consultancy Appointments Council and Minister for Culture, Community and Youth.

RENEWAL

Board Directors are appointed for a term of up to two (2) years and will be eligible for re-appointment, up to a maximum tenure of six (6) consecutive years. The Chairman's tenure is considered separately from his/her tenure as a Board Director but is similarly subject to the maximum tenure of six (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 four (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.

BOARD EFFECTIVENESS

The NVPC Board goes through the CNPL BoardPulse2.0 assessment every two to three years, depending on changes to the Board Chairman/Directors or when the organisation goes through a strategy refresh. The self-assessment tool captures their perspectives on the Board's composition, experience, expertise, and effectiveness and is used to provide insights for the Board to reflect upon their developmental next steps to enhance overall effectiveness and efficiency. Survey responses are kept anonymous.

BOARD ENGAGEMENT AND TRAINING

Board Directors attend an onboarding session to familiarise themselves with NVPC's strategic priorities and organisational structure. They are encouraged to join the organisation's signature events to enhance their learning and connect with sector experts. These events include the City of Good Summit, the City of Good Forum and the Company of Good Conference.

BOARD MEETING ATTENDANCE FOR THE FINANCIAL YEAR OF

1 April 2025 to 31 March 2026

A total of four (4) Board meetings were held during the year.

NAME	ATTENDANCE
Mr Seah Chin Siong	4/4
Mr Suhaimi Zainul-Abidin	4/4
Ms Amy Hing	4/4
Mr Lim Shung Yar	1/1
Ms Ang Shih-Huei	2/2
Mr Edmund Siah	2/2
Mr Gerry Chng	2/4
Dr Goh Wei Leong	4/4
Mr Jason Chan	0/4
Ms Liew Wei Li	4/4
Dr Ming Tan	4/4
Mr Mohamed Irshad	4/4
Mr Shee Tse Koon	0/4
Ms Chong Ee Rong *(Retired 30 September 2025)*	2/2
Ms Tan Li San *(Retired 31 January 2026)*	3/3
Mr Lawrence Ang *(Retired 28 February 2026)*	3/3

BOARD COMMITTEES

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

Each Board Committee has its own set of Terms of Reference, which are approved by the Board. Board Committees provide updates and report their decisions to the Board on a quarterly basis.

EXECUTIVE COMMITTEE

NAME	DESIGNATION
Mr Seah Chin Siong	Committee Chair
Ms Amy Hing	Member
Mr Edmund Siah	Member
Mr Gerry Chng	Member
Mr Suhaimi Zainul-Abidin	Member
Ms Chong Ee Rong	Member *(Retired 30 September 2025)*
Mr Lawrence Ang	Member *(Retired 28 February 2026)*

NOMINATION COMMITTEE

NAME	DESIGNATION
Mr Seah Chin Siong	Committee Chair
Ms Amy Hing	Member
Mr Edmund Siah	Member
Mr Gerry Chng	Member
Dr Goh Wei Leong	Member
Mr Suhaimi Zainul-Abidin	Member
Ms Chong Ee Rong	Member *(Retired 30 September 2025)*
Mr Lawrence Ang	Member *(Retired 28 February 2026)*

AUDIT & RISK COMMITTEE

NAME	DESIGNATION
Mr Gerry Chng	Committee Chair
Ms Bridgit O'Donovan	Member
Dr Chinnu Palanivelu	Member

AUDIT & RISK COMMITTEE (CONTINUED)

NAME	DESIGNATION
Mr Gurbinder Singh	Member
Mr Jason Chan	Member
Ms Sharifa Nafisa	Member

DIGITAL COMMITTEE

NAME	DESIGNATION
Mr Lawrence Ang	Committee Chair *(Retired 28 February 2026)*
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

FINANCE COMMITTEE

NAME	DESIGNATION
Mr Suhaimi Zainul-Abidin	Committee Chair
Ms Adeline Hoe	Member
Ms Amy Hing	Member
Mr Jason Tan	Member
Mr Vincent Ling	Member

HUMAN RESOURCE COMMITTEE

NAME	DESIGNATION
Mr Edmund Siah	Committee Chair
Ms Chong Ee Rong	Committee Chair *(Retired 30 September 2025)*
Mr Sim Gim Guan	Member
Ms Adel Tan	Member
Ms Doris Sohmen-Pao	Member

HUMAN RESOURCE COMMITTEE (CONTINUED)

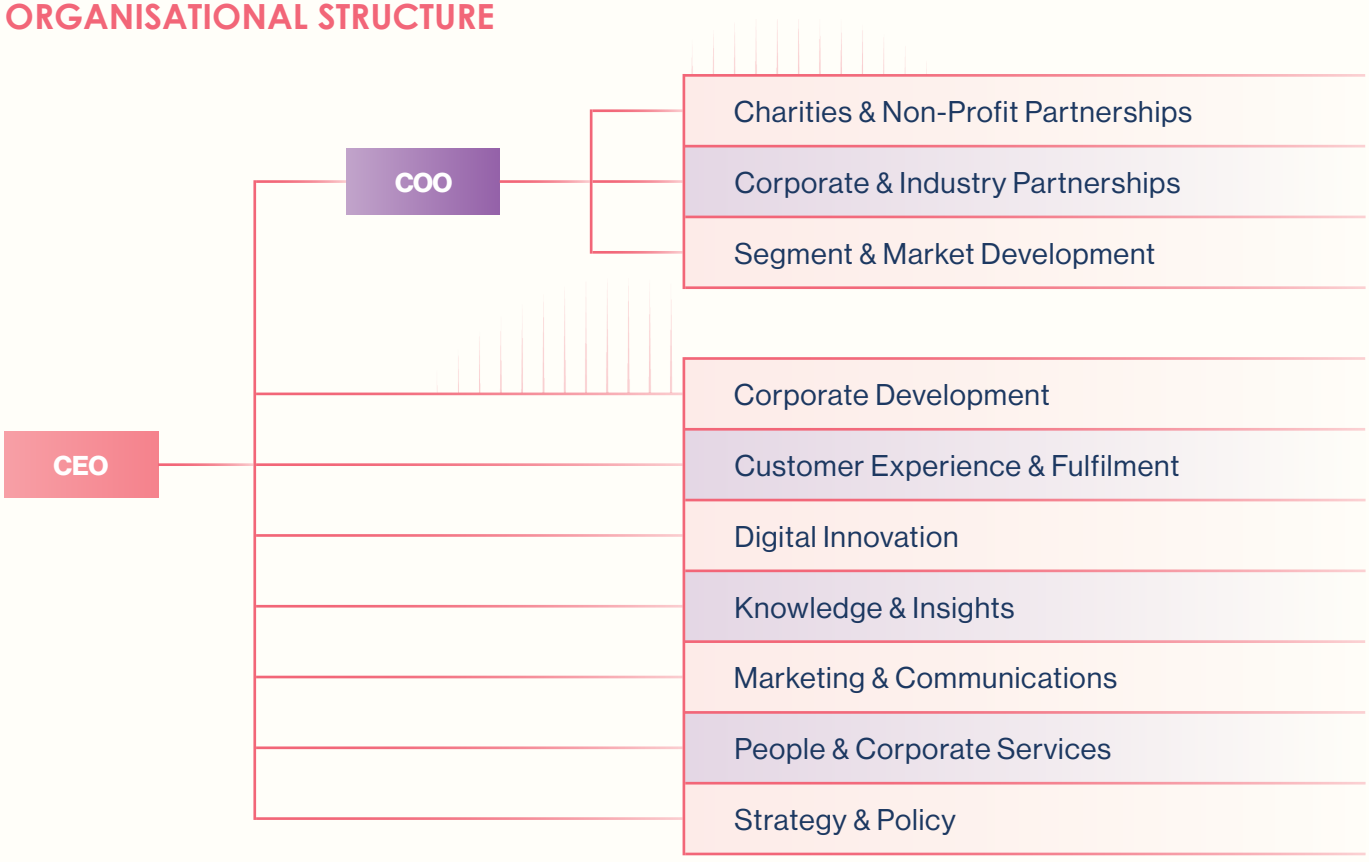
NAME	DESIGNATION
Ms Grace Yip	Member
Ms Mary Yong	Member
Mr Shailesh Ganu	Member

MANAGEMENT & ORGANISATIONAL STRUCTURE

SENIOR MANAGEMENT

NAME	DESIGNATION
Mr Tony Soh *(Appointed 1 Oct 2022)*	Chief Executive Officer
Mr Tony Lai *(Appointed 1 Jan 2024)*	Chief Operating Officer
Ms Amy Teo *(Appointed 5 Aug 2013)*	Director, People & Corporate Services
Mr Darion Chong *(Appointed 6 Oct 2025)*	Director, Strategy & Policy
Ms Lin Sufei *(Appointed 1 Apr 2024)*	Director, Corporate & Industry Partnerships
Ms Serene Chen *(Appointed 1 Oct 2025)*	Director, Marketing & Communications

ORGANISATIONAL STRUCTURE



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 November 2008 with Institution 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 AND TRANSPARENCY

NVPC maintains a steadfast commitment to upholding a high standard of accountability and transparency. We consistently provide information about our programmes, operations and financials through our annual reports, organisation's website and social media platforms.

The total annual remuneration of the three highest-paid employees is disclosed in the bands of $100,000 as follows:

REMUNERATION BANDS	2026	2025
S$500,001 to S$600,000	1	1
S$400,001 to S$500,000	-	-
S$300,001 to S$400,000	1	1
S$200,001 to S$300,000	1	1

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

FINANCIAL AND RISK MANAGEMENT

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

We have put in place a Finance Policy & Procedures Manual for financial matters in key areas, including procurement, petty cash, reserves management, payments, income and receipts. We are committed to providing transparent and reliable information regarding our financial information. We prioritise the disclosure of our audited financial statements, which comply 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 our audited financial statements. NVPC's restricted funds primarily originate from grants, and we adhere to terms as outlined in the funding agreements, including the designated timing of use and any other specified conditions.

Please click here to view NVPC's audited financial statements, which contain the independent auditor's report.

FUNDRAISING

NVPC's main source of income is derived from grants received from the Ministry of Culture, Community and 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 NVPC's reserves. The utilisation of reserves is determined by the Board.

Our latest reserves ratio can be found in our audited financial statements.

AUDITED STATEMENT OF ACCOUNTS

Other matters of disclosure are covered in our audited financial statements for FY25/26.

HUMAN RESOURCE MANAGEMENT

NVPC incorporates systems that address employee communication, fair employment practices, performance management and professional development. 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 own remuneration. Changes to any HR policies, including compensation practices, go through an approval process that involves the Human Resource Committee.

VOLUNTEER MANAGEMENT AND CONTRIBUTIONS

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

We value our volunteers who share our vision and continue to contribute their Time, Talent, Treasure, Ties and Testimony. NVPC's volunteers contributed over 901 hours in FY25/26 in various capacities, such as by serving on the NVPC Board and Board Committees, the Youth Action Group, the Company of Good Roundtable, as panel speakers or as event facilitators.

LAND AND BUILDING

NVPC presently occupies 1,699.74m^2 of Civic and Community Institution (C&CI) and Sports space located on the third and fourth 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 the National Council of Social Service, by Far East Organization (FEO), subject to restrictive covenants including C&CI and charitable usage and transfer or lease, subject to FEO's 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 709.82m^2 is used as office space for NVPC's staff.

POLICIES

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.

FINANCE POLICY

NVPC is committed to ensuring accountability, transparency and the optimal use of finance resources. The Finance Policy provides comprehensive guidelines for financial management, covering procurement, reserves management, payments and management of funds and grants. The controls are reviewed regularly.

PRIVACY POLICY

NVPC is dedicated to safeguarding all personal data entrusted to us by employees, partners, customers and vendors. The policy sets out how NVPC collects, uses and discloses personal data. Individuals may contact NVPC to be unsubscribed from our records.

CONFLICT OF INTEREST DISCLOSURES

Directors of the Board and staff are required to make annual conflict of interest declarations and disclosures. Apart from the annual declaration exercise, all Directors and staff are required to inform the Board Secretary (for Board Directors) or Human Resource and Finance (for staff) in writing as soon as they are made aware of potential conflicts of interest. In such scenarios, they are to recuse themselves from discussions and abstain from voting or decision-making.

HUMAN RESOURCES POLICY

NVPC seeks to foster a positive and inclusive workplace, as detailed by its Human Resources Policy. We also employ systems for employee communication, performance management and professional development.

WHISTLEBLOWING

NVPC is committed to the highest standards of honesty, transparency, ethical and legal conduct and accountability. The Whistleblowing Policy promotes standards for sound finance and corporate practices and deters wrongdoing, by providing avenues for employees, vendors, partners or any members of the public to raise concerns about suspected improprieties. Whistleblowers are protected from potential reprisals or victimisation for acting in good faith.

In addition to the above, NVPC has set out policies and procedures to guide management and staff, including its Information Technology Security Policy.

GOVERNANCE EVALUATION CHECKLIST

The Governance Evaluation Checklist (GEC) covers the key guidelines from the Code of Governance for Charities and Institutions of a Public Character (IPCs). Below is NVPC's GEC for FY25, from 1 April 2025 to 31 March 2026.

* *Did the charity put this principle into action?*
** *If you have indicated "No" or "Partial Compliance", please explain.*

S/N	CALL FOR ACTION	CODE ID	*	**
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	*	**
Principle 2: The charity has an effective Board and Management. (Continued)				
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 or 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	
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.*	2.9a	Yes	

S/N	CALL FOR ACTION	CODE ID	*	**
Principle 2: The charity has an effective Board and Management. (Continued)				
	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).	2.9b		
	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.	2.9c		
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	
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	

S/N	CALL FOR ACTION	CODE ID	*	**
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;* *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	
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 (obtaining advice from qualified professional advisers if deemed necessary by the Board);* *h. Service or quality standards;* *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	

S/N	CALL FOR ACTION	CODE ID	*	**
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. *The number of Board meetings held during the year; and* b. *Each Board member's attendance.*	5.3	Yes	
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	

S/N	CALL FOR ACTION	CODE ID	*	**
Principle 5: The charity is accountable and transparent. (Continued)				
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. *b. 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	
Principle 6: The charity communicates actively to instil public confidence.				
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	



National Volunteer and Philanthropy Centre

6 Eu Tong Sen St, #04-88 The Central, Singapore 059817

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