

**DETERMINED
TO SEE IT THROUGH**

**ANNUAL
REPORT
2025**

CONTENTS



CampusImpact is a social service agency that supports disadvantaged kids and their families by strengthening the ties between them.



+65 6482 1324



hello@campusimpact.org.sg



Blk 151 Yishun St 11, #01-26
Singapore (760151)



facebook.com/campusimpactsg



instagram.com/campusimpactsg



linkedin.com/company/campusimpactsg

About Us

- 4** Vision, Mission and Values
- 6** Strategy
- 8** Our Journey Thus Far
- 10** Message from Grassroots Advisor to Nee Soon GRC
- 11** Chairman's Message
- 13** Executive Director's Message

Highlights of the Year

- 16** The Year at a Glance
- 18** Our Services

Leadership

- 37** CampusImpact Management Team
- 37** CampusImpact Board and Organisational Structure
- 47** Code of Governance
- 51** Policies
- 56** Audited Financial Information

The Year Ahead

- 61** Future Plans
- 61** Fundraising Plans
- 61** Expenditure Plans

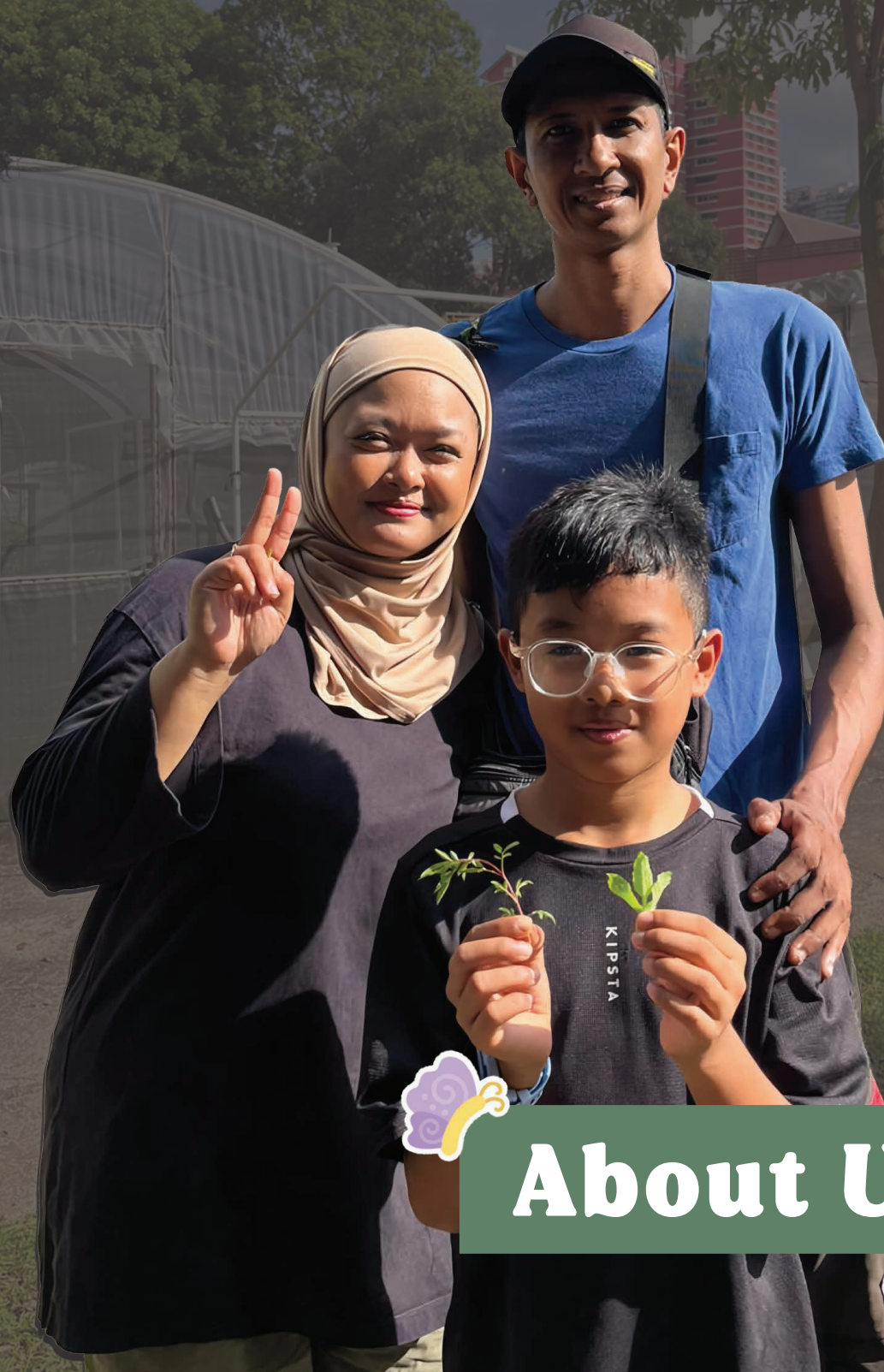
Our Partners

- 62** Volunteers
- 64** Donors
- 65** Corporate Culture and Play Days
- 66** Partner Organisations
- 67** Acknowledgements



“As a working parent, I truly appreciate how CampusImpact supports not just my child, Alif, but also me as a parent. With my busy schedule, CI has been such a blessing by engaging my child with meaningful programmes and fun activities. CampusImpact has helped build my child’s character, confidence, and values too. He even came home and shared with me about what he learned at CampusImpact, especially about respect and other important values. I’m thankful that my child has a safe, nurturing, and inspiring place to learn and grow.”

– Siti Nur Fatimah Binte Abdul Manaf, mother of Alif, 9 years old, (shown below)



About Us



Our Vision

Strong **Children**

Strong **Families**

Strong **Society**



Our Mission

To provide a holistic approach in character building for youths as they transit from childhood to adulthood, so that they will become useful citizens for the community and serve as pillars of strength for the nation.

We do what we do because we love children and believe they have much to offer the world.

We provide a safe physical space, engaging kids with nurturing adults to improve their lives through the joy of a values-led education and focused academic support.

We deliver love, patience and kindness, and try to give back dignity and respect in all our interactions.



We look to

**build character,
practise resilience,
inspire imagination,
engender play, and
bring renewed joy.**



Corporate Information

CampusImpact was registered under the Registry of Societies on 8 March 2006 and has been registered as a charity under the Charities Act (Chapter 37) since 1 September 2007.

CampusImpact was accorded IPC (Institution of a Public Character) status on 1 July 2014, and the IPC status is live from 1 July 2025 to 30 June 2028.

CampusImpact has Constitution as its governing instrument.

Unique Entity Number:
T06SS0077A

Registered Address:
Blk 151 Yishun St 11 #01-26 Singapore (760151)

Auditor:
Tan, Chan & Partners Chartered Accountants Singapore

Banker:
United Overseas Bank

Strategy

Core Values

Meet Precious the Pearl, CampusImpact's mascot, who reminds us to align our work with our values.



Patient

We are patient both with ourselves and our kids, remembering that a good life takes time to unfold.

Enthusiastic

We are enthusiastic about life and all the potential it holds.

Action

We take action, because it is important to walk the talk.

Respectful

We see the importance and uniqueness of every child.

Loving

We remember that love is infinite, and that all kids deserve loving attention.

Steadfast and Sure

We are the refuge of safety and calm amid disruption and change.



After completing the Organisational Health Framework for Social Services in 2024, CampusImpact embarked on the Organisational Health Diagnostic Scheme in 2025, developing a three-year road map for CampusImpact, to strengthen the four strategic pillars of Fund-raising, HR, Programme Development, and Digitalization.

1. **Improve Workflow Efficiency Through Digitalisation** to increase productivity and implement an integrated digital system.
2. **Develop Other Funding Streams** to build capabilities to support the fundraising end-to-end process and develop new revenue streams.
3. **Increase Engagement with the Board** to generate new collaborations between the Board and the staff, and develop positive relationships between the Board and the staff. In 2025, CampusImpact also welcomed two new board members as we sought to refresh the board leadership.

Strategy

The CampusImpact C.A.R.E Approach

The CampusImpact C.A.R.E Approach is a whole-of-centre approach towards all children and youths that come into any of our programmes.



Tier 1: Check and screen the client's suitability for the programmes

Individual needs assessment will be conducted before a client enrolls into a programme to determine their suitability for the programme.

Programme executives and counsellors also involve the family in collaborative sessions to better understand family dynamics.

Tier 2: Attend programmes

Within one month of attending our programmes, we seek feedback from the clients' caregivers on how the child has been doing in the programme and also provide caregivers with some feedback on how they can better support their children.

Tier 3: Review and Refer the client to internal specialists or other programmes within CampusImpact (i.e. counsellors, therapists, social worker) for targeted intervention.

A case consult will be held to determine the modality of the intervention provided.

Tier 4: Engage the community in the client's ecosystem to ensure follow- through and holistic care. (i.e. schools, family members, community partners, authorities, etc.)

If more support is needed, we work with other agencies to support the child.

Our Journey Thus Far...

2006:

- Registered with the Registry of Societies

2008:

- Opened Yishun Centre

2015:

- Full member of NCSS

2018:

- Pilot of Study Buddy Programme

2019:

- Refresh of Organisational Strategy, Vision & Mission

2020:

- Expansion of Programmes
- Appointment as SG Cares Volunteer Centre @ Yishun

2021:

- Development of CampusImpact's 6 Pillars and C.A.R.E Approach
- Workplace Learning Project



2026:

- Opening of COMMA - CampusImpact's new youth centre located at Admiralty Grove, Woodlands.
- Launch of Sparks! - Youth mentorship programme for 13 - 17 years old

2025:

- Second Centre
- Financial Sustainability
- Programme Review and Development
- Board Engagement
- Succession Planning
- Research Mentorship

2024:

- Implementation Science
- Launch of President's Challenge 2024
- Knowledge Management
- Charity Transparency Merit Award 2024

2023:

- Strengthening People Practices Consultancy
- Strengthening Volunteers
- To The Limits Camp
- Client Management System

2022:

- Developing Theory of Change for our programmes
- Photography Exhibition
- Social Service Standards Playbook
- Charity Transparency Awards 2022

Minister K Shanmugam's Message

This year marks another meaningful chapter for CampusImpact as it continues to support children, youths, and families.

CampusImpact will be expanding its reach with the opening of COMMA, a new youth centre at Admiralty Grove in Woodlands. It will also launch Sparks!, a mentorship programme for youths aged 13 to 17. Both initiatives reflect its commitment to guiding and supporting young people.

The children and youths in CampusImpact's programmes continued to make encouraging progress. They staged a drama production based on their own experiences, and took part in camps and life skills programmes. Along the way, they showed courage, creativity, and resilience.

CampusImpact has also strengthened how it measures the effectiveness of its programmes by adopting the NCSS sector evaluation framework. This will help the organisation better assess its programmes and deepen its impact on the communities it serves.

Congratulations to the CampusImpact team, volunteers, and partners on another year of helping young people grow and do well.



Minister K Shanmugam
Minister for Law
Minister for Home Affairs
MP for Nee Soon GRC



When I reflect on the year behind us, I find myself coming back to something simple, yet increasingly important, people.

Singapore is at a point where many things are changing at once. We are facing the threat of a shrinking population, changing family structures, and growing pressures on both parents and children. At the same time, we are navigating a world shaped by artificial intelligence, global uncertainty, and shifting economic realities. These are not distant trends. They are already affecting how we live, how we work, and how we raise our children. In the midst of all this, I have come to believe even more strongly that what matters most is still the same, the strength of our families, and the relationships we build with one another.

At CampusImpact, our work has never been just about programmes or services. It is about walking alongside a child who needs someone to believe in them. It is about supporting a parent who is trying their best, often under very difficult circumstances. It is about creating a safe space where both can grow together. In a society like ours, where the demands of life can be intense, building and sustaining strong families is not always easy. But it is also more critical than ever. If we want to prepare the next generation, not just to succeed, but to live meaningful and grounded lives, we must start by strengthening the environment they grow up in. Technology will continue to advance. AI will change the nature of jobs and learning. The global economy will continue to shift. But no technology can replace the value of a caring adult, a listening ear, or a community that chooses to show up consistently. In fact, as the world becomes more digital, these human connections become even more important.

Over the past year, I have been encouraged by what I see in our community. Volunteers who show up week after week. Staff who go the extra mile, often quietly. Partners and donors who continue to believe in what we are building together. These are not small things. They are the reason why our work continues to matter. There is still much to be done. The challenges ahead are real, and in many ways, they will only become more complex. But I remain hopeful.

Because at the heart of CampusImpact is something that does not change, the belief that every child has potential, and that with the right support, every family can be strengthened. And as long as we continue to stand together, as a community, as partners, as individuals who care, I believe we will not only navigate these challenges, but emerge stronger because of them.

Thank you for being part of this journey with us

David Yeo

David Yeo
Chairman, CampusImpact



Chairman's Message

Executive Director's Message



“Determined to See It Through”

You might have heard young people around you going: “67!”

You might even have asked them: “What does it mean?” only to be greeted with laughter, and seeing them move their palms up and down even more vigorously.

“67” was Dictionary.com’s word of 2025, and it has varying meanings. Some say it means “so-so”, some say that it means “maybe this, maybe that”, others say it just has no meaning, and is just brainrot.

But in a time when so many are finding a lack of meaning and purpose, and are quiet quitting or giving up by embracing the tang ping culture, we continued to help our children grow in determination by learning how to set goals, look at the resources and options available to them, work with one another, and persevere till they achieved their aims.

I am proud of what our children have achieved this year. We staged a drama production, *Friendsh***, which was written based on their lived experience of bullying, and which the children did the costume and makeup, sets, and lighting design for. The children also completed two To The Limits Camps, clocking a whopping 24km over two camps, and continued to practise their life skills, and we also onboarded the sector evaluation framework with NCSS to evaluate our programmes, and ensure that our work is yielding good outcomes and produces impact.

We also recruited two key staff members to augment the leadership team, and celebrated the promotion of Ms Denise Foo as our Assistant Executive Director. We also onboarded two new board members, bringing much-needed expertise and energy to the organisation. This helps to prepare the organisation as we enter the next chapter of our growth with the impending opening of our new youth centre, COMMA by CampusImpact, at Admiralty Grove, in 2026. This new centre will seek to bring out the best in young people, reminding them that their story is not over yet, and that we will meet them where they are.

There were many key milestones that we overcame together, and I know that we were only able to see it through because we had the support of our wider CampusImpact family to cheer us on.

Thank you for journeying with us in 2025. It was definitely not 67 for us, but a year that was full of meaning, where we gave our 100 percent, and saw so much growth in ourselves, in our children, in our parents, in our volunteers, and in our partners.



Elysa Chen
Executive Director, CampusImpact



**TO THE LIMITS CAMP:
DRIVEN WITH PURPOSE**



**LEARNING CURVE
VOLUNTEER TRAINING**



"Ms Cara was a truly great tuition teacher, and learning under her was a very meaningful experience for me. From the very beginning, she created an environment where I felt comfortable asking questions without fear of being judged. No matter how many times I didn't understand something, she remained patient and explained it again until it finally made sense to me.

What I appreciated most about her was how genuinely she cared about her students. She didn't just focus on finishing the syllabus, but made sure we actually understood what we were learning. She always encouraged me when I felt discouraged and motivated me to keep trying even when things felt difficult. Her belief in me gave me confidence in my own abilities.

Through her teaching, I not only improved academically but also learnt the importance of discipline, consistency, and self-belief. She made lessons engaging and manageable, and her guidance played a big role in shaping my learning journey. I will always be grateful for the time, effort, and dedication she put into teaching me. She will always be someone I remember with respect and appreciation."

- Lavarsha, 15, Learning Curve Education Programme Student





**DBS FOUNDATION COMMUNITY
POP-UP MARKET**



FRIENDSH DRAMA
PRODUCTION**



**THE LEARNING KITCHEN
WORKSHOPS**



**Highlights
of the Year**

The Year at a Glance



For Youth:

74

students in the
Learning Curve
Education Programme

72

students in the
Study Buddy
Programme

40

students through
After-School
Engagement

33

children in
Study Buddy Plus at
Marsiling ComLink

31

children in
Study Buddy Plus at
Admiralty ComLink

17

children in
Learning Curve Plus
at Nee Soon Link



31

cases through
ImpactCare

60

students in paid social
and emotional learning
(SEL) workshops

550

students engaged in
mental health workshop



For Families:

93

family sessions

2

home visits



For Volunteers:

4 Learning Curve workshops
for

66

volunteers

3 facilitation workshops
for

36

volunteers

1 paid facilitation workshops
for

40

volunteers

Our Services



ImpactFUL



ImpactReach



ImpactCare



ImpactFamily



ImpactEd



Cares

**SG Cares Volunteer
Centre @ Yishun**

Six pillars uphold CampusImpact's work, namely:

ImpactFUL:

Centre-based programmes with a Fruitful curriculum, Understanding adults, and a Loving environment

ImpactReach:

Outreach programmes to bring out the best in young people wherever they may be

ImpactCare:

Clinical interventions for more targeted and specialised support (e.g. Counselling, Art Therapy, Play Therapy)

ImpactFamily:

Family support to help families strengthen the ecosystem for their children

ImpactEd:

Education and training to equip volunteers and practitioners who work with children

SG Cares Volunteer Centre @ Yishun:

Building volunteer capacity, developing volunteer management capabilities, and fostering community partnerships to strengthen the towns' effectiveness in meeting community needs.



ImpactFUL

Learning Curve Education Programme



LC VOLUNTEER APPRECIATION



2024

63 Students

1,224 Tuition classes conducted

2 Volunteer training sessions

2025

74 Students

2,080 Tuition classes conducted

4 Volunteer training sessions

At Learning Curve (LC), students receive academic support in small group tuition classes on weekday nights from 5.30pm – 9.30pm. Students receive one 1.5 hour lesson per week per subject and are taught by trained volunteer tutors. Our volunteers serve as role models and support the academic development of their students while building up our students' confidence and resilience. This helps young people to develop self-discipline and the positive relationships they need to achieve their academic goals and launch them onto the path towards a fulfilling life. All 74 students achieved regular attendance and progressed to the next year of their studies.



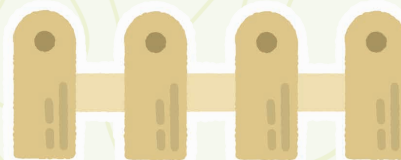


ROY (IN GREY) AT OUR VOLUNTEER TRAINING!

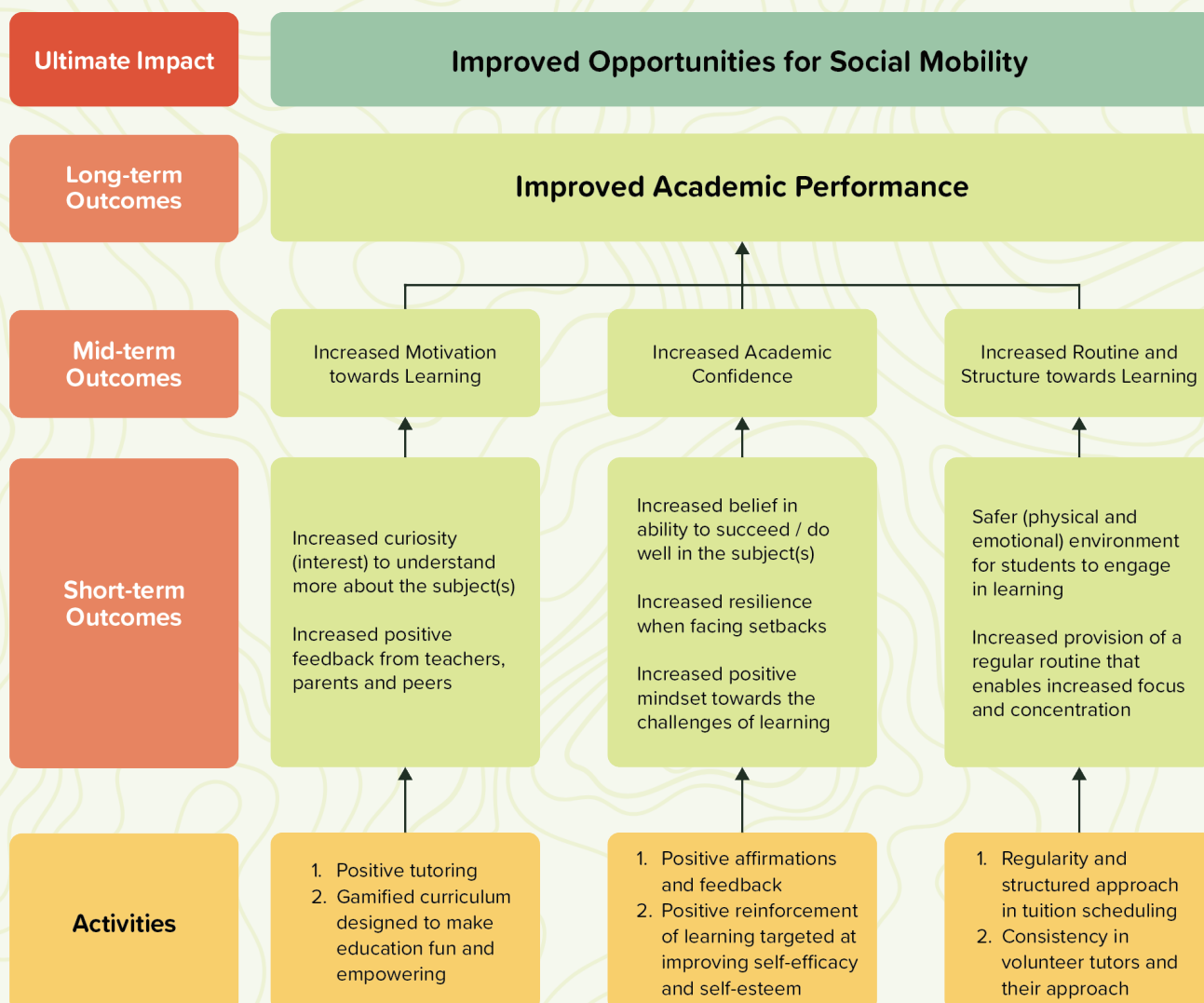
"First of all, a huge thanks to Learning Curve for giving us a platform for volunteers to learn more about ourselves and give back to the community. I think it is really well done!"

On a more personal note, I feel that this programme has taught me more about myself and nurtured us to be more understanding, even though at times it may be tough. I would say the most heartwarming moments are when my student shares their daily activities with me while doodling on the whiteboard during breaktime! I do hope that my student has gained more confidence throughout this programme; they really have the capability to perform well, just need a little encouragement!"

- Roy, SMU Student



Logic Model of Learning Curve



Study Buddy After-School Programme



2024

48 Students

2025

72 Students



Study Buddy provides children with a home away from home – a safe and conducive place to study under the guidance of programme executives, counsellors, therapists and volunteer befrienders. On top of helping students with their homework, we instil values through monthly modules aimed at helping to build up our clients' self-awareness, relational skills, and their sense of purpose, so that they can contribute meaningfully to society by becoming active participants in their schools and community.



**TTL: ELEVATE CAMP WITH
CRAWFORD + COMPANY - ASIA!**



Study Buddy Survey for Students

In 2025, we had 72 students in the Study Buddy programme. In June, the students were assessed on four domains of development: Resilience, Prosocial Behaviour, Emotional Regulation, and Self-esteem. In December, the students were assessed again in the same domains to determine the programme’s effectiveness in achieving results related to these socio-emotional learning outcomes. Between the two tests, we saw significant improvement in all four domains. Scores in the self-esteem and emotional regulation domains were observed to have the largest increment across the six months.

Domains	June	December
Resilience	3.65	3.95
Prosocial Behaviour	3.46	3.55
Emotional Regulation	2.8	3.29
Self-esteem	3.19	3.51

This could be attributed to equipping participants with emotional regulation skills through activities such as ‘Triumphing over Triggers’ and our ‘Trigger-Happy series’. Self-esteem also showed a noticeable increase, which could be due to our self-identity curriculum and greater exposure to performances, such as our drama production and platforms to showcase singing and dancing during our Study Buddy Graduation. Resilience had the highest baseline average score and was observed to have a moderate increase, while Prosocial behaviour had the smallest increase between the two rounds of assessment.

Across the past years, correlation scores across all four domains were statistically significant and moderately high when compared to the number of Study Buddy sessions attended, indicating that participants generally felt more resilient, exhibited more prosocial tendencies, were better able to regulate their emotions, and had higher confidence and self-esteem if they attended more sessions in the programme.

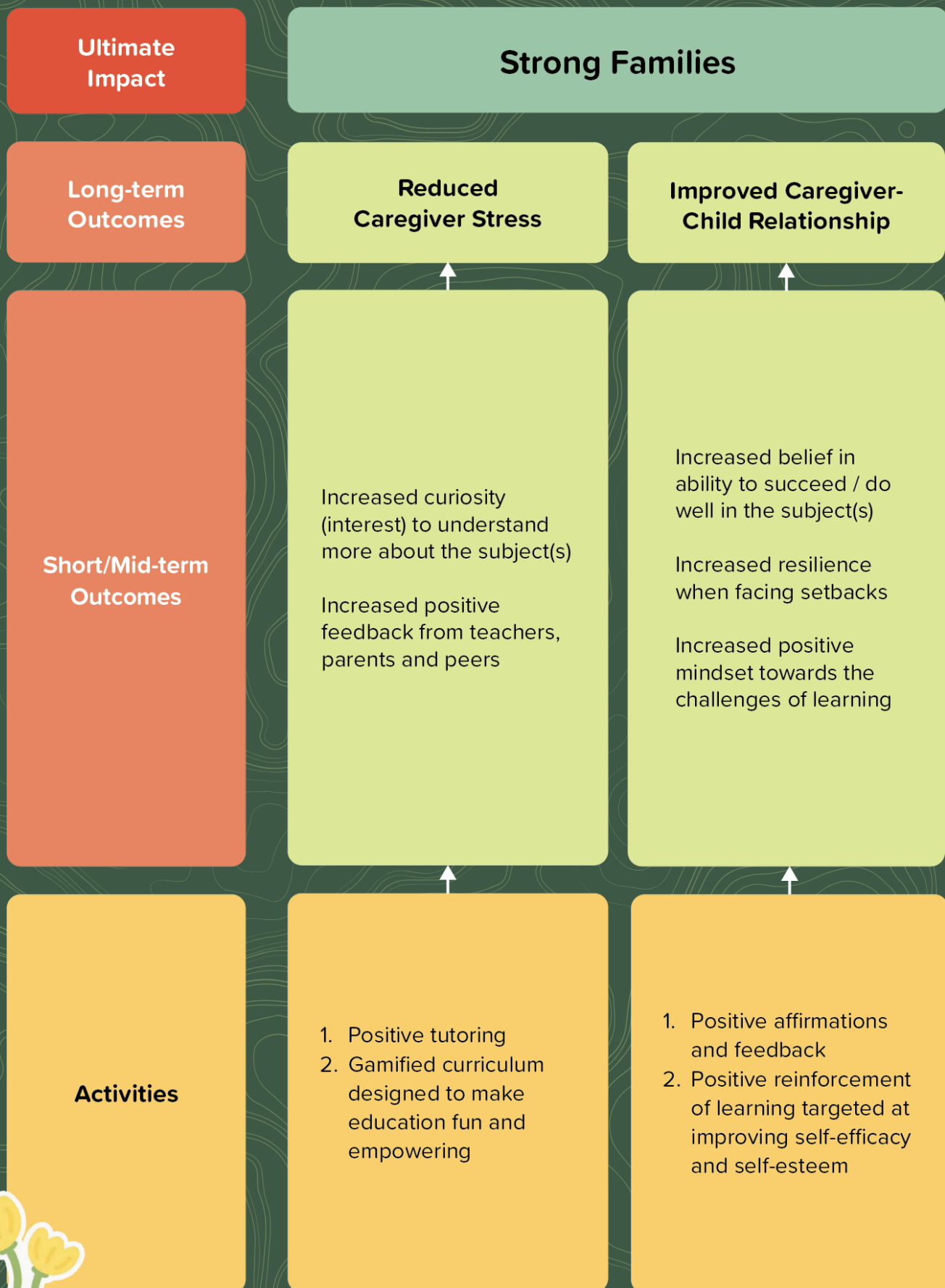
Study Buddy Survey for Parents

In December 2025, a quantitative survey was conducted with parents (n=30) of our Study Buddy students. The table below shows the percentage of parents who observed positive change based on these intended outcomes (children and parental):

Intended Outcomes	% of positive change observed in their child/ward
Resilience	67%
Prosocial Behaviour	83%
Emotional Regulation	60%
Self-esteem	83%

Intended Outcomes	% of positive change observed in themselves
My relationship with my child/ward has improved	80%
Reduced parental/ caregiving stress	100%

Logic Model of Study Buddy





Strong Children

Improved Self-Esteem

Greater sense of autonomy and responsibility

Stronger self-awareness and recognition of strengths

Increased confidence in expressing ideas and opinions

Enhanced self-worth through positive peer and adult feedback

1. Positive tutoring
2. Gamified curriculum designed to make education fun and empowering

Increase in Pro-Social Behaviours

Increased demonstration of positive behaviours (sharing, helping peers, compliance)

Greater willingness to engage in group tasks / shared agreements

Improved awareness of behavioural expectations and social skills

Stronger peer relationships

1. Positive affirmations and feedback
2. Positive reinforcement of learning targeted at improving self-efficacy and self-esteem

Increase in Resilience (Grit)

Increased exposure to mental and physical challenges

Increasing willingness to try new tasks and step out of comfort zone

Improved application of coping strategies and stress management for setbacks

Greater confidence in personal and team capabilities

Decreased fear of failure

1. Regularity and structured approach in tuition scheduling
2. Consistency in volunteer tutors and their approach

Increase in Emotional Regulation

Improved impulse control and awareness of triggers

Increased application of emotional regulation strategies

Greater confidence in managing emotions independently

Reduced frequency and intensity of emotional outbursts

1. Targeted Curriculum on grounding techniques, identifying triggers and strategies to regulate emotions
2. Calm environment and dedicated space for self-regulation
3. Facilitated reflection after emotional incidents



Study Buddy Plus at Marsiling ComLink & Admiralty ComLink

Determined to See It Through



ImpactReach



**AI EXPLORER: CHARACTER LAB
WITH HATCH ACADEMY**



**CHAMBER MUSIC AND ARTS
SINGAPORE WORKSHOP**

2024

37 Students in Marsiling

37 Students in Admiralty

2025

33 Students in Marsiling

31 Students in Admiralty

Study Buddy Plus @ ComLink+ (Marsiling and Admiralty) is a values-led programme that aims to provide children aged 7 to 14 with a home away from home – a safe and conducive place to study under the guidance of programme staff and caring volunteers. We provide homework supervision, promote their interest in learning, increase prosocial behaviour, and build confidence in children from rental flats in Marsiling and Admiralty.

We also equip children and youth with life skills to become independent (e.g. financial literacy, goal-setting, social emotional competencies, digital literacy and cyber-wellness).

The Study Buddy Plus Programme has been running in Marsiling since 2021 and Admiralty since 2022 under ComLink+ Funding.

Programme	Programme Venue	No. Of Sessions	Frequency
Study Buddy Plus @ ComLink+ (Marsiling)	Woodlands ComLink+ Community Space (WCCS)	49	Once a week, on Thursdays, 3.00pm – 5.15pm
Study Buddy Plus @ ComLink+ (Admiralty)	Admiralty Zone 9 Residents Network (RN)	48	Once a week, on Mondays, 3.00pm – 5.15pm

Study Buddy Plus Survey

In June 2025, a study was also conducted on the children's performance under the domains of Grit, Prosocial Behaviour, Emotional Regulation and Self-esteem. These four domains were identified by the curriculum team as key focus areas for our children's learning, and we wanted to assess our effectiveness in achieving outcomes in these domains. For each child, a self-assessment was collected. The average scores of the children for each domain are displayed in the tables below:

Average scores of the children in June 2025:		
Domains	Marsiling	Admiralty
Grit	67.4%	72%
Prosocial Behaviour	75.7%	77.9%
Emotional Regulation	62.1%	61.9%
Self-esteem	66.1%	70.7%

Average scores of the children in December 2025:		
Domains	Marsiling	Admiralty
Grit	70.3%	74.2%
Prosocial Behaviour	77.4%	81.5%
Emotional Regulation	65.7%	64.3%
Self-esteem	67.3%	71.6%

Over the past six months, scores in all four domains have slightly improved, with Emotional Regulation showing the greatest improvement. One factor could be the consistent effort of the in-house interventionist from CampusImpact in reaching out and providing support to Study Buddy Plus students. However, a lack of statistically significant results in other areas could be attributed to a greater number of children who have high needs, such as dyslexia and attention deficit hyperactivity disorder (ADHD). Another contributing factor is the irregular attendance of the children, combined with sessions that are conducted weekly.



**NAIM SAIF AND
NAIF HAIL'S FAMILY**

"My children enjoy Study Buddy Plus whenever they manage to attend sessions. They became motivated when making new friends and meeting trustworthy adult guardians. Most importantly, besides our family members, the teachers are great listening ears for my children."

- Naim Saif and Naif Hail's Family

"What I like about Study Buddy Plus are the Music lessons because they teach me the history of music. It is interesting and I feel excited to find out and learn about musicians such as Beethoven."

- Muhammad Saini Bin Yamin, 11



SAINI AND MUM!





Learning Curve Plus at Nee Soon Link

CampusImpact extended the weekly Learning Curve programme to 17 children in rental flats and lower-income families in Nee Soon Link, of which 20% have learning needs such as dyslexia, autism, and delayed literacy and numeracy skills.

Beyond providing academic support with a low teacher-to-student ratio of 1:2, CampusImpact conducted 2 additional enrichment sessions during the holidays to build social emotional learning skills such as communication and teamwork.

In addition to running the weekly programme, CampusImpact supported the children through counselling and casework pertaining to issues of bullying, petty crimes, poor school attendance/truancy, absent parents, exposure to family violence, parents with mental health challenges and a lack of food and water security.

In July 2025, after ensuring that the Learning Curve Plus programme could be operated self-sustainably by the programme's first group of volunteers trained by CampusImpact, the programme was handed over to People's Association to continue operations. CampusImpact is fortunate to have had the opportunity to build capacity, lay the foundations for programme implementation, and work with the community towards building a stronger society.



CLAY ARTS + CRAFT!

2024

15 Students

2025

17 Students



BIRTHDAY CELEBRATIONS!





**ASE @ AHMAD IBRAHIM
PRIMARY SCHOOL**



**ASE @ WOODLANDS RING
PRIMARY SCHOOL**

After-School Engagement (ASE)

By partnering with schools through after-school engagement programmes, we reach out to students who face challenging circumstances in their lives and have difficulties with motivation in their academic journey. This is done through after-school activities and mentoring sessions to build resilience, foster peer connections, and promote positive behaviours. Our approach, based on the Positive Youth Development framework, involves a values education programme that empowers at-risk youth. This provides them with the tools and support needed to navigate life's challenges successfully, so they can flourish and develop into confident, capable individuals with a strong sense of community and personal responsibility. In 2025, CampusImpact's youth workers reached out to 40 students in 2 schools through the programme.

"CampusImpact conducted sessions for our students with the aim of enhancing our students' emotional regulation and social skills. The trainers crafted a detailed plan of sessions and included both in class and outdoor activities like captain's ball game to engage the students. Some sessions also included reflective moments where students were encouraged to dispel negative thoughts of themselves. Our students enjoyed the hands-on sessions like the resin making and brownie making activities and some trainers were warm and able to connect with the students. We thank CampusImpact for working with our students in the 6 sessions and appreciate the effort in connecting with our students."

- Madam Alfiah, teacher at Ahmad Ibrahim Primary School





ImpactCare

Determined to See It Through

2024

23 Cases

2025

25 Cases



Counselling Services

CampusImpact provides individual face-to-face counselling for youths, parents and families to support them as they work through the various challenges of being a young person today, and to guide them in exploring their options through self-awareness and discovery. Through this service, we provide a space for youths and their parents to process the issues they face both individually and as a family.

Art Therapy

Art Therapy is a non-threatening means to provide intervention for students from low-income and disadvantaged families to manage their emotions and behaviour as they go through tumultuous periods in their lives and process the trauma they have experienced.

Clients who attend art therapy sessions at CampusImpact report suffering from depression, obsessive-compulsive disorder (OCD), anger management issues, suicide ideation and stress.

Through Art Therapy, we:

- Address emotional and behavioural issues that children and youth face when they face difficulties at home and learn how to resolve conflict.
- Provide students with an outlet for self-expression and space to process what they are going through by exploring their emotions, so that they can grow in self-awareness.
- Spark creativity in students so that they can learn to tap on their resources for problem-solving, reducing their anxiety, increasing their sense of empowerment, and helping them to re-interpret their problems in a more positive light.
- Allow students to accumulate positive emotions and increase their self-esteem
- Develop interest in healthier hobbies
- Increase resilience as students develop relationships with others who have experienced similar situations through group therapy.
- Rebuild students' social skills and improve their self-esteem as their relationships with others improve.

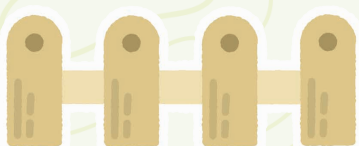
2024
16 Clients

2025

14 Clients



GROUP ART THERAPY SESSIONS





Family Sessions

CampusImpact supports families through family sessions, journeying with each family through their own unique and challenging circumstances so that each child would have a supportive environment at home to thrive in. We do this through facilitating dialogue between parents and their children, to foster mutual understanding and connect families-in-crisis to additional resources in the community.



**STUDY BUDDY PLUS @ COMLINK+
(MARSILING) PARENT-TEACHER MEETING**



ImpactFamily



FRIENDSH CAST AND CREW
WITH THEIR FAMILIES!**



ImpactEd



PITCHING PERFECT!

Curriculum Planning

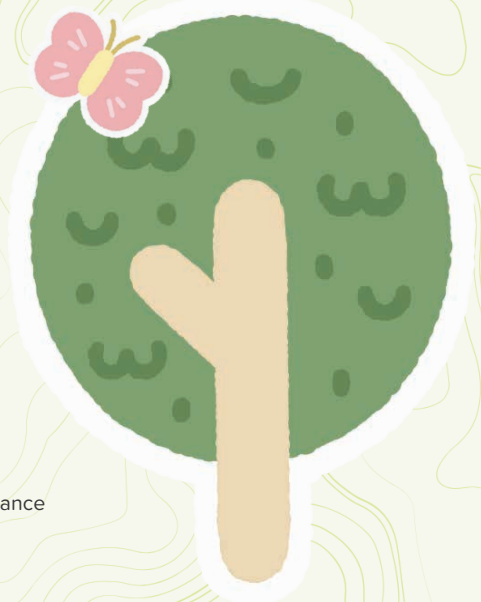
The Curriculum Planning team at CampusImpact ensures that each programme helps service users attain programme outcomes by intentionally planning activities and lessons that help our service users pick up the knowledge, skills and attitudes that would help them with their intrapersonal and interpersonal relationships, and equip them with skills and values that would help them succeed in life. The team held two 'To The Limits' camps during the June and December school holidays, serving 57 children, aged 7 to 14.

In 2025, we collaborated with 8 schools, 11 organisations, and one ground up initiative to co-create programmes to enrich our children's learning experience at CampusImpact.

The curriculum team planned a total of 121 lessons, which included:

- Art of Appreciation
- Control and Conquer
- I Am Going to Erupt
- Pitching Perfect
- Responding with Respect
- Theatre Arts Performance
- Triumphant over Triggers
- Setting the Tone
- Values Circles Chart

These sessions empowered children by improving their communication skills, practising emotional regulation, developing problem-solving skills, negotiating and learning to balance their own needs versus others and build confidence in sharing.



OUR PROP MAKERS!



Facilitation Practice Workshop

The team ran three volunteer training workshops to equip 36 volunteers with the facilitation skills needed to engage children. For our 'Engaging Kids Confidently!' workshop, participants rated the overall experience a 9.3 out of 10. They also strongly agreed that it was a helpful session, providing them the opportunity to practice and apply what they learnt under the guidance of the trained facilitators.



Research and Implementation Science

Our work in research and implementation science helps us to work towards successful programmes. By regularly reviewing our programmes and identifying areas for improvement, CampusImpact ensures that our service users receive the best possible support and interventions. In 2025, we ran a pre-post test for both Study Buddy and Study Buddy Plus. The surveys were conducted six months apart and measured three domains: Resilience, Self-esteem, Emotional Regulation and Prosocial Behaviour. In addition, surveys were also conducted for major projects such as 'To The Limits' camps.



STUDY BUDDY 2025 GRADUATION!



Volunteering at the Heart of Yishun



PARTNERS APPRECIATION DAY

CampusImpact was appointed as the SG Cares Volunteer Centre @ Yishun by the SG Cares office with the Ministry of Culture, Community and Youth on 1 August 2020. We coordinate the development and mobilisation of volunteers and initiatives to address community needs, while making opportunities to serve more accessible at home, work, and school. Our vision is to build a vibrant volunteering hub by fostering positivity, purpose, and collaboration—connecting and empowering stakeholders to inspire a stronger, more caring society.



SCHOOL TALKS WITH NORTHBROOKS SECONDARY SCHOOL



SENIOR TALKS WITH SASCO@KHATIB

5,629
volunteers deployed

22,681
volunteer hours

14,606
beneficiaries impacted

321

regular volunteers

641

volunteer leaders

164

partners

Year 1: Laying the Foundation & Connecting with Community Partners

The SG Cares VC @ Yishun team focused its efforts introducing the SG Cares movement to various stakeholders in the Yishun community, connecting partners through facilitation of effective partnerships and Kopi Sessions; a platform for shared learning experiences, and channeling resources and donations in-kind to our community.

Year 2: Deepening & Strengthening our Impact in Yishun

Strengthening our Kampung Spirit with a community of partners through co-curated engagements and town wide events, the SG Cares VC @ Yishun team created opportunities for clients to give back and empower them to contribute back to society, including equipping volunteers with necessary skill sets for sustainable programmes.

Year 3 and 4: Creating Synergy & Capabilities Within Yishun

With more residents and partners seeing the value of the SG Cares VC @ Yishun role in supporting the needs of the town, the team then focused its efforts on ensuring synergy amongst stakeholders; transforming the volunteer landscape in schools, enhancing community partner's volunteer management capabilities and pulling resources together to reduce duplication.

Year 5: Imprinting Our Impact in the Community

Focusing on stabilising and imprinting our role in Yishun, the SG Cares VC @ Yishun team partnered with a social enterprise consultancy to strengthen volunteer management and introduce tools that help partners rethink roles for greater impact. Using the scoping tool, partners reviewed roles to better engage and sustain volunteers. Growing trust in the VC sparked collaborations and toolkit development. We also shifted student mindsets of volunteerism through school talks and empowered seniors to give back via outreach sessions, underscoring the VC's role as a vital bridge for partnerships.

We extend our heartfelt appreciation to all volunteers for being encouragers, contributors, and role models who inspire the community to give back within their abilities, time, and resources. By choosing to be part of this journey, you have helped create a vibrant Yishun and contributed to building a more caring and inclusive Singapore for everyone.



OUR 16TH KOPI SESSION!



NVPC STATE OF PLAY



Leadership



Allan Chin

CampusImpact Board Member

"Serving on the CampusImpact board has deepened my conviction that as Singapore progresses, we must continually strengthen our social compact. Only then can we sustain a virtuous circle of uplift, progress, and confidence, thereby reinforcing solidarity and trust as a nation. What began as volunteerism has grown into a calling to give back more intentionally and strategically. As Prime Minister Lawrence Wong has said, "Forward Singapore is a bold agenda, and it depends on all of us to realise." That call resonates deeply with me.

As a board member, I am grateful to contribute my experience as a fintech executive, working closely with the board and management team to drive transformation and digitalisation in our charity, with a strong focus on user-centricity. Singapore charities must proactively respond to key trends shaping our landscape — digitalisation, generational change, and cross-sector convergence — while building diversified funding models for long-term sustainability. Amid sector-wide manpower constraints, technology and AI can be thoughtfully leveraged for fundraising analytics, volunteer management, and the automation of back-end processes, enabling teams to focus on serving beneficiaries with greater empathy and excellence.

Through the SGOOD 2.0 Programme, I have strengthened my foundation in board governance and strategic oversight, equipping me to balance diverse stakeholder interests while driving meaningful impact for strong children, strong families, and a strong society."

CampusImpact Management Team



CampusImpact's management team oversees strategic planning and works with the board on developing policies while overseeing daily operations to ensure that CampusImpact successfully fulfils its mission and vision and complies with governance standards.

To uphold the highest standards of integrity and transparency, CampusImpact maintains strict guidelines regarding compensation, increment, and bonus. No staff is involved in setting their own remuneration.

None of the staff members in CampusImpact received salary of more than \$100,000 in 2025.

Elysa Chen

Executive Director

Date of appointment: 1 August 2017

Denise Foo

Volunteer Manager

Date of appointment: 3 August 2020

Vincent Phua

Fundraising and Marketing Manager

Date of appointment: 12 August 2025

Benjamin Wong

Programmes Manager

Date of appointment: 1 October 2025

CampusImpact Board



CampusImpact Board



CampusImpact is run by a group of individuals called the Board, who are elected or appointed based on our constitution. Members of the board are appointed by the chairman, on the basis of their contributions to the organisation, their experience and skill sets and the alignment of their values to the organisation's DNA. The Board is collectively responsible to ensure compliance with the constitution and all relevant laws and regulations.

The Board provides leadership and assumes responsibility for the stewardship of CampusImpact by ensuring adequate financial and human resources to provide services to meet CampusImpact's objectives. The Board is committed to ensuring that high standards of corporate governance are implement and upheld by CampusImpact and is guided by the best practices as set out in the Code of Governance for Charities and Institutions of Public Character and the Charity Transparency Framework. The Board is accountable to our stakeholders, which include our clients, our partners, our donors, our staff and the community at large.

Matters requiring board approval include the allocation of financial and human resources and the strategic direction of CampusImpact. The board also reviews the performance of staff in key management roles. The role of the Chairman and the Executive Director are kept separate for independence in their respective spheres of decision-making.

In 2025, there were five board meetings. Board members render their service on a voluntary basis, thus, none of the board members received remuneration for their services. No employee of CampusImpact serves on the board.



Meet the Board Members

Position	Name	Date of Appointment to Board	Attendance
Appointed as Chairman on 3 April 2025	Mr Yeo Chee Tiong David	July 2007	5/5
Appointed as Vice Chairman on 14 May 2024	Dr Lim Chee Kian	July 2007	4/5
Appointed as Honorary Secretary on 14 May 2024	Ms Ong Shu Fen	October 2019	5/5
Appointed as Honorary Treasurer on 14 May 2024	Ms Ong Shu Fang	June 2022	4/5
Member	Mr Ong Chin Hwee	July 2007	5/5
Member	Ms Amanda Cheng	October 2019	2/5
Member	Mr Teo Boon Hiok	July 2007	3/5
Member	Mr Koh Chee Keat	June 2022	5/5
Member	Ms Carol Loi	April 2025	3/5 ¹
Member	Mr Allan Chin	July 2025	2/5 ²

¹She was appointed on 3 April 2025 and thus could not attend the first two meetings in the year.

²He was appointed on 24 July 2025 and thus could not attend the first three meetings in the year.

Board members with more than 10 years of service:

Teo Boon Hiok: As the founding chairman, Mr Teo continues to provide valuable leadership on the board by continuing to champion the values that board members should hold.

Lim Chee Kian: Mr Lim has been helpful in assisting the HR committee in developing strong policies, with his long period of service with us.

Ong Chin Hwee: Mr Ong is the senior pastor of WORD Community Church, which is affiliated to CampusImpact.

Yeo Chee Tiong David: Mr Yeo has been helpful in providing guidance on strategy and contributing in the area of programme development at CampusImpact.

A forward-thinker and innovator, Mr David Yeo seeks to empower people and communities by making learning widely available for everyone regardless of age and socio-economic status by leveraging on modern technologies. He is a regular speaker at and presenter in local and international workshops and conferences as he contributes to the global effort towards future skills and learning.



Chairman, Mr Yeo Chee Tiong David
Director, Kydon Holdings Pte Ltd



Mr Lim has worked with young people for more than 18 years in his capacity as a lecturer in Singapore Polytechnic and Nanyang Technological University. Mr Lim believes in the power of education to unleash the potential of young people and provide them with a meaningful direction in life.

Vice-Chairman, Dr Lim Chee Kian
Senior Lecturer, Singapore Polytechnic

Having worked as a community nurse for the past 17 years, Ms Ong Shu Fen is well-placed to help CampusImpact address social issues through healthcare and connect CampusImpact to other community partners.



Honorary Secretary, Ms Ong Shu Fen
Nurse Clinician, Yishun Health



Ms Ong Shu Fang specialises in accounting and operations implementation in an asset management company and advises the CampusImpact board on financial matters. An active corporate volunteer, Ms Ong has also helped out in projects to uplift women from lower-income families in Jalan Kukoh such as Project Cookoh.

Honorary Treasurer, Ms Ong Shu Fang
Lead Business Implementation Specialist, Partners Group

Mr Ong Chin Hwee is passionate about young people, having worked with youths for more than 20 years. As the senior pastor of WORD Community Church, Mr Ong has also worked with couples and families and is an effective youth counsellor.

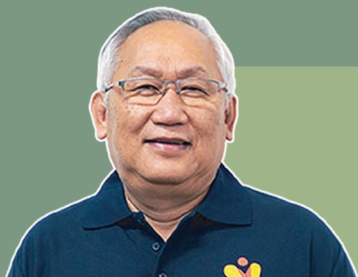


Member, Mr Ong Chin Hwee
Senior Pastor, WORD Community Church

Not only is Ms Amanda Cheng an architectural associate who made valuable contributions in the planning and building of the extension space for therapy services at CampusImpact, she has also served as a volunteer with CampusImpact's Bookworms Programme to improve the literacy of weaker students from lower-income families. Her love for the children is evident in her joy when they come into the centre for their reading sessions. As one of the youngest board members, Ms Cheng brings energy and excitement to board meetings as she shares her ideas.



Member, Ms Amanda Cheng
Designer (Architecture), Arup Singapore Pte Ltd



Member, Mr Teo Boon Hiok
Director, Meixi Kitchen Holdings Pte Ltd

As a marriage counsellor and parenting coach with more than 20 years' experience, Mr Teo is no stranger to the various media outlets in Singapore. Mr Teo, who is the founding chairman of CampusImpact, often gives interviews to promote public education on parenting issues and is deeply passionate about helping parents cope with the changing demands of parenting in the 21st century.

Mr Koh Chee Keat brings with him a wealth of experience and expertise both in public and private sectors, having worked on projects such as Strategic Workforce Planning, Predictive People and Talent Analytics, Robotic Process Automation, Employee Sentiment Analysis and Agile Way of Work. Mr Koh, who is a passionate advocate for the Future of Work is particularly interested in HR digitalization and workforce transformation. Prior to his foray into HR, Mr Koh was lecturing in a local polytechnic for a decade and was involved in students' academic, professional and character development. On a personal front, Mr Koh is active in helping the tribal community, Akha, in northern Thailand and has been partnering a local church there for close to two decades.



Member, Mr Koh Chee Keat
Director, Human Capital, Prime Minister's Office



Member, Ms Carol Loi
Founder, Village Consultancy & Co-founder, SGFamilies

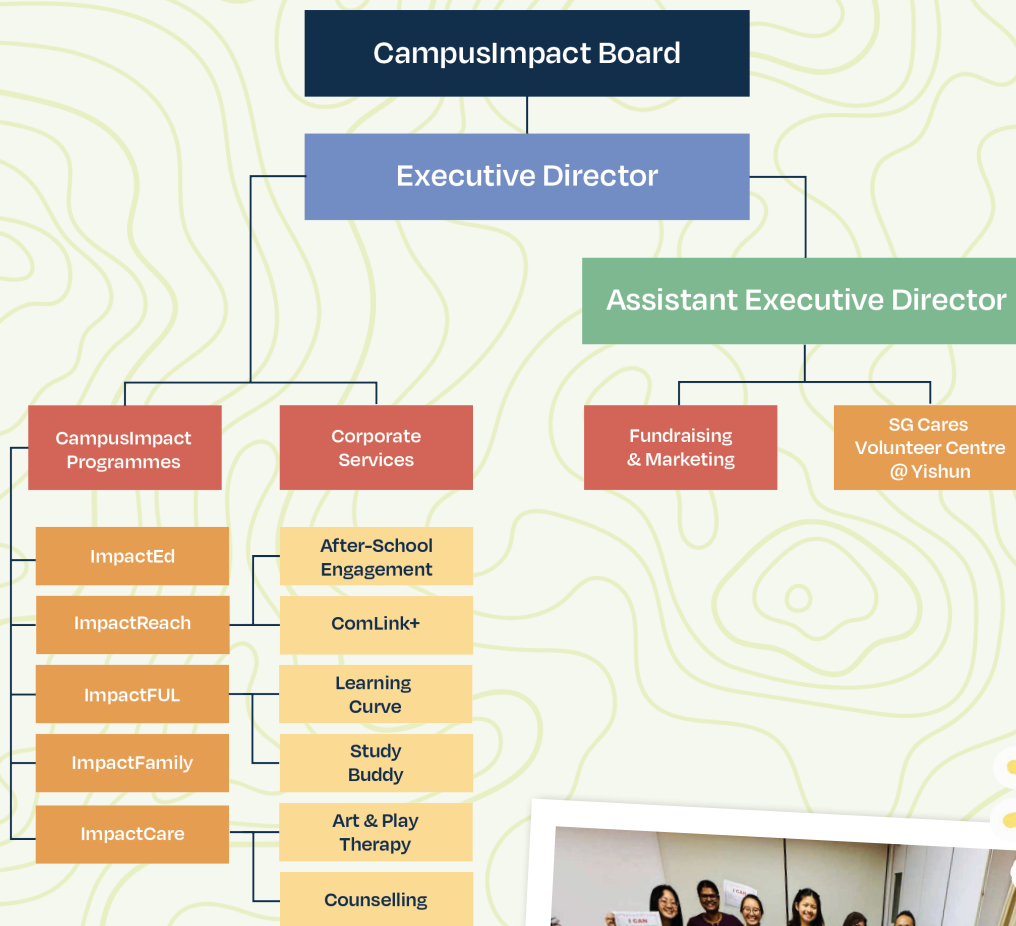
Ms Carol Loi is a digital wellness educator, mental toughness coach as well as leadership & communication coach. As founder of a social enterprise called Village Consultancy and co-founder of a ground-up movement called SGFamilies, she equips children, youths, parents, educators, and communities to nurture values-anchored generations in a rapidly changing world. Carol brings to CampusImpact deep experience in child development, youth engagement, public discourse, and cross-sector collaboration with schools, families, and community organisations. With a strong commitment to mentoring the next generation, she contributes strategic insight on youth wellbeing, leadership development, and family partnerships that strengthen CampusImpact's mission of empowering youths to thrive with purpose and character.

Mr Allan Chin is a regional fintech leader, investor, and advisor with extensive experience in the financial sector, corporate innovation, and ecosystem development across Asia-Pacific. He has partnered with financial institutions and global corporates to scale impactful businesses in fintech, sustainability, and emerging technologies. As Managing Director at Raise Partner and advisor to leading organisations, Allan brings strategic insight, corporate governance, enterprise risk management, and investment expertise, alongside a strong regional network. He is passionate about strengthening the social compact and is committed to helping CampusImpact advance its mission, steward reserves prudently, enhance risk management, drive transformation, and mentor the next generation of leaders.



Member, Mr Allan Chin
Head of Asia & Managing Director, Raise Partner

CampusImpact Organisational Structure



The charity is headed by an Executive Director. The current Executive Director, Ms Elysa Chen, was appointed on 1 August 2017. Prior to serving at CampusImpact as the executive director, Ms Chen worked in Singapore Press Holdings as a journalist, in Hwa Chong Institution as a lecturer, and in WORD Community Church as a pastor.

There are no paid staff who are close members of the family of the Executive Director.

Meet The CampusImpact Team



Elysa Chen, Executive Director

Elysa is wildly passionate about children and youth. As a former reporter with Singapore Press Holdings, she wrote about social and community issues, particularly those involving young people. Before joining CampusImpact, Elysa was a lecturer in Hwa Chong Institution and strongly believes in the power of education to help less-privileged students level the playing field. With her bubbly and outgoing personality, forming partnerships has been her forte, and she hopes to equip every student who comes into CampusImpact with the wings to help them fly by providing the best opportunities to them.

Denise Foo, Volunteer Manager / Assistant Executive Director

A powerhouse of energy and enthusiasm, Denise seeks to inspire and empower volunteers to create a meaningful life that they love. This sense of purpose fills her with adrenaline when it comes to volunteerism. Through her warm personality, she fosters deep relationships with corporate and individual partners to bridge fundraising and engagements with our clients that enable them to give back meaningfully and sustainably. Denise walks the talk as she actively contributes her personal time in the community. She hopes to advocate volunteerism and enable the underprivileged community to receive support from others.



Benjamin Wong, Programmes Manager

Coffee-fuelled and Purpose-driven. Benjamin's journey from social work to social impact consulting shapes how he approaches his role as Programmes Manager today. He's driven by a curiosity about what makes social programmes truly work, which led him into the world of programme design, impact measurement and strategy. As a capacity builder, he has a soft spot for making logic models and evaluation frameworks a little less intimidating than they actually sound. Benjamin strives to be an enabler that removes obstacles so his team can do their best work with children, youth, families and the community.

Vincent Phua, Marketing and Fundraising Manager

Vincent believes in walking the talk when driving social change with like-minded individuals and partners. He hopes to impact change through deeper engagements and increased advocacy with the community, going beyond the conventional fundraisers. He believes strongly that making impact is a community effort and the children and families need to be front and centre of the conversation.





Tiffany Wong, Senior Programme Executive

Having experienced personal challenges in her teenage years, Tiffany is passionate about helping children and teenagers to be heard and supported, so that youths who have gone through similar experiences can find their purpose in life and embark on new journeys. Tiffany acts in the best interests for each family and provides a good listening ear to the parents and children she serves, in the hopes that all families would leave CampusImpact with a smile on their faces and an unbreakable bond between them.

Jezreel Lee, Senior Programme Executive

Armed with her experience in the performing arts and the media industry and a heart full of passion for the youth, Jezreel strives to create a space for young people to innovate, create, and express themselves freely so they can have fun and develop their dramatic flair. When she is working with service users, Jezreel brings out her lively, dynamic and friendly side. But her colleagues will also often see her in deep focus as she works on the curriculum for the programme to create engaging sessions and prepare neat and organised plans so volunteers can also support the sessions effectively.



Ryan Tan, Senior Programme Executive

With a rich background in volunteer management and training, Ryan brings a depth of experience to his role as Learning Curve's programme executive. His dedication to service learning and volunteerism is evident in his commitment to empowering both young individuals and volunteers. Believing in the transformative power of service learning, Ryan is passionate about creating opportunities for growth through meaningful engagement. He recognises that adolescence represents a vulnerable period in one's life, where decisions can shape the trajectory of one's future. This understanding drives his dedication to guiding youth through this critical stage of development.



Venus Sim, Programme Executive

Having worked with children with learning difficulties as an allied educator for the past six years, Venus brings gentleness and patience into the classrooms of CampusImpact. Venus, who has a background in psychology, systematically works to help our weakest students bridge their learning gaps and increase their confidence and joy in learning.

Hansel Tan, Programme Executive

Hansel started out as a volunteer tutor for CampusImpact before becoming a full-time staff member. Passionate about teaching and learning, Hansel explores different ways to inspire children and youths and effectively helps our children find joy in learning and be motivated to do better.



Ng Jian Xiong, Programme Executive

Jian Xiong has accumulated extensive experience in youth engagement and camp leadership over the years. As an MOE Camp Instructor, he gained valuable skills in supervising and guiding children aged 7 to 18, fostering a safe and enriching environment. Following this, he served as a Camp Chief in an overnight school camp, where he was responsible for designing activities, coordinating logistics, and creating memorable experiences. This wealth of experience has significantly contributed to CampusImpact by enhancing its capacity to develop impactful programmes, foster leadership, and encourage meaningful learning.



Muhammad Ruzaini Bin Rosli, Programme Executive

With over seven years of experience in working closely with children and young persons, Ruzaini specialises in supporting individuals affected by trauma and those involved in probation cases through programmes. His work focuses on fostering growth, resilience, and positive behavioural change through curated programmes that incorporate outdoor activities and sports. Ruzaini is passionate about creating safe, engaging environments that promote healing, confidence, and social development.





Ashanita Appalanayadu, Counsellor

Asha, a compassionate counsellor and registered provisional clinical member with the Singapore Association of Counselling (SAC), found her calling through volunteering with children and youth. With a deep-seated passion for helping others, she specializes in supporting young individuals facing emotional and psychological challenges, including depression, eating disorders, anger management issues, self-injurious behaviour, and complex trauma. Asha's dedication extends beyond her clients to encompass their families and schools, as she strives to create a safe and nurturing environment for healing and growth.

Yee Yuet Ngoh, Admin and Accounts Executive

Affectionately known as Auntie Yue'er in the centre, Yuet Ngoh is the backbone of CampusImpact. She keeps everything running smoothly behind the scenes, handling the full set of accounts and ensuring every dollar donated to help children is properly managed and accounted for. She also handles day-to-day admin, coordinates with external contractors and keeps our centre in great shape. Yuet Ngoh makes sure our facilities are safe and welcoming for the kids we support, their families and our volunteers.



Jessica Tan, Marketing Executive

Jessica is dedicated to advocating for our CampusImpact students by showcasing their stories in creative and engaging ways. She believes that sharing their experiences and insights enables other youth and families to connect with us. She hopes her work can also ignite a sense of belonging among our existing volunteers, attract new volunteers, and inspire our partners, all with the goal of making a positive difference in our community.

SG Cares Volunteer Centre @ Yishun



Rebecca Thng, Assistant Volunteer Manager

Having learnt about the different social issues and injustices as a budding Sociologist in University, Rebecca's heart was burdened for disadvantaged individuals in Singapore and started her volunteering journey with a child protection specialist centre. Coupled with her interest in engaging and raising awareness for marginalised communities through groundwork, her passion for volunteerism grew. As an assistant volunteer manager with the SG Cares Volunteer Centre @ Yishun, she hopes to organically instil the belief that "many hands make light work" amongst the Yishun community through collaborations and conversations.

Nur Insyirah Sulaiman, Community Outreach Executive

An individual with a warm and bubbly personality, Insyirah is on a mission to empower individuals and uplift communities. Armed with her social work degree, Insyirah firmly believes that through her work at the SG Cares Volunteer Centre @ Yishun, a ripple effect of positive change can be created together, reverberating throughout our community. One of her guiding principles is the unwavering belief in the capability and strengths of others. Whether she is working one-on-one or collaborating with community organisations, she strives to create an environment where everyone feels valued, heard, and empowered to reach their full potential.



Erika Ng, Community Outreach Executive

Grounded in sociology, Erika approaches volunteerism through both a people-centred and systems-aware lens. She is humbled by listening to volunteers' stories and learning from perspectives that challenge her own, often finding her 'whys' in these conversations. At the same time, she is working on strengthening volunteer management processes, including clear reporting and coordination, to ensure efforts are accountable and well-supported. She hopes to build structures that work quietly in the background while keeping volunteer experiences meaningful, thoughtful, and human.



Code of Governance

Recognising our duty to the public and our stakeholders, as a charity that has been conferred the status of an institution of public character (IPC), CampusImpact is committed to complying with the following code of governance to ensure greater transparency and accountability.

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.	Score
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
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
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		2
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		2
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		2
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		2
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		2
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		2
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		2

10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes		2
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		2
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		2
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes		2
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		2
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		2
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		2

17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
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		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes		2
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.	4.1a	Yes		2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes		2
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		2
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		2
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Partial Compliance	CampusImpact has yet to establish the Anti-Money Laundering and Countering the Financing of Terrorism policy	1
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		2
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		2
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		2
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		2
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes		2

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		2
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		2
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		2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes		2
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		2
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		2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes		2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes		2

Total Score 75

Percentage
= (Total Score/
Full Marks of
76) x 100%

99%

Policies

Appointment of Board Members

Board members of CampusImpact are expected to share the strong character and values of the organisation, and, as stewards of the organisation, will be expected to bring to the table their competencies in governing and steering the charity well towards its vision and mission, while ensuring that the organisation is run effectively and sustainably.

The role of the board member is to:

- Provide leadership
- Manage risk
- Gather resources to ensure CampusImpact has sufficient funds to operate and serve her beneficiaries
- Ensure CampusImpact's compliance with the governing instruments, laws and regulations
- Maintain an ethical corporate culture and demonstrate accountability and transparency to key stakeholders
- Guide the charity's management
- Grow the value of the charity by increasing its impact on the community

To ensure that board members can fulfil their responsibilities well, board members with the necessary character attributes and values (alignment to the organisation's values), the relevant competency (skill sets and experience), and who can have good chemistry with the rest of the board members and the management of the charity, and who can make the commitment to volunteering with the charity, are identified and invited to serve.

The board undergoes an annual self-evaluation and peer evaluation during which they assess their own and other board members' performance on the board. This ensures that the board members can receive regular feedback on their contributions and that the chairman can evaluate the effectiveness of the board.

Board re-nominations and re-appointments take place during the Annual General Meeting, by having nominations proposed and seconded among board members.

Responsibilities of the Board

1. Create and review a statement of mission and purpose that articulates the organisation's goals, means, and primary constituents served
2. Set out the strategies for the achievement of CampusImpact's objectives.
 - The strategies should be made in consultation with the management and reviewed by the Board at least once a year
 - Ensure effective planning, monitoring and strengthening of programmes and services and evaluate the work done by
 - CampusImpact against the goals and priorities of the organisation
3. Select the executive director
 - Reach consensus on the executive director's responsibilities and undertake a careful search to find the most qualified individual for the person
 - Ensure that the executive director has the moral and professional support he/she needs to further the goals of the organisation. Evaluation of the executive director is done by the Chairperson and the HR committee.
4. Determine CampusImpact's risk appetite, risk tolerance and manage the risks that CampusImpact faces
 - Ensure that management has put in place strong internal controls with documented processes over financial, operational, compliance and IT aspects
 - Conduct internal assessments on the adequacy and effectiveness of the internal controls
 - Approve key policies to guide the operating activities of CampusImpact
5. Ensure adequate financial resources
 - Approve fundraising plans and targets prepared by the management and ensure that these efforts are ethical, legal, appropriate, cost-effective, and transparent

- Provide oversight over the fundraising initiatives and assess if such initiatives are adequate to contribute to the financial sustainability of the organisation
 - Ensure timely disclosures on how funds raised will be used
 - Ensure that all money raised is properly accounted and safeguarded, and where money is received for a restricted or specific purpose, to ensure monitoring and limits set for the use of such money
6. Protect CampusImpact's assets and provide financial oversight
 - Ensured organised financial policies are in place, and that everyone understands the policies
 - Understand the various financial statements that non-profits use and clarify the reports CampusImpact needs
 - Ensure proper accountability of funds and immediately address any financial irregularities or concerns
 - Oversee the annual external financial audit and preparation of reports required by law
 - Ensure that the financial reports are true and fair and contain accurate and adequate information for stakeholders
 7. Build a competent board by articulating pre-requisites for board members, provide orientation for new members, and periodically and comprehensively evaluate board performance
 8. Ensure ethical and legal integrity by adhering to legal and ethical norms
 9. Enhance the organisation's public standing by providing transparency and garner public and donor support for the organisation

The board is expected to be independent.

- The board member should not be related to any staff member working for the charity
- The board member should not be compensated as an officer or contractor, whether directly or indirectly
- The board members should not be involved in any transaction within the charity or entity closely associated with the charity
- Board members are expected to declare conflicts of interest according to CampusImpact's Conflict of Interest policy.

We seek to promote board diversity.

- Doing so promotes a wider range of viewpoints for a fuller understanding of choices and their impact on the community CampusImpact seeks to serve
- It will enrich discussions and give us a more robust decision-making process as we create a culture of creative tension of different perspectives and allow the cross-pollination of ideas which are necessary for good corporate governance
- CampusImpact not only seeks diversity in terms of technical expertise and skills, but also in gender and age.

Meetings

- The board will meet at least four times a year.
- Board members should make every effort to attend board meetings
- Every matter shall be determined based on the majority of votes. Each board member has one vote during decision-making.
- The minutes and resolutions shall be kept by the Secretary

Cessation of Board Membership

- A board member may reach the term limit without being re-appointed or re-nominated to the next board, or may voluntarily resign from the position or be removed from the Board in accordance with CampusImpact's governing instrument.
- All board members have a term limit of 10 consecutive years. Reasons for continuing to serve after this term limit is up will be disclosed on the annual report.

Funding sources

CampusImpact is a non-profit organisation that reaches out to students from disadvantaged backgrounds and low-income families, many of whom require further subsidies on programme fees. Programmes in CampusImpact are largely run by volunteers, and supervised and supported by programme executives. Our clients benefit from a business model established on the recovery of direct cost. CampusImpact is supported by donations and government grants.

Conflict of Interest Policy

CampusImpact has put in place a conflict of interest policy to assist in identifying and managing potential areas of conflict. All board members, key management personnel, staff members and volunteers have to declare any situation of conflict that may arise. Board members and key management personnel do not vote and abstain from decision-making when conflicts of interest arise.

Whistleblowing Policy

Whistleblowing is the reporting of suspected wrongdoing or dangers in relation to our activities. This includes bribery, fraud or other criminal activity, miscarriages of justice, health and safety risks, damage to the environment and any breach of legal or professional obligations.

CampusImpact staff should be able to raise any concerns with their supervisors. However, where staff prefer not to raise it with their supervisors for any reason, they can contact the Executive Director or the Chairperson of the Audit Committee.

Staff members are encouraged to voice whistleblowing concerns openly under this policy, as completely anonymous disclosures are difficult to investigate. Every effort will be made to keep whistleblowers' identities secret and it will only be revealed where necessary to those involved in investigating the area of concern. We aim to encourage openness and will support whistleblowers who raise genuine concerns under this policy, even if they turn out to be mistaken.

Whistleblowers must not suffer any detrimental treatment as a result of raising a genuine concern. If staff believe that they have suffered any such treatment, they should inform the Executive Director immediately. If the matter is not remedied, staff should raise it formally using CampusImpact's grievance procedure. However, if a whistleblower has made false allegations maliciously or with a view to personal gain, the whistleblower may be subject to disciplinary action.

HR Policy

Staff at CampusImpact undergo a yearly performance review, during which they are appraised. During this session, performance appraisals are done between the Executive Director and the staff members, and clear goals are set for their performance. Volunteer tutors receive performance feedback through classroom observations throughout the academic year, while volunteer counsellors receive feedback through supervision. Salary increments and staff remuneration are recommended for approval by board of CampusImpact on a yearly basis.

Reserves Policy

The reserves that we have set aside provide financial stability and the means for the development of our principal activity. CampusImpact will raise funds to support our current and future services to reach out to more young people and their families in need, up to a maximum of two years our projected future gross operating expenses. Such funds do not include funds specified for restricted use.

The purpose of establishing reserves is to ensure stability for CampusImpact and continuity in services to our beneficiaries. The amount of reserves that is required will be reviewed on a yearly basis by the board.

Loans, Donations, Grants and Financial Assistance Policy

CampusImpact does not provide any loans, donations, grants or financial assistance to any parties.

Terms of Reference

Chairperson

- Draw out the board's collective wisdom and set the culture of the charity.
- Provide leadership, drive board effectiveness.
- Lead the development of the board by periodically consulting with board members individually and helping them assess their performance.
- Prepare for succession planning
- Co-create meeting agendas with the executive director.
- Review strategic plans and priorities for the year together with the executive director.
- There is a term limit of two years for the board chairperson, but he/she can be re-appointed for a consecutive term.

Vice-Chairperson

- Carry out special assignments as requested by the Chairperson.
- Understand the responsibilities of the Chairperson and be able to perform these responsibilities in his/her absence.
- There is a term limit of two years for the board vice chairperson, but he/she can be re-appointed for a consecutive term.

Honorary Treasurer

- Understand the financial accounting for non-profit organisations.
- Manage the board's review of and action related to the board's financial responsibilities.
- Work with the executive director and finance manager to ensure the appropriate financial reports are made available.
- Present the annual budget to the board for approval.
- Review the annual external audit and answer board's questions about the audit.
- There is a term limit of two years for the honorary treasurer. He/she cannot be re-appointed for a consecutive term.

Honorary Secretary

- Ensure the accuracy of all board records.
- Take board minutes.
- Assume responsibilities of the chairperson if the board chairperson or vice chairperson are absent.
- Provide notice of meetings of the board when such notice is required.
- There is a term limit of two years for the honorary secretary, but he/ she can be re-appointed for a consecutive term.

Member

- Take on responsibility and accountability while acting in the best interests of CampusImpact.
- Exercise common sense and judgment built on principles of ethics and integrity.
- Be able and willing to challenge and be open to alternative viewpoints.
- Commitment to the charity's vision and mission.

Audit Committee

- Review the scope and approve the audit plans of the internal and external auditors.
- Review the audit plans and reports of the independent auditors and internal auditors and consider the effectiveness of the actions taken by management on the auditors' recommendations.
- Conduct periodic internal checks, through professional services or internal audit personnel, on key processes to ensure compliance with the established procedures, and report to the Board on the findings and recommendations for improvements.
- Together with the executive director and trained staff, analyse and address the risks that are associated with key processes.
- Oversee regulatory compliance and whistleblowing guidelines.

Human Resources Committee

- Provide guidance on human resources management in the charity.
- Review, monitor and make recommendations to the board on CampusImpact's human resources strategy and policies so that we can recruit, develop and retain highly-qualified staff members necessary for us to achieve our vision and mission.

Fundraising Committee

- To work with fundraising staff in their efforts to raise money.
- To identify and solicit funds from external sources of support.
- To take the lead in fundraising outreach efforts.
- Monitor fundraising efforts to be sure that ethical practices are in place, donors are acknowledged appropriately, and that fundraising efforts are cost-effective.



Audited Financial Information

Total Income:

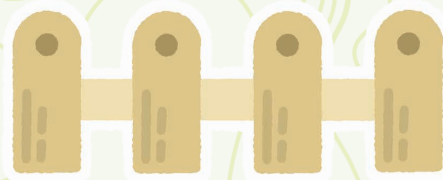
\$1,452,383

Total Expenditure:

\$1,236,051

Donations for Admiralty Grove Youth Centre Building Fund:

\$261,346



CampusImpact

STATEMENT OF FINANCIAL ACTIVITIES
For the Financial Year Ended 31 December 2025

	Note	Unrestricted fund	Restricted fund	Total funds	Total funds
		2025	2025	2025	2024
		\$	\$	\$	\$
Income					
Income from generated funds					
Voluntary donation income	3	320,265	345,200	665,465	590,300
Grant income	4	114,884	535,051	649,935	524,598
Income from charitable activities	5	70,667	2,742	73,409	93,911
Other income	6	50,784	12,790	63,574	61,481
Total income		556,600	895,783	1,452,383	1,270,290
Expenditures					
Charitable activities	7	(234,558)	(587,887)	(822,445)	(702,505)
Governance and administrative costs	8	(244,331)	(169,275)	(413,606)	(346,269)
Total expenditures		(478,889)	(757,162)	(1,236,051)	(1,048,774)
Surplus before taxation		77,711	138,621	216,332	221,516
Taxation	2.10	-	-	-	-
Net surplus, representing net movement in funds		77,711	138,621	216,332	221,516
Reconciliation of funds					
Fund transfer to account receivables		-	10,126	10,126	-
Total funds brought forward		823,928	937,287	1,761,215	1,539,699
Total funds carried forward		901,639	1,086,034	1,987,673	1,761,215

The accompanying notes form an integral part of the financial statements

BALANCE SHEET
As at 31 December 2025

	Note	2025 \$	2024 \$
ASSETS			
Non-current assets			
Plant and equipment	9	740,763	100,388
Intangible asset	10	47,221	16,457
		<u>787,984</u>	<u>116,845</u>
Current assets			
Trade and other receivables	11	53,819	29,591
Cash and bank balances	12	1,286,652	1,763,240
		<u>1,340,471</u>	<u>1,792,831</u>
LIABILITIES			
Current liabilities			
Provision	13	26,000	26,000
Other payables	14	94,543	68,611
Deferred income - SG Cares Volunteer Centre	15	20,239	53,850
		<u>140,782</u>	<u>148,461</u>
Net assets		<u><u>1,987,673</u></u>	<u><u>1,761,215</u></u>
FUNDS			
Unrestricted fund			
General fund		901,639	823,928
Restricted funds			
Admiralty Grove Youth Centre	16	261,346	700,038
Asset Capitalisation Reserve	17	738,491	74,646
Crawford & Company Internation Pte. Ltd.	18	-	-
Empower Staff Fund	19	-	-
Fitch Ratings Singapore Pte. Ltd.	20	-	-
Learning Curve Programme	21	8,254	-
Ministry of Social And Family Development	22	-	-
Nee Soon Link	23	-	-
North East/West CDC	24	-	-
President's Challenge Fund	25	13,975	144,144
Room To Grow	26	5,308	18,083
Scott Reichelt	27	-	-
Singapore Pools (Private) Limited	28	-	-
Tech Booster Project	29	-	-
Transformation Sustainability Scheme	30	14,975	-
Youshine Programme At Punggol West	31	43,685	-
Youth Corps Community Internship (YCCI)	32	-	376
Tan Chin Tuan Foundation	33	-	-
Woh Hup (Private) Limited	34	-	-
Total funds		<u><u>1,987,673</u></u>	<u><u>1,761,215</u></u>

The accompanying notes form an integral part of the financial statements

STATEMENT OF CASH FLOWS
For the Financial Year Ended 31 December 2025

	Note	2025 \$	2024 \$
Operating activities			
Surplus before taxation		216,332	221,516
Adjustments for:			
Depreciation of plant and equipment	9	57,527	63,665
Amortisation of intangible asset	10	29,949	17,953
Operating cash flows before working capital changes		303,808	303,134
Changes in working capital:			
Trade and other receivables		(14,102)	1,916
Other payables		25,932	(20,214)
Deferred income		(33,611)	26,488
Net cash flows generated from operating activities		282,027	311,324
Investing activities			
Acquisition of plant and equipment	9	(697,902)	(11,900)
Acquisition of intangible assets	10	(60,713)	-
Net cash flows used in investing activities		(758,615)	(11,900)
Net changes in cash and cash equivalents		(476,588)	299,424
Cash and cash equivalents at beginning of financial year		1,763,240	1,463,816
Cash and cash equivalents at end of financial year	12	1,286,652	1,763,240

The accompanying notes form an integral part of the financial statements



Campus
Impact

20th
Anniversary
Nurturing the Next Gen



CampusImpact Celebrates:

20 Years
of Nurturing
the Next Gen



SUPPORT OUR JOURNEY →



The Year Ahead

2026 Future Plans

Looking ahead, CampusImpact is committed to strengthening our impact through a strategic focus on programme evaluation, development, and organisational growth.

We plan to work with the National Council for Social Service (NCSS) through the Sector Evaluation Framework to implement a more robust evaluation framework to assess the effectiveness and long-term outcomes of our initiatives, ensuring data-driven improvements.

We are embarking on the Employee Engagement Sector Survey (EESS) to assess our organisational health and strengthen capabilities. The survey will guide interventions based on insights and areas for improvement, helping us enhance employee engagement and our ability to attract, nurture, and retain talent not only within CampusImpact but also across the wider social service sector.

We will also be marking a significant milestone in 2026 — our 20th anniversary. Alongside the celebrations, we will be undertaking a review of our programmes and services, building a culture of continual innovation and refinement so that we better address the evolving needs of our beneficiaries, particularly in underserved communities, enabling us to work towards better outcomes for our service users and maximise the impact of our resources. This will help us set the foundation for the organisation for the next 20 years ahead.

2026 Fundraising Plans

CampusImpact will be celebrating our 20th Anniversary through a thanksgiving dinner at Gardens By The Bay, an exhibition of our children's artwork, and a collaboration with a local designer.

2026 Expenditure Plans

With our second centre, COMMA, set to become operational in 2026, we will be well-positioned to serve more young people in Admiralty Grove through Sparks!, a pilot youth mentorship programme designed for those aged 13-17.

We will continue to invest in programme delivery and enhancement—allocating funds towards staffing, training, and materials to ensure our interventions remain impactful and responsive to community needs.

Operational expenditures will also include upgrading our systems, such as the implementation of a new centre management system.

Lastly, we will set aside resources for organisational development initiatives, including staff capacity building to sustain and scale our impact effectively.

Our Partners

Volunteers

“The success of a society depends not only on the government, but also on the willingness of citizens to give of themselves for the common good.”

— Mr Lee Kuan Yew

Volunteerism is a powerful reminder that even with our differing commitments and priorities, carving out time to serve the community makes a lasting impact. By contributing our time, talent, treasure, voice, and connections, within our means, we not only lend a hand to those in need but also receive in return life's lessons, fresh perspectives, and nurturing experiences that often give us more than we expect. It is about being intentional in placing someone else's interests first — caring inclusively for those beyond our own families so that no one is left behind, and uplifting one another through actions both big and small.

We deeply appreciate volunteers who have journeyed alongside our children and staff at CampusImpact, building rapport and trust over time while helping to close gaps in our society. Alone, we cannot raise a child or support a community, but together, with synergised efforts and a collective spirit, we can create purposeful and impactful change. And even when struggles or challenges arise, our volunteers remain determined to see it through, embodying resilience and commitment that inspire us all.

To every volunteer — whether through direct or indirect contributions, whether ad hoc or regular — your care, thoughts, and trust matter. Thank you for being our cheerleaders and ambassadors! We look forward to creating many more milestones and memories with you.



2024

246 Volunteers
6,578 Hours Volunteered
52 Community Partners

2025

848 Volunteers
156 Regular Volunteers
8,278 Hours Volunteered
35 Community Partners

Surita, Behind The Scenes Volunteer

What does volunteerism mean to you?

To me, volunteerism means using my skills, time, and experience to contribute meaningfully to a cause that benefits others, beyond personal or professional gain. It is about giving back to the community in a purposeful and sustainable way.

What keeps you coming back to CampusImpact?

The opportunity to make a meaningful contribution to a good cause. Knowing that my skills can support the organisation's mission and positively impact others gives my volunteer work purpose and keeps me motivated to continue serving.

What was a favourite moment for you?

Interacting with Adeline (Yuet Ngoh) and seeing how joyful the children were when they came to the centre. Their smiles and excitement reminded me of the real impact CampusImpact makes, and why the work there truly matters.

Any advice for future volunteers?

Come with an open heart, be willing to learn, and be consistent in your commitment. Even small contributions can make a big difference, so serve with humility, patience, and a genuine desire to help others.

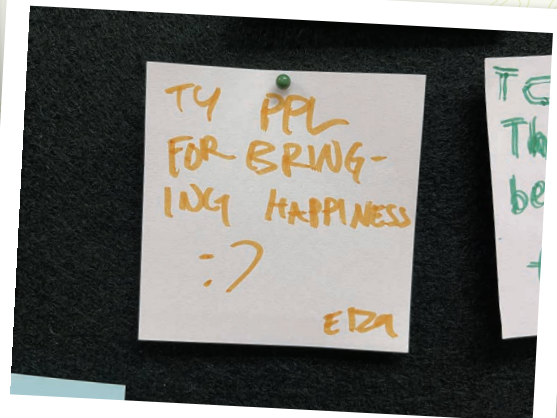


SURITA (RIGHT) IN ACTION!

Donors



NEW ADMIRALTY CENTRE



WALL OF APPRECIATION!

CampusImpact has gone from strength to strength each year because of the support of our donors. Their contributions directly impact our service users, enabling us to run our programmes smoothly and effectively. What we have achieved has only been possible due to our donors' trust and confidence in our work.

To all our donors, we want to thank you again for your dedication and kindness. In 2025, 45.82% of our annual receipts came from donations, and we sincerely appreciate your steadfast support.

Donations made to CampusImpact qualify for tax deduction as we are a registered Institution of a Public Character (IPC).



2024

333 Donors
\$590,299 Raised

2025

269 Donors
\$665,465 Raised

Corporate Culture and Play Days



**DEEPAVALI WITH
TVS MOTOR SINGAPORE**



HARI RAYA WITH FIDREC

Under our Corporate Culture initiative, CampusImpact has been collaborating with corporate partners to enhance our programmes by sponsoring cultural celebrations and supporting cross-cultural exchange as we celebrate commonly celebrated festivals. The corporate volunteers also join in the festivities to engage our service users during the themed activities planned for those celebrations.



WOH HUP PTE. LTD.



MICRON TECHNOLOGY

At the same time, corporations also supported CampusImpact through hands-on and volunteer-led initiatives via our monthly Play Day sessions. These volunteers come from a wide range of professions and over time, many have transitioned from ad-hoc to regular volunteers, forming meaningful bonds with our children, and fostering social understanding through positive engagement.

Partner Organisations

- A** ANGLO-CHINESE SCHOOL (INDEPENDENT) - STUDENT COUNCIL
AHMAD IBRAHIM PRIMARY SCHOOL
ANCHOR GREEN PRIMARY SCHOOL
- C** CHAMBER OF MUSIC AND ARTS SINGAPORE LIMITED
CHERROLL SKATE ACADEMY X EAZYSKATE
CHONG PANG PEOPLE'S ASSOCIATION - PROJECT BOOST
COMMUNITY CHEST SINGAPORE
CRAWFORD & COMPANY INTERNATIONAL PTE LTD
- D** DENNIS HUANG - PROJECT CHILDLIKE
- E** EN COMMUNITY SERVICES SOCIETY
ENDOWUS SINGAPORE PTE LTD
ESPLANADE – THEATRES ON THE BAY
EUNOIA JUNIOR COLLEGE - PROJECT APOYO
- F** FEI YUE COMMUNITY SERVICES
FINANCIAL INDUSTRY DISPUTES RESOLUTION CENTRE LTD
FLAIR ILLUME PTE LTD
FORTE360
FITCH RATINGS SINGAPORE PTE LTD
- G** GATEWAY THEATRE
- H** HATCH
HWA CHONG INSTITUTION - PROJECT AMICIS 5.0
- K** KRANJI SECONDARY SCHOOL
- L** LASALLE COLLEGE OF THE ARTS
- M** MANDAI WILDLIFE RESERVE
MICRON SEMICONDUCTOR ASIA OPERATIONS PTE LTD
MOTIONAL SINGAPORE PTE LTD
MINISTRY OF SOCIAL AND FAMILY DEVELOPMENT, PROBATION AND COMMUNITY REHABILITATION SERVICE
- N** NAN CHIAU HIGH SCHOOL - PROJECT AURORA
NANYANG GIRLS' HIGH SCHOOL - PROJECT EUREKA
NATIONAL COUNCIL OF SOCIAL SERVICES
NATIONAL INSTITUTE OF EDUCATION
NATIONAL GALLERY SINGAPORE
NORTH WEST COMMUNITY DEVELOPMENT COUNCIL
NUS CHUA TIAN POH COMMUNITY LEADERSHIP PROGRAMME
- R** RAFFLES GIRLS' SCHOOL - SOFTBALL TEAM
RAFFLES INSTITUTION - PROJECT LUSTRA
RAFFLES INSTITUTION - PROJECT GUIDING STARS
REPUBLIC POLYTECHNIC - SCHOOL OF TECHNOLOGY FOR ARTS, MEDIA AND DESIGN
- S** SG CARES
SINGAPORE INTERNATIONAL MASTERY CONTESTS CENTRE (SIMCC) PTE LTD
SINGAPORE AIRLINES LIMITED
SINGAPORE MANAGEMENT UNIVERSITY
SINGAPORE POLICE FORCE - WOODLANDS WEST NPC, COMMUNITY POLICING UNIT
SINGAPORE POOLS (PRIVATE) LIMITED
SOCIAL SERVICE OFFICE AMK | YISHUN
ST ANDREWS JUNIOR COLLEGE - PROJECT EQUITAS
- T** TEMASEK JUNIOR COLLEGE
THE FINGER PLAYERS LTD
THE LEARNING KITCHEN
TVS MOTOR (SINGAPORE) PTE LTD
- V** VICTORIA JUNIOR COLLEGE - ODAC CLUB
VIVITA SINGAPORE
- W** WILD RICE SINGAPORE
WOH HUP (PRIVATE) LIMITED
WOH HUP CLIFFORD CENTRE REDEVELOPMENT PROJECT TEAM
WORD COMMUNITY CHURCH
WOODLANDS RING PRIMARY SCHOOL
- Y** YISHUN INNOVA JUNIOR COLLEGE
YISHUN SECONDARY SCHOOL
YMCA YOUTH FOR CAUSES

Acknowledgements

Donations of \$100,000 and above

COMMUNITY CHEST SINGAPORE
THE COMMUNITY FOUNDATION OF SINGAPORE - WEE HUR
FOUNDATION
LEE FOUNDATION

Donations of \$50,000 and above

WOH HUP TRUST

Donations of \$10,000 and above

GAN HWEE LING MELANIE
GEE TAN POH KIANG
TAN CHIN TUAN FOUNDATION
TAN SEE HOE

Donations of \$5,000 and above

TVS MOTOR COMPANY LIMITED, SINGAPORE BRANCH
LEETSTEEL PTE LTD
FLAIR ILLUME PTE. LTD.
CHEN SHIYUN ELYSA

Donations of \$3,000 and above

DOUGLAS TAN WEI JIAN
YONG KON YOON
WOH HUP (PRIVATE) LIMITED
AH HONG HOLDINGS PTE LTD

Donations of \$2,000 and above

HO WEICHENG, BENEDICT
NAN CHIAU HIGH SCHOOL
ANONYMOUS
CHONG SER JING
TAN SIEW SIEW DEBORAH

Donations of \$1,000 and above

TAY XUXUAN
CHU HON JIE ZACHARY
SUAN SHI MIN
CRAWFORD AND COMPANY INTERNATIONAL PTE LTD
LEE CHUAN HUEI
SCOTT REICHEL
NORTH LONDON COLLEGIATE SCHOOL (SINGAPORE) PTE LTD
CHONG CHEAN HWA
DELIA LENANDER
DORIC WONG
FITCH RATINGS SINGAPORE PTE LTD
HUANG YONGPING ABIGAIL
LIAO ZHUOYING
PHANG SAY LANG
TIKOO HEMANT

Donations of \$500 and above

VANESSA DENISE FOO
COCA-COLA SINGAPORE BEVERAGES PTE LTD
DEEPA NARAYANA SWAMY
QI FU ENTERPRISE CO PTE LTD
SIN LEONG LEE COFFEE PTE LTD
CAROLINE CHUA
CHAN GEK CHING JOCELYN
LIM PUI LING MICHELLE
LOW CHIEN CHONG, PETER
NEO HWEE HWEE
NG YEW HOON
TEO POH BEE
VIVIAN TAN HUI SAN
YAP YI HOCK
YEE YUET NGOH
YVONNE NIAP MAY FOONG
ZHAO YIXIAN



Company Information

Registered under Registry of Societies

Registration Date: 8 March 2006

Registered Address: Blk 151 Yishun St 11
#01-26, Singapore (760151)

Company Secretary: Ong Shu Fen

Banker: United Overseas Bank

Auditor: Tan, Chan & Partners

Members: Mr Yeo Chee Tiong David

Dr Lim Chee Kian

Ms Ong Shu Fen

Ms Ong Shu Fang

Mr Ong Chin Hwee

Ms Amanda Cheng

Mr Teo Boon Hiok

Mr Koh Chee Keat

Ms Carol Loi

Mr Allan Chin

Report created & compiled by: Jessica Tan



Chen Shiyun Elysa
Executive Director

elysachen@campusimpact.org.sg 

+65 6482 1324 





Campus
Impact