Children's Cancer Foundation

Caring Together

Annual Report **2025**

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Corporate Information

Children's Cancer Foundation (CCF) was first registered with the Registry of Societies (ROS) on 9 November 1992. CCF was subsequently incorporated as a Company Limited by Guarantee on 14 October 2019 and registered as a Charity under the Charities Act on 15 February 2020. Following its transition to a Company Limited by Guarantee, CCF was accorded Institution of a Public Character (IPC) status on 21 February 2020. CCF became a member of the National Council of Social Service (NCSS) on 1 June 2020. Its current IPC status is valid from 5 May 2025 to 4 May 2028.

Unique Registration Number (UEN):
201934434R

Registered Address:
535 Kallang Bahru, #02-01 GB Point,
Singapore 339351

Auditor:
RSM SG Assurance LLP

Bankers
DBS Bank Limited
United Overseas Bank Limited
BNP Paribas
Oversea-Chinese Banking Corporation Limited
Standard Chartered Bank (Singapore) Limited

Legal Advisor (Pro bono)
Morgan Lewis Stamford LLC (a Singapore law corporation affiliated with Morgan, Lewis & Bockius LLP)

About Us

Founded in 1992, Children's Cancer Foundation (CCF) provides children with cancer and their families impacted by childhood cancer, the much needed support in their battle against the life threatening illness. Over the years, CCF has helped more than 4,200 children and their families at different stages of the illness and recovery.

Vision

To become a leading provider of resources and psychosocial services to children and their families impacted by cancer.

Mission

To improve the quality of life of children with cancer and their families and children impacted by cancer through enhancing their emotional, social, and medical well-being.

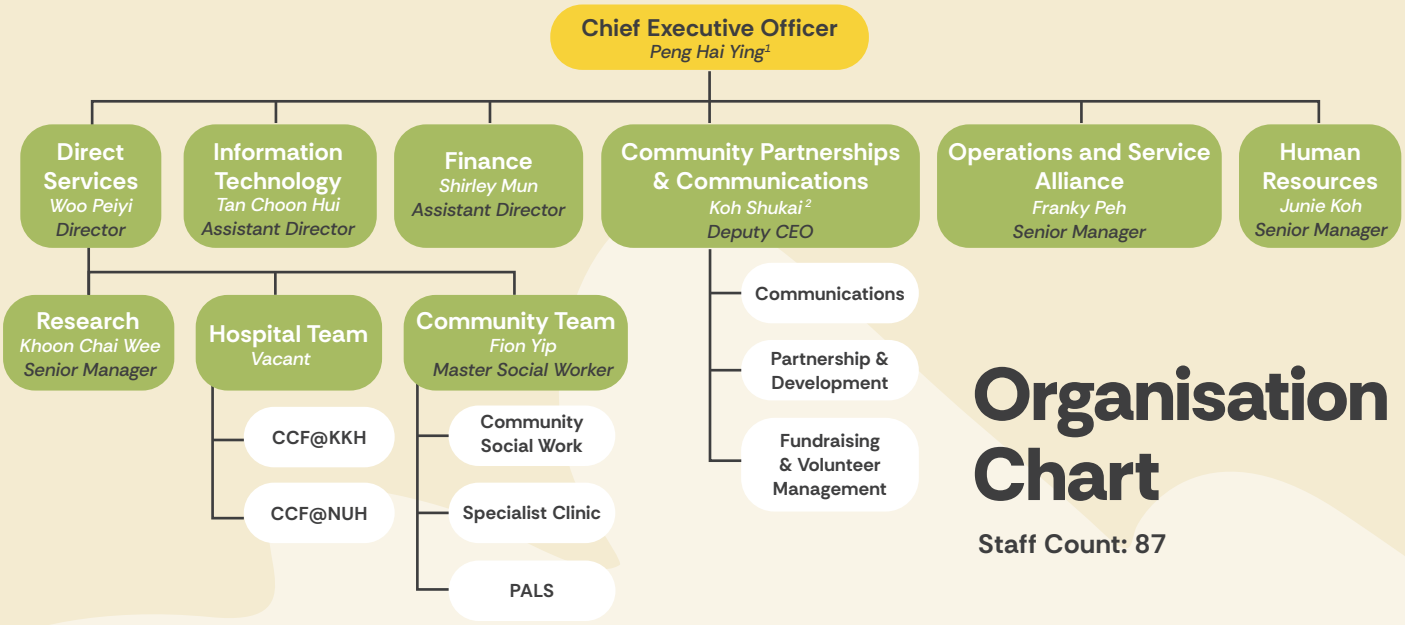
Core Values

Compassion
We serve with concern, kindness and empathy.

Integrity
We do the right things the right way.

Excellence
We do good well by excelling in all that we do.

Organisation Chart



Staff Count: 87

[1] Peng Hai Ying was appointed as CEO of CCF on 4 June 2020. Prior to CCF, Peng Hai Ying was the Executive Director at SUN-DAC and various organisations including Family Service Centres, Disability Homes and those serving children in need. Peng Hai Ying left the organisation on 31 January 2026. Koh Shukai assumed the role of Chief Executive Officer with effect from 1 February 2026.
[2] Koh Shukai was also heading the Community Partnerships and Communications team in 2025.

This organisation chart is valid and correct as of 31 December 2025.

Under CCF's Wishlink programme, J, aged 12 enjoyed his first visit to Bird Paradise with his siblings and caregivers, delighting in close encounters with birds and seeing his favourite penguins.*

* The beneficiary's name remains undisclosed to safeguard their privacy.

CCF Model of Care

CCF offers a spectrum of critical services to our beneficiaries through our hospital-community service model. It is aligned with their continuum of needs throughout their childhood cancer journey.

CCF Service Model

1. In the Hospital

CCF supports children and their families to cope with their experiences from the point of the cancer diagnosis, complex treatment procedures and its side effects, during their extended hospital stays and repeated hospital visits. Our comprehensive support system includes social workers and child life therapists, strategically placed at KK Women's and Children's Hospital (KKH) and the National University Hospital (NUH). These professionals work hand in hand with the medical teams in the paediatric oncology wards, aiming to enhance the quality of life for the child and their family. In cases where a child is at the end stage of their life, CCF also extends its support to provide palliative and bereavement care.

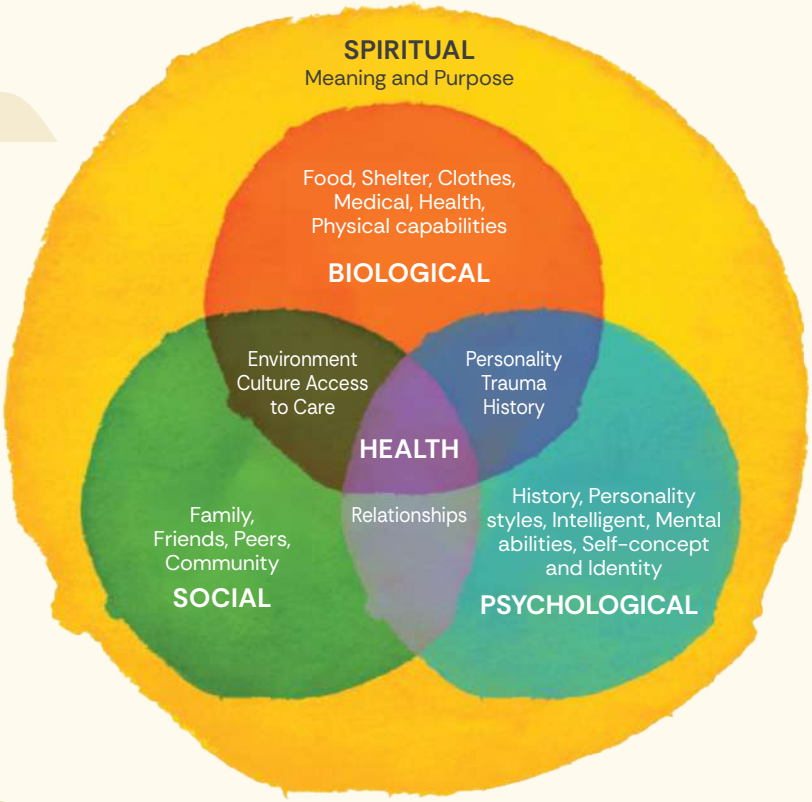
2. In the Community

With more children surviving childhood cancer, CCF provides continual care to help survivors reintegrate into their communities and lead fulfilling lives. These include supporting younger children in joining or transitioning back to mainstream schools as well as youth survivors with long-term side effects due to cancer treatment. We also serve siblings impacted by immediate family members diagnosed with cancer.

CCF Model of Care

Biopsychosocial-Spiritual (BPSS) Model

CCF adopts the biopsychosocial-spiritual (BPSS) model of care for our beneficiaries. This holistic approach considers the unique biological, psychological, social, and spiritual factors that impact each individual's subjective experiences and clinical outcomes. Our social workers conduct specialised assessments using the BPSS model, tailoring a suitable psychosocial treatment plan for the best possible outcomes.



Patron's Message

Senior Parliamentary Secretary, Ministry of Law & Ministry of Social and Family Development

Eric Chua

Children's Cancer Foundation Patron

This year's theme, "**Caring Together**," reflects a truth I have come to deeply appreciate during my time as Patron of Children's Cancer Foundation (CCF), that the care children and families receive is never the result of any single effort, but the outcome of a community coming together with a shared purpose.

As CCF's Patron, I have had the opportunity to better understand the breadth and depth of CCF's work. Beyond the public campaigns and moments of visibility, CCF plays a steady and essential role in supporting children and families through some of the most challenging phases of their lives — from diagnosis and treatment, to recovery, survivorship, and life beyond cancer. This support is often quiet, sustained, and long-term, but it is no less vital.

Through my involvement in initiatives such as Hair for Hope and The Hope Train, and in meeting beneficiaries like Jordan, I have seen how community support translates into real impact. Funds raised and awareness generated are not ends in themselves. They enable CCF to provide psychosocial care, educational support, and programmes that help children and families regain stability, confidence, and hope as they rebuild their lives.

Senior Parliamentary Secretary, Ministry of Law & Ministry of Social and Family Development Eric Chua, CCF Patron with CCF Beneficiary, Jordan Tan

Patron's Message

What stands out to me most is that CCF's work is not confined to a moment in time. It is a continuum of care that evolves alongside the needs of children and families, supported by dedicated professionals, healthcare partners, volunteers, and donors who believe in walking this journey together.

I extend my sincere appreciation to everyone who has contributed to CCF's work in 2025. Our donors, partners, volunteers, healthcare professionals, and supporters, your generosity and commitment make it possible for CCF to continue providing meaningful, consistent support to families when they need it most.

To the wider community, thank you for choosing to care. Every act of support strengthens the network surrounding children and families impacted by childhood cancer. I am grateful to stand with you, and I look forward to the continued difference we can make together.

Chairman's Message

Dr Kevin Tay
Chairman, Children's Cancer Foundation

As we come to the close of 2025 and look towards the chapter ahead, I am encouraged by how Children's Cancer Foundation continues to be shaped by the strength of our community and spirit of collective care from the generosity of our supporters to the courage of our beneficiaries and their families. As the needs of children and youth impacted by childhood cancer evolve, our response must adapt with a clear and shared sense of purpose.

Our Vision for the Future

Our vision for CCF remains rooted in creating meaningful and responsive opportunities for our beneficiaries, while strengthening our position as a leader in specialised childhood cancer support. As the landscape of survivorship changes, we will continue to refine and expand our programmes to ensure that no child or family walks this journey alone. Through innovation, collaboration, and evidence-based practice, we strive to make a lasting impact locally while contributing to the global conversation on childhood cancer care.

Meaningful Moments in 2025

2025 was a year marked by reflection, learning, and collective action. A key milestone was the sharing of our SUrvivor Profiling ExeRcise (SUPER), which examined life after childhood cancer and helped us understand the evolving needs of childhood cancer survivors and their families. Survivorship reminds us that the journey does not end with treatment. It is sustained by community, understanding, and hope.

The study surfaced important challenges faced by survivors, where long-term survivors struggle more with psychological and social well-being, while those who recently completed treatment struggle more with physical and cognitive well-being. This further reinforces the need for holistic and sustained support beyond treatment. These insights will deepen our understanding of survivorship and guide the development and planning of future programmes.

In April, we were honoured to present our research findings and survivorship programmes at the International Society of Paediatric Oncology (SIOP) Asia 2025, held in Saudi Arabia. It was a privilege to share our local work on an international platform, contributing to international discourse on survivorship care and showcasing the work being done at CCF. One of our survivors, Keith, took the stage to share his journey from being a Photovoice participant to a volunteer and mentor for younger survivors. His reflections on connecting with fellow survivors from diverse backgrounds underscored the power of shared experiences and community support. Keith's story is a powerful reminder that survivorship is not only about overcoming illness, but also about finding purpose, resilience, and the courage to uplift others along the way.

Chairman's Message

Beyond research and advocacy, the year was filled with moments that reminded us of the power of community, Caring Together. Seeing our dedicated supporters come together once again at our signature fundraising event, Hair for Hope (HfH) was deeply moving — a strong testament to solidarity, generosity, and shared purpose. Standing alongside survivors, families, volunteers, and supporters, I witnessed first-hand the collective strength and generosity of our community. These moments served as a powerful reminder that meaningful change is not driven alone; it is shaped by a community united in compassion and purpose.

HfH 2025 marked a monumental year for CCF, which raised a record high $5.31million with 5,252 shavees and 60 satellite events held, truly embodying the SG60 vision of rallying Singaporeans to build an inclusive Singapore together.

We also celebrated professional milestones, as our work was recognised with awards received across both international and local platforms. Being awarded the President's Volunteerism & Philanthropy Awards (PVPA) 2025 City of Good alongside our long-term partners, QB House and Kong Meng San Phor Kark See Monastery was a true recognition of how the community can show care together, affirming the dedication and excellence of our partners and supporters islandwide. We were also encouraged to see our survivorship work, CCF Photovoice programme being recognised internationally at the Childhood Cancer International (CCI) President's Recognition Award for the Most Outstanding Survivor Programme, acknowledging our dedication and professionalism, in delivering quality care that truly meets the needs of those we serve.

Looking Ahead: 1 CCF 2030

As we look to the future, we do so with a strong sense of continuity and confidence in the leadership that will guide CCF forward. Growth brings change, and with it, the opportunity to renew our perspectives while remaining anchored in our core purpose. In this spirit, we are honoured to welcome SPS Eric Chua as our new Patron. With desired outcomes under 1 CCF 2030 to strengthen survivorship care, we step into the next chapter with renewed energy, shared purpose, and optimism for the impact we can continue to create for children, survivors, and families.

Appreciation to Ms Peng Hai Ying, Chief Executive Officer

2025 marks the final year of Ms Peng Hai Ying's tenure as Chief Executive Officer, concluding six years of dedicated and compassionate leadership. Under her guidance, CCF has grown in both capability and impact, strengthening its focus on survivor-centred care while enhancing partnerships, governance, and organisational resilience. Her unwavering commitment, thoughtful leadership, and belief in our people have shaped a strong foundation that will continue to guide the organisation in the years ahead. On behalf of the Board and management, I extend our deepest gratitude to Hai Ying for her service, vision, and tireless dedication to our mission.

Looking ahead to 2026, we warmly welcome Mr Koh Shukai, who will assume the role of Chief Executive Officer of CCF. Having served the organisation over the past three years as Head of the Community Partnerships & Communications Department and Deputy Chief Executive Officer, he brings deep institutional knowledge and renewed energy to build on this strong foundation as CCF continues supporting children, survivors, and families.

A Heartfelt Thank You

None of this would be possible without the unwavering commitment of our management team, staff, volunteers, donors, and partners. Your passion, expertise, and belief in our mission continue to strengthen CCF and the children and families we serve. Every contribution — whether through time, resources, or advocacy — helps build a more hopeful and resilient future.

As we move forward, I am filled with optimism and gratitude. Together, let us remain steadfast in our commitment to care, compassion, and community, as we continue to walk alongside children and families impacted by childhood cancer.

Thank you for being part of this journey.

CEO's Note

Writing this message is one of the most difficult, yet fulfilling, tasks I have undertaken during my tenure. After six incredible years leading Children's Cancer Foundation (CCF), the time has come for me to pass the baton. My heart is full of gratitude for the journey we have shared.

When I stepped into this role in January 2020, I could not have predicted the profound transformation we would achieve together.

Six Years of Shared Milestones

Looking back at our trajectory since 2020, I am struck by how much we have evolved:

Building the Foundation (2020-2021)

We began by refining our core mission. I remember the countless meetings and debates spent redefining our programmes and services, ensuring they remain relevant to the needs of the children and families we serve. Some of my fondest memories are of sitting back and watching our teams engage in spirited, earnest debates, fuelled by a shared, tenacious commitment to perfecting the way we show up for children and families impacted by childhood cancer.

Navigating the Storm (2020-2022)

No journey is without its trials. When faced with the global pandemic, this team didn't just survive; we pivoted. We came up with innovative ways to engage young patients and caregivers when we could not be in the hospitals. Even at the height of the pandemic's uncertainty, I watched our teams invent beautiful, creative ways to break through the isolation and spark a smile on the faces of our children, proving that compassion knows no boundaries.

When the world came to a standstill and physical gatherings were no longer possible, our teams pivoted with remarkable speed, transforming our flagship Hair for Hope event into a seamless digital experience – The Hope Train – that reached more people than before.

Scaling New Heights (2023-2025):

In these final three years, we achieved so much together. Our impact is measured not just in the smiles of the children we serve, but in the rigorous standards we hold ourselves to, as evidenced by our Place for Academic Learning and Support (PALS) programme achieving ECDA certification and becoming a full-fledged centre providing trauma informed curriculum.

By pairing our dedication to paediatric care with the highest levels of governance, we have successfully secured both the ISO Trustmark certification and the prestigious Charity Transparency Dedication Awards, cementing our reputation as a leader in our field.

CEO's Note

A Personal Note of Gratitude

Numbers and milestones tell the story of an organisation, but people tell the story of a legacy.

To the Board of Directors, thank you for your steady guidance and unfaltering trust even when the path ahead was unclear.

But most importantly, to my CCF team members: You are the heartbeat of CCF. I have been inspired daily by your creativity, your grit, and your kindness towards one another. Whether it was a quick chat along the corridors or a breakthrough in a meeting, those personal moments are what I will always carry with me.

Looking Ahead

CCF's next leader, Mr Koh Shukai, inherits a culture of excellence and a roadmap paved with opportunity. I have no doubt that the future years will dwarf the successes of the last.

It has been such a privilege to serve CCF. Thank you for allowing me to be a part of your story.

With deepest gratitude,
Peng Hai Ying

Highlights of The Year

Hair for Hope 2025

Hair for Hope 2025 was held under the theme "Together, We Can", highlighting the collective strength of individuals standing in solidarity with children and families impacted by childhood cancer. In commemoration of Singapore's 60th year of independence, the campaign reflected the nation's spirit of resilience and unity, bringing shavees, volunteers, donors and partners together in support of the cause.

For the first time, eight ambassadors from diverse backgrounds, including a beneficiary, volunteers, an educator, corporate partners, a community representative and a public figure, came together to champion the campaign and raise awareness. Their collective voices reinforced the importance of community support for children with cancer.

Key Figures

5,252
shavees

60
satellite events

Highlights of The Year

International Society of Paediatric Oncology (SIOP) Asia 2025 and Childhood Cancer International (CCI) Asia Conference 2025

CCF was honoured to present its work in psychosocial support and long-term survivorship, sharing insights drawn from its programmes and on-the-ground experience. This included findings from the Photovoice programme, which supports self-expression and reflection among survivors aged 15 to 35 shared at the International Society of Paediatric Oncology (SIOP) Asia 2025 and a sharing by youth participant Keith Teo on his journey from being a beneficiary to a mentor at CCI Asia 2025.

Held from 12 to 15 April 2025 in Saudi Arabia, SIOP Asia 2025 convened regional clinicians, researchers and community partners to strengthen collaboration in paediatric oncology care while CCI Asia 2025 offered a platform for the childhood cancer community to come together for knowledge sharing and discussion.

CCF's participation reinforced its commitment to advancing holistic, survivor-centred care beyond medical treatment.

CCI Enlace Bereavement Support Training

CCF was privileged to contribute to the CCI Enlace Bereavement Support training, with our Principal Child Life Therapist Liow Hwee Hsiang and Senior Social Worker Lydia Foo presenting about CCF's integrated approach to bereavement support, emphasising continuity of care throughout the family's journey.

The training brought together over 30 practitioners across the childhood cancer community to strengthen grief and bereavement care. The programme explored approaches to supporting families navigating the loss of a child, with insights shared by Dr Leigh Donovan on bereaved parents' experiences and peer support models. It also reinforced the importance of community collaboration in ensuring that families feel supported and understood.

Highlights of The Year

NUS SSR–TOUCH Conference 2025

Under the Evidence-Informed Practice for Effective Change track, Khoon Chai Wee from CCF's Research Team, together with childhood cancer survivor Tay Qin Han, shared insights from the Photovoice programme, demonstrating how creative expression supports emotional development and confidence among survivors.

The conference, themed "Sustained Wellbeing in Future-Ready Communities", brought together social service professionals to strengthen resilience and practice across the sector.

CCF's participation reinforced its commitment to continually refining programmes to ensure services remain responsive, holistic and impactful.

Highlights of The Year

Awards & Recognition

CCI President's Recognition Award

Most Outstanding Survivor Programme – Photovoice
Recognition by Childhood Cancer International affirms the impact of CCF's Photovoice programme in supporting survivors through therapeutic photography, self-expression and post-treatment growth. The award reflects the voices and resilience of survivors, who use creative expression to share their experiences.

Data Protection Trustmark (DPTM) Certification

The Data Protection Trustmark certification reinforces CCF's commitment to strong data protection practices, transparency and accountability. It reflects our responsibility to safeguard personal data and uphold the trust of beneficiaries, donors and partners.

President's Volunteerism & Philanthropy Awards - City of Good Award

CCF was privileged to be recognised as a recipient of the City of Good Award, which acknowledges the power of collective community action. This award celebrates a meaningful partnership with Kong Meng San Phor Kark See Monastery and QB House in support of CCF's Hair for Hope for children and families impacted by childhood cancer. It affirms that when communities come together with a shared purpose, the impact extends well beyond a single event.

Highlights of The Year

The SUrvivors' Profiling ExeRcise (SuPEr)

Understanding Survivorship Experiences in Singapore

Aligned with the 1 CCF 2030 roadmap, CCF embarked on the SuPEr in 2024 to better understand the profile and lived experiences of childhood cancer survivors in Singapore. As survivorship needs evolve, programmes and services must also move in tandem with the changing realities of survivors' lives.

The study examined health, psychosocial wellbeing, education, employment, and social integration outcomes among survivors served by CCF. Analysis completed in 2025 yielded insights that will help guide future programme development and care approaches. These findings underscore the importance of holistic survivorship care that extends beyond medical follow-up to include psychological, social, and lifestyle support.

In 2025, CCF focused on disseminating the SuPEr findings internally to strengthen staff understanding and review programme assumptions where necessary.

Key Findings

- Survivors' overall quality of life is comparable to that of their healthy peers, except in psychological wellbeing, which remains an area requiring continued attention.
- **91%** receive follow-up care, while **46%** reported awareness of late effects, indicating a potential gap in understanding.
- **22%** experienced delays in their educational pathways.
- **42%** reported challenges in social integration.

Findings were also shared externally with medical and allied health professionals at KK Women's and Children's Hospital (KKH) through the KKH Psychosocial and Supportive Care Programme, as well as during Hair for Hope engagements. These efforts support coordinated care and deepen understanding of survivorship experiences.

The Hope Train 2025

The Hope Train 2025 reflected CCF's commitment under the 1 CCF 2030 framework to strengthen holistic, long-term support for children with cancer and survivors. More than a fundraising initiative, it served as an integrated platform connecting survivorship care, wellness advocacy and community engagement, rallying over 450 participants at our inaugural The Hope Train Launch Walk 2025.

This year's focus on lifelong wellness highlighted the importance of sustained physical and emotional support beyond treatment. Childhood cancer survivor Clement Choo who is also the Beneficiary Ambassador, shared his journey from being a beneficiary to a mentor.

Guest-of-Honour, Senior Minister of State, Ministry of Digital Development and Information & Ministry of Health Tan Kiat How, and CCF Patron, Senior Parliamentary Secretary, Ministry of Law & Ministry of Social and Family Development Eric Chua, joined the walk alongside survivors, families, and supporters at Gardens by the Bay. Their presence reminded us that no child should journey through cancer alone.

Highlights of The Year

Implementation of Volunteer Competency Framework

In 2025, CCF implemented its Volunteer Competency Framework to strengthen volunteer development and enhance service quality. The framework outlines clear knowledge, skills and behavioural expectations across different levels, while providing structured training pathways aligned with role requirements to support volunteer growth and long-term engagement.

As part of this effort, 113 volunteers were trained through targeted initiatives, including specialised workshops and the development of a guidebook for those working directly with children.

The framework reflects CCF's commitment to equipping volunteers with the competencies needed to deliver safe, meaningful and impactful support.

Collaboration with Netflix Singapore – All Ways, Always

In collaboration with Netflix under the All Ways, Always Project, CCF's Specialist Clinic facilitated a creative programme bringing together 12 beneficiaries, art and music therapists, Child Life Specialists and corporate volunteers. The stop-motion film All Ways, Always explored themes of grief and loss through a process centred on expression, reflection and shared meaning.

The project reflected CCF's 1 CCF 2030 approach, demonstrating how community partnerships extend care beyond programmes into collaborative spaces of healing. As one volunteer shared, "I realise how strong the children are. Like any other children, they are playful, inquisitive, creative and have their own dreams. It is wonderful to see the joy of the children and the rapport that has been built. It is such bond and experience that carry us through life."

Our Impact in 2025

Casework and Counselling

supported over

4,200

children and families since inception with

9,879

casework related sessions conducted

555

beneficiaries served across programmes and services

Financial Assistance

$589,023

93 children and families were supported in areas such as general medical needs, transport, food and maintenance.

Hair for Hope 2025

5,252
Shavees

60
Satellite Partners

Education

84

Children supported through PALS

46

have completed or returned back to mainstream school.

$95,636

education-related support disbursed in 2025

Volunteers Deployed

847 volunteers who supported our various programmes and services

Wishlink Programmes

10

Projects fulfilled

Supported Research & Programmes by Hospitals

$1,009,874

"It was a difficult journey when my son was diagnosed with cancer, but CCF provided a lot of support, with playtime with my son, and also a listening ear to our problems. It definitely makes all the hospital visit less traumatising."

Rachel Tan*,
Caregiver of CCF Beneficiary

* Rachel Tan is a pseudonym used to protect the privacy of the beneficiary

Comfort and Care Through Treatment:

Kiera's Journey

Kiera, a four-year-old child, was diagnosed with Wilms' Tumour in July 2025. The diagnosis came as a shock to her family, bringing emotional and financial challenges as they adjusted to the demands of treatment and hospitalisation.

Throughout her care journey, Kiera required extended hospital stays, which meant time away from familiar routines. During this period, the support provided by CCF played an important role in supporting both Kiera and her family in navigating these changes with greater ease and reassurance.

Through CCF's Hospital Play Services, Kiera had access to a safe and nurturing environment within the hospital. The playroom offered opportunities for structured play, creative expression, and social interaction. Activities such as sensory play and art sessions helped create moments of comfort and normalcy, making her hospital experience less daunting.

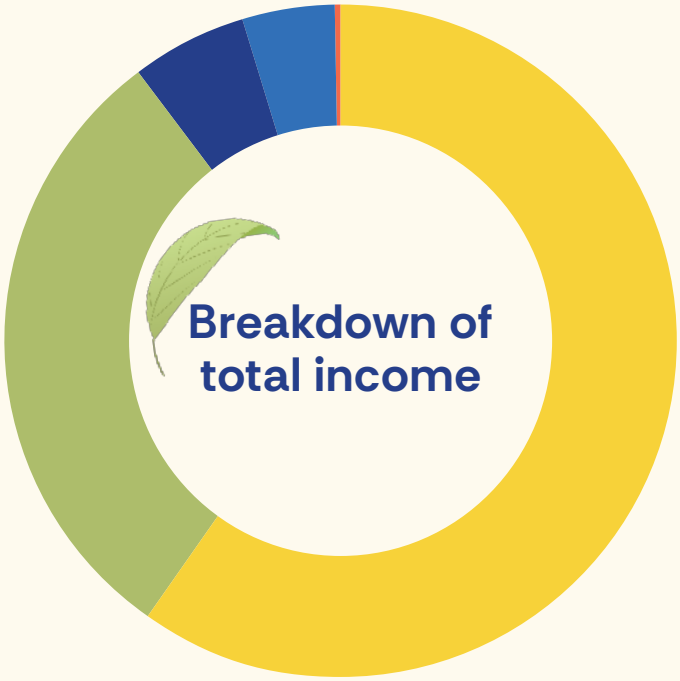
With the consistent presence and encouragement of trained play specialists, Kiera grew more confident in engaging with her surroundings. Her parent observed positive developmental progress over time, including increased communication and mobility. The team's support also provided reassurance to her family, knowing that Kiera's emotional and developmental needs were being cared for alongside her medical treatment.

In addition to play services, CCF extended psychological and financial assistance to the family, helping to ease practical concerns during a challenging period.

Kiera's journey reflects the impact of holistic, child-centred care. With the right support systems in place, children and their families are better able to navigate treatment with strength, dignity, and hope.

Financial Highlights

CCF maintains a diversified income base, with donations and fundraising activities forming the majority of income. The organisation continues to monitor its financial sustainability and reserves position to ensure the continuity of programmes and services over the longer term.



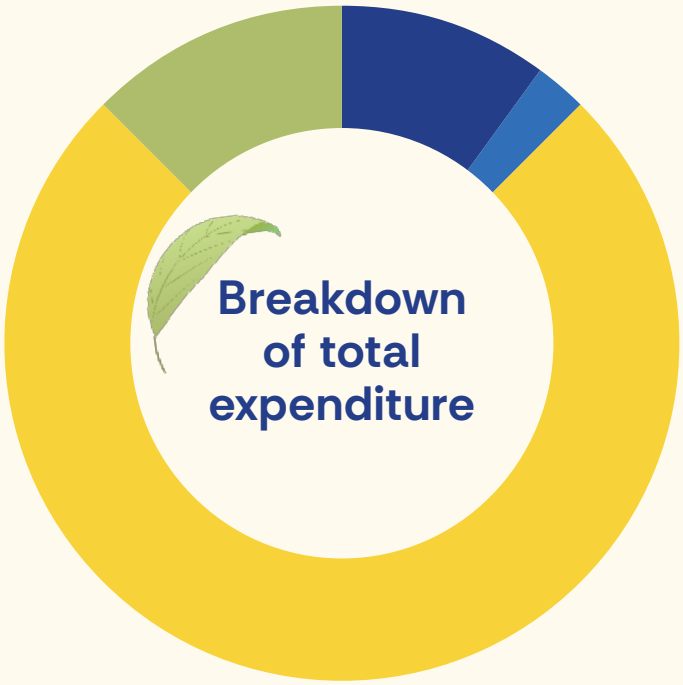
60% Donations
$12,501,024

30% Income from fundraising activities
$6,236,341

6% Interest and Investment income
$1,172,119

4% Grant income
$883,653

0% Other incoming resources
$49,555



75% Charitable activities expenses
$9,856,535

13% Other operating and administration expenses
$1,620,776

10% Costs of generating voluntary income
$1,320,018

2% Fundraising expenses
$307,192

Psychosocial Support

CCF provides tailored casework, emotional support and therapeutic interventions to ensure beneficiaries receive holistic support as they navigate the challenges of cancer diagnosis, treatment and recovery.

Do you know?

CCF also provides hospital play services, including bedside play and the Family Resource Room/Playroom, to support patients' well-being and promote a sense of normalcy during hospitalisation.

Within the Hospital

Child Life Services & Therapeutic Play

- Child Life Services support young patients and their siblings through hospitalisation and treatment, helping them cope with medical experiences through therapeutic play, procedural preparation, psychoeducation, and home visits where needed.

In the community

Specialist Clinic Services

- The Specialist Clinic offers children with cancer and their families, as well as youth cancer survivors with outlets for them to express and handle their emotions, feelings and thoughts through various therapies including Art Therapy, Play Therapy, Animal-Assisted Therapy and Music Therapy.

Psychosocial Support

9,879 Casework related sessions conducted

5,577 Participants in hospital play activities

3,960 Child Life Service Sessions conducted to support young patients through their hospitalisation and treatment journey.

Specialist Clinic: Emotional and Psychological Healing

122
Cases Supported

955
Therapy and Counselling Sessions

- Play Therapy Sessions
- Art Therapy Sessions
- Music Therapy Sessions
- Animal-Assisted Therapy Sessions
- Grief Therapy
- Children Impacted by Cancer Support Sessions

"We were admitted to the hospital for five long months. The journey through my daughter's illness has been filled with ups and downs, trauma, and financial and mental pressures. Throughout this time, friends from CCF supported our family in every way they could, spending time with my daughter, playing with her, boosting her mental strength, and providing emotional support and guidance to us as parents. We are deeply grateful. Our journey is not yet over, and we hope the support and bonding will continue throughout this journey."

David Lim*,
caregiver to CCF Beneficiary

*David Lim is a pseudonym used to protect the privacy of the caregiver and beneficiary.

Finding Strength Through Support:

Khloe's Journey

13-year-old Khloe Chen was diagnosed with Acute Lymphoblastic Leukaemia in April 2025. An active and sporty student, she had been a dedicated floorball player and often took on leadership roles within her team. Her hospitalisation and treatment led to a significant sense of loss, particularly when she was unable to participate in competitions with her teammates.

The diagnosis also impacted the wider family. Her parents experienced guilt and uncertainty as they navigated complex medical information and adjusted to the demands of treatment.

CCF's Child Life Services supported Khloe in understanding medical procedures and managing anxiety during hospital stays. Art therapy and Open Studio sessions provided creative outlets for her emotional expression. On-site PALS supported her academic continuity, while caregiver sessions helped her mother process her own emotions and strengthen family coping strategies. Khloe shares a message for other teenagers facing similar journeys:

"It sucks, but it's okay, it will get better."

As she prepares to return to school, she continues to demonstrate resilience and determination to pursue her goals, including continuing her education and returning to sport.

Khloe Chen,
13 years old, CCF Beneficiary

Financial Assistance

CCF supports families facing hardship by providing cash assistance, in-kind aid, and financial counselling while connecting them to additional resources.

We also assess their circumstances through status checks and means testing to ensure they genuinely require support.

To maintain the effectiveness of our assistance, CCF conducts periodic reviews to reassess family needs and provide continued support where necessary.

Financial Assistance support such as

- Food & Maintenance
- Medical Costs
- Transport Assistance
- Schooling Assistance

Financial Assistance in Hospital and the Community

194	93	$589,023
Applications Approved / Disbursed	Beneficiaries & Families Supported	Total Disbursed

With Courage and Care, Attaallah Finds His Voice

At eight years old, Attaallah was diagnosed with Acute Lymphoblastic Leukaemia. His treatment required prolonged hospitalisations that disrupted his schooling and daily routines. During this challenging period, Attaallah found it difficult to express his emotions and often relied on the comfort and reassurance of his mother.

CCF supported the family through financial assistance, casework and counselling services. Attaallah also attended music therapy and the PALS programme, which helped him express himself and rebuild his confidence. In January 2026, he returned to mainstream school, taking another step forward in his journey with renewed strength and hope.

Attaallah,
8 years old, CCF Beneficiary

Education

In Singapore, education is a key social equaliser, enabling children to realise their potential and pursue their aspirations. CCF's Schooling Programme supports children through initiatives such as Place for Academic Learning and Support (PALS) and the Education Awards, ensuring a smoother transition back to school.

In 2025, CCF Education Awards introduced Future Ready activities in collaboration with the employment team to highlight the pathway from education to employment. Through a survivor sharing and a vision-boarding activity, awardees reflected on their career aspirations and future goals.

PALS: Number of Children Served and Returned to Mainstream School (2025)

Categories	Served	Returned to mainstream school
Pre-school	36	22
Primary / Secondary	48	24
Total	**84**	**46**

Impact

- **80%** of students showed observable improvements in their interactions with peers.

Education Awards
79 Beneficiaries Awarded in 2025

Dream Fund
5 Applications Approved

"It gives me peace of mind and lets me focus on my studies without the constant worry of university expenses."

Shahirah,
CCF Beneficiary,
currently pursuing her studies at university

Growing in Confidence:

Julian's Progress at PALS

Julian, an eight-year-old diagnosed with Medulloblastoma, joined PALS as he continued his recovery journey. With tailored support, he was gradually introduced to a structured learning environment designed to meet his developmental and educational needs.

At PALS, Julian benefited from consistent routines and targeted interventions that supported his academic readiness and socio-emotional development. The team worked closely with him to build confidence, encourage participation, and support his engagement in daily classroom activities.

Over time, Julian demonstrated steady and meaningful progress. He became more confident in interacting with peers, more engaged during lessons, and increasingly able to navigate classroom routines. The structured and supportive environment provided a sense of stability, enabling him to participate more actively and independently.

Through the dedicated support of PALS, Julian continues to build important skills that support his learning and overall development. His journey reflects the value of early educational intervention and holistic care in helping children regain confidence, strengthen resilience, and move forward positively in their learning journey.

Family Support

CCF's Family Support Programmes foster a sense of togetherness and provide essential support networks.

GetActive Programme

144 participants attended, strengthening family bonds through shared activities.

ParentsConnect

49 parents of survivors engaged through knowledge-sharing and caregiving discussions.

KidsConnect

Through activities like Pokemon Rescue Mission and Raising Champions, **62** children and their siblings were encouraged to build relationships and social skills.

Caregiver Support

Caregivers received emotional and practical support to help them cope more effectively. More than **600** participants attended over **120** sessions.

Childhood Cancer Survivors Day (CCSD)

To celebrate survivors' resilience and inspire hope for the future

Beneficiaries Attended: **39**

Family Members Attended: **126**

YouthConnect

56 beneficiaries engaged in activities that promote a sense of belonging and self-empowerment for young survivors.

"The events and programmes organised by CCF are very engaging, and I appreciate how they cater to everyone. It's heartwarming to see everyone interacting with such joy. I've been able to make new friends and gain new experiences through the different activities. I look forward to the future activities and events planned by CCF."

Xuan Wen,
GetActive Youth Boxing & Online Challenge Participant

The Greater Good (TGG) Programme

Through The Greater Good (TGG) Programme, CCF empowers childhood cancer survivors and their families to give back to the community through meaningful volunteerism. The programme provides a structured platform for youth survivors, siblings and caregivers to take on active roles, fostering a stronger sense of purpose, identity and personal growth.

In 2025, 46 participants expressed interest in volunteering through TGG, reflecting a growing desire among beneficiaries to support and uplift others within the childhood cancer community. This spirit of giving back is embodied by individuals like Yasmine, whose journey from survivor to advocate highlights the impact of turning lived experiences into purposeful action.

Yasmine's Journey of Giving Back

"I feel empowered giving back to CCF for all the support I received. Volunteering allows me to contribute to the survivor community and help others feel less alone, as I once did. Sharing my journey during Survivors' Day was especially meaningful, as it gave me the chance to reflect on how far I have come and to offer hope to others. It also made me more proud of who I am today and how I can use my experiences to uplift others."

Yasmine,
18 years old, CCF Beneficiary

Yasmine was diagnosed with Hepatoblastoma at the age of 5. Her early years were shaped by treatment and recovery, as well as the care and support she received from CCF, which planted the seed for her desire to give back.

Now 18, Yasmine has transformed her survivorship into purposeful action. Through The Greater Good programme, she volunteered at CCF's Youth Camp and participated in the Annual Camp for Childhood Cancer Survivors in Brunei. She also delivered a heartfelt speech during Childhood Cancer Survivors' Day, sharing her journey and the resilience she gained along the way.

Beyond volunteering, Yasmine co-founded Project Daffodil, a school initiative to raise awareness and funds for fellow survivors. Today, she sees herself not only as a survivor, but as a contributor and role model.

Palliative and Bereavement Services

CCF's Palliative and Bereavement Services help families honour their loved ones, find comfort, and create lasting memories.

Bereavement Family Retreat

6 families attended the 3D2N retreat for bereaved caregivers and their families to reconnect, heal, and find support amid grief.

Family Photography

4 families participated in family photography sessions, providing them with a treasured portrait that captured meaningful moments with their loved ones.

Love Continues

14 caregivers were supported through a support group designed to help bereaved caregivers cope with grief and connect with others who share similar experiences.

Wishlink

10 Wishlink projects were fulfilled, granting meaningful wishes to children with a poor prognosis or who have relapsed, and creating unforgettable moments with their families and loved ones.

Legacy Building

3 completed projects, providing heartbeat song recordings and digital family portraits to foster resilience, ease caregiver distress, and preserve meaningful family memories.

"What meant the most to us was the chance to bond and share laughter during the wish experience. The event created lasting memories that we will always cherish. The photos taken are proof that my daughter truly enjoyed the baking experience, as seen from her big smiles."

Shantini*,
caregiver to CCF Beneficiary

*Shantini is a pseudonym used to protect the privacy of the caregiver and beneficiary.

Finding Strength Through Care:

Isaiah's Journey

Isaiah Liu was diagnosed with Ependymoma in 2023 at the age of three. Prior to his diagnosis, he was attending full-day childcare and enjoying his daily routines. Following the diagnosis, Isaiah and his family began navigating treatment while adjusting to new caregiving needs and routines.

Throughout this period, CCF provided holistic support to both Isaiah and his family through its Casework & Counselling, Child Life Services and Hospital Play Services. These services helped create a supportive environment where Isaiah could continue to engage in meaningful and developmentally appropriate activities during treatment.

Isaiah currently follows a structured weekly routine that includes programmes such as PALS, EIPIC, hydrotherapy, early intervention support and music therapy. With the support of CCF's music therapy sessions, he has been able to engage with rhythm and sound in enjoyable and enriching ways, supporting his overall development.

In 2024, the family also participated in CCF Wishlink programme, and Family Photography programmes, which created opportunities for rest, connection and positive shared experiences. A staycation and a family photoshoot provided meaningful moments for the family to spend quality time together and create lasting memories.

Today, Isaiah is in remission and continues to benefit from structured programmes that support his growth and development. With ongoing care and the support of CCF, Isaiah and his family continue taking each step of the journey together.

Volunteer Engagement

In 2025, **847** volunteers stepped forward to support CCF's programmes and events, playing a vital role in strengthening care and bringing encouragement to children and families impacted by childhood cancer.

Funfit

Funfit supports children in building fitness, strength and motor skills through engaging physical activities, helping them regain confidence as they prepare to return to school. Long-time volunteers such as Uncle Richard, and Uncle Chan, conduct sessions twice weekly, providing consistent encouragement through movement and play.

Qualcomm Packing Day

On 26 August 2025, Qualcomm Foundation volunteers came together to pack Caregiver Kits for families of children newly diagnosed with cancer. This initiative is part of a longstanding 15-year partnership, reflecting Qualcomm Foundation's continued support across key programmes including Hair for Hope and financial assistance.

The Hope Train 2025

CCF's inaugural charity walk brought together the community in support of children and families impacted by childhood cancer. Volunteers supported event operations and participation on the ground. Neeran, a regular volunteer, exemplified this spirit by contributing at the event while rallying four generations of her family to take part. She also volunteers regularly as a play personnel at KK Women's and Children's Hospital, creating moments of comfort and connection for children during treatment.

Corporate Feature: iTaz

iTaz supported CCF through both volunteerism and sponsorship across multiple initiatives. During The Hope Train 2025, 20 volunteers assisted with goodie bag packing and served as road marshals. The organisation also contributed over $3,000 towards programme activities, including PALS Graduation. Beyond corporate support, team members such as Peijia volunteer regularly with PALS Pre-school, providing consistent care and engagement for young beneficiaries.

Volunteer engagement continues to strengthen CCF's ecosystem of care, bringing together individuals and organisations to uplift and support children and families. Through their time and contributions, volunteers play a vital role in fostering connections and strengthening community support.

Our Strategic Vision and The Year Ahead

1 CCF 2030 At A Glance

1 CCF 2030 is our long-term roadmap towards becoming a Centre of Excellence in psychosocial care for children with cancer and their families. In 2025, we continued to strengthen survivorship-focused support, deepen professional capabilities, and expand collaborations locally and regionally to better support children, survivors, and families across different stages of the cancer journey.

Throughout the year, we advanced efforts to better understand and support the evolving needs of childhood cancer survivors through strategic initiatives such as The Hope Train Community Walk 2025, Photovoice, and YouthConnect. These efforts help us strengthened opportunities for connection, self-expression, peer support, and community reintegration among survivors and their families.

We also expanded our outreach by sharing its work and insights at regional platforms such as SIOP Asia 2025 and Childhood Cancer International (CCI) Asia 2025. At the same time, we continued to strengthen governance, volunteer development, staff capabilities, and service quality through certification projects such as the Volunteer Competency Framework and the Data Protection Trustmark (DPTM) Certification.

As part of its commitment to building a stronger ecosystem of care, we also deepen our collaborations with our healthcare partners, corporate partners, volunteers, and the wider community. Through community initiatives such as Hair for Hope, The Hope Train, and partnerships including Netflix Singapore's All Ways, Always project, we were able to strengthen community awareness and collective support for children and families impacted by childhood cancer.

CCF Patron and Board of Directors

Patron

Senior Parliamentary Secretary,
Ministry of Law & Ministry of Social and Family Development
Eric Chua
CCF Patron

Board of Directors

Dr Kevin Tay
Chairman

Ms Joyce Sit
First Vice-Chairman

Ms Nancy Thio
Secretary

Ms Jennifer Young
Treasurer

Mr Arthur Lim

Mr Hu Weisheng

Mr Terence Lin

Mr P Padman

Ms Susana Lim

Ms Charmaine Sim

Mr Ronnie Lee

Dr Terence Yow

Key Appointment Holders

Committees

Nominating Committee (NC)

Chairperson	Mr Arthur Lim
Member	Ms Joyce Sit
	Ms Jennifer Young
	Mr Terence Lin
	Dr Terence Yow

Audit Committee (AC)

Chairperson	Mr Hu Weisheng
Member	Ms Joyce Sit
	Ms Nancy Thio
	Mr Tay Han Wei
	Ms Susana Lim
	Mr Gabriel Chen
	Mr Willie Au

Social Work Programme Committee (SWPC)

Chairperson	Dr Terence Yow
Member	Mr P Padman
	Dr Gilbert Fan
	Ms Yogeswari D/O Munisamy
	Ms Tan Ter Cheah
	Dr Kevin Tay
	Dr Angela Pang
	Dr Chee Tji Tjian
	Ms Jamie Ong
	Dr Chong Tsung Wen

Community Partnerships & Communications Committee (CP&CC)

Chairperson	Mr Arthur Lim
Member	Mr Gabriel Chen
	Ms Elaine Chiam
	Mr P Padman
	Ms Munirah Mydin
	Mr Ronnie Lee
	Ms Tan Ter Cheah
	Mr Viju Chakarapany
	Ms Ho Se Mun

Digital and Technology Committee (DTC)

Chairperson	Mr Ronnie Lee
Member	Mr Peter Zhong
	Mr Chia Wee Luen

Finance Committee (FC)

Chairperson	Ms Jennifer Young
Member	Ms Amy Tong
	Ms Cindy Chua

Human Resource Committee (HRC)

Chairperson	Ms Joyce Sit
Member	Dr Gilbert Fan
	Mr Hu Weisheng
	Ms Charmaine Sim
	Ms Catherine Ang

Investments Committee (IC)

Chairperson	Mr Terence Lin
Member	Ms Jennifer Young
	Mr Goh Rong Ren
	Mr Nishank Srivastava

FA Panel

Member	Dr Kevin Tay
	Ms Nancy Thio

Legal Advice

Member	Ms Nancy Thio
	Mr P Padman
	Ms Susana Lim

Board of Directors

*as of 31 Dec 2025

Name / Position (Current Appointment Date)	Occupation & Name of Company (Year 2025)	Date of Appointment on the Board	Past Board Appointment	Other Charitable involvement	Attendance at Board Meetings
Dr Kevin Tay Chairman (10/6/2025)	Senior Medical Oncologist OncoCare Cancer Centre	1/4/2020	1st Vice-Chairman (2023)	Board Member of Singapore Cord Blood Bank	4/4
Ms Joyce Sit 1st Vice-Chairman (10/6/2025)	Retiree	1/4/2020	2nd Vice-Chairman (2023)	-	4/4
Ms Nancy Thio Secretary (10/6/2025)	Director Omnia Law Chambers LLC	14/10/2019	Secretary (2017 to 2021)	Honorary Secretary and Management Committee Member of Wicare Support Group PAP Grassroots leader Legal adviser to PAP Moulmein-Cairnhill Constituency Member of the PAP Women's Wing	3/4
Ms Jennifer Young Treasurer (10/6/2025)	Non-executive director Telechoice International Limited and City Developments Limited	12/6/2023	-	-	3/4
Mr Arthur Lim Director (10/6/2025)	Retiree	1/4/2020	-	-	4/4
Mr Hu Weisheng Director (10/6/2025)	Partner Baker Tilly	21/11/2022	-	-	4/4
Mr Terence Lin Director (10/6/2025)	Group CFO iFAST Corporation Ltd	11/5/2024	-	-	4/4
Mr P Padman Director (10/6/2025)	Consultant Yuen Law LLC	15/10/2024	-	Committee Member of Singapore Indian Education Trust	4/4
Dr Terence Yow Director (10/6/2025)	Senior Lecturer Singapore University of Social Sciences	10/6/2025	-	-	2/2*
Mr Ronnie Lee Director (10/6/2025)	Retiree	10/6/2025	-	Member of School Advisory Committee of Woodlands Ring Primary School	2/2*
Ms Susana Lim Director (10/6/2025)	Director, Legal & Compliance Temasek Foundation Ltd	10/6/2025	-	-	1/1*
Ms Charmaine Sim Director (10/6/2025)	Retiree	23/8/2025	-	Board Member of APSN Education Services Ltd Board Member of M.Y Preschool Ltd	1/1*
Mr Go Ashokh Menon 2nd Vice-Chairman (Concluded his term on 11/6/2025)	-	14/10/2019	-	-	2/2*

*Note: The Board held four meetings during the year. Directors appointed during the year attended meetings from their respective dates of appointment.

Corporate Governance

Good governance is essential to ensuring accountability, transparency, and responsible stewardship of resources. It provides the framework through which the organisation is directed and managed, and held accountable to its stakeholders, including beneficiaries, donors and the public.

Children's Cancer Foundation (CCF) is incorporated as a Company Limited by Guarantee (CLG) in Singapore and is guided by its Constitution.

CCF complies with the Code of Governance for Charities and Institutions of a Public Character (IPCs), as well as relevant regulatory requirements.

The Board

The Board provides strategic direction and oversight of CCF, ensuring that resources are used effectively and in alignment with our mission. It is supported by sub-committees and management, with clear roles and responsibilities to uphold strong governance, risk management and accountability.

Conduct of Affairs

The Board of Directors ("Board") conducts its affairs in accordance with the CCF Constitution and the Board's Terms of Reference (TOR). The Board provides strategic leadership and oversight to support the Chief Executive Officer (CEO) in the effective management of CCF's day-to-day operations. In addition, the Board facilitates strategic networks and contributes resources where relevant, to strengthen the organisation's sustainability, service delivery, and compliance with applicable laws and regulations.

The Board provides oversight of key risks and internal controls, and reviews the adequacy of governance frameworks adopted by management to safeguard the organisation's assets.

The Board's decision and approval is required for the following matters:

- Corporate and services strategies and policies
- Annual budget
- Strategic alliances
- Annual report and accounts
- Interested person transactions and matters involving conflict of interest for a Director
- Any material and significant matters

The Board meets at least four times a year, and more than half of the Board must be present for proceedings to be valid. The Board may also participate in decision-making via electronic communications and in writing. The number of meetings attended by the Board during the financial year is listed in Page 37.

The Board shall act in the best interests of CCF, its beneficiaries and donors to fulfil the organisation's mission and to uphold accountability to stakeholders, at all times.

The Board has conducted self evaluation assessments to improve its effectiveness, uphold governance practices and enhance accountability.

No Board members are remunerated for their Board services during the financial year.

Appointment as Director of the Board

All prospective Board of Directors are first invited to serve as committee members and are required to attend two Board meetings prior to their appointment. This is to allow them to gain a deeper understanding of the organisation's strategic priorities, operational context, governance framework, and Board responsibilities.

In addition to briefings during Board meetings and email circulars, Board of Directors are encouraged to attend relevant training programmes, where necessary, to keep apprised of new laws, regulatory developments, and changes within the charity sector.

Board of Directors Composition and Membership

All Directors of the Board are independent and do not receive any remuneration for the services to the organisation. New Directors are selected based on:

- Knowledge of and/or specific skill sets
- Management experience
- Diversity
- Alignment to CCF's vision, mission and core values

No person shall hold the office of Treasurer for more than four consecutive years. A person who has served in this capacity may be considered for re-appointment only after a lapse of at least two years.

Corporate Governance

Re-nomination and Re-appointment as Director of the Board

Board members are required to submit themselves for re-nomination and re-appointment at the end of their annual term.

All Directors shall be re-elected by ordinary resolution at an annual general meeting. A Director may be re-elected for consecutive terms of office. However, his/her term of office shall be not more than two years.

No Director shall hold the appointment for more than 10 consecutive years or 5 consecutive terms whichever is shorter unless such appointment is approved by special resolution of the Members, with the reasons for the extended tenure disclosed in the Company's annual report.

Thereafter, a Director may only be re-elected after a lapse of two years and shall not serve for more than five consecutive terms upon re-appointment. Any changes in the Board of Directors shall be notified to the Commissioner of Charities or the Sector Administrator within two weeks of change.

Committees

To support the Board in the execution of its duties, the Board has delegated specific functions to various committees. These committees operate within their respective TORs approved by the Board.

Audit Committee

The Audit Committee assists the Board in discharging its responsibilities for overseeing the integrity of CCF's financial statements, the effectiveness of internal control systems, and the performance, independence, and objectivity of both internal and external auditors. This includes providing oversight of risk management and internal controls relating to financial reporting, legal documentation, regulatory compliance, and key operational processes.

Community Partnerships & Communications Committee

The Community Partnerships & Communications (CP&C) Committee supports the board and CP&C team by providing strategic advice, counsel, and guidance to strengthen the alignment of their strategies, plans, and approaches in building a strong and sustained network of engaged community, corporate, and institutional stakeholders.

Finance Committee

The Finance Committee supports the team by providing guidance on setting financial policies and overseeing key financial matters, including accounting, budgeting, and fixed deposit placements. The committee also assists in aligning the organisation's budgetary plans to ensure alignment with its financial position for sustainability and longevity.

Human Resource Committee

The Human Resource Committee aims to assist the Board in the oversight of human resource related matters of CCF such as manpower budget, remuneration, human resource in crisis management, succession planning and other human resource related matters. The objective is to align CCF's HR strategies and plans to CCF's vision in becoming an employer of choice in the social service sector.

Investment Committee

The Investment Committee evaluates risk-adjusted strategies that commensurate with CCF's prudent investment ethos in order to maintain an optimal balance of risk and reward. It establishes asset allocation plans, and adopts performance benchmark guidelines that are strictly aligned with CCF's risk tolerance profile and long term objectives for its reserves.

Nominating Committee

The Nominating Committee will support the Board in its oversight of Board's composition, renewal, officer bearers committee members and Chairs of the CCF committees and the succession planning of Board and Chief Executive Officer (CEO) of the organisation.

Corporate Governance

Social Work and Programme Committee

The main role of the Committee is to chart CCF's psychosocial strategies to enable CCF to be a leader in its field. The Committee will support the Board with the oversight of the department's annual workplans and related budget to ensure achievement of goals and targets against CCF's strategic goals. It will also acts as an advisory group to the Board and is involved in setting policies pertaining to financial assistance and social work related programmes.

Digital and Technology Committee

The Digital and Technology Committee advises the Board on CCF's digital governance, technology strategy, cybersecurity and data protection, and the responsible adoption of emerging technologies. It reviews the adequacy of technology infrastructure, digital initiatives and related policies, and recommends a technology roadmap aligned with CCF's strategic objectives. The Committee also evaluates and recommends significant technology investments, oversees the selection, engagement and performance of technology vendors, monitors and assesses cybersecurity posture, and reports its recommendations regularly to the Board.

Environmental, Social and Governance (ESG)

Aligning with the Code of Governance, CCF integrates ESG principles across all operations.

CCF has in place an ESG policy that guides our approach to environmental sustainability, stakeholder engagement and staff welfare. We are committed to reducing our carbon footprint through practices such as switching off lights and air-conditioning when not in use, adopting digital processes to minimise paper waste, and encouraging the use of non-plastic containers during meal times.

We prioritise relationship-building to foster collective impact with stakeholders and the community, and continue to enhance staff welfare and support. The ESG policy is reviewed regularly to ensure continued relevance and compliance. We also take sustainability considerations into account in our procurement practices, where feasible.

Anti-Money Laundering & Countering the Financing of Terrorism

CCF has an Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) Policy in place to prevent, detect and report money laundering and terrorism financing risks. The policy includes governance and financial transparency measures, stakeholder due diligence and screening procedures, suspicious transaction reporting processes, record retention requirements, staff training and periodic risk assessments to safeguard the integrity of CCF's operations and funds.

Data Protection

CCF is certified under the Data Protection Trustmark (DPTM), reflecting our commitment to robust data protection standards. CCF has established a Data Protection Governance Framework to support compliance with the Personal Data Protection Act (PDPA), including governance oversight, staff training and awareness, data breach management processes, data retention practices, third-party data protection controls and periodic reviews of data protection practices.

Corporate Governance

Financial Management and Internal Controls

CCF is committed to strong financial management and internal controls to safeguard its assets and ensure accountability to stakeholders. Financial processes are governed by established policies, with appropriate authorisation, segregation of duties, and regular financial reporting to Management and the Board. Financial performance is monitored against the approved budget. Independent assurance on the effectiveness of controls is provided through internal and external audits.

Risk Management

The Board has oversight and supervision over the charity's key risks, supported by the Audit Committee, with CCF Management being responsible for day-to-day management and monitoring of such risks. CCF adopts an Enterprise Risk Management (ERM) framework to identify and monitor strategic, operational, compliance, reputational and financial risks. Key risks are regularly reviewed by Management and the Board, with mitigation measures in place and monitored.

Conflict of Interest

All Directors of the Board and staff are required to comply with the charity's conflict of interest policy. The Board has put in place documented procedures for Directors of the Board and staff to declare actual or potential conflicts of interest on a regular and need-to basis. Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

- CCF does not make any loans to Board members, management, or related parties.
- There are no paid staff who are close family members of the CEO or Board members.
- No staff is involved in setting his or her own remuneration.
- No staff should chair the Board and staff should not comprise more than one-third of the Board.
- Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.

Remuneration of Highest Paid Staff (FY2025)

$100,001 – $200,000: **3**
The 3 highest-paid staff members do not serve as governing board members of the charity.

The charity has no paid staff who are close members of the family of the CEO or Board members, and whose remuneration exceeds $50,000 during the year.

Whistle Blowing Policy

CCF is committed to maintaining high levels of integrity, ethics and honesty in our services and operations. To achieve high standards of corporate governance and compliance with all laws and regulatory requirements, CCF does not condone any wrongdoings, misconduct, or statutory non-compliance by our Board, employees or volunteers in the course of our work. CCF has in place, a whistle-blowing policy to address concerns about possible wrongdoing or improprieties in financial or other matters within the charity. Concerns related to whistleblowing can be directed to auditcom@ccf.org.sg.

Code of Conduct and Ethics

CCF has documented Codes of Conduct and Ethics for Board members, staff and volunteers that are aligned with CCF's values in achieving its vision and mission. The Codes set out the expected standards relating to integrity, professionalism, accountability and conflict of interest management in support of good governance and ethical conduct across the organisation.

Corporate Governance

Reserves Policy

CCF maintains reserves to support the continuity of its programmes and services. The organisation aims to maintain reserves at a level of at least two years of operating expenditure as a guiding reference under its policy. The current reserves position reflects CCF's commitment to financial sustainability and its ability to meet future needs and uncertainties.

The Board reviews the reserves position regularly to ensure alignment with the organisation's operating and strategic needs.

Fundraising Practices

CCF is committed to conducting its fundraising activities with integrity, transparency, and accountability, in accordance with the Charity Council's Fundraising Guidelines. We uphold donors' privacy and confidentiality and ensure that personal information collected is handled in accordance with the Personal Data Protection Act. Funds raised support children and families impacted by childhood cancer through CCF's programmes and services, and all donations are properly recorded and managed in line with regulatory requirements.

Media Communications Procedures

CCF maintains clear media communication protocols to ensure accuracy, consistency, and timeliness. All media enquiries are managed by the Communications team, with designated spokespersons authorised to respond. Messaging is aligned with organisational priorities and reviewed before release, with escalation procedures in place to ensure coordinated and responsible communication when needed.

Governance Evaluation Checklist

(1 Jan 2025 to 31 Dec 2025) : Tier 2

S/N	Call for Action	Code ID	Did the charity put this principle into action?	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 2.9b.	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

Governance Evaluation Checklist

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
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. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	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	Yes	2
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	**76**
			Percentage = (Total Score/Full Marks of 76) x 100%	**100%**

Statement of Financial Activities

Year Ended 31 December 2025

	2025			2024		
	Unrestricted funds $	Restricted funds $	Total funds $	Unrestricted funds $	Restricted funds $	Total funds $
Incoming resources						
Donations	11,801,024	700,000	12,501,024	4,733,777	560,000	5,293,777
Income from fundraising activities	6,236,341	–	6,236,341	6,539,958	–	6,539,958
Interest and investment income	1,172,119	–	1,172,119	1,148,451	–	1,148,451
Grant income	775,804	107,849	883,653	292,709	99,406	392,115
Other incoming resources	49,555	-	49,555	23,040	–	23,040
Total incoming resources	20,034,843	807,849	20,842,692	12,737,935	659,406	13,397,341
Resources expended						
Costs of generating voluntary income	1,320,018	–	1,320,018	1,159,067	–	1,159,067
Fundraising expenses	307,192	–	307,192	230,546	–	230,546
Charitable activities expenses	9,656,535	200,000	9,856,535	9,225,140	200,000	9,425,140
Other operating and administration expenses	1,512,927	107,849	1,620,776	1,476,907	99,406	1,576,313
Total resources expended	12,796,672	307,849	13,104,521	12,091,660	299,406	12,391,066
Net surplus for the year	7,238,171	500,000	7,738,171	646,275	360,000	1,006,275
Balance as at the beginning of the year	39,144,779	360,000	39,504,779	38,498,504	–	38,498,504
Balance as at the end of the year	46,382,950	860,000	47,242,950	39,144,779	360,000	39,504,779

Statement of Financial Position

As at 31 December 2025

	Notes	2025 $	2024 $
ASSETS			
Non-current assets			
Plant and equipment	8	402,187	433,429
Right-of-use assets	9	630,203	1,173,185
Other financial assets	10	7,481,077	7,076,699
Total non-current assets		8,513,467	8,683,313
Current assets			
Other receivables	11	1,292,295	623,476
Other non-financial assets	12	129,395	100,291
Cash and cash equivalents	13	40,185,454	33,300,722
Total current assets		41,607,144	34,024,489
Total assets		50,120,611	42,707,802
FUND AND LIABILITIES			
Unrestricted funds			
General fund		41,382,950	34,144,779
Capital fund		1,000,000	1,000,000
Funding to partners fund		4,000,000	4,000,000
Total unrestricted funds		46,382,950	39,144,779
Restricted fund			
Bursaries		10,000	10,000
Medical fund		500,000	–
Endowment fund		350,000	350,000
Total restricted funds		860,000	360,000
Total funds	14	47,242,950	39,504,779
Non-current liabilities			
Provision	15	125,520	125,520
Lease liabilities	16	78,185	647,080
Total non-current liabilities		203,705	772,600
Current liabilities			
Lease liabilities	16	568,895	539,860
Other payables	17	2,068,198	1,769,851
Other non-financial liabilities	18	36,863	120,712
Total current liabilities		2,673,956	2,430,423
Total liabilities		2,877,661	3,203,023
Total funds and liabilities		50,120,611	42,707,802

The accompanying notes form an integral part of these financial statements.

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