



playeum

ANNUAL REPORT

01 April 2025 - 31 March 2026

Contents

Cover photograph description:

A child engaging in play at Playeum's Open Minds Open Doors community play programme.

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About Us

Supporting every child to thrive as the best versions of themselves through play and the arts

Playeum was founded in 2009 and established in 2013 as a registered charity with an Institution of a Public Character (IPC) status dedicated to using play and the arts to create equitable opportunities for learning, voice, and agency for every child in Singapore, especially those from vulnerable backgrounds.

Our vision is that one day, all children in Singapore, regardless of their differences and backgrounds, will be able to thrive as the best versions of themselves.

We collaborate with partners with a shared vision, and connect with various sectors in society to create structural change for equitable outcomes through community- and family-centric programmes, educator training, research, and advocacy.

Playeum is a member of the National Council of Social Service, and supported by the National Arts Council Cultural Matching Fund. Donations to Playeum are eligible for a 250% tax deduction and matched dollar-for-dollar.

Vision

Every child thriving as the best versions of themselves.

Mission

We are transforming the way society views, treats, and support children by:

- Making visible and amplifying children's voices
- Bridging inequalities through accessible play provisions
- Building capacities of educators and adults who care for children
- Translating research into evidence-based practice

Core Belief

If every human being is powerful,
then every child is powerful.

Children are curious, creative, and competent citizens who are capable of participating in and contributing to society. They have the right to:

- Make choices and have a say in matters that concern them
- Express themselves in different ways
- Have a voice that is heard, respected, and acted upon

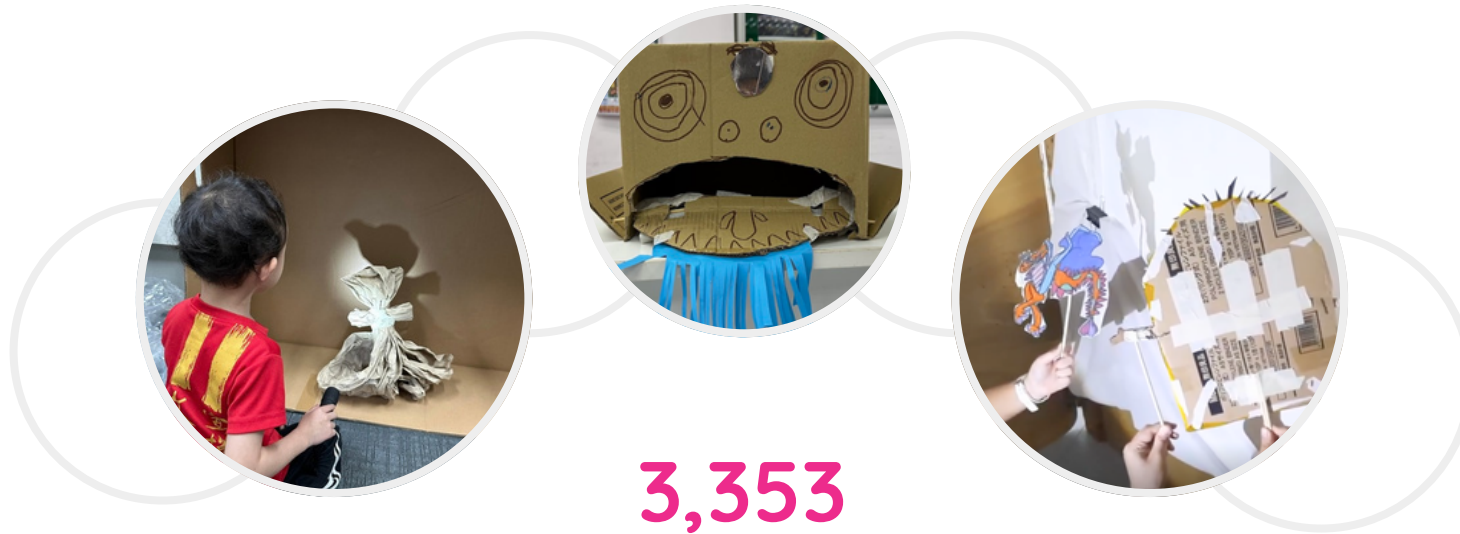
Our work is guided by the United Nations Convention on the Rights of the Child (UNCRC), particularly the articles that affirm every child's right to play (Article 31), to express themselves and to participate in matters that affect them (Article 12 and 13).

These principles form the foundation of how we design our programmes, build partnerships, and influence systems.



Photograph credit: KidSTART Singapore (left); Ray Tan (right)

Year In Review



3,353

PEOPLE REACHED

1,504

CHILDREN

including 198 children who benefited from our high-touch community play programmes

1,849

ADULTS

including 331 from educators' training

49

COLLABORATIVE PARTNERSHIPS

with social services, schools and tertiary institutions, government, non-government organisations, professional bodies and corporates

Year In Review

Key organisations we engaged with include:



Our People

Board Chairperson's Message

It has been a privilege to be part of the Playeum Board over the past two years, and I am honoured to now take on the role of Board Chairperson.

In many ways, my journey with Playeum has opened up a new space of passion for me, one centred on education, children and the kind of future we want to create for the next generation. Being a mum to four fabulously unique children has made me fiercely aware that transformation is needed in how we view childhood, education and the ways in which we empower the future leaders of tomorrow.

Playeum's work speaks to this deeply. Our charity has continued to challenge assumptions, bring people together and create new ways of thinking about what children need and what becomes possible when we make space for their ideas and perspectives.

But meaningful change takes time. A campaign can last for months, but systems change can take decades. It is with this clear vision that Playeum remains dedicated to the ecosystem it is helping to shape. The work ahead is not simply about creating change in the moment, but about building the relationships, knowledge and collective commitment that can shift how we think and act for children over the long term.

As we look ahead, we also recognise that sustaining this work requires continued renewal. In the coming year, we will welcome new members to the Playeum Board, bringing fresh perspectives and areas of expertise that will strengthen our collective ability to guide the organisation's continued growth.

Board renewal is not simply about succession. It is about ensuring that the Board continues to evolve alongside Playeum's work, while staying connected to the changing realities and needs of children, families and the wider ecosystem we seek to influence.

I would also like to acknowledge and thank our former Board Chairperson Irene Liu for her leadership and contributions to Playeum. Her commitment has helped guide the organisation through an important period of pivot and development, and I am grateful for the foundation she has built with us.

As Playeum enters its next chapter, I hope we can continue to be bold in our thinking, generous in our partnerships and open to learning from one another. There is an important opportunity to bring greater awareness to the place of children within our society, and to work with others to create an ecosystem where they can thrive.

I would like to thank the Playeum team, my fellow Board members and advisors, our partners, supporters and the many people who have walked alongside us. Most of all, thank you to the children and young people who continue to challenge us, inspire us and show us what is possible.

The future belongs to all of us to shape. So, let's continue to be PLAYers in this fast changing world, and make sure there is a place for every child to help shape what comes next.

Nichol Ng
Board Chairperson,
Playeum



As of the publication of this Annual Report, Nichol has stepped down as Playeum's Board Chairperson and Director, with effect from 12 June 2026. We extend our heartfelt appreciation to Nichol for her leadership and invaluable contributions to Playeum. Her guidance and steadfast belief in our mission have helped shape and strengthen the organisation and its work with children.

She is succeeded by Playeum's co-founder Jennifer Loh, who takes on the role of Board Chairperson and Board Director. We look forward to building on this strong foundation under Jennifer's leadership, as we continue our commitment to a world where children are seen, heard and valued through play.

Executive Director's Message

When we make space for children to play, express themselves and be heard, they show us what is possible. This belief has been at the heart of Playeum's work for the past 17 years.

Over time, our understanding of what it means to create that space has deepened. We have come to see that meaningful change does not happen through programmes or interventions alone. It happens through relationships: between children and the adults around them, between families and communities, and between practitioners and organisations who are willing to learn, reflect and act together.

"Relationships are the centre of social change."

At the heart of social change is our ability to build relationships that create trust, open up new possibilities and enable people to see and do things differently.

This year, we saw the power of these relationships reflected in the growing breadth of our partnerships. Our work with KidSTART Singapore and Bishan Community Club, for example, demonstrates how play can strengthen families, support children's development and contribute to more connected communities.

At the same time, our "What Matters to Our Children?" insight report has helped bring children's perspectives into wider conversations with decision makers and sector partners, creating opportunities for dialogue and action.

We are also entering an important phase in Playeum's development as we codify our practice and share our learning more widely. The ongoing development of our Playeum Playbook and professional development pathways is not simply about documenting what we do. It is about

creating a foundation for others to engage with, adapt and build upon what we have learned.

To expand the impact of this work, we want to work alongside practitioners, educators, community partners, and institutions to co-create pathways for our practice to travel and take root in different contexts. In doing so, we hope to strengthen a shared capacity across the sector to create spaces where children are heard, valued and able to participate meaningfully.

Looking ahead, our ambition is not simply to reach more children ourselves. It is to contribute to a stronger culture of participation, where children's perspectives are valued, adults are equipped to listen and respond, and organisations are supported to work differently with children. We invite our sector partners to join us in this journey, so that the learning from our years of co-creation and practice can contribute to lasting change.

We are deeply thankful to the children and families who continue to inspire us, the practitioners and partners who learn alongside us, our funders and supporters who believe in this work, and the Playeum team, Board and advisors who continue to move us forward with care and curiosity.

We are especially grateful to Octava Foundation and UBS Optimus Foundation for believing in Playeum's work and journeying with us as we grow.

Their support has gone beyond funding our programmes. They have given us the space, trust and partnership to ask bigger questions and make more intentional, strategic choices about where Playeum can contribute most meaningfully.

We value these relationships not simply as funder partnerships, but as opportunities to think, learn and shape our next steps together.

Most importantly, we remain grateful to the children who remind us that, with time, space and the right support, they have much to contribute.

For children, with children.

This continues to be our commitment, and the direction in which we will grow.

Charlotte Goh
Executive Director,
Playeum



Our Management Team



Chia Kun Liang
Lead, Communications
and Advocacy



Jodi Anne Thiele
Lead, Operations
(Resigned 31 May 2025)



Yong Pui Mei
Lead, Finance and
Governance



**Nurul Mas Syaqlah
Binte Suhaimi**
Lead, Fundraising and Marketing
(Resigned 30 April 2026)



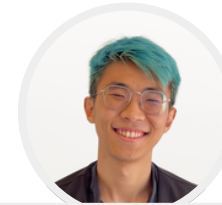
Charlotte Goh
Executive Director
Date of Appointment:
15 August 2017



**Nur Camellia Xinhui Binte
Mohamad Zailani**
Lead Playmaker
(Resigned 12 March 2026)



Karen Chin
Pedagogue



Tan Wei Yan, Grant
Programme Coordinator
(Resigned 31 July 2025)



Nur Hafizah Nur Hamidy
Lead, Children's Programmes



Nur Alisa Taha
Lead, Adult Training and
Community Engagement

Board of Directors

Playeum is guided by a Board that works in close partnership with the leadership team to chart the organisation's strategic direction. Together, they provide oversight, stewardship, and support to ensure Playeum remains true to its vision and mission of helping every child thrive as the best version of themselves.

Name	Year Appointed	Appointment(s) Held	Occupation
Nichol Ng Wee Teng 	2023	Board Chairperson (1 July 2025 - 12 June 2026) Board Director (1 January 2023 - 12 June 2026) <i>Resigned on 12 June 2026</i>	Chief Executive Officer, X-Inc Pte Ltd Co-Founder, The Food Bank Singapore
Loh Nee Sian, Jennifer (Co-Founder) 	2026 <i>First appointed 2013</i>	Board Chairperson (12 June 2026 - Present) Board Director (17 December 2013 - 14 November 2023; Re-appointed on 1 June 2026) <i>Re-appointed on 1 June 2026</i>	Managing Director, Explorer Asia Holdings
Irene Liu 	2017	Board Chairperson (7 August 2019 - 30 June 2025) Board Director (27 June 2017 - Present) <i>Stepped down from Board Chairperson role on 30 June 2025</i>	Managing Director (Finance, Risk, Regulatory and Compliance Lead for SEA), Accenture
Sumitra Pasupathy (Co-Founder) 	2013	Board Director (17 December 2013 - 31 December 2025) <i>Resigned 31 December 2025</i>	Founder & Partner, Karuna Advisory Impact
Wang Loon Him, Daryl 	2023	Board Director/ Treasurer (1 March 2023 - Present)	Principal Director, Accenture

Board Advisors



Charlotte Nors

Managing Director,
Singapore Repertory Theatre.

Appointment: 2021 - 2026



Steven Chia

Presenter and Senior Editor,
Mediacorp, CNA.
Member, The Charity Council Singapore.
Board Director, YMCA of Singapore.

Appointment: 2021 - 2026



Charmaine Teo

Co-Founder and Advisor,
Between Two Trees Preschool.
Director, Blue Lion Preschool.
Vice-President, AECES (Singapore) EXCO.
Board Member, National Institute of Early
Childhood Development.

Appointment: 2021 - 2026



Wu Jiezheng

Senior Principal (Leadership Advisory
- CEO & Board Practice), Korn Ferry.
Board Member and Advisor,
The Hidden Good.

Appointment: 2021 - 2026



Naima Mian

Marketing Consultant, Taproot Foundation.

Appointment: 2021 - 2026



Susan Carol Adams

Founder and Executive Coach,
Bamboo Being Pte Ltd.
Former Chairperson of Playeum.

Appointment: 2023 - 2026



Dr Sirene Lim

Dean and Associate Professor,
SR Nathan School of Human Development,
Singapore University of Social Sciences.
Board Member, National Institute of Early
Childhood Development.

Appointment: 2024 - 2026

Board Membership of Co-Founders

In accordance with Playeum's Constitution, the Co-Founders may remain as members of the Board for an indefinite term, unless they choose to retire or terminate their membership by giving notice in writing to the effect. This arrangement reflects their continuing role in safeguarding the organisation's vision and mission, while all other Board appointments remain subject to term limits in line with the Code of Governance guidelines.

Our Strategic Pillars



Empowering Children Through Their Communities

Playeum believes every child should have access to play, and works across communities to make play more accessible, inclusive and meaningful for children from all backgrounds, including children from vulnerable backgrounds and those with disabilities.

By bringing children, families, practitioners and communities together, we create spaces and experiences where play can strengthen connection and well-being. Through these shared experiences, we also support families and caregivers to better understand children and create environments where children feel seen, heard and supported.



Supporting Children from Vulnerable Backgrounds

Artful Play @ SHINE Children and Youth Services



49 children participated in Artful Play in the year, with 74.7% showing improvement in their social-emotional skills, on average across three programme runs.

Artful Play supports children living in eight blocks of rental flats in Jalan Bukit Merah, using child-led and open-ended play to build social-emotional skills, focus, self-control and self-regulation.

Developed by Playeum in partnership with SHINE Children and Youth Services (SCYS), the weekly community programme creates a supportive space where children ages 6 to 12 can explore, express themselves and develop skills that support their learning and relationships. Parent engagement sessions also provide insights into children's progress and families' needs.

During the year, Playeum strengthened how children's progress is understood through personalised tracking. Child-specific progress logs provided clearer insight into individual growth trajectories,

helping facilitators identify strengths, respond to emerging needs and adapt their approach. These observations were also shared with SCYS, contributing to a more comprehensive understanding of each child's development.

Volunteers were trained in child-led, open-ended play and creative facilitation, strengthening the wider community's capacity to create environments where children can participate, express themselves and build social-emotional skills.

Artful Play forms part of SCYS's Collective Impact approach, bringing partners together to address social, emotional and educational risks faced by children and families. The programme is supported by MSF ComLink+ funding provided by NCSS Community Chest.



A Volunteer's Story

Chek Liang recalled how one child, who initially spent much of the sessions exploring the space,

eventually found his focus and created a game of his own with encouragement. For him, the experience reinforced the importance of giving children the time, space and support to let their ideas and capabilities emerge.

Chek Liang shared his experience with the National Volunteer and Philanthropy Centre in an article.

Read more here:
bit.ly/nvpcwalkthetalk

We continue to raise funds for Artful Play in the coming years. If you would like to support this work, please reach out to Charlotte at charlotte@playeum.com.

Supporting Children from Vulnerable Backgrounds

Connect & Create



Supported by the Crocodile Foundation, Connect & Create supports children from low-income families in Bedok and Geylang Serai through weekly community play sessions at Kaki Bukit Community Club. In 2025, 21 children benefited from the programme, gaining opportunities to develop social-emotional skills, build friendships and experience the joy of play in a safe and welcoming environment.

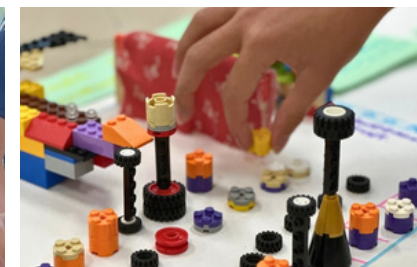
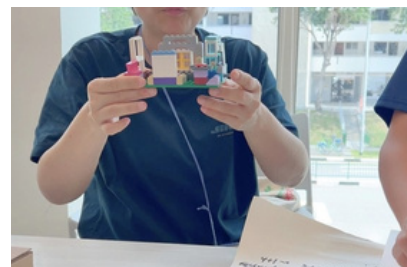
Beyond play, Connect & Create created opportunities for children to connect with one another, strengthen their sense of belonging and build supportive relationships within their community, helping to reduce social isolation.

We thank Goldman Sachs for further enriching the children's experiences through two educational outings to the National Gallery Singapore and the Lee Kong Chian Natural History Museum.

These experiences opened doors to new environments, sparked curiosity and enabled children to discover new ways of learning, while creating shared memories beyond their immediate community.

As we looked towards the next chapter of Connect & Create, we took time from December 2025 to reflect and re-strategise how the programme could evolve to reach and support more families across Bedok.

With a renewed focus on parent-child play, we held two Family Circles with caregivers and children living in Bedok to listen to their experiences and understand their needs. Their insights offered practical direction on how community spaces could better support family connection, shared play and meaningful time together.



Supporting Children from Vulnerable Backgrounds

Play-based Programme at MOE Primary School



Since 2022, Playeum has been partnering with an MOE primary school* to support students who may lack confidence and a sense of agency in the classroom, creating spaces where they can find their voices and discover their own capacity to create and lead.

Funded by the Micron Foundation, this year's eight-session programme continued that journey in partnership with artist facilitators from Artably. Together, they brought art, technology and co-creation into the learning experience to strengthen confidence, creativity and connection.

Through digital art, character design and storytelling, 21 students developed new creative and digital skills. They also gained confidence to experiment, problem-solve and collaborate. Students who were initially quiet or hesitant became increasingly willing to share their ideas, take creative risks and connect with peers beyond their usual circles.

A highlight was an in-person parent engagement session, attended by around 80% of parents. Students led creative activities, giving families a glimpse of their growth in confidence, communication and agency.

"I started this (programme) nervous, feeling very worried. Now I feel more confident to speak and I feel safe to speak because I have friends that really care for me.

My favourite part was where I get to create my own character using PowerPoint and I hope to grow in this area and have patience with my other friends."

– Primary 6 student

- **80%** of students reported greater confidence in expressing their thoughts and feelings after the programme, rating their confidence 3 or 4 on a 4-point scale.
- **85%** of students rated 3 or higher on a 4-point scale for improved ability to collaborate and share ideas after the programme. Friendship, communication and teamwork were frequently highlighted by students as meaningful aspects of the programme.
- **85%** of students reported feeling motivated to engage in creative learning after the programme, rating their motivation 3 or 4 on a 4-point scale.

* The school's name has been withheld to protect the identities and privacy of the participating students.

Supporting Children from Vulnerable Backgrounds

Play-based Programme @ CDAC Canberra

Playeum continued to strengthen its partnership with the Chinese Development Assistance Council (CDAC) to support preschool children from vulnerable backgrounds through play-based experiences that nurture social-emotional learning, creativity and self-expression.

Building on earlier programme cycles at CDAC's Redhill, Sengkang, and Bukit Panjang centres, the programme expanded to Canberra during the year. 22 children benefited from opportunities

to explore, create and express themselves through child-led play over 10 sessions. The children made progress in forming friendships, managing emotions, communicating their ideas, and developing greater self-regulation and independence.

The initiative contributes to CDAC's "Planting Grass, Growing Trees" strategy, which provides children from lower-income and vulnerable families with enriching developmental opportunities.



SAM Touch Collection Workshops

In 2025, Playeum continued its collaboration with the Singapore Art Museum (SAM) to make contemporary art more accessible and engaging for persons with special needs and their caregivers.

Two inclusive workshops for MINDS beneficiaries and Northlight School students were conducted using SAM's Touch Collection as a starting point for multisensory exploration and play.

Through tactile experiences, open-ended activities and art-making, participants were encouraged to explore artworks at

their own pace, express themselves creatively and discover different ways of responding to art. Adaptations such as print-making helped make the experience more accessible.

Beyond engaging with Singaporean contemporary art, the programme demonstrated how play can support self-expression, meaningful participation and connection, enabling each participant to experience and interpret art in their own unique way.



Supporting Children from Vulnerable Backgrounds

MSF Holiday Programme: Pop Away & Masterchef



Since 2023, Playeum has partnered with MSF ComLink+ to bring artful play experiences to children from low-income families in Bedok. Over three years, the partnership has reached 274 children across five non-profit organisations, giving them space to explore, create, connect and experience the possibilities of play within their community.

In 2025, 114 children from Reading Roots and Children's Wishing Well took part in workshops designed to foster curiosity, self-expression and connection through play.

Through creative sessions such as "Pop Away" and "Master Chef", children experimented with everyday materials and open-ended activities. Beyond creative exploration, the workshops enabled children to connect with peers, build friendships and strengthen their sense of belonging within their community.

The partnership has also invested in the adults who support children every day. In 2025, Playeum trained 33 staff and volunteers from both agencies, strengthening their understanding and practical experience of play-based, child-centred approaches.

Across three years, this work has helped build not only children's access to play, but also the capacity of a total of 66 adults around them to create spaces where children can express themselves, connect and thrive.

"Every child used a different method to create their bubble art. Although the process was messy, it was delightful to see how each piece turned out uniquely, reflecting their own playful creativity."

One of the artworks had a tear, and I thought the child might be disappointed. But when I asked her what she saw in it, she told me it was a fish. The torn part, she explained, was the fish's mouth."

– Volunteer, Children's Wishing Well

- 73.5% of staff and volunteers surveyed found that the training taught them things that will be "extremely" and "very" useful in their work.
- 70% of staff and volunteers surveyed reported that the training will change the way they work "extremely" and "very" much.



Strengthening Families Through Play

Open Minds Open Doors



Open Minds Open Doors (OMOD), which first started in 2019, provides an inclusive, free-access play space for children aged 9 and below with disabilities, alongside their caregivers and siblings. Delivered twice a month now, the programme creates opportunities for children to explore, create and build skills through open-ended play, while supporting families to learn together. 32 families benefited from the programme this year.

Building on the research foundation led by principal investigator Dr Esther Joosa (PhD), OMOD continued to explore how inclusive play environments can support children's participation, learning and development. The programme also placed emphasis on equipping caregivers to extend play-based experiences beyond the programme.

Parent workshops provided practical strategies for supporting children's development through play at home.

Individual coaching also offered further guidance tailored to their children's needs. These opportunities strengthened parents' confidence in creating meaningful play experiences and advocating for their children's participation and development.

The initiative is supported by the President's Challenge grant, with venue support from KIDS SPACE and Common Ground Civic Centre.

"Your workshop gives us hope and affirms that children ARE special and individually developed at their own pace."

– OMOD parent workshop attendee

"I feel determined and open to different ways of communication with my son and how I can play with him with simple things."

– OMOD parent workshop attendee



In 2025, Playeum was selected as one of 52 beneficiary organisations to receive higher, longer-term funding under the refreshed President's Challenge Grant, supporting the continued development and implementation of our OMOD programme. We were honoured to be invited to share our work with President Tharmar Shanmugaratnam and his wife Ms Jane Ittogi at the 2025 grant's launch on 28 May 2025.

Photograph credit: Lianhe Zaobao (right)

Strengthening Families Through Play

PowerUP Playtime With KidSTART Singapore



Play is essential to children's learning, development and wellbeing in early childhood. In partnership with KidSTART Singapore and sponsored by SP Group, Playeum delivered 6 PowerUP Playtime sessions this year for families with children aged six and under, helping caregivers build confidence in using play to support their children's learning and development.

Through hands-on play, storytelling and everyday materials from the KidSTART PlayFULL Pack, 129 children and 158 caregivers explored simple ways to communicate, connect and learn together at home.

Playeum also provided training for volunteers from SP Group and the wider public, equipping them with practical approaches to support caregivers in engaging their children through play. By strengthening the confidence and capacity of caregivers and those who support them, PowerUP Playtime helps make meaningful play a more consistent part of young children's everyday lives.

We continue to work with KidSTART to strengthen families' confidence and capacity to use play as a powerful way to connect, learn and grow together.

"I'm happy to be able to learn ways to interact with our children using fun and educational ways that we did not think of, and make it more enjoyable for them."

– Parent participant

"Different kids have different ways of responding, and it taught me that each child needs a unique approach. The experience made me reflect on my own communication and engagement style."

"It will definitely change the way I engage with children and families. I've learned to be more observant, patient, and open to trying different methods to suit the child's needs and comfort level."

– Volunteer



KidSTART Singapore is a nationwide programme that supports children from lower-income families from pregnancy through age 6, working alongside parents and community partners to strengthen children's early development and learning.

Photograph credits: KidSTART Singapore

Strengthening Families Through Play

Playdate @ Bishan Community Club



At Bishan Community Club, Playeum has created a dedicated space where families can come together, explore and enjoy meaningful time through play every Saturday. Initiated by Member of Parliament Ms Elysa Chen following a conversation with a parent in Bishan, the idea grew into PlayDate, a pilot family playspace designed and implemented by Playeum in partnership with Bishan Community Club.

Launched in November 2025, the playspace was designed to encourage children and caregivers to explore, create and discover together. Using loose parts and everyday materials, the open-ended environment gives families the freedom to follow their curiosity, experiment with ideas and find new ways to engage with one another.

More than 1200 children and caregivers have taken part in PlayDate. The initiative has also generated interest beyond Bishan, with families from other neighbourhoods expressing hopes for similar opportunities in their communities and several community centres reaching out to explore potential collaborations.

"They give the opportunity for the children to really play freely and you can really observe what they like."

"Through the short 10-minute observation, I can roughly tell what my grandson likes. He's very creative."

– Grandparent

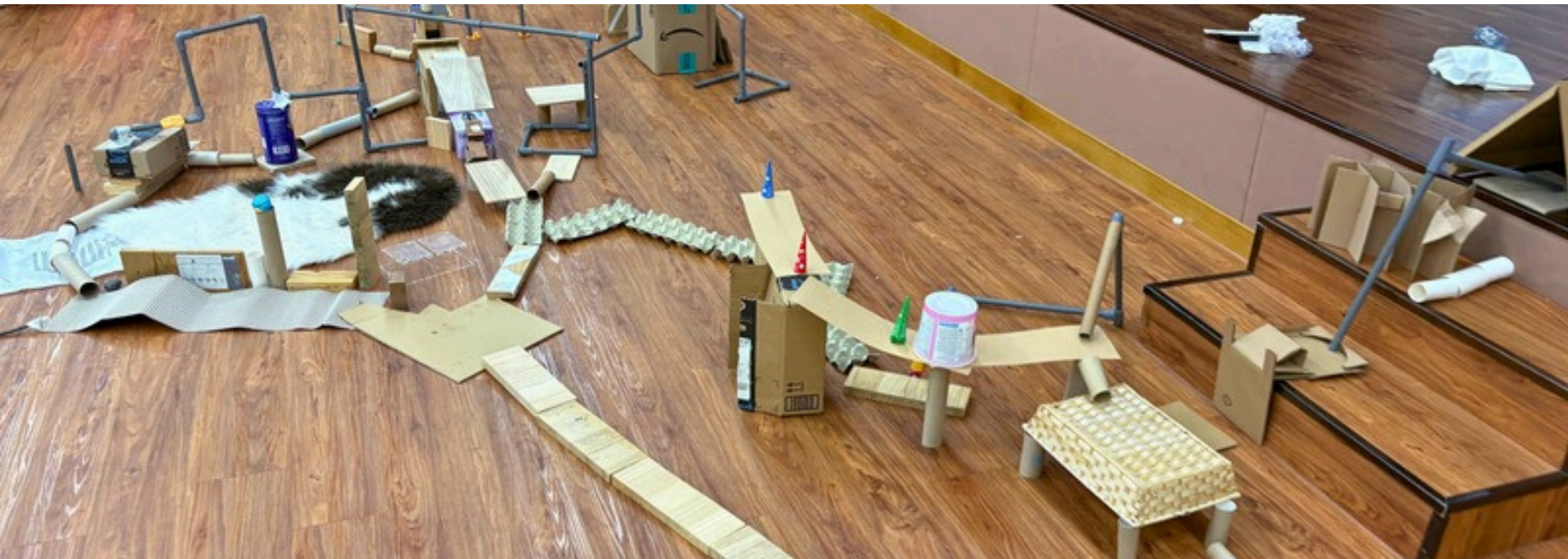
"PlayDate creates meaningful opportunities for families to connect through play. We are providing a space where parents and children can engage meaningfully, while children develop essential social and emotional skills in a supportive community environment."

– Ms. Elysa Chen,
Member Of Parliament of Bishan East-Sin
Ming (Bishan-Toa Payoh GRC)



Sharing Knowledge and Practices With Adults For Scale

Adults play an important role in shaping children's everyday experiences and opportunities to learn and thrive. Playeum supports educators and practitioners to strengthen their practice through play-based and child-centred approaches. By building adult capacity, we help create environments where children are supported and heard every day.



Professional Development

ECDA-endorsed Learning Through Play Course For Educators



110 educators took part in the course over 6 runs in the year. 95% agreed or strongly agreed that they felt confident to implement play-based learning in their classrooms after completing the course.

Since 2017, our ECDA-endorsed Learning Through Play professional development course has supported early childhood educators to deepen their understanding of how children learn and develop through play. Educators explore open-ended play materials, play-based strategies and practical tools that they could adapt and apply in their own classrooms and settings.

Delivered by our collaborator and trainer Dr Esther Joosa, the 16-hour synchronous online course combined active discussion with practical application, enabling educators to translate ideas into playful learning approaches relevant to their contexts.

The course aligned with the Skills Framework for Early Childhood developed by SkillsFuture Singapore (SSG), Early Childhood Development Agency (ECDA) and Workforce Singapore (WSG), with certification awarded upon completion.

The course concluded at the end of 2025, marking the close of an initiative that has strengthened play-based practice among early childhood educators for nearly a decade. Building on the learning and experience gathered since 2017, Playeum will carry this work forward through new content and formats that continue to support educators and advance learning through play across the early childhood sector.

"I am teaching the Nursery 1 children (3 years old) but have been struggling with creating more fun and engaging activities that not only caters to their varying interests but is also open-ended. The course benefited me tremendously.

I not only learned that the materials used does not have to be complicated, it can be as simple as using repurposed and everyday materials. It made me view materials differently and inspired me with ideas of what an unstructured open-ended play experience can be!"

– Course participant

In 2025, among the course participants surveyed,

- **92%** reported being satisfied or highly satisfied with the course.
- **97%** agreed or strongly agreed they have the ability to design an open-ended play environment and explain the desired outcomes after completing the course.

Professional Development

Training for PCF Sparkletots Educators

Playeum was engaged by PCF Sparkletots headquarters to deliver a tailored two-day professional development workshop for its 23 educators from centres across Singapore, in collaboration with Dr Esther Joosa. The workshop explored how loose parts can support children's learning and holistic development.

Through hands-on exploration and reflection, educators examined how open-ended materials can foster creativity, problem-solving, imagination and independent thinking.

The training also strengthened their approaches to observing, documenting and understanding children's learning through play, supporting them to apply these practices in their own teaching contexts.

"I genuinely love when workshops are interactive — it makes me feel like a child again. Instead of sitting the whole time, we were able to move around and play as we learned."

– Workshop participant

"I love loose parts play even more. I hope I'll be able to make a city of loose parts with my N1s soon. Thank you Ms. Alisa and Dr. Esther for sharing your knowledge and expertise!"

– Workshop participant

Among the workshop participants surveyed,

- 100% agreed or strongly agreed that they are able to implement and document loose parts play in action after the workshop.



Experiential Workshop for MOE STAR Educators

As part of the Ministry of Education's Teachers' Conference and ExCEL Fest (TCEF) 2025, Playeum conducted an experiential workshop for 19 educators from the Singapore Teachers' Academy for the aRts (STAR), exploring how teachers can create space for students' voices and strengthen their sense of agency in the classroom.

Through play-based and creative approaches, educators explored ways to hold space for student voice, cultivate curiosity as teachers and introduce greater choice into Art and Music lessons. The workshop also encouraged educators to consider how a playful disposition can foster more engaging and student-centred learning experiences.



Professional Development

Educators' Workshop at New Town Primary School

Playeum conducted a professional development workshop for 89 educators at New Town Primary School, exploring how play-based approaches can create greater space for learner voice, choice and agency.

Through a series of play-based experiences offering different levels of autonomy, educators examined how activities can be intentionally designed to engage and empower learners. They also explored facilitation approaches that respect and strengthen learners' voices, before reflecting on how Playeum's Play Spectrum could inform play-based learning in their own school context.

"Reflective play is often very useful in learning and learning occurs quite intrinsically during play."

– Workshop participant

"The joy of learning can truly be felt."

– Workshop participant

"I'm glad that I have not forgotten how to play and have fun in learning. The hands-on experience allows us to have a better understanding on how to inject purposeful play in lessons."

– Workshop participant



Educarers' Workshop at Star Learners Preschool

Everyday moments of care can be powerful moments for learning and connection.

Playeum conducted an interactive workshop over two days for 30 infant educarers from Star Learners Preschool, exploring how play, caregiving and the environment can come together to support infants' development and wellbeing.

Through hands-on experiences, educarers explored how routine care moments can become meaningful opportunities for learning and connection, while gaining practical approaches to designing nurturing spaces that invite free play, wonder and exploration. The workshop also encouraged them to develop reflective practices that deepen their awareness of their role as educarers.

"I used to think infants and toddlers are just small and fragile beings... Now, I think they are incredibly observant, curious, and full of potential. They are constantly learning from their environment and expressing themselves in their own unique ways."

Today's experience was inspiring and eye-opening. I gained a deeper understanding of the power of play and how important it is to follow the child's lead. I really enjoyed the hands-on activities and creative environment. It reminded me how valuable open-ended play is in a child's development."

It was also great to connect with other educators and share different perspectives. I'm leaving today feeling motivated and excited to bring what I've learned back to my classroom."

– Workshop participant



Translating Research for Advocacy and Action

Children have ideas, perspectives and lived experiences that can shape the decisions, programmes and environments that affect their lives. Playeum works with partners to create meaningful opportunities for children to be heard and involved in shaping the changes that matter to them.

Insights from research and practice inform conversations with policymakers, educators, practitioners and play advocates in Singapore and beyond. These conversations contribute to wider discussions on children's participation and the role of play in children's well-being and development. They also help encourage more playful, inclusive and responsive environments across homes, classrooms, communities and cultural institutions.



Elevating Children's Voices

Launching “What Matters to Our Children?” Report

Read the report: playeum.com/wmtc



On 11 June 2025, International Day of Play, Playeum launched What Matters to Our Children?, an insights report capturing the voices of 201 children aged 3 to 14 across Singapore.

Supported by the LEGO Group, the project builds on Playeum's commitment to creating meaningful opportunities for children to express their views and participate in matters that affect them.

Across 10 play based workshops, children shared what matters to them, who they hoped would listen, and the changes they would like to see. Seven workshops were conducted with children from Brave Feats Student Care Centre, Chinese Development Assistance Council, SHINE Children and Youth Services, Singapore Indian Development Association, South Central Community Family Service Centre, and The Hut. Three public workshops were held at

Children's Museum Singapore and Common Ground Civic Centre.

The project sought to include seldom-heard voices, particularly those of children who may not always have opportunities for their views to be heard and considered. Children shared thoughtful perspectives on issues ranging from family well being to environmental sustainability and global peace.

The launch marked an important step in bringing their voices into wider conversations and ensuring that younger voices are not overlooked.

In partnership with data storytelling studio Kontinentalist, Playeum also created a data visualisation poster. It brings key trends and insights from the report to life and invites more people to engage with what children have shared.

“Children's voices are powerful, insightful, and full of empathy. They just need more of us adults to listen and act. Giving them platforms like the “What Matters to Children?” report will hopefully nudge us all to involve children more in the work we do. They deserve a seat at every table.”

– David Pallash, Director (Global Initiatives), The LEGO Group



Photograph credits: Sebastian Soon (left), Lim Yi Hui (right)

- The report and its key insights were presented at the International Play Association Asia-Pacific Play Conference 2025 in Melbourne, Australia, and the Singapore University of Social Sciences' Re:Define Success Conference 2025.
- On 2 October 2025, we brought children's perspectives into dialogue with Senior Parliamentary Secretary Eric Chua and the Ministry of Social and Family Development's UNCRC team.

Elevating Children's Voices

Children's Panel For Children's Season



What if children could shape the artistic and cultural experiences created for them? In 2025, Playeum began its first collaboration with Children's Museum Singapore (CMSG), facilitating its Children's Panel for Children's Season 2025. The partnership created a platform for children to directly influence the artistic programming of the annual festival.

Through five engagement sessions, 18 Primary 4 and 5 students from Lianhua Primary School worked alongside artists and programme partners to share ideas, respond to creative concepts and provide feedback on developing experiences. Their perspectives helped shape and refine programmes for young audiences.

Playeum continues its partnership with CMSG in 2026, supporting the Children's Panel with students from Huamin Primary School. The panel is contributing to the development of four Signature Programmes presented at CMSG, the Indian Heritage Centre, KidsSTOP and Singapore Maritime Gallery.

Through co-creation sessions with artists, children contribute ideas, respond to programme concepts and provide feedback throughout the creative process. This creates opportunities for artists to meaningfully incorporate children's perspectives into the development of experiences, making them more relevant, engaging and resonant for young audiences.

"It's fun! Everyone's voice is heard. You MUST come, it's the best."

– Children's Panel 2025 participant

"It is fun and I learn about values with friends."

– Children's Panel 2025 participant

"I enjoyed the activities conducted by the panel. I hope you will continue this in the future."

– Children's Panel 2025 participant



Photograph credits: Children's Museum Singapore

Elevating Children's Voices

Play-Doh Imagination Mission Cards

Playeum partnered with Hasbro to bring children's voices into the design of the Play-Doh Imagination Mission Cards, creating opportunities for children to influence the play experiences developed for families.

Through two Children's Circle sessions, Playeum engaged 15 children aged 4 to 6 to test and respond to prototype prompts. The sessions explored how children interpreted the prompts, what sparked their imagination, what encouraged them to experiment, and what could make the activities more engaging and accessible.

Children's ideas, responses and observations were documented and used to refine the prompts and improve their playability. Their feedback helped ensure that the cards reflected how children naturally think, create and solve

problems, while encouraging families to make space for children's ideas and perspectives.

The process also extended to parents, with selected families bringing prototype cards and Play-Doh home to test the activities in their own settings and share feedback.

By involving children directly in the creative process, the project demonstrated how co-creation can move children from being users of play products to active contributors in shaping them.

"The cards trigger out-of-the-box thinking and allow kids to express themselves based on their experience and imagination. Compared with using a mould cutter, the cards allow more free play."

– Parent participant

"This is a button that can be put in between my friends. It allows my friends to calm down when they are not looking at each other when they fight."

– A child participant shares an idea that she created using Play-Doh



Play Advocacy

Celebrating the International Day of Play 2025

We came together with more than 60 play advocates, educators, diplomats and industry leaders to celebrate the United Nations International Day of Play (IDOP), co-organised by the Asia Toy and Play Association, Children's Museum Singapore and Playeum.

We were honoured to welcome H.E. Trần Phước Anh, Ambassador of the Socialist Republic of Viet Nam. Viet Nam played a pivotal role in championing the 2024 UN resolution establishing IDOP, co-sponsored by more than 140 countries and affirming every child's right to play.

With the support of Hasbro and the LEGO Group, the celebration explored how play can nurture imagination, agency and inclusion. Our Executive Director Charlotte Goh, together with Samantha Tan of Kurios Oasis and AskTeacherSam, led an interactive keynote on bringing more play into everyday moments.

The event also marked the launch of Beyond the Doh, our collaboration with Hasbro. This playful card deck uses sculpture-making and open-ended prompts to spark creativity, storytelling and connection.



Photograph credits: Children's Museum Singapore

Play Advocacy

IPA Asia-Pacific Play Conference 2025

Playeum was invited to speak at the International Play Association Conference in Melbourne, Australia, organised by Play Australia and the International Play Association. The conference brought together 250 delegates from seven countries.

We shared how our partnerships with cultural and community organisations in Singapore are opening new pathways for children's participation through play. We

contributed to two international conversations: "Reimagining Museums, Cultural Institutions and the Arts Through a Lens of Play", alongside Polyglot Theatre (Australia) and Melbourne Museum, and "Perspectives on Art and Play", alongside Taoyuan Children's Art Centre (Taiwan).

These conversations brought Singapore's practice into a wider international dialogue on play, participation and children's agency.



Play Advocacy

Closed-Door Dialogue with Senior Parliamentary Secretary Eric Chua

On 2 October 2025, we held a dialogue with Senior Parliamentary Secretary for Social and Family Development, Mr Eric Chua, and the UNCRC team at the Ministry of Social and Family Development.

The dialogue explored how play and the arts can create accessible ways for children to express themselves, participate and shape decisions that affect them. We also shared how supporting parents and caregivers to engage in everyday play can strengthen relationships and create more meaningful connections with children.

The dialogue marked an important opportunity to connect children's lived experiences with practice and policy, and to contribute to a shared conversation on advancing children's participation in Singapore. It reinforced our belief that listening to children is not simply about hearing their views, but creating the conditions for their voices to be valued and acted upon.

"Playeum engaged children as young as three years old, and found that many had thoughtful opinions and are eager to share them. We value this and want to ensure our children grow up knowing that their voices are important and can make a difference."

– Senior Parliamentary Secretary (MSF)
Eric Chua



Play Advocacy

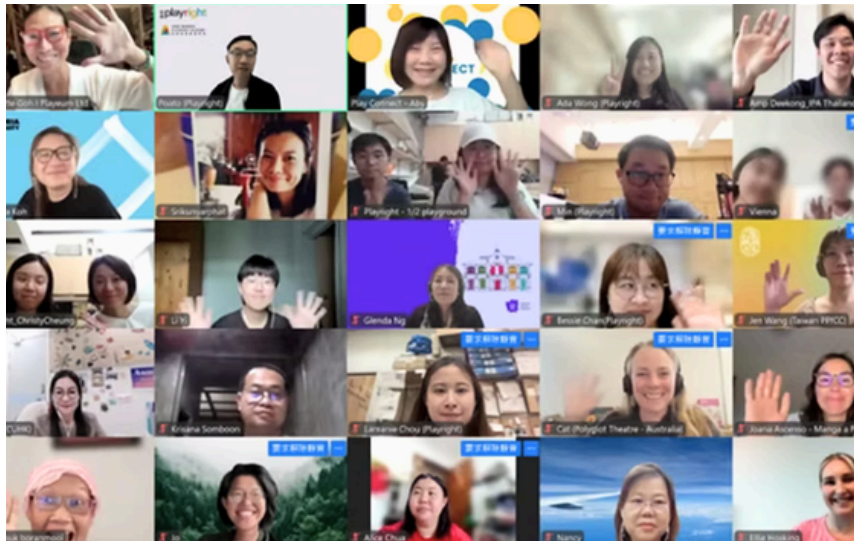
Forum: Transforming Communities into Playful Spaces for Children in Asia

Playeum contributed to a regional dialogue on how communities can create more supportive environments for children through play.

Our Executive Director Charlotte joined Ada Wong from Playright Children's Play Association (Hong Kong) and Amp Dekong from Leeway (Thailand), for Play Connect Singapore's online forum, "Transforming Communities into Playful Spaces for Children in Asia."

Bringing together play advocates from more than seven countries, the conversation explored how play can move beyond individual programmes and become part of everyday life.

Playeum shared our perspective that lasting change requires more than creating playful experiences for children. It also calls for adults to rethink how they see and relate with children, and to create environments where connection and children's voices are valued.



Play Advocacy

PCF Parenting Conference 2025

Playeum conducted a caregiver-child workshop at the PCF Parenting Conference, bringing families together to explore how everyday materials can become opportunities for play, creativity and connection.

Through a hands-on marble run activity, children and caregivers experimented, built and created together, discovering that there is no single way to play or create. The workshop brought play into a

gathering of 1,200 participants and highlighted how simple, playful experiences can strengthen relationships across generations.

It also reflected our belief that meaningful play does not need to be complicated. With time, curiosity and space to explore together, caregivers and children can build stronger connections through everyday moments of play.



Photograph credits: PAP Community Foundation

Play Advocacy

Good Start Early Childhood Conference 2025

Playeum co-organised the Good Start Early Childhood Conference with Presbyterian Preschool Services, Singapore University of Social Sciences, New Life Preschool and CAPE, bringing together more than 1,000 early childhood educators, practitioners and advocates.

We led The Power of Playful Leadership in Classrooms, a workshop for 60 educators exploring how playfulness can shape more engaging and responsive

environments. We also created Once Upon A School Pop-Up Playscape, where 21 educators experienced play firsthand and reflected on how it can be brought into the classroom.

Together, these contributions moved beyond talking about play, giving educators opportunities to experience, reflect on and consider how playful approaches can shape everyday teaching and learning.



▼ Conference keynote speech by Dr Sirene Lim, Dean and Associate Professor at the Singapore University of Social Sciences



Photograph credits: Presbyterian Preschool Services

Fundraising

Annual Charity Pantomime at Wild Rice

More than 300 donors, partners, children and families joined us for Playeum's annual FUN-raising show, The Emperor's New Clothes, presented by Wild Rice on 16 November 2025. The event raised \$80,888 to support our work with children and families. Now in its third year, our partnership with Wild Rice brings together the arts and the power of play to create meaningful experiences for children and communities.

We were honoured to welcome Senior Parliamentary Secretary for Social and Family Development, Mr Eric Chua, as Guest of Honour.



Photograph credits: Sebastian Soon

We are deeply grateful to our major donors BinjaiTree Foundation, Mdm Cher Moy Eng, Loh & Loh Construction (Pte) Ltd, Trip.com, Singapore Pools, Ms Jaelle Ang and MESA Family Team, as well as all our donors, sponsors, partners and supporters whose generosity made the evening possible.

We thank Wild Rice for continuing to champion this partnership and for another memorable celebration.

"We want to secure a better future for our children, by investing in their wellbeing, to ensure that they are safe, healthy and have access to opportunities.

Play is one way to achieve this. It helps children feel safe by building positive, trusting relationships with the adults in their lives, and can also encourage children to lead a physically active and emotionally healthy lifestyle.

We want to empower our children, through play, to be happy, healthy and thriving individuals."

– Senior Parliamentary Secretary (MSF)
Eric Chua

Support our 2026 Charity Pantomime happening on Sunday 15 November:
bit.ly/playeumwr2026

Fundraising

Mandeville Conservatory of Music Concert

On 29 November 2025, more than a hundred young musicians from Mandeville Conservatory of Music came together at the Ho Bee NUS Auditorium for its year-end concert, Eminence 30: A Glorious Transformation, raising funds in support of Playeum.

We were honoured to welcome award-winning young Singaporean musician Mikkel Myer Lee as Guest-of-Honour, celebrating the spirit of young people using their talents to make a difference.

In its third year of supporting Playeum, Mandeville directed 70% of proceeds from charity ticket sales towards our work with children and communities, raising a total of \$8,546.

We are grateful to Mandeville Conservatory of Music, donors and sponsors for making this meaningful support possible.



The Year Ahead



Expanding Our Social Impact

We will continue creating meaningful opportunities for children and families to connect, learn and thrive through play. In partnership with SHINE Children and Youth Services, our Artful Play community play programme will support children under the MSF ComLink+ initiative in Jalan Bukit Merah through regular creative and play-based experiences.

Through our partnership with KidSTART Singapore, we will continue engaging families through play sessions that strengthen parent-child connections and support joyful learning together. With renewed support from the three-year President's Challenge Grant that began in 2025, our Open Minds Open Doors programme will also deepen inclusive play experiences for children with disabilities and their families.



Codification of the Playeum Practice

Playeum is codifying 17 years of practice into an evidence-informed Playbook that articulates what we do, why we do it, and how our approach can be applied by others.

Supported by the Octava Foundation, this is an iterative process, drawing on programme evidence, stakeholder feedback and the ongoing refinement of our pedagogy and frameworks. We are testing and strengthening the emerging Play model with practitioners and sector partners, translating knowledge from within the organisation into a form that can be shared, taught and adapted.

We are also exploring ways to embed Playeum's approach within existing training systems for adults supporting children, creating pathways to reach more practitioners and organisations. Alongside this, we continue to pursue nationwide training and capacity-building opportunities with government and social service agencies, while building strategic partnerships that can extend our reach through new platforms, networks and systems.



Advancing Children's Participation

We are deepening our work to make children's participation more meaningful, inclusive and embedded in practice. A new Board Committee will provide oversight and strategic direction, helping to keep children's participation central to our programmes, partnerships, research and practice.

Through our Children's Advisory and partnerships with practitioners and sector partners, we are strengthening children's participation capabilities while building adults' capacity to listen, respond and create change with children.

We are also sharing our learning through research, presentations, practitioner engagement and the codification of our practice. Our aim is not simply to create more spaces for children to speak, but to strengthen the pathway from children's voices, to adult response, to meaningful change.

Photograph credits: Lim Yi Hui (centre), Sebastian Soon (right)

Financial Overview

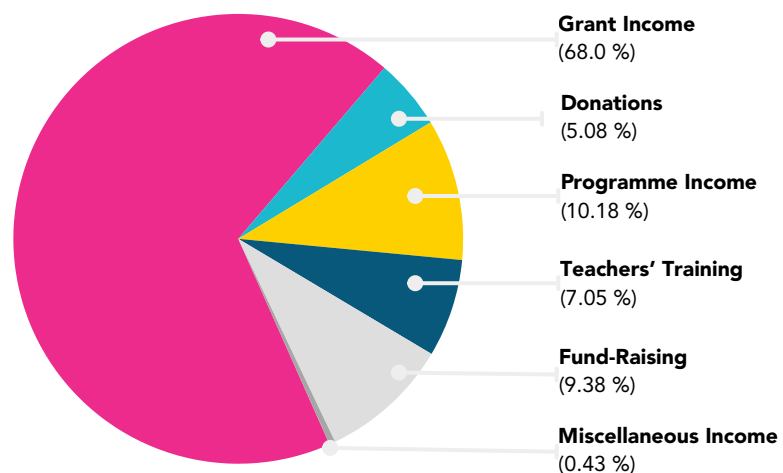
INCOME FOR THE YEAR

S\$957,981

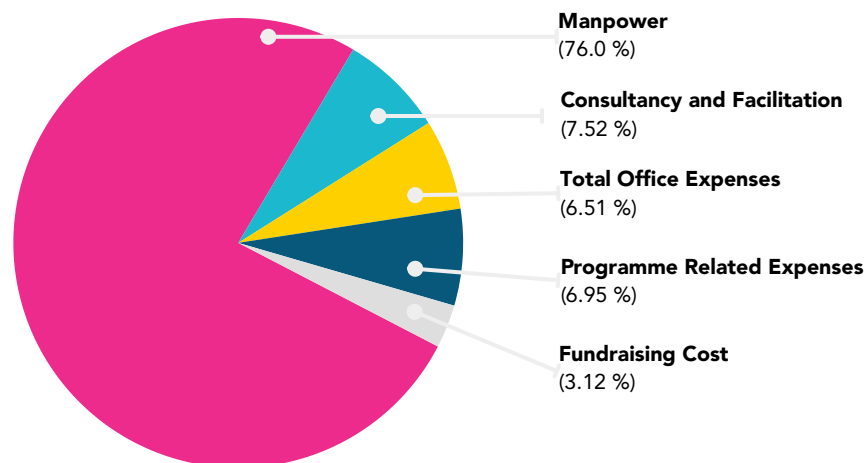
EXPENDITURE FOR THE YEAR

S\$861,707

The charity is financially supported by the following funding mix:



The charity's expenditure:



Donations and Grants

Playeum received donations totalling S\$48,698, comprising contributions from individuals through Giving.sg and cash donations, as well as contributions from corporate entities.

The following corporate donors contributed S\$5,000 and above between 1 January 2025 and 31 December 2025:

- Binjai Tree Foundation,
- Trip.com Travel Singapore Pte. Ltd.,
- Singapore Pools (Private) Limited,
- Goldman Sachs (Singapore) Pte., and
- Loh & Loh Construction (Pte) Ltd.

Playeum received a grant income of S\$650,226. Grant sources include:

- Building Social Competence through Artful Play Programme,
- Cultural Matching Fund,
- LEGO Group Grant,
- Master Chef and Pop Away! Programmes,
- Octava Foundation Grant, and
- President's Challenge.

Fundraising

Playeum fundraised a total of S\$89,818 through a fundraiser with Wild Rice, Mandeville Conservatory of Music, and at the Istana Open House.

Review of Financial State

For the financial year 2025/26, the charity has a total accumulated fund of S\$1,002,094. For more information on our major financial transactions and purpose of the charitable assets held, please refer to our charity's Financial Statements for 1 April 2025 to 31 March 2026. It is available at playeum.com/annual-reporting.

Governance and Compliance

Role of the Governing Board

The Playeum Board provides strategic direction and oversight for the organisation's programmes and objectives, guiding the charity in fulfilling its vision and mission through effective governance. It regularly reviews strategic plans to ensure they align with charitable objectives and supervises the monitoring, evaluation, and reporting of programme outcomes and impact.

Board Selection and Recruitment

Playeum follows a structured process for Board renewal and succession. Individuals with the right qualifications and a genuine interest in contributing to Playeum may be invited to join as Committee members. Committee members and, where needed, external candidates with relevant expertise are considered for Board nomination. Selection criteria include integrity, professional ethics, commitment to Board responsibilities, and contribution to diverse perspectives.

New Board members undergo induction to understand Playeum's mission, programmes, finances, and governance responsibilities, with access to key resources such as annual reports, policies, and sector regulations.

Board Diversity

The Playeum Board maintains an appropriate size and a diverse range of skills, knowledge, and experience, including expertise in finance, accounting, non-profit and business leadership, social impact, and philanthropy.

Their work is further strengthened by Board Advisors who bring deep knowledge in media and communications, early childhood research and academia, non-profit and arts leadership, and organisational consulting, ensuring the Board is well-equipped to guide Playeum's mission and growth.

Board Training and Evaluation

Board members are supported with continuous learning opportunities, including programme and regulatory updates, presentations, and engagement sessions. To ensure effectiveness, the Board conducts self-evaluations, reviewing the results to identify and address any gaps in performance or governance.

Board Leadership Renewal Process

Playeum adheres to the prevailing Code of Governance guidelines. The Treasurer may serve for a maximum of four consecutive years, with eligibility for re-appointment after a minimum two-year break. Board members are limited to ten consecutive years of service, with any extensions requiring review and approval at the Annual General Meeting. All justifications for extensions are documented.

In addition, all Board members are required to submit themselves for re-nomination and re-appointment at least once every three years.

Disclosure of Remuneration and Benefits Received by Board Members

No Board Directors are remunerated for their Board services in the financial year. No staff is involved in setting his/her own remuneration directly or indirectly.

Disclosure of Remuneration of Key Management Personnel

Disclosure of annual remuneration of highest paid personnel(s) who each receives more than \$100,000, in bands of \$100,000:

Remuneration band	Number of staff
Between \$100,000 to \$200,000	1

There is no paid staff who is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration.

Conflict of Interest Policy

All Board members and staff are required to comply with the charity's conflict of interest policy. The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests 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.

Restricted Funds

	2026 (\$'000)	2025 (\$'000)
General /Unrestricted Funds	\$950	\$873
Restricted Funds	\$52	\$33
Annual Operating Expenditure	\$862	\$803

The funds have been set aside to provide financial stability and the means for the development of the charity's principal activity. Playeum intends to use the funds in the following manner:

- High Touch play-based learning programmes for children from low-income families and disadvantaged backgrounds through partnership with communities, schools and social service agencies.
- Supporting the development of adults who work with children, including educators, social service sector professionals and volunteers, through knowledge sharing and training on Playeum's open-ended play approach.

Investment Policy

Playeum's Investment Policy provides guidelines for managing its financial reserves (other than Cultural Matching Funds), which are held in fixed deposit accounts. The policy prioritises capital preservation, risk management, and liquidity, while ensuring that funds are available to support Playeum's programmes and long-term mission.

All investment decisions are overseen by the Board to ensure responsible stewardship and alignment with organisational objectives.

Reserve Policy

Playeum maintains a reserve fund equal to 1.16 year of operating expenses to safeguard the ongoing delivery of its services. The charity's management conducts an annual review to ensure the reserve remains sufficient to support operational requirements.

Anti-Money Laundering and Countering the Financing of Terrorism

Playeum is committed to maintaining strong governance and responsible financial practices. We have established an Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) Policy to strengthen safeguards against the misuse of our organisation and resources. The policy sets out appropriate due diligence, financial controls and procedures for identifying and managing relevant risks, in line with applicable requirements.

Child Safeguarding Policy

Playeum is firmly committed to the safety and well-being of all children and young people participating in its programmes. Guided by a Child Safeguarding Policy, the organisation ensures that every staff member, volunteer, intern, and partner is trained, vetted, and required to adhere to a strict Code of Conduct that prioritises the protection of children from harm, abuse, and discrimination.

Playeum actively listens to children's voices, fosters an inclusive and respectful environment, and maintains clear reporting procedures to address any concerns. This commitment reflects Playeum's dedication to creating safe, supportive spaces where every child can play, learn, and thrive.

Whistle-blowing Policy

Playeum maintains a Whistle-blowing Policy to provide a safe and confidential channel for staff, volunteers, and stakeholders to report any suspected wrongdoing, misconduct, or unethical behaviour.

The policy ensures that all reports are taken seriously, investigated promptly, and protected from retaliation, reinforcing transparency, accountability, and integrity across the organisation.

ESG Policy

Playeum considers ESG (Environmental, Social, Governance) factors in our activities such as by ensuring that they are environmentally friendly and sustainable, and maintaining high governance standards.

Environmental

Inspired by the Singapore Green Plan 2030, we adopt sustainable practices across our organisation. We digitalise information and processes through electronic file management to reduce paper usage, prioritise the use of recycled materials in our programmes, and actively reuse, repurpose, and recycle wherever possible. Employees are also offered the flexibility to work from home, helping to reduce commuting and its environmental impact.

In addition, staff are encouraged to conserve energy and resources by turning off lights and air-conditioning when leaving a room, unplugging devices when not in use, setting air-conditioning to 25°C or above, and minimising the use of disposable items during meals.

Social

We adopt a people-centric, strength-based approach in our collaborations, working closely with community partners to support the needs of vulnerable communities. Transparency and accountability are central to our operations, with information shared openly with stakeholders and the public through our annual report, newsletters, and social media channels.

We also prioritise staff wellbeing by offering flexible work arrangements and organising staff events and team retreats, providing opportunities for bonding, self-care, and personal growth.

Governance

We are fully compliant with the Code of Governance for Charities and Institutions of a Public Character, as well as all relevant laws and regulations. Playeum also meets the disclosure requirements set by the Charity Council and the Ministry of Culture, Community and Youth (MCCY), submitting all necessary information and documents in accordance with regulatory and statutory obligations.

Playeum’s Governance Evaluation Checklist can be viewed on the Charity Portal at www.charities.gov.sg. Our Annual Report and Financial Statements are made available on both the Charity Portal and Playeum’s official website at www.playeum.com/annual-reporting.

Data Protection Policy

Playeum takes the privacy and security of personal data seriously. Our Data Protection Policy ensures that information collected from participants, partners, and supporters is handled responsibly and in line with the Personal Data Protection Act (PDPA) 2012.

We maintain robust procedures for data access, correction, and consent withdrawal, and implement safeguards to prevent unauthorised access or misuse. This commitment underpins Playeum’s dedication to transparency, trust, and accountability in all our programmes and engagements.

Board Meeting Attendance Record

The Board met three times during the financial year between 1 April 2025 and 31 March 2026 to regularly review the results, performance, and plans of the charity. The board meetings were held on 27 June 2025, 16 September 2025, and 8 January 2026. The Executive Director attended all of the meetings.

Name	Attendance
Nichol Ng Wee Teng	3 out of 3
Irene Liu	3 out of 3
Sumitra Pasupathy	2 out of 3
Wang Loon Him, Daryl	3 out of 3

Governance Evaluation Checklist (Tier 2)

For Financial Year 1 April 2025 - 31 March 2026

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

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
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designatd 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

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
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

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 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. 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

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
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

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
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



Overview of the Charity

Annual Report for Financial Year ended 31 March 2026

Playeum Ltd was set up on 17 December 2013 as a public company limited by guarantee. It was registered as a charity under the Charities Act 1994 on 11 August 2014. Playeum Ltd has been accorded IPC (Institution of a Public Character) status since 19 August 2014. Its current IPC term is from 1 January 2026 to 31 December 2027.

Unique Registration Number (UEN):
201333807K

Registered Address:
Common Ground Civic Centre
21 Bedok North Street 1 #01-01
Singapore 469659

Related Entities:
The charity has no related entities.

Auditor:
Fiducia LLP
71 Ubi Crescent #08-01
Excalibur Centre, Singapore 408571

Bankers:
DBS Bank Ltd
12 Marina Boulevard, DBS Asia Central
Marina Bay Financial Centre Tower 3
Singapore 018982

Connect With Us

Website: www.playeum.com

Instagram: [instagram.com/playeum](https://www.instagram.com/playeum)

Facebook: [facebook.com/playeum](https://www.facebook.com/playeum)

LinkedIn: [linkedin.com/company/playeumltd](https://www.linkedin.com/company/playeumltd)

Email: share@playeum.com



