



*Championing*  
**YOUNG MINDS**

**ANNUAL REPORT 2024**



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# WHO *we are*



M.Y World was founded by Metropolitan YMCA, a not-for-profit organisation, in 1980 and is committed to provide affordable and quality infant and childcare services to our communities. We adopt a learner-centred and inquiry-based approach, with an emphasis on sustainability, character development and teaching of values. M.Y World was appointed an Anchor Operator (AOP)\* by the Early Childhood Development Agency (ECDA) in 2014.

\*M.Y World has been appointed as an Anchor Operator (AOP) by the Early Childhood Development Agency (ECDA). Under the Anchor Operator scheme, M.Y World receives funding support to increase access to good quality and affordable early childhood care and education, especially for children from lower income or disadvantaged backgrounds.

## OUR VISION

To be a childcare of choice that builds  
Strong Kids, Strong Families, Strong  
Communities

## OUR MISSION

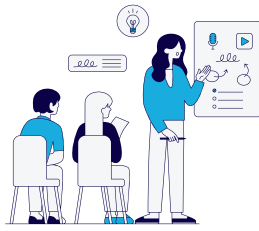
- Instil a respectful and supportive preschool experience in partnership with parents
- Nurture character and creativity
- Inspire children to unlock their potential

## OUR CORE VALUES

Caring, Honesty, Respect, Responsibility

## WE BELIEVE THAT

Children are Confident Explorers,  
Creative Thinkers, Curious  
Learners and Caring Individuals



**Board of Directors**

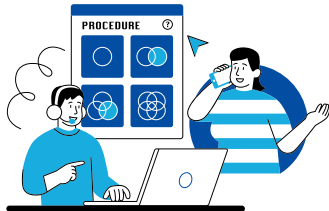


**Group Chief Executive Officer**

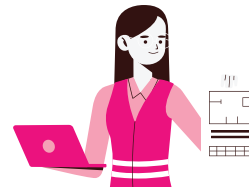
# ORGANISATION *Chart*



**Group Chief Financial Officer**



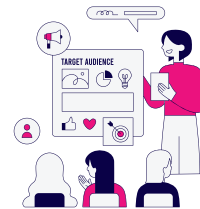
**Group Support Services**



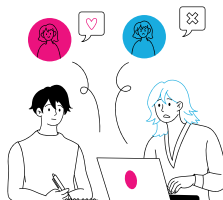
**Senior General Manager**



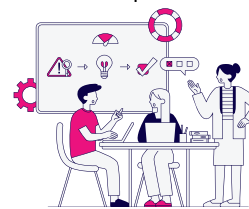
**General Manager**



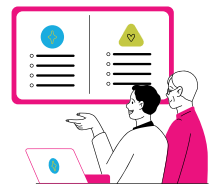
**Head of Operations**



**Human Resource**



**Operations**



**Curriculum &  
Quality Assurance**



# *From our* **PRESIDENT**

As we reflect on the past 12 months, we celebrate yet another remarkable chapter in our history, marked by continued growth, innovation and a steadfast commitment to excellence in early childhood education. I am proud to share some of our key achievements, which highlight the dedication of our educators, staff, and children, and reaffirm our mission to provide a nurturing environment where every child can thrive.

We are delighted to share that M.Y World achieved remarkable recognition at the 2024 Early Childhood Celebrations with several prestigious awards.

Congratulations to Ms Lei Tian Xia from M.Y World @ Bishan for receiving the Outstanding Early Years Educator Award (Excellence), a testament to her dedication and innovative teaching practices.

M.Y World @ Dawson also flew our flag high as they were honoured with the Early Childhood Innovation Award (Distinction) for their outstanding efforts in integrating technology and sustainable practices. Additionally, M.Y World @ Tampines Changkat was celebrated as a 10th-year awardee.



We also witness the ongoing pedagogy success of our centres in the Singapore Pre-school Accreditation Framework (SPARK) Certification. M.Y World now has 45 SPARK-certified centres, further strengthening our pursuit of excellence.

Our commitment to sustainability was celebrated at the School Green Awards 2024, where 35 of our centres were honoured for their efforts — a significant leap from the 20 winners in 2023. To top it off, M.Y World @ Bidadari Alkaff Vista and M.Y World @ Woodlands received the prestigious Vanda Miss Joaquim Award for their outstanding contributions to sustainability.

We are happy to share that five of our centres received the Singapore HEALTH Award 2024, an accolade that requires achieving the Healthy Preschool Award (Platinum) for three consecutive periods. This recognition underscores our commitment to fostering a healthy environment that supports the physical and mental well-being of our children.

**As we celebrate these accomplishments, we recognise that our journey is defined not only by awards but by the meaningful work we do every day to enrich the lives of the children and families we support.**

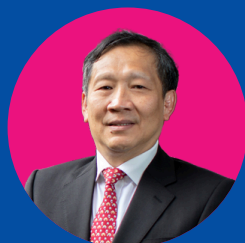


This year, our Start Small Dream Big (SSDB) initiative saw strong participation, with children and parents uniting to support senior citizens and families in need. A highlight was the Teachers' Day celebration at M.Y World @ Dawson, where we had the honour of welcoming President Tharman Shanmugaratnam, who expressed his appreciation for our educators and participated in an intergenerational activity with our children, emphasising the importance of building a compassionate community—values that are central to M.Y World.

M.Y World has also proudly launched its inaugural mascot, Curio, at the 2024 Thanksgiving dinner. Curio symbolises curiosity and the quest for learning, marking an exciting new chapter for the preschool while embracing both progress and green adventures.

Looking ahead, I am filled with optimism for the future. The dedication of our educators, the support of our communities and our continued pursuit of excellence will ensure that we remain at the forefront of early childhood education.

**“Together, we will continue shaping a brighter, more sustainable future for our children.”**



**Dr Samuel Yeak**  
President, MY World Preschool Ltd



# OUR YEAR IN REVIEW



\*Figures as at 31 December 2024

# Our GROWTH



**M.Y World @ Waterway Sunrise**  
(Commencement – 8 March 2024)

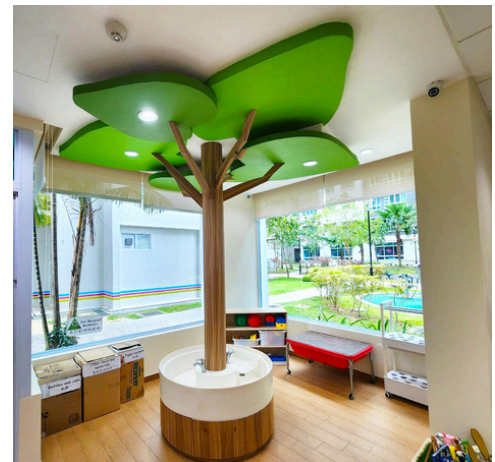
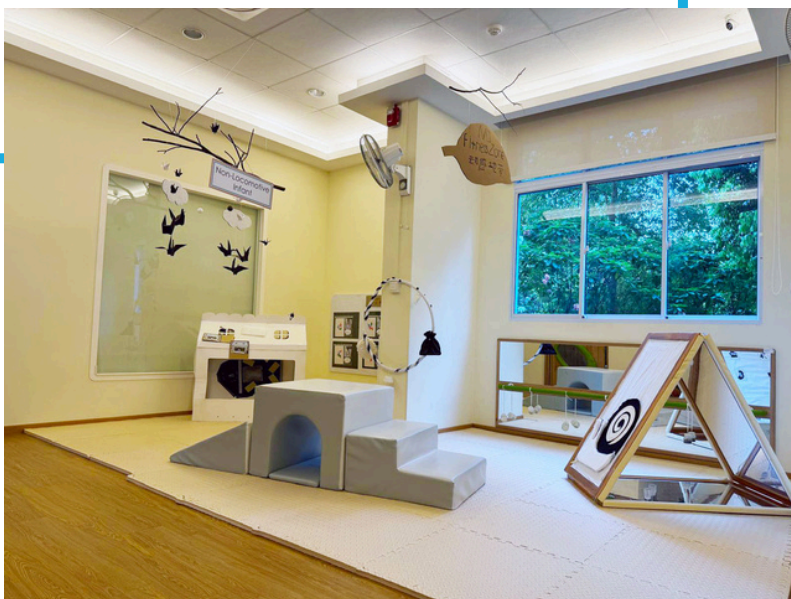


**M.Y World @ Rivervale Shores**  
(Commencement – 3 June 2024)



**M.Y World @ Punggol Point Woods**  
(Commencement – 5 July 2024)

# REJUVENATED CENTRES

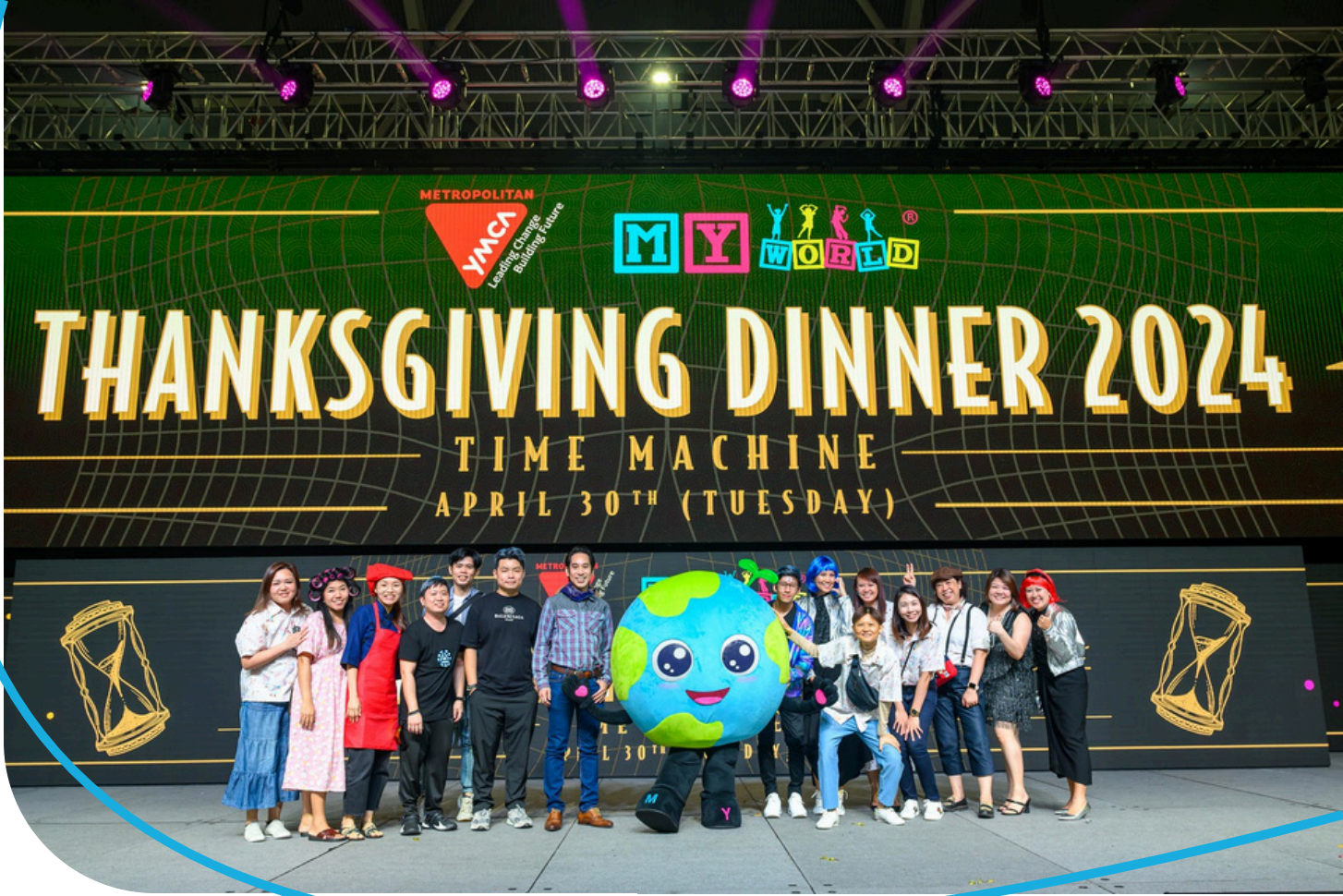


**Clockwise from top left:**

- M.Y World @ Anchorvale Parkview
- M.Y World @ Bishan
- M.Y World @ Bukit Panjang
- M.Y World @ Hougang
- M.Y World @ Matilda Court
- M.Y World @ Sun Natura
- M.Y World @ Yishun Fern Grove



# **EVENTS** *And* **HAPPENINGS**



## LAUNCH OF CURIO

M.Y. World proudly launched our first-ever mascot at our unforgettable 2024 Thanksgiving Dinner! With a "Time Machine" theme, we journeyed through the ages—from the roaring twenties to today's beats, and even a sneak peek at the future.

The star of the evening was Curio, our inaugural mascot, marking an exciting new chapter for M.Y. World! Curio, short for "Curiosity," is all about wonder, discovery, and learning. As a sustainability champion, Curio walks the earth, constantly in search of green adventures to promote and engage in eco-friendly practices. Its green sprout symbolises new beginnings, growth, and sustainability!





# K2 GRADUATION

As we celebrate the graduation of our M.Y World Kindergarten Two children, we reflect on a journey filled with learning, growth, and unforgettable memories. Every day has been an opportunity to explore, discover and develop new skills.

To our graduating children - You have laid the foundation for an exciting future ahead. May you continue to dream big, embrace challenges, and achieve greatness in everything you do!





# ACTIVE LIVING STARTS YOUNG

In partnership with Families for Life, Sport Singapore (SportSG), and Metropolitan YMCA, children and their families from M.Y World centres were invited to participate in this year's FunFam SportsFest. Nearly 4,500 participants partook in the excitement, enjoying a variety of activities organised by SportSG. These include mass dancing, Parent-Child Telematches, and a range of sports try-outs, including Football, Hockey, Basketball, and Tennis.



We were privileged to have Ms Sun Xueling, Minister of State for the Ministry of Social and Family Development and Ministry of Home Affairs, as our Guest-of-Honour. Our esteemed guests included Ms Grace Chan, Group CEO of MYMCA & M.Y World; Mr Tan Chee Wee, CEO of Early Childhood Development Agency; Mr Marcus Tan, Chief of the Sport Development Group of SportSG; and Mrs Joanna Portilla, Council Member of Families for Life.

This year's FunFam SportsFest was not just a day of fun and fitness, but also a celebration of community, teamwork, and family bonding. We sincerely appreciate everyone who made this event a huge success, leaving us with wonderful memories to cherish for years to come.



# *Empowering* **CHAMPIONS**

Character development is a cornerstone of our curriculum, forming the bedrock of a child's growth and future success. At M.Y World, we are committed to nurturing strong character traits from an early age. Through our approach, we strive to equip children with the values and skills necessary to navigate life's challenges and make positive contributions to society.



## COMMUNITY LOVE IN ACTION

This year, our Start Small Dream Big (SSDB) movement saw active engagement from our centres, with children and parents coming together to support senior citizens and families in need. A notable highlight was this year's Teachers' Day celebration, where M.Y World @ Dawson had the honour of hosting President Tharman Shanmugaratnam and Mr Eric Chua, Senior Parliamentary Secretary for Social and Family Development. During the event, President Tharman expressed his appreciation for our dedicated educators and took part in an intergenerational activity as part of the SSDB project, emphasising the importance of fostering connections and building a caring community.

- ◆ At M.Y World @ Dawson, the Start Small Dream Big (SSDB) 2024 project fosters meaningful connections between children and seniors, promoting mutual appreciation and learning through engaging activities.

President Tharman joined in the fun by participating in one such activity, the Chopstick Challenge, where he partnered with one of our children to hold each end of a cardboard roll and move balls into their respective coloured containers. Our children also presented a sustainability showcase, where their costumes were made from recycled and upcycled materials, such as cardboard, preloved clothes, and bubble wrap, donated by parents.



◀ Through an enjoyable mass dance and carnival games, our parents and children from M.Y World @ Tampines Central raised funds for St John's Home for the Elderly as part of the Start Small Dream Big (SSDB) project. They also organised a variety of ethnic games to celebrate Racial Harmony!



Never Too Young to Give: M.Y World @ Telok Blangah Rise engaged in a meaningful art initiative, where children transformed recyclables into creative pieces inspired by Singapore's culture and heritage, under the theme 'Singapore Art Stories.' Parents were invited to support the event where all proceeds were donated to Metropolitan YMCA Never Too Young to Give - M.Y Adventures programme, fostering a shared commitment to community and creativity.



M.Y World @ Serangoon North visited the Singapore Civil Defence Force (SCDF) at Punggol Fire Station, where they gained valuable insights into firefighting and had the chance to get up close to the firefighting vehicles. It was truly an action-packed adventure for everyone!



# ADVENTURES BEYOND THE CLASSROOM WALLS

The great outdoors allows children to engage with the world beyond the classroom walls. Through outdoor excursions and field trips, children explore, observe and connect with nature, fostering curiosity and creativity along the way.



▲ M.Y World @ Teban Gardens organised a Parental involvement Excursion at Jurong Lake Garden, where parents joined our children in nature play and created beautiful memories together in the heart of nature.



▲ M.Y World @ Yishun Palm Breeze visited Singapore Mobility Gallery at Land Transport Authority (LTA), exploring interactive zones and learning about the future of mobility. Through trivia games, they discovered how LTA uses technology to create a smarter, more sustainable transport system.



# SUSTAINING *Our World*

Early childhood education is fundamental in shaping a sustainable future, and M.Y World is dedicated to this cause. Through interactive and practical learning experiences, we help children develop resilience and key skills, empowering them to become informed, proactive individuals capable of contributing to more sustainable world.

In 2024, we continued to host a range of eco-friendly and sustainable activities across our centres, fostering environmental awareness and promoting sustainable practices among our children.

# NURTURING ENVIRONMENTAL STEWARDSHIP

Throughout the year, M.Y World centres have embraced a range of environmental initiatives that serve as powerful reminders of our collective responsibility to protect the planet. From celebrating World Water Day to Earth Day, these occasions have sparked meaningful engagement with our children, families, and communities.

Our eco-conscious activities, including beach clean-up workshops, have inspired a sense of stewardship, fostering a deep awareness of sustainability and the importance of taking action for a greener future.

To commemorate World Water Day and Earth Hour, our children at M.Y World @ Bidadari Alkaff Vista visited neighbouring blocks to spread the message of conservation to nearby families. Our centre took additional steps towards energy conservation by turning off the air conditioning and lights from 4 pm to 5 pm. The children also participated in water rationing exercises, storing water in upcycled bottles. These bottles were later repurposed as pots for the children to grow their plants! ▼





◆ In September, our children and parents from M.Y World @ Buangkok Woods participated in a beach clean-up workshop, working together to remove litter from the shore.

Over the course of this two-day event, we successfully collected 7 kg of trash! This hands-on experience allowed the children to gain valuable insights into the vital role of safeguarding our beaches and marine life, while learning eco-friendly clean-up practices along the way.





## A GREEN CHRISTMAS: THE 2024 SUSTAINABLE TREE COMPETITION

This Christmas, M.Y World organised a Sustainable Christmas Tree competition, where 25 centres participated in creating unique Christmas trees using only recycled and sustainable materials. Parents and children were actively involved in the process, showcasing their creativity and commitment to sustainability.

We are proud to announce that M.Y World @ Yishun Valley Spring won the 2024 competition! The winning centre brainstormed ideas on how to make their Christmas decorations creative, fun, and sustainable by using recycled materials. During the session, our parents and staff agreed on a "Winter Wonderland" theme that highlighted both sustainability and creativity. Crafted from recycled materials, each level of the tree transforms into a dramatic play space for Curio, M.Y World's mascot, inviting children to immerse themselves in a world of imagination and wonder.

We look forward to organising more exciting and eco-conscious events in the future!

# AWARDS & ACCREDITATIONS

## EARLY CHILDHOOD CELEBRATIONS 2024

At the 2024 Early Childhood Celebrations, we were honoured to receive several prestigious awards. These recognitions underscore our unwavering commitment to providing high-quality education and fostering meaningful growth in early childhood learning.



### ECDA Awards Outstanding Early Years Educator Award

A special congratulations to Ms Lei Tian Xia from M.Y World @ Bishan for receiving the Outstanding Early Years Educator Award. Her passion, dedication, and innovative approach to early childhood education has made a lasting impact on both her young learners and colleagues, and we are immensely proud of her achievement.



### ECDA Early Childhood Innovation Award

We are also delighted to announce that our flagship centre, M.Y World @ Dawson, was awarded the Early Childhood Innovation Award (Distinction). The centre has embraced innovation and sustainability, implementing advanced technologies and eco-friendly practices to enhance the learning environment while supporting long-term environmental goals.

## Singapore Pre-school Accreditation Framework (SPARK) Certification

We are thrilled to announce the SPARK\* commendation accomplishments of M.Y World centres at the Early Childhood Celebrations 2024 this year. This recognition honours their well-structured and integrated curriculum, along with effective teaching pedagogies that support our children’s holistic development.

### SPARK Commendation Award

M.Y World @ Telok Blangah Rise  
M.Y World @ Buangkok Woods  
M.Y World @ Canberra Eastlink  
M.Y World @ Matilda Court

### SPARK Certification Award

M.Y World @ Yishun Valley Spring  
M.Y World @ Ang Mo Kio  
M.Y World @ Bukit Batok West Plains 1

With these latest accolades, we now have 45 SPARK certified centres across M.Y World, further reinforcing our commitment to excellence in early childhood education.

In addition, M.Y World @ Tampines Changkat also attained the 10th-year awardee of the “Start Small Dream Big” initiative.



### \*About SPARK

SPARK is a quality assurance framework awarded by the Early Childhood Development Agency to assist preschools in Singapore in raising their quality. This certification recognises centres with quality teaching and learning practices, which include a well-designed and integrated curriculum, and active pedagogies to support children's holistic development in an environment that is conducive for learning.

#### Preschool Eligibility Requirements for SPARK Application (as at 2024):

- A 24-months license tenure
- Minimum of one-year operational experience
- The preschool leader has been in the appointed position for a minimum of three months
- ECDA-registered teachers with a valid Letter of Notification
- Compliance with minimum enrolment numbers for all offered levels
- Curriculum alignment with the Early Years Development Framework and Nurturing Early Learners

# SCHOOL GREEN AWARDS 2024

We are honoured to announce that 35 of our M.Y World centres have been recognised for their outstanding sustainability efforts, in the presence of our Minister of State for the Ministry of Education, Ms Gan Siow Huang. To further celebrate our commitment to sustainability, M.Y World @ Woodlands had the privilege of setting up a booth at One Punggol Hub to showcase their sustainability living project.



**Congratulations to the following centres for their achievements:**

## Vanda Miss Joaquim Award

M.Y World @ Bidadari Alkaff Vista  
M.Y World @ Woodlands

## Singapore Kopisia Award

M.Y World @ Ang Mo Kio Central  
M.Y World @ Bishan  
M.Y World @ Boon Keng  
M.Y World @ Bukit Batok West Plains 1  
M.Y World @ Bukit Panjang  
M.Y World @ Compassvale Ancilla  
M.Y World @ Dawson  
M.Y World @ Marsiling Greenview  
M.Y World @ Sembawang Drive  
M.Y World @ Simei  
M.Y World @ Tampines Changkat  
M.Y World @ Tiong Bahru View  
M.Y World @ Upper Serangoon View  
M.Y World @ Yishun Fern Grove.

## Yellow Flame Award

M.Y World @ Admiralty  
M.Y World @ Ang Mo Kio  
M.Y World @ Buangkok Woods  
M.Y World @ Bukit Batok West Plains 2  
M.Y World @ Bukit Batok West Quarry  
M.Y World @ Canberra Eastlink  
M.Y World @ Hougang  
M.Y World @ Hougang DewCourt  
M.Y World @ Kang Ching  
M.Y World @ Matilda Court  
M.Y World @ Sun Natura  
M.Y World @ Tampines Central  
M.Y World @ Tampines GreenView  
M.Y World @ Tampines North  
M.Y World @ Telok Blangah Rise  
M.Y World @ Tenteram Peak  
M.Y World @ Yishun  
M.Y World @ Yishun Palm Breeze  
M.Y World @ Yishun Northland

# SINGAPORE HEALTH AWARD 2024

Five of our centres have been recognised with the esteemed Singapore HEALTH Award, underscoring our commitment to promoting the health and well-being of our children. This achievement follows the successful attainment of the Healthy Preschool Award (Platinum) for three consecutive assessment periods.

## Congratulations to the following award-winning centres:

- M.Y World @ Ang Mo Kio
- M.Y World @ Canberra
- M.Y World @ Sun Natura
- M.Y World @ Tampines North
- M.Y World @ Hougang DewCourt.



These centres have gone above and beyond to create a healthy environment that supports the growth of our young learners. The Platinum accreditation from the Health Promotion Board highlights their exceptional efforts in prioritising children's well-being and nutritional needs. We will remain dedicated to shaping a healthier, brighter future for our children.

# Summary

# FINANCIAL STATEMENT

For the year ended 31 December 2024

	2024	2023
	S\$'000	S\$'000
<b>STATEMENT OF FINANCIAL POSITION</b>		
Property, Plant & Equipment	10,109	9,644
Rights-of-use Assets	4,394	3,730
Current Assets	58,624	52,603
<b>Total Assets</b>	<b>73,127</b>	<b>65,977</b>
Current Liabilities	(23,738)	(18,656)
Non-Current Liabilities	(8,077)	(7,464)
<b>Total Liabilities</b>	<b>(31,815)</b>	<b>(26,120)</b>
<b>NET TOTAL ASSETS</b>	<b>41,312</b>	<b>39,857</b>
<b>ACCUMULATED FUND</b>	<b>41,312</b>	<b>39,857</b>

	2024	2023
	S\$'000	S\$'000
<b>STATEMENT OF COMPREHENSIVE INCOME</b>		
Revenue		
Child Care and Infant Care	53,301	47,017
Government Grants	72,927	53,786
Others	1,876	1,739
<b>TOTAL REVENUE</b>	<b>128,104</b>	<b>102,542</b>
Operating Expenses		
Employee benefits expense	(103,905)	(81,526)
Depreciation of plant & equipment	(3,598)	(3,966)
Depreciation of rights-of-use assets	(2,450)	(2,164)
CSR expense	(494)	(500)
Child Care and Infant Care operating expenses	(14,702)	(13,289)
Donation to MYMCA from unrestricted fund	(1,500)	-
<b>TOTAL OPERATING EXPENSES</b>	<b>(126,649)</b>	<b>(101,445)</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>1,455</b>	<b>1,097</b>
<b>STATEMENT OF CHANGES IN ACCUMULATED FUND</b>		
BALANCE AS AT 1 JANUARY	39,857	38,760
TOTAL COMPREHENSIVE INCOME	1,455	1,097
<b>BALANCE AS AT 31 DECEMBER</b>	<b>41,312</b>	<b>39,857</b>
<b>STATEMENT OF CASH FLOWS</b>		
Net cash effect of operating activities	6,540	2,156
Net cash effect of investing activities	(2,950)	(4,696)
Net cash effect of financing activities	266	(746)
Net change in cash and cash equivalents	3,856	(3,286)
<b>Cash and cash equivalents as at 1 January</b>	<b>36,695</b>	<b>39,981</b>
<b>Cash and cash equivalents at 31 December</b>	<b>40,551</b>	<b>36,695</b>

The above summary financial statements are based on financial statements audited by Cypress Singapore Public Accounting Corporation. A copy of the full audited accounts can be viewed at the website @[www.mymca.org.sg](http://www.mymca.org.sg).

# GOVERNANCE & LEADERSHIP

MY World Preschool Ltd is incorporated under the Companies Act (Cap 50) and is a Company Limited By Guarantee. The Company is deemed a wholly owned subsidiary company of Metropolitan Young Men's Christian Association (MYMCA). MYMCA shall have full control and ownership of the Company. The Company is a Charity under the Charities Act, as its objects and purposes are aligned with the charitable objects and purposes of MYMCA.

## GOVERNING STATEMENTS

As a large charity, MY World Preschool Ltd is committed to the highest standard of compliance with accounting, financial reporting, internal controls, corporate governance and auditing requirements and any legislation relating thereto. In line with this Commitment, the following policies are in place:

Constitution, ARTICLE 5, Section 4-Office Bearers: The Board of Directors shall, at the first meeting after the Annual General Meeting, elect among themselves, a President, a Vice-President and a Treasurer. These officers shall hold office for one year, or until their successors are elected and have entered upon their duties. All the office bearers are eligible for re-election, except for the Treasurer who shall be eligible to be re-elected to the position of a Treasurer for a maximum of 4 consecutive years. A person who has served as a Treasurer for 4 consecutive years can be considered for re-election after a lapse of 2 years from the end of the 4th year.

### **Term Limits:**

The Board maintains a gradual process of renewal balanced with continuity, where Directors who have served 3 terms of 3 years each will step out for at least two years when they have completed their existing 3-year term.

### **Board Evaluation**

The Board conducts self- evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter. The last exercise was conducted in 2022.

### **Conflict of Interest**

Where Board or Committee members, staff or volunteers who have vested interest in other organisations that have dealings or relationship with the MY World Preschool Ltd, and when matters involving the interests of both MY World Preschool Ltd and the other organisation are discussed, such persons shall declare their interest, and if necessary, they shall abstain from discussion and decision-making on such matters.

The Board's approval shall be sought before MY World Preschool Ltd enters into any joint venture with external parties. Where Board or Committee members, staff or volunteers have interest in such ventures, such persons shall declare their interest, and if necessary, they shall abstain from discussion and decision-making on the matter.

Recruitment of staff with close relationship (i.e. those who are more than acquaintances) with current Board or Committee members, staff or volunteers shall go through the established human resource procedures for recruitment. The Board member, staff or volunteer shall make a declaration of such relationships and shall refrain from influencing decision on the recruitment.

### **Whistleblowing**

This Policy aims to provide an avenue for employees and external parties to raise concerns and offer reassurance that they will be protected from reprisals or victimisation for whistleblowing in good faith.

### **Non-Remuneration of Directors**

All Board Directors who do not hold staff appointment do not receive remuneration.

- Key staff are not involved in setting their own remuneration, which is instead determined by Board Exco. Recruitment of staff with close relationship (i.e. those who are more than acquaintances) with current directors go through the established human resource procedures for recruitment.
- MY World Preschool Ltd does not make loans or donations to external or related parties, except as approved by the Board of Directors and reported in the financial statements.

### **Reserves**

Excluding endowment (capital), designated and restricted funds, the Organisation sets the equivalent of six month's operating expenditure as reserves to provide sufficient funds to cover management and support costs, and to assist in funding during an economic downturn or reduction in operating activities due to external environmental factors such as the COVID-19 outbreak, and to hold funds in order to meet anticipated costs of new premises for expansion in programmes.

# MY WORLD PRESCHOOL LTD BOARD OF DIRECTORS 2024/2025

MY World Preschool Ltd was incorporated as a Company Limited by Guarantee and recognized as a Charity in January 2014. The Directors usually met together with the MYMCA Board, with two exceptional meetings in June and November.

The Board of Directors met on on 7 May, 18 Jun, 27 Jul, 1 Oct, 15 Oct, 18 Nov 2024, 21 Jan and 26 Mar 2025.

A Board Retreat was held on 27 Jul 2024\* and 24 to 28 Mar 2025#

No	Board Director	Profession, Employer	Date Appointed	Position / Committee Chairmanship	Years on the Board	Board Attendance
1.	Dr Samuel Yeak Chow Lin	ENT Specialist, Amandela ENT Head & Neck Surgery Centre	2014	President	11	7/8#
2.	Prof Leslie Chew Kwee Hoe, PBM, SC	Dean, School of Law, Singapore University of Social Science	2016	Vice President	9	7/8
3.	Mr Eugene Lim, PBM	Director of Resource Development, TWR Asia	2016	Hon Treasurer	9	7/8*#
4.	Dr Seet Chim Chuan Irwin	Director, Student Development, Singapore Sports School	2016	Member	9	8/8*#
5.	Mr David Wong Wei Li, PBM	Businessman, Acekidz Group	2016	Member	9	5/8#
6.	Mr Terrence Chee Teng Hsiu	Corporate Investment and Financial Services Advisor	2017	Member	8	7/8*

No	Board Director	Profession, Employer	Date Appointed	Position / Committee Chairmanship	Years on the Board	Board Attendance
7.	Mr Lim I-Ern Charis Gabriel	CEO, Research Communication International Pte Ltd	2017	Member	8	8/8*#
8.	Ms Irene Chong	Partnership Director, Compassion International (Singapore) Ltd	2019	Member	6	5/8*#
9.	Ms Chan Lin Yun Grace	Group CEO, MYMCA & MY World Preschool Ltd	2020	Member	5	8/8*#
10.	Mr Gary Daniel Chia	Partner, KPMG Advisory LLP	Jul 2024	Member	Less than a year	5/6*#
11.	Ms Sim Khia Mui Charmaine	Board Director, APSN Education Services Ltd	Sep 2024	Member	Less than a year	5/5#
12.	Dr Seng Seok Hoon Alice	Assoc Prof (Retired), NIE	2014 (Retired Sep 2024)	Member	10	1/3

## Advisers

### Bankers:

OCBC, BEA, RHB, DBS

### Auditors:

Cypress Singapore PAC (external)

Ms Tang Mei Ling (internal)

# M.Y WORLD PRESCHOOL LTD STANDING COMMITTEES 2024/2025

Apart from Board meetings, Directors also attended various Committee meetings in the course of the year.

<b>I. EXCO / BOARD NOMINATIONS &amp; DEVELOPMENT (Management Representative: Group Chief Executive Officer Grace Chan)</b>	<b>CHAIRPERSON &amp; Members 2024-2025</b>	<b>MEETING 2024-2025</b> <ul style="list-style-type: none"> <li>• 25 Jun 2024</li> <li>• 27 Aug 2024</li> <li>• 26 Nov 2024</li> <li>• 14 Jan 2025</li> <li>• 25 Feb 2025</li> </ul>
<p><b>EXCO:</b></p> <ul style="list-style-type: none"> <li>• The EXCO facilitates decision-making of the Group in-between Board meetings.</li> </ul> <p><b>2. The Terms of Reference are as follows:</b></p> <ul style="list-style-type: none"> <li>• Reviews and approves operational strategy, plans and policies</li> <li>• Provides direction and guidance to and oversees management's performance</li> <li>• Reviews and provides support for budget and monitors financial performance</li> <li>• Reviews and approves allocation of resources</li> </ul> <p><b>Board Nominations &amp; Development:</b></p> <ul style="list-style-type: none"> <li>• The Board Development Committee considers full members for service and leadership through the Board of Directors and Board Committees.</li> <li>• The Committee comprises the Exco and such other Board members as may be appointed by the Board into the Nomination Committee for the year.</li> <li>• The Committee must be familiar with the Constitution, By-Laws and policies on recruiting and nominating Board members.</li> <li>• The Terms of Reference are as follows:</li> <li>• Leads the recruitment process for the Board</li> <li>• Establishes KPIs / evaluation process for individual members and the Board at least once a year</li> <li>• Maintains records of current Directors' skills, experiences, and terms of service</li> <li>• Analyses the current Board's skills and gaps; anticipates future needs of the Board</li> <li>• Screens suitable candidates and recommends them to the Board of Directors</li> <li>• Ensures new Board members receive proper orientation and existing Board members acquire skills on Board governance</li> </ul>	<p>MR CHARIS LIM</p>	<p>5/5</p>
	<p>Dr Irwin Seet</p>	<p>5/5</p>
	<p>Mr Gary Chia</p>	<p>5/5</p>
	<p>Mr Terrence Chee</p>	<p>3/5</p>
	<p>Mr Clarence Ling</p>	<p>4/5</p>
	<p></p>	<p></p>
	<p>MY World Preschool Ltd:</p>	<p></p>
	<p>DR SAMUEL YEAK</p>	<p>5/5</p>
	<p>Prof Leslie Chew</p>	<p>4/5</p>
	<p>Mr Eugene Lim</p>	<p>4/5</p>

\*Attendance for EXCO Meeting on 29 April 2025 is not included in this report.

<b>II. HUMAN RESOURCE</b> <b>(Management Representative: Senior Manager Tan Joo Lin &amp; General Manager Jenny Wong)</b>	<b>CHAIRPERSON &amp; Members 2024-2025</b>	<b>MEETING 2024-2025</b> <ul style="list-style-type: none"> <li>• 03 Jun 2024</li> <li>• 14 Oct 2024</li> </ul>
<b>Human Resource:</b> <ol style="list-style-type: none"> <li>1. The Human Resource Committee considers all matters related to staff employment, as well as volunteer recruitment and development.</li> <li>2. The Terms of Reference are as follows: <ul style="list-style-type: none"> <li>• Policies and Compensation <ul style="list-style-type: none"> <li>◦ Reviews annually M.Y World’s organisational structure, compensation philosophy, performance management system and compensation guidelines, human resources policies and recommend to the board any necessary changes.</li> <li>◦ Reviews the annual adjustments to compensation proposed by the GCEO.</li> </ul> </li> <li>• Succession Planning <ul style="list-style-type: none"> <li>◦ Reviews management’s succession and development plans for senior management staff.</li> <li>◦ Conducts interviews/exit interviews of C-Suite positions.</li> </ul> </li> </ul> </li> </ol>	<b>MR CHARIS LIM</b>	2/2
	<b>Mr Gary Chia</b>	0/2
	<b>Dr Samuel Yeak</b>	1/2
	<b>Prof Leslie Chew</b>	1/2
	<b>Ms Charmaine Sim</b>	2/2
	<b>Ms Anuradha Naik</b>	1/2

<b>III. FINANCE &amp; INVESTMENT</b> <b>(Management Representative: Group Chief Financial Officer Veronica Chua)</b>	<b>CHAIRPERSON &amp; Members 2024-2025</b>	<b>MEETING 2024-2025</b> <ul style="list-style-type: none"> <li>• 20 Jun 2024</li> <li>• 16 Jul 2024</li> <li>• 21 Aug 2024</li> <li>• 11 Nov 2024</li> </ul>
<b>Finance &amp; Investment:</b> <ol style="list-style-type: none"> <li>1. The Finance &amp; Investment Committee considers all financial and investment matters of the Association.</li> <li>2. The Terms of Reference are as follows: <ul style="list-style-type: none"> <li>• Reviews and recommends investment and reserves policies and strategies to the Board for approval</li> <li>• Monitors the investment of surplus funds according to the Organisation’s investment policy</li> <li>• Reviews and recommends for Board approval any loans or donations made to external parties</li> <li>• Provides strategic direction on the long-term financial and assets development including purchase, sale &amp; lease of properties for investment purposes</li> <li>• Reviews annual budgets and financial performance</li> <li>• Reviews and proposes to the Board for approval of annual audited financials</li> </ul> </li> </ol>	<b>MR TERRENCE CHEE</b>	4/4
	<b>Mr Gary Chia</b>	2/4
	<b>Mr Eugene Lim</b>	3/4
	<b>Ms Irene Chong</b>	4/4
	<b>Mr Wayne Soo</b>	1/4
	<b>Mr Paul Seah</b>	4/4
	<b>Mr Jason Lee</b> <b>(Joined Aug 2024)</b>	1/2

IV. AUDIT (Management Representative: Head of Internal Audit Tang Mei Ling)	CHAIRPERSON & Members 2024-2025	MEETING 2024-2025 <ul style="list-style-type: none"> <li>27 Jun 2024</li> <li>04 Dec 2024</li> </ul>
<b>Audit:</b> <ol style="list-style-type: none"> <li>The Audit Committee considers any appropriate matter relating to corporate governance and compliance, internal controls, processes and systems of the Association, including risk management.</li> <li>The Terms of Reference are as follows: <ul style="list-style-type: none"> <li>Recommends the appointment, re-appointment or replacement of external and internal auditors</li> <li>Ensures periodic internal audit on controls, processes, key programmes and events. These include reviews on accounting policies, procurement procedures, receipt and payment procedures and controls</li> <li>Monitors compliance with corporate governance and statutory requirements</li> <li>Ensures that risk management procedures and measures are in place with close monitoring of critical risks and periodic review and updates of risk register</li> </ul> </li> </ol>	MR GARY CHIA	2/2
	Mr Terrence Chee	2/2
	Mr Eugene Lim	0/2
	Mr Wayne Soo	1/2
	Mr Paul Seah	2/2

V. DIGITAL TRANSFORMATION (Management Representative: Group Assistant General Manager Eleanor Tan & Head of Process Innovation & Transformation Adrian Lim)	CHAIRPERSON & Members 2024-2025	MEETING 2024-2025 <ul style="list-style-type: none"> <li>28 May 2024</li> <li>10 Oct 2024</li> </ul>
<b>Digital Transformation:</b> <ol style="list-style-type: none"> <li>The Management Information Technology Committee considers matters relating to the effective use of IT in support of the Organisation's service, impact and reach.</li> <li>The Terms of Reference are as follows: <ul style="list-style-type: none"> <li>Identifies opportunities to leverage digital technologies to enhance the delivery of community services and programmes</li> <li>Assesses the impact of digital transformation initiatives on beneficiaries, volunteers, members and other stakeholders</li> <li>Monitors progress and evaluates the effectiveness of digital initiatives to ensure that these initiatives are accessible, inclusive, and aligned with the needs of underserved communities</li> <li>Identifies and assesses potential risks associated with digital transformation efforts, including data privacy concerns, cybersecurity threats, and digital divide issues</li> <li>Considers risk mitigation strategies and contingency plans related to cyber security, including but not limited to data breaches, to safeguard the Organisation's reputation and mission</li> </ul> </li> </ol>	MR WAYNE SOO	2/2
	Mr Gary Chia	1/2
	Mr Steven Toh	2/2
	Mr Eddie Leong	2/2
	Mr Paul Seah	1/2
	Mr Karl Teoh	2/2
	Mr Krystaller Foo	2/2

**Non-Board Members**

Note: Committees will have 3-7 members each (with the exception of Exco / Board Nominations & Development). Presidents and GCEO are ex-officios.

# GOVERNANCE EVALUATION CHECKLIST SUBMISSION FOR THE PERIOD JANUARY 2024 TO DECEMBER 2024

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or “Partial Compliance”, please explain.
<b>Principle 1: The charity serves its mission and achieves its objectives.</b>				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity’s governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Partial Compliance	No separate strategic plan for MY World Preschool Ltd. Follows that of MYMCA.
3	Have the Board review the charity’s strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan.  “Capacity” refers to a charity’s infrastructure and operational resources while “capability” refers to its expertise, skills and knowledge.	1.4	Yes	
<b>Principle 2: The charity has an effective Board and Management.</b>				
5	The Board and Management are collectively responsible for achieving the charity’s charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance  * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes	
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes	
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).  For Treasurer (or equivalent position) only:  a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.  i. After meeting the maximum term limit for the Treasurer, a Board member’s reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.  ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer’s years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes	

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance’, please explain.
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes	
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board’s decision-making.	2.8	Yes	
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.  For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member’s years of service would continue from the time he/she left the Board.  b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers’ positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity’s term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).  c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes	
14	For Treasurer (or equivalent position) only:  d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.  i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Yes	
<b>Principle 3: The charity acts responsibly, fairly and with integrity.</b>				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes	
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
19	Establish a Code of Conduct that reflects the charity’s values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	
20	Take into consideration the ESG factors when conducting the charity’s activities.	3.5	Yes	

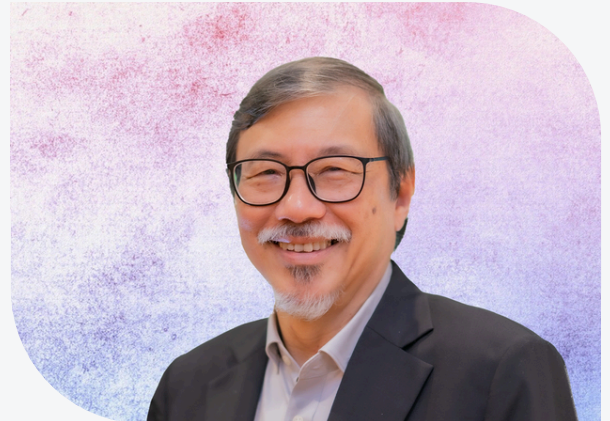
S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or “Partial Compliance”, please explain.
<b>Principle 4: The charity is well-managed and plans for the future.</b>				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity’s objectives.  a. Ensure the Board approves the annual budget for the charity’s plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity’s objectives.  b. Implement appropriate internal controls to manage and monitor the charity’s funds and resources. This includes key processes such as:  i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes	
23	Seek the Board’s approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity’s processes to manage these risks.	4.3	Yes	
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes	
26	The charity’s audit committee or equivalent should be confident that the charity’s operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes	
<b>Principle 5: The charity is accountable and transparent.</b>				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity’s governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	
30	The charity should disclose the following in its annual report:  a. Number of Board meetings in the year; and b. Each Board member’s attendance.	5.3	Yes	
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	

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance’, please explain.
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity’s governing instrument.	5.6b	Yes	
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	
<b>Principle 5: The charity is accountable and transparent.</b>				
36	Develop and implement strategies for regular communication with the charity’s stakeholders and the public (For example, focus on the charity’s branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	
37	Listen to the views of the charity’s stakeholders and the public and respond constructively.	6.2	Yes	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	

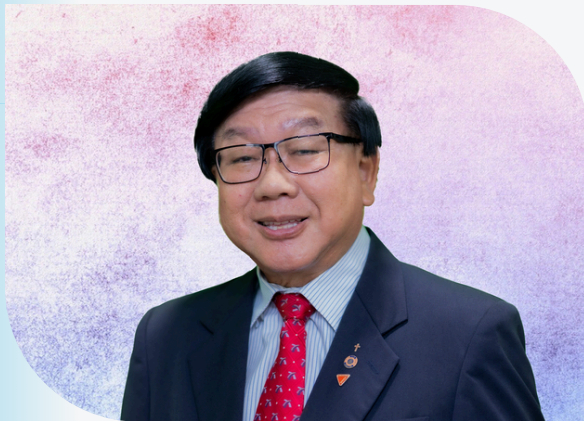
# BOARD *of* DIRECTORS



**Dr Samuel Yeak Chow Lin**  
President



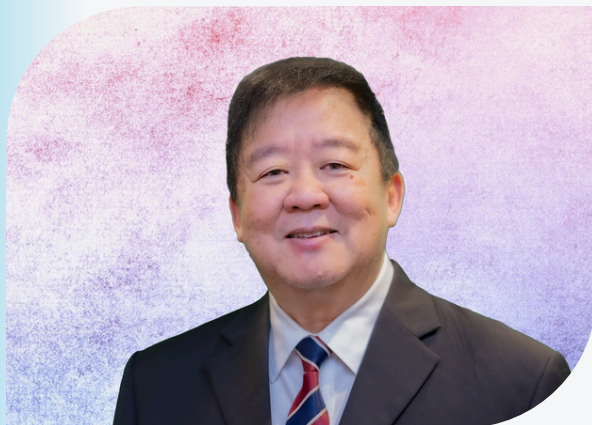
**Prof Leslie Chew Kwee Hoe, PBM, SC**  
Vice President



**Mr Eugene Lim, PBM**  
Hon Treasurer



**Mr Lim I-Ern Charis Gabriel**



**Dr Seet Chim Chuan Irwin**



**Mr Terrence Chee Teng Hsiu**



**Mr David Wong Wei Li, PBM**



**Ms Irene Chong**



**Ms Chan Lin Yun Grace**



**Mr Gary Daniel Chia  
(Appointed Jul 2024)**



**Ms Sim Khia Mui Charmaine  
(Appointed Sep 2024)**



**Dr Alice Seng  
(Retired Sep 2024)**

# SENIOR LEADERSHIP *Team*



**Grace Chan Lin Yun**  
Group Chief Executive Officer



**Chua Ching Khim Veronica**  
Group Chief Financial Officer



**Dr May See Yock Har**  
Senior General Manager



**Wong May Ching Jenny**  
Head, Partnerships &  
International Collaborations



**Choy Pei Ling Jane**  
Head, Projects, Operations  
& Sustainability



**Adrian Lim**  
Head, Process Innovation  
& Transformation



# OUR CENTRES

## NORTH

1. Admiralty\*
2. Canberra\*
3. Canberra Eastlink\*
4. Marsiling Greenview\*
5. Sembawang Drive\*
6. Sun Natura \*
7. Woodlands\*
8. Woodlands Circle\*
9. Woodlands Glade
10. Yishun\*
11. Yishun Fern Grove\*
12. Yishun Northland\*
13. Yishun Palm Breeze\*
14. Yishun Valley Spring\*

## CENTRAL

15. Bidadari Alkaff Vista\*
16. Bishan\*
17. Boon Keng\*
18. Dawson
19. Leng Kee\*
20. McNair Towers\*
21. St George's\*
22. Telok Blangah Rise\*
23. Tenteram Peak\*
24. Tiong Bahru View\*

## EAST

25. Pasir Ris\*
26. Simei\*
27. Tampines Central\*
28. Tampines Changkat\*
29. Tampines GreenView\*
30. Tampines GreenWeave
31. Tampines North\*

## NORTH-EAST

32. Anchorvale Parkview\*
33. Ang Mo Kio\*
34. Ang Mo Kio Central\*
35. Buangkok Woods\*
36. Compassvale Ancilla\*
37. Hougang\*
38. Hougang DewCourt\*
39. Matilda Court\*
40. Punggol Edge\*
41. Serangoon North\*
42. Upper Serangoon View\*
43. Waterway SunDew\*
44. Waterway Sunrise (new)
45. Punggol Northshore
46. Punggol Point Woods (new)
47. Rivervale Shores (new)

## WEST

48. Bukit Batok West Plains 1 \*
49. Bukit Batok West Plains 2
50. Bukit Panjang\*
51. Kang Ching\*
52. Teban Gardens\*
53. Bukit Batok West Quarry\*
54. Keat Hong Verge

\*SPARK-certified centres

M.Y World Preschool is an Anchor Operator Appointed by



**Early Childhood**  
Development Agency

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 [MYWorldPreschoolSG](https://www.instagram.com/MYWorldPreschoolSG)

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

 [www.myworld.org.sg](http://www.myworld.org.sg)

**MY WORLD PRESCHOOL LTD**  
60 Stevens Road, Singapore 257854  
Tel: 6839 7688 | [www.myworld.org.sg](http://www.myworld.org.sg)

## **DEVELOPMENT SUPPORT-LEARNING SUPPORT (DS-LS)**

All M.Y World centres, with the exception of new centres, offer the Development Support-Learning Support (DS-LS) programme. This programme aims to provide low levels of early intervention support for K1 and K2 children. Targeted developmental or learning support is provided in areas such as literacy, speech and language, behaviours, social skills and fine/ gross motor skills. DS-LS programme is conducted within the preschool to support children in their natural learning environment.