



artsWOK

collaborative



Annual Report

Financial Year 2025/2026

(Year Ended 31 March 2026)

Developing Community Creatively

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Organisational Overview

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Team ArtsWok at Let's Masak & Makan!

Participants of ArtsWok Greenhouse Sessions #26 getting to know each other's respective community-engaged practice.

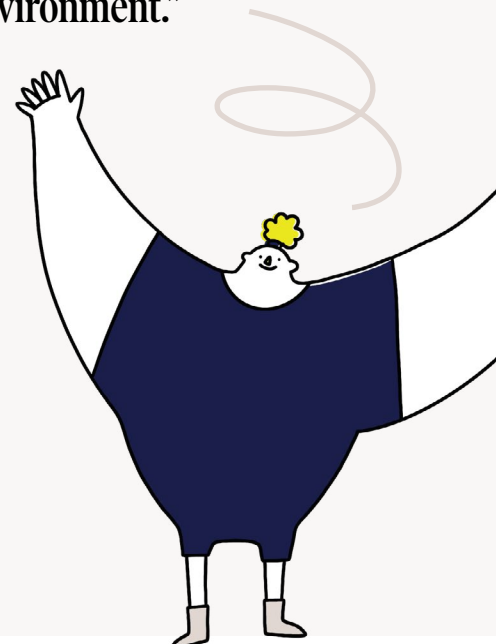


“Our Annual Report captures our 2025–2026 story. Discover the story of who we are, the work we do, and the shared purpose that drives us at ArtsWok Collaborative.

Founded in 2012 by Ko Siew Huey and Ngiam Su-Lin, ArtsWok was created in response to the growing isolation and disconnect within society. We believe that human flourishing is only possible through healthy connections — with ourselves, one another, our communities, and the environment.”



Participants of *Navigating End-Of-Life Conversations with Confidence* forming 'still images' to express unforgettable moments shaped by the environments they work in.



Vision, Mission, Values, Objectives

Our Vision

Inclusive communities that allow the full expression of human potential.

Our Mission

To nurture thriving communities by harnessing the power of the arts to create dialogue, invite social participation, and build bridges across difference.

Our Values

1. **Collaboration:** Harnessing strengths and sharing resources through processes that foster mutual respect, shared decision-making, honesty, and open communication.
2. **Empathy:** Connecting with others by maintaining an openness, suspending judgement, and listening deeply.
3. **Creativity:** Permitting time and space to play, fail, imagine, and experiment.
4. **Agency:** Recognising everyone has strengths and abilities to be agents of change, and to be equipped to realise their potential.

Our Objectives

- To facilitate change by enabling communities to express identity, concerns, and aspirations through the language of the arts.
- To work with multidisciplinary teams to design and implement arts-based civic engagement projects.
- To pilot innovative arts programmes in community settings.
- To convene a community of practice, and to conduct networking and training.
- To conduct research and advocacy in the field of arts-based community development.

Organisational Information

ArtsWok Collaborative Limited ('ACL') was set up as a company limited by guarantee on 30 October 2014. It was registered as a Charity under the Charities Act on 29 September 2015, and accorded IPC (Institution of a Public Character) status from 1 October 2020 to 30 November 2027.

ACL has a Memorandum and Articles of Association as its governing instrument.

Unique Entity Number (UEN)

201432448C

Banker

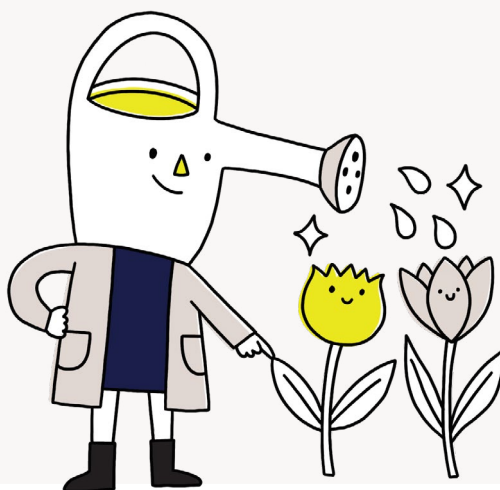
Oversea-Chinese Banking Corporation Limited

Registered Address

Goodman Arts Centre, 90 Goodman Road,
Blk B #03-07, S(439053)

Auditor

JCP Trust PAC



Leadership

Governing Board Members

Name	Designation	Occupation	Past Board Appointments
Liew Bol Lit Bruce	Chairperson (Since 8 Apr 2025)	Senior Director of Disability and Inclusion, AWWA Ltd	Board Member (1 Nov 2023)
Ngiam Su-Lin	Vice-Chairperson (Since 25 Jun 2018)	Executive Director, ArtsWok Collaborative	Treasurer (4 Nov 2016) Vice-Chairperson (4 Nov 2014)
Goh Su Lin	Treasurer	Mediator & Learning Coach	Since 8 Apr 2025
Ranganayaki D/O K Thangavelu	Board Member	Lecturer & Community Development Practitioner	Since 1 Nov 2023
Simon Siah Ching Yuan	Board Member	Founder, Qurious Consulting	Since 1 Nov 2023

Executive Management Team

Name	Position	Appointed since
Ngiam Su-Lin	Executive Director	Apr 2018
Seah Sze Yunn	Director (Strategic Development)	Jun 2021

Organisational Structure

Board of Directors

Chairperson: **Bruce Liew**
Vice-Chairperson: **Ngiam Su-Lin**
Treasurer: **Goh Su Lin**
Member: **Ranganayaki Thangavelu**
Member: **Simon Siah**

Executive Director

Ngiam Su-Lin
Resource Development,
Programme Development,
Human Resource Strategy,
Compliance & Oversight

Director, Strategic Development

Seah Sze Yunn
Strategic Planning & Management,
Resource Management,
Strategic Communication,
Programme Development

Programme Manager

To be Hired
Programme Management,
Partnership Development,
Fundraising

Company Manager

Jerusha Tan
Human Resource, Finance,
Operations Management,
Marketing & Communication
Management, Grant Management,
Governance Support

Manager, Programme & Engagement

Jennifer Kwan
Programme Management,
Stakeholder Management,
Fundraising

Senior Programme Executive

Durrah Qistina
Programme Operations
& Administration,
Partnership Support

Content Creator

Kyara Devaser
Marketing Content
Development,
Marketing
Communication
Operations

Communication & Marketing Executive (Left in 2025)

Idelle Yee
Communication
Operations, Stakeholder
Engagement Operations

Programme Executive

To be Hired
Programme Operations
& Administration,
Partnership Support

FY25 saw some changes in our team composition, and we closed the financial year with a total of six staff members.

We bid farewell to Idelle Yee, our communication & engagement executive of a year in July 2025.

Our Board marked a transition as Dr Justin Lee stepped down after serving as Chairperson since 2014. Existing board member Bruce Liew succeeded him as Chairperson, while Goh Su Lin joined the Board in April as Treasurer.



From left to right: Simon Siah, Ranga Thangavelu, Bruce Liew, Ngiam Su-Lin, and Goh Su Lin.

Executive Director's Note

This past year has been one of beginnings, bold firsts, and joyful gatherings. From launching a new workshop series for seniors to receiving the renewal of our Institution of a Public Character (IPC) status, we remain deeply grateful for the community of supporters, partners, and practitioners who cheer us on each step of the way.

Our inaugural fundraiser dinner, *Let's Masak & Makan!*, was a wonderful reflection of this. Rather than a formal gala, we wanted a warm, participatory space that mirrored our process-driven work. Gathering over two nights to mix and make our own nasi ulam together really brought our core values of community, creativity, and care to life.

Beyond these moments of celebration, FY25 was spent creating spaces that nourish and connect the communities we work with and the practitioners who walk alongside us. We launched *Piece of Mine*, an eight-week workshop series, to support seniors at Active Ageing Centres in reflecting on their values, legacies, and end-of-life choices.

We also introduced our one-day workshop on *Navigating End-of-Life Conversations with Confidence* for care practitioners — building on an earlier pilot to equip participants with the tools and confidence for holding sensitive conversations as part of their professional practice.

None of this work happens in isolation. Thank you for offering your heart, energy, and trust to ArtsWok. We look forward to continuing this work together in the year ahead!

Ngiam Su-Lin



Year In Review

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Programme partners Aqid and Murni of Sendok Rakyat serving rice to guests at *Let's Masak & Makan!*



Activities

Creative Producing

As creative producers, we bring together collaborators from across sectors to design and deliver community-based arts projects that exemplify the potential of the arts to drive positive social change. Our flagship programme Both Sides, Now captures the breadth and depth of our arts-based work by developing spaces that encourage end-of-life conversations through community engagement, community development, and public outreach.

**Both
Sides,
Now** Living well,
Leaving well

Both Sides, Now

Piece of Mine participants engaged in making memory domes as part of their creative output.



Both Sides, Now

Both Sides, Now remains the heartbeat of our work. To complement our long-term community engagement and development efforts, we have introduced targeted workshop offerings — such as *Piece of Mine* and *Navigating End-of-Life Conversations with Confidence* — to create multiple, accessible entry points for diverse audiences.

[Both Sides, Now Website](#)

[Both Sides, Now Facebook](#)

[Both Sides, Now Instagram](#)

[Both Sides, Now YouTube](#)

A volunteer workshop assistant helping a *Piece of Mine* participant map out significant people, spaces, and activities.



Piece of Mine

Piece of Mine completed its pilot phase this year across three Active Ageing Centres: TOUCHpoint@AMK 433, Lions Befrienders AAC @ Tampines 494E, and PCS Cedar Tree AAC @ Jalan Bukit Merah. We conducted the workshop series separately in English and Mandarin, engaging seniors across different socio-economic demographics.

Piece of Mine increased arts access for seniors by bringing quality creative experiences into their daily spaces. The workshop series provided a safe environment to navigate complex themes of legacy and mortality, while enabling social connection and community building. The impact was tangible. Seniors showed heartening shifts in their attitudes towards end-of-life matters. At the same time, the sharing of personal stories strengthened interpersonal connections and emotional well-being.

Pilot evaluation data highlights the deep resonance and practical impact of the workshop series:

- 97% rated *Piece of Mine* as “Good” or “Excellent”
- 94% knew how to start end-of-life conversations with loved ones
- 86% had a good understanding of how to carry out end-of-life planning
- 72% felt confident talking to loved ones about their end-of-life wishes
- 79% felt *Piece of Mine* helped them make new connections

Building on the success of this pilot, we have refined workshop plans and aim to double the number of series runs in FY26.

[Piece of Mine Webpage](#)

[Piece of Mine Video](#)

Piece of Mine

When

2025–2026

Partners

Lee Foundation

Kwan Im Thong
Hood Cho
Temple

BinjaiTree

Diana Koh Fund

Casket Fairprice

Reach

45 participants

49 attendees for
the final sharing
sessions

Piece of Mine participants making collages during one of the sessions.



“I started talking about [these workshops] and even brought it up to my children and siblings. Sometimes we don’t think about ourselves... I am very grateful [for this]”

Liang Leng
Piece of Mine Participant

“Through [Piece of Mine], I got to know more residents... I’m not the type to mix around easily, and now I hope to interact more with them. [This] reconfirmed what I need to do and all that I dreaded doing because I couldn’t decide what to do. Now that I’m nearing my 80s, I really have to plan properly.”

Jennifer
Piece of Mine Participant



A senior participant expressing her reflections on end-of-life matters through dialogue and personal sharing.

Navigating End-of-Life Conversations with Confidence

In November, we held two runs of our newest arts-based lab led by artist-facilitators Kok Heng Leun, Adib Kosnan, and Michael Cheng.

Designed for practitioners in community and healthcare settings, the one-day workshop provided a safe space to build the courage and clarity needed for one of life's most difficult conversations. Through creative and drama-based exercises, participants encountered fresh perspectives on mortality while reflecting on their own responses. By exploring the complex fears and emotions that clients or community members carry, care practitioners strengthened their capacity to respond with greater intentionality, sensitivity, and care.

This experience sharpened participants' intuitive skills, leaving them better prepared and motivated to navigate sensitive conversations while remaining grounded in their practice. For ArtsWok, *Navigating End-of-Life Conversations with Confidence* marks an expansion in our work, demonstrating our capacity to curate specialised spaces that address the specific emotional and professional demands of practitioners in the arts and health field.

[Lab Webpage](#)

Navigating End-of-Life Conversations with Confidence

When

18 & 21 Nov 2025

Reach

39 participants

Mapping various highs and lows in their lives, participants identified individual milestones that have shaped who they are as part of the "Life Journey" activity.



In the “Blind Walk” activity, participants move through the space with their eyes closed and reflect on what it means to navigate unfamiliar situations.



“It helped me see end-of-life from a broader perspective with less rigidity, and pressure on myself to have certain skillsets.”

“It provided practical language, structure, and strategies that make [end-of-life conversations] feel more grounded and compassionate.”

Participants of
Navigating End-of-Life
Conversations with Confidence



Participants wrote letters to their future selves as a form of sense-making and encouragement.

ArtsWok Fundraiser Dinner 2025: Let's Masak & Makan!

On 23 August and 11 October, ArtsWok hosted our first-ever fundraiser dinner. Guided by facilitators Aqid and Murni of Sendok Rakyat, guests came together for an evening of conversation, community, and nourishment. With the heady aroma of herbs filling the space, the hands-on process of preparing ingredients and building their own nasi ulam recipes became a joyful, sensory experience.

Sharing a meal in this manner offers a meaningful, playful way to connect over our work — with a cheeky nod to the 'wok' in ArtsWok. Rather than a formal dinner, it embodies who we are as an organisation: warm, grounded, and creative. Moving forward, our fundraising event will become an annual fixture on our calendar, though it may take different forms.

[Highlights Recap Video](#)

ArtsWok Fundraiser Dinner 2025: Let's Masak & Makan!

When

23 Aug 2025

11 Oct 2025

Partner

Kampung Siglap
by New Hope
Community
Services

Reach

77 attendees

Senior collaborators from BSN at Yishun reconnecting with past volunteers at our fundraiser dinner.





Guests taking in the sight and smells of various ingredients for their nasi ulam.

“I’ve always really been impressed by ArtsWok’s programmes because they commit to the process of how human beings relate to each other. The quality of that relationship is central to everything they do, to truly listen, to be present, to allow people to share, and we all grow as a result.”

Ijlal
Donor of ArtsWok Collaborative



Capability Development

ArtsWok actively supports the capability development of practitioners in the field of arts-based community development.

We accomplish this through the following programmes:

- **ArtsWok Greenhouse Sessions**

A network of practitioners that meets biannually to share practices and insights, as well as network and explore potential collaborations.

- **The Greenhouse Lab** (On Hiatus)

An action-learning programme providing training and mentoring grounded in our expertise in arts-based community development.

- **ArtsWok Learning Forum**

A triennial touchstone event to dialogue and exchange knowledge on key developments in the field, while building cross-sector networks on a larger scale.

They attract practitioners, policymakers, and funders across diverse sectors — including arts, community, social services, healthcare, heritage, etc — who are interested in community-engaged work through arts-based and creative processes.

artsWOK
greenhouse
sessions

ArtsWok
Greenhouse
Sessions



The
Greenhouse Lab

artsWOK
Learning
Forum

ArtsWok
Learning Forum

ArtsWok Greenhouse Sessions #26 participants mapping their stakeholder relationships and identifying challenges faced.



“Through this session, I got to hear from and talk to people I’ve only seen online previously or that I’ve never met before!! I learned from and resonated a lot with their concerns despite coming from very different backgrounds.”

“It’s been a struggle to know whether I’m on the right direction in how I’m communicating about projects to funders, so it’s been great to hear similar challenges, and advice from others — makes the process less lonely and I am encouraged to keep at improving myself.”

Participants of
ArtsWok Greenhouse Sessions #26

ArtsWok Greenhouse Sessions #26

Held in February 2026, *Advocating Your Practice to Diverse Stakeholders* featured transdisciplinary artist Salty Xi Jie Ng who shared how she translates her work into different 'languages' to resonate with diverse audiences. This served as a springboard for community-engaged practitioners to map their own stakeholder challenges and explore potential documentation methods. It also allowed them to unpack the constant tension between the intangible value of their practice and the pressure for specific deliverables.

Through honest exchange and shared reflection, the session deepened engagement within our existing network while welcoming new practitioners — with 13 out of 22 participants joining an ArtsWok Greenhouse Session for the first time. Participants were bolstered by collective insight and the reassurance that these challenges need not be navigated alone. This sense of solidarity strengthens the resilience of the field, leaving practitioners better equipped to manage external expectations while staying grounded in their core work.

ArtsWok Greenhouse Sessions #26

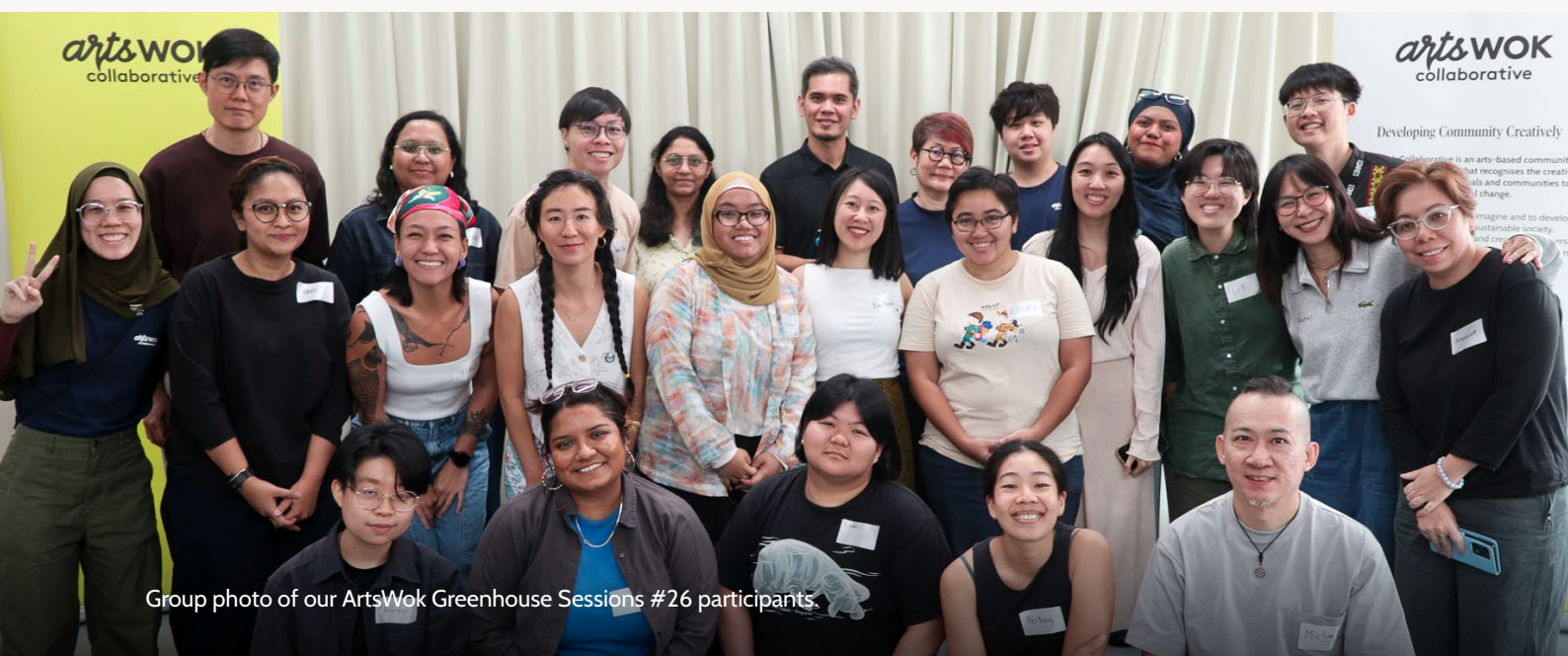
ArtsWok Greenhouse Sessions #26

When

28 Feb 2026

Reach

22 participants



Group photo of our ArtsWok Greenhouse Sessions #26 participants.



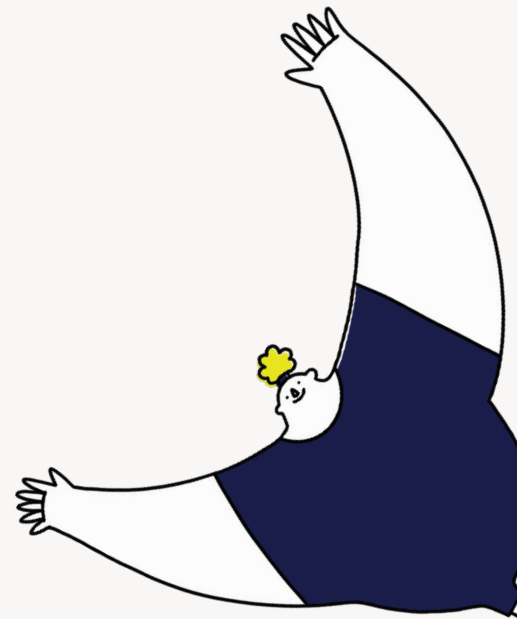
Participants sharing their experiences and insights on communicating the value of community-engaged work.

“Being sat at a table of government agency professionals [helped me] to hear more about what they look for, as funders, on a national level. The competition is different when seeking funding from them, so [that] was eye-opening :)”

Participant of
ArtsWok Greenhouse Sessions #26



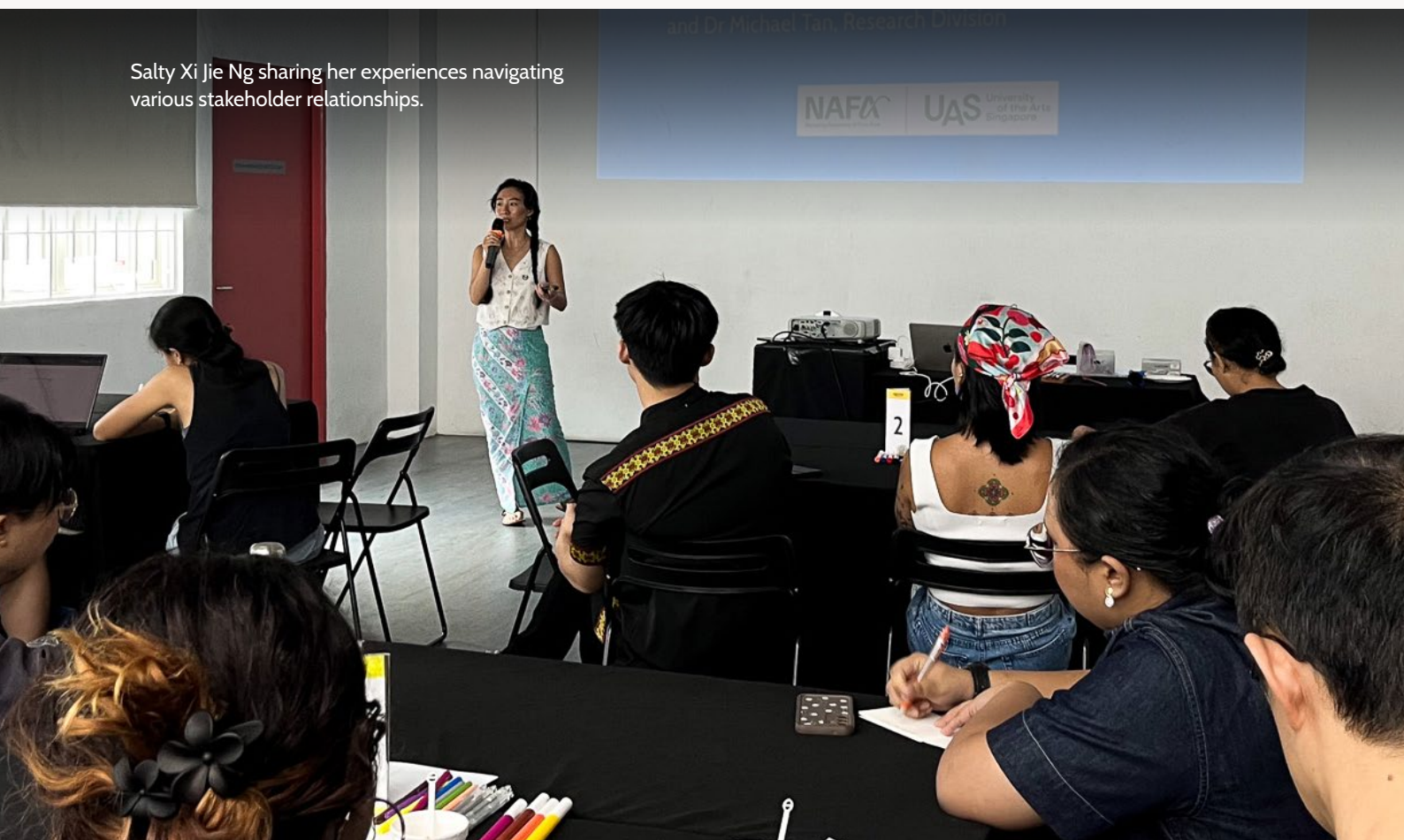
Wrapping up the session with a group discussion on the nuances of code-switching and choosing the right medium.



Research and Advocacy

The articles and case studies we publish form a core part of how we document and share best practice, as well as contribute thought leadership to arts-based community engagement and development. Hosted on our website and featured across select research portals, these resources are shared through our mailing list, social media, partner networks, and research platforms to reach a broad audience. Our readers include community practitioners, researchers, and students across the arts, community, social, and health sectors.

Salty Xi Jie Ng sharing her experiences navigating various stakeholder relationships.



Artist-Facilitator Michael Cheng leading participants in drama-based exercises during *Navigating End-Of-Life Conversations with Confidence*.

“An important part of our work is researching the field we are a part of. In turn, we also see our practice as research, and aim to constantly and critically reflect, document, and engage with others on our work. Follow me to this chapter to discover what we’ve learnt and documented this year!”



Library

The ArtsWok Library is a repository of knowledge and practice for arts-based community development in Singapore. It consists of our project journal, field studies, insight reports, and research papers.

We published 3 project journal entries this year.

Our Project Journal offers a behind-the-scenes view of ArtsWok's work across artistic, programme management, and stakeholder perspectives. This year's entries share intimate insights through the eyes of a long-time volunteer, a trainee turned staff member, and two interns. Together, their stories reflect on personal growth, relational practice, and the quiet, intentional care behind community-rooted arts.

All of these articles further our educational and advocacy efforts, deepening understanding and expanding the vocabulary around community-engaged arts practice in Singapore.

ArtsWok Library

Project Journals

*Exploring
New Territory:
Volunteering
and Growing*
Read Now

*Behind the
Front-of-House*
Read Now

*Six Months in
the Wok*
Read Now



Long-time volunteer Lexie engaging children over an origami session during *The Last Dance* (2018) — the start of her journey with ArtsWok.

Publicity and Outreach

Features

Common Ground, Finding Common Ground Podcast, 19 Dec 2025

S4 Ep3 Pursue Change as Art w/ Ngiam Su-Lin

Outreach and Public Engagements

Our outreach and public engagements are vital for sharing our practice and cultivating a growing community of allies. They give us a platform to offer real-world insights, communicate the impact of our work, and broaden the reach of community-engaged arts. Highlights this year included speaking at the NUS Arts Leaders' Retreat and the UAS Career Fair, participating in critique sessions for the LASALLE BA (Hons) Design for Social Futures programme, as well as the following:

ICAF Hub Singapore: The Gathering

ArtsWok Collaborative was featured as one of the site visits for ICAF Hub Singapore: *The Gathering*. Su-Lin hosted two sessions during the festival, sharing reflections from our journey with *Both Sides, Now* and illustrating how ArtsWok engages place-based and cultural communities on end-of-life topics. Held on 12 June, the dialogues fostered open exchange among local and international delegates on advancing arts-based community development.

Goodman Arts Centre Open House 2025

As part of the Goodman Arts Centre Open House, we transformed our space into a drop-in studio where visitors could create their own zines using guided prompts. The interactive activity offered a relaxed way for the public to capture what matters to them and connect with our team. It was also the perfect occasion to launch our inaugural zine, *A Tiny Guide to Starting Something*, created by our colleagues Durrah Qistina and Kyara Devaser.

Healing Arts Singapore Symposium 2025

Su-Lin participated in a 8 December panel session at the Healing Arts Symposium focused on *Building the Infrastructure for Healthy Ageing Through the Arts*. Moderated by Dr Joanne Yoong, she spoke alongside Prof. Kua Ee Heok, Prof. Emi Kiyota, Dr Sharon Chang, and Charmaine Tan. Su-Lin highlighted lessons from *Both Sides, Now*, contributing ground-up perspectives to a cross-sector conversation on embedding creative practices into senior care frameworks.

Financials

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Visitors creating zines at Goodman Open House.

Financial Review

Review of Financial State

A financial statement of ArtsWok Collaborative Limited was drawn up for the financial period of 1 April 2025 to 31 March 2026.

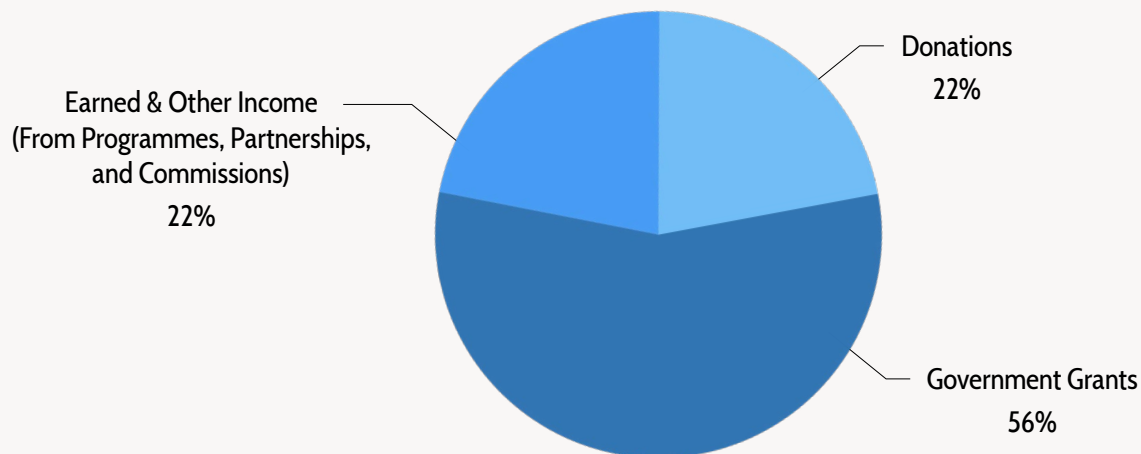
During this time, revenue from grants, donations, earned income, and other sources totalled \$594,429. Total expenses for FY25 included Administrative Expenses of \$552,871, Finance Costs of \$300, and Programme Expenses of \$32,945. The financial year closed with a profit of \$8,313. Together with a surplus from previous years of \$362,855, the financial standing of the Charity remains in net surplus.

There are no major financial liabilities.

ArtsWok Collaborative Limited has been a recipient of the National Arts Council's Major Company Scheme since 2018.

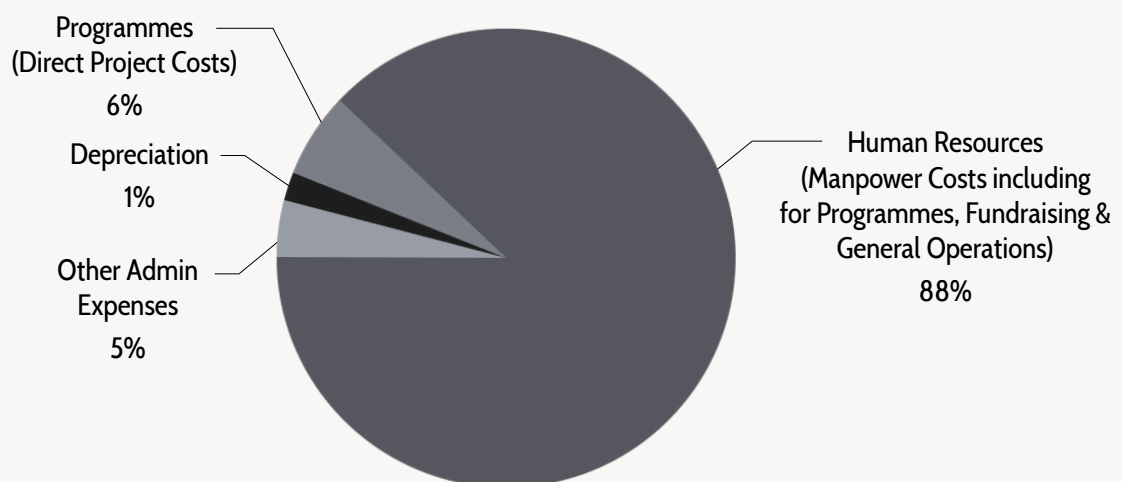
Summary Financial Performance

Principal Funding Sources



Total Income : \$594,429

Expenditure Breakdown



Total Expenditure: \$586,116

Financial Statement

[Click here to download our audited financial statement for FY25/26](#)

Financial Plans for FY26

Our strategic pivot has yielded positive results, and we are pleased to report a modest surplus after two challenging years. The focus for FY26 will shift towards building momentum across this diversified income model. Recent programme rollouts, along with a new partnership and a separate commission for our professional development offerings, will help generate a steady earned-income stream moving forward.

The introduction of our fundraising dinner in FY25 expanded our capacity for raised income alongside our year-end online campaign. Crucially, it brought the 'heart' of ArtsWok to life in a way digital platforms cannot, allowing us to deepen relationships with existing stakeholders while welcoming new supporters. We intend to establish the dinner as a recurring anchor event, continuing to evolve its format to reflect our process-driven ethos and strengthen donor stewardship. These efforts will complement our ongoing engagement with individual and organisational donors, sponsors, and funders. We will also continue to leverage the Cultural Matching Fund for eligible FY26 donations.

Our expenditure will remain focused on the core areas that sustain our work such as human resources, programme delivery, governance, fundraising, and administrative support. As part of this, we are committed to rebuilding our reserves to ensure long-term financial resilience.



Our Supporters

Our work to nurture thriving communities is made possible with your generosity, energy, and trust. Thank you for partnering with us to build bridges across difference through the arts.

Abigail Palomo	Cheang Ling Lin Rachel	How Kok Keong
Adeleena Mohamad Araib	Chee Xing Wei, Nicholas	Ilangoh S/O Thanabalan
Adil Hakeem Bin Mohamad Rafee	Cheng Seow Wee	Irene Chu Lien Chew
Aini Hamed	Cheot Xiu Qin, Julia	Ivan & Tony
Ajriani Binte Asrul	Cheyenne Alexandria Phillips	Jacqueline Chin
Alvin Tan Cheong Kheng	Chia Lay See Joanne	Joanne Yoong
Amelia Fong Su-Yin	Choi Soolin	Joel Luke Tan Yi
Amy Goh	Christine Ruth Tan	Jorgen Hartvig Jakobsen
Andrew Kumaran	Chua Yiwen, Evon	Juairiyah binte Amir
Ang Chui Hian, Melanie	Cynthia Chng Ei Wee	Julia Tan Kai Yun
Ang Rui Xuan	Cynthia Lim Ghia Yi	Kee-Min Ngiam
Annabelle Felise Aw	Dana Lam	Kho Yong Xiang
Aruna Alina Johnson	Diana Koh Fund	Khoo Swee Yin
Aswani, Sumitra Sajen	Doug & Christy Lee-O'Loughlin	Koh Shi Yu
Au Man Ying	Faye Lim	Koo Hui Ying
Azura Binte Farid	Foo Peiying	Kum Suning
Benedict Jacob-Thambiah	Garth Bregman	Kwan Im Thong Hood Cho Temple
Bernard Chung Kong Weng	Goh Pei Shan, Tangy	Lai Shuet Ming
Bernice Pineda	Goh Su Lin	Lalwani Poonam Basant
BinjaiTree	Goh Tiong Ann	Lau Yuk Hing
Buona Vilar	Han Xuemei	Lee Bing Xian, Benjamin
Casket Fairprice Pte Ltd	Han Yuhua	Lee Foundation
Chan, Ronald Yuk-Wah	Hannah Rheya Devaser	Lee Geok Ling
Chang Li Lin	Hannah Tan	Lee Hing Giap Justin
Chang Mei Yee	Hayley Chau Yoke Chui	Lee Hui-Le, Clare
Charles Fakhri Baz	Hing Shan Shan, Blossom	Lee Wei Ting

Lee Yi De	Ngiam Tee Liang &	Tan Lay Koon
Ler Ka Leng	Ngiam Geak Kim	Tan Ngiap Heng
Lesley Goonting	Ngiam Li Yi	Tan Shen Kiat
Li Haisheng	Nicole Chua	Tan Wan Qin
Liew Kaiting Carol	Nur Hazirah Salehudin	Tan Weng Mooi
Lim Jing Yi Clara Karim	Nurul Syafiq Binte	Tang Mei Ling Edwina
Lim Mei Yin	Mohamed Noor	Tay Choo Yian
Lim Wan Yan Jeanette	Ong Soo Kim	Tay Jia Ying
Lim Wan Yee	Paul Victor S/O Patinadan	Tay Lay Ting, Grace
Lim Ying Shan Deborah	Raidah Azman	Tay Xin Ying
Lim Yu Hann Eunice	Raksha Rashiwala	Teng Yanping Alicia
Lin Changjie	Regina De Rozario	Teo Beng Ching Joyce
Linda Joelle Ong	Rosa Chen Huey	Teo You Yenn
Loh Mui Ling, Felicia	Rosemary U Ling McGowan	Teoh Zsin Woon
Low Beng Hoi	Samira Hassan	Tham Kwang Hsueh
Low Eng Teong	Sary Cheong	Yvonne
Lynette Pang Hsu Lyin	Seah Ying Shan, Christina	Thomas Seow
Lynn Tan Lai May	Seet Siew Ling	Toh Bao-En
Manesha Pereira	Seow Li Lin	Valerie Lim
Marc Bardi & Kwek Jim See	Shariffah Nureza Alsagoff	Victor & Nancy Tan
Marie C Maniglier	Sharliza Abdul Rahman	Victor Goh Yan Yong
May-Mizu Fasteners	Sharon Chang	Wang Eng Eng
Pte Ltd	Sharon Lim	Wong Mun Kit
Melissa Low Yu Xing	Siti Nor Rohani Binte Zaini	Wong Wai Yen Audrey
Melissa Tan	Soh Lai Yee	Word Image Pte Ltd
Mohammed Elias Khan	Soh Seok Keim Shirley	Wormhole SG
Mok Cui Yin	Song Eu Kwan Nicholas	Xie Shangbin
Neo Lay Sian	Soo Sok Hua Katrina	Xu Meihua Tammy
Ng Kah Gay	Sophia Susanto	Yeoh Geok Yia
Ng Shiang Nee	Stacy Huang Kai Lin	Yeow Lin Ling
Ng Su-Min, Faith	Stephanie Tok Jia Yi	Yong Wenya Emmeline
Ng Wei Lin	Syed Ijlal Hussain Naqvi	Yow Shuen Chin
Ng Xin	Tan E Ching Jobina	Yulianna Frederika
	Tan Jeffery	

Governance

Board Governance, Structures, and Disclosures

Role of the Governing Board

The Board is responsible for providing strategic direction and overseeing ArtsWok Collaborative's programmes and objectives. They are to guide the charity toward achieving its vision and mission through effective governance. As part of this role, they provide oversight for the following matters:

- Approve the annual budget and monitor expenditure against it;
- Review and approve financial statements; and
- Regularly monitor the progress of the charity's programmes.

Term Limit of Board

To support the long-term sustainability of the charity, the Board has a term limit of 10 years to enable succession planning and steady renewal. The Treasurer, in particular, has a 4-year term limit. A decision was made to reappoint Vice-Chair Ngiam Su-Lin for a 2-year term from 1 November 2025 beyond her 10-year limit. This is to support institutional continuity across a newer Board composition while her handover is underway.

Board Meetings and Attendance

A total of 3 board meetings and 1 AGM were held during the financial year with 4 out of 5 board members present for all meetings. Simon Siah was absent for 3 board meetings.

Disclosure of Remuneration and Benefits Received by Board Members

No board members have been remunerated for their services in the financial year.

Disclosure of Remuneration of Three Highest Paid Staff

Two of the charity's three highest-paid staff received annual remuneration within the range of \$100,000 to \$200,000, including one individual who also serves as a board member.

The charity has no paid staff, who are close family members of the Executive Head or board members, receiving total remuneration exceeding \$50,000 during the financial year.

Organisational And Governance Policies

Policy Updates Adopted During the Financial Year

As part of our commitment to good governance, all our organisational policies were reviewed and updated where necessary. This covered core areas such as human resources, finance, communications, conflict of interest, and volunteer management. A whistleblowing policy has been introduced to further strengthen transparency and accountability throughout the organisation. Dedicated policies for sustainability and learning & development are currently in development and slated for rollout in FY26.

Reserves Policy

Our reserves management and conservative investment approach are detailed within our finance policy. We aim to maintain reserves equivalent to one year's expenditure to support ongoing operations and future initiatives during times of financial uncertainty. The Board reviews the reserve level annually to ensure it remains adequate to meet the charity's continuing obligations.

Conflict of Interest Policy

All board members and staff are required to comply with the charity's conflict of interest policy. Documented procedures are in place for them to declare any actual or potential conflicts of interest both regularly and as needed. Board members abstain from and do not participate in decision-making on matters where a conflict of interest exists.

Whistleblowing Policy

To further promote transparency and accountability, we have introduced a Whistleblowing Policy to provide a confidential channel for reporting concerns. A designated Board member has been appointed as the Whistleblowing Officer to oversee all disclosures independently.

Sustainability Efforts

At ArtsWok, our commitment to sustainability encompasses how we steward resources, care for our people, and hold ourselves accountable to the public. As a lean organisation, we minimise our environmental footprint through digital-first workflows, energy conservation, and waste reduction. Socially, we champion diversity, fair labour, and inclusive programmes in safe, respectful spaces for staff, participants, and volunteers. Guiding all our work is strong governance: upholding financial transparency, ethical fundraising, and regulatory compliance to safeguard public trust.

Future Plans & Commitments

Looking ahead to FY26, we are excited to launch new professional development offerings:

(1) *Fundamentals for Arts & Community Facilitators* Lab, an introductory set of workshops on arts-based facilitation in community settings; and (2) Arts & Community Facilitator Programme, a train-and-attach programme that builds on the Lab with two work attachments. This follows over a year of intensive curriculum design, operational planning, and securing pilot funding from the National Arts Council. Alongside these, we will keep running our two workshop offerings introduced in FY25, while exploring shorter-term and public workshops to broaden our reach.

Efforts to grow and strengthen the team will continue as part of a broader capacity-building strategy. To manage our expanding portfolio of programmes, we began a search in February for a new team member to join us in the upcoming FY. Learning and development remain actively promoted, with ongoing reviews of salary increments and the formalisation of an L&D policy to attract and retain talent.

Expanding our supporter base and growing income streams remain core priorities, with active involvement from our team and Board. Our more intentional approach to donor stewardship enabled us to triple our donor base compared to FY23 and retain over 40% of our supporters to establish a more reliable foundation of individual giving. Raised income was also boosted by a recent partner-led event that connected us to new networks. Building on this momentum, we are keen to explore partnerships with like-minded businesses and retailers willing to donate a portion of their profits to our work, while establishing our inaugural fundraising dinner as a recurring annual event that can scale over time.

Finally, we will continue working closely with our Board members to draw on their expertise and networks. The Board, apart from the Treasurer who joined this FY, was re-engaged for a further two-year term in October 2025. Co-Founder and Executive Director Su-Lin was also reappointed to provide ongoing continuity alongside an active search for a new Board member as part of ongoing leadership succession plans. We remain deeply grateful to all past and present Board members who generously give their time and counsel.

Thank you to all our
partners and participants
for a rewarding year, and
to everyone who contributed
to our impact by donating
and volunteering!



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