ENABLING LEADERSHIP®

ANNUAL REPORT
2025-26

BRIDGING THE SKILLS GAP.

BREAKING THE POVERTY CYCLE.

49% → 75%

Percentage of students showing growth in Life and Leadership skills from the beginning to the end of the year.



When girls and boys learn, grow and lead together, they can ...

DEFY the impossible

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2025-26 at a Glance



9,034
STUDENTS
(47% GIRLS)



91%
PARTNER SCHOOLS REPORTED ACADEMIC IMPROVEMENT IN STUDENTS



96%
EL STUDENTS BELIEVE GIRLS CAN ACHIEVE ANYTHING BOYS CAN



US$ 26,000
AWARDED IN SCHOLARSHIPS



88%
STRONGER COMMUNICATION & COLLABORATION SKILLS OBSERVED IN STUDENTS BY THEIR TEACHERS



OUR GOAL
1 Million Children

Awards & Recognitions

‘Football for Good’ award at the World Football Summit, Madrid

EL Play won the BEST “Football for Good” program award at the 2025 World Football Summit (WFS) in Madrid. The prestigious award, sponsored by Common Goal, celebrates organizations that are using football as a catalyst for lasting social transformation.



Selected for the hundrED Global Collection 2026

Featured in hundrED Global Collection 2026

Enabling Leadership Play has been selected as one of the most impactful and scalable innovations in education worldwide, and has been featured in the hundrED Global Collection 2026.

Excellence in Life Skills Development by Times Now

As a remarkable recognition of our work, Enabling Leadership was honoured with the prestigious ‘Excellence in Life Skills Development’ Award at the Times Now Education Summit in 2026.



Platinum Transparency 2025

Candid.

Candid Platinum Seal of Transparency

Enabling Leadership now has a Candid Platinum Seal of Transparency. This certification demonstrates our commitment to accountability and impact.

A letter from our Founder

Dear friends,

This year, about 9,000 young people across India, Kenya, Cambodia and Singapore developed essential life and leadership skills through playing football, building structures and making music together at Enabling Leadership. Nearly half of them were girls and every one of them learned by being on a mixed-gender team.

In Nairobi, Lindsey Chepkoech Kerego trains with boys and girls on the same EL Play team. When the toe-taps challenge came, she stepped up alongside the boys. "It wasn't about proving anyone wrong," she says. "It was about proving to myself that I am capable." She has learned that confidence, determination and hard work matter far more than gender. She wants to be a role model for other girls. That confidence to stand as an equal is what your support makes possible.

Our results this year paint a strong and compelling picture:

- On average, the share of students showing key leadership skills rose from about half at the start of the year to three in four by the end.
- 94% of our students believe girls and boys are equal.
- 91% of our partner schools say our programmes helped students improve academically.
- More than 700 EL students reached the national stage at ELevate 2026 and 200 received scholarships for higher education.

We are also building what comes after their adolescent years with us. Our new alumni network connects about 1,700 former students across 9 cities and through the EL Grow program, these young people are meeting mentors who are helping them prepare for the world of work. The ELGAP Fellowships allow youth to become changemakers in their communities and learn leadership skills.

Why does this matter now?

Technology is changing work faster than ever, and the children we serve are the most likely to be left behind. Confidence, collaboration and the courage to lead are the skills no machine will replace and they are best learned in this most impressionable age.

The skills gap begins long before employment. So must the solution.

Our goal is to reach 1 million children. We cannot get there without you. Thank you for standing with these children this year, and I sincerely hope you will stay with them through their leadership development journey.

With gratitude,

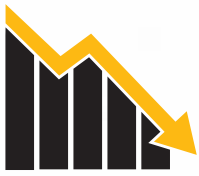


RAVI SONNAD
Founder & CEO

The Gap

Not every child gets the same chance to lead their future.

For too many young people, it's the lack of opportunity to develop critical life and leadership skills that don't allow them to shape their future.



According to a UNESCO report, education systems worldwide are failing to equip young people with essential 21st-century life and leadership skills. With 86% of employers reporting soft-skill gaps and 1.8 billion young people aged 10–24 globally, the need to equip the world's largest youth generation to lead and thrive has never been greater.

Without the right inputs today, millions risk being left behind tomorrow.



Our Solution

Where the gaps exist, we make it possible!



OUR THEORY OF CHANGE

When children in the most impressionable age group (11-15 years) are engaged for sustained periods of time with well designed programs that use experiential mediums (like sports, arts, play, etc), they are empowered with critical skills required to become productive and responsible adults.

OUR PROGRAMS

ENABLING LEADERSHIP PLAY

EL Play uses the powerful medium of mixed-gender football to develop critical leadership skills and mindsets in students.

ENABLING LEADERSHIP BUILD

Using the principle of positive play, EL Build students design solutions using Lego-style building blocks for real-world challenges in their home, school and community.

ENABLING LEADERSHIP CREATE

EL Create is a group-based music leadership program that enables children to to tell the stories of their dreams and communities

Our Impact in 2025-26

9,034 students

across India, Kenya, Cambodia & Singapore

4,815 (53%) BOYS

4,219 (47%) GIRLS

URBAN

60% Students

98 Partner schools

RURAL

40% Students

61 Partner schools

ENABLING LEADERSHIP PLAY®

5,317 Students

80 Coaches

ENABLING LEADERSHIP CREATE®

2,347 Students

29 Facilitators

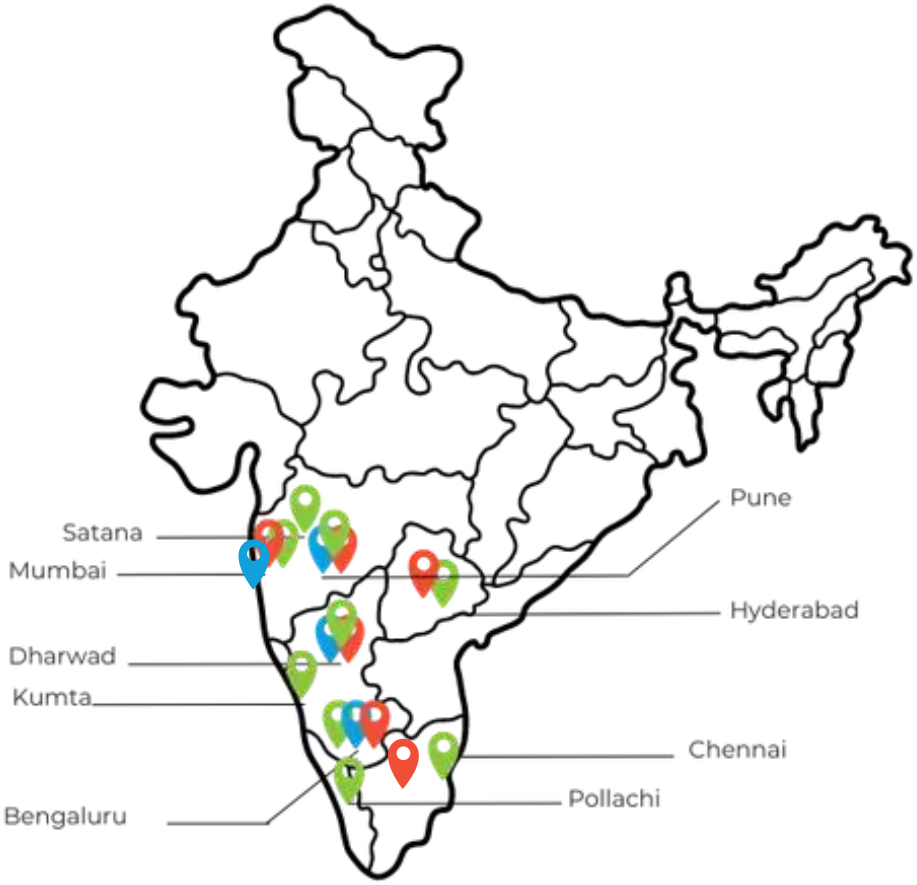
ENABLING LEADERSHIP BUILD®

1,370 Students

21 Facilitators



Our Outreach in 2025-26



INDIA

**Map not to scale*

8,009 Students



SINGAPORE

**Map not to scale*

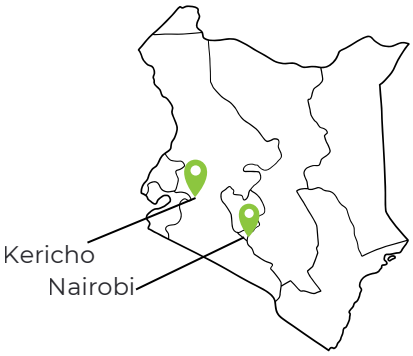
119 Students



CAMBODIA

**Map not to scale*

739 Students



KENYA

**Map not to scale*

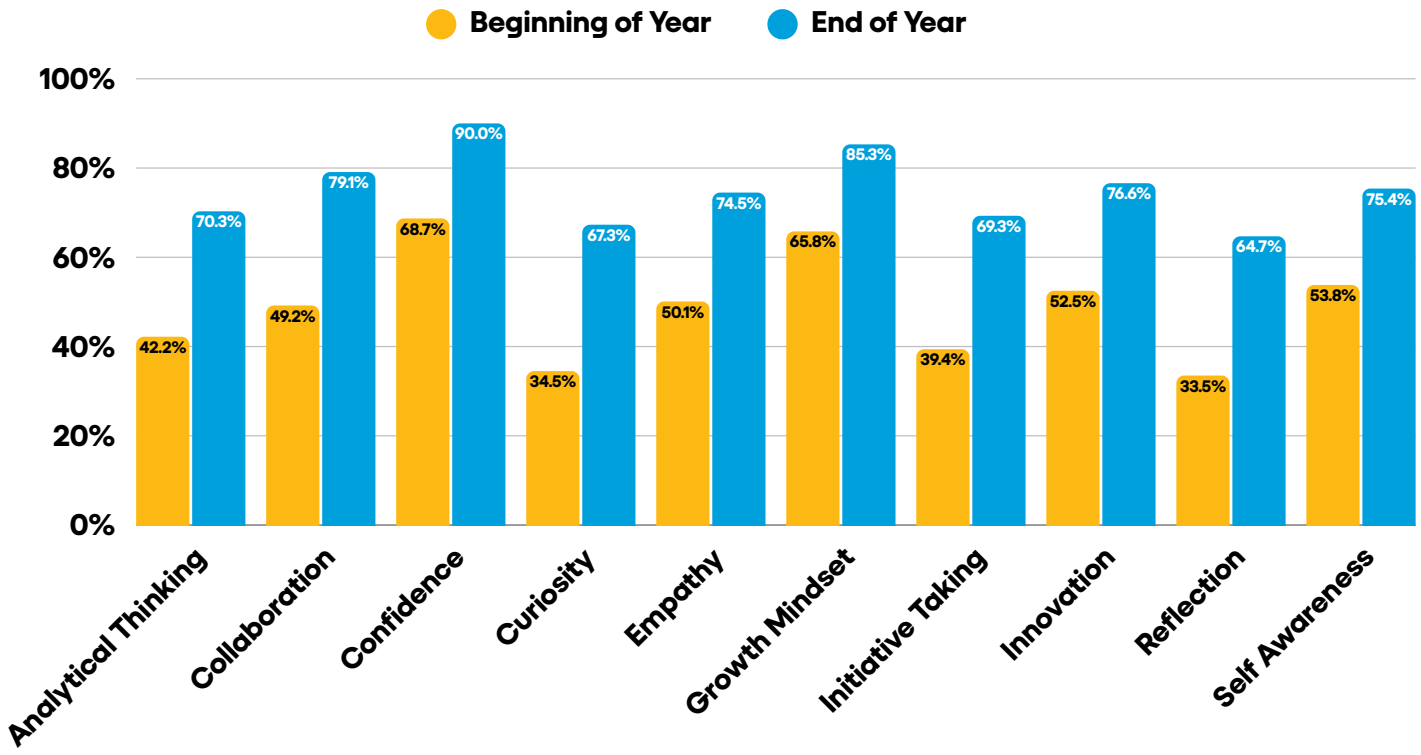
167 Students

Enabling Leadership Play Enabling Leadership Create Enabling Leadership Build

From 49% to 75%: Stronger Life & Leadership Skills in Every Child

At the beginning and end of each program year, we assess students on various leadership skills. A 3-point Leadership Skill Assessment Tool (LSAT) is used to assess students in dedicated "assessment sessions". Shown below is the leadership skill-wise percentage of students who exhibited leadership skills at the beginning of the year compared to the end of the year. While the assessments show that across the leadership skills, more students are exhibiting these skills, the highest growth is seen in the areas of students showing curiosity to learn new things and in reflection and introspection.

As can be seen from the data, the percentage of students who showed improvements average across 10 key skills rose from about 49% (at the beginning of the year) to 75% (at the end of the year).

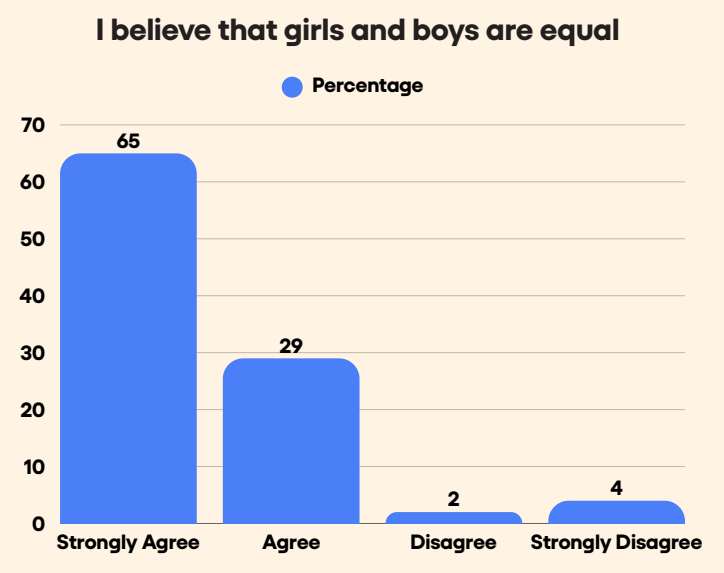


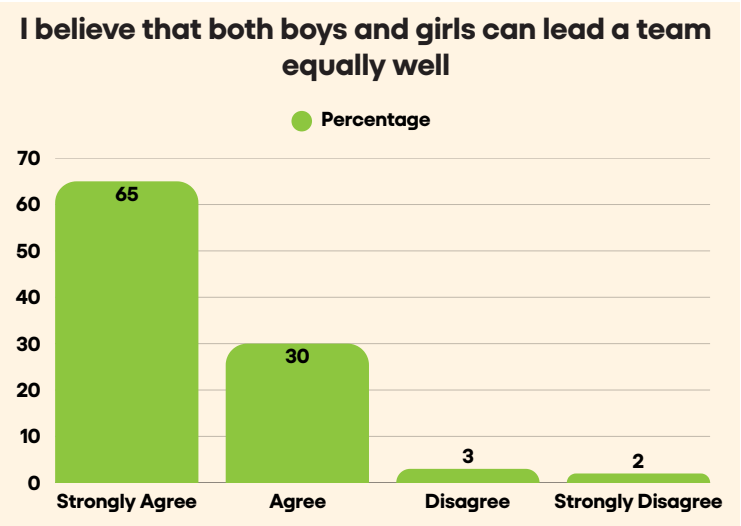
> EL Play program involves using various football training materials & equipment which is invaluable to our students. I feel that the methods used in the program like Active Reflection, Experiential learning and Journaling have proved effective because they helped students learn in a more engaging and meaningful way. Journaling and active reflection encouraged students to think deeply about their experiences and growth. Experiential learning allowed them to practice skills in real situations, making values like teamwork and respect more tangible and easier to internalize.
>
> **Swarali Mane, Teacher, Sant Tukaram E-Learning School, Pune**

94% EL Students Believe in Gender Equality, Helping Reduce the Gender Gap

A unique aspect of all EL programs is our mixed-gender format that fosters inclusive, gender-equitable spaces where boys and girls learn, train, create, solve problems and compete together. More importantly, they learn to see each other as equals. This is especially important in our rural sites, where gender stereotyping, gender disparity and patriarchal mindsets are the norm.

We are thrilled to report that the program has contributed to more inclusive participation and improved comfort in mixed-gender settings. Students are increasingly collaborating across genders, with noticeable growth in confidence among girls. The following charts, based on surveying students, point to positive, gender-sensitive perceptions.









From time to time, I noticed that my daughter understands more, dares to ask the questions and improves in problem solving. She is more hygienic and keeps her materials in order. I also feel she is more creative and took responsibility for self preparation for the showcase.

Hou Virek, EL Build Student's father, Battambang, Cambodia

When I joined the EL Play program 4 years back, I knew nothing about football and I did not play any sport. And when our coach told us that we have to be on a team together with boys, we girls were afraid. We played separately and did not play as a team with boys. But slowly, we have learnt to play and practise together. Today, we play as a team and learn from each other. I feel more confident to interact with boys and am not afraid any more.

Soundarya Ratolli, EL Play Student, GHPS Kalkeri Village, Dharwad district

I have noticed many positive changes in my students' leadership skills & confidence this year. Students became more responsible & worked better & started taking part during class activities and school programs. For example, some students, especially girls, who were not talking earlier, started speaking in front of the class and sharing their ideas. During group activities students learned how to guide their teammates, solve problems together and complete tasks on time.

EL Play Coach, Satana

91% of Partner Schools Report Academic Improvement

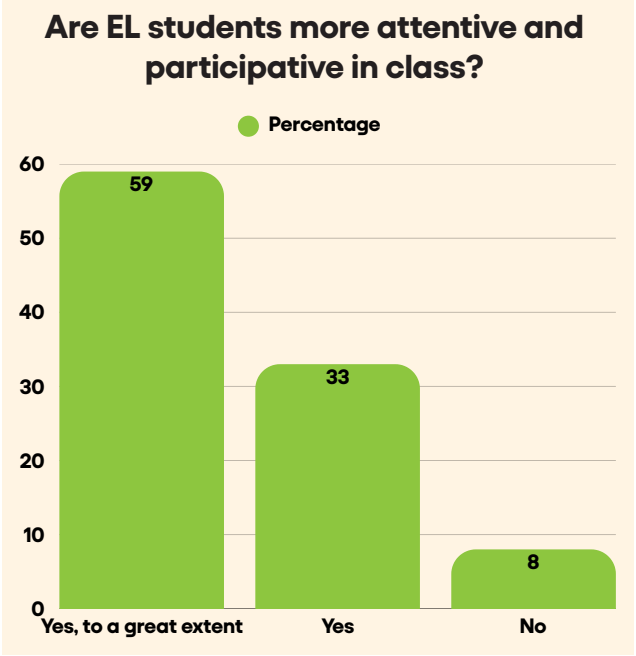
EL Play, EL Create and EL Build do not provide academic student support. The mindsets, behaviours and habits inculcated through the programs lay the foundation for students to succeed in various aspects of their lives and futures, academic performance & growth being an important one. Students use journals to set academic goals, plan steps to accomplish these goals and review progress.

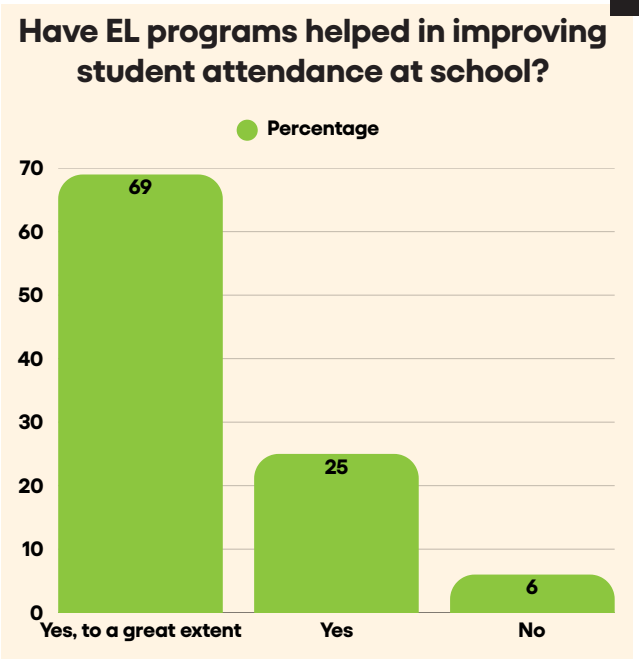
Our conversations with partner schools have revealed that our students are more attentive and participative in class, hardly miss school and are doing well in academics.



> The school teachers have noticed better student performance in class tests and exams. Some students who were scoring average marks earlier have shown improvement in their results. Greater focus and setting academic targets have definitely helped. In one of our partner schools called Adarsh, 7 of our Grade 7 students are in the top 10 in the entire school.
> **EL Play Coach, Satana**

> We have seen a positive trend in exam performance, which students attribute to their improved ability to stay focused and set academic targets for themselves. Students who were once hesitant to speak are now actively participating in school subjects and taking on leadership roles in classroom group projects.
> **Bharti Acharya, School Teacher, Karnataka Public School, Aganashini Village, Kumta**





I learnt about goal setting and planning from EL Play. We learnt how to think about our strengths and weaknesses and how to start working on our areas of growth. We make monthly goals and milestones to reach these goals. We also learnt that we need to keep working on our goals consistently till we reach them, even if there are challenges on the way. This has helped me a lot in my studies and I have become quite strong in all subjects except Hindi. In the future, I believe that if I set a goal I can reach it.

Khushi Belur, EL Play Student, Government Higher Primary School Kalkeri, Dharwad district

My students who are part of EL Play program come to school regularly. I have noticed that they stay focussed on the lesson, use polite words and complete the homework. Regarding morality they always give respect to each other, to senior children and to their teachers.

Mr. Eng Chamroeurn, teacher, Wat Keo Primary school, Battambang, Cambodia

At the beginning of the program year, students were writing in one word mostly and for the daily commitment questions. No solid answers were there while they were setting academic goals and commitment plans. But at the end of the year, I could see visible improvements where the students were able to think about what subject they want to improve in and how. They started writing sentences for the questions, with clear commitments.

Harimayura, Program Manager, EL Build, Bangalore

88% of Teachers and Coaches Observe Stronger Communication & Collaboration Skills

The Enabling Leadership programs provide students with multiple opportunities to showcase their teamwork and leadership skills, as well as technical skills. In 2025-26, over a period of 4 months, each EL Play team participated in mixed-gender league matches, each EL Create team participated in competitive music concert performances and each EL Build team participated in competitive model construction design challenges.



After each competition, teams got together and reflected on their performance and came up with strategies to improve at the next competition.

Teamwork has emerged as a strong impact area, with students reporting better collaboration, communication and peer relationships. Many students highlighted forming new friendships and learning how to work collectively toward shared goals.

Most of the teachers and coaches observed that the level of trust, communication & collaboration, care and fun among teams improved with time.

> Through various football activities and interactive sessions, the program has helped to develop important life skills such as communication, teamwork, problem-solving, creativity, leadership and decision-making among our students.
>
> **Vaishali Ajay Sonawane, School teacher, Adarsh English Medium School, Satana**

> When I first joined the program, I didn't know anyone. Now I have many friends and we work as a team. We have also learnt to not keep the ball to ourselves but to pass and make goals as a team. I also feel that earlier, my team was not so strong. But now, we have improved by working together.
>
> **Rahul Murakatti, EL Play Student, Government Higher Primary School, Mugad, Dharwad district**

Empowered Children Dream Bigger and Aspire Higher

Can the child of a farm labourer, a village tailor, an autorickshaw driver or a domestic worker have bigger dreams and aspirations for themselves? We wanted to see what our students, who come from families that depend on the unorganised sector for a living, thought about their future.

The results from our student interviews and surveys were both inspiring and hopeful. Enabling Leadership's programs are helping students build aspirations, confidence and exposure to possibilities.

While aspirations are still evolving, students are beginning to think more intentionally about their future and what they want to achieve. Through the student survey and interview responses, students expressed interest in becoming:


Doctor/Nurse


Engineer


Police Officer/Army Officer


Teacher


Football Coach


Camera person


Pilot


Business Owner


Musician


Football Player

> Through football, I now think about what I want to become in the future. I want to study well and become a chartered accountant in the future.
>
> **Swati Harobelavadi, EL Play Alumni, Government Higher Primary School, Timmapur, Dharwad district**

> I have found that my students are more expressive about their goals and interests after participating in EL Play.
>
> **Coach Kiran, EL Play Bengaluru**

From a Shy Student to a Future Engineer: Nitya's Journey of Possibility

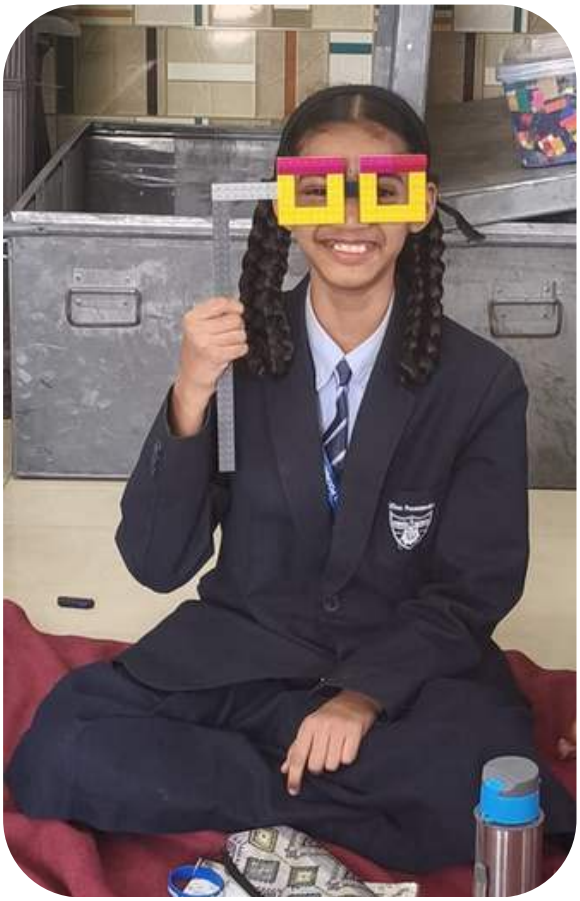
Nitya Chandrakant Avancah once hesitated to speak in front of her classmates and believed engineering was simply about stacking one floor over another. EL Build changed how she saw both herself and the world around her.

Finding her voice and learning to lead. Through LEGO-style challenges, Nitya learned to think critically, manage her emotions and embrace teamwork. She discovered that her teammates' ideas could be just as valuable as her own. Repeated presentations helped her overcome her shyness and speak confidently before large audiences.

Turning challenges into dreams. While building a model of Pune's Magarpatta Bridge, Nitya's team tackled real-world problems, learning to persist through feedback and failure. Even when their model repeatedly broke at the national finals in Bengaluru, they rebuilt it, solved the underlying problem and went on to win the national competition.

Today, Nitya dreams of becoming an engineer. More importantly, she believes in her ability to overcome obstacles and make that dream a reality.

> **No matter how many challenges or obstacles I face, I will keep working and never give up on my dreams.**
>
> Nitya | EL Build | Grade 6 | Pune



ELevate2026

ELevate is where potential becomes visible and possibility becomes real

ELevate is where the capabilities EL students build through our programmes meet a platform to put them into action. ELevate 2026 saw students put human skills into practice; collaborating with others, communicating their ideas, solving problems and stepping forward with confidence.

In February 2026, 700+ EL students from 9 cities and 50 villages came together on a national stage after a six-month journey of playing, building, composing and creating. They arrived not simply to compete, but to demonstrate what they could do when given the opportunity to lead.

9,034
EL students began the ELevate journey

→

700+
EL students reached the national stage

→

200
Students received USD 26,000 in scholarships (in total) to support higher education



ELevate2026

For the first time, senior students took Impact Projects to a national stage. They identified challenges in their communities, designed solutions, mobilised others and worked to see their ideas through.

The experience also created opportunities for students to build connections beyond their own communities—meeting peers from different cities and regions, discovering new perspectives and developing a deeper understanding of diversity.

Beyond the stage
For 200 students, ELevate continued beyond the event through USD 26,000 in scholarships, helping open pathways to higher education and possibilities that once felt out of reach.

ELevate demonstrates what happens when capability is matched with opportunity: students don't just develop potential, they begin to see where it can take them.







Beyond the Programme: Preparing EL Students for Life, Supporting Leaders for the Future

In the preceding pages, you have seen how EL students build essential life and leadership skills through our programmes. But our commitment goes beyond the programme years.

In the pages ahead, discover how we help students put these skills into action through Capstone Projects, and continue to support their growth and leadership journeys through our EL Alumni Network.

Because preparing students for life means equipping them not just to lead today, but to keep growing, contributing and leading into the future.



Impact Projects: putting Leadership into Practice



At Enabling Leadership, students build the capabilities they need to navigate the world with confidence. Through EL Play, EL Create and EL Build, they develop technical skills alongside teamwork, problem-solving and the ability to reflect, learn and continuously improve.

This foundation enables them to take the next step: moving from guided activities to independently identifying and addressing real challenges in their communities.

Impact Projects give our senior-most students the opportunity to put their years of learning into action. They identify a problem that matters to them, work together to develop a response and take responsibility for making it happen. In the process, they experience what it means to lead—not just by having ideas, but by acting on them.

The experience builds confidence, empathy, ownership and pride, while showing students something fundamental: their ideas and actions can create change.

In 2025–26, students took on challenges including:

- Waste & garbage management — building awareness and encouraging better waste practices
- Plastic reduction — promoting alternatives and reducing plastic use
- Creating safer spaces for birds — protecting birds within their communities
- Reducing junk food consumption — encouraging healthier choices among students
- Greening their communities — creating greener, more sustainable neighbourhoods
- Literacy for women — helping women in their communities learn to read and write

Enabling Leadership Alumni Network (ELAN)



The Enabling Leadership journey doesn't end when a student graduates. It opens a new chapter. In 2025–26, we successfully launched the EL Alumni Network across all 9 cities, creating a common platform for alumni to stay connected, discover opportunities and continue being part of the EL community.

Today, approximately 1,700 alumni are on the portal building the foundation for a network designed not just to connect alumni, but to help them learn from one another, open doors for each other and create impact together. Our vision is to cultivate an alumni community where former EL students are not only role models and changemakers in their communities, but active champions of the EL mission, supporting one another and creating new possibilities for those who come after them.

The Alumni Network is evolving into a space where alumni can:

CONNECT: Build relationships and discover shared interests across cities and cohorts.

COLLABORATE: Find opportunities to work together, exchange ideas and create impact.

GROW: Access mentorship, resources, learning opportunities and career pathways.

GIVE BACK: Volunteer, mentor others and contribute their time, skills and experience.

OPEN DOORS: Discover job opportunities and pathways to further education and employment.

SHARE: Celebrate achievements and inspire the next generation through their success stories.

From finding her voice to Shaping Futures: Aliya's journey with Enabling Leadership

When Aliya joined EL Play in Grade 7, she was a quiet student with limited confidence. Growing up amid financial hardship and social expectations that restricted girls' opportunities, even stepping onto a football field alongside boys was an act of courage.



Over four years of participation, football became more than a sport. Through practice, teamwork and reflection, Aliya developed confidence, discipline, communication and leadership — skills that began to shape how she saw herself and her future.

Aliya became a full-time EL Play coach in Pune. Alongside pursuing her education and supporting her family financially, she turned the skills she had developed into a career.

Aliya continues to grow within Enabling Leadership, preparing to transition into the EL Partnerships Team. From learning on the field to helping shape programs and partnerships, her journey reflects the power of opportunity to transform not just one life, but the lives of many others.

Today, she is helping children like her build the confidence, teamwork and leadership skills to imagine a different future for themselves.

Imagine what becomes possible when every child gets that opportunity.

Aliya's journey is one example of what can happen when children are given the space, support and skills to realise their potential. We want this to be the reality for millions of children. Help Enabling Leadership bring life and leadership skills within reach of more children, so that every child has the opportunity to learn, lead and shape their own future.

Help us scale possibility. Help children defy the impossible.

Be part of the change.
Shape the future.

We all have a role to play in building a world where every child has the skills and opportunities to thrive.

Through ELGAP, EL Grow and Skill & Serve, we create meaningful ways for young people and adults to step up, get involved and help make that future possible.



Enabling Leadership Global Ambassador Program (ELGAP)



ELGAP creates a two-way bridge of opportunity, connecting high-school students with real-world leadership experiences, while opening new possibilities for EL students. Through ELGAP, high-school students moved beyond learning about leadership to practising it. They worked with EL students on community projects, raised funds & resources, created digital campaigns and learnt to lead through real responsibility.

EL STUDENTS
Real challenges → New experiences → Wider aspirations

ELGAP FELLOWS/HIGH SCHOOL STUDENTS
Leadership in action → Executive mentorship → Future readiness

EXECUTIVE MENTORS
Share experience → Guide young leaders → Invest in the next generation

ELGAP brings together young people from different backgrounds and generations around a shared purpose: creating change while expanding what they believe is possible for themselves and others.

It is this exchange of ideas, experiences, perspectives and opportunities that makes ELGAP a powerful bridge between potential and possibility.

EL Grow: Bridging the Gap to the World of Work



This year, we launched EL Grow, a corporate mentoring initiative designed to upskill Enabling Leadership's Program Associates, Apprentices and Alumni with practical skills for today's workplace.

Many of these are talented young people from underserved communities who are taking their first steps into the workplace. While they bring determination, ability and ambition, they may have had limited opportunities to develop the workplace skills and confidence that others often gain through greater exposure — from communicating in English and writing professional emails to collaborating virtually and using digital workplace tools.

Through one-to-one mentoring, participants build confidence in English communication, professional interactions and digital workplace tools such as Gmail, Google Meet, Docs, Sheets and Slides. Corporate mentors bring their experience, guidance and encouragement, helping young people strengthen the skills they need to communicate with confidence, collaborate effectively and grow in their careers.

EL Skill & Serve: A Break That Feels Like Childhood Again

Skill & Serve by Enabling Leadership is a high-energy, one-of-a-kind team experience where corporate teams trade their everyday routines for play, creativity and genuine human connection. Through music, LEGO-style building experiences and collaborative challenges, employees and children from underserved communities come together as one team — creating, competing, learning and sharing unforgettable moments.

In 2025–26, we were delighted to welcome employees from organisations including Microsoft, Salesforce, Nvidia and BlackRock to Skill & Serve experiences. These interactions brought people together beyond their usual roles and routines, creating spaces for shared discovery, fresh perspectives and meaningful connections.

For employees, it is a chance to recharge, strengthen team bonds and rediscover the joy of play. For children, it opens up opportunities to explore creativity, build confidence and learn alongside new role models.

We are grateful to our corporate partners and their employees for bringing their time, energy and enthusiasm to Enabling Leadership. Through Skill & Serve, organisations can also connect employee volunteering hours with donations that support EL's programmes, extending the impact beyond the experience itself.



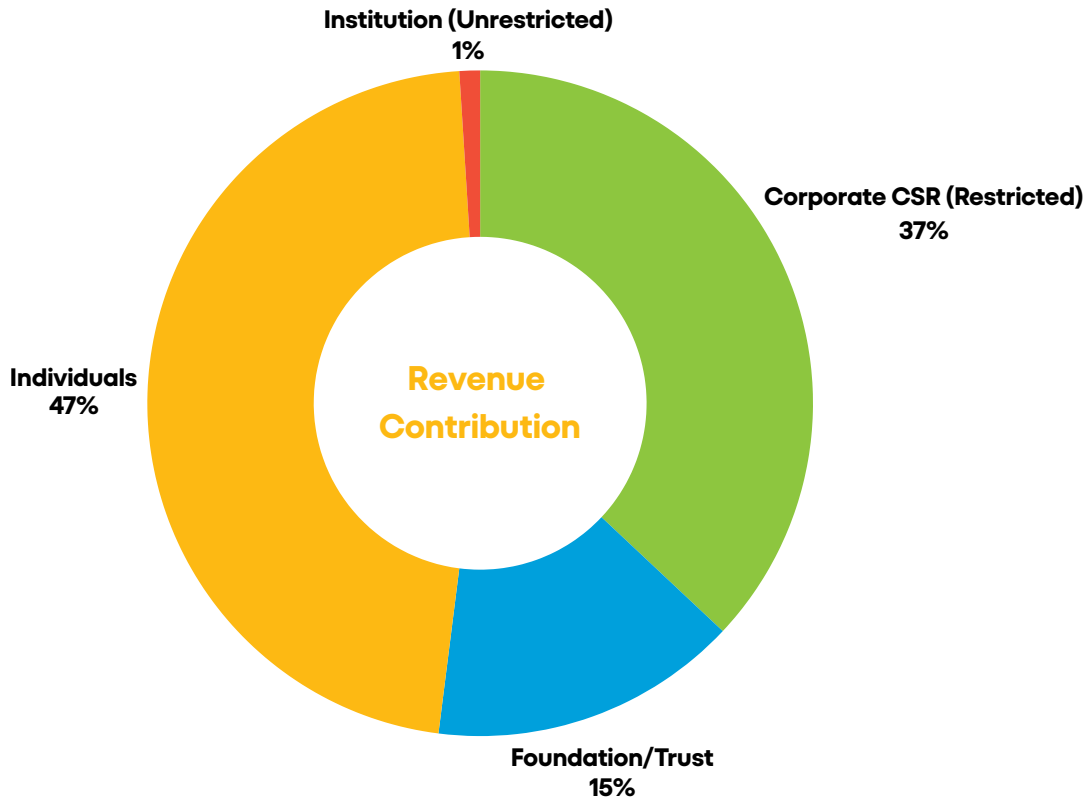
FINANCIALS

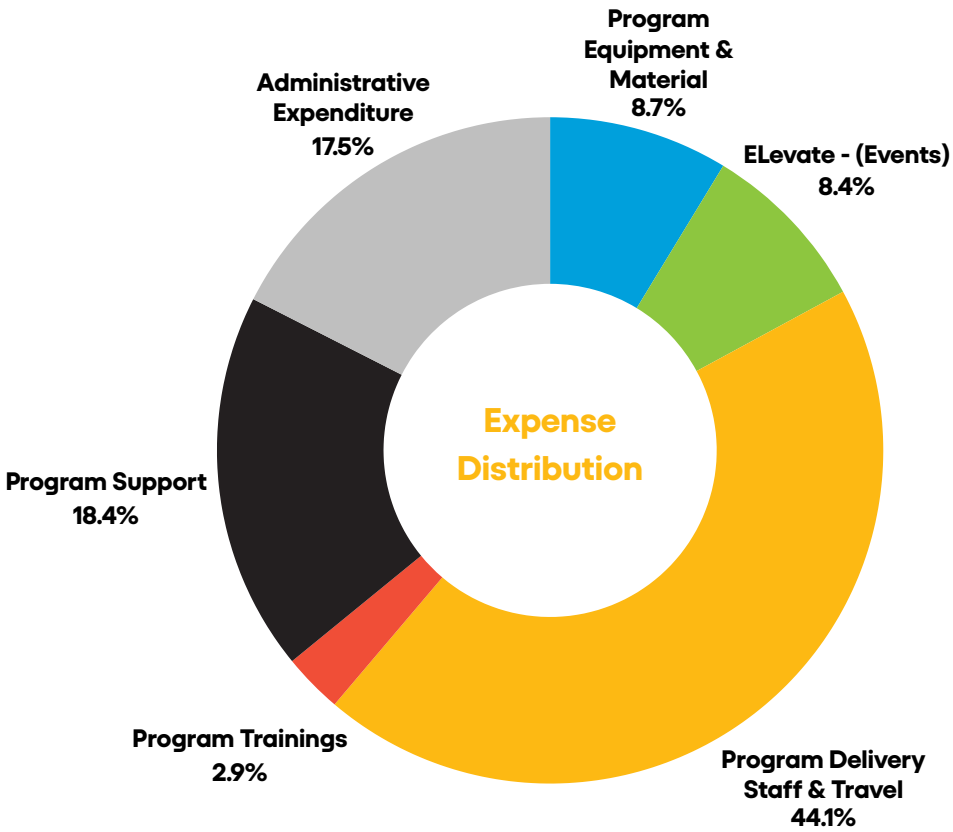
83% of our expenditure goes directly towards programme spends, reflecting our commitment to ensuring that resources translate into meaningful opportunities for students to develop the life and leadership skills they need to shape a better future for themselves and their communities.



Revenue & Expenses

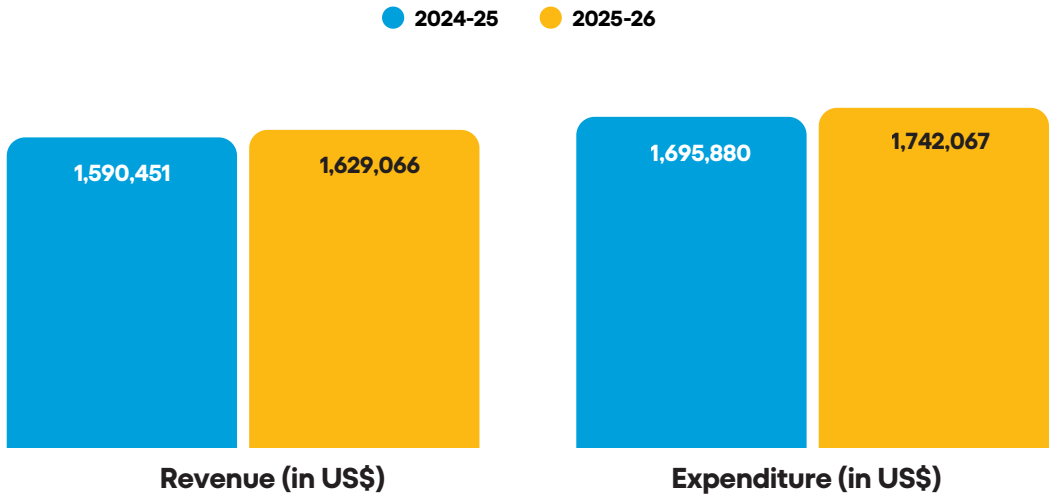
Total Revenue: US$ 1,629,066
Total Expenditure: US$ 1,742,067





Comparison over the previous year

Expenditure exceeded revenue in both 2024–25 and 2025–26, resulting in deficits of US$ 105,429 and US$ 113,001 respectively. These shortfalls were funded through available reserves, enabling us to sustain our programmes and commitments. We remain focused on strengthening our funding base and maintaining financial sustainability as we scale our impact.





Our Donors

We deeply appreciate the generosity of our valued donors, whose support is crucial in creating a brighter future for under-served children. Your contributions allow us to offer essential learning opportunities that equip these children with vital life skills. Thanks to your kindness, they not only acquire knowledge but also become positive influences in their communities. Your unwavering support drives us forward in our mission to build a world where every child can become a leader.

US$ 100,000 or more

- Aparna Santosh Nayampalli
- Common Goal
- Indira Sonnad
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- Reliance Foundation
- Space Matrix Design Consultants Private Limited
- Zoher Ghadyali

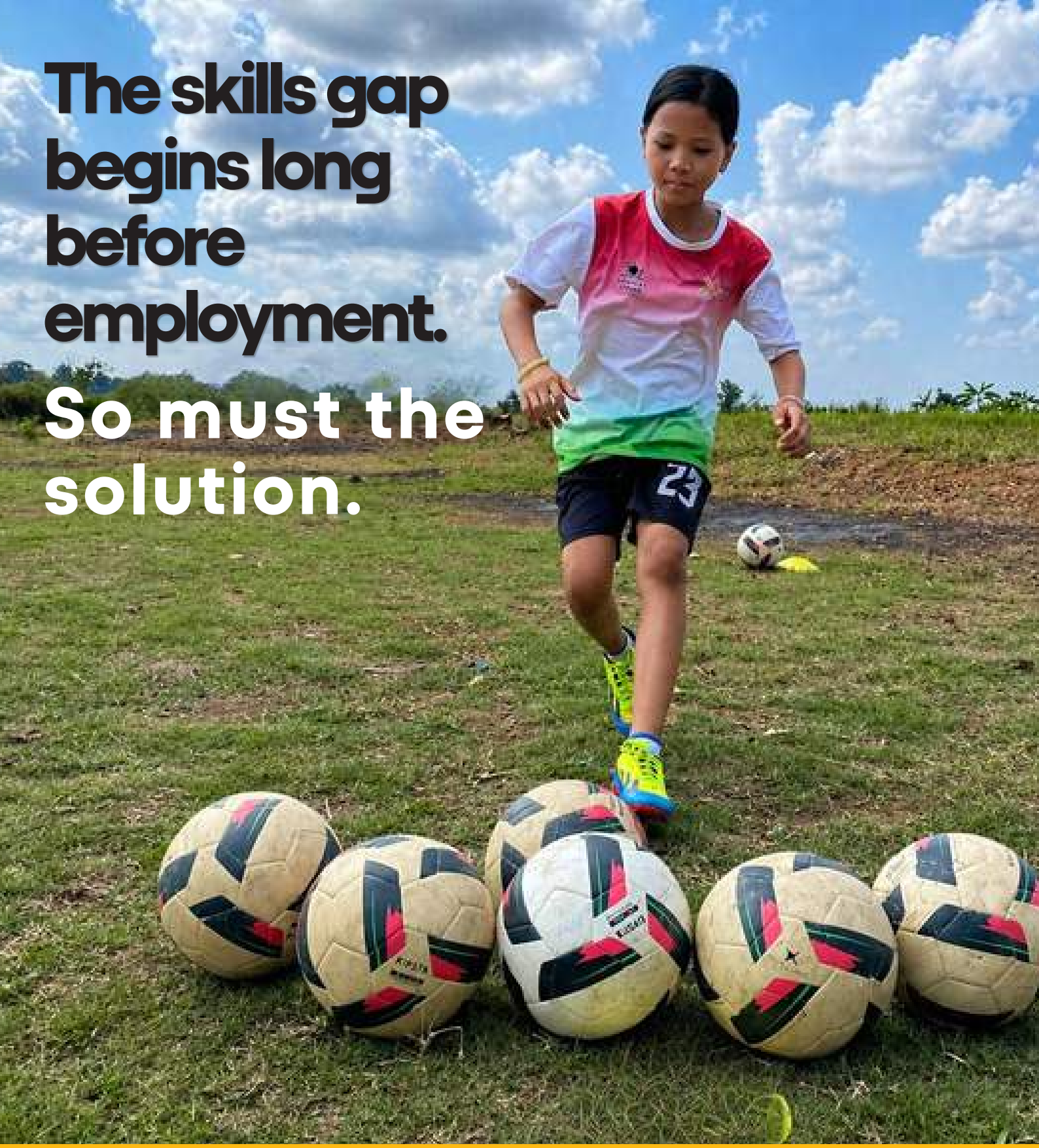
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