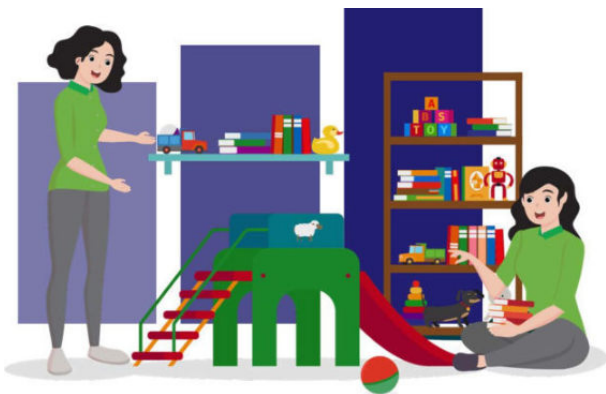


# CHAMPIONING



At NTUC First Campus (NFC), we are committed to achieving our goal of having Happy Children, Happy Parents and Happy Staff. As a thought leader in the Early Childhood sector, we have continued to strengthen our capabilities and grow our network, providing accessible and quality pre-school education for all families.



## RAISING THE BAR

NFC ensures that it provides the best for our children, be it in terms of learning resources, curriculum, learning environment and even nutritious and well-balanced meals.

## TOUCHING MORE LIVES

NFC is continually growing our network, opening childcare and student care centres around Singapore, to ensure that children in every neighbourhood have access to high-quality, affordable early childhood education.



# GROWING TOGETHER

At NFC, we recognise the importance of our teachers and staff and ensure their development and growth. We ensure that our staff can thrive in a culture of empowerment and openness.



# PARTNERING FAMILIES

NFC recognises the importance of having deep and meaningful partnerships between our teachers and parents, and share knowledge, skills and resources, providing the best support for the development of our children.



# LEADING THE WAY

NFC prides itself as being a thought leader in the ECCE sector, pushing boundaries and pioneering new areas so that we can provide the best for our children and families.



# ABOUT US

As a thought and practice leader in the early childhood care and education field, NTUC First Campus Co-operative Limited (NFC) has been partnering working families to fulfil the promise of young children since 1977. We believe that every child, from every background, deserves equal opportunity to enjoy a quality early education for a good start in life.

The NFC portfolio of pre-school brands comprises: My First Skool, The Little Skool-House International, and The Caterpillar's Cove. We also support the development of the early childhood sector through SEED Institute, while *afterschool by NTUC First Campus* provides school-based student care to support working families.

## Our Vision

To be a thought and practice leader in the development and care of young children, partnering working families in every Singapore neighbourhood.

## Our Mission

We partner families to fulfil the promise of each child, by enabling every child to have a good start in life. We give working families peace of mind, by making quality child development and care services accessible.



# Our Values

Our core values, INSPIRE, form the foundation of how we perform work and conduct ourselves at NTUC First Campus. These values remain constant and guide us through changing environments. It underlies our work by defining how we interact with one another, and what we do to realise our vision.

**I**

## **Integrity**

We build trust and credibility through honest communication, delivering what we promised, and having the courage to stand up to say and do the right thing.

**N**

## **Nurturing**

We believe in fostering the long-term learning and development of ourselves and others, and in building and being a part of a learning and sharing culture.

**S**

## **Service**

We deliver quality service with sincerity by understanding the needs and finding the best solutions for children, families, community and stakeholders.

**P**

## **Passion**

We have a strong belief and sense of commitment to the profession and the organisation's mission and vision, and are dedicated to make a difference to children, families, community and stakeholders.

**I**

## **Innovation**

We strive for continuous improvement to do things better with an open mindset, habit of learning, and pursuance of new ideas and practices.

**R**

## **Relationship**

We build and maintain trusting and positive relationships with children, families, community and stakeholders by understanding their needs and aspirations.

**E**

## **Excellence**

We set high standards and challenge ourselves to deliver quality results that exceed expectations in a sustainable manner.

# Our Business Units

## NTUC First Campus Pre-schools



## School-based Student Care



## Our Training Arm





## About My First Skool

NTUC First Campus' My First Skool (MFS) brings learning to life in a nurturing environment that offers parents peace of mind. Every child can fully experience the joy of learning and our teachers' love for teaching. We are committed to making quality care and education accessible to all young children, and offer a well-devised curriculum to help young children develop bilingual proficiency, as well as to realise their potential for better progress in life. Dedicated to bringing quality pre-school education within affordable means, we now have 145 pre-schools island-wide, catering to children from two months to 6 years old. These pre-schools include 3 Early Years Centres offering care and education for children aged between two months to 4 years, and this is a recent partnership model with MOE Kindergartens.

As one of the pioneer pre-school anchor operators appointed by the government, we have established ourselves as a trusted partner of families in Singapore since its inception in 1977 as NTUC Childcare. MFS is proud to bring quality education to more than 20,000 young families in every Singapore neighbourhood.

In recognition of our commitment to excellence, MFS centres have earned the Singapore Pre-School Accreditation Framework (SPARK) certification and are part of the Healthy Meals in Pre-schools Programme (HMPP). These are accorded by the Early Childhood Development Agency (ECDA) for quality education and the Health Promotion Board for comprehensive health promotion practices respectively. MFS has also collaborated with lead agencies and key partners (local and international) to bring quality and innovative programmes to enrich the learning of our young children, such as Inter-generational, Arts, Sports and STEM programmes.

For more information, please visit [www.myfirstskool.com](https://www.myfirstskool.com) (<https://www.myfirstskool.com>)



## **The Little Skool-House International**

The Little Skool-House International (LSH) believes that every child is a wonder, and is committed to making a difference in their early years with that extra devotion. Embracing and celebrating diversity, LSH's goal is to develop confident learners who are imaginative and always exploring, and are proud of their individuality.

In addition to a robust literacy-based curriculum, we continuously innovate by adopting an open mindset to new ideas and practices. Our teachers are passionate about making a difference in the children's formative years, and to prepare them to be the best that they can be, so that they can make their mark in the world someday.

Since 1994, LSH has created an environment that provides children with a sense of security and belonging, while allowing them to have a nurturing, fun and rewarding childhood. We have also built trusting and intimate relationships with our parents, stakeholders and the community through honest communication.

For more information, please visit **[www.littleskoolhouse.com](http://www.littleskoolhouse.com)**  
**(<https://www.littleskoolhouse.com>)**



**The Caterpillar's Cove**  
Child Development and Study Centre

## **The Caterpillar's Cove**

As a child development and study centre at the forefront of best practices and research, The Caterpillar's Cove brings together a pool of qualified teachers and dedicated researchers to promote optimal early childhood learning and development.

We ensure that our teachers are familiar with international best practices in early childhood education. In addition, we are committed to regular knowledge sharing within the NTUC First Campus group, as well as with external organisations in the early education sector.

As testament to our lighthouse role in the early childhood education sector, TCC's consistently high quality and achievements have been recognised with top of class awards, including the prestigious outstanding centre award presented by the Early Childhood Development Agency (ECDA).

For more information, please visit **[www.thecaterpillarscove.com.sg](http://www.thecaterpillarscove.com.sg)**  
**(<https://www.thecaterpillarscove.com.sg>)**





## ***afterschool* by NTUC First Campus**

*afterschool* by NTUC First Campus was started in 2016, with a vision to be a leader in school-based student care and K-Care, service provider and to meet the demand from working families for reliable, quality care services.

Based within the primary schools, *afterschool* provides a continuum of care for children in an inclusive and caring conducive learning environment, where children have opportunities to learn and develop life-skills through deliberate and planned experiential opportunities.

These opportunities are designed to complement and align with the objectives set out in MOE's curriculum and each school's vision, mission and values so that children can benefit from an integrated learning experience throughout the school year. In doing so, we fuel the children's holistic development in varied areas, preparing them for the world.

In 2019, *afterschool* operated its first K-Care service providing care and support for children aged 5 and 6 years in MOE Kindergartens. In 2020, *afterschool* now serves and provides quality care to some 1,070 working families across our 10 centres situated in 9 Primary Schools.

For more information, please visit **[www.afterschool.com.sg](http://www.afterschool.com.sg)**  
**(<https://www.afterschool.com.sg>)**



## **SEED Institute**

SEED Institute is built upon a vision to give children the best head-start in life. Set up in 1989 by the National Trades Union Congress (NTUC), in collaboration with the Bernard van Leer Foundation, a Dutch private philanthropic foundation, the Institute has groomed and accredited close to 15,000 early childhood professionals to provide the best care and education to young children in Singapore and the region.

With decades of accrued knowledge and expertise, SEED Institute now supports the development of both the local and international early childhood communities by offering practice-oriented training and consultancy services. It has also built the capabilities to deliver whole-of-organisation training for early childhood operators of all sizes.

Recognising that parents play a pivotal role in their children's education, Parents College was set up to partner and support families with young children with online and offline resources and services in parenting and school-related matters.

SEED Institute is also developing children's enrichment and outdoor learning and adventure programmes that supports the holistic development of children beyond their preschools.

For more information, please visit **[www.seedinstitute.edu.sg](http://www.seedinstitute.edu.sg)**  
**(<http://www.seedinstitute.edu.sg>)**

# MESSAGE FROM CHAIRMAN AND CEO



Chan Tee Seng  
CHIEF EXECUTIVE OFFICER

Professor Tan Cheng Han  
CHAIRMAN

The theme for our 2019 Annual Report is “Championing Joy”. It reflects NTUC First Campus’ (NFC) commitment towards achieving our goal of “Happy Staff, Happy Child and Happy Parents”. We sustained the momentum of growing our pre-school network to give every child a good start in life. We also continued to grow our people and enhance their well-being. NFC was awarded one of the “Best Companies to Work for in Asia 2019” at the HR Asia Awards. At NFC, we recognise that our success starts with the well-being and growth of our people.



## Growing our Presence, Touching More Lives

Our vision is to make quality pre-school services available to Singaporeans in every neighbourhood. In 2019, we reached an enrolment of 22,000 children, up from 20,000 in the previous year. The Little Skool-House (LSH) opened a new centre at the KK Women's and Children's Hospital (KKH) in January 2020. By 2021, My First Skool (MFS) would have added three more Large Childcare Centres (LCCCs) in the Northeast region of Singapore, each catering to 300 to 900 children.



*Indoor playground at the Little Skool-House At-KK Women's and Children's Hospital*



*Teacher and children from the Little Skool-House engaging in a storytelling session*

We pay special attention to support children from low-income families and those with additional learning needs. We want to help every child start with the best possible footing. In the past year, we made significant strides in our Child Support Model and invested a total of \$7 million in financial, developmental and social support programmes to support children from these families.

From 2020, we raised the household income ceiling for eligibility to NFC's Child Support Services from \$3,500 to \$4,500 a month. Over the next five years, our goal is to touch the lives of more than 10,000 children from low-income families. We are grateful to companies like OCBC Bank and CapitaLand for being our partners in this journey through their generous contributions to the Bright Horizons Fund and in co-creating programmes to meet the needs of children from low-income families.



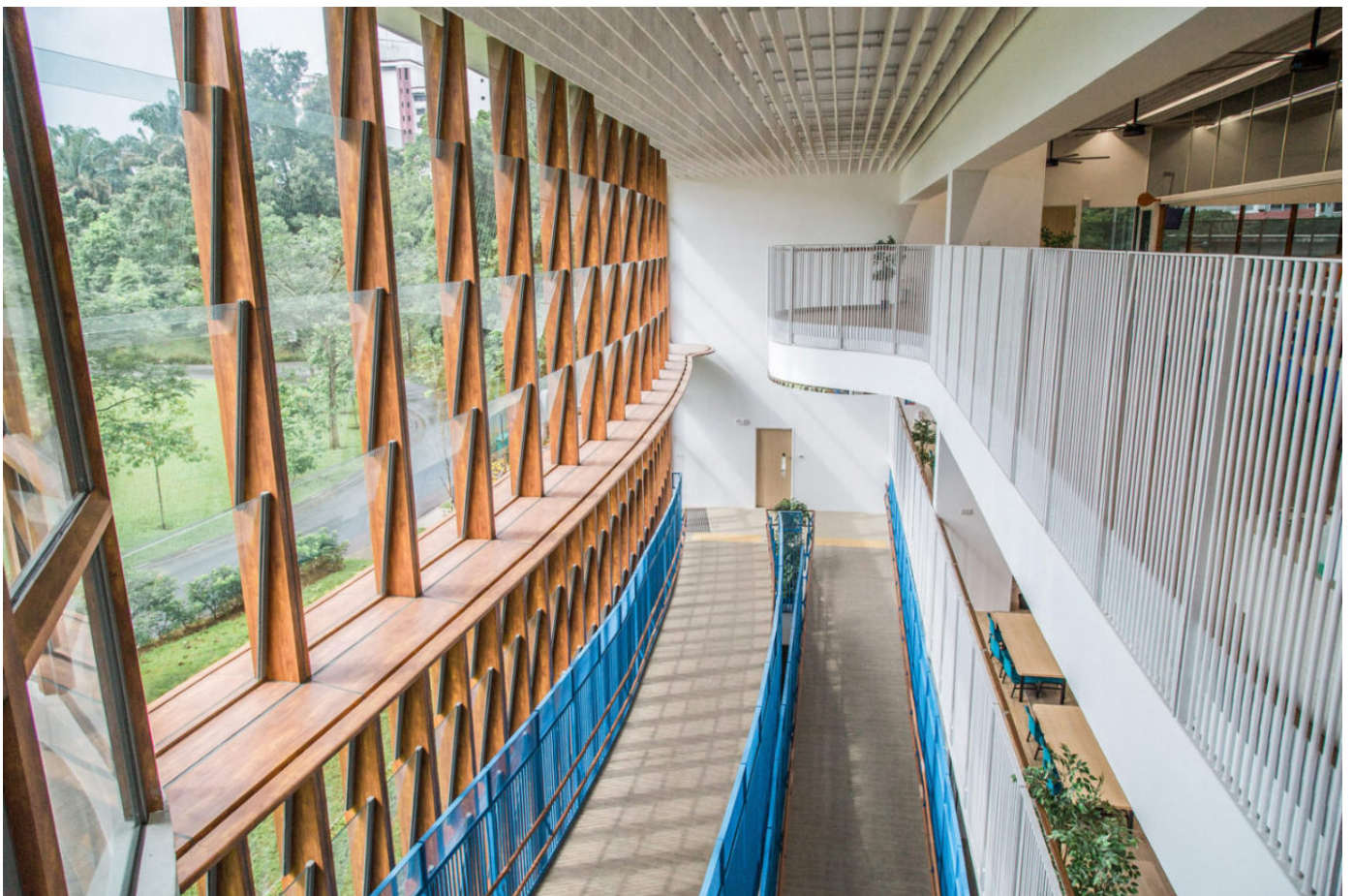
*The "OCBC – NTUC First Campus Bridging Programme" supports low-income families and their children in accessing quality pre-school education*

## **Raising the Bar, Providing Excellent Quality**

In 2019, My First Skool opened its first Early Years Centre (EYC) at 2 Punggol Drive, catering to children from two months to four years old. It sets a new standard in centre design, not just in terms of scale, but also learning spaces. It even has its own fully equipped commercial kitchen, complete with automated equipment, helmed by a Head Chef – an industry first. The kitchen crew whip up delicious and healthy meals for the children every day. My First Skool at 6 Segar Road, another newly opened Large Childcare Centre (LCCC), is located within Zhenghua Nature Park. For this centre, we managed to achieve a design which gives children and teachers access to nature and outdoor learning right at their doorstep. This centre was also selected as a finalist at the World Architecture Festival 2019. This is a good achievement, considering that our team adopts a cost-conscious approach in our design and construction, constantly looking for efficiency and cost savings.



*Façade of My First Skool at 6 Segar Road*



*Interior of My First Skool at 6 Segar Road*

More than setting new standards in design, what is equally important is our “software” – our curricula, and our teachers who implement them. NFC’s Relationships-Based Curriculum (RBC) for children aged birth to three emphasizes interaction, attachment and trust between young children and their teachers. Our goal is for children to develop that “I can do it” spirit.



*NFC's Relationships-Based Curriculum gives children an overall sense of security and in turn, helps them develop into confident individuals*

Research tells us that the early years is a magic window for brain development and learning, especially in language acquisition. As part of NFC's commitment to strengthen Mother Tongue Language (MTL) acquisition, from 2020, infants and toddlers will be exposed to a 30-minutes MTL storytelling time.

## **Strengthening our Capabilities, Leading the Way**

Our 5000-strong staff and teaching workforce are at the core of our NFC family. We strongly believe that our success begins with their well-being. To make employee well-being a priority, we mooted the HappyYay! movement in 2018. The essence of the movement is to develop the spirit of trust, respect, empowerment, mastery and purpose – elements that help us to be happy and productive.





*NFC family gathered for a fun filled HappyYay! Day 2019*

Thirteen awards were presented to NFC's teaching staff during the year. These include the ECDA Awards for Excellence in Early Childhood Development 2019, the Outstanding Pre-school Mother Tongue Language Teacher Awards 2019, the Pre-school Chinese Language Storytelling Aids Competition Awards 2019 as well as the SkillsFuture Fellowships Award 2019. We are very proud of their achievements.



*NFC is a winner of "Best Companies to Work for in Asia" at the HR Asia Awards 2019*



*NFC's teaching staff were presented awards at the ECDA Awards for Excellence in Early Childhood Development 2019*

In 2020, the first batch of Deputy Centre Leaders and Lead Teachers will undergo a leadership milestone programme to enable them to become more effective education leaders. The Early Childhood Educational Leadership (ECEL) programme is an exemplary Industry-University partnership between NTUC First Campus and the Singapore University of Social Services (SUSS). Participants who have completed this program are eligible for credit exemptions that will enable them to complete their degree programme in SUSS in half the time needed. This breakthrough partnership with SUSS will empower our staff in their roles as pedagogical leaders and coaches so as to raise the quality of practices at our centres.

## **Financial Performance in 2019**

For the year ended 31 December 2019, the Group achieved total revenue and other operating income of \$357.2 million, 7.9 per cent higher than the previous year.

The surplus for the Group after contributions to the Central Co-operative Fund (CCF), the Singapore Labour Foundation (SLF), and taxation, was \$12.6 million, representing 3.5 per cent of total revenue and operating income. The Board is recommending a final dividend of 6 cents per share for the financial year ended 31 December 2019.

## Acknowledgements

We thank the National Trades Union Congress, NTUC Enterprise, the Education Services Union, and our community and Government partners for your partnership and support.

We thank members of the NFC Board for your invaluable inputs and counsel. We would like to express our sincere gratitude to Mr Ronald Tan Hee Huan, who has stepped down from our board. We welcome the appointment of Ms Sum Wai Fun Adeline, as our new Director.

We thank the many parents who have chosen NFC as your education partner of choice. Most of all, we thank our staff, for your dedication, hard work, and commitment to service. Through these challenging times, we will continue to do our best to support working families because it's what we do today that will lead to a better tomorrow. We will surely overcome the current COVID-19 situation, and emerge stronger, better, with a brighter future for our children.



*Teacher and children from The Caterpillar's Cove enjoying outdoor play*

# RAISING THE BAR

At NTUC First Campus (NFC), we strive to provide the best for our children, be it in terms of learning resources, curriculum, learning environment and even meals. We are at the forefront of the Early Childhood Care and Education (ECCE) sector, continually seeking ways to enhance the quality we provide to our children and families.

## Opening of My First Skool Early Years Centre

My First Skool's (MFS) 1,065-capacity Early Years Centre (EYC) at 2 Punggol Drive was officially opened in 2019. The centre is MFS' largest EYC to date, providing quality and affordable pre-school education for children from two months to four years old. Under the EYC model, children will move to a nearby partner Ministry of Education (MOE) Kindergarten upon reaching the age of five.

As part of our commitment to providing the best learning environment, NFC pushed the envelope and took the opportunity to create interesting learning spaces and environments in the EYC, thereby raising the quality of pre-school experience offered. The EYC has five specially designed playscapes for children's outdoor play: an Outdoor Playground, Water Play Zone, Land Play Zone, Mountain Play Zone and Forest Play Zone.

The indoor learning environment is also intentionally designed to encourage both locomotors and non-locomotors activities to meet the learning and developmental needs of the children. The centre's classrooms have distinctively designed furniture that are specially curated to provide opportunities for children to have sensorial and creative expressive activities.

The EYC has its own fully-equipped commercial kitchen staffed by an eight-person full-time kitchen crew. The kitchen crew is helmed by a Head Chef with over 15 years of experience in the meetings, incentives, conferences and exhibitions (MICE) industry. Significant investments have been made to set up and equip the commercial kitchen. The 127-sqm main kitchen is located on the first floor, with a 19-sqm kitchen pantry on the second floor. The kitchen is also furnished with automated equipment to support the crew with the large-scale preparation of healthy meals as well as the cleaning of cutlery. Find out more **here**

**(<https://www.ntucfirstcampus.com/news/ntuc-first-campus-my-first-skool-opens-1065-capacity-early-years-childcare-centre-over-600-children-currently-enrolled>)**



*The My First Skool Early Years Centre at 2 Punggol Drive caters to 1,065 children*

## Forging Strategic Partnerships

One of the various ways that NFC develops the joy of learning in its children is through collaboration with partners. NFC, MFS and the National Museum of Singapore (NMS) signed a Collaboration Agreement, enabling NMS to tap on the expertise of professionals in the early childhood sector. The parties involved in this partnership will co-develop museum resources and programmes that are age-appropriate and relevant to pre-school children, families, as well as early childhood educators in relation to the NMS' events and exhibitions.

One of the products of this partnership is Get Curious! – The Official Interactive Family Guide to the National Museum of Singapore. Jointly developed with MFS' early childhood educators, the guide contains engaging and age-appropriate resources and programmes for children from five to eight years old. Launched in June 2019, the book enables families to have self-guided visits of the NMS. Other upcoming resources include activity booklets, guidebooks, programmes and workshops. These initiatives will serve to drive interest and engagement in museums-based learning for young children and their families. Another aspect of this collaboration includes the co-development of content, with MFS, for intergenerational programmes at NMS involving seniors and children.



*Children learning more about history and culture at the National Museum of Singapore*

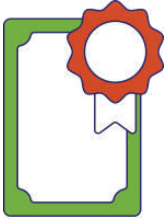


*The Little Skool-House teachers developing their skills in drama pedagogy*

## **Developing the Drama Pedagogy**

Following the partnership formed between The Little Skool-House (LSH) and the Singapore Repertory Theatre in 2018 to strengthen its literacy-based curriculum, the drama pedagogy is ready for phased implementation in 2020. This proprietary programme is part of LSH's Literacy-Based Curriculum and literacy programme to enhance language acquisition for young children.

As part of the partnership, LSH teachers took part in a two-year professional development programme to learn the domains of drama pedagogy and integrate them into the LSH literacy-based curriculum. To support teachers in the phased implementation, curriculum guides were developed and used as planning materials for teachers.



## Providing Quality Pre-school Education and Care

All eligible NFC pre-school centres have attained the Singapore Pre-school Accreditation Framework (SPARK) certification, an endorsement given by the Early Childhood Development Agency (ECDA) in Singapore for quality education and care by a service provider.



# TOUCHING MORE LIVES

## Growth

NTUC First Campus (NFC) is continually growing our network, opening childcare and student care centres around Singapore. Our goal is to make our services available to every neighbourhood in Singapore to ensure that children have access to high-quality, affordable pre-school education. From learning about the world around them to being school-ready, we want to have a positive impact on the lives of children and families.

### Growing our Network

Group enrolment grew 10% year-on-year to reach 22,000 children in 2019. These children are served by over 170 centres located all around Singapore, providing high quality and accessible pre-school and student care to families in Singapore.





## My First Skool

My First Skool's (MFS) outreach grew 8.5% year-on-year to an enrolment of more than 19,400 children in 2019. This was supported by both new centre openings and extensions, enabling capacity growth of over 2,000 in 2019.

Highlights from 2019 include the opening of MFS' third Early Years Centre (EYC) at Punggol Bayview and an MFS centre at Wisma Geylang Serai which is an integrated social and cultural hub. In March 2020, operations commenced at a new 690-capacity Large Childcare Centre at Rivervale Crescent – a centre specially designed with a series of play areas based on a central theme of classic fairy tales and nursery rhymes.



*Learning more about cultures at the My First Skool at Wisma Geylang Serai*

## The Little Skool-House

The Little Skool-House (LSH) opened a new centre at the turn of the year, with operations commencing at the KK Women's and Children's Hospital (KKH) in January 2020. Some 2,000 children attend 20 LSH centres, over half of which are located in workplace buildings, catering to the different needs of parents around Singapore.



*Interior facilities at The Little Skool-House at KK Women's and Children's Hospital*

## ***afterschool***

*afterschool*, NFC's student care arm, operates eight student care centres and one KCare centre in 2019, catering to some 730 students. KCare provides student care for children attending MOE Kindergartens (MK), with quality developmental activities designed to complement children's learning at MK. *afterschool*'s contracts with two Primary Schools were renewed for the third term. This is a testament to *afterschool*'s provision of a high-quality learning environment and curriculum to support working parents in the care arrangements for their school-going children.



*Outdoor learning at NTUC First Campus' afterschool*

# Outreach

As a social enterprise, NTUC First Campus (NFC) is dedicated in our efforts to support and make a positive impact on the lives of low-income families and children with learning delays. Our aim is for every child have an equal start in life. This ties in with our corporate mission of making quality child development and care services accessible to every child. Through our holistic Child Support Model (CSM), we provide financial, learning and social support to these families.

Find out more about the NFC's CSM **here** (<https://www.ntucfirstcampus.com/do-good/child-support-model>).



**SPENT**  
**\$7 million**  
in 2019



## CHILD SUPPORT MODEL



**BENEFITTED**

**3,600**

children from My First Skool



**FINANCIAL SUPPORT**

**MORE THAN \$1.5 MILLION**

disbursed under the Bright Horizons Fund

**SUPPORTING 2,100**

children from low-income families

### LEARNING AND DEVELOPMENT SUPPORT



Classroom  
Co-Facilitator



Learning  
Support Educator



### SOCIAL SUPPORT



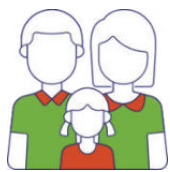
Child Enabling  
Executive



Therapist



Community Partner

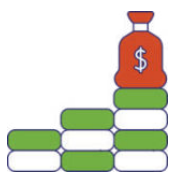


## Reaching Out to More Families

NFC has been extending the outreach of its Child Support Model (CSM) in various ways, benefitting more than 3,000 children in 2019.

NFC's Development Support Programme (DSP) provides early intervention to children who have mild learning and developmental needs, helping these children acquire age-appropriate learning skills. In 2019, NFC increased the coverage of its DSP for Kindergarten 1 (K1) and Kindergarten 2 (K2) children from 127 My First Skool (MFS) centres to 135, supporting some 900 children. NFC also piloted the DSP service for 3 to 4-year-old children, in partnership with KK Women's and Children's Hospital (KKH). These increased support are based on NFC's belief that intervention at an earlier age produces more effective outcomes for children's development.

The KidSTART programme provides support for lower-income families with young children, coordinating and strengthening holistic support for them where needed. In 2019, this programme was also expanded to six more centres and now serves a total of 500 children at 16 centres.



## Raising the Income Ceiling Eligibility

As part of strategic efforts in touching the lives of more low-income families, NFC raised the income ceiling for its Child Support Services from Household Income (HHI) from \$3,500 per month to HHI \$4,500 per month. This will enable more than 10,000 children from low-income families to benefit from NFC's Financial, Social, and Learning and Development Support over the next five years.

## OCBC – NTUC First Campus Bridging Programme

NFC was able to extend our support for children from low-income families through partnerships with socially responsible organisations.

In 2019, NFC and OCBC Bank unveiled plans for the "OCBC – NTUC First Campus Bridging Programme", which will benefit 500 low-income union member families in the pre-school education and healthcare expenses for their children each year, making it a total of 2,500 children over five years, from 2020 to 2024.

As part of the programme, OCBC Bank and staff will contribute S\$1 million to NFC's Bright Horizons Fund (BHF) over five years. Each eligible child will receive a one-time payout of S\$400 into his or her Child Development Account (CDA), which will be matched, dollar-for-dollar by the Singapore Government if the family meets the criteria for the Baby Bonus Scheme.

As added support for the children and their families, OCBC Bank will also be organising financial literacy workshops for parents, to help them better manage their family finances. These workshops will be conducted by staff volunteers from its Wealth Management team on a quarterly basis throughout the duration of the five-year programme.

Find out more **here** (<https://www.ntucfirstcampus.com/news/ocbc-bank-and-staff-contribute-s1-million-to-kickstart-the-ocbc-ntuc-first-campus-bridging-programme-which-will-help-to-make-pre-school-education-free-for-children-from-low-income-families>).



*The OCBC – NTUC First Campus Bridging Programme will benefit 2,500 children over five years*



*My First Skool children touring Jewel Changi Airport as part of their learning journey*

## **CapitaLand-Bright Horizons Fund Ready-for-School Programme**

NFC and CapitaLand collaborated to launch the “CapitaLand-Bright Horizons Fund Ready-for-School programme” in 2019. As part of the programme, CapitaLand contributed \$750,000 from its philanthropic arm, CapitaLand Hope Foundation (CHF), to help 2,000 children from low-income families to be ready for primary school.

Under the three-year programme, CapitaLand's contributions will allow seven more MFS centres to provide the Classroom Support Programme, bringing it to a total of 20 centres. More classroom co-facilitators will be deployed to provide for an additional 200 pre-school children who require learning support. The first-of-its-kind in the early childhood sector, this structured programme has classroom co-facilitators to partner teachers to support children with learning difficulties. Teaching is done in small groups, focusing on language, literacy and numeracy. A yearly impact assessment will also be conducted to measure the effectiveness of the programme.

The programme also provides graduating MFS K2 children with school bags and essentials to prepare them for primary school. To celebrate the completion of their pre-school education, the children will also go on specially curated learning journeys to CapitaLand malls.

Find out more ***here***

***(<https://www.ntucfirstcampus.com/news/capitaland-launches-s75000-programme-with-ntuc-first-campus-to-prepare-low-income-pre-school-children-for-primary-school>)***

# GROWING TOGETHER

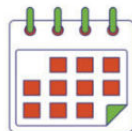
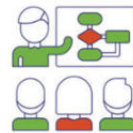
At NTUC First Campus (NFC), we recognise the importance of our teachers and staff and their development and growth is a priority. We value our people and provide opportunities for them to build their capabilities through training and career development. We ensure that our staff can thrive in a culture of empowerment and openness. Through this strong learning culture, they can be their best in shaping the lives of our children.



Since 2014,  
our staff number has grown

**70%**

**MORE THAN \$3.47 MILLION**  
was invested in employee training and  
course sponsorship last year



All employees spent over  
**43,400 MAN-DAYS**  
in training



## Learning and Sharing Festival 2019

NFC held the annual Learning and Sharing Festival 2019 (LSF), a three-day learning and sharing event for its early childhood and student care professionals, as part of its commitment to staff development and growth. The LSF is a platform for them to share knowledge and resources on enhancing the quality of childhood care and education for children from birth to 12 years of age. At the LSF, participants had the opportunity to visit and attend Showcase Booths, Mini-Workshops and Pecha-Kucha Sessions that cover topics such as STEM-based learning, Mother Tongue Language learning, social-emotional and holistic arts learning.

2019 was also the first year where this platform of peer learning was open to parents and members of the public. This was part of NFC's efforts to drive greater parent engagement.



My First Skool's (MFS) publication, "Recipes with Love" was also launched at the LSF. The first-of-its-kind in the early childhood sector, the publication features the chef and cooks in MFS' childcare centres as well as 21 nutritious and healthy recipes for children. These recipes are part of the menu that they prepare for the children on a daily basis in the MFS centres. The publication serves to create and provide a platform to recognise the efforts of the chef and cooks as well as share culinary expertise and best practices. As part of the festival, the chef and cooks who were featured in the publication also conducted cooking demonstrations for visitors.

Find out more **here** (<https://www.ntucfirstcampus.com/news/ntuc-first-campus-my-first-skool-recognises-efforts-of-chefcooks-by-launching-industry-first-publication-of-recipes-and-stories-about-them>).



*The launch of the "Recipes with Love" publication in recognition of our cooking staff*

## Strengthening our Training Capabilities

In 2019, the training needs of NFC staff were centralised under the Learning Delivery Unit (LDU). The LDU's primary focus is to deliver quality learning to all NFC staff by partnering Business Units and Departments to address learning and job performance needs. This helps to support the evolving nature of work spanning across various functional, corporate and leadership domains. The NFC Mobile Learning App was launched in July 2019 to enable bite-sized learning for staff at any time and place.

## Uplifting Leadership and Quality Standards

NFC and the Singapore University of Social Sciences (SUSS) co-developed a Minor/ Certificate in Early Childhood Educational Leadership (ECEL) to build educational leadership capabilities and strengthen centre leadership teams. Designed for NFC deputy centre leads, vice-principals, lead teachers and senior teachers, this collaboration signifies NFC's commitment to nurture educational leaders in deepening sector-relevant competencies. With this, NFC also plays a key role in uplifting early childhood leadership and quality standards in the sector.

The collaboration also supports the Ministry of Education's call for closer partnership between industry and Higher Education institution, advocating Work Study Programme to enhance knowledge and skills of experienced adult learners.

The ECEL programme is designed based on leading thought practices in early childhood pedagogy and curriculum, positive education, quality assurance, support for children with diverse needs and leadership development. It includes a 12-month Work-Study module focusing on developing the pedagogical leadership practices and disposition based on principles of adult learning. The Work-Study module is supported by mentors. With successful completion of four courses and Work-Study module, SUSS will grant credit recognition to NFC staff who wish to pursue an early childhood degree with SUSS.

The Minor/ Certificate in ECEL programme will commence with its first cohort of NFC staff in July 2020.



*NFC staff regularly upgrade their quality and skills to be better educators for our children*

## Happy@NFC

Following its launch in 2018, NFC has continued to build on Happy@NFC – its vision of “Happy Child, Happy Parents, and Happy Staff”.

The 2019 HappyYay! event for all NFC staff was held at the Marina Bay Sands Convention Centre, where the Happy elements of 'Purpose', 'Empowerment', 'Mastery', 'Trust' and 'Respect', were meaningfully conveyed through engaging activities. NFC also recognises the efforts and dedication of staff. 562 Long Service Awards were given out to staff that have been with NFC for over five years. Six individuals and six teams also received the CEO Awards for their commendable efforts in advancing the “Happy Movement” which entails strengthening parent partnerships and developing positive dispositions in young children.



*The NFC family having a good time at HappyYay!*

# PARTNERING FAMILIES

Parents play a crucial role in their child's holistic development. At NTUC First Campus (NFC), we recognise the importance of having deep and meaningful partnerships between our teachers and parents, and we want to share our knowledge, skills and resources with them in the development of their child.

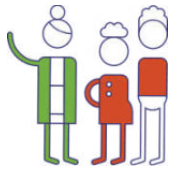
## The Little Skool-House's 25th Anniversary Children's Day Fiesta

The Little Skool-House (LSH) celebrated its 25th anniversary with a Children's Day Fiesta at Resorts World Sentosa. There were 29 booths with exciting games, activities, food and drinks for LSH's parents, families and children, as well as LSH alumni over the years. As part of the programme, the Singapore Repertory Theatre and LSH teachers also put up a combined interactive storytelling performance.

These 25 years of success in shaping the lives of children is testament to LSH's belief in innovating and adopting new ideas and practices to make a difference in children's formative years.



*Celebrating 25 years of The Little Skool-House at the Children's Day Fiesta*



## Engaging Parents through Active Participation

LSH continued its three-year “Parent Partnership Strategy” through its centre-based approach, with active participation and high involvement from parents in centre programmes. LSH engaged its parents to be active participants such as forming organising committees for various events, being emcees for graduation concerts, putting up flash mob performances and interactive graduation concerts. Through initiatives like these active parent engagements, LSH achieved industry-leading parent satisfaction scores, a testament of LSH’s efforts in partnering parents to raise their children.



## Parents College

Parents College has continued to expand its partnerships, from childcare operators to hospitals and like-minded institutional partners (e.g. Temasek Foundation Nurtures) to provide more extensive coverage of topics and resources for parents.



KidzMatters, a one-stop website of resources for parents developed by SEED Institute’s Parents College, continued to grow strongly, acquiring more than 3,700 users in 2019.

In the accompanying KidzMatters mobile app, launched in late 2019, parents are able to track and customise their child’s social and developmental milestones; share their child’s growth with their family members; learn more from localised, bite-sized information on various parenting topics; and find out about upcoming parent-child activities. Key partners that contributed information and resources include KK Women’s and Children’s Hospital and Preschool Market.

Check out KidzMatters **here** (<https://kidzmatters.sg/>).

# LEADING THE WAY

NTUC First Campus (NFC) prides itself as a pioneer and thought leader in the Early Childhood Care and Education (ECCE) sector. We seize opportunities, push boundaries and venture into new areas so that we can continuously provide the best for our children and families. We also play a leading role in sharing our knowledge with others to support the uplifting of the sector.

## Sharing our ECCE expertise

In recognition of SEED Institute's sectoral expertise in training early childhood educators, the Seychelles Ministry of Education engaged SEED's expertise to drive development of Seychelles' day-care and pre-school centres.

Professionals from SEED went to Seychelles to observe and assess the local early childhood environment. They visited 27 family day-care centres, provided detailed summary reports on the current practices and proposed suggestions for improvement. SEED also proposed indicators for quality assessments of family day-care centres.

SEED also conducted a 10-day "Professional Certificate for Early Childhood Care and Education" workshop for 99 Seychelles Teacher Assistants, after which they received their qualifications at the Certificate Ceremony.

The Seychelles Institute of Teacher Education (SITE) and SEED are also exploring co-developing additional programmes for teacher assistants in 2020. The project will involve co-development of a training programme – training the Seychelles trainers to have the capability to offer Seychelles' very own professional certification, as well as capacity building of the SITE team.



*Seychelles teacher assistants who had undergone SEED's Professional Certificate for Early Childhood Care and Education*

## **Bringing Learning Outdoors**

Outdoor School Singapore (OSS), a SEED Institute initiative, was conceived in 2019 to bring children closer to nature. Its programmes combine concepts-based outdoor learning and skills-based outdoor adventure elements inspired by best practices from other educational institutions such as "Forest School" and "Green School International", adapted to benefit children growing up in urban Singapore. The OSS programmes serve to build responsibility, resilience, a risk-taking spirit and a love for the outdoors in young children. In the specially-designed outdoor lessons, children get to interact with nature, appreciate the natural environment and engage in adventurous experiences.

The Caterpillar's Cove (TCC) also has a partnership with Claire Warden, an acclaimed thought leader in nature pedagogy, to enhance children's holistic education and development by integrating nature into all aspects of learning, whether they are inside, outside or beyond the classroom setting.

At the Early Childhood Conference 2019 by the Early Childhood Development Agency (ECDA) which had the theme "Take Learning Outdoors", NFC exemplified its thought leadership stance through conducting relevant workshops for participants.



*Outdoor learning programme with Outdoor School Singapore*

## **HR Asia Awards – Best Companies to Work for in Asia**

NFC was a winner of “Best Companies to Work for in Asia” at the HR Asia Awards 2019. NFC surpassed national benchmarks in areas such as “highly recommended organisation to work in”, “organisation that creates purposeful job opportunities”, “organisation that encourages continuous learning by acquiring new skills and knowledge”. NFC was the only pre-school operator to have achieved this accolade. The award is a recognition of NFC’s high levels of employee engagement and excellent workplace cultures, as well as a testament to our continuous commitment to adopting a growth mindset and constant innovation.





*NFC was recognised as one of the “Best Companies to Work for in Asia” at the HR Asia Awards 2019*

## **HR Excellence Award – Bronze for Excellence in Recruitment**

NFC was accorded the bronze for “Excellence in Recruitment” at the HR Excellence Awards 2019, the only pre-school operator to win one of Asia’s most renowned and respected HR awards. The award recognises employers that consider talent acquisition strategies in achieving manpower needs and also focuses on long-term human resources planning.



*NFC was awarded the Bronze for Excellence in Recruitment*

## **SkillsFuture Fellowships Award 2019**

Suhana Binte Salleh, Cluster Quality Manager of My First Skool (MFS) and ECDA Fellow, was conferred the "SkillsFuture Fellowships Award 2019". The award recognises individuals' deep professional expertise, skills mastery, commitment to lifelong learning and the skills development of others. The SkillsFuture Fellowships are the highest skills awards for individuals in Singapore. To be eligible, individuals have to have at least 10 years' of experience in the same industry.



*Cluster Quality Manager Suhana Binte Salleh was conferred the SkillsFuture Fellowships Award*

## **ECDA Awards for Excellence in Early Childhood Development 2019**

A recognition of NFC's commitment to excellence in early childhood care, education, innovation and professionalism, NFC was accorded four awards at the 2019 ECDA Awards for Excellence in Early Childhood Development. The winners were from all three NFC pre-school brands and were selected from over 300 nominees.

### **Early Childhood Leader Award (Outstanding Award)**

Ms Poh Jia Yi, My First Skool at Kampung Admiralty

### **Early Childhood Teacher Award (Outstanding Award)**

Ms Amanda Yap, The Little Skool-House at-Tampines-Junction

### **Early Childhood Innovation Award (Merit)**

The Caterpillar's Cove Child Development and Study Centre, Ngee Ann Polytechnic (Project: Making Children's Voices Visible: Empowering Children as Active Agents of Pedagogical Documentation)

### **Early Childhood Educarer Award (Promising Award)**

Ms Heng Hui Noi, Jenny, My First Skool at Waterway Point



*NFC recipients of the ECDA Awards for Excellence in Early Childhood Development, from left: Poh Jia Yi, Sheena Ang from The Caterpillar's Cove, Heng Hui Noi, Jenny, Amanda Yap*

In addition, two MFS centres were awarded the Singapore Pre-school Accreditation Framework (SPARK) Commendation certification while 10 MFS centres were awarded the SPARK certification.

## **Outstanding Pre-school Mother Tongue Language Teacher Awards 2019**

Three Chinese teachers from MFS received Outstanding and Merit awards at the Outstanding Pre-school Mother Tongue Language Teacher Awards 2019.

Co-organised by the various committees to promote the Mother Tongue Languages and supported by ECDA and National Institute of Early Childhood Development (NIEC), the awards recognise pre-school teachers for nurturing a passion for languages in their pre-school children and making the learning engaging.

The awards presentation was part of the annual Mother Tongue Language Symposium.

### **Outstanding Award**

Ni Xue Jing, My First Skool at 51 Fernvale Link

### **Outstanding Award**

Zhou Shao Juan, My First Skool at Blk 742 Woodlands Circle

### **Merit Award**

Zhao Yan Dong, My First Skool at Blk 63 Jurong West Central 3



*NFC's recipients of the Outstanding Pre-school Mother Tongue Language Teacher Awards, from left: Zhao Yan Dong, Ni Xue Jing, Zhou Shao Juan*

## **Pre-school Chinese Language Storytelling Aids Competition Awards 2019**

Chinese teachers from MFS and The Little Skool-House clinched five out of ten awards at the Pre-school Chinese Language Storytelling Aids Competition Awards 2019. The awards recognise Chinese teachers that tell Chinese-languages stories in a creative manner using teaching tools.

### **Runner-up Award**

Teachers: Wang Zhaoting 王兆婷, Lim Wen Zhi 林纹芝

Project: 《我不知道我是谁》

Centre: My First School at Blk 209 Ang Mo Kio Ave 3

### **Commendation Awards**

Teachers: Su Zhewei 苏哲维

Project: 《这是谁的蛋? 》

Centre: NTUC First Campus' My First Skool at Blk 269 Compassvale Link

Teachers: Chuang Wan Ting 莊琬婷, Hsieh Ya Kuei 谢雅贵, Rao Hui Min 饶慧敏

Project: 《下雨了》

Centre: NTUC First Campus' My First Skool at Blk 343 Ang Mo Kio Ave 3

Teachers: Yang Nidan 杨妮丹, Chang Yu Jung 张瑜容

Project: 《好饿的小蛇》

Centre: The Little Skool-House International On-The-Green

Teachers: Chen Heng Hong 郑馨红, Shao Ming Feng 邵明凤, Cong Ri Ji 丛日杰

Project: 看! 声音在跳舞 – 《森林里的演唱会》

Centre: The Little Skool-House At-Kent-Vale



*NFC's Chinese teachers were recognised for their creative methods in telling Chinese-language stories*

## ECDA Training Awards 2019

In recognition of exemplary achievements in their studies and passion in nurturing their children, MFS Teachers Andrea Lim and Han Yuluan received the ECDA Training Awards (Commendation Award) at the ECDA Scholarships and Training Awards Ceremony 2019.



*Andrea Lim from MFS at Blk 997 Buangkok Crescent (Photo: ECDA)*



*Han Yuluan from MFS at 248 Kim Keat Link (Photo: ECDA)*

# BOARD OF DIRECTORS



## **CHAIRMAN**

### **Professor Tan Cheng Han**

Professor Tan Cheng Han was appointed Chairman of NTUC First Campus Co-operative Limited in 2014. He is the Dean and Chair Professor of Commercial Law at the School of Law, City University of Hong Kong. He is also a Senior Counsel and arbitrator.

Professor Tan's current appointments include being Deputy Chairman of Sport Singapore, and a member of the Law Reform Commission of Hong Kong and the Hong Kong Standing Committee on Legal Education and Training.

He chairs the boards of SGX Regulatory Company Pte Ltd, Tokio-Marine Life Insurance Singapore Ltd and Tokio-Marine Insurance Singapore Ltd. Prof Tan obtained his Bachelor of Laws (Honours) Degree from NUS and Master of Laws Degree from the University of Cambridge. In 2006, he was awarded the Public Administration Medal (Silver).



## **DEPUTY CHAIRMAN**

### **Mr Ng Chee Yuen**

Mr Ng Chee Yuen joined the Board in 2011. Mr Ng is the founder of Shenning Investments Private Limited, and was Chairman of Capella Hotel Group Private Limited for 9 years.

Before being a serial entrepreneur, Mr Ng has worked in international strategy consulting, private equity and in the Singapore government service. He spent 17 years in the United States, Europe, China and the Middle East where he learnt to conduct businesses in different cultures and across business structures ranging from start-ups and partnerships, to family offices, MNCs and government. He is active in cross-border business tie-ups between the Middle East and Asia, and he had been actively involved in the Technology / Telecom / E-commerce, Real Estate, Natural Resources and Hospitality sectors.



## **Ms Wong Su-Yen**

Ms Wong Su-Yen joined the Board in 2014. Ms Wong is the Founder and Chief Executive Officer of Bronze Phoenix, a company focused on helping people reinvent themselves. She is concurrently Chairman of Nera Telecommunications, and Independent Director at MediaCorp, Yoma Strategic Holdings, NTUC First Campus, and the National Kidney Foundation. Previously, she was the Chief Executive Officer of the Human Capital Leadership Institute; Chairman of Marsh and McLennan Companies (Singapore); Southeast Asia Managing Director of Mercer; Asia Managing Partner for the Communications, Information, and Entertainment Practice at Oliver Wyman.

She is a Board and C-Suite advisor on strategy, human capital, leadership development, and the future of work. She has advised and worked with organisations including Citibank, China Mobile, Hewlett-Packard, ExxonMobil, Microsoft, SK Telecom, and the Government of Singapore. She is an accomplished keynote speaker and facilitator, and a highly-rated guest lecturer at leading universities worldwide.



## **Ms Chan Su Yee**

Ms Chan Su Yee joined the Board in 2015. Ms Chan is the CEO of NTUC Health, one of the largest community health and eldercare providers in Singapore. Prior to her appointment at NTUC Health, Ms Chan led cluster development for the Health and Early Education sectors at NTUC Enterprise.

Ms Chan joined NTUC Enterprise from Bain & Company where she spent 14 years working with clients across Asia on a wide range of corporate strategy issues.



## **Adjunct Associate Professor Mary Daniel**

Adjunct Associate Professor Lourdes Mary Daniel is a Senior Consultant and Head of the Department of Child Development, KK Women's and Children's Hospital. Her sub-specialty interests include learning problems in children, especially those with chronic medical problems and hearing impairments from vulnerable families, Long Term Developmental Outcome of Premature Infants and the transition of High Risk Children into Mainstream Schooling.



She also worked as a Neonatologist for more than 20 years. She was the Head of the Neonatal Ambulatory Services till 2012 and the Director of the Universal Newborn Hearing Programme till 2014. She is involved in both undergraduate and postgraduate medical education.



## **Mr Arasu Duraisamy**

Mr Arasu Duraisamy is the General Secretary of the Singapore Port Workers Union which represents more than 8,000 employees in the industry. He is an elected member on the National Trades Union Congress' Central Committee, the highest decision making body in the Labour Movement in Singapore. Mr Arasu is also a nominated Member of Parliament. He is a member of the Future Economy Council Trade & Connectivity Sub Committee. Mr Arasu is also active on the international labour movement scene, as a committee member on the International Transport Federation (ITF Dockers section).

Mr Arasu attained his Ong Teng Cheong Institute – UniSIM Diploma of Employment Relations and was awarded the Seah Mui Kok Award for Top Unionist in the programme. He still spends half of his week working as an Assistant Service Engineer for PSA Corporation so as to ensure his skills are up to date.

## **Ms Ng Lai Leng**



Ms Ng Lai Leng joined the Board in 2018. Ms Ng is the Chief Financial Officer and Executive Vice President of Changi Airport Group (CAG), overseeing CAG's Finance, Strategy, Transformation & Innovation, Legal & Compliance, Communications & Marketing and Enterprise Risk Management functions.

Prior to joining CAG, Ms Ng held senior positions in various subsidiaries of CapitaLand Ltd. She was the Chief Financial Officer of Raffles Holdings Limited, Chief Corporate Officer at the Ascott Limited, as well as Deputy Chief Executive Officer of the Ascott Residence Trust Management Limited.

Ms Ng is a Fellow Chartered Accountant of the Institute of Singapore Chartered Accountants as well as a Fellow of CPA Australia.



## **Mr Wong Toon King**

Mr Wong Toon King joined the Board in 2018. Mr Wong is the Managing Partner of FarSight Capital, an early stage internet VC. He is a pioneer of the internet start-up scene in Singapore in 1994 through his involvement in SilkRoute Ventures, ECnet and Sembawang Ventures (Pacific Internet). He also brought the well-loved US Ben & Jerry's ice-cream brand to Singapore and won the Best International Operator Award two years in a row in 2006 & 2007.

Since 2001, Mr Wong has served on a number of private and government boards in Singapore and India spanning across diverse industries. He graduated with a Bachelor of Science degree in Computer Science and Engineering from the Massachusetts Institute of Technology, USA and is the winner of the Best Thesis prize in Computer Science for 1989. In 2001, he was given the National Youth Award for Entrepreneurship and the World Economic Forum's Global Leaders for Tomorrow Award.

An avid fencer and national sportsman, Mr Wong and several national fencers founded Z Fencing in 1993, Singapore's most well-known and largest fencing academy.



## **Ms Adeline Sum**

Ms Adeline Sum is the CEO of Singapore Labour Foundation and Deputy CEO (Strategic Alignment) of NTUC Enterprise Co-operative Limited. She holds directorships in ComfortDelgro Corporation Limited and several other NTUC social enterprises.

She joined the NTUC First Campus Board in August 2019.

# LEADERSHIP TEAM

## Business Unit Leaders



Mr Chan Tee Seng  
Chief Executive Officer,  
NTUC First Campus Co-operative Limited  
Director, SEED Institute



Ms Adeline Tan  
Chief Operating Officer



Ms Christine Angco  
Chief Commercial Officer,  
General Manager, The Little Skool-House International



Ms Thian Ai Ling  
General Manager, My First Skool  
General Manager, afterschool

## Early Childhood Education Leaders and Advisors



Dr Geraldine Teo-Zuzarte

Group Professional Practices Officer  
Centre Director, The Caterpillar's Cove  
Child Development and Study Centre



Dr Connie Lum

Group Mother Tongue Language Officer



Emeritus Professor Marjory Ebbeck

Senior Academic Advisor



Dr Frederick Nicholas Ebbeck

Senior Academic Advisor

## Corporate Function Leaders



Ms Geraldine Lee  
Chief Human Resource Officer



Ms Hor Fong Lin  
Chief Financial Officer



Mr Prasanth Nair  
Chief Digital and Technology Officer



Mrs Phoon Chew Ping  
Chief Child Support Officer



Mr Daniel Chua  
Group Learning Delivery Officer



Mr Yong Lye Yong  
Group Corporate Development Officer



Mr Eric Yum  
Group Business Development Officer

Information as of 31 March 2020

# CORPORATE INFORMATION

## Board of Directors

**Chairman**

Professor Tan Cheng Han

**Deputy Chairman**

Mr Ng Chee Yuen

Ms Wong Su-Yen

Ms Chan Su Yee

Adjunct Associate Professor

Mary Daniel

Mr Arasu Duraisamy

Ms Ng Lai Leng

Mr Wong Toon King

Ms Adeline Sum

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## Establishment Committee

**Chairman**

Professor Tan Cheng Han

Ms Adeline Sum

Ms Wong Su-Yen

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## Audit and Risk Committee

**Chairman**

Mr Ng Chee Yuen

Ms Chan Su Yee

Ms Ng Lai Leng

Mr Wong Toon King

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## Honorary Advisor

Mrs Yu-Foo Yee Shoon

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## Bright Horizons Fund Board

### Chairman

Mr Lim Boon Heng  
Chairman,  
NTUC Enterprise Co-operative Limited

### Members:

Ms Diana Chia  
Immediate Past President,  
National Trades Union Congress

Dr Intan Azura Binte Mokhtar  
Assistant Professor,  
Singapore Institute of Technology

Professor Tan Cheng Han  
Chairman,  
NTUC First Campus Co-operative Limited

Mr Heng Chee How  
Deputy Secretary-General,  
National Trades Union Congress

Mr Lim Kuang Beng  
Advisor,  
Singapore Industrial and Services Employees' Union

Mr Thomas Tay  
Emeritus General Secretary  
Singapore Maritime Officers' Union

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## Bright Horizons Fund Cherished Partners

Mr Jimmy Phoon

Mind The Gap 200 Fund

CapitaLand Hope Foundation

OCBC Bank

Singapore Maritime Officers' Union

U Care Fund



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## Bright Horizons Fund Friends

ARA Asset Management Limited

Dr Connie Lum

Lee Kim Tah Foundation

Ms Leong Wai Leng

Mr Seah Kian Peng

Singapore Industrial and Services Employees' Union

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## Education Services Union

### President

Mr Desmond John Chin Kong Thai

### Vice President

Ms Cecilia Tang Foong Sen

### Vice President

Ms Lee Kwee Huay

### General Secretary

Mr Arshad Bin Ismail

### Deputy General Secretary

Mr Karuppan Chettiar Palaniappan

### Assistant General Secretary

Ms Rohana Bte Ujang

### General Treasurer

Ms Christina Liaw Lang Hiang

### Assistant General Treasurer

Mr Tan Choon Huat

### Committee Members:

Ms Ang Lay Hoon

Ms Brenda Quah Ching Ching

Ms Chen Chin Tyng

Ms Dzakiah Binte Ibrahim Alkhatib

Ms Herlena Binte Masehkoo

Mr Juraimi Bin Jumari

Ms Kho Say Tin

Ms Ng Lian Eng Jen

Ms Tan Hui Hui

Ms Zainab Bte Mohamed

### Internal Auditors:

Ms Hue Ruey Fang

### Observers:

Mr Muhd Fuadi Bin Rahmat

Mr Lee Wen Joon Harry

---

## **NTUC First Campus – Union Branch Committee**

### **Chairman**

Ms Shakkilla D/O Uttera Pathy

### **Vice-Chairman**

Ms Dzakiah Binte Ibrahim Alkhatib

### **Secretary**

Ms Lee Kwee Huay

### **Assistant Secretary**

Ms Melanie Chan Soo Kiang

### **Assistant Secretary**

Ms Lilavathi Devi

### **Treasurer**

Ms Lee Bee Lian

### **Assistant Treasurer**

Ms Ang Lay Hoon

### **Committee Members:**

Ms Goh Si Ying

Ms Lin Jin Lian

Ms Liu Hua Shan

Ms Ong Beng Eng

Ms Teo Sai Hong

Ms Wang Ke

Ms Wang Xuan

Ms Yu Kwong

Ms Chen Heng Hong

Ms Kristen Chua Jia Ying

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## **Research Governance Committee**

### **Committee Chair**

Dr Sum Chee Wah

**Associate Professor, Early Childhood Education Programme  
Singapore University of Social Sciences;  
Adjunct Senior Fellow  
National Institute of Education, Singapore**

Emeritus Professor Marjory Ebbeck

**Senior Academic Advisor, NTUC First Campus Co-  
operative Limited;  
Emeritus Professor of Early Childhood Education  
University of South Australia**

Professor Tan Oon Seng

**Director, Centre for Research in Child Development  
National Institute of Education, Singapore**

Assoc Prof Bonnie Yim

**Associate Head of School (International Partnerships),  
Faculty of Arts and Education  
Deakin University, Australia**

# Research Ethics Committee

## Committee Chair

Dr Frederick Nicholas Ebbeck

Senior Academic Advisor,

NTUC First Campus Co-operative Limited

Professor Manjula Waniganayake

Professor, Department of Educational Studies

Macquarie University

Dr Ngiam Tee Liang

Social Work Consultant

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## NTUC-affiliated Unions and Associations

Air Transport Executive Staff Union

Amalgamated Union of Public Daily Rated Workers

Amalgamated Union of Public Employees

Amalgamated Union of Statutory Board Employees

Attractions, Resorts & Entertainment Union

Banking and Financial Services Union

Building Construction and Timber Industries Employees' Union

Chemical Industries Employees' Union

Creative Media and Publishing Union

DBS Staff Union

dnata Singapore Staff Union

Education Services Union

Enterprise Singapore Staff Union

ExxonMobil Singapore Employees Union

Food, Drinks and Allied Workers Union

Healthcare Services Employees' Union

Housing and Development Board Staff Union

Inland Revenue Authority of Singapore Staff Union

Keppel Employees Union

Keppel FELS Employees' Union

Metal Industries Workers' Union

National Instructors and Coaches Association

National Private Hire Vehicles Association

SIA Engineering Company Engineers and Executives Union

Singapore Airlines Staff Union

Singapore Airport Terminal Services Workers' Union

Singapore Bank Employees' Union

Singapore Chinese Teachers' Union

Singapore FinTec Association

Singapore Industrial & Services Employees' Union

Singapore Insurance Employees' Union

Singapore Interpreters' and Translators' Union

Singapore Malay Teachers' Union

The Singapore Manual & Mercantile Workers' Union

Singapore Maritime Officers' Union

Singapore Organisation of Seamen

Singapore Port Workers Union

Singapore Refining Company Employees' Union

Singapore Shell Employees' Union

Singapore Tamil Teachers' Union

Singapore Teachers' Union

Singapore Technologies Electronics Employees' Union

Singapore Union of Broadcasting Employees

Singapore Urban Redevelopment Authority Workers' Union

Staff Union of NTUC-ARU

National Transport Workers' Union  
National Taxi Association  
NatSteel Employees' Union  
Ngee Ann Polytechnic Academic Staff Union  
Port Officers' Union  
Public Utilities Board Employees' Union  
Reuter Local Employees' Union  
Scoot Staff Union  
Shipbuilding and Marine Engineering Employees' Union

Supply Chain Employees' Union  
Tech Talent Assembly  
Times Publishing Group Employees' Union  
Union of ITE Training Staff  
Union of Power and Gas Employees  
Union of Security Employees  
Union of Telecoms Employees of Singapore  
Union of Tripartite Alliance Limited  
United Workers of Electronics & Electrical Industries  
United Workers of Petroleum Industry

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## **NTUC Social Enterprises**

NTUC Enterprise Co-operative Limited  
NTUC Fairprice Co-operative Limited  
NTUC First Campus Co-operative Limited  
NTUC Foodfare Co-operative Limited  
NTUC Health Co-operative Limited  
NTUC Income Insurance Co-operative Limited

NTUC LearningHub Private Limited  
NTUC Link Private Limited  
Kopitiam Investment Pte Ltd  
Mercatus Co-operative Limited  
MoneyOwl Pte Ltd

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## **NTUC-related Organisations**

Centre for Domestic Employees  
Consumers Association of Singapore  
Employment and Employability Institute Private Limited

Migrant Workers' Centre  
Ong Teng Cheong Labour Leadership Institute  
Singapore Labour Foundation

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## **Founder and Institution Members**

No. of Shares of S\$1 each

### **Founder Member**

National Trades Union Congress

**100,000**

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### **Institution Members**

NTUC Enterprise Co-operative Limited

**4,148,300**

NTUC Income Insurance Co-operative Limited

**500,000**

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### **Ordinary Members**

**525,000**

**Balance as at 31 December 2019**

**5,273,300**