

SHAPING FUTURES



As a leader in Singapore's early childhood education sector, NTUC First Campus (NFC) constantly transforms our pedagogy through innovation, to deliver a dynamic learning experience for every child. At NFC, it is not just our children who are guided to realise their fullest potential, but our employees too. We also support the vulnerable and low-income families to ensure that no one is left behind.

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ABOUT US

As a 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 aim to help every child achieve their best potential through a high quality pre-school education and care.

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

Our Vision

To be a leader in the development and care of young children, enabling them to achieve their best potential in life.

Our Mission

We partner families to fulfil the promise of every child through the provision of high quality child development and care services in every Singapore neighbourhood.

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.

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.

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.

Service

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

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.

Innovation

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

Relationship

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

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



MESSAGE FROM CHAIRMAN AND CEO



A second year of the COVID-19 pandemic further accelerated NTUC First Campus' (NFC) ability to operate in a new norm where innovation and technology are key to continued growth for our business.

On the education front, we leveraged on previous insights gathered on digital learning, and launched new educational experiences for the children and families we serve, as well as new parents who are eager to expose their toddlers to learning ahead of formal education in pre-schools. This has allowed us to raise the bar of our educational offerings to existing children as well as new toddlers and their parents.

Fulfilling the promise of every child through the provision of high-quality pre-school education has always been at the heart of what we do. To ensure that NFC continues to uphold our mission, we have embraced digitalisation, re-designing the way we work to boost our productivity and collaboration among colleagues. This allows us to be nimble and agile, ready to take on new challenges of the future.

As we continue to grow alongside our colleagues, we remain committed to our social mission of ensuring the families whose children attend our schools are well taken care of. We offer support to them - both financial and social - ensuring that their children can continue to attend school and develop holistically.

At the same time, we recognise that our success starts with the well-being and growth of our people. Adopting a people-centric approach in all that we do, we attract passionate employees and nurture them wholeheartedly - caring for their well-being and offering plenty of opportunities for them to grow in their careers. This is the reason NFC has been able to achieve our vision and mission since we started in 1977.

Touching More Lives

Enrolled 25,000 Children across NFC's centres	Total of \$4.3 million Disbursed	Supported 5,900 Children from low-income families
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My First Skool (MFS) continues to provide high-quality child development and care services to working families in every Singapore neighbourhood. In 2021, MFS served 22,000 children across its 145 centres.

We have also extended our support to help low-income families tide through a second year of pandemic. A total of \$4.3 million was disbursed to support 5,900 children from low-income families in 2021. Through the Bright Horizons Fund, we launched four new programmes to increase financial support for families, and bridged learning gaps worsened by the pandemic. These programmes ensured that the children under our care could continue to flourish through having an uninterrupted education.



Mohamed Rafi Bin Abdul Jameel, Child Enabling Executive from NTUC First Campus' Child Support Services Department, offers social support to Mr Roy Ng and his family through the application of grants.



Ang Peck Qi, English Lead Teacher at My First Skool at 51 Fernvale Link, conducts a Home Learning Programme session for our children and parents.

Enhancing Our Pedagogy

As a leader in the early childhood education sector, NFC is always looking for new ways to engage our children in learning - leveraging on digital technology to better our existing educational tools - and in the process, expanding new educational services to a new market of parents.

In 2020, MFS started its Home Learning Programme when pre-schools were closed, and this has since been expanded to become part of its regular pre-school experience, benefitting 22,000 children and their parents across our 145 centres.

Available and accessible through a microsite platform on parents' computers and tablets, the programme aims to be a 'Teacher in the Home', providing three methods of learning for children with content produced by MFS - live sessions on Saturday mornings with our teachers or industry partners such as nutritionists and musicians; twice a week pre-recorded guided reading sessions in the evenings, and an e-Repository of thematic content available on demand. The programme addresses the needs of parents who want to be a proactive part of their child's learning journey, to be able to engage in fun and meaningful home learning experiences together.

In August 2021, Little Skool-House (LSH) launched the Golden Window of Learning (GWL) programme, a home-based learning programme for parents who want to introduce their toddlers between 1 and 2 years old to learning in both English and Mandarin as they are confined to the home setting amid the pandemic. The programme has had an encouraging start and we will look into ways to expand it further to reach new audiences.



Parents of Marilyn and Meredith Tan bond with their two children over a Home Learning Programme session conducted by My First Skool.

Growing with Our Employees



Employees at My First Skool Business Centre using the SkoolNet 2 platform.

In 2021, NFC piloted SkoolNet 2 (SN2), an integrated platform accessible via computers, tablets and mobile phones, which enables parents to stay updated on their child's activities at school through the posts uploaded by teachers. They can also pay school fees and sign up for enrichment classes for their child. At the same time, SN2 empowers our employees to work more efficiently, and channel more time and resources to new initiatives that create value for our children. The platform was launched across 22 MFS and all 20 LSH pre-school centres in 2021, and will be rolled out to the remaining MFS centres in 2022.

Leading the Way

Being agile, nimble and committed in our course of work allowed us to deliver and achieve more than what we set out to do.

Amid the challenges of the pandemic, our pre-schools and educators have continued to excel in providing an exceptional early childhood education for the children we serve, receiving 11 national awards in 2021.

- ★ ECDA Awards for Excellence in Early Childhood Development 2021
- ★ Outstanding Pre-school Mother Tongue Language Teacher Awards 2021
- ★ Pre-school Chinese Language Storytelling Aids Competition Awards 2021



Xue Jiaojiao, Chinese Teacher at My First Skool at 51 Fernvale Link, conducting an exploration activity with the children at a light table.

As an employer, we believe our success lies in the quality and well-being of our employees. Hence, we embrace a people-centric strategy - offering plenty of opportunities for career growth and development, while simultaneously ensuring that employees are well cared for. Acknowledging that our employees had to manage additional workload during the pandemic, we continued to roll out well-being initiatives, and listened to our employees' feedback. These were some ways we showed that we value all our employees, and we were grateful to have been recognised as one of "HR Asia's Best Companies to Work for in Asia" by Business Media International for the third consecutive year. NFC was also the first pre-school operator to receive the "WeCare" award, a true testament of our people-centric policy.

Acknowledgements



Children from *afterschool* at Alexandra Primary School enjoying outdoor sports activities.

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

Our successes would also not be possible without the invaluable inputs and guidance of members of the NFC Board, and the trust and partnership of the children we nurture and their parents we serve.

Most of all, we thank our staff for their agility, dedication and hard work.

Amid the challenges in 2021, we nimbly adapted and pulled together as an organisation, turning adversities into opportunities as we grew together and alongside the families we serve. As we take heart in how much we have achieved together, we will keep on innovating our pedagogy and work practices, to scale new heights in the future.

ALWAYS LEARNING, IN NEW AND BETTER WAYS

As a leader in early childhood care and education, NTUC First Campus (NFC) is always in search of new ways to strengthen our curriculum and teaching practices to bring the learning experience of our children to the next level. Leveraging on digital technology, we innovated our teaching tools to benefit our existing children and their families, and launched new educational services for a new market.



My First Skool's Home Learning Programme



My First Skool parents and children are participating in a Home Learning Programme session in the comfort of home.

Benefitting
22,000
pre-school children

In 2020, My First Skool (MFS) started its initial Home Learning Programme when pre-schools were closed amid the COVID-19 pandemic. Designed to complement MFS' existing pre-school curriculum, the *learnwithmfs* Home Learning programme has since been expanded to become part of our regular pre-school experience, benefitting 22,000 pre-school children - from infants to six-year-olds - and their parents across our 145 centres since January 2021.

Available and accessible through a microsite platform on parents' computers, tablets and mobile devices, the programme aims to offer children and their parents the support of having a 'Teacher at Home' with them.

The unique *learnwithmfs* Home Learning programme offers three learning modalities for children with content produced by the team of My First Skool's teachers. These include live sessions with industry expert speakers from SportSG and National Museum of Singapore on Saturday mornings; bi-weekly guided reading sessions and a virtual "Explore & Learn" repository of thematic content available on demand.



Thian Ai Ling
General Manager,
My First Skool

“ We realised that many parents want to engage with their children, but they may not have the skills, knowledge or time to do it. Addressing the needs of parents who want to be a proactive part of their child's learning journey, MFS' *learnwithmfs* Home Learning Programme takes learning beyond the classroom setting into the comfort of the child's home, with highly interactive and responsive content to guide and support parents in facilitating fun and meaningful home learning experiences with their child. ”

“ Planning for virtual lessons is definitely different from planning for lessons in class. For virtual lessons, we have to plan for things like body language, the type of materials that will be readily available at home and the way we speak to both parents and children. Thankfully, NFC provided a lot of opportunities for teachers to brainstorm and learn from one another. ”



Ang Peck Qi
English Lead Teacher,
My First Skool
(51 Fernvale Link)



Elaine Tan

Parent of
Marilyn Tan & Meredith Tan from
My First Skool
(51 Fernvale Link)

“ One of the Home Learning Programme sessions we attended taught our children the concept of money, and travelling to places with public transportation. They also learnt about the concepts of addition and subtraction through real-life situations, such as paying for their bus or train fares. The programme has been very beneficial for my children. ”

Little Skool-House's Golden Window of Learning



Parents from Little Skool-House are enjoying a session of Golden Window of Learning.

Benefitted more than
80 children
since its launch

More parents are choosing to stay at home as a result of the pandemic. However, they do not want to compromise on their children's learning, and are searching for new ways of engaging and educating their children in the comfort and safety of their own homes.

In August 2021, Little Skool-House (LSH) launched the Golden Window of Learning (GWL) programme, a home-based learning programme for parents who would like to introduce their toddlers between 1 and 2 years old to learning in both English and Mandarin. Run by specialists trained in drama and

performance arts, with experience engaging young children in learning, GWL is a 12-week programme with two components - virtual live classes and kits for parents to engage with their children in learning at home.

Based on research-backed pedagogy by Dr Marjory Ebbeck, NFC's Senior Academic Advisor, and Emeritus Professor of Early Childhood Education, University of South Australia, the programme is designed for parents to engage their infants in the familiarity of their own homes. Unlike passive screen time, GWL aims to seize the best period of brain development, by curating interactive activities based on popular and relatable themes for parents to engage their toddlers in a 20-minute session. These themes include Animals, Transportation and Body Parts. This creates a strong bond between parent and child, which lays the foundation for learning confidence. This confidence to learn facilitates the understanding of a child's sense of self, development of sensory and motor skills, and the strong foundation in both English and Mandarin. The Mandarin programme is also supported by Dr Connie Lum, Director of the Mother Tongue Language Curriculum and Professional Development at NFC's Child Development Department.

The GWL programme has benefitted more than 80 children since its launch, with equal sign ups for both English and Mandarin classes.

“ We decided to enrol Emilia for Little Skool-House's GWL as we wanted her to be exposed to 'school' before we officially enrol her next year. Turns out, Emilia really enjoyed her classes over the past three months. She looked forward to her weekly classes with Teacher Regina and Kong Laoshi. The classes were interactive and the online class duration was just about right to get these toddlers' attention! Another thing I really liked about GWL was the Engage-At-Home materials that came along with it. There are so many activities to engage them and for them to explore. ”

Hoh Siok Ming
Mum to Emilia

Implementation of Centre Coaching by Pedagogists

Recognising the effectiveness of having a dedicated team of Pedagogists to improve teaching practices and impact children's learning, NFC expanded its team of Pedagogists from six to 15 in 2021. These Pedagogists are highly skilled and experienced professionals who hold Master's or Bachelor degrees in Early Childhood Education.

Each Pedagogist supports a cluster of MFS centres, and provides targeted training and coaching to teachers in these centres. They dedicate time to understand the centre dynamics and needs of the educators and children through working in close partnership with the Cluster Quality Manager and the centre core leadership team. This facilitates a more authentic, intentional, and meaningful support system, which results in better learning outcomes for the children.



Ada Teo (right), Lead Pedagogist at NTUC First Campus' Child Development Department, provides feedback to a teacher at My First Skool.



Ada Teo
Lead Pedagogist,
Child Development Department,
NTUC First Campus

“ When we understand the teachers and their needs, we can better support them. Some teachers require more assistance in setting up the learning environment, while some require more help with teaching strategies. With customised support, their teaching practices will improve and thus make a positive impact on children's learning. ”

Strengthening Teachers' Professional Practices



Children at My First Skool at 51 Fernvale Link are learning about camping in the great outdoors.

A new Numeracy Resource Guide for Nursery, K1 and K2 children was created by NFC's Child Development Department, and rolled out at MFS pre-school centres in 2021 to enhance the teaching of Numeracy. The Guide equips teachers with ideas and opportunities to introduce numeracy concepts and skills to young children in different learning contexts.

Progressive Curriculum Plans for all MFS centres were also produced to guide centre principals and teachers in curriculum planning, implementation and evaluation. The Progressive Curriculum Plan for children aged 0 to 3 years old seeks to help children develop based on their respective developmental milestones. The Progressive Curriculum Plan for children aged 4 to 6 years old seeks to equip children with knowledge, skills and dispositions to thrive in their pre-school years, and prepares them for the next phase of education in primary school.

SUPPORTING CHILDREN AND FAMILIES

Families are at the heart of what we do. Leaving no one behind, NTUC First Campus (NFC) extended support for families whose livelihoods continued to be affected by the COVID-19 pandemic in 2021. We also provided high-quality pre-school education for more children and supported more working families with the growth in enrolment.



Serving More Children and Families

Across NFC's pre-schools and student care centres, enrolment grew 7% year-on-year to more than 25,000 children in 2021. NFC serves these children in over 170 centres located around Singapore, providing high quality and accessible early childhood care and education and student care to families.



175
Centres



145
Centres



20
Centres



10
Centres

My First Skool

My First Skool (MFS) continues to provide high-quality child development and care services to working families in every Singapore neighbourhood. In 2021, MFS served some 22,000 children across its 145 centres.



A teacher at Little Skool-House At-OCBC-Tampines is reading a storybook to her class.



Children at My First Skool at 51 Fernvale Link are learning about plants from Chinese Teacher Xue Jiaojiao.

Little Skool-House

Little Skool-House's (LSH) 20 pre-school centres serve over 2,400 children in Singapore. LSH enables high proficiency in both English and Mandarin in children with its immersive bilingual curriculum.

afterschool

afterschool, NFC's student care arm, operates nine student care centres and one KCare centre, providing families with holistic, reliable and quality school-based student care service.

afterschool offers quality, affordable and accessible care and education for children from 7 to 12 years old, through its signature

Experiential Education Programme, which is designed to complement MOE's Primary School Curriculum objectives.

In 2021, afterschool served 1,000 children, a 13.6% increase from 2020.



Children at afterschool are posing with their artwork.

Outreach

As a social enterprise, NFC aims to make a positive impact on the community through partnering and supporting low-income families and children with learning needs to help them achieve their best potential in life. We constantly launch new initiatives to reach out to families in need, and provide a comprehensive system of assistance, from financial support, social support, to learning and developmental support. This ties in with our mission of making quality child development and care services accessible to every child through our Child Support Model (CSM).

As the COVID-19 pandemic continued to disrupt the livelihoods of families under our care for a second year, NFC extended its support to those in need, so that our children can keep up with their learning at school, and achieve their best potential.

In 2021, NTUC First Campus' Child Support Services (CSS)

Spent Over
\$11 million

In 2021

Benefitted
6,700

Children from My First Skool

Disbursed
\$4.3 million

Under the Bright Horizons Fund

Supported
5,900

Children from low-income families

Support of Low-income Families

In 2021, NFC through Bright Horizons Funds launched four new programmes to increase financial support for families, and bridged learning gaps worsened by the pandemic.

1. NTUC First Campus One-off CDA Top-up Programme

In May 2021, 4,300 children received a one-off \$400 disbursement to their Child Development Account (CDA) to help defray various child-raising expenses.

2. NTUC First Campus Sponsored NTUC Membership Programme

In June 2021, 2,700 families received a sponsored NTUC Membership worth \$117 per annum (one parent per family) to enjoy the various financial and employability benefits offered by NTUC.



A family portrait of Mr Roy Ng and his family. His three daughters, Avery, Bernice and Cassey, attend My First Skool.

“ In August 2021, our whole family was down with COVID-19 and it was a stressful period for us. As we were all stuck in isolation, our children's daily supplies, such as diapers and wet wipes, started running low. I didn't know what to do then. Luckily, NTUC First Campus (NFC) sent us daily necessities like groceries and even activity kits for my children. It lightened my burden and mental load. We also made good use of the Kopitiam cards and CDA credits received from NFC. The Kopitiam cards allowed us to have a good meal as a family. We used the CDA credits to buy necessities for our children, as well as to pay for our children's school fees. ”

Roy Ng

Parent of three children who are enrolled in My First Skool
(Block 54 Chin Swee Road)

3. Food and Nutrition Programme

The Food and Nutrition Programme aimed to help low-income families reduce their expenses on groceries.

In 2021, 2,900 food packs worth \$80 each were distributed to families and children. These food packs comprised food items such as fruits and vegetables, healthy food products such as whole wheat spaghetti, daily necessities such as cod liver oil and vitamin C pastilles for children. 2,500 children also received Kopitiam cards worth \$40 each.

In a bid to equip families with useful information on health and nutrition, NFC also organised Food & Nutrition Workshops for 180 families, and distributed Food & Nutrition themed Family Bonding Kit to 5,400 families to encourage parent-child bonding.

The initiatives amounted to \$350,000, with each family receiving support worth more than \$100.



Mohamed Rafi Bin Abdul Jameel, Child Enabling Executive from NTUC First Campus' (NFC) Child Support Services Department, provides a food pack from NFC's Food and Nutrition Programme to Mr Roy Ng.

4. Digital Kampung Programme



With the iPad loaned under NTUC First Campus' Digital Kampung Programme, the parent and child from My First Skool are able to participate in digital learning amid the pandemic.

NFC embraced an omni-channel approach - leveraging on both physical and digital platforms - to ensure our children can continue with their learning regardless of the circumstances. However, NFC acknowledged that there are low-income families with children in My First Skool (MFS) who do not have access to suitable digital devices at home and lack the knowledge to use such devices. Therefore, the Digital Kampung Programme was launched in 2020 to bridge the digital divide for more than 2,000 low-income families and their children over three years by enhancing digital access and strengthening digital literacy.

In 2021, the programme was further rolled out to 46 MFS pre-school centres, benefitting 315 children from Nursery to K2 levels who received loaned Apple iPads to help with digital learning for up to three months. The Apple iPads were pre-installed with educational materials and applications to support the children's learning and encourage high-quality screen time, as well as resources for parents to communicate with the pre-school online.

Parents also received a "Digital Kampung Programme Starter Kit" which contained a useful step-by-step guide on iPad usage, recommended screen time for children and cyber-wellness tips, to strengthen their digital literacy. In addition, NFC provided SIM cards for low-income families without WiFi access so that they can access the internet.

Tele-intervention for Children with Learning Needs

As the pandemic situation evolved rapidly in 2021, NFC's Child Support Services continued to stay agile in providing intervention services for our families and centres. At the heart of the Development Support and Learning Support Programme (DS-LS), the Therapists and the Learning Support Educators worked in tandem with Early Childhood Development Agency's (ECDA) advisory and protocols to remain flexible and prompt in our service delivery to 141 MFS centres.

When the spike in COVID-19 cases between May and October caused more children to stay home for prolonged periods in the year, NFC's Learning Support Educators and Therapists adapted their delivery models to incorporate a hybrid approach - offering both in-person and online intervention sessions.



Suthashini d/o Suria Narayanan, Learning Support Educator at NTUC First Campus' Child Support Services Department, working on an activity with a child during a tele-intervention session.



Suthashini d/o Suria Narayanan, Learning Support Educator at NTUC First Campus' Child Support Services Department, conducting a tele-intervention session with a child.

With safe management measures in place and thorough planning, our Learning Support Educators and Interventionists could conduct most intervention sessions and in-class support sessions physically at the centres.

Meanwhile, the prolonged pandemic prompted people's willingness to adapt to a New Normal. Families proactively supported their children's learning by engaging them at home through tele-intervention. NFC's interventionists also created engaging online materials such as interactive teaching and hands-on activities that parents could use to engage their children at home.

In total, NFC supported 30 individual families through tele-intervention services between May to December 2021.

INNOVATING FOR EXCELLENCE

Innovation and technology are key to delivering high-quality pre-school education to the children and families we serve. NTUC First Campus (NFC) embraced digitalisation and adopted a future-ready mindset to redesign the way we work. This has helped us improve productivity and collaboration between departments. In keeping with our people-centric approach to nurturing employees, we strengthened our staff's skill sets and capabilities on the digital front, to ensure that we stay ahead of the curve. This has earned us numerous accolades in 2021.



Pilot Launch of SkoolNet2



Tan Zi Minh, English Teacher at Little Skool-House At-OCBC-Tampines, takes a photo of a child engaged in an activity.

In 2021, NFC piloted SkoolNet 2 (SN2), an integrated platform accessible via computers, tablets and mobile phones, which enables parents to stay updated on their child's activities at school through the posts uploaded by teachers. They can also pay school fees and sign up for enrichment classes for their child. At the same time, SN2 empowers our employees to work more efficiently, and channel more time and resources to new initiatives that create value for our children. The platform was launched across 22 My First Skool (MFS) and all 20 Little Skool-House (LSH) pre-school centres in 2021, and will be rolled out to the remaining MFS centres in 2022.



Sabah-zia Mohamed Suhaimi Abdul
Assistant Director,
My First Skool Business Centre

“ SN2 has certainly benefitted MFS Business Centre. Previously, there were three different platforms that my team had to use to retrieve information, but with SN2, we are able to view everything in one place. Having an integrated and seamless platform creates visibility to see which stage of the enrolment journey the parent is at, and what needs to be done, increasing our efficiency. ”

“ SN2 is a platform that promotes sustainability and helps our teachers work more efficiently. Everything is paperless – from the details of the children and their parents, to the portfolios and observations of the children. Everything you need is all in one place. ”



Tan Zi Minh
English Teacher,
Little Skool-House
At-OCBC-Tampines

“ The Parent App is very useful. I am able to get updates about my children on what they are doing in school and view their photos through the App. ”

Bee Teng
Parent of Jing Hong and Jing Ye from Little
Skool-House At-OCBC-Tampines



Chan Su Yee, Chief Executive Officer at NTUC First Campus, receiving the HR Asia Awards - Best Companies to Work for in Asia 2021 and WeCare: HR Asia Most Caring Companies Award 2021.

HR Asia Awards

Best Companies to Work for in Asia 2021 & WeCare: HR Asia Most Caring Companies Award 2021

NFC has built a team of engaged and driven early childhood professionals and corporate professionals by prioritising their well-being and providing ample opportunities for them to learn and innovate. For the third consecutive year, NFC was awarded one of the “Best Companies to Work for in Asia” at the HR Asia Awards. This award is an endorsement of NFC’s employee-centric policies and is a recognition of NFC being an organisation that creates purposeful job opportunities and encourages continual learning.

In addition, NFC was conferred the ‘WeCare: HR Asia Most Caring Companies Award 2021’, an accolade awarded to companies that demonstrated exemplary efforts in creating a culture of empathy and care within their organisation. These two factors were vital for employee engagement amid the COVID-19 pandemic. NFC is the only early childhood care and education (ECCE) in Singapore to receive this award.

In 2021, NFC improved the well-being, job satisfaction and productivity of pre-school educators through initiatives such as the adoption of technological solutions to help educators with administrative tasks and providing vocal lessons and self-care workshops for our educators. Every MFS pre-school centre now has a dedicated Teacher Resource space for employees to rest and prepare their lessons during time set aside from teaching.



Chan Su Yee
Chief Executive Officer,
NTUC First Campus

“ We are very grateful and honoured to have received HR Asia’s ‘Best Companies to Work For’ award for the third year. This is a testament to NFC’s ‘People First’ commitment, a value that is embraced across the organisation. Our leadership team and I place great importance on engaging our over 5,000 staff. This is done through a variety of ways, both virtual and physical, such as centre visits, townhalls and smaller group interactions. This ensures that all members of our team are aligned to our organisation’s vision and goals. More importantly, it is also an opportunity for us to listen and take in feedback on how we can all move forward more effectively as one First Campus team. ”

“ I made a mid-career switch from being a banking executive to an early childhood educator in 2010. NFC is the second early childhood care and education operator I have worked at, and I have not looked back since. In just two years after joining NFC, I grew from a deputy centre lead to a principal, and I am grateful to NFC for nurturing me. My bosses also show care and concern in small ways, such as checking in on me every day to ensure that I have my meals on time after learning that I have a history of gastric pain. I also resonate deeply with NFC’s social mission of giving back to the community. ”



Tok Su Ling
Principal,
My First Skool
(Block 684A Choa Chu Kang Crescent)



Sandra Thong
Senior Executive,
My First Skool
(Business Unit)

“ I feel appreciated when my bosses send me wellness packages, such as bento, flowers and ice-cream. They are also very flexible and understanding of each employee’s unique circumstance. For example, employees with children could come in later if they need to send their children to school. My bosses are also easy to speak to. Whenever I encounter an issue at work, they will readily offer me support. They are also open to feedback. ”

ECDA Awards for Excellence in Early Childhood Development

Organised by the Early Childhood Development Agency (ECDA), the ECDA Awards recognise the exemplary early childhood leaders, teachers and educators, and centres that have excelled in teaching and learning, and in their innovative practices.

A recognition of NFC's commitment to excellence in early childhood care and education, and our educators' innovation and professionalism, NFC was accorded six awards at the 2021 ECDA Awards held virtually on 27 November 2021. The winners were selected from more than 300 nominees.



Outstanding Early Childhood Leader

Pearlyn Tan Pei Ling

My First Skool (997 Buangkok Crescent)



Promising Early Childhood Leader

Sabirah Binte Mohamed Idris

My First Skool (80 Marine Parade Road)



Outstanding Early Childhood Educarer

Nur'Aqilah Binte Abdul Malek

Little Skool-House (On-The-Green)



Promising Early Childhood Educarer

Sharifah Mastura Syed Daud

My First Skool (80 Marine Parade Road)



Promising Early Childhood Educarer

Teo Ming Ai

My First Skool (997 Buangkok Crescent)



Early Childhood Innovation

Wendy Ong Kwee Lan

'The Move & Groove' Project
My First Skool (140 Serangoon North)

Outstanding Pre-school Mother Tongue Language Teacher Awards 2021

Two NFC Mother Tongue Language teachers received the Outstanding and Merit awards at the 2021 Outstanding Pre-school Mother Tongue Language Teacher Awards held virtually on 28 August 2021.

Jointly presented by the Committee to Promote Chinese Language Learning (CPCLL), the Malay Language Learning and Promotion Committee (MLLPC), and the Tamil Language Learning and Promotion Committee (TLLPC), the awards recognise pre-school teachers for nurturing a passion for Mother Tongue languages among pre-school children and making learning the language engaging.



Outstanding Award Winner

Liao Sulian

My First Skool (219 Toa Payoh)



Merit Award Winner

Lim Wen Zhi

My First Skool (209 Ang Mo Kio)

At the awards, Dr Connie Lum, renowned early childhood educator and NFC's Director of Mother Tongue Language Curriculum and Professional Development, also shared her insights on the topic of "Leveraging the Five Senses in Developing Skills to Learn Chinese Language".

Pre-school Chinese Language Storytelling Aids Competition Awards 2021

At the 2021 Pre-school Chinese Language Storytelling Aids Competition Awards, Xie Yingying, Chinese teacher at MFS (2 Punggol Drive), clinched the winning entry for her tree-like figure with six doors of a different colour each.

Organised by the Committee to Promote Chinese Language Learning, the competition aims to encourage teachers to develop creative storytelling aids and teaching methods to stimulate children's interest in listening to and telling stories. Selected from close to 300 entries received between March and April in 2021, NFC also clinched the third prize and three commendation prizes.



Xie Ying Ying, Chinese teacher from My First Skool, won first prize in the Pre-school Chinese Language Storytelling Aids Competition Awards 2021.



Teachers from My First Skool clinched the third prize in the Pre-school Chinese Language Storytelling Aids Competition Awards 2021.

Bringing NFC's Evidence-Based Relationships-Based Curriculum Approach to a Wider Audience



Razinah Abdul Salim, English Teacher at My First Skool at 80 Marine Parade Road, teaching children in class.

Dr Marjory Ebbeck, NFC's Senior Academic Advisor, and Emeritus Professor of Early Childhood Education, University of South Australia, and her team published a research paper in the Early Childhood Research Journal in 2021, based on an ongoing study about the effects of the Relationships-Based Curriculum (RBC).

Primary Caregiving is a care arrangement that is fundamental to the RBC. As the concept of Primary Caregiving is still uncommon in Singapore, the paper examined parents' views and understanding of 'Primary Caregiving', which is defined as "a model or system of caring for children in groups whereby each caregiver or teacher (primary caregiver) within a larger group is assigned primary responsibility for a specific group of children". The research found that all parents surveyed were satisfied with 'Primary Caregiving' as it successfully met their children's needs, supported safe and secure relationships, and improved the communication between home and school.

Given the importance of Primary Caregiving and its application in Singapore and internationally, Emeritus Professor Ebbeck presented the findings at the Pacific Early Childhood Education Research Association's (PECERA) annual conference, a prestigious forum in the Asia-Pacific region dedicated to disseminating high-quality research in early childhood education, in July 2021. This allowed us to share NFC's research on the impact of Primary Caregiving with early childhood practitioners globally.

NFC's SPARK Achievements

148

pre-school centres are
SPARK-certified

31

pre-school centres have attained
SPARK Certification (Commendation)

In 2021, 148 of our pre-school centres have achieved SPARK Certification. In addition, 7 MFS centres were recognised for their excellence with SPARK Certification (Commendation) awards, bringing our total number of commendation centres to 31.



Ang Peck Qi, English Lead Teacher at My First Skool at 51 Fernvale Link, is guiding a child during an outdoor painting activity.

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Deputy Chief Executive Officer
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Ms Adeline Tan
Chief Operations Officer



Ms Hor Fong Lin
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General Manager,
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Ms Thian Ai Ling
General Manager,
My First Skool
& afterschool by NTUC First Campus



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National Institute of Early
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KPMG LLP

INTERNAL AUDITOR

PricewaterhouseCoopers Risk
Services Pte Ltd

Registered Address

NTUC First Campus Co-operative Limited
229 Mountbatten Road
#02-08 Mountbatten Square
Singapore 398007

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Hongkong and Shanghai Banking
Corporation

Overseas-Chinese Banking
Corporation Limited

Legal Advisor (Pro Bono)

Mr Cyril Chua Founding Partner, Robinson Law LLC

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

National Taxi Association

National Transport Workers' Union	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
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	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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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		

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
Ordinary Members	511,000
Balance as at 31 December 2021	5,259,300