

Taking The Leaps Forward

NTUC FIRST CAMPUS
Annual Report 2015



an NTUC Social Enterprise

CONTENTS

- 02 Joint Message by Chairman and Chief Executive Officer
- 06 Our Aspirations
- 18 A Year in Review
- 26 Awards
- 28 Our Vision, Mission and Values
- 30 About NTUC First Campus
- 31 Our Board of Directors
- 34 Our Leadership Team
- 36 Our Advisory Panels & Affiliated Union

OUR ASPIRATIONS



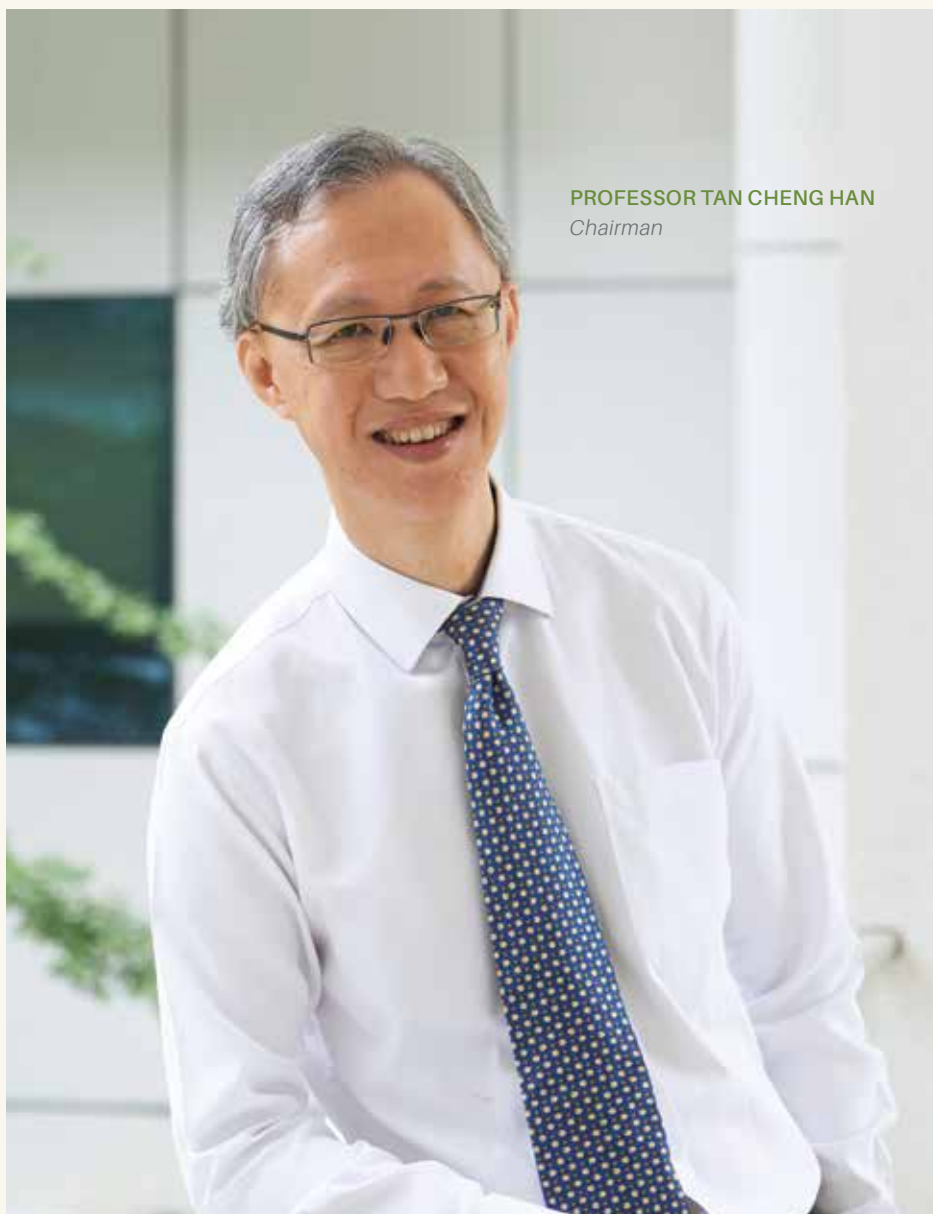
We strive
to be
Better.

To be
Leaders.

To serve
Communities.



Joint Message by Chairman & Chief Executive Officer



PROFESSOR TAN CHENG HAN
Chairman

OUR ASPIRATIONS FOR
THE NEXT TEN YEARS IS TO
BRING QUALITY PRE-SCHOOLS
TO EVERY NEIGHBOURHOOD
IN SINGAPORE, AND TO BE
A THOUGHT LEADER FOR
THE SECTOR.

NTUC First Campus had its humble beginnings in 1977, when we started with ten crèches taken over from the then Ministry of Social Affairs. We grew steadily over the years, knowing that good quality childcare is critical to giving parents the peace of mind to pursue their careers. Over the years, society began to better appreciate the importance of good quality early childhood education.

Beyond supporting working families, our responsibility is to help every child, regardless of their family backgrounds, to have the best possible start in life. As futurist, author and thinker Joel A. Barker once said: "Vision without action is just a dream. Action without vision just passes the time. Vision with action can change the world."

Our aspirations for the next ten years is to bring quality pre-schools to every neighbourhood in Singapore, and to be a thought leader for the sector. In a world that is in danger of becoming more unequal, good quality early education is a powerful equaliser. At NTUC First Campus, we are motivated by the challenge of redefining the rules of the game, to tilt the balance of opportunity to the average Singaporean.

Thinking Ahead and Innovating

NTUC First Campus has spearheaded research and curriculum development in various areas of early childhood education. This has led to the implementation of many groundbreaking programmes.

For instance, we launched a new curriculum for the birth-to-three age group that focuses on developing strong teacher-child relationships.

This will improve a child's engagement during learning and help young children settle into the childcare environment more quickly. When it is fully implemented over two years, over 6,000 infants and toddlers under three years old will benefit from the improved programme.

Our Character-Building Programme is a first-of-its-kind programme in Singapore, designed to inculcate good

values from the tender pre-school years. This framework integrates everyday activities to nurture a sense of responsibility, respect, care and honesty in our children.

Moving ahead, NTUC First Campus will further invest an estimated \$10 million over two years (2016-2017) on initiatives to improve quality, productivity, and to drive innovation.

Reaching More Families

To support more working families, we have stepped up the expansion of our network of childcare centres. Growing our numbers and maintaining high standards of quality has not been without its challenges, but we continue to do so because of our strong conviction in the value of what we do. Every day, we are making a difference to the lives of young children and families.

Today, we welcome 15,000 children each day to our 140 centres across Singapore. With four in five of our centres having achieved the Singapore Pre-school Accreditation Framework (SPARK) certification, and the rest in the process of achieving this mark of quality assurance, parents and children are assured of a high-quality pre-school experience at NTUC First Campus' pre-schools.

As we grow our network, we have been able to strengthen our support for children from less advantaged backgrounds. We adopt a holistic approach in supporting such children. We provide not just financial support, but also social and learning support. We believe strongly that no child should be left behind.

Making Strides

The past year was a milestone for us. Beyond innovating our curriculum, opening new pre-schools, increasing support for needy families, NTUC First Campus expanded its offerings and launched its new school-based student care service, *afterschool*, to meet rising demand. The two centres in River Valley Primary School and Bukit Timah Primary School started taking in students in the first half of 2016.

Our pre-schools have also extended learning through intergenerational bonding by developing sustained and structured activities that are infused into existing programmes. These are pioneering initiatives that aim to foster and develop meaningful relationships between our children and the elderly either at home or in the community.

In 2015, six Little Skool-House workplace centres have been appointed as Partner Operator (POP) centres by the Early Childhood Development Agency (ECDA) based on their excellent track record.

To engender interest in the early childhood profession and raise awareness of the importance of pre-school education, we partnered Lien Foundation on the very first MediaCorp Channel 8 drama focusing on the life of a pre-school teacher. *"My First School" «快乐第一班»* brings to light the many rewarding aspects of being an early childhood educator.

Exciting Developments in 2016

We will continue to open more pre-schools in the coming year. In the second half of 2016, we will open two large pre-schools in Jurong West and Sengkang West. These large pre-schools will take in between 300 and 500 children, and will address the immediate demand for good childcare from families in these growing estates.

PARENTS AND CHILDREN ARE ASSURED OF A HIGH-QUALITY PRE-SCHOOL EXPERIENCE AT NTUC FIRST CAMPUS' PRE-SCHOOLS.

Financial Performance 2015

For the year ended 31 December 2015, the Group achieved total revenue and other operating income of \$213.6 million, 16.8 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 \$12.7 million, representing 5.9 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 2015.



MR CHAN TEE SENG
Chief Executive Officer

Thank You and Welcomes!

Our achievements would not have been possible without the commitment from our 4,000 staff and the support from partners and board. In particular, we offer special appreciation to two outgoing members of our board, Ms Denise Phua and Ms Adeline Sum. Ms Phua, who served for nine years, has been a fervent driver of many of our programmes that serve children who need educational support. Ms Sum, who served for eight years on the board after her tenure as Chief Executive Officer, was instrumental in building the foundation for our success.

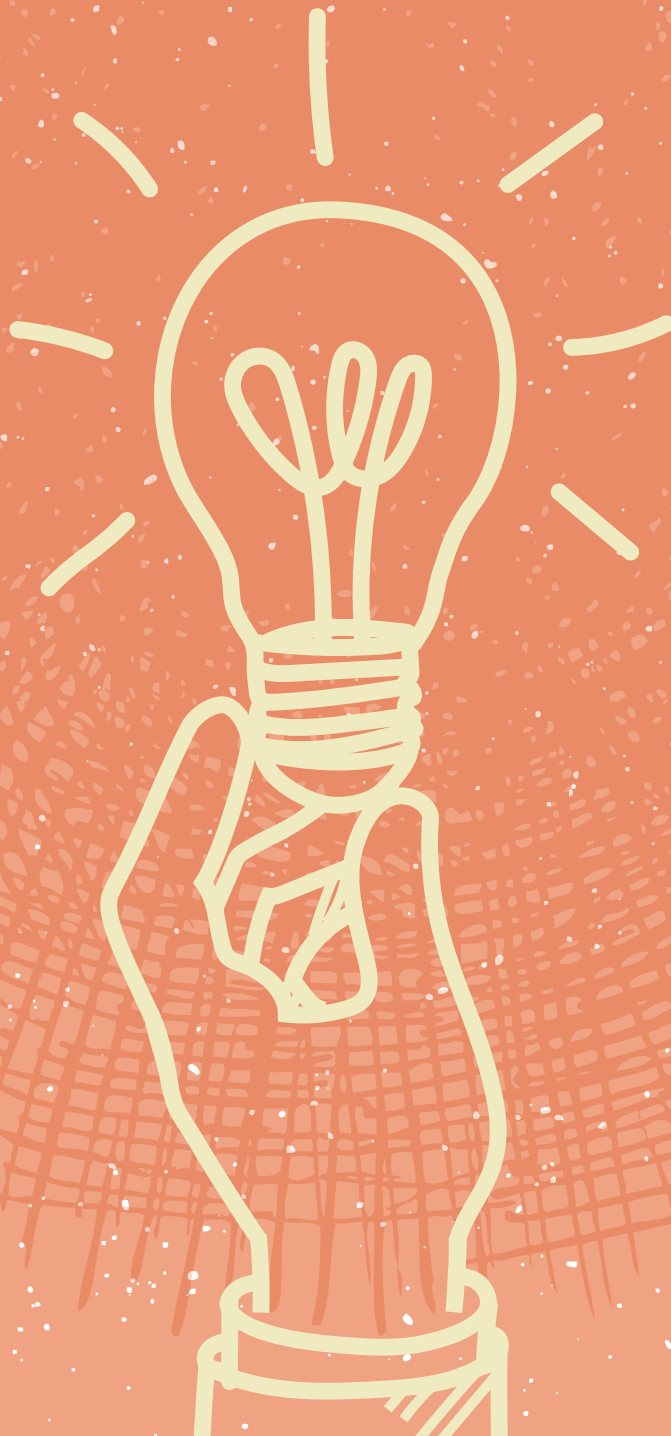
In their place, we extend a warm welcome to Ms Chan Su Yee, Senior Vice President, NTUC Enterprise Co-operative Limited and Adjunct Associate Professor Mary Daniel, Senior Consultant and Head of the Department of Child Development, KK Women's and Children's Hospital. With guidance from our Board and partners, we greet the coming year and challenges with renewed energy and passion.

Our Aspirations

TO BE A
THOUGHT LEADER
IN THE CARE AND
DEVELOPMENT OF YOUNG
CHILDREN AND SUPPORTING
WORKING FAMILIES
IN EVERY SINGAPORE
NEIGHBOURHOOD.

ASPIRING TO DO EVEN BETTER

Our aspiration is to be a thought leader in the care and development of young children; and our goal is to support more working families and empower our children to fulfil their potential. To do this, we are focusing on key areas of strength as we traverse the dynamic landscape ahead.





At this age, Andre Loh from My First Skool is already dreaming of flying a real plane one day.

Reaching Further

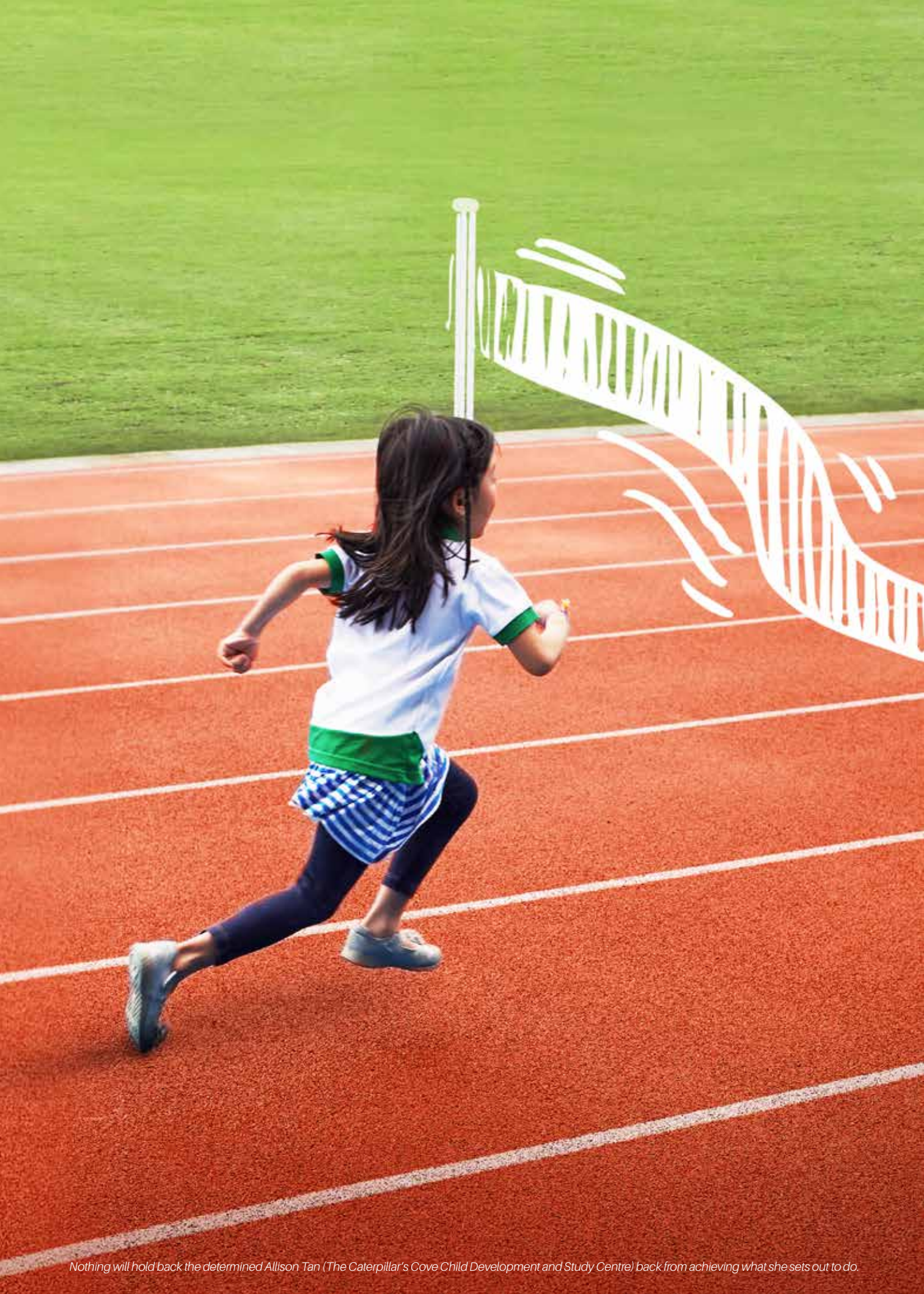
We are scaling up our capacity and capabilities not only to meet the growing childcare needs of families with young children – but as importantly, extend more support to children from lower-income families with a holistic child support system that enhances financial, developmental and social support.

Strengthening Partnership

We are boosting ties with parents – our most valued partners – by making them an integral part of our programmes and imparting essential knowledge, skills and resources to them. Through workshops and more, we will enhance mutual abilities to develop a nurturing environment for our children to learn and grow.



Allison Tan and Iman Jumari forging close friendship at The Caterpillar's Cove Child Development and Study Centre.



Nothing will hold back the determined Allison Tan (The Caterpillar's Cove Child Development and Study Centre) back from achieving what she sets out to do.



Staying Ahead of the Curve

We proactively invest in making quality leaps in our programmes and curriculum and in the ways our pre-schools are run to ensure that the highest quality of care and education are made accessible to our children.



Big Leap Forward

We look beyond the horizon to push boundaries through cutting-edge research, innovative thought leadership and a commitment to grow the professionalism in the sector. We strive to leverage our strengths in research and practices to develop an eco-system, that goes beyond inspiring young lives, to uplift the sector as a whole.



Carmen Seow from The Little Skool-House International is constantly scaling new heights.



Stepping Up

As an organisation, we believe our people are our most important assets. We aspire to be an employer of choice: a place to grow people, nurture innovative thinking and develop fulfilling careers.

A Year in Review



Birth-to-Three curriculum sets new quality benchmark

Research proves efficacy of the programme's relationships-based approach

A study spearheaded by NTUC First Campus and Lien Foundation and led by Emeritus Professor Marjory Ebbeck, Director of the Centre for Research and Best Practices at NTUC's SEED Institute, has shown that the learning and development of children from birth to three years can be enhanced significantly with a curriculum that is based on developing strong educator-child relationships. This finding, announced publicly in July 2015, supports and validates NTUC First Campus' move to a new relationships-based curriculum for children from birth-to-three years of age across its 130 childcare centres.

This approach places emphasis on the bonding that occurs between infant, toddler and playgroup-aged child with her teacher. The approach focuses on the child's well-being, learning outcomes, independence as well as her sense of agency. Over 6,000 infants and young children aged two months to three years will benefit from this new curriculum when fully implemented over the next two years.



Building the foundations of character

First-of-its kind Character-Building Programme

My First Skool introduced a Character-Building Programme for pre-schoolers in all its centres in March 2015. The first-of-its kind programme, developed by NTUC First Campus' Professional Practices and Development department, aims to nurture children to be caring and socially responsible individuals. The newly developed pedagogy is infused into every-day activities (daily attendance, queuing up to wash hands, taking care of bonsai and drawing up of their character pledge book) to inculcate values, good habits and positive social behaviours. Teachers too are able to play a greater role in moulding children's character by setting good examples.

The framework creates a conducive learning environment where children are able to experience how values such as responsibility, respect, care and honesty can be put into practice. The programme further sought to engage parents in shared (parent-child) activities which can be done at home. The programme has been rolled out to over 7,000 pre-schoolers aged between four and six across all My First Skool centres.



Collaboration with MOE Primary Schools for the Kindergarten-to-Primary Transition Programme

Easing the move to Primary One

Since April 2015, My First Skool has partnered five primary schools to help children better adjust to entering Primary One. This programme is the first structured partnership of its kind between a pre-school chain and Ministry of Education schools. Research shows that strong linkages, close coordination and continuity between childcare centres and primary schools is important for children to adapt to a new environment, routine and level of independence.

The programme fills a gap in the current system where transition activities between pre-schools and primary schools tend to be ad hoc and unstructured. Thus far, 320 Kindergarten Two (K2) children from 13 My First Skool centres island-wide has benefited from the programme.



The Birth-to-Three curriculum focuses on developing strong educator-child relationships.



Children from *afterschool* at River Valley Primary School engaged in activities at the centre.



Student care for working families

New service by NTUC First Campus started in two primary schools

To meet rising demand for holistic student care that balances academic and co-academic activities in a home-like environment, NTUC First Campus started *afterschool*, a student care service that is based within primary schools. *afterschool* provides a continuum of care for children after school hours and provides reliable, quality student care that can be strongly integrated into an existing school curriculum.

Our first *afterschool* began operations in River Valley Primary School in January 2016. This is followed by *afterschool* at Bukit Timah Primary School which started operations on 21 March 2016.



Engaging parents with a new e-portal

Tapping on technology to strengthen partnership with parents

To improve communications with parents, NTUC First Campus created a new parents' portal which provides regular progress reports on children's learning and development. This is accessible as an app on their smartphones as well as through a web browser. This new initiative enables teachers to compile individual downloadable e-portfolios to document each child's learning and development progress, complementing the half-yearly Parent-Teacher Conference.

The parents' portal also enables parents to view announcements, access the school's calendar of events, download forms or documents and view pictures or video recordings of their children participating in class activities on-the-go via mobile devices. The parents' portal has been implemented across all My First Skool and The Little Skool-House International centres.



Celebrating SG50 across generations

An intergenerational celebration to commemorate Singapore's Jubilee

My First Skool at Braddell Heights Community Hub and NTUC Health Silver Circle Senior Care Centre (Serangoon Central) held a celebration to mark Singapore's 50th year of independence on 29 July 2015. 50 children and 50 seniors participated in the SG50 Intergeneration celebration, which also marked three months of partnership and activities between the two centres. The event was graced by Mr Seah Kian Peng, Member of Parliament for Marine Parade GRC. The seniors and the pre-schoolers exchanged handmade gifts and terrariums and celebrated with songs and performances.



Intergenerational ties that bind
*Pioneers OK! initiative builds
togetherness and connect across
the ages*

Throughout 2015, as part of NTUC Social Enterprises' Pioneers OK! initiative, My First Skool extended children's learning beyond their classrooms through a series of intergenerational bonding activities to honour Singapore's pioneers. Activities organised by the centres included a charity and craft project with St Luke's ElderCare; a National Day tea event where grandparents were invited to share memories of life during Singapore's early days; and a 'Back to Kampong Days' Racial Harmony Fair that involved families and the community. The year of activities culminated in a series of 69 graduation concerts where extended families joined in to celebrate the major milestone in the children's lives.

On 24 October 2015, in conjunction with a graduation concert that showcased pioneers' contributions, My First Skool also launched an SG50 Commemorative Book titled "Tapestry of Life - Our Love for Singapore through 3 Generations" along with a corresponding iTunes resource website. As part of the SG50 Intergenerational project, the collaboration with Apple Singapore enabled pre-schoolers, together with their parents and grandparents, to create games, animations and apps for multimedia e-books filled with stories about their families via Apple's Book Creator app.



Guest of Honour, NTUC Secretary-General Mr Chan Chun Sing officiating the launch together with My First Skool children and their families.



My First Skool to serve more families

*Extra-large centre will incorporate
innovative learning spaces*

Families in Sengkang West can look forward to 500 new childcare places in 2016, with the opening of a new My First Skool. The groundbreaking ceremony of My First Skool at Sengkang West was officiated by Minister for Social and Family Development Mr Tan Chuan-Jin on 11 August 2015. The centre - built to be five times larger than an average childcare centre - will help ease demand for childcare in the growing community. This centre will have other

special features to facilitate real-life learning in science, technology, engineering and mathematics. For instance, solar panels will be installed on the roofs so that children can learn about energy conservation, and there will be special areas for outdoor learning.

A second large My First Skool will also be opened in Jurong West by the second half of 2016 and will have a capacity of 300 children. These large centres are part of a nationwide push to cater to the growing demand for quality and affordable childcare in young estates.



Mr Tan Chuan-Jin, Minister for Social and Family Development officiating the groundbreaking ceremony of My First Skool at Sengkang West.



Pioneer ECDA Fellows from NTUC First Campus, Dr Geraldine Teo-Zuzarte (second from right) and Ms Nagalinggam Thamarai (second from left), with Minister for Social and Family Development, Mr Tan Chuan-Jin (centre).



Pinnacle recognition for early childhood professionals

Two senior staff at NTUC First Campus appointed in the inaugural batch of 14 ECDA Fellows

NTUC First Campus congratulates, Dr Geraldine Teo-Zuzarte, Group Professional Practices Officer and Centre Director of The Caterpillar's Cove Child Development and Study Centre as well as Ms Nagalinggam Thamarai, Cluster Quality Manager from My First Skool, on being appointed as Early Childhood Development Agency (ECDA) Fellows on 6 May 2015. The Fellowship, which runs for three years, aims to raise professionalism and quality in the sector through mentorships and sharing of best practices.

As pioneer ECDA Fellows, both Dr Teo-Zuzarte and Ms Nagalinggam took on sector-level roles and projects to drive quality improvements in the early childhood field. Among the various roles they have contributed, Dr Teo-Zuzarte facilitated a series of workshops on a pedagogical tool widely used overseas. The tool, called Learning Stories, has been contextualised for the local curriculum and taught teachers the importance of

observing young children in their daily interactions, routines and experiences and how to interpret these as part of one's teaching practice. She also led a project team of early childhood professionals to contribute learning stories for a publication produced by ECDA.

Ms Nagalinggam worked with centre leaders in piloting the implementation of Early Years resources developed by ECDA. She mentored and guided the centre leaders on the application of the resources at their centres. She was also involved in the validation of the Singapore Skills Framework which highlights the emerging skills needed for the early childhood care and education industry.



Loving literature lots!

The Little Skool-House International's Early Literacy Seminar Series

The Little Skool-House International ran its third Early Literacy Seminar Series on 16 May 2015. Themed 'Promoting the love of literature in young children', the seminar brought together early childhood experts to share tips with parents on using fun and creative strategies to develop their child's love for language skills and literacy.

Keynote speaker, Dr Aw Guat Poh, Associate Professor from the National Institute of Education Singapore, spoke on the importance of supporting Chinese language learning for pre-schoolers and ways to build strong language foundation to counter the notion of "hating" Chinese. Attended by 98 participants, this well-received seminar also featured experts-facilitated workshops on topics ranging from promoting family literacy to supporting children with language and literacy difficulties.



A holistic model of support

Integrated child support programmes for children from less advantaged backgrounds

NTUC First Campus' Child Support Services provides an integrated and holistic child support programme for at-risk children and children from less advantaged backgrounds:

Extensive financial and developmental support

Apart from providing care and education to low-income families in My First Skool pre-schools, NTUC First Campus runs the Bright Horizons Fund and the Development Support Programme. These initiatives provide financial assistance to needy families and learning support for children with learning delays. In 2015, some 1,430 children from My First Skool pre-schools benefited from the Bright Horizons Fund. The Development Support Programme was extended from 60 to 74 My First Skool pre-schools, and provided early intervention to some 450 pre-schoolers with mild developmental delays.

Nurturing hidden talents for sports and art

The Bright Horizons Fund also started 'You've Got Talent', a new initiative to uncover the hidden potential in children from low-income families in areas which they are less likely to be exposed to. It also aims to ensure that beneficiaries receive opportunities both within and outside of the classroom. Working with Sport Singapore, Little Arts Academy and Singapore Repertory Theatre, the pilot programme ran from July to September 2015, and was offered at four My First Skool centres that served a higher proportion of low-income families. A total of 54 children benefited from the programme.

Parenting workshops that advocate closer parent-child relationship

Parents play a critical role in building the right foundation, supporting and bringing out the potential in their child. To enhance the quality of parent-child bonding during the formative years, a series of practical modular workshops were piloted at two My First Skool pre-schools. Small group interactive sessions were held for parents to share and reflect on their parenting journeys, and to equip them with skills to create positive experiences through meaningful interactions with their child. 'The Parenting Years' workshops encourage parents to move beyond traditional views of raising a child, and focus instead on building a positive relationship with the child.



My First Skool children attending a golf lesson, one of the activities offered under the 'You've Got Talent' programme for children from low-income families.



Photography by Darren Soh / Fullframephotos

The Caterpillar's Cove at Jurong East was lauded for its design that stimulates learning for children.



The Caterpillar's Cove wins top design award

It is the first early childhood institution to receive the President's Design Award for 'Design of the Year'

The Caterpillar's Cove Child Development and Study Centre at Jurong East received the President's Design Award for the 'Design of the Year' category on 11 December 2015. Designed by Lekker Architects in collaboration with educators from the centre, the pre-school was designed as a 'living laboratory' for early childhood researchers and converts an ordinary office space into a schoolyard, complete with outdoor play areas. The space was lauded for its design that stimulates learning for children, parents and teachers.

The accolade – the first ever given to an early childhood education institution – underscores the benefit of incorporating humanistic design and interactive spaces to create an ideal learning environment. The Caterpillar's Cove now paves the way for a new generation of pre-schools within the NTUC First Campus network of pre-schools.



WDA appoints SEED Institute as Enterprise Training Support Scheme Manager

SEED Institute to boost its ability to support training for educators

SEED Institute, the only Continuing Education and Training (CET) centre for the early childhood care and education sector, has been appointed as an Enterprise Training Support Scheme Manager by the Workforce Development Agency. This appointment will allow SEED Institute to more effectively serve the early childhood educators and enable it to more strategically roll out

Continuing Professional Development (CPD) workshops and On-the-Job Training (OJT).

In 2015, SEED Institute got in 40 centres to embark on Singapore Workforce Skills Qualifications (WSQ), Continuing Professional Development (CPD) and Leadership Development Series CPD programmes. This appointment also means that SEED Institute will be able to advise and assist corporate members on training grants available and help to identify courses to ensure that educators can access quality upgrading programmes to remain competitive within the sector.



SEED Institute provides opportunities for educators to upgrade their skills and uplift the quality of education in the sector.



Children from The Little Skool-House By-The-Vista taking photos to document their neighbourhood trip as part of the International Baccalaureate Primary Years Programme.



IB accreditation achieved!

The Little Skool-House By-the-Vista authorised to offer the Primary Years Programme (PYP)

The Little Skool-House By-The-Vista has attained the prestigious International Baccalaureate (IB) Primary Years Programme (PYP) authorisation. The assessment included a review of the policies and administrative process of the centre, observations of teachers in implementing the curriculum and interviews with the principal, teachers, parents and children from the centre. Becoming an authorised IB World School will allow The Little Skool-House By-The-Vista to implement the PYP that prepares children to become active, caring, lifelong learners who demonstrate respect for themselves and others. The learning is conducted through dynamic cycles of inquiry, action and reflection. The learning outcomes have garnered positive feedback from parents who shared that they love how the teachers engaged their children in the inquiry processes and observed how interested their children were when they came home to share what they learnt with them. Parents were also amazed by the thinking capacity of their children in their process of learning.



A lighthouse for research and innovation

The Caterpillar's Cove continues to shine as a beacon

The educators at The Caterpillar's Cove Child Development and Study Centre has made an impact on furthering early childhood education in Singapore and beyond. They conducted a range of workshops and presented papers on pertinent topics at renowned forums in Singapore and in Sydney. At the 16th Pacific Early Childhood Education Research Association (PECERA) Annual Conference in Sydney, Ms Cynthia Tan, Principal from The Caterpillar's Cove at Jurong East presented Singapore case studies on the impact of curriculum on children's well-being, involvement and learning outcomes

from direct observations, reflections and subsequent interactions by the educators.

The Caterpillar's Cove also collaborated with the ArtScience Museum to conduct a workshop, as an extension of a learning journey, titled 'Going on an Architecture Adventure'. The learning journey was part of the Early Childhood Development Agency's third annual Early Childhood Conference held in September 2015. In addition, The Caterpillar's Cove contributed to the Educators' Guidebook for 'The Future of Us' exhibition, in consultation with the Early Childhood Development Agency. The guidebook serves as a resource kit for early childhood educators to prepare pre-schoolers for the learning journey at the exhibition.



Mr Tan Chuan-Jin, Minister for Social and Family Development, interacting with the elderly and *My First Skool* children during the visit to the Lee Kong Chian Natural History Museum.



Senior Minister of State, Ms Sim Ann, with educators from The Little Skool-House International at the Mother Tongue Languages Symposium 2015.



Start Small Dream Big

Initiative to instil values of responsibility, empathy and compassion through the act of giving back to the community

On April 2015, in celebration of the 15th President's Challenge and Singapore's 50th birthday, the Early Childhood Development Agency launched "Start Small Dream Big", an initiative to encourage pre-schoolers to give back to the community. All "Start Small Dream Big" projects were initiated, planned and implemented by the children with the support of the participating pre-schools and parents.

One project saw pre-schoolers from My First Skool at Blk 54 Chin Swee Road visit the Lee Kong Chian Natural History Museum with seniors from NTUC Health's SilverACE Senior Activity Centre at Bukit Merah. During the outing, children and seniors were paired up to explore the museum and complete activities together. Mr Tan Chuan-Jin, Minister for Social and Family Development, joined the event where he interacted with the participants and traced his handprint on a collage made by the children and elders.



Making mother tongue a way of life

The Mother Tongue Languages (MTL) Symposium 2015 emphasised the importance of a strong foundation; showcased innovative curriculum approaches in pre-schools

Themed 'Our Mother Tongues as Living Languages', the fourth Mother Tongue Languages Symposium on 29 August 2015 was aimed at supporting parents in helping their children develop a strong Mother Tongue Languages foundation from young and becoming proficient users of their Mother Tongue Language.

There were sharing sessions and workshops as well as exhibition booths set up by pre-schools, schools and various partners that showcased innovative teaching methods and community programmes. Pre-schools from My First Skool, The Little Skool-House International and The Caterpillar's Cove Child Development and Study Centre participated in the exhibition booths to showcase their creative teaching methods to help pre-schoolers develop their Chinese language skills.



Thank You Teachers!

With customised gifts and goodies, it was a special Teachers' Day to remember

To thank teachers for their dedication and contributions, the management team went all out to show their appreciation for our teachers. Over two days, they made surprise visits to all 138 centres, conveying their thanks and delivering gifts of flowers, bird's nests and tote bags filled with a thank you note and useful teaching aids to over 3,000 educators. NTUC Secretary-General Mr Chan Chun Sing even made a special appearance at one of the centres, much to the glee of teachers and children alike.

Awards

THE PURSUIT OF CONTINUOUS IMPROVEMENT AND EXCELLENCE IS A FUNDAMENTAL ASPECT OF WHAT WE DO, BUT NEVERTHELESS WE ARE HONOURED TO BE RECOGNISED FOR OUR WORK IN THE EARLY CHILDHOOD CARE AND EDUCATION FIELD.

ECDA Awards for Excellence in Early Childhood Development 2015

Conferred by the Early Childhood Development Agency (ECDA)

ECDA Outstanding Early Childhood Leader Award

Wendy Ong

Executive Principal

My First Skool at Blk 140 Serangoon North

ECDA Outstanding Early Childhood Educarer Award

Ang Yiam Hong

Chinese Teacher

My First Skool at Blk 245 Bishan

ECDA Early Childhood Innovation Award (Merit)

My First Skool at Blk 18 Marine Terrace

Project Title: The Greenhouse Project



The Leading Foundation Teacher Award 2015

Conferred by the National Institute of Education (NIE)

The Leading Foundation Teacher Award

Intan Ismail

English Infant Care Teacher

My First Skool at Blk 742 Woodlands Circle

Outstanding Pre-School Mother Tongue Language Teacher Award 2015

Jointly conferred by the Ministry of Education (MOE) and the Mother Tongue Language Learning and Promotion Committees

Outstanding Award

Wang Yanli

Senior Chinese Teacher

My First Skool at Blk 308C Anchorvale Road

Merit Award

Li Li

Senior Chinese Teacher

The Little Skool-House
At-Tampines-Junction

ECDA Innovation Grant 2015

Conferred by the Early Childhood Development Agency (ECDA)

My First Skool at Blk 671A Jurong West

Project Title: One Team One Dream

The Little Skool-House On-The-Green

Project Title: The Precious Droplets

My First Skool at Blk 688C Woodlands

Project Title: Stories Coming Alive Through Various Forms of Puppetry

The Caterpillar's Cove @ Jurong East

Project Title: Strategies for Thinking: Fostering Toddler Inquiry through Provocations



The Green Carpet Awards 2015

Endorsed by the National Geographic and the National Parks Board (NParks)

The Green Carpet School Award (Merit)

My First Skool at Blk 18 Marine Terrace

Inaugural Reading Innovation Award

Conferred by the National Library Board (NLB)

Commendation Award The Little Skool-House On-The-Green

CEO Services Awards 2015

NTUC First Campus presented the CEO Service Awards to recognise staff's extraordinary acts of service, commitment and passion. These service heroes/heroines have gone beyond their call of duty to make a difference to our children, families, colleagues and the community.

Individual Category

Doreen Tay

Officer
Customer Service and Operations
(Business Unit Support)

Lucia Goh

Relations and Marketing Officer
The Little Skool-House By-The-Lake

Ho Khin Peng

Assistant Manager
Child Enabling Unit

Yvonne Lin

Senior English Teacher
The Little Skool-House On-The-Green

Li Hui Lan

Chinese Infant Care Teacher
My First Skool at Blk 128 Geylang East

Team Category

My First Skool at Blk 212 Choa Chu Kang Central

My First Skool at Blk 446A Jalan Kayu

My First Skool at Blk 219 Serangoon

My First Skool at Blk 55 Toa Payoh

My First Skool at 505 Yung An Road

Vision

A joyful and inspiring early learning experience for all, that fulfils the promise of each child.

Mission

Making quality early childhood care and education services affordable and accessible to families.

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 defines 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.

About NTUC First Campus



NTUC First Campus Co-operative Limited

At NTUC First Campus Co-operative Limited (NFC), we believe that every child deserves a good start in life. We have been making a difference since 1977 by bringing affordable quality early childhood care and education to Singapore families. Our childcare centres include My First Skool, The Little Skool-House International and The Caterpillar's Cove

Child Development and Study Centre. NFC also supports the development of the early childhood sector through the SEED Institute. NFC is a community of parents and early childhood professionals working together to bring out the best in each child and to create inspiring moments for all.



My First Skool

My First Skool (MFS) is the pioneer childcare arm of NTUC

First Campus Co-operative Limited. Established as NTUC Childcare in 1977, it aims to provide quality and affordable childcare service that is accessible to parents. MFS believes that no child should be denied the opportunity of early childhood care and education and empowers children to learn through a methodical approach called **PETAL**® – Playing, Exploring, Thinking, and Applying Learning.



The Little Skool-House International Private Limited

The Little Skool-House International Private Limited was established as a wholly-owned subsidiary of the NTUC First Campus

Co-operative Limited in 1994 to meet the growing demand of quality premium pre-school bilingual education. Operating at choice locations across Singapore, its pre-school programme utilises quality children's literature as a key medium to seed the growing process and enables children to develop life-long learning skills.



The Caterpillar's Cove
Child Development and Study Centre

The Caterpillar's Cove

The Caterpillar's Cove Child Development and Study Centre brings together teachers of young children, researchers and students who are training to work with

children. Being a child development and study centre, it provides a dynamic setting with highly qualified teachers who are familiar with the best internationally accepted practices in early childhood education to promote children's optimal learning and development.



afterschool by NTUC First Campus

afterschool by NTUC First Campus was started in 2016 to meet working families' demand for reliable, quality

student care. Based within primary schools, *afterschool* provides a continuum of care for children after their school hours. It provides students with engaging experiences that develop them holistically, balancing between academic and co-academic within a home-like environment. The programme and activities are designed to complement and align to the objectives set out in MOE's Primary School Curriculum and each school's vision, mission and values so that students can benefit from an integrated learning experience throughout the school-year.



SEED Institute

SEED Institute was set up by NTUC, in collaboration with the Bernard van Leer Foundation, to groom early childhood professionals so as to provide the

best care and education to young children. It is the only Continuing Education and Training (CET) Centre for the early childhood care and education sector. SEED Institute has two campuses – at the NTUC Trade Union House and at the Devan Nair Institute for Employment and Employability.

Our Board of Directors



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

Professor Tan Cheng Han was appointed Chairman of NTUC First Campus Co-operative Limited in 2014. He is the Chairman of the Centre for Law and Business at the Faculty of Law at the National University of Singapore. He is also a Senior Counsel and arbitrator. Mr Tan's current appointments include being the Chairman of the Media Literacy Council, Chairman of the Public Accountants Oversight Committee, a Commissioner of the Competition Commission of Singapore, a Council member of the Singapore Sports Council, and a Board member of the Accounting and Corporate Regulatory Authority.

He sits on several boards which include Chuan Hup Holdings Limited, Singapore Technologies Marine Limited, Global Yellow Pages Limited and Keppel Reit Management Limited. Mr 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).



Tan Suee Chieh
Deputy Chairman, NTUC First Campus Co-operative Limited

*Group Chief Executive,
NTUC Enterprise Co-operative Limited*

Mr Tan Suee Chieh joined the board in 2013. Mr Tan is the Group Chief Executive of NTUC Enterprise Co-operative Limited. He has been a Director of NTUC Income since 2003 and was its Chief Executive from 2007 to 2013.

He previously held the appointment of President, Asia Pacific Region at SHL Group plc. Prior to that, he was Managing Director for Prudential plc's businesses in Hong Kong, Malaysia and Singapore. Mr Tan, who serves either as Deputy Chairman or Director on the Boards of many of the NTUC Social Enterprises, is also a Fellow of the Institute of Actuaries (UK), and a Trustee of the Singapore LSE Trust.



Albert Cheng Yong Kim
*Group Executive Director,
The Lion Group of companies*

Mr Albert Cheng joined the Board in 2007. He is the Group Executive Director of The Lion Group with more than 30 years of experience in the business operations. He also serves as Managing Director of both Lion Industries Corporation Berhad and Lion Diversified Holdings Berhad.

He is also the President Director of P.T. Lion Metal Works Tbk, Indonesia. He is the Council Member in the Federation of Malaysian Manufacturers since December 2010 and Chairman of International Chamber of Commerce, Malaysia since December 2014 amongst other positions.

Our Board of Directors



Ronald Tan Hee Huan
Executive Director, Singapore Institute of Management

Mr Ronald Tan joined the Board in 2010. Mr Tan is the Executive Director of the Singapore Institute of Management. Prior to joining the Singapore Institute of Management, Mr Tan was the Senior Vice-President and Head of Group Human Resources at the United Overseas Bank Group. Besides having held several senior appointments in the Singapore Government's Administrative Service, Mr Tan also served as a Combat Engineers Battalion Commander and was the Division Engineer of the Guards' Division during his national service.



Ng Chee Yuen
Co-Chairman, Capella Hotel Group Asia Private Limited

Mr Ng Chee Yuen joined the Board in 2011. Mr Ng is the Co-Chairman of Capella Hotel Group Asia Private Limited and the founder of SHENNING Investments Private Limited.

Mr Ng has over 30 years of experience in businesses, consulting, private equity and government service. He spent 17 years in the U.S., 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 governments. He has been 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.



Karthikeyan Krishnamurthy
General Secretary, United Workers of Petroleum Industry

Mr Karthikeyan Krishnamurthy joined the Board in 2012. He was a Nominated Member of Parliament in 2014.

He is currently the General Secretary of the United Workers of Petroleum Industry and Vice-President of the NTUC Central Committee. He is also the Vice-President of the Consumers Association of Singapore (CASE). Mr Karthikeyan also serves as the Chairman of the Workplace Safety and Health Council (Chemical Industries) Committee and Member of Workplace Safety and Health Council. He chairs the NTUC Workplace Safety and Health Committee and Costa Sands, Sentosa. He also serves the Industrial Arbitration Court panel and the Board of Trustees in Shell Thrift and Loan.



Wong Su-Yen

*Chief Executive Officer,
Human Capital Leadership Institute*

Ms Wong Su-Yen joined the Board in 2014. Ms Wong is the Chief Executive Officer of the Human Capital Leadership Institute at the Singapore Management University.

She has been the Chairman of consultancy Marsh and McLennan Companies (Singapore) and ASEAN Managing Director of its health and human capital arm Mercer, with over two decades of experience in business strategy, human capital development and organisational transformation. She has also advised a broad range of companies and sectors and sits on the board of MediaCorp.



Chan Su Yee

*Senior Vice President,
NTUC Enterprise Co-operative Limited*

Ms Chan Su Yee joined the Board in 2015. She is currently with NTUC Enterprise Co-operative Limited where she leads cluster development for Health and Early Childhood Education and is involved in strategy development for the group.

Prior to NTUC Enterprise, Ms Chan spent 14 years at Bain & Company where she worked with both local and multinational corporation clients across Asia on a wide range of corporate strategy issues.



**Adjunct Associate Professor
Mary Daniel**

*Senior Consultant/Head of Department,
Department of Child Development,
KK Women's and Children's Hospital*

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, 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 Neonatal Ambulatory Services till 2012 and the Director of Universal Newborn Hearing Programme till 2014. She teaches both undergraduate and postgraduate medical students.

Our Leadership Team

BUSINESS UNIT LEADERS

EARLY CHILDHOOD EDUCATION LEADERS AND ADVISORS



Terence Chia

General Manager,
The Little Skool-House
International

Chan Tee Seng

Chief Executive Officer
Director, SEED Institute

Adeline Tan

General Manager,
My First Skool

Thian Ai Ling

Deputy General Manager,
My First Skool

**Emeritus Professor
Marjory Ebbeck**

Senior Academic Advisor

Director, Centre for Research and
Best Practices, SEED Institute

**Dr Frederick
Nicholas Ebbeck**

Senior Academic Advisor

Ho Yin Fong

Chief Early Childhood
Education Officer

Academic Director,
SEED Institute

CORPORATE FUNCTION LEADERS



Dr Connie Lum
Group Mother Tongue
Languages Officer

Daniel Chua
Group Customer Service
and Operations Officer

Geraldine Lee
Chief Human
Resource Officer

Eric Yum
Group Brand and
Communications Officer

**Dr Geraldine
Teo-Zuzarte**
Group Professional
Practices Officer

Yong Lye Yong
Group Corporate
Development Officer

Hor Fong Lin
Chief Financial Officer

Phoon Chew Ping
Group Child
Support Officer

Centre Director,
The Caterpillar's Cove
Child Development
and Study Centre

Our Advisory Panels & Affiliated Union

We want to thank members of our Bright Horizons Fund (BHF) Board for their guidance and support. BHF enables young children from underprivileged families and children-at-risk to have a good start in life.

BRIGHT HORIZONS FUND BOARD

Chairman

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

Members

Mr Thomas Tay
Emeritus General Secretary, Singapore Maritime Officers' Union

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

Dr Intan Azura Binte Mokhtar
Member of Parliament, Ang Mo Kio Group Representation Constituency

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

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

We would like to thank the team at the Education Services Union (ESU) for their support and partnership.

We extend our heartfelt thanks to members of our advisory panels who have contributed in different ways to help us fulfil our mission and goals.

PROFESSIONAL ADVISORY COUNCIL

Chairman

Ms Denise Phua
Mayor, Central Singapore District

Member of Parliament, Jalan Besar Group Representation Constituency

Supervisor, Pathlight School

Members

Dr Alice Seng
Educational Consultant, National Institute of Education

Professor Tsui Kai Chong
Provost, SIM University

Dr Yeap Ban Har
Principal, Marshall Cavendish Institute
Director of Curriculum and Professional Development, Pathlight School

Dr Ngiam Tee Liang
Associate Professorial Fellow, Department of Social Work, National University of Singapore

Professor Zhou Jing
Director of International Research Center of ECD, East China Normal University (ECNU), Shanghai, China

DESIGN ADVISORY PANEL

Mr Poon Hin Kong
Deputy Chief Development Officer, CapitalLand Limited

Mr Eugene Seah
Country Head and City Executive, Arcadis Singapore

Mrs Phan Pit Li
Director, MKPL Architects Private Limited

TECHNOLOGY ADVISORY PANEL

Dr Kwong Yuk Wah
Chief Information Officer, National Trades Union Congress

Mr Jeremy Ong
Chief Technology Officer and Head, Customer Operations, NTUC Income Insurance Co-operative Limited

Mr Bernard Chew
Chief Information Officer, Singapore Technologies Engineering Limited

INDEPENDENT REVIEW PANEL

Dr Chua Hui Ling
Mentor, Early Childhood Centre Leadership, NTUC First Campus Co-operative Limited

Ms Ho Yin Fong
Chief Early Childhood Education Officer, NTUC First Campus Co-operative Limited
Academic Director, SEED Institute

Mrs Loh Hui Meng
Advocate for Focused Language Assistance in Reading (FLAIR), Association for Early Childhood Educators (Singapore)

Ms Nur Hilyah Bte Saporin
Deputy Director (Cluster), AMKFSC Community Services Limited

Dr Sng Li Wah
Family Physician, W K Koo & Associates Private Limited

Mr Tang Hui Nee
Assistant Director / Head (Community Services), Department of Child Development Deputy Director, Allied Health Office KK Women's and Children's Hospital

Ms Vivienne Lim
Lawyer / Founding Director, Genesis Law Corporation

ACADEMIC BOARD (SEED INSTITUTE)

Chairman

Mr John Ang
Senior Fellow, Department of Social Work, National University of Singapore

Members

Dr Khoo Kim Choo
Consultant, Children and Families
Director, Preschool for Multiple Intelligences

Dr Seng Seok Hoon
Educational Consultant, National Institute of Education / NIE(I) / NIE(CTL)

Ms Ho Yin Fong
Chief Early Childhood Education Officer, NTUC First Campus Co-operative Limited
Academic Director, SEED Institute

LEGAL ADVISOR (PRO BONO)

Mr Cyril Chua
Partner, ATMD Bird & Bird LLP

NTUC FIRST CAMPUS CO-OPERATIVE LIMITED

229 Mountbatten Road, #02-08
Mountbatten Square, Singapore 398007

T +65 6509 7888 E info@ntucfirstcampus.com W ntucfirstcampus.com

