



an NTUC Social Enterprise

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OUR VISION

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

OUR MISSION

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

OUR VALUES

Our core values, **INSPIRE**, form the foundation of how we perform work and conduct ourselves at NTUC First Campus. These values remain constant and guide us through changing environments. It 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.



JOINT MESSAGE BY
**CHAIRMAN &
CHIEF EXECUTIVE OFFICER**



PROFESSOR TAN CHENG HAN
Chairman

This year marks the 40th year of NTUC First Campus' journey in partnering families from all walks of life. Since our formation in 1977, NTUC First Campus has stayed true to our commitment to make quality pre-school education accessible and affordable. We believe every child deserves a good start in life. For this reason, we have established our footprint in every Singapore neighbourhood, with 150 pre-schools island-wide.

Over the years, NTUC First Campus has played a significant role in pioneering new practices and professionalising the sector. For the last 10 years, we have seen NTUC First Campus grown rapidly and achieved sustainability. Our society is changing, and so are the needs of families. As we look ahead, NTUC First Campus will respond to these changes, so that we can create an even greater impact on our community.

Our vision is to strengthen our position as a thought and practice leader in the development and care of young children, partnering working families in every Singapore neighbourhood.

Extending our reach

In 2016, NTUC First Campus expanded our network to serve more Singaporean families. We set up four My First Skool large centres at 119 Edgefield Plains, 51 Fernvale Link, 10 Jurong West and at Waterway Point. The Little Skool-House set up its first Early Literacy Centre at its new centre at Downtown East. These new centres bring the total number of children served to 16,000. The large centres that we set up allow us to introduce distinctive niche learning programmes. My First Skool at 119 Edgefield Plains, for example, has partnered the National Arts Council to develop the inaugural Arts Partnership Programme.

Serving every need

NTUC First Campus is committed to offering the necessary financial, social and developmental support to children from underprivileged families. In 2016, \$1 million was disbursed via the Bright Horizons Fund to support 1,600 children from underprivileged families in My First Skool. The Development Support Programme, which aims to help children with learning delays, was extended from 74 to 94 My First Skool pre-schools. In 2017, the programme will cover more than 90% of My First Skool centres.

The KidSTART program, which targets underprivileged and vulnerable children, was piloted last year in seven My First Skool childcare centres. The programme deployed Child Enabling Executives at these centres to support collaboration with the parents and the community to give these children a good start in life.

Partnering Families

As partners in our children's learning journey, we are constantly looking for new ways to engage and to support our parents.

In 2016, we kick-started the Parenting Years workshop series, to support parents with essential parenting knowledge. My First Skool and The Little Skool-House also introduced a new parents' portal to provide timely progress updates on their children's learning and development. The portal can also be accessed via mobile devices and allows teachers to engage parents even more regularly.

{ This year marks the 40th year of
NTUC First Campus' journey in
partnering families from all walks of life }

Certified for quality

In our quest to ensure delivery of quality education, I am pleased to share that four in five of all NTUC First Campus pre-schools are SPARK-certified, compared with the national average of less than half.

In 2016, a total of 18 My First Skool pre-schools were recognised for Progress in Teaching and Learning and 15 received the Certification of Commendation. For The Little Skool-House centres, three were recognised for Progress in Teaching and Learning, while four received the Certification of Commendation.

We strongly believe that early experiences matter. Over the last three years, NTUC First Campus has pioneered our very own Relationships-Based Curriculum for children from birth-to-three. Children who develop into happy confident individuals will ultimately contribute to building a better society.

The year ahead

To further extend our reach to the community, we are setting up about 15 new centres and centre extensions in 2017. We are also planning for two more large childcare centres in Bukit Panjang and Punggol Drive to be operational in 2018.

The Punggol Drive centre, in particular, will be a key milestone for us. With its capacity of 1,000, it will be the biggest we have ever operated. It will also mark the first time that we will be catering primarily to children aged two months to four years of age. Our Relationships-Based Curriculum for children from birth-to-three years has given us the confidence to deliver a high quality program for children in the early years.

We will also continue to incorporate technology into our curriculum to make learning more effective and engaging. We aim to have close to 100% of our My First Skool pre-schools equipped with technology-enabled toys such as Kibo and Bee Bot in the coming years.

Maintaining robust growth

For the year ended 31 December 2016, the Group achieved a total revenue and other operating income of \$236.9 million, 10.9 percent higher than previous year. The surplus for the Group after contributions to the Central Co-operative Fund (CCF), the Singapore Labour Foundation (SLF) and taxation was \$10.9 million, representing 4.6 percent 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 2016.

Extending appreciation

To the 4,000 staff in NTUC First Campus, our associates from National Trades Union Congress, NTUC Enterprise, community and government partners, as well as our Board members, we would like to express our deepest appreciation. What we achieved in the past year would not have been possible without your strong support.

We also thank and bid farewell to outgoing members of the board. They are: Mr Tan Suee Chieh, our Deputy Chairman, Mr Albert Cheng Yong Kim and Mr Karthikeyan Krishnamurthy, who served on our Board for four, nine and four years respectively. Their leadership and foresight have been invaluable in steering the organisation towards breaking new ground, and we will continue to ensure we remain on course to achieve our long-term goals.

At the same time, we would like to extend our warmest welcome to Mr Arasu s/o Duraisamy, General Secretary, Singapore Port Workers Union to the Board. Together with the other members of the Board, we look forward to the road ahead with utmost anticipation and confidence.

Children who develop into happy confident individuals will ultimately contribute to building a better society.



CHAN TEE SENG
Chief Executive Officer





TOUCHING MORE LIVES

We believe in extending outreach to every child from every walk of life. That is why we continually dedicate resources to bring more childcare centres into every Singapore neighbourhood to meet the needs of working families.

We explore new ways to support the learning of children from different backgrounds, giving opportunities for children from underprivileged families and catering to the needs of our children with learning delays through various support programmes.

TOUCHING MORE LIVES

Supporting more working families with new centres

To meet the needs of working families, NTUC First Campus constantly looks to extend its presence to reach out to the community in every part of Singapore.

In 2016, My First Skool opened four large My First Skool centres at 119 Edgefield Plains, 51 Fernvale Link, 10 Jurong West and at Waterway Point. These large centres are built in neighbourhoods with many young families in need of childcare. These centres allow for the introduction of niche programming to enhance the learning of our young

children and My First Skool is partnering organisations such as the National Arts Council, Singapore Science Centre and Infocomm Development Authority of Singapore to achieve this.

With the additions of these new centres as well as extensions to existing centres, childcare and infant care enrolment across NTUC First Campus increased to more than 16,000 in 2016.



My First Skool at 10 Jurong West is one of the new large childcare centres built to provide high quality child development and care services to more families.





The Little Skool-House (LSH) opened its first Early Literacy Centre at Downtown East, with the aim to deepen the tenets of the LSH's Literacy-Based Curriculum.

The Little Skool-House's newest centre at Downtown East features its first Early Literacy Centre

On 1 August, The Little Skool-House opened its newest centre at Downtown East, which features its first Early Literacy Centre. The Early Literacy Centre reinforces The Little Skool-House's literacy-based curriculum and serves as a platform for development, research and advocacy work. The centre is designed as a collaborative bilingual platform where parents, educators, advocates and the community can come together to learn, and exchange ideas on pre-literacy and early literacy development.

The centre also organises activities for children from different age groups to develop literacy skills in listening, speaking, reading and writing. To facilitate experiential learning, the centre is organised into different zones. Key highlights include the "Maker's Space" where The Little Skool-House collaborates with industrial partners to supply clean reusable parts (plastic) for children to recreate and reuse them.



The Early Literacy Centre offers programmes in partnership with performing artists, authors and more to bring out the performing elements of literacy.

Beyond pre-school to primary school-based student care

Beyond pre-school education, 2016 marked a milestone for NTUC First Campus with the establishment of *afterschool* which runs student care centres that are based within primary schools. The first *afterschool* opened its doors in January at River Valley Primary School, followed by a second centre in Bukit Timah Primary School three months later. In addition to an in-house programme with a strong focus on experiential learning, there are innovative ground-up initiatives that include the *WOW@afterschool* Journal, which encourages teachers and parents to provide feedback on the learning development of each child.

Besides the schools and stakeholders, *afterschool* also collaborates closely with community partners such as My First Skool, Children's Wishing Well Student Advisory Centre and Yakult (Singapore) to support children's growth. *afterschool* is establishing itself as a trusted partner to schools and families, reaching out to a total of 140 families, 20% of whom are underprivileged families.



NTUC First Campus provides financial, social and developmental support programmes to children from underprivileged families and those with learning needs through its Child Support Model.

Supporting the United Nations' Sustainable Development Goals

NTUC Social Enterprises support the United Nations' Sustainable Development Goals. Specifically, NTUC First Campus is committed to providing quality education and reducing inequalities in the critical early years of children's lives, as we believe that obtaining a quality education is the foundation to improving people's lives and sustainable development.

A unique Child Support Model

NTUC First Campus is the first pre-school network with a holistic and integrated in-house child support model. The model comprises 12 financial, social and developmental support programmes for My First Skool children from underprivileged families and those with learning needs. In 2016, more than \$5 million was invested in child support programmes, which benefited 2,000 children.

Supporting underprivileged families

NTUC First Campus established the new role of Child Enabling Executive (CEE) in 2016 with the support of the Early Childhood Development Agency's KidSTART initiative. CEEs are deployed at My First Skool pre-schools with a higher number of children from underprivileged families, and they work with community partners such as Family Service Centres and Social Service Offices to provide support to these families at the pre-schools. CEEs also monitor the children's well-being and development, and engage parents in centre activities and workshops. This is with the aim of encouraging parents to allow their children to attend childcare regularly.

In 2016, the CEEs supported seven My First Skool centres and reached out to 250 families.

Providing extra learning support with early intervention programmes

The Development Support provides one-to-one intervention to My First Skool children who show signs of mild developmental delays. The programme is conducted by learning support educators who help these children to acquire age-appropriate language, literacy and social skills. In 2016, the programme aided 640 children in My First Skool.

Encouraging better learning with Classroom Co-Facilitators

Classroom Co-Facilitators are present in selected My First Skool pre-schools to engage children with learning needs in small group learning activities. A total of 12 Classroom Co-Facilitators supported 320 children in 12 My First Skool pre-schools in 2016.

Enhancing social and emotional literacy teaching skills

As part of continuous learning, a new coaching programme was introduced in 2016 across all My First Skool pre-schools. This would equip principals and teachers with social and emotional literacy teaching skills, as well as enhance their centres' culture and environment to help children develop positive behaviours.

In 2016, a total of 60 Principals, Deputy Centre Leads and teachers from six My First Skool pre-schools participated in the programme.

Providing financial assistance with the Bright Horizons Fund

The Bright Horizons Fund (BHF) provides financial assistance, such as childcare fee assistance, to underprivileged families. A family may pay as little as \$8 a month for childcare fees. The fund also supports developmental programmes and pays for enrichment classes, field trips, school excursions, uniforms, birthday cakes and school bags so that these children are given every opportunity to experience a happy childhood.

In 2016, the fund disbursed \$1 million to support 1,600 children from underprivileged families. The NTUC-U Care Fund is the major donor to the Bright Horizons Fund.



The cheque donation of \$520,000 was presented to BHF at a "You are Special" celebration held at My First Skool at Blk 54 Chin Swee.





PARTNERING FAMILIES

The learning journey of a child takes place both at home and at school. To ensure that we give our children the best, we are committed to fostering a close and mutually trusting partnership with parents.

As every young child's first teachers, it is important that we support parents with the best knowledge, skills and resources needed to enhance their children's growth and development.

PARTNERING FAMILIES

Providing timely updates via an online portal

My First Skool and The Little Skool-House introduced a new online portal to provide timely updates to parents on their children's learning and development in school. The portal, which was fully rolled out in 2016, can be accessed via mobile devices and gives added opportunities for teachers to engage and share with parents.

This complements the half yearly parent-teacher conferences, and has also helped foster a stronger parent-teacher partnership that is critical to children's holistic development.

The Parenting Years workshop series

To equip parents with practical parenting skills and the best possible tools for building closer bonds with their children, NTUC First Campus initiated the Parenting Years workshop series – which was conducted by SEED Institute at 13 My First Skool pre-schools for 175 parents in 2016.

Besides providing helpful tips and information on common and potential obstacles to relationship building, the workshops provide a sharing platform for parents, allowing them to learn tried-and-tested strategies from one another.

NTUC First Campus plans to extend this workshop series to 37 My First Skool pre-schools and one The Little Skool-House pre-school in 2017.



NTUC First Campus aims to strengthen partnerships and develops close bonds between educators and parents.



Mr Chan Chun Sing at the announcement of the structured approach to enhance inter-generational interaction in Singapore.

Bridging generations with NTUC Health

With smaller family units in Singapore becoming more prevalent, children now have limited opportunities to bond and interact with their own grandparents, much less with the seniors in our community. To this end, My First Skool and NTUC Health's senior centres came together to develop a three-tier framework to enable inter-generational interaction.

Through these collaborations, the young and old are brought together through thoughtful programming and specially designed activities. At the basic and intermediate tiers, activities would be on an ad-hoc and more regular basis respectively. A structured programme that is weaved into the childcare curriculum and eldercare activities would be at the advanced tier.

Through this, children will also learn to have a caring and empathising mindset, as well as respect and interact positively with the elderly. These are important traits that the younger generation should possess amidst an increasingly ageing population.

Currently, 14 My First Skool and NTUC Health's senior centres jointly offer at least one tier of the three tiers interaction framework.



The structured inter-generational programme aims to foster greater bonding across generations.





RAISING THE BAR

A child's early years form the foundation of their future development. To ensure that we provide the best conditions for our children to reach their full potential, we continue to seek ways to improve quality - be it in terms of curriculum, learning environment and even meals.

This is done through research and the adoption of exemplary and innovative practices.

RAISING THE BAR

Learning differently with technology-enabled toys

In line with the Singapore government's increased emphasis on technology and engineering in the early childhood education, My First Skool has consciously leveraged technology for teaching and learning. The PlayMaker programme aims to provide children with the opportunity to learn through a suite of child-friendly, technology-enabled toys.

Over 10 months in 2016, 33 My First Skool centres exposed their children to programming robots and assembling electronic parts. This learning process of inventing things during their playtime sparks their curiosity in programming from an early age.

In addition, the PlayMaker programme provides children with the tools to have fun, as well as to experiment and problem-solve together.



The PlayMaker programme was piloted to 33 My First Skool centres to provide children with the opportunity to learn through a suite of child-friendly, technology-enabled toys.

Robotics and programming research for pre-school with Tufts University

From February to May 2016, My First Skool at Westgate was one of the five selected centres in Singapore partnering Infocomm Media Development Authority of Singapore (IMDA) and Tufts University for a KIBO Robotic Research.

KIBO is a newly developed robotics kit that teaches both engineering and programming. KIBO's actions are programmed using tangible programming blocks with no screen time required. The objective of the research was to study new learning technologies which allow children to build and programme their own robot with KIBO and decorate them for open-ended play.

The study was part of a larger country-wide initiative to increase the use of developmentally appropriate engineering tools in the early childhood classroom. Results indicated that the children were highly successful in mastering foundational programming concepts.



KIBO robots help to cultivate children's interests in programming in a fun way.



Children from My First Skool at Jurong Point Shopping Centre shared and introduced Pepper at IDA education booth to showcase the 'Pre-school of Tomorrow'

The classroom of tomorrow with Pepper the Robot

In April 2016, My First Skool partnered the Infocomm Development Authority of Singapore (IDA) for the “*What is the Classroom of Tomorrow – The Use of Robots in Early Childhood Education*” project. This project was a proof-of-concept study of deploying social robots in the early childhood education in Singapore.

My First Skool at Jurong Point Shopping Centre was one of the two proof-of-concept centres for this pilot use of robots to teach kindergarten children social skills. From April to October 2016, the centre had a new family member – Pepper the Robot – a humanoid robot that can read emotions, learn from human interactions, and respond to voice, touch and sight. With this friendly robot assistant, teachers found another way to engage the children. For this project, My First Skool teachers collaborated with researchers and developers from Nanyang Technological University’s Robotics Research Centre and the robots’ parent company, SoftBank Japan, to develop lesson plans.

Another result of this project was that the children were able to build on their social skills and confidence as they shared and introduced Pepper at events such as the Future of Singapore Exhibition.

Technology learning and sharing festivals

As part of celebrating My First Skool's technology initiatives and partnerships with Infocomm Development Authority of Singapore, Info-communications Media Development Authority of Singapore, Apple Singapore, Nanyang Technological University and Softbank Japan, NTUC First Campus organised two My First Skool learning and sharing festivals. This was to showcase the progress of 33 My First Skool PlayMaker pilot centres, eight Apple Lighthouse centres and a proof-of-concept centre with Pepper the Robot.

Staff from all My First Skool centres came together to learn, share best practices and celebrate their efforts and progress. The festivals also provided a platform to harvest new and innovative ideas related to embedding technology in My First Skool’s teaching and learning practices to enrich children’s learning.



My First Skool principals and NTUC First Campus Chief Executive Officer, Mr Chan Tee Seng (Middle) at the Learning and Sharing Festival.



My First Skool teachers sharing the experiences on applying technology to support learning with their colleagues.



Technology Lighthouse allows teachers to apply new teaching practices to enhance the joy of learning.

Technology Lighthouse partnership with Apple Singapore

In 2016, My First Skool initiated the Technology Lighthouse – to introduce user-friendly, intuitive Apple technologies in centres that would complement classroom activities and enhance engagement with young learners.

Principals and teachers attended workshops conducted by Apple trainers to learn about design principles for technology-infused lessons appropriate for young learners, features and tools available on Apple devices that support early childhood learning. An Apple-My First Skool Lighthouse Professional Learning Community was also mooted to create a common platform for everyone to come together to co-create and share their learnings.



Principals and teachers after a fruitful sharing to embed technology in daily teaching practices.



My First Skool's partnership with National Gallery Singapore to curate quality arts education programmes.

Art-infused learning through partnership with National Gallery Singapore

Pre-school education lays the foundation for life-long learning and influences the later development and learning of young children. With this in mind, My First Skool initiated a partnership with National Gallery Singapore to co-develop a high quality arts and aesthetics imagination, appreciation and education programme in six My First Skool pre-schools.

The programme would encompass artist-led professional workshops, art visits, exhibitions and art-infused programmes for children.

Through conversations and interactions with the gallery's artists, teachers are able to deepen their expertise in art teaching, as well as to build a common language across various arts forms for more engaged learning. My First Skool also aims to encourage the design and adoption of an innovative model for curriculum development.

In 2017, nine more My First Skool pre-schools will join the partnership, bringing the total number to 15. There are also plans to work with the gallery to organise a mini-exhibition of works done by teachers and children at the gallery.



My First Skool teachers sharing their experience with their peers to exchange ideas for the co-creation of art-infused lessons.

Fostering bilingualism with Malay language and Tamil pilot programmes

My First Skool rolled out its Malay language programme in four centres and Tamil pilot programmes in two centres in 2015 and 2016 respectively.

My First Skool Malay teachers attended workshops at the Malay Heritage Centre under the Early Childhood Development Agency's Innovation Guidance Project, and also sought guidance from two senior teachers from the mainstream Primary Schools; while the Tamil teachers were guided by two principals who had experience in teaching the subject matter.

Additionally, teachers and centre principals met up regularly to exchange learnings from success stories and challenges alike. NTUC First Campus' Chinese specialists also shared ideas on how to develop mother tongue language materials. At the pilot centres, teachers have started developing customised content for learning materials.

Based on surveys, parents were pleased that their children had started to converse in their mother tongue at home. They also shared that their children look forward to their mother tongue language classes.



Malay and Tamil Language Pilot Programmes aim to improve fluency in mother tongue languages in pre-school children.



Children were encouraged to take the lead, be co-constructors in scripting their own stories, and were assigned roles and responsibilities before presenting their stories to an audience.

Making Chinese lessons more enjoyable with drama

As part of a pilot research project to find new ways to aid the acquisition of the Chinese language, The Little Skool-House kickstarted the Chinese Drama Pilot programme in 2016.

By integrating drama and theatre elements into The Little Skool-House's literacy-based curriculum, children were encouraged to take the lead, be co-constructors in scripting their own stories, and were assigned roles and responsibilities before presenting their stories to an audience. Chinese language lessons were thus made more enjoyable, as the children became more confident and gained a sense of achievement through dramatisation in the Chinese language.

Teachers from The Little Skool-House At-Outram, The Little Skool-House On-The-Green, The Little Skool-House By-the-Lake centres were trained specifically for this pilot and partnered an education development specialist closely during the six weeks of the programme.

The programme will be rolled out to all The Little Skool-House centres progressively as teachers' capabilities are built in this area in the next two years.



By integrating drama and theatre elements, Chinese language lessons were made more enjoyable.



The Little Skool-House was recognised for its quality track record and was awarded with Early Childhood and Development Agency's Partner Operator status in 2016.

Quality recognition with ECDA's Partner Operator status

Based on the strength of its track record and proposals, The Little Skool-House's six workplace childcare centres were selected for the Early Childhood and Development Agency's Partner Operator scheme (POP) in 2016.

POP centres are supported through funding to ensure their fees remain affordable even whilst they improve quality and enable career progression for their early childhood professionals.

From creating a conducive learning environment to developing an effective and engaging curriculum, visitors get to learn more about the best practices employed at NTUC First Campus pre-schools.

Sharing best practices with the industry

As testament to its quality curriculum and exemplar practices in the early childhood care and education (ECCE) sector, NTUC First Campus has been invited to play host to visiting delegations from local and overseas organisations over the years. These include the Early Childhood and Development Agency (ECDA), government organisations, ECCE institutes and schools.

From creating a conducive learning environment to developing an effective and engaging curriculum, visitors get to learn more about the best practices employed at NTUC First Campus pre-schools.

The Caterpillar's Cove Child Development and Study Centre at Jurong East had three visits from ECDA in 2016. One of them was from ECDA's Regulation and Standards to study the design of the early childhood spaces with The Caterpillar's Cove as a model, so as to allow ECDA officers to advise other schools on elements of a quality and purposeful learning environment for young children.



SEED Institute provides opportunities for educators to upgrade their skills.

Equipping educators with Advanced Certificate in Early Years

Adding on to its portfolio of quality programmes, SEED Institute was appointed by the Early Childhood and Development Agency (ECDA) to offer a top-up module from Workforce Skills Qualifications' Advanced Certificate in Early Years programme.

The first intake in January 2016 comprised 20 existing ECDA-certified educators who wished to be certified to also work with infants aged two to 18 months. This would increase the pool of teachers equipped with the certification required to teach infants.

To date, over 45 educators have successfully completed the top-up module.

An inclusive education with Advanced Diploma in Special Needs and Inclusive Education

Leveraging their proven ability to devise creative and differentiated teaching methods, SEED Institute and the College of Allied Educators Singapore introduced the Advanced Diploma in Special Needs and Inclusive Education in January 2016.

The course aims to equip early childhood care and education professionals with the knowledge and competency to support children with mild to moderate special educational needs. In addition, it will deepen educators' understanding of the key principles of inclusive education, and provide training in various intervention strategies and teaching methods to support children with special needs. 29 professionals graduated from the first intake in 2016.





LEADING THE WAY

As a pioneer and innovator in the early childhood field, we aim to make a significant impact, and aspire to be a thought and practice leader that sets the pace for the industry.

To achieve this, we capitalise on our strengths in research and practices to develop an eco-system that leverages our network of childcare centres, as well as the capabilities of SEED institute.

LEADING THE WAY

Bringing viewers into a pre-schooler's world

For the first time on Singapore television, viewers were transported to the world of pre-schoolers with a five-part documentary series titled "Don't Kid Around" that debuted on Channel News Asia on 22 August 2016.

Captured in the series were amusing conversations and authentic interactions between 13 Kindergarten 1 pre-schoolers from The Little Skool-House At-Tampines-Junction. Film crew followed the children at their centre daily for over six months.

In the series, Deputy General Manager, Ms Coreen Soh, and Senior Education Development Specialist, Ms Melissa Goh, also shared their early childhood expertise by providing interesting insights on the social, emotional and cognitive aspects of children in this age group. The television broadcast saw an average weekly cumulative reach of 73,000 viewers, while another 471,000 views were garnered on social media.



Deputy General Manager, Ms Coreen Soh, and Senior Education Development Specialist, Ms Melissa Goh shared their early childhood expertise in 'Don't Kid Around'.

A Relationships-Based Curriculum for all childcare centres

In 2016, NTUC First Campus completed the rollout of its groundbreaking Relationships-Based Curriculum for children birth-to-three to all its childcare centres.

This initiative was developed based on a year-long study on 117 children spearheaded by NTUC First Campus and Lien Foundation, led by Emeritus Professor Marjory Ebbeck, Director of the Centre for Research and Best Practices at SEED Institute. Entitled "Early Experiences Matter: A Relationships-Based Curriculum for the Birth-to-Three Age Group", the study showed that children of that age group learn and develop significantly better with a curriculum that places emphasis on strengthening bonds between them and their teachers.

The study was recently published in Springer, a leading international science journal publisher, further validating NTUC First Campus' move to a new Relationships-Based Curriculum at its childcare centres.



Learning and development of children from birth-to-three years can be enhanced with a curriculum that is based on developing strong educator-child relationships.

AWARDS

In 2016, NTUC First Campus continues to receive recognition for its commitment to excellence and for leading the way in innovative teaching practices in the early childhood education field.

May Day Award

NTUC First Campus received this award from Education Services Union for its commitment to the welfare and growth of its teachers and staff.

- *Plaque of Commendation (Gold) – NTUC First Campus Co-operative Limited*

JobCentral Learning's Training and Education Development Award

The SEED Institute was recognised with this award for its outstanding performance in delivering best learning practices.

- *Best Private Education Institutions in Early Childhood – SEED Institute*

Outstanding Pre-school Mother Tongue Language Teacher Award 2016

My First Skool teachers earned accolades for their contributions in exemplar teaching methods to inspire the love of mother tongue language in pre-schoolers.

Merit Award

Yang Li 杨莉

Chinese Teacher

My First Skool at Blk 208 Choa Chu Kang Central

Yu Kwong 于光

Chinese Teacher

My First Skool at Blk 197D Boon Lay Drive

Xia Yuejing 夏月静

Chinese Teacher

My First Skool at Blk 507A Wellington Circle

ECDA Outstanding Early Childhood Teacher Award (Commendation)

Hou Zhaoxia, The Little Skool-House By-The-Vista

ECDA Outstanding Early Childhood Educarer Award (Commendation)

Wiwik Susanthi Salim, The Little Skool House By-The-Lake

ECDA Outstanding Centre for Teaching and Learning Award

The Caterpillar's Cove Child Development and Study Centre at Jurong East

Early Childhood Development Agency (ECDA) Innovation Grant

13 My First Skool and one The Little Skool-House pre-schools were awarded the ECDA Innovation Grant for their innovation in enhancing learning experiences for children. Almost \$50,000 was received to pilot run these programmes in their pre-schools. In addition, 58 My First Skool and two The Little Skool-House pre-schools received \$146,300 from the ECDA Innovation Guidance Project in recognition of their advancement of leading early childhood practices.



The Caterpillar's Cove Child Development and Study Centre Principal, Ms Cynthia Tan, receiving the ECDA Outstanding Centre for Teaching and Learning Award.

120



110



100



90



80



70



60





GROWING TOGETHER

As a recognised employer of choice, we place high importance in developing our people and creating a strong learning culture within the organisation. This is complemented by a strong talent management system to ensure all employees have well-defined development and career roadmaps that provide opportunities for them to fulfil their career aspirations.

GROWING TOGETHER



About 3,800 NTUC First Campus staff came together to enjoy a day filled with exciting series of health-related activities.

Wellness at work with HealthFest

NTUC First Campus believes in developing its people holistically. With HealthFest, the aim is to raise awareness of the importance of healthy living amongst staff in a fun way.

About 3,800 staff came together for a day of health-related activities at the NTUC First Campus HealthFest 2016. Activities included limbo rock dancing, frisbee games, bungee trampoline, inflatable jousting, gladiator challenges, as well as a lip sync battle. There were also mini workshops covering topics such as making fruit-infused water, tea appreciation, healthy snack making and food allergy/sensitivity analysis.

For a better experience at the event, a special 2016 NTUC First Campus HealthFest app was specially developed for staff to use during the event.

History was even made in the Singapore Book of Records when staff made their Health Pledges on that day.

Celebrating non-teaching staff's dedication and efforts

In appreciation of every non-teaching staff's dedication in ensuring there are healthy meals and clean learning environments every day, NTUC First Campus held its annual Centre Attendants Appreciation Day on 19 July 2016.

Unlike 2014 and 2015, where the celebrations were held at NTUC First Campus pre-schools, 450 centre attendants were brought to Furama City Centre for an afternoon of food, games and lucky draw.



MediaCorp drama, "My First School" brings to light the many rewarding aspects of being an early childhood educator.

Increasing awareness on pre-school teachers with MediaCorp drama

To generate interest in the early childhood education profession and reinforce the importance of pre-school education, NTUC First Campus partnered Lien Foundation to commission the very first MediaCorp Channel 8 drama focusing on the lives of pre-school teachers.

Entitled "My First School", the drama gave viewers a peek into the life of a pre-school teacher – be it the expectations, challenges or many rewarding aspects of the profession. Most of the two-month filming took place at My First Skool at Blk 269 Compassvale Link.

Ensuring a more meaningful and rewarding teaching career

As part of the Early Childhood Sectoral Tripartite Committee, NTUC First Campus contributed to the Childhood Manpower Plan together with the Early Childhood Development Agency (ECDA) and the Workforce Development Agency.

The plan outlines three key strategies to enable educators to have more opportunities to develop professionally, a more supportive working environment, and greater respect and recognition.

Teaching staff play a pivotal role in the success of any education organisation. NTUC First Campus is proud to be one of the first organisations to adopt this new plan. It will align with ECDA's suggestion of implementing a full day off for its teaching staff on Teacher's Day.



A person wearing a blue t-shirt and black leggings is stepping up on a stack of four light-colored wooden blocks. The person's right foot is on the top block, and their left foot is on the second block from the top. The background is a light blue wall with a yellow vertical stripe on the right side.

STEPPING UP

In today's fast-paced world, staying still is not an option. That is why we consistently review and invest in key organisational enablers such as processes and systems that help to optimise resources.

This ensures we achieve the highest levels of efficiency possible, and puts us in a good stead to continue to serve our children and their families better.

STEPPING UP

Improving processes for greater customer satisfaction

In order to optimise resources to better serve the needs of families, NTUC First Campus embarked on its first LEAN (continuous improvement) project with its customer service and call centre department in 2016 to review existing processes.

Through the gathering of data and identification of key issues, the team was able to implement solutions that helped streamline processes and allowed better standardisation of work.



Through data gathering and brainstorming, processes are streamlined to better serve families.



My First Skool at 51 Fernvale Link, a large childcare centre that can accommodate 500 children, is the largest pre-school in NTUC First Campus' network of 150 centres.

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**© - **P**laying, **E**xploring, **T**hinking, and **A**pplying 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

SEED
institute

An *ntuc* Training Institute



The Caterpillar's Cove Child Development and Study Centre

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.

**We believe that
every child deserves
a good start in life.**

SEED Institute

SEED Institute is built upon a vision to give children the best head-start by grooming early childhood professionals to provide the best care and education to young children. SEED Institute was set up in 1989 by the National Trades Union Congress, in collaboration with the Bernard van Leer Foundation, a Dutch private philanthropic foundation that funds and shares knowledge about work in early childhood development.

Today, SEED Institute is recognised as the pioneer in early childhood education training in Singapore. It consists of five Centres of Excellence that specialise in areas including research and best practices, continuing professional development, higher education, professional qualifications and regional partnerships.

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.

afterschool 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.

NTUC FIRST CAMPUS 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 of the National University of Singapore (NUS). He is also a Senior Counsel and arbitrator.

Mr Tan's current appointments include being the Chairman of the Public Accountants Oversight Committee, a Council member of the Sport Singapore, 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 Ltd, 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).



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. Before joining the Bank, Mr Tan held senior appointments in several government ministries under the Administrative Service. He 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 founder of SHENNING Investments Private Limited.

Mr Ng has over 31 years of experience in businesses, consulting, private equity and government service. He spent 17 years in the United States, Europe, China and the Middle East where he learnt to conduct businesses in different cultures and across business structures ranging from start-ups and partnerships, to family offices, multinational corporations (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.



Wong Su-Yen

Chief Executive Officer,
Human Capital Leadership Institute

Ms Wong Su-Yen is the Chief Executive Officer of the Human Capital Leadership Institute. She is the Non-Executive Chairman of the Board of Nera Telecommunications, and a member of the Board of Directors at Yoma Strategic Holdings, MediaCorp and NTUC First Campus. She brings over twenty years' experience in business strategy, organisation transformation, human capital and leadership development and has been based in various cities around the world working with organisations across a broad range of industries.

Ms Wong is an active member of the Singapore Institute of Directors, Women Corporate Directors, and the Young Presidents' Organisation. She holds a B.A. (summa cum laude) in music and computer science and an M.B.A. from the University of North Carolina at Chapel Hill.



Chan Su Yee

Senior Vice President, Strategic Alignment,
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 and Australia 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 the Neonatal Ambulatory Services till 2012 and the Director of the Universal Newborn Hearing Program till 2014. She is involved in both undergraduate and postgraduate medical education.



Arasu s/o Duraisamy

General Secretary,
Singapore Port Workers Union

Mr Arasu s/o Duraisamy is the General Secretary of the Singapore Port Workers Union which represents more than 9,000 employees in the industry. He is an elected member on the National Trades Union Congress Central Committee, the highest decision making body in the Labour Movement in Singapore. He is also a member on several national committees such as the Public Transport Council (PTC), Tripartite Committee on Employability of Older Workers and the Skills Logistic Council. He is also active on the international labour movement scene, as a committee member on the International Transport Federation (ITF Dockers section).

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

LEADERSHIP TEAM

NTUC FIRST CAMPUS

BUSINESS UNIT LEADERS



Chan Tee Seng
Chief Executive Officer
Director, SEED Institute



Adeline Tan
General Manager,
My First Skool



Terence Chia
General Manager,
The Little Skool-
House International



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

EARLY CHILDHOOD EDUCATION



Ho Yin Fong
Chief Early Childhood
Education Officer
Academic Director,
SEED Institute



**Dr Frederick
Nicholas Ebbeck**
Senior Academic Advisor



**Emeritus Professor
Marjory Ebbeck**
Senior Academic Advisor
Director, Centre for Research
and Best Practices,
SEED Institute

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Teo-Zuzarte**

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Practices Officer

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



Dr Connie Lum

Group Mother Tongue
Languages Officer

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Chief Financial Officer



Geraldine Lee

Chief Human
Resource Officer



Phoon Chew Ping

Group Child Support Officer



Yong Lye Yong

Group Corporate
Development Officer



Daniel Chua

Group Customer Service
and Operations Officer



Eric Yum

Group Brand and
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Corporate Information

BOARD OF DIRECTORS

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Mary Daniel

*Senior Consultant/ Head of Department,
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*Director of Curriculum and Professional
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National University of Singapore*

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East China Normal University, Shanghai

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*Chief Information Officer,
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*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 Saparin

*Cluster Director,
AMKFSC Community Services Limited*

Dr Sng Li Wah

*Family Physician,
W K Koo & Associates Private Limited*

Mr Tang Hui Nee

*Deputy 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*

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Mr John Ang

*Senior Fellow, Department of Social Work,
National University of Singapore*

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*Consultant, Children and Families
Director, Pre-school for Multiple Intelligences*

Dr Seng Seok Hoon

*Educational Consultant,
National Institute of Education*

Ms Ho Yin Fong

*Chief Early Childhood Education Officer,
NTUC First Campus Co-operative Limited*

Academic Director, SEED Institute

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*Partner,
Robinson Law LLC*

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*Deputy Secretary-General,
National Trades Union Congress*

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Singapore Industrial and Services
Employees' Union*

Ms Diana Chia

*Senior Nurse Manager,
Singapore General Hospital*

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Calista Geraldine Roch

President

Leonard Lee Siew Chuan

General Secretary

Ang Hin Kee

Executive Secretary

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Jasmine Yeo Ai Hwa

Chairman

Dzakiah Binte Ibrahim Alkhatib

Vice-chairman

Nor Aisah Zainal

Secretary

Sakunthalah Devi D/O K N Rai

Assistant Secretary

Yu Kwong @ Yu Guang

Treasurer

AUDITORS

External Auditor

KPMG LLP

Internal Auditor

PricewaterhouseCoopers LLP

REGISTERED ADDRESS

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

BANKERS

Development Bank of Singapore

Overseas-Chinese Banking
Corporation Limited

NTUC-AFFILIATED UNIONS AND ASSOCIATIONS

AESU	Air Transport Executive Staff Union
AUPDRW	Amalgamated Union of Public Daily Rated Workers
AUPE	Amalgamated Union of Public Employees
AUSBE	Amalgamated Union of Statutory Board Employees
AREU	Attractions, Resorts & Entertainment Union
BATU	Building Construction And Timber Industries Employees' Union
CIEU	Chemical Industries Employees' Union
CMPU	Creative Media and Publishing Union
DBSSU	DBS Staff Union
DSSU	dnata Singapore Staff Union
ESU	Education Services Union
EMSEU	ExxonMobil Singapore Employees Union
FDAWU	Food, Drinks and Allied Workers Union
HSEU	Healthcare Services Employees' Union
HDBSU	Housing and Development Board Staff Union
IRASSU	Inland Revenue Authority of Singapore Staff Union
KEU	Keppel Employees Union
KFEU	Keppel FELS Employees' Union
MIWU	Metal Industries Workers' Union
NTA	National Taxi Association
NPHVA	National Private Hire Vehicles Association
NTWU	National Transport Workers' Union
NEU	NatSteel Employees' Union
NPASU	Ngee Ann Polytechnic Academic Staff Union
POU	Port Officers' Union
PUBEU	Public Utilities Board Employees' Union
RLEU	Reuters Local Employees Union
STSU	Scoot Tigerair Staff Union
SMEEU	Shipbuilding and Marine Engineering Employees' Union
SEEU	SIA Engineering Company Engineers and Executives Union
SIASU	Singapore Airlines Staff Union
SATSWU	Singapore Airport Terminal Services Workers' Union
SBEU	Singapore Bank Employees' Union
SBOA	Singapore Bank Officers' Association
SCTU	Singapore Chinese Teachers' Union
SISEU	Singapore Industrial & Services Employees' Union
SIEU	Singapore Insurance Employees' Union
SITU	Singapore Interpreters' and Translators' Union
SMTU	Singapore Malay Teachers' Union
SMMWU	The Singapore Manual & Mercantile Workers' Union
SMOU	Singapore Maritime Officers' Union
SOS	Singapore Organisation of Seamen
SPWU	Singapore Port Workers Union
SRCEU	Singapore Refining Company Employees' Union
SSEU-Shell	Singapore Shell Employees' Union
SSU	Singapore Stevedores' Union
STTU	Singapore Tamil Teachers' Union
STU	Singapore Teachers' Union
STEEU	Singapore Technologies Electronics Employees' Union
SUBE	Singapore Union of Broadcasting Employees
SURAWU	Singapore Urban Redevelopment Authority Workers' Union
SSSU	SPRING Singapore Staff Union
SUN	Staff Union of NTUC-ARU
TPGEU	Times Publishing Group Employees' Union
UITS	Union of ITE Training Staff
UPAGE	Union of Power and Gas Employees
USE	Union of Security Employees
UTES	Union of Telecoms Employees of Singapore
UWEEI	United Workers of Electronics & Electrical Industries
UWPI	United Workers of Petroleum Industry

NTUC SOCIAL ENTERPRISES

NTUC Enterprise Co-operative Limited
NTUC Fairprice Co-operative Limited
NTUC First Campus Co-operative Limited
NTUC Foodfare Co-operative Limited
NTUC Health Co-operative Limited
NTUC Income Insurance Co-operative Limited
NTUC LearningHub Private Limited
NTUC Link Private Limited
Mercatus Co-operative Limited

NTUC-RELATED ORGANISATIONS

CDE	Centre for Domestic Employees
CASE	Consumers Association of Singapore
e2i	Employment and Employability Institute Private Limited
MWC	Migrant Workers' Centre
OTC INSTITUTE	Ong Teng Cheong Labour Leadership Institute
SLF	Singapore Labour Foundation

