

Bright Futures For All



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About Us



NTUC First Campus (NFC) is one of Singapore's largest Early Childhood Care and Education service providers.

More than **170**
preschool centres across the country

serving more than **25,000**
children and their families every year



A teacher engaging children in class.

Established in 1977, its innovative, research-led curricula and team of dedicated educators and professionals have won numerous awards and accolades through the years. NFC aims to be the first choice child development partner, to enable bright futures for all.

As a social enterprise, it strives to give every child a good start in life and to support working families in Singapore.

The NFC portfolio includes preschools My First Skool and Little Skool-House. It also offers enrichment programmes through SEED and Outdoor School Singapore. Its charity fund, Bright Horizons Fund (BHF), provides financial support to low-income families, disbursing about \$2 million every year to over 5,000 preschool children.

NFC's Values

We are People First

We believe in Bright Futures

We embrace Dynamism to stay relevant

Message From Chairman And CEO



Ng Chee Yuen
Chairman

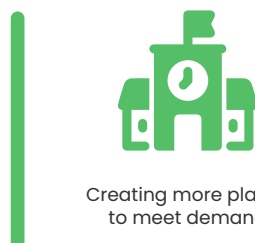
Chan Su Yee
Chief Executive Officer

2022 marked another milestone for NTUC First Campus (NFC) as we celebrated our 45th anniversary with a refreshed brand logo and look. We also re-emphasised our commitment to serve and support young children and their families by aligning all our services behind our refreshed purpose statement: **Bright Futures for every child and their family.**

Our Role In The Community

As an NTUC social enterprise, our mission extends beyond providing quality infant and childcare services. We want to provide the opportunity for every child to reach his/her full potential, regardless of familial circumstances. That means that we will actively seek to level up the playing field by providing more support to those who need it more.

In 2022, we focused on three broad areas to fulfil this mission.



Creating more places
to meet demand



Providing more support
for those in need



Equipping every child with
vital skills for the future

Creating More Places To Meet Demand

We launched more than 1,500 new places and opened three new centres during the year, bringing the total places available at NFC to more than 29,000. A significant addition was the My First Skool (MFS) mega-centre at 6 New Punggol Road. This specially-designed centre can accommodate more than 60 infants and 500 children, with vast spaces designed for new activities and learning experiences for the children. For example, we created a 'Makerspace' in classrooms to encourage children to tinker around with materials and build solutions to real world problems.

As one of only five Anchor Operators appointed by the Early Childhood Development Agency (ECDA) and the second largest operator in Singapore, MFS continues to ensure that its services remain accessible, and that low-income families are provided support.

Providing More Support For Those In Need

Our Child Support Model, which offers integrated support to vulnerable children and families across diverse needs, has benefitted over 5,000 children annually. Our Model is distinctive in that it takes a holistic approach to serve not only the learning needs of the children but also the needs of the family across financial, social, learning and health dimensions. A three-year study by the National Institute of Education validated that the Model has helped children from low-income families narrow the gap and keep pace with their peers in learning and well-being.

In addition, two MFS centres were included under ECDA's Inclusive Support Programme (InSP) last year. Under this programme, children with mild to medium developmental and learning needs receive intervention support at the centres.

Our charity fund, Bright Horizons Fund (BHF), disbursed more than \$2.7 million in 2022, supporting children with childcare fees, school uniforms, field trips, schooling essentials and more. We are grateful to everyone who has contributed to the Fund, including our corporate partners, staff volunteers and the BHF Board.

Equipping Every Child With Vital Skills For The Future

Our unique pedagogy and innovative teaching methods continue to win recognition in the industry. In 2022, our teachers received 18 national teaching awards.

In addition to our core maths and literacy programmes, we enhanced our curricula in 2022 to develop and equip our children with three vital skills for the future: relational skills, global citizenship and digital intelligence. Programmes in these areas will be progressively rolled out to various centres across our network.

Nurturing Our People

At NFC, we believe that nurturing our talent is crucial for our business to thrive and succeed and we are pleased to share that our human resource practices and development programmes have made us one of the Best Companies to Work for in Asia for the fourth consecutive year.

To ensure our educators are kept abreast of the latest practices in the sector, more than 100 staff took part in overseas learning journeys and prominent international conferences. At the PECERA Annual Conference in July 2022, our NFC team of researchers and curriculum specialists also contributed to the sector by presenting their research findings on how our infant care practices have positively impacted infants' well-being.

We also invested in streamlining teachers' work processes so that our teachers have more time to focus on engaging children and parents.

Looking Ahead

To meet growing demand, we plan to increase total preschool places offered to over 30,000 across MFS and Little Skool-House by 2024. We are also planning to offer more outdoor and enrichment programmes to extend our children's learning experiences beyond the classroom.

At the same time, we will expand our Child Support Model to benefit 7,000 children by 2025, up from the current 5,000.

As the sector evolves, we will continue to stay dynamic and look for new and better ways to fulfil our purpose of enabling bright futures for every child and their family.

Acknowledgements

Our achievements would not be possible without the support of all who work with us. We would like to express our gratitude to the NTUC Family, the Education Services Union, and our many community and Government partners for their support and partnership.

We would also like to acknowledge the contributions and guidance of our NFC Board members, and the confidence and collaboration of the children and parents we serve.

Above all, we thank our staff for their commitment and labour of love.

Bright Futures For Every Child And Their Family



Families are at the heart of what NTUC First Campus (NFC) does. To support more working families in all Singaporean neighbourhoods, NFC will offer 4,000 more preschool places by 2025. It will also further inclusivity in classrooms, enabling more children with developmental needs to learn alongside their peers.



NTUC First Campus unveiled a new logo at its 45th anniversary event at My First Skool at 6 New Punggol Road. Minister of Education Mr Chan Chun Sing (fourth from left) was the Guest of Honour at the event.

More Preschool Places And An Enhanced Curriculum

NFC shared its expansion plans to enable bright futures for every child and their family at its 45th anniversary celebration at My First Skool at 6 New Punggol Road, which was attended by the Minister for Education, Mr Chan Chun Sing.

As part of NFC's enduring mission to provide excellent childcare services to young families in all neighbourhoods, it will offer up to 4,000 new preschool places for children by 2024, bringing the total number of preschool places to more than 30,000 across more than 170 preschool centres.

NFC will offer up to **4,000** new preschool places for children by 2024

Bringing the total number of preschool places to more than **30,000** across

more than **170** preschool centres

It will augment its preschool curricula to build foundational skills of the future in the 'NFC Child'. Beyond strong fundamentals in core maths and literacy, NFC will nurture three vital foundational skills for a lifetime of growth: relational skills; global citizenship; and digital intelligence skills.

NFC will also grow the impact of its Outdoor School Singapore (OSS), which delivers outdoor learning programmes to children in NFC preschools and from the general public. OSS aims to engage over 7,000 children on these outdoor adventure sessions in 2023, up from 2,000 in 2022.

The Positive Impact Of NFC's Child Support Model

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As part of NFC's enduring mission to provide excellent childcare services to young families in all neighbourhoods, it will offer up to 4,000 new preschool places for children by 2024, bringing the total number of preschool places to more than 30,000 across more than 170 preschool centres.

Every year, over **5,000** children from low-income backgrounds from My First Skool (MFS) preschools and their families receive help under the Model.

To date, **30,000** children and their families from **150** MFS preschools have benefited from the Model.

The research study, which concluded in 2021, found that the Child Support Model has helped children from low-income families narrow the gap and keep pace with their peers in language and cognitive development. These children experienced higher teacher-child ratio during Child Support programmes, and received targeted support according to their needs. The children made progress in language and cognitive development, and showed readiness for primary school.

In addition, the well-being of children and their families was supported by NFC's Child Enabling Executives (CEE). The CEEs readily provided assistance, such as financial support, well-being programmes and parenting workshops, and bridged families to relevant resources in the community. The CEEs also empowered families to be more confident and competent in improving their situations in life, which in turn created a positive impact on the well-being and learning of their children.

In September 2022, Ms Rita Lim, Learning Support Manager at NFC's Child Support Services Department, shared the findings with early childhood professionals alongside NIE's Dr Xie Huichao at the Division of Early Childhood Conference in Chicago, United States.



Ooi Poh Kim

Mother of Kevier Loe

"I cannot help my son much with his studies as I need to tend to my stall at the hawker centre every day. I take comfort knowing that there will be teachers to support my son's learning at school."



Ng Chee Meng

Secretary-General,
National Trades Union Congress

"NTUC First Campus's Child Support Model has improved the learning outcomes of children from low-income families. Through the Model's comprehensive approach, I am heartened to know that it has uplifted the lives of not only these children, but their working parents and caregivers as well. With the peace of mind knowing that their children are well taken care of, they have the confidence and space to improve their family circumstances, through securing better jobs with better wages and prospects."

Piloting The Inclusive Support Programme At My First Skool

In February 2022, NFC piloted the Inclusive Support Programme (InSP) at two My First Skool (MFS) centres - Blk 248 Kim Keat Link and Blk 406 Woodlands - benefitting 11 children with developmental needs. Previously, some of these children would have to shuttle between their preschool and the Early Intervention Programme for Infants & Children (EIPIC) centre thrice a week for their classes.



The InSP ensures in-school support for children requiring medium levels of early intervention support at their preschools. With differentiated teaching practices, the early intervention professionals and early childhood educators will plan and teach classes together, while tailoring the lessons to the children's learning abilities. When deemed necessary, visiting allied health professionals will also provide specialist support to the children.

The two MFS centres have also set aside a room each for the customised sessions by the full-time early interventionists who support the children under the programme.



Wong Sit Wai

Mother of Yap Jia Kai

"The programme is very good. Jia Kai can now recognise all capital letters and small letters. He also loves to go to school."



Nur Sa'adah

Mother of Muhammad Fahmi Bin Muhammad Faizal

"The InSP is very helpful because Fahmi can now do all his learning at the same place, and he will not be missing lessons at MFS. Previously, a bus would take Fahmi to and from the EIPIC centre thrice a week for classes, which is a lot of time spent on commuting."



Louisa Chng

Chief Child Support Officer,
NTUC First Campus

"InSP not only benefits these children and their families, but also the preschool ecosystem. Typically developing children can build positive relationships with children of diverse abilities without compromising on their own development, and the early childhood educators also gain skills to better support children with developmental needs in their class."

Augmenting NFC's Child Support Model With Mental Well-being Support



Children with parents and guardians with poor mental health are significantly more likely to have poorer general health. They are also more likely to have adverse childhood experiences, such as parental divorce, trauma, and nutritional and financial concerns. Thus, addressing caregiver mental health is absolutely critical in ensuring the well-being of our children as we navigate a post-pandemic world.

In line with the increase in national awareness of mental well-being in Singapore, NFC's Child Support Services (CSS) Department has included Mental Health support under its Child Support Model. With the larger goal of strengthening the resilience of parents and guardians of children from low-income and vulnerable families, and the Child Enabling Executives (CEEs) who provide support for these families at My First Skool preschool centres, NFC has launched a series of workshops as part of a broader initiative to focus on their mental well-being.

In April 2022, NFC launched mental health training for its CEEs, who are first points of contact for low-income and vulnerable families, sharing techniques and approaches to engage parents who are having trouble making changes. These workshops focused on assessing and managing parents and guardians struggling with making healthy changes, and self care. CEEs continue to receive ongoing consultation after the workshop, so that they can master these skills, and in turn, impart them to parents who will be able to support their children's socio-emotional development at home.

In May 2022, NFC ran workshops for parents and guardians, sharing targeted and useful techniques to help them better manage stress when they care for their children at home. Its CEEs continued to follow up with these parents after the workshops to support them in the mastery of these skills.



Jasmine Lam

Child Enabling Executive
NTUC First Campus

"The workshop has helped me to set practical and achievable goals with the families I support. Parents also found it easier to open up and share their challenges with me upon setting the goals."



Dr Ong Mian Li

Clinical Child and Adolescent Psychologist & Mental Well-being
Consultant

"By creating more avenues for peer interaction, equipping caregivers with skills, and finally equipping the staff that care for these caregivers, we create stronger virtuous cycles of reciprocal support. In the long run, we increase mastery, reduce stigma, and ultimately serve to build a stronger mental health surveillance ecosystem where we are better equipped to look out for one another's well-being."

Bright Futures For All Employees



NTUC First Campus's (NFC) success lies in the quality and well-being of its employees. It embraces a people-first approach to develop its employees professionally while ensuring their well-being.



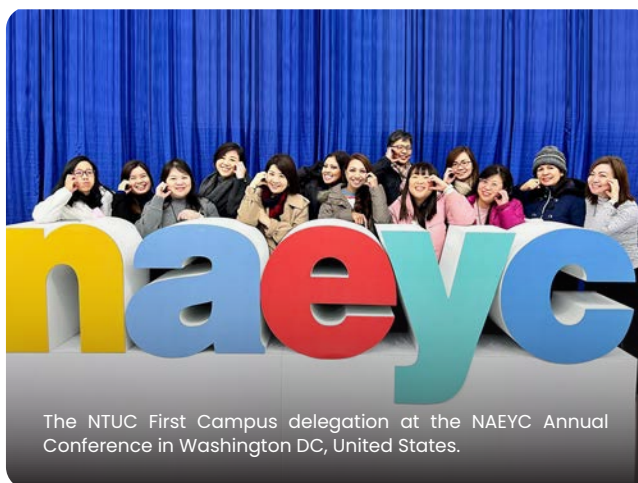
Teachers at Little Skool-House in a discussion.

Improving Processes To Optimise Efficiency

In January 2022, NFC commissioned a Time Motion Study at 15 My First Skool (MFS) centres to look into its teachers' workload. More than 220 teachers from these centres took part in centre observations and surveys. Thereafter, NFC's management adopted the findings and recommendations from the study, which helped to simplify and standardise teachers' workload across all MFS centres by 50 per cent.

Through this initiative, NFC's educators have been able to achieve a workload that is both meaningful and sustainable, allowing them to devote more time to engaging with parents and children. The simplification and standardisation of curriculum documentation and implementation across all MFS centres also ensured consistent quality.

Professional Development Through Overseas Learning Journeys



The NTUC First Campus delegation at the NAEYC Annual Conference in Washington DC, United States.

Overseas Learning Journeys are a form of professional development which enables NFC's staff to gain insights and stay abreast of developments in the early childhood industry. These experiences also provide NFC visibility when its staff participates in conferences or visit centres of excellence.

In 2022, more than 100 staff took part in learning journeys. Some of these conferences include the PECERA Annual Conference which was conducted virtually, OMEP World Assembly and Conference in Greece, and the NAEYC Annual Conference in Washington DC, United States.

New Programme To Develop Emerging Leaders

The Engaging Leaders Programme (ELP) aims to develop middle-level leaders from NFC's preschool centres and corporate functions with the necessary leadership skills through training and bootcamps, to ensure NFC's growth and sustainability as a quality preschool provider. The three-month programme provided opportunities for participants to build on one another's learning and experiences through teamwork and presentations, and included coaching sessions with themes on customer-centricity, strategic thinking, and innovations and creativity. The participants could apply their learnings in their respective areas of work.

Launched in September 2022, the first batch of 26 graduates completed the refreshed edition of the programme in November 2022.



Lycia Yam

Vice Principal
Little Skool-House (At-OCBC-Tampines)

"The Engaging Leaders Programme has not only brought me on a journey of self-discovery, but also a journey of self-motivated growth. Through the different topics shared over this three-month programme, I have grown both as a person in terms of understanding more about myself, my leadership style, what drives and motivates me, and also professionally, in applying what I learnt and better understood about myself, to my work and how I collaborate with my team, to inspire, motivate and strengthen our work towards NFC's goals, all while considering my staff's differing perspectives and motivators that will ultimately propel us forward, together."



Sheena Ang

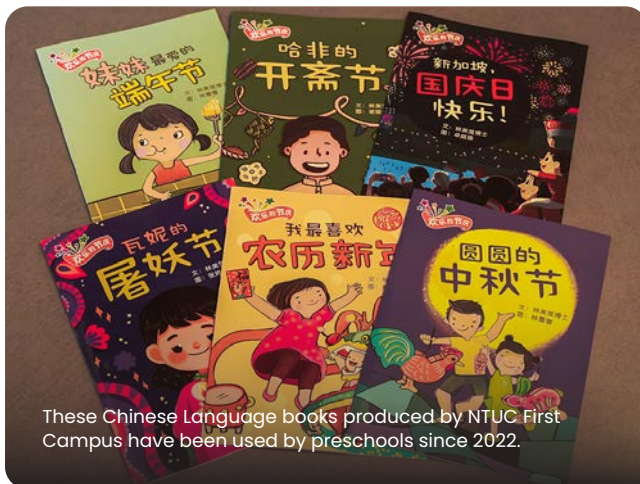
Educational Leadership Specialist
Child Development Department
NTUC First Campus

"One of the key learning points for me was in the aspect of motivating people and teams. Through the programme, I gained a deep understanding of the various elements that motivate people, including the power of relatedness, autonomy, purpose, and mastery. This knowledge has been incredibly helpful in my day-to-day leadership, as I am now able to lean on this framework to ensure that leaders I work with are supported in the best way possible, and inspire them to create a ripple effect of positive change with their own teams."

Leading The Way



NTUC First Campus's (NFC) constant pursuit of excellence in the early childhood sector has led it to innovate its pedagogy and enhance its teaching practices. NFC's educators and preschools have continually been conferred accolades for their ability and dedication to create a meaningful preschool experience for their children.



These Chinese Language books produced by NTUC First Campus have been used by preschools since 2022.

Original Chinese Language Books On Local Festivals

NFC is one of the first preschool operators in Singapore to produce original, high-quality Chinese Language books with a "local flavour", specially tailored for children in Singapore. Currently, most Chinese Language books read by preschool children in Singapore are imported from China or Taiwan. Such books contain words not commonly used in Singapore's local context.

By addressing this issue, NFC's Chinese Language books help children at My First Skool preschool centres to pick up the language easily. The words, dialogue and events depicted in the books are relatable to the children, as they reflect their daily lives in Singapore. Produced by a team of Chinese Language specialists at NFC's Child Development Department, the latest series of books published in 2021 introduce how Singapore's colourful and vibrant festivals such as Chinese New Year, Hari Raya Puasa and Deepavali are celebrated in the country. These books help its children appreciate the different cultures in Singapore in the Chinese Language at a young age. Currently, there is a lack of Chinese Language books in the market that promote multiculturalism in Singapore.



Dr Connie Lum

Director of the Mother Tongue Language Curriculum and Professional Development, NTUC First Campus

"NFC believes the best way for children to learn the Chinese Language is through 'Living Chinese'. Hence, we created books, songs and learning moments for our children to learn and use the language in their daily lives. Our focus is to make the lessons fun, interactive as well as relevant and applicable to their daily lives. We do this through the constructive use of play-based learning materials and by encouraging conversations between our children and their teachers and peers."

NFC's Research On The Global Stage

In 2022, 12 NFC staff presented their research findings at international conferences such as the PECERA Annual Conference, OMEP World Assembly and Conference in Greece, and the NAEYC Annual Conference in Washington DC, United States.

NFC is the only preschool operator in Singapore to showcase its research and practices at key global early childhood conferences.



Cynthia Tan (right), Curriculum Specialist at NFC's Child Development Department, presented her research on 'A mixed methods study on infants' experiences of involvement in infant care centres in Singapore' at the PECERA Annual Conference, which was conducted virtually in July 2022.

Dr Connie Lum (left) and Ban Lee Chin, Director and Assistant Director of the Mother Tongue Language Curriculum and Professional Development at NFC respectively, presented their research on 'Using Picture Book as a medium on Emotion Management for Preschool children aged 5-6: An Action Research' at the OMEP World Assembly and Conference in Greece, in July 2022.



Rita Lim (right), Learning Support Manager at NFC's Child Support Services Department, and Dr Xie Huichao from the National Institute of Education, presented their research on 'Evaluation of Tiered Supports for Children from Low-income Families: Experience of Children and Families in Singapore' at the Division of Early Childhood Conference in Chicago, United States, in September 2022.

HR Asia Awards

For the fourth consecutive year, NFC was awarded one of the 'Best Companies to Work for in Asia' at the HR Asia Awards. This award is evidence of NFC's commitment to its staff, and acknowledgement of NFC as a company that fosters meaningful roles and promotes continual learning.

In addition, NFC was conferred the 'WeCare: HR Asia Most Caring Companies Award 2022', an accolade awarded to companies that demonstrated exemplary efforts in creating a culture of empathy and care. NFC is the only recipient of this award in Singapore's early childhood industry.



NTUC First Campus representatives at the HR Asia Awards Ceremony.

ECDA Awards For Excellence In Early Childhood Development

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

NFC was accorded seven awards at the 2022 ECDA Awards held virtually on 29 October 2022. The winners were selected from more than 300 nominees.



Outstanding Early Childhood Leader

Ainul Farhana Binti Mohamed Bathurudin
My First Skool
(2 Punggol Drive)



Promising Early Childhood Leader

Ruzita Binte Zainuddin
My First Skool (Blk 612 Yishun)



Outstanding Early Years Educator

Nur Azlin Binte Ramlan
My First Skool
(505 Yung An Road)



Promising Early Years Educator

Li Wanyi
Little Skool-House
(At-Downtown-East)



Outstanding Preschool Educator

Zhou Jie
Little Skool-House
(On-The-Green)



Outstanding Centre for Teaching & Learning

My First Skool
(51 Fernvale Link)



Early Childhood Innovation

Merit
Outdoor Learning about Pangolins & Otters!
My First Skool (Blk 180B Boon Lay)

Outstanding Preschool Mother Tongue Language Teacher Awards 2022

Two NFC Mother Tongue Language teachers received the Outstanding and Merit awards at the 2022 Outstanding Preschool Mother Tongue Language Teacher Awards held at the Republic Cultural Centre in Republic Polytechnic on 27 August 2022. The award recipients were selected from a total of 139 nominations.

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

Outstanding Award



Lu Xiaoyan

My First Skool
(Blk 111 McNair Road)

Merit Award



Jia Qian

Little Skool-House
(At-Outram)

Preschool Chinese Language Storytelling Aids Competition Awards



Chinese teachers Yang Zizheng, Li Yun and Li Hongxing from My First Skool at Blk 197D Boon Lay clinched the third prize at the 2022 Preschool Chinese Language Storytelling Aids Competition on 9 July 2022.

Chinese teachers Yang Zizheng, Li Yun and Li Hongxing from My First Skool at Blk 197D Boon Lay created a storytelling aid to help the children learn about water based on their interest in rain. Chronicling the story of a water droplet whose dream was to look at the sea, children learn about science, technology, art and Chinese language through the many engaging sections of the storytelling aid. This storytelling aid bagged the third prize at the 2022 Preschool Chinese Language Storytelling Aids Competition on July 9.

Another four teams from My First Skool and a team from Little Skool-House also received Commendation Awards for their storytelling aids. There were a total of 300 entries submitted for the competition.

National Preschool Teaching Aid Competition

Organised by the Singapore Centre for Chinese Language, the National Preschool Teaching Aid Competition aims to encourage early childhood educators, students, parents and members of the public in Singapore to design creative picture book storyboards as teaching aids for teaching and learning Chinese Language, to nurture a love for learning Chinese among children. Four NFC educators received awards for their winning entries.



Xia Yuejing

My First Skool
(Blk 507A Wellington Circle)



Cheng Sisi

My First Skool
(Blk 507A Wellington Circle)



Song Yoke Fong

My First Skool
(Blk 507A Wellington Circle)



Zhang Xiaolin

My First Skool
(6 New Punggol Road)

NFC's SPARK Achievements

In 2022, 158 of our preschool centres have achieved SPARK Certification. In addition, 38 preschool centres were recognised for their excellence with SPARK Certification (Commendation) awards.

158

preschool centres are SPARK-certified

38

preschool centres have attained SPARK Certification (Commendation)



Children at My First Skool at 6 New Punggol Road feeding a giraffe made with recycled materials in class.

17 Staff Recognised At Singapore National Co-operative Federation's Inaugural Co-operative Movement Night



17 staff from NTUC First Campus were recognised for their outstanding contributions to the society at Singapore National Co-operative Federation's inaugural Co-op Movement Night on 3 June 2022.

Centred on the theme 'Women Make Magic', the Singapore National Co-operative Federation's (SNCF) inaugural Co-op Movement Night on 3 June 2022 commemorated and celebrated female co-operators in Singapore, many of whom were outstanding individuals who have contributed selflessly to the movement, cared for others, and exhibited several of the co-operative values.

Among the 56 awardees were 17 NFC employees who were recognised for doing their part to enable bright futures for children and their families.

Leadership Team



Ms Chan Su Yee
Chief Executive Officer



Ms Hor Fong Lin
Chief Financial Officer



Ms Coreen Soh
Chief Child Development Officer &
General Manager, Little
Skool-House



Ms Thian Ai Ling
General Manager,
My First Skool



Ms Mindy Teo
Chief Strategy and Transformation
Officer & General Manager, SEED
Institute



Mr Simon Ong
Chief Human Resource Officer



Ms Louisa Chng
Chief Child Support Officer



Ms Sharolyn Choy
Chief Brand and Communications
Officer



Ms Eleanor Tan
Chief Customer Officer



Mr Rajat Mittal
Chief Digital and Technology
Officer

Corporate Information



Board of Directors

Chairman

Mr Ng Chee Yuen

Deputy Chairman

Mr Seah Kian Peng

Members

Ms Wong Su-Yen
Associate Professor Mary Daniel
Ms Ng Lai Leng

Mr Wong Toon King
Mr Andy Lim

Establishment Committee

Chairman

Mr Seah Kian Peng Ms Wong Su-Yen Mr Wong Toon King

Audit and Risk Committee

Chairman

Ms Ng Lai Leng Mr Andy Lim Mr Seah Kian Peng

Registered Address

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

Founder and Institution Members

No. of Shares of S\$1 each

Founder Member

National Trades Union Congress - 100,000

Institution Member

NTUC Enterprise Co-operative Limited - 4,648,300

Ordinary Members

510,000

Balance as at 31 December 2022

5,258,300

