

SUPPORTING FAMILIES, REIMAGINING LEARNING



Regardless of the challenges that arise, NTUC First Campus (NFC) is dedicated to ensuring that we provide robust support to support our children, parents and staff. As a leader in the early childhood sector, we adapted to launch innovative ways of teaching, ensuring that our children can continue to have access to quality pre-school education in whatever situation they are in.

Find out more as you explore our latest Annual Report.

FORGING PARTNERSHIPS AND RAISING THE BAR

As an adaptable and agile leader in the early childhood sector, NTUC First Campus (NFC) continuously strives to provide the best for our families. In these unprecedented times, NFC responded to the needs of our families through various efforts such as the rapid development of useful home-based learning (HBL) resources and forging valuable partnerships with industry partners to provide a one-stop portal for parents to access home-based learning resources. These efforts helped to support our children's learning during the Circuit Breaker period and beyond, ensuring that children and families continue to get access to high-quality pre-school resources and education.





TOUCHING MORE LIVES

NTUC First Campus believes that every child deserves access to high-quality, affordable pre-school education and care. That is why we are committed to growing our network of pre-schools and student care centres in every neighbourhood in Singapore.

GROWING TOGETHER

At NTUC First Campus (NFC), our educators and staff play a crucial role not only in the development of our children, but also the organisation's growth. NFC provides an environment for our employees' career development, with opportunities for learning and progression through a culture of empowerment. This equips our staff with the best abilities and knowledge to inspire the lives of the children under our care.



PARTNERING FAMILIES

Families play an important role in the growth and development of a child. Learning takes place not just in school but also at home. NTUC First Campus (NFC) puts our families at the heart of what we do, partnering with parents to share our knowledge and resources with them for the development of their children.



LEADING THE WAY

NTUC First Campus' (NFC) agility and continuous pursuit to provide the best for our children and families culminated in NFC winning multiple awards in 2020. This reflects NFC's ceaseless efforts to strengthen our position as a practice and thought leader in the Early Childhood Care and Education (ECCE) sector.



ABOUT US

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

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



Our Vision

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



Our Mission

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

Our Values

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



I	ntegrity	We build trust and credibility through honest communication, delivering what we promised, and having the courage to stand up to say and do the right thing.
N	uturing	We believe in fostering the long-term learning and development of ourselves and others, and in building and being a part of a learning and sharing culture.
S	ervice	We deliver quality service with sincerity by understanding the needs and finding the best solutions for children, families, community and stakeholders.
P	assion	We have a strong belief and sense of commitment to the profession and the organisation’s mission and vision, and are dedicated to make a difference to children, families, community and stakeholders.
I	nnovation	We strive for continuous improvement to do things better with an open mindset, habit of learning, and pursuance of new ideas and practices.
R	elationship	We build and maintain trusting and positive relationships with children, families, community and stakeholders by understanding their needs and aspirations.
E	xcellence	We set high standards and challenge ourselves to deliver quality results that exceed expectations in a sustainable manner.

Our Business Units

NTUC FIRST CAMPUS PRE-SCHOOLS



SCHOOL-BASED STUDENT CARE



OUR TRAINING ARM



About My First Skool



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

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

In recognition of our commitment to excellence, MFS centres have earned the Singapore Pre-School Accreditation Framework (SPARK) certification, including 23 Commendation Centres, and are part of the Healthy Meals in Pre-schools Programme (HMPP). These are accorded by the Early Childhood Development Agency (ECDA) for quality education and the Health Promotion Board for comprehensive health promotion practices respectively. MFS has also collaborated with lead agencies and key partners (local and international) to bring quality and innovative programmes to enrich the learning of our young children, such as Inter-Generational, Sustainability, Arts, Sports and STEM programmes.

For more information, please visit www.myfirstskool.com

The Little Skool-House International



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

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

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

For more information, please visit www.littleskoolhouse.com

afterschool by NTUC First Campus



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

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

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

In 2019, *afterschool* operated its first K-Care service providing care and support for children aged 5 and 6 years in MOE Kindergartens. In 2021, *afterschool* now serves and provides quality care to some 1,250 working families across our 10 centres situated in 9 Primary Schools.

For more information, please visit www.afterschool.com.sg

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

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

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

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

For more information, please visit www.seedinstitute.edu.sg



CHAIRMAN
Ng Chee Yuen

MESSAGE FROM CHAIRMAN AND CEO



CHIEF EXECUTIVE OFFICER
Chan Su Yee

2020 reminded us that we live in a fast-changing world in which we need to be agile and adaptable. At NTUC First Campus, our team worked quickly to respond to the Covid-19 pandemic, and also innovate practices in order to continue supporting the families, children and employees who are at the heart of all that we do.

Our social mission is to partner families and give every child access to high-quality education and a good start in life. We served more families across our 170 pre-school and student care centres in Singapore with enrolment growing from 22,000 to 23,500 children despite the COVID-19 pandemic and restrictions. In addition, we increased the number of initiatives to provide extra support to our working families and low-income families, who may face greater challenges during this time.

We also continued to look after the well-being and professional development of our employees and were awarded one of the “Best Companies to Work for in Asia 2020” at the HR Asia Awards for the second year running.

We continue to keep our focus on achieving our mission, which in 2020 was supported by our focus on “Supporting Families and Reimagining Learning”.



Supporting Families

As a social enterprise, NFC plays a leading role in supporting the needs of working families and children. In 2020, we continued to grow our network of centres around Singapore and increased our enrolment by 7% compared to the previous year. My First Skool (MFS) started operations at a 690-capacity centre at Rivervale Crescent. The Little Skool-House (LSH) continues to serve some 2,000 children in 20 centres around Singapore. Our student care service, *afterschool*, also continues to see strong support from families, with a 20% increase in enrolment from 2019 to 2020.



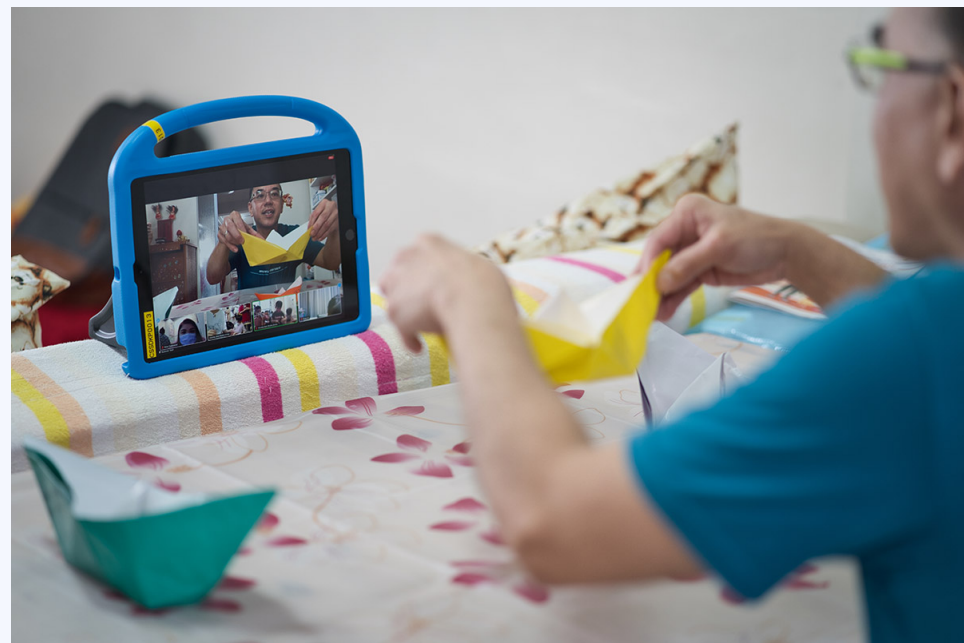
My First Skool teacher engaging children to support motor skills development through a fun activity



Children at The Little Skool-House developing their creativity and imagination through hands-on activities

In 2020, we ramped up support for families through our holistic Child Support Model, providing financial, learning & development and social assistance to families who may face greater challenges during this difficult year. For example, we initiated the \$500,000 “Bright Horizons Fund Care Package for COVID-19”, waiving 100% of the school fees for six months for eligible families who experienced a reduction in household income or loss of job.

As we started to embrace an omni-channel approach to enable children to learn through the COVID-19 period, we saw that there were low-income families with children in MFS who lacked the necessary digital devices and know-how. When we launched the Digital Kampung Programme to loan Apple iPads to these families, parents stepped forward and picked up new digital skills to stay engaged in their child’s pre-school journey. Through these devices, the children were able to access learning opportunities and resources conveniently.



The Digital Kampung Programme aims to bridge the digital divide for more than 2,000 low-income families and their children over three years, by enhancing digital access and strengthening digital literacy



NFC’s care packs aim to share and reinforce good personal hygiene habits taught in school to keep the children safe and healthy

Meanwhile, during the circuit breaker, our Learning Support Educators also started tele-intervention sessions to continue to support children with learning and development needs and maintain close engagement with parents.

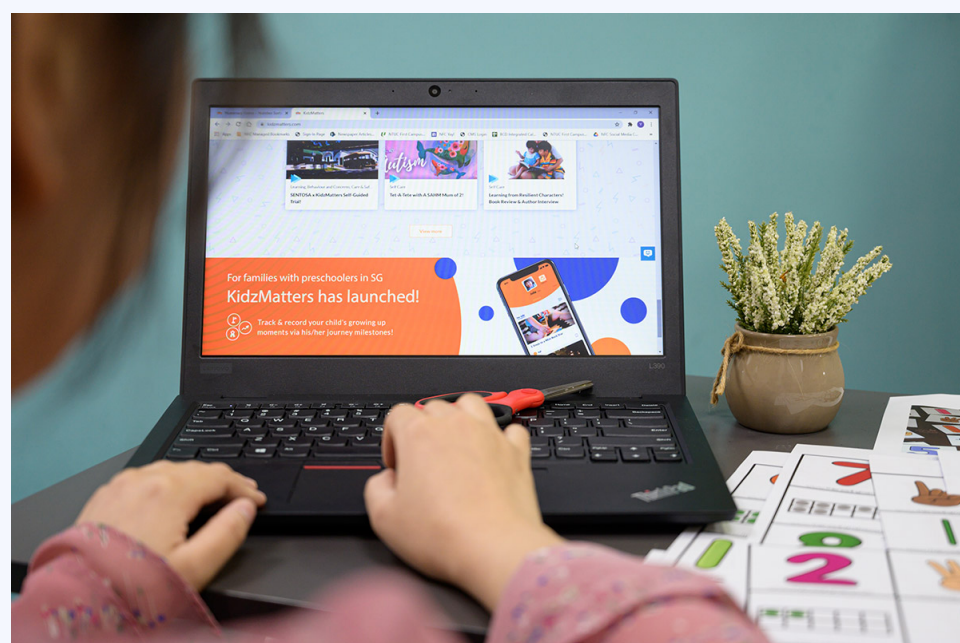
In total, we spent \$16 million in 2020 to help our families through NFC’s wide range of initiatives, programmes and assistance.

Reimagining Learning and Engagement

In line with our goal to provide children with access to high-quality pre-school education, we swiftly adapted to the fluid situation during COVID-19 and came up with innovative ways to support their learning and development.

During the circuit breaker, our children were able to continue their learning even at home with daily online classes. When schools physically resumed, we continued to develop our digital capabilities, complementing the physical lessons. Parents have access to online resources on topics such as keeping their children engaged and enabling them to continue learning at home.

One of these tools is NFC's very own KidzMatters – a centralised one-stop portal where we and our anchor operator partners provide specially curated and compelling home learning resources for children.



Online learning resources such as NFC's KidzMatters platform helped parents engage their children at home

MFS and LSH also quickly developed interactive online learning resources and videos on platforms such as YouTube, covering various topics such as music and movement, enabling children to learn at home. Our pre-schools also continued to actively engage children at home through activities like storytelling sessions and engaged parents through events such as online festive celebrations.

We organised "Discovery Day 2020" to help our parents and educators pick up learning strategies relevant to the current environment. Through online workshops, they could learn more about topics such as inculcating safe digital literacy habits in children.

These efforts helped to support our children's learning during the circuit breaker period and beyond, ensuring that their access to high-quality pre-school resources and education was uninterrupted.

Leading the Way in the Early Childhood Sector

Our staff strength has continued to grow over the years and we now have over 5,300 staff and educators serving our NFC children and families. We continue to invest in our workforce to equip them with the best practices, as we believe that our success begins with their well-being and capability.

In 2020, we partnered the Singapore University of Social Services (SUSS) on the Early Childhood Educational Leadership (ECEL) programme to empower our Deputy Centre Leaders and Lead Teachers to become more effective leaders. This programme is the first-of-its-kind in the early childhood care and education sector. The first batch of leaders will be completing their course later in 2021 and we look forward to them taking the quality of practices at our centres to greater heights.



Launch of the Early Childhood Educational Leadership programme between NFC and SUSS, which provides industry-relevant continuing education for our EC professionals and strong practice-based application at NFC's pre-school centres

NFC staff also excelled at the national level and received recognition for their professional achievements through 27 industry-wide awards. These include the ECDA Awards for Excellence in Early Childhood Development 2020, the Outstanding Pre-school Mother Tongue Language Teacher Awards 2020, the Pre-school Chinese Language Storytelling Aids Competition Awards 2020 as well as the Singapore Rhymes Competition 2020. We are very proud of their achievements.

Acknowledgements

We would like to thank members of the NFC Board for their invaluable inputs and guidance. We would also like to express our sincere gratitude to Professor Tan Cheng Han, NFC’s former Chairman, as well as Mr Arasu Duraisamy, who have stepped down from our board. We welcome the appointment of Mr Andy Lim, as our new Director.

In addition, we would also like to express our appreciation for the efforts of NFC’s former CEO Mr Chan Tee Seng, who helmed the organisation for 11 years. Mr Chan grew NFC’s network of pre-school centres and enrolment extensively and led the organisation to be a leader in the early childhood sector in Singapore.



Children at NFC’s afterschool student care engaging in a learning activity to support the development of cognitive and language skills

Our successes would not have been possible without the support and partnership of the National Trades Union Congress, NTUC Enterprise, the Education Services Union, and our community and Government partners.

We thank the many parents who have chosen NFC as your education partner of choice. Most of all, we thank our staff, for your dedication and hard work.

2020 put us to the test but also challenged us to turn uncertainties into opportunities and to innovate responsively in the way we support our families and children. We will continue to push ahead on supporting families, reimagining learning and enabling every child to have access to quality preschool education and a good start in life.



FORGING PARTNERSHIPS AND RAISING THE BAR

As an adaptable and agile leader in the early childhood sector, NTUC First Campus (NFC) continuously strives to provide the best for our families. In these unprecedented times, NFC responded to the needs of our families through various efforts such as the rapid development of useful home-based learning (HBL) resources and forging valuable partnerships with industry partners to provide a one-stop portal for parents to access home-based learning resources. These efforts helped to support our children's learning during the Circuit Breaker period and beyond, ensuring that children and families continue to get access to high-quality pre-school resources and education.

KidzMatters: The one-stop portal with compelling home-based learning resources

During the COVID-19 Circuit Breaker period, NTUC First Campus recognised that some families might not have access to learning resources at home. Hence, we launched KidzMatters, a centralised one-stop portal providing specially curated, high-quality and compelling home-based learning resources for children to continue learning at home.

As a leader in the early childhood sector, NFC partnered all five anchor operators to make home-based learning resources and parent guides available on KidzMatters, to reinforce their children's learning. Besides having access to new content daily on the KidzMatters platform, parents have also been able to pick up tips and techniques from accompanying parent guides on how to facilitate and optimise their children's home-based learning experience.

Parents can access KidzMatters via website (www.kidzmatters.com) or the mobile app.



NTUC First Campus' KidzMatters, a one-stop home based learning resource portal



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My team moved at lightning speed to engage internal and external stakeholders to set up the KidzMatters portal at the onset of the circuit breaker period. We obtained inputs from parents to understand the type of home-based learning resources that can best support their needs, enabling them to better engage their children.

”

JENNY WONG

Business Director, Parenting & Professional Services



“

During the circuit breaker period, KidzMatters offered some online art classes which I enrolled my child for. I was able to use these sessions to not only have my child learn, but I had opportunities to interact with my child too.

”

TEO SHEK LING

Parent who enjoyed using KidzMatters

“

KidzMatters gave me many good suggestions on activities I could do with my child during the circuit breaker period and weekends. My daughter Clara had lots of fun during the virtual art class too.

”

SHANNIE

Parent that found KidzMatters useful



Learning Mother Tongue through a specially developed nursery rhyme music video

Teaching Chinese Nursery Rhymes through music

In April 2020, NTUC First Campus produced a music video based on a series of Mother Tongue books written by Dr Connie Lum, NFC's Director of Mother Tongue Languages Curriculum. The series is written for children from 0-3 years old with a local context.

Reflecting NFC's thought leadership in breaking new grounds to teach the Mother Tongue curriculum, this is the first pre-school created nursery rhyme music video in Singapore. My First Skool children also had the opportunity to be in the music video, which was based on the song, “早安儿歌” (Good Morning).

The music video also served as one of the home-based learning activities parents could engage their children with during the Circuit Breaker period.

Click [here](#) to view the music video!



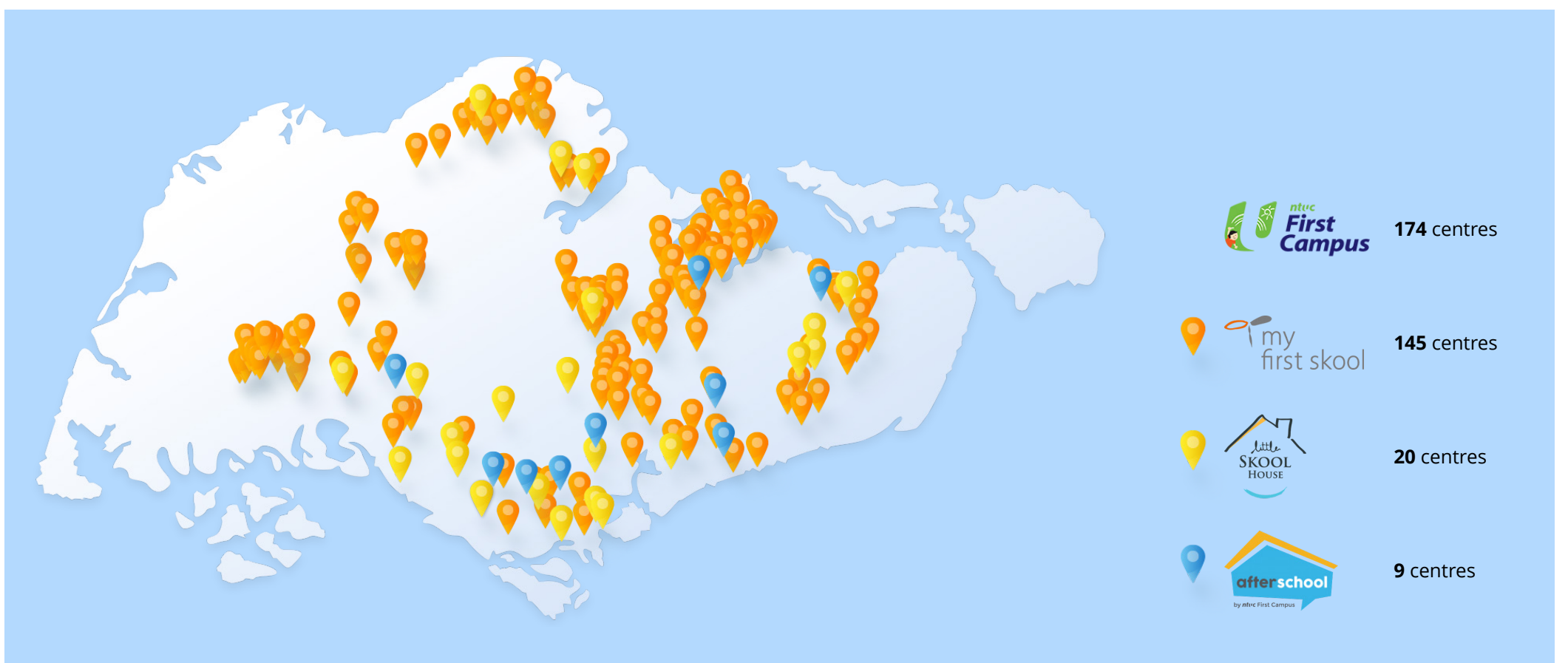
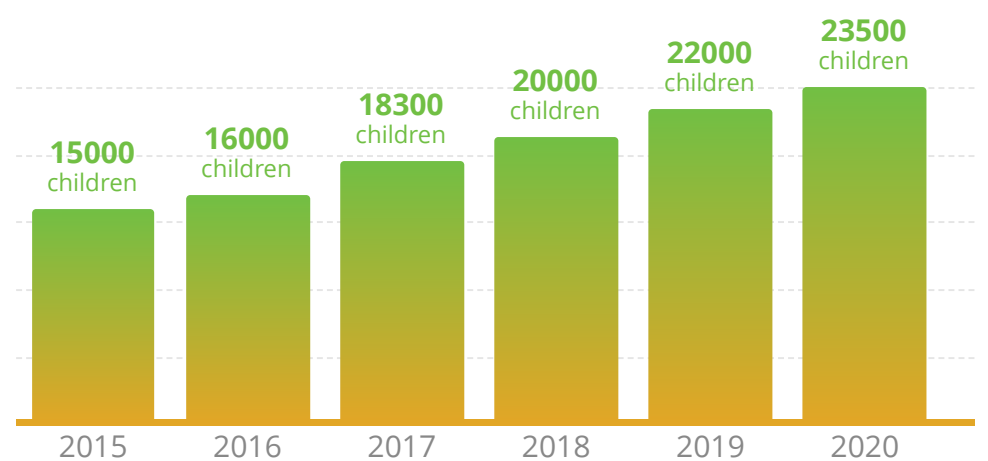
TOUCHING MORE LIVES

Growth

NTUC First Campus (NFC) believes that every child deserves access to high-quality, affordable pre-school education and care. That is why we are committed to growing our network of pre-schools and student care centres in every neighbourhood in Singapore.

Serving more children and families

Across NTUC First Campus' pre-schools and student care centres, enrolment grew 7% year-on-year to reach 23,500 children in 2020. NFC serves these children with over 170 centres located all around Singapore, providing high quality and accessible early childhood care and education and student care to families in Singapore.



My First Skool

The number of children enrolled in My First Skool (MFS) in 2020 was 21,000, a 20% increase from 2019. This was supported by new centre openings, with some 145 MFS centres now in operation.

In 2020, MFS commenced operations of the new 690-capacity centre at Rivervale Crescent. The centre, specially designed with play areas centred on the theme of fairy tales and nursery rhymes, is gradually ramping up enrolment and operations.



Acquiring numeracy concepts and skills at My First Skool through engaging and hands-on activities



The Little Skool-House children exploring and creating different forms of shapes using magnetiles, developing their creativity and imagination

The Little Skool-House

The Little Skool-House's (LSH) 20 pre-school centres serve over 2,000 children around Singapore. Over half of the centres are in workplace locations, catering to the diverse needs of working parents around Singapore. LSH enables high proficiency in both English and Mandarin in children with its immersive bilingual curriculum.

afterschool

afterschool, NFC's student care arm, operates nine student care centres and one KCare centre, providing families with holistic, reliable and quality student care. *afterschool*'s quality developmental activities are designed to complement MOE's Primary School Curriculum objectives. In 2020, *afterschool* serves some 880 children, a 20% increase from 2019.



Children immersed in a storytelling session at NTUC First Campus' student care afterschool

Outreach

As a social enterprise, NTUC First Campus (NFC) is committed to making a positive social impact on the community, partnering families to enable every child to have an equal footing and a good start in life. We continually develop new initiatives to reach out to families to provide a holistic system of assistance, from financial support, social support, to learning and developmental support. This ties in with our mission of making quality child development and care services accessible to every child through our Child Support Model (CSM).

Find out more about the NFC's CSM [here](#).

NTUC First Campus' Child Support Services



SPENT

**OVER \$8
MILLION**

in 2020



BENEFITTED

6,140

children from My First Skool



FINANCIAL SUPPORT

MORE THAN
\$2.1 MILLION

disbursed under the Bright
Horizons Fund

SUPPORTING

5418

children from low-income
families



**Making a difference for children
and families during challenging
times**

Support for working families

At the onset of the COVID-19 pandemic, especially during the circuit breaker period, many families in Singapore faced financial challenges. NFC supported the Government's initiatives on fee offsets for children not attending pre-school due to the circuit breaker measures, providing a partial fee offset of the net fees during the circuit breaker period in 2020. This benefitted some 20,000 NFC children. NFC pre-schools continued to operate during that period, providing home-based learning for children at home, while also continuing to provide limited services to serve children whose parents work in essential services and were without alternative care arrangements.

Find out more [here](#).

Support for low-income families

In addition, NFC also provided additional support for families who had a reduction in household income or loss of job during the COVID-19 period. NFC's Bright Horizons Fund (BHF) initiated the \$500,000 "Bright Horizons Fund Care Package for COVID-19" to provide a 100% fee offset off the net fees payable for these families for six months. This benefitted MFS children whose families had a household income of less than \$4,500 per month.

Find out more [here](#).



“

NTUC First Campus' Bright Horizons Fund and My First Skool have been supporting us a lot. Sahfira has been taking extra classes in school, as part of learning support. Now, they are also helping us with the school fees. I am very grateful.

”

MR TENGKU HALID FAIZA

Parent of Tengku Sahfira from My First Skool

NTUC First Campus' Digital Kampung Programme

In ensuring that our parents and children continue to be able to learn regardless of the circumstances, NFC has embraced an Omni-Channel model, which leverages both physical and digital platforms to enhance children's learning and parent engagement. However, NFC recognises that there are low-income families with children in My First Skool (MFS) who do not have access to suitable digital devices at home and lack the knowledge to use such devices.

Hence, NFC launched the Digital Kampung programme, bridging the digital divide for more than 2,000 low-income families and their children over three years, by enhancing digital access and strengthening digital literacy. Under the programme, NFC leases Apple iPads on a short-term basis of up to three months to eligible MFS families. This aims to facilitate the children's learning and online engagement between MFS centres and the families. The Apple iPads will be pre-installed with educational materials and applications to support their children's learning and encourage high-quality screen time, as well as resources for parents to communicate with the preschool online.

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

The programme is supported by the FairPrice Group, who donated \$500,000 via its charity arm, FairPrice Foundation to NFC's Bright Horizons Fund (BHF) and NTUC Health's Eldercare Trust. \$250,000 goes to supporting the Digital Kampung programme.

For more information, please click [here](#).

“

The Digital Kampung programme is greatly beneficial, the iPad helps Queenie and myself a lot. With the iPad, both of us can participate in centre activities and learning more easily. We can see more clearly with the larger screen compared to participating on my mobile phone. I am happy to see my child trying out various learning activities with the iPad. For example, Queenie learnt about pitch in music by tapping on glasses filled with different levels of water, while watching and following an educational video by her teacher at home.

”

MR ANTHONY LIM

Parent of Queenie Lim from My First Skool



“

The educational apps on the iPad are good because Alesha can learn more such as spelling and counting, and this can reinforce the concepts she has learnt in school. Even when I am tied up with work, Alesha can use these to continue learning.

”



MDM SUSILAWATI BINTI THAMRIN

Parent of Alesha from My First Skool

Tele-intervention for Children with Needs

During the circuit breaker in 2020, intervention for children with learning and development needs were suspended. The cases under NFC's Learning Support (LS) programme were nearing the end of intervention with a few more sessions to go, while the cases in the Development Support (DS) programme were at the stage where individual sessions were ending and in-class support sessions were about to kick-off.

NFC recognised that it was important to continue to support the learning and development of the children, maintain collaboration and communications with the parents and children – especially the socio-emotional aspects – and to support the parents by providing them with teaching instructions and resources for home engagement. NFC's Learning Support Educators (LSEs) that were providing these support continued to engage the families through various means such as video calls, text messages and phone calls.

Both the parents and children benefitted from these arrangements as there was uninterrupted learning and reinforcement of skills for the children even while they were at home. At the same time, the LSEs continued to monitor the children's progress and teach them new concepts. The parents and LSEs collaborated closely to facilitate a suitable learning environment for the children despite the challenging circumstances. The parents were also able to observe and understand their child's learning process first-hand. This empowered them to be equal partners in their children's learning and development.

With the implementation of the tele-intervention sessions, the support sessions were able to be completed within the targeted time. The LSEs also learnt to be resourceful and respond effectively to cater to the community.



“

It was an educational and adventurous experience engaging in tele-intervention to support families. I had to be creative during the planning of the sessions and spontaneous during the execution of the sessions. The child's mother was thankful. She noticed her child improving over the sessions. Her child enjoyed the engagement and was always looking forward to the tele-intervention sessions.

”

SUTHASHINI D/O SURIA NARAYANAN

Learning Support Educator

Caring for our families' well-being

As part of NFC's Do-Good initiative to support the needs of lower-income families during COVID-19 pandemic, NFC curated, packed and distributed care packs for NFC's KidSTART families. NFC took the opportunity to share useful tips and strategies with parents on the importance of adopting good personal hygiene in their daily routines. The care packs contained placemats that contained illustrations and short messages on healthy daily habits. The staff that distributed the care packs were also able to reinforce good hygiene habits taught by the teachers and encouraged parents to extend this to the home environment.

The care packs contained items such as shampoos, soaps, wet tissues, antiseptic cleaners, and more. The care packs distributed in 2020 benefitted some 1580 children in My First Skool pre-schools.

NFC also partnered Food from the Heart (FFTH), a non-profit organisation that feeds those in need through its food distribution programme. With some families facing financial challenges and struggling to meet their daily needs such as meals, NFC distributed food items to these families. Some of the food items include rice, noodles, oatmeal, and more.

To further help families with information on various support assistance, NFC also developed a one-stop e-resource for low-income families, with a curated list of available government and community assistance related to COVID-19. This was part of NFC's efforts to provide additional support for families in need. The curated list can be found [here](#).



Providing families with care packs that contain daily and hygiene items to share and reinforce good personal hygiene habits taught in school and keep the children safe and healthy



GROWING TOGETHER

At NTUC First Campus (NFC), our educators and staff play a crucial role not only in the development of our children, but also the organisation's growth. NFC provides an environment for our employees' career development, with opportunities for learning and progression through a culture of empowerment. This equips our staff with the best abilities and knowledge to inspire the lives of the children under our care.



Over the past 5 years,
our staff number has grown

40%



More than

\$2.55 MILLION

was invested in employee training and
course sponsorship in 2020



All employees spent

40,000 MAN-DAYS

in training



Collaborating with the Singapore University of Social Sciences

NTUC First Campus (NFC) and the Singapore University of Social Sciences (SUSS) jointly launched the Childhood Education Leadership (ECEL) certificate in 2020. It is the first-of-its-kind in the Early Childhood Care and Education (ECCE) sector and uplifts the quality of ECCE leaders and childcare practices. This breakthrough programme places emphasis on both knowledge acquisition as well as ongoing on-the-job application. More than 400 ECCE leaders will benefit from this programme over five years.

Pre-school professionals who successfully complete this programme will be jointly awarded a Certificate in Early Childhood Education Leadership by NFC and SUSS.

Through this collaboration, NFC and SUSS aim to build strong education leaders by enabling them to construct knowledge through inquiry and apply theory into practice at their workplaces, so that they can be exemplary practitioners of key skills that uplift childcare practices in the sector. The programme also serves to support Early Childhood (EC) leaders in their career progression by providing opportunities for them to broaden their perspectives, deepen knowledge and hone their skills.

This one-year certificate programme achieves these aims by integrating classroom learning with structured workplace learning. It is open to pre-school professionals who are currently in team leader positions. The first cohort matriculated in July 2020 and comprises nominated NFC staff who are Deputy Centre Leads (Vice-Principal equivalent) and have fulfilled the admissions requirements by SUSS. They will complete 4 practice-based courses and achieve the learning outcomes over a 12-month on-the-job application.

For more information, please click [here](#).



NFC and SUSS' jointly launched Childhood Education Leadership certificate serves to uplift the quality of ECCE leaders and childcare practices

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The ECEL programme presents a myriad of opportunities for leaders to shift their mindsets and dispositions towards thought and practice leadership, by developing intentionality in teaching, mentoring and leading. It also enables our educators to embrace the value of learning and constructing knowledge and skills in a collective and collaborative manner.

”

NATASHA STANSILAS

Educational Leadership Specialist & Work-Study Programme Mentor
(extreme right in above picture)

“

This programme has been an enriching journey for me. It has equipped me with mentoring skills to heighten the growth of my teachers and taught me strategies to inject positive emotions into our daily routine and strengthen working relationships. As a young leader, I overcame the fear of facilitating large group meetings. I find myself more confident when mentoring teachers while rediscovering my passion and joy in the little successes at work.

”

LEE WEN HUI

My First Skool Deputy Centre Leader

“

This ECEL programme provided me with the relevant skills to be a reflective and intentional leader in early childhood. I found myself reflecting deeper, using a leader's lens in my approaches as I guide my teachers to enhance teaching practices. It strengthened my ability to evaluate these practices, guiding teachers in enhancing the well-being of the centre staff and supporting children with diverse needs.

”

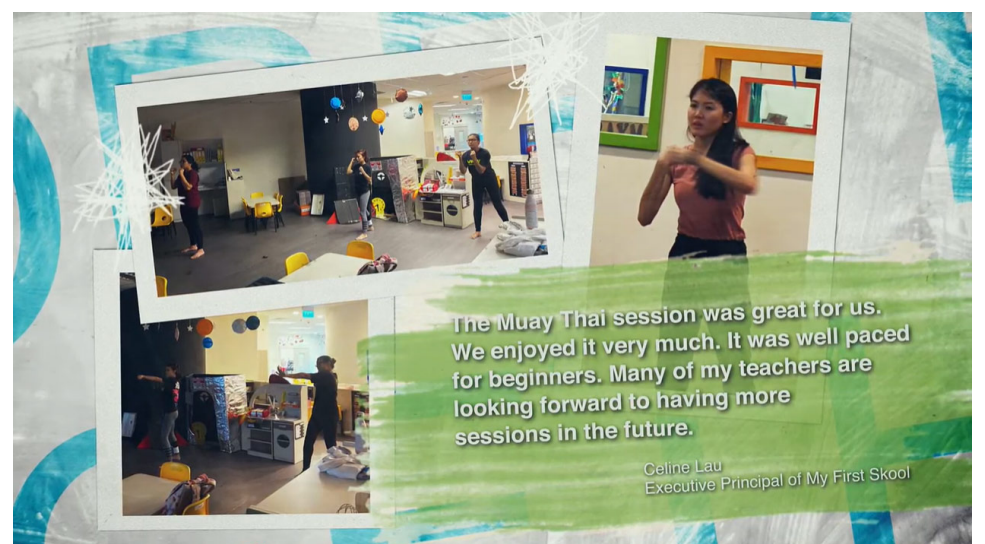
NOR AFIFAH RAKIF

My First Skool Deputy Centre Leader

Looking after staff well-being

Since its launch in 2018, NFC has continued to build on Happy@NFC – reflecting our vision towards achieving the goal of “Happy Staff, Happy Child and Happy Parents”. In 2020, despite the COVID-19 pandemic, all 5,400 employees were able to gather online for a virtual time of fun and games, as well as a celebration of staff who received the CEO Awards and Long Service Awards.

Throughout the year, NFC continued to support the needs and look after the well-being of our staff with the giving out of welfare items such as Grab vouchers, grocery care packages, as well as the conducting of webinars on topics such as mental wellbeing and physical exercises. This is part of NFC's commitment to take care of the well-being of its staff so that they will be “energised to excel”.



NFC's HappyYay activities look after the well-being of our staff



PARTNERING FAMILIES

Families play an important role in the growth and development of a child. Learning takes place not just in school but also at home. NTUC First Campus (NFC) puts our families at the heart of what we do, partnering with parents to share our knowledge and resources with them for the development of their children.

Discovery Day 2020

Over two days in July, My First Skool organised the Discovery Day 2020, an annual learning and sharing event for its early childhood and student care educators as well as parents. Discovery Day is a platform for NFC's educators to share their knowledge and resources on improving the quality of nurturing and caring for children.

NFC recognises the importance of high-quality childhood care and education for children from birth to 12 years old, and this year's virtual event served to provide a platform for educators, parents and members of the public to learn and share. This is part of efforts to increase parent engagement and work closely with parents for the development of their children.

At the Discovery Day, there was a wide range of activities and programmes, with over 450 Mini-Workshops, 3 Keynote Speaker Sessions, 145 Cooks' Demos, Coffee Chats with Principals and Parent Support Groups, for parents, the public and our educators to learn how to improve the quality and effectiveness of nurturing and caring for children.

The topics ranged from numeracy, literacy, Mother Tongue language learning, STEM-based learning, healthy media and digital devices usage habits and more. For example, we organised workshops on digital literacy to equip parents with practical tips on how they can nurture healthy media habits for their children and how sports can build strong cognitive and mental strength.

Unique to 2020 were topics pertaining to learning during the pandemic. For example, there was a session on digital literacy – to equip parents with practical tips on how they can nurture healthy media habits for their children.



My First Skool educators conducted virtual workshops and sessions as part of Discovery Day 2020, for their peers and parents

“

Preparing for the workshop required me and my partner to think of the best way to execute a lesson through a screen. It was a new and interesting experience as it was something we had not done before. However, it was a good opportunity for us to explore a different method of teaching. Knowing that the children and parents could bond and learn from it together motivated me to do the best we can to make the lesson interesting and interactive.

”

MY FIRST SKOOL TEACHER NOOR SHEEREEN BINTE KHAJA RIZWAN ALI

(right of above picture)

Explaining the pandemic to young children

To partner with parents to educate their children on the COVID-19 pandemic, My First Skool published a bilingual, illustrated e-book on COVID-19, titled, “Covid-19, A Child’s Voice”. The e-book is aimed at supporting NFC’s teachers and parents to share with our children information and help them understand the COVID-19 outbreak, through the medium of storytelling.

With its interesting storyline accompanied with colourful illustrations and simple text, the e-book explains to children what the COVID-19 virus is, how it can affect us and how we can protect ourselves from it. This is the first edition and revised editions will be produced with updated and accurate information as the COVID-19 situation evolves.

Due to the Covid-19 situation, teachers and parents have repeatedly stressed to their children the need to maintain personal hygiene and social responsibility. As a result, many children would have questions about the COVID-19 situation, and the e-book serves as a good read for families at home to reinforce in children how to protect themselves amidst this COVID-19 situation.

Click [here](#) to view and download the e-book.



The “Covid-19, A Child’s Voice” is an engaging and easy read that equips parents and teachers with the knowledge and ability to explain the pandemic to young children



LEADING THE WAY

NTUC First Campus' (NFC) agility and continuous pursuit to provide the best for our children and families culminated in NFC winning multiple awards in 2020. This reflects NFC's ceaseless efforts to strengthen our position as a practice and thought leader in the Early Childhood Care and Education (ECCE) sector.

HR Asia Awards – Best Companies to Work for in Asia 2020

For the second consecutive year, NFC was awarded one of the “Best Companies to Work for in Asia” at the HR Asia Awards. NFC was one of the winners out of an initial pool of over 180 shortlisted companies vying for the title.

This accolade is a recognition of NFC as a highly recommended place to work at, an organisation that creates purposeful job opportunities, has excellent employee engagement and workplace culture, and one that encourages continuous learning.



NFC was accorded the “Best Companies to Work for in Asia” award at the HR Asia Awards 2020 for the second year running



*Former NTUC First Campus CEO
Chan Tee Seng won the 'Most
People-Focused CEO' award*

Most People-Focused CEO award at the HR Excellence Awards 2020

Former NTUC First Campus CEO Mr Chan Tee Seng was accorded the 'Most People-Focused CEO' award at the HR Excellence Awards 2020.

With 11 years of leadership and contributions to NFC, Mr Chan has expanded the organisation's outreach to families in Singapore, growing NFC's network from some 5000 children and 50 centres in 2009 to 23,500 children and over 170 centres in 2020. He also championed the belief of 'happy staff' and the well-being of all staff as an important organisation initiative, introducing a series of well-being programmes for all NFC employees.

It is also in Mr Chan's DNA to forge strong bonds with the people around him and his dedication served to instill similar beliefs throughout NFC. As a result, the company is now practising a culture of empowerment that respects different opinions and promotes collaboration among teams. A place of opportunities for growth and development, it also fosters a sense of purpose in working in the early childhood sector.

ECDA Awards for Excellence in Early Childhood Development 2020

NFC's early childhood educators and pre-school centres clinched nine awards at the 2020 ECDA Awards for Excellence in Early Childhood Development, held virtually in November. The winners were selected from over 300 entries.

The ECDA Awards recognise exemplary early childhood leaders, teachers and educarers, as well as centres that have excelled in teaching and learning and in their innovative practices. This is testament to NFC educators' standards of excellence, professionalism and commitment to leading the way in the early childhood sector.

Outstanding Early Childhood Teacher Award

Eileen Chia

The Little Skool-House By-The-Vista
(Ulu Pandan Community Club)

Outstanding Early Childhood Leader Award (Commendation)

Siti Diyana Binte Dzulkefli

My First Skool at Blk 18 Marine Terrace

Promising Early Childhood Leader Award

Nurfarhan Abdul Kadir

My First Skool at Blk 803 Tampines Ave 4

Promising Early Childhood Teacher Award

Stephanie Neo

My First Skool at 10 Jurong West Street 65

Promising Early Childhood Educarer Award

Kitty Chng

The Little Skool-House at Downtown East

Promising Early Childhood Educarer Award

Adriana Endarwy Latiff

The Little Skool-House By-The-Lake
(Khoo Teck Puat Hospital)

Early Childhood Innovation Distinction Award

My First Skool at 203D Compassvale Rd

Outstanding Centre for Teaching & Learning (Commendation)

My First Skool at Blk 676 Woodlands Drive 71
(Kampung Admiralty)

Early Childhood Innovation Merit Award

My First Skool at Blk 229 Ang Mo Kio Ave 3

“

In my role as an educator, I seek to cultivate a voice and sense of confidence in my children that sees everyone as a learner in their own way, valuing many possible solutions to any one problem, and appreciating how someone else may approach the same problem differently. I feel encouraged receiving this award and am grateful to be part of a team that shares this joy, celebrates together and shows their support through even the little events of this journey.

”

THE LITTLE SKOOL-HOUSE TEACHER EILEEN CHIA

(left of picture)



NFC recipients of the ECDA Awards for Excellence in Early Childhood Development, Eileen Chia (left) and Siti Diyana (right)

Outstanding Pre-school Mother Tongue Language Teacher Awards 2020

At the 2020 Outstanding Pre-school Mother Tongue Language Teacher Awards, two NFC teachers were accorded the Outstanding and Merit awards.

The awards were given in recognition of the pre-school teachers' efforts in applying creative ways of conducting their lessons and making learning engaging. These teachers displayed excellence in nurturing in our children a passion for languages.

Outstanding Award winner Teacher Saniah is also the first Malay language teacher in NFC to be presented with this award.

The annual awards are co-organised by the various committees to promote the Mother Tongue Languages and supported by ECDA and National Institute of Early Childhood Development (NIEC). The awards presentation was part of the annual Mother Tongue Languages Symposium (MTLS), which was held virtually in 2020.

At the e-MTLS, Dr Connie Lum, NFC's Director of Mother Tongue Language Curriculum, gave her insights on the topic of "Multimodal approaches to developing oracy". She shared various multimodal approaches in developing oracy, such as the use of manipulatives in games, finger puppet activities, paired discussion and storytelling activities, as well as the incorporation of movement into music activities which use verbal communication.

Outstanding Award

Saniah Binte Sakian

My First Skool at Blk 54 Chin Swee Road

Merit Award

Su Zhewei 苏哲纬

My First Skool at Blk 269 Compassvale Link

“

I love seeing how eager and sincere the children are when they are learning Malay because this inspires me to want to teach them more about the Malay language. I also feel very glad and pleased when the children I teach are able to pick up the language and learn more about the culture. This award is an affirmation of the efforts I have put in to engage children to learn the Malay language and I feel honoured to receive it.

”

MY FIRST SKOOL TEACHER SANIAH BINTE SAKIAN

(left of picture)



NFC's recipients of the Outstanding Pre-school Mother Tongue Language Teacher Awards, Saniah Binte Sakian (left) and Su Zhewei (right)

Pre-school Chinese Language Storytelling Aids Competition Awards 2020

Teachers from My First Skool and The Little Skool-House bagged seven out of the 10 awards at the 2020 Pre-school Chinese Storytelling Aids Competition - the First, Second and Third prizes, as well as four Commendation awards. These projects were selected by a panel of judges out of over 270 entries.

Organised by the Ministry of Education's (MOE) Committee to Promote Chinese Language Learning (CPCLL), the awards recognise pre-school teachers that use creative teaching aids to teach the Chinese Language. Participants were judged based on how they used the teaching aids to tell stories creatively and effectively to their pre-schoolers. The competition aims to inspire pre-school Chinese language teachers to improve their storytelling skills and strategies, and in turn get children interested in listening and narrating stories.

First Prize

Teachers: Wang Zhaoting 王兆婷, Zhang Wei 张巍, Koay Chin Wen 郭静雯
Project Name: 母鸡萝丝去散步
Centre: My First Skool at Blk 209 Ang Mo Kio Ave 3

Second Prize

Teacher: Chen Lijuan 陈丽娟
Project Name: 蚂蚁和西瓜
Centre: My First Skool at Blk 219 Toa Payoh Lor 8

Third Prize

Teachers: Xie Yingying 谢莹莹, Wang Yanli 王延莉, Li Wei 李伟
Project Name: 肥猫的雨伞
Centre: My First Skool at 2 Punggol Drive

Commendation Awards

Teacher: Su Zhewei 苏哲伟
Project Name: 病毒，病毒，我不怕！
Centre: My First Skool at Blk 269 Compassvale Link

Teachers: Cheng Meiyu 程妹玉, Su Yafen 苏雅芬, Chen Fengting 陈凤婷
Project Name: 小蛇散步
Centre: My First Skool at Blk 509C Yishun Ave 4

Teachers: Liang Chenyang 梁晨阳, Liu Yuanyu 刘媛毓
Project Name: 蚂蚁搬豆
Centre: My First Skool at Blk 101 Rivervale Walk

Teachers: Li Wanyi 李婉嫣, Pan Yi Ning 潘儀寧, Guo Ting Ting 郭婷婷
Project Name: 钉板变变变
Centre: The Little Skool-House at Downtown East



The winning team of the Pre-school Chinese Language Storytelling Aids Competition Awards 2020 with their teaching aid for the storybook "Rosie's Walk" (from L to R): Koay Chin Wen 郭静雯, Wang Zhaoting 王兆婷, Zhang Wei 张巍

Singapore Rhymes Competition 2020

Six teachers from MFS won honours at the Thumbs Up Nursery Rhyme Creation Competition 2020 《小小拇指》儿歌创作比赛.

The awards recognise the most interesting and creative Chinese rhymes in pre-schools. The winners were chosen based on the catchiness of the rhyme and how well they complemented the children's live performances.

Second Prize

Yu Xiufeng

My First Skool at Blk 82 Strathmore Avenue

Outstanding Award

Hou Yadi

My First Skool at 2 Punggol Drive

Lyu Qiuying

My First Skool at 2 Punggol Drive

Xia Zhu

My First Skool at Blk 339 Clementi Ave 5

Yu Kwong

My First Skool at 505 Yung An Road

Special Award

Xia Zhu

My First Skool at Blk 339 Clementi Ave 5

Hou Yadi

My First Skool at 2 Punggol Drive

Using Media Award

Yu Kwong

My First Skool at 505 Yung An Road



BOARD OF DIRECTORS

CHAIRMAN

Mr Ng Chee Yuen

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

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



DEPUTY CHAIRMAN

Ms Adeline Sum

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

She joined the NTUC First Campus Board in August 2019.



Associate Professor Mary Daniel

Associate Professor Lourdes Mary Daniel is a Senior Consultant and the 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, developmental support of children from vulnerable families, long term developmental outcome of premature infants, mental health in preschool children and the continued support of high-risk children in mainstream preschools and primary schools.

She was a Neonatologist for more than 20 years. She was the Head of the Neonatal Ambulatory Services till 2012 and the Director of the Universal Newborn Hearing Programme till 2014. She is involved in both undergraduate and postgraduate medical education. She serves on several committees for parenting, inclusive and developmental screening.



Mr Andy Lim

Mr Andy Lim is the Deputy Secretary-General of the Singapore Manual & Mercantile Workers' Union (SMMWU), one of the largest unions affiliated with NTUC, representing mainly commerce and service workers in the private sector. He has held this position since 2014. He first joined the union in 2000 and has been serving in it for two decades.

Mr Lim was elected to the NTUC Central Committee (CC) in Dec 2011. He is now serving his third term in the CC.

Mr Lim currently chairs the NTUC Hospitality & Consumer Business Cluster and co-chairs the NTUC International Relations Committee. He is a member of the NTUC Industrial Relations Council, NTUC Membership Council, NTUC Training Council and NTUC Audit, Risk and Governance Committee. He has also been the Tripartite Mediation Advisor since 2019. He sat on NTUC LearningHub's Board of Directors from 2016 to 2019.



Ms Ng Lai Leng

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

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

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



Ms Wong Su-Yen

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

She is a Board and C-Suite advisor on strategy, human capital, leadership development, and the future of work. She has advised and worked with organisations including Citibank, China Mobile, Hewlett-Packard, ExxonMobil, Microsoft, SK Telecom, and the Government of Singapore. She is an accomplished keynote speaker and facilitator, and adjunct professor of global leadership at the National University of Singapore.



Mr Wong Toon King

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

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

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



LEADERSHIP TEAM



CORPORATE INFORMATION

Board of Directors

CHAIRMAN

Mr Ng Chee Yuen

DEPUTY CHAIRMAN

Ms Adeline Sum

MEMBERS

Associate Professor Mary Daniel

Mr Andy Lim

Ms Ng Lai Leng

Ms Wong Su-Yen

Mr Wong Toon King

Establishment Committee

CHAIRMAN

Ms Adeline Sum

Ms Wong Su-Yen

Mr Wong Toon King

Audit and Risk Committee

CHAIRMAN

Ms Adeline Sum

Ms Ng Lai Leng

Mr Andy Lim

Honorary Advisor

Mrs Yu-Foo Yee Shoon

Bright Horizons Fund Board

CHAIRMAN

Mr Lim Boon Heng

Chairman,
NTUC Enterprise Co-operative
Limited

MEMBERS

Ms Diana Chia
Immediate Past President,
National Trades Union Congress

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

Professor Tan Cheng Han
Dean and Chair Professor of
Commercial Law,
City University of Hong Kong

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

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

Mr Thomas Tay
Emeritus General Secretary
Singapore Maritime Officers' Union

Bright Horizons Fund Cherished Partners

Mr Jimmy Phoon	Mind The Gap 200 Fund	CapitaLand Hope Foundation	NTUC FairPrice Foundation
OCBC Bank	Singapore Maritime Officers' Union	U Care Fund	

Bright Horizons Fund Friends

Colgate Palmolive Eastern Pte Ltd	Lee Kim Tah Foundation	Mr Albert Cheng	Ms Leong Wai Leng
Singapore Industrial and Services Employees' Union	SPH Foundation	Stephen Riady Foundation	

Education Services Union

PRESIDENT Mr Desmond John Chin Kong Thai	VICE PRESIDENT Ms Cecilia Tang Foong Sen	VICE PRESIDENT Ms Lee Kwee Huay	GENERAL SECRETARY Mr Arshad Ismail
DEPUTY GENERAL SECRETARY Mr Karuppan Chettiar Palaniappan	ASSISTANT GENERAL SECRETARY Ms Rohana Ujang	GENERAL TREASURER Ms Christina Liaw Lang Hiang	ASSISTANT GENERAL TREASURER Mr Tan Choon Huat
EXECUTIVE SECRETARY Mr James Tan	DEPUTY EXECUTIVE SECRETARY Mr Shamsul Kamar Mohamed Razali	ASSISTANT EXECUTIVE SECRETARY Ms Rozyana Jaffar	
COMMITTEE MEMBERS: Ms Ang Lay Hoon	Ms Brenda Quah Ching Ching	Ms Chen Chin Tyng	Ms Herlena Binte Masehkoo
Mr Juraimi Bin Jumari	Ms Kho Say Tin	Ms Ng Lian Eng Jen	Ms Tan Hui Hui
Ms Zainab Bte Mohamed			
INTERNAL AUDITORS: Ms Hue Ruey Fang	Mr Muhd Fuadi Bin Rahmat		
OBSERVERS: Mr Lee Wen Joon Harry	Mr Dickson Foo Chuang Ming		

NTUC First Campus – Union Branch Committee

CHAIRMAN Ms Shakilla D/O Uttera Pathy	SECRETARY Ms Lee Kwee Huay	ASSISTANT SECRETARY Ms Melanie Chan Soo Kiang	ASSISTANT SECRETARY Ms Lilavathi Devi
TREASURER Ms Lee Bee Lian	ASSISTANT TREASURER Ms Ang Lay Hoon		
COMMITTEE MEMBERS: Ms Goh Si Ying	Ms Lin Jin Lian	Ms Liu Hua Shan	Ms Ong Beng Eng
Ms Teo Sai Hong	Ms Wang Ke	Ms Wang Xuan	Ms Yu Kwong
Ms Chen Heng Hong	Ms Kristen Chua Jia Ying		

Research Governance Committee

COMMITTEE CHAIR Mrs Phoon Chew Ping Deputy Chief Executive Officer (Development) NTUC First Campus	Professor Marjory Anne Ebbeck Senior Academic Advisor, NTUC First Campus Co-operative Limited; Emeritus Professor of Early Childhood Education University of South Australia	Professor Tan Oon Seng Director, Centre for Research in Child Development National Institute of Education, Singapore	Associate Professor Bonnie Yim Associate Head of School (International Partnerships), Faculty of Arts and Education Deakin University, Australia
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Research Ethics Committee

COMMITTEE CHAIR Dr Frederick Nicholas Ebbeck Senior Academic Advisor NTUC First Campus Co-operative Limited	Professor Manjula Waniganayake Professor, Department of Educational Studies Macquarie University
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Auditors

EXTERNAL AUDITOR KPMG LLP	INTERNAL AUDITOR PricewaterhouseCoopers Risk Services Pte Ltd
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Registered Address

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

Bankers

Development Bank of Singapore	Hongkong and Shanghai Banking Corporation	Overseas-Chinese Banking Corporation Limited
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Legal Advisor (Pro Bono)

Mr Cyril Chua Partner, Robinson Law LLC

NTUC-affiliated Unions and Associations

- Air Transport Executive Staff Union
- Amalgamated Union of Public Daily Rated Workers
- Amalgamated Union of Public Employees
- Amalgamated Union of Statutory Board Employees
- Attractions, Resorts & Entertainment Union
- Banking and Financial Services Union
- Building Construction and Timber Industries Employees' Union
- Chemical Industries Employees' Union
- Creative Media and Publishing Union
- DBS Staff Union
- dnata Singapore Staff Union
- Education Services Union
- Enterprise Singapore Staff Union
- ExxonMobil Singapore Employees Union
- Food, Drinks and Allied Workers Union
- Healthcare Services Employees' Union
- Housing and Development Board Staff Union
- Inland Revenue Authority of Singapore Staff Union
- Keppel Employees Union
- Keppel FELS Employees' Union
- Metal Industries Workers' Union
- National Instructors and Coaches Association
- National Private Hire Vehicles Association
- National Taxi Association
- National Transport Workers' Union
- NatSteel Employees' Union
- Ngee Ann Polytechnic Academic Staff Union
- Port Officers' Union
- Public Utilities Board Employees' Union
- Reuter Local Employees' Union
- Scoot Staff Union
- Shipbuilding and Marine Engineering Employees' Union
- SIA Engineering Company Engineers and Executives Union
- Singapore Airlines Staff Union
- Singapore Airport Terminal Services Workers' Union
- Singapore Bank Employees' Union
- Singapore Chinese Teachers' Union
- Singapore FinTec Association
- Singapore Industrial & Services Employees' Union
- Singapore Insurance Employees' Union
- Singapore Interpreters' and Translators' Union
- Singapore Malay Teachers' Union
- The Singapore Manual & Mercantile Workers' Union
- Singapore Maritime Officers' Union
- Singapore Organisation of Seamen
- Singapore Port Workers Union
- Singapore Refining Company Employees' Union
- Singapore Shell Employees' Union
- Singapore Tamil Teachers' Union
- Singapore Teachers' Union
- Singapore Technologies Electronics Employees' Union
- Singapore Union of Broadcasting Employees
- Singapore Urban Redevelopment Authority Workers' Union
- Staff Union of NTUC-ARU
- Supply Chain Employees' Union
- Tech Talent Assembly
- Times Publishing Group Employees' Union
- Union of ITE Training Staff
- Union of Power and Gas Employees
- Union of Security Employees
- Union of Telecoms Employees of Singapore
- Union of Tripartite Alliance Limited
- United Workers of Electronics & Electrical Industries
- United Workers of Petroleum Industry

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

NTUC-related Organisations

- Centre for Domestic Employees
 - Consumers Association of Singapore
 - Employment and Employability Institute Private Limited
- Migrant Workers’ Centre
 - Ong Teng Cheong Labour Leadership Institute
 - Singapore Labour Foundation

Information as of 31 March 2020

Founder and Institution Members

No. of Shares of S\$1 each

Founder Member	
National Trades Union Congress	100,000
Institution Members	
NTUC Enterprise Co-operative Limited	4,148,300
NTUC Income Insurance Co-operative Limited	500,000
Ordinary Members	516,000
Balance as at 31 December 2020	5,264,300