



Towards *Bright Futures*



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Enabling Bright Futures
for Every Child and Their Family

About Us

NTUC First Campus (NFC) is one of Singapore's largest service providers of early childhood care and education.

177

PRESCHOOL CENTRES
ACROSS THE COUNTRY

28,800

CHILDREN AND THEIR
FAMILIES SERVED EVERY YEAR

Established in 1977, our innovative, research-led curriculum 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, we strive to give every child a good start in life and to support working families in Singapore.

The NFC portfolio includes preschools My First Skool (MFS) and Little Skool-House (LSH). We also offer enrichment programmes through SEED and Outdoor School Singapore. Our charity fund, Bright Horizons Fund (BHF), provides financial support to low-income families.

Key Achievements at a *Glance*

2023 Top Influential Brand (Preschool Education)

for My First Skool



HR Asia Best Companies to Work for in Asia 'Gold Winner'

Fifth year running (2019–2023)

HR Asia Most Caring Company (ECCE Operator)

Third year running (2021–2023)

Key Achievements at a *Glance*

1 SkillsFuture Fellowship Award



5 ECDA Awards for Excellence in Early Childhood Development



2 Leading Foundation Teacher Awards



5 Singapore Preschool Chinese Language Storytelling Aids Competition Awards



5 MOE's Outstanding Preschool Mother Tongue Language Teacher Awards

Key Achievements at a *Glance*

177 preschool centres

serving 28,800 children and their families



12 new My First Skool centres and extensions

in 2023



91–94% record satisfaction rates

from MFS and LSH parents



100% of eligible centres have achieved SPARK Certification

about a quarter received SPARK Commendation

Message from

Chairman and CEO

Dear Members,

NTUC First Campus (NFC) continues to grow and innovate to serve our purpose of enabling bright futures for every child and their family. We increased our capacity to serve more families and strengthened our support programmes for those in need of extra help. We are also pleased to share that our People-First ethos was recognised for the fifth consecutive year with the 'Best Companies to Work for in Asia' award.

Serving More *Families*

In 2023, we expanded significantly, opening 12 new centres and extensions, which increased our network to 157 My First Skool and 20 Little Skool-House centres. This expansion added 3,500 new preschool places, enabling our services to reach more than 28,000 families. 100% of eligible centres have achieved SPARK Certification, with about a quarter earning the SPARK Commendation award.

Our growth and unrelenting pursuit of excellence embody our commitment to provide accessible, quality preschool education and reliable childcare services for Singapore families.



Ms Chan Su Yee
Chief Executive Officer

Mr Ng Chee Yuen
Chairman

Innovating for *Inclusive Support*

In recent years, we have observed an increasing number of children with diverse needs. Ahead of the sector, we built a team of dedicated Development Support Specialists to enhance in-classroom support for teachers to meet those needs, and to provide responsive tailored support for these children. This in-house capability expanded our range of learning and development support programmes, making NFC the sector leader in building an inclusive classroom environment.

Our charity arm, Bright Horizons Fund, continues to provide holistic assistance to families with young children, disbursing close to \$3 million in 2023. Through the Fund, over 6,400 children benefitted from various programmes which addressed their financial, learning, health and well-being needs.

Equipping the NFC Child *with Vital Skills*

At NFC, we equip our children with three vital skills to navigate and thrive in the future – Relational Skills, Digital Intelligence, and Global Citizenship.

To build relational skills, My First Skool pioneered the Intergenerational (IG) Programme in 2014. Today, the well-structured programme is part of the curriculum across all 157 centres. This is done in collaboration with 43 senior care operators, including NTUC Health. The IG programme nurtures important relational skills and instils empathy and respect for the elderly among our children. In 2023, our leadership in this area was recognised as we became a key collaborator on the Intergenerational Guide, a national resource led by the Agency for Integrated Care.

In the area of Digital Intelligence, we introduced the Digital Literacy Programme in our curriculum for all 20 Little Skool-House centres. Our aim is to empower every child to navigate the digital age safely and confidently. We are the first local preschool to offer a structured curriculum spanning six school terms that not only teaches digital literacy but also places a strong emphasis on online safety and cyber well-being.

NFC designed our Outdoor School programmes to encourage critical thinking, nurture relational skills, and build resilience, while also enabling our children to gain a deeper appreciation of the world around them as budding global citizens. We introduced new programmes such as Marketplace Marvels, which teaches children about Singapore's journey towards food sustainability, and Young Leaders, the only camp based in Outward Bound Singapore (OBS) Pulau Ubin for 9 to 12-year-olds.





Staff in discussion.

Strengthening NFC through People-First Initiatives



As a People-First organisation, we are committed to nurturing a culture that places our people at the heart of everything we do. Aligned with this commitment, we have introduced several new initiatives to further strengthen our employee value proposition and develop our people, enhancing our organisational capabilities.

We have improved our employee onboarding programme and strengthened internal communications to nurture a stronger sense of shared purpose and belonging among our employees. Our leadership programme, which has been instrumental in building the core competencies critical to driving NFC forward, has also been augmented. Alongside our focus on people development, we invested in the holistic well-being of our people through initiatives such as

wellness assessments, financial webinars, and mindfulness workshops to enable our employees to achieve a balanced and fulfilling life both inside and outside our workplace.

NFC has embarked on a major digitalisation journey to improve processes and workflow, improve employee productivity, and enhance our customer's experience. We have added new features to our proprietary Parent App, making communication and payment more convenient. There are also integrated enrichment offerings added to the app, contributing to easier access and enrolment in enrichment programmes. Backing up all the front-end operations is a strong and reliable CRM system that networked efficiently across all operations, organising data for easy accessibility.

A New Chapter: Transition to a CLG



As of 1 January 2024, NFC transitioned from a co-operative to a Company Limited by Guarantee (CLG). This transition creates better alignment of NFC's social purpose with its legal structure and shareholding, preparing NFC to compete in a maturing preschool sector in a viable manner. Great efforts were made to ensure seamless operational transition with no impact to our customers.

Classroom interactions.



Looking Ahead with Gratitude

None of our achievements would have been possible without the dedication of our team, the trust of our families, and the support of our many community and government partners, including the Education Services Union.

We would like to thank our Board of Directors for their guidance. We would also like to acknowledge our Members for being with us on this meaningful journey. Your support through the years has enabled NFC to impact generations of children in Singapore, and to become a household name valued by Singaporeans.

Even as we continue to innovate and experiment with new technologies and pedagogies, we remain guided by our mission to support Singapore working families and provide the best development opportunities for our children and our employees. NFC will always stay at the forefront as a leader in early childhood care and education, paving the way towards bright futures for our children, their families, and the wider community.

Mr Ng Chee Yuen
Chairman

Ms Chan Su Yee
Chief Executive Officer

2023 in Review :

A Clear Purpose

Dedicated to enabling bright futures, NTUC First Campus (NFC) is a purpose-driven organisation committed to quality early childhood care and education for all.

In 2023, we expanded preschool places, launched new support programmes for low-income families and children with learning needs, and empowered our people for growth.

These efforts are directed at ensuring wider access to affordable and high quality preschool education.



Meeting Demand, Ensuring Quality



NFC answered the call for more preschool places, delivering excellent childcare services for Singapore families.

In 2023, we added 3,500 preschool places across mature and newer estates, like Pasir Ris, Yishun, Choa Chu Kang, and Alkaff Oasis, bringing our total to more than 26,000 in 157 My First Skool (MFS) centres. As a mark of quality, all our eligible preschools are certified by the Singapore Preschool Accreditation Framework (SPARK), with about a quarter of them winning SPARK Certification (Commendation), an Early Childhood Development Agency (ECDA) award that recognises strong processes in Teaching and Learning, as well as Curriculum, Leadership, and Pedagogy.

These accolades reflect our constant drive towards enabling bright futures.



Centre representatives receiving SPARK Certification (Commendation) at the ECDA ceremony.

3,500

PRESCHOOL PLACES ADDED ACROSS THE COUNTRY

100%

**OF ELIGIBLE CENTRES HAVE
ACHIEVED SPARK CERTIFICATION**

About a
quarter

**WON SPARK
COMMENDATION**

Impacting Children From Diverse Backgrounds



In 2023, our pioneering Child Support Model (CSM) continued to uplift children and families regardless of circumstances, benefitting over 7,300 children.

Fuelled by our passion to ensure every child has an equal opportunity to discover and develop their potential, NFC's CSM provides an integrated approach to fulfil the diverse needs of children and families. Children with learning needs and those who come from low-income families continue to benefit from the CSM.

Our charity arm, Bright Horizons Fund (BHF), continues to provide financial assistance to low-income families, disbursing close to \$3 million in 2023. Over 38,000 children and low-income families have benefitted from BHF since 2008.

Here are a few ways CSM made a difference:



Educational and fun experiences during a FAST field trip.

> 46,000

CHILDREN AND FAMILIES BENEFITTED
FROM THE CHILD SUPPORT MODEL SINCE 2011



FAST educational field trip.



Classroom Support Programme.

1. Family and School Together (FAST)

FAST carves out special bonding time between parent and child from low-income families through fun and educational field trips. In 2023, after the COVID-19 hiatus, the signature programme resumed with excursions to the Singapore Discovery Centre. Such FAST field trips broaden the less-privileged children's horizons, strengthen familial bonds, and bolster home-school partnerships.

> 2,000

PARTICIPANTS PARTICIPATED
IN FAST INITIATIVES IN 2023

2. Classroom Support Programme (CSP)

To reinforce the effective learning of children with mild learning needs, CSM's CSP provides additional in-class learning support through small group activities.

A third module "Making Friends" was launched in 2023, where children picked up ways to interact with friends, regulate their feelings through daily routines, and use executive function skills such as adaptable thinking. With guidance from the Learning Facilitators, the children are ready and confident for primary school.

> 730

CHILDREN BENEFITTED FROM THE
CLASSROOM SUPPORT PROGRAMME IN 2023

3. Development Support Specialist (DSS)

Launched in January 2023, DSS is a three-year pilot programme aimed at enhancing classroom inclusivity through empowering educators with tailored resources.

The programme provides enhanced support to the rising number of preschool children with developmental needs. This initiative equips educators with the skill sets to effectively integrate children requiring medium levels of developmental support into classrooms. Skilled professionals work closely with teachers to cater to each child's unique learning requirements.

“ Besides supporting children with developmental needs, this programme creates opportunities for typically developing children to build their social skills as well as foster mutual understanding, acceptance of diversity, and empathy towards others from a young age.

— Ms Sun Xueling
Minister of State, Ministry of Home Affairs and
Ministry of Social and Family Development ”

> 60
CHILDREN SUPPORTED
ACROSS 8 MFS CENTRES

Close to
100
EDUCATORS SUPPORTED



Ms Sun Xueling, Minister of State, Ministry of Home Affairs and Ministry of Social and Family Development, engaging with children.

Empowering Our People for Growth

As educators are the key nurturers of our children's bright futures, NFC actively enables lifelong learning for this ever-improving talent pool.

Our people come first at NFC. Our employee-centric approach is bolstered by our commitment to provide pathways for continual development, both personal and professional.

Ms Nur Afifah Rakif, Deputy Centre Lead at MFS, is a leading light of continuous learning. She started in a different sector but committed to training in Early Childhood Education and Leadership. With the support of MFS and NFC, she graduated with a degree from the Singapore University of Social Sciences (SUSS) Work-Study Programme. Her tireless learning journey was spotlighted by Deputy Prime Minister Lawrence Wong in Parliament.

Ms Afifah (middle) with colleagues.



Ms Afifah (second from left) at the SUSS convocation with NFC colleagues and mentors.

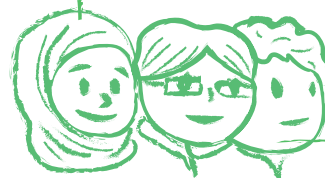


Affifah exemplifies the spirit of lifelong learning and the value of reskilling and upskilling in pursuing one's passions.

– Mr Lawrence Wong
Deputy Prime Minister and
Minister for Finance

I see it as giving back to the community and playing a part in shaping the future, as working with young learners will have an impact on Singapore's future generation.

– Ms Nur Afifah Rakif
Deputy Centre Lead,
MFS at BIK 230 Compassvale Walk



Renewed partnership with SUSS

NFC and SUSS renewed our partnership to advance the Early Childhood sector. The new five-year agreement aims to equip emerging education leaders with advanced teaching practices and leadership skills, empowering them to take on more strategic roles.

A key initiative under this partnership is the first-of-its-kind Early Childhood Education Leadership (ECEL) Certificate Programme, which was launched in 2020. To date, 57 NFC educators have completed the programme, with almost a third of them promoted to larger roles subsequently.

NFC and SUSS agreement signing



“

I am heartened by the enthusiastic response to the programme, and delighted to see the graduates grow in confidence as well as in their leadership roles. I look forward to further developing our team of talented educators and advancing the sector together.

– Ms Chan Su Yee
Chief Executive Officer

The revamp of the ECEL programme is also well-timed with the launch of SUSS’s new undergraduate curriculum which will deepen and broaden our students’ competencies and skills to navigate an increasingly disruptive and uncertain world.

– Professor Robbie Goh
Singapore University of Social Sciences Provost



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2023 in Review :

Continuous Innovation

In a fast-changing world, NTUC First Campus (NFC) is constantly innovating to meet tomorrow's needs.

From future-proofing our curriculum to imparting vital skills for the future, the NFC Child gains a head start for bright futures. Our passionate educators blaze this trail, showcasing their groundbreaking research on the international stage.



During the drama pedagogy class.

Innovating for *the New Generation*

Our curriculum evolves to meet each generation's changing needs, guided by research. By identifying effective teaching methods and essential skills, we ensure that our children are equipped for bright futures.

1. Launch of drama pedagogy guide

Little Skool-House (LSH) launched a first-of-its-kind teaching guide to share its experience in drama pedagogy with the preschool sector. The guide, authored by its educators and curriculum specialists, contains effective teaching strategies that LSH has implemented successfully.



NFC representatives with Dr Chen Renfu (third from left).

“

We are proud to be the only preschool in Singapore to implement drama pedagogy as part of our core curriculum, which is carefully designed by our curriculum team in close partnership with Dr Chen Renfu. We believe that our innovative pedagogy is one of the reasons our children are highly bilingual.



– Ms Coreen Soh
General Manager, LSH and
Chief Child Development Officer, NFC

Although there are several Chinese books on drama education in the Mandarin-speaking regions in Asia, this is the first book that showcases practical drama pedagogy teaching practices by teachers and children. It also contains valuable feedback from parents, principals, and teachers.

– Dr Chen Renfu
Department of Early Childhood Education,
National Pingtung University

”

2. Launch of digital literacy curriculum

We continue to nurture the three vital skills of the future in the NFC Child: Relational Skills that foster meaningful connections, Global Citizenship that inspires them to make the world a better place, and Digital Intelligence that enables them to use technology confidently and safely.

In 2023, LSH launched a digital literacy curriculum, equipping our children with the Digital Intelligence needed to use digital tools effectively and to navigate the internet safely and purposefully. Across 20 centres, K1 and K2 children were guided through crucial topics such as online scams, data privacy, and cyber-bullying prevention over six school terms.

“ This programme reflects our organisation’s commitment to nurturing future-ready preschoolers. Digital Intelligence is a vital skill for tomorrow.

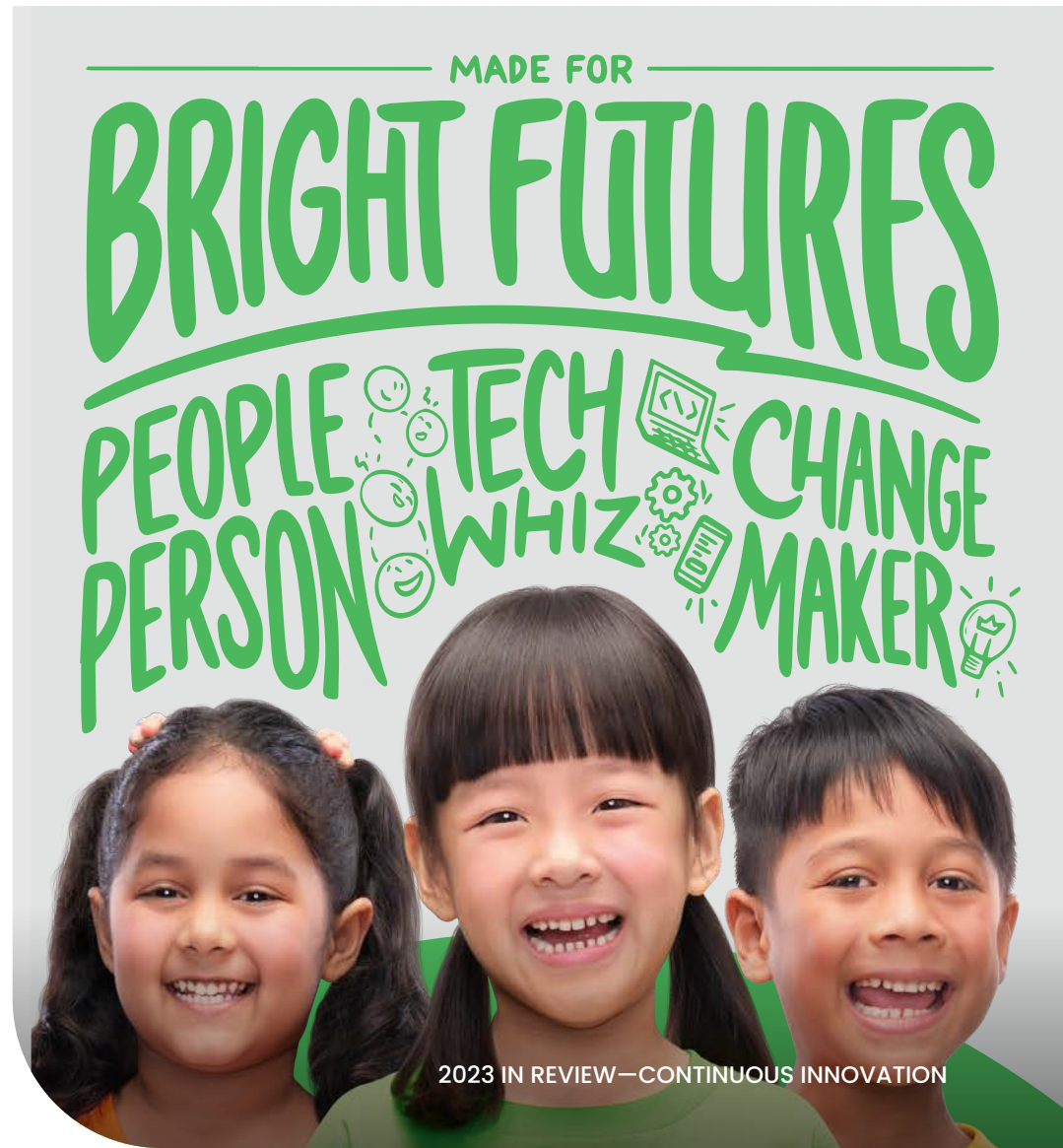
— Ms Coreen Soh
General Manager, LSH and
Chief Child Development Officer, NFC

Nowadays, our children are exposed to smart devices from a young age, and we feel more assured when they understand how to stay safe when using the internet.

— Mr Tan Chee Hau
LSH parent ”



Class searching for posters related to internet safety at LSH at Ulu Pandan Community Club.



2023 IN REVIEW—CONTINUOUS INNOVATION

Valuable Learning Experiences *beyond Classrooms*

Bright futures go beyond books, taking in values like environmental sustainability and empathy for others. NFC's novel approaches immerse children in first-hand experiences, empowering them with the skills to create a greener and kinder world.

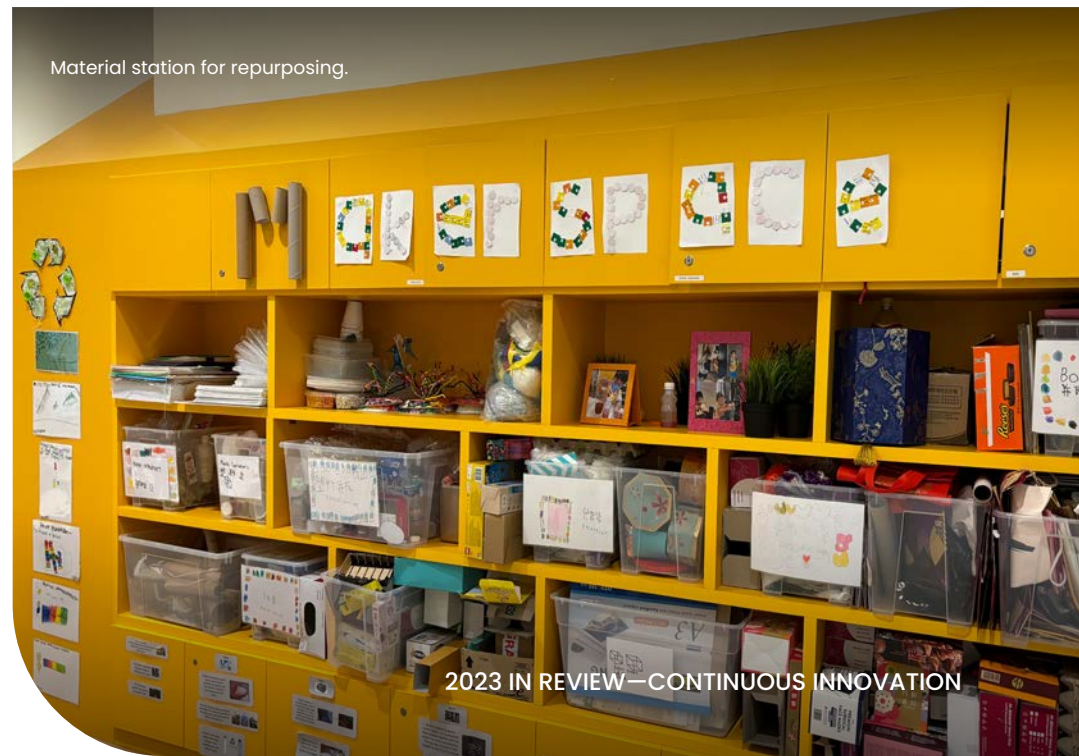
1. Sustainability initiatives at LSH

Every month throughout the year, preschoolers from LSH at Downtown East actively participated in beach cleanups. By the end of 2023, they had removed over 30 kgs of rubbish! This sustained, hands-on effort imparted a lasting awareness that a little goes a long way in protecting a sustainable future.

To further cultivate a culture of environmental consciousness, LSH at Downtown East comprehensively reviewed school operations, inventing new ways to repurpose water and recyclable materials. Sustainability is now purposefully weaved into the centre's celebration events, nurturing our children to grow into conscientious citizens who actively contribute to green practices.



LSH children at monthly beach cleanup excursions.



Material station for repurposing.

Our community partnerships extended to meaningful collaborations with established organisations like The Salvation Army, Food Bank Singapore, and ItsRainingRaincoats. We invited both children and parents to participate in these charitable initiatives, further fostering family bonding.



Families participating in the exhibition on food sustainability.



Red packet donations.

2. LSH's Builders and Innovation Project

Given the freedom to explore, K1 children of LSH at Tampines Plaza innovated upon waste recycling. Through guided research, learning journeys to the Sustainable Singapore Gallery, environmental workshops by guest speakers, and parent-child investigations, they discovered that leftover fruit peels in the school's kitchen could be converted into fertiliser and enzymes to create enzyme disinfectants.

Their creative solutions to a real-world challenge culminated in an exhibition, where parents witnessed their achievements, promoting awareness of sustainability and active engagement.

3. Outdoor learning programme

NFC's Outdoor School Singapore (OSS) nurtures young leaders through outdoor adventures. Exposing children to learning outside the classroom, two holiday programmes advanced NFC's innovative approach to experiential learning.

In November, Marketplace Marvels brought young explorers to the supermarket, where they discovered where groceries like fish were sourced from, and to an urban farm, where they sowed seeds, transplanted seedlings, and harvested produce. Their journey through Singapore's special food story, accompanied by innovative games and activities, honed their strategic and critical thinking skills, and taught them about the importance of food resilience.

The Young Leaders Programme was launched in December. This pilot camp at Pulau Ubin nurtured personal and team leadership through a forest expedition, an outdoor escape room, and a cook-off over a fire pit. Through the guided great outdoors, the children built up their resilience and self-confidence, and applied relational skills as well as social sensitivity, cultivating attributes for well-rounded global citizens.



Discovery at the supermarket.



Cooking together.

4. My First Skool's (MFS) recycling with Sembcorp

In line with our sustainability efforts, N2 children from MFS at 2 Punggol Drive participated in an interactive education talk, learning about identifying recyclables and the journey beyond the recycling bin. Our staff also established a recycling corner, the SembEnviro Plastic Recycling League, encouraging children and families to adopt eco-friendly practices and make a positive impact on the environment.

5. MFS's sustainability programme with PacificLight

In partnership with PacificLight, MFS has co-created the unique I Can Crea8 Sustainability Programme. This initiative allows our teachers to develop and implement sustainability learning projects for our young children, and showcases these projects at various national venues. In 2023, MFS was awarded top prizes in the preschool category at the Crea8 Sustainability Competition.



A recycling corner to educate and encourage children and families to adopt eco-friendly practices.



2023 IN REVIEW—CONTINUOUS INNOVATION

6. Intergenerational Programme

Our Intergenerational Programme bridges the gap between preschoolers and seniors, fostering compassion, learning, and shared experiences across generations.

As a pioneer in this space, MFS continues to build on its structured Intergenerational Programme, which is implemented across all 157 centres in collaboration with 43 senior care operators. In 2023, our leadership in this area was recognised as we became a key collaborator on the Intergenerational Guide, a national resource led by the Agency for Integrated Care.

During the year, LSH also began the Adopt-a-Grandparent pilot, partnering with NTUC Health in pairing children and seniors to build intergenerational bonds through activities and outings together.

“ It is a good opportunity for our young ones to get started and be exposed to community activities beyond the classroom.

– Mr Firdaus
MFS parent



MFS children making flower pots with seniors as part of a fundraising initiative.



LSH children having fun with seniors.



Interaction with NTUC Health seniors.

Paving the Way through *Professional Development*

Supported by NFC's extensive network, our educators are thought and research leaders, presenting their findings internationally.

Research on the world stage

As research forms the bedrock of our evidence-based practices, NFC is proud to be Singapore's only major preschool operator to showcase our research and practices at key Early Childhood conferences globally. In 2023, seven NFC staff presented their studies on arts education, curriculum planning, and more at the Pacific Early Childhood Education Research Association (PECERA) Annual Conference and National Association for the Education of Young Children (NAEYC) Annual Conference.

24 staff members embarked on an outdoor learning study trip to the Urban Forest in Kuala Lumpur (KL), while our curriculum experts learned directly from the originators of the Reggio curriculum in a digital study group. These overseas learning journeys gift our staff fresh insights and perspectives that benefit our children's learning in the long run.



An activity at the PECERA conference.



Educators at KL overseas learning journey.



Graduation Ceremony for the third cohort of the ECEL programme.



MFS Learning and Sharing Festival.

Leveraging our extensive network

To spur continuous innovation, we tap into our extensive network of educators to foster collaboration and knowledge-sharing. In 2023, the Early Childhood Education Leadership (ECEL) Collective's Lunchtime Kopi Chat was launched as a dedicated platform for early childhood professionals to collaborate and create a supportive environment for continuous growth and learning, serving as a space for NFC's early childhood professionals to exchange practical tools and tips that directly enhance their daily work.

Every year, MFS holds the Learning and Sharing Festival while LSH organises centre exchanges for educators to share their learnings and exchange best practices. These sessions are highly valued by our teachers as they provide unique perspectives and relatable experiences, fostering better learning outcomes.

Tailored pathways for professional development

We are constantly improving and refining our approach to everything we do, including the meals we serve. In 2023, about 40 LSH cooks and kitchen assistants attended SHATEC's culinary workshop and learned how to make healthy yet savoury desserts and step up the presentation and quality of meals.

Our Engaging Leaders Programme (ELP) equipped 35 middle managers with leadership skills in 2023, empowering them to be more effective leaders. By fostering a tightly knit community, we encourage more networking and collaboration across functions and business units.



It has provided me with valuable insights into effective leadership and conflict resolution, with diverse perspectives on self and others.

– Ms Siti Khatijah

Principal, MFS at Blk 235 Bukit Panjang

My biggest takeaway is to ask the right questions so that team members discover pathways and insights for themselves, instead of serving them solutions.

– Ms Shamiah Bafadhal

Lead Therapist, Child Support Services



LSH cooks and kitchen assistants in the Culinary Workshop programme at SHATEC.



Winning team's ELP learnings presented through a cooking analogy.



Graduates from ELP with the NFC leadership team.



2023 in Review :

Our People Shine

Ground-up initiatives at NTUC First Campus (NFC) are not just valued; they are celebrated as powerful catalysts for positive change. From innovative classroom projects to community outreach, every effort, big or small, fuels our mission to enable bright futures for every child and their family.



Principal and teacher having a discussion.

Ms Jennifer Low

Executive Principal,
My First Skool at 6 Segar Road



With a philosophy of “Building bonds, growing together”, she introduced “Class Level Head” in her centre to encourage teachers to share best practices and address challenges.

She also collaborated with Nature Society Singapore to strengthen her centre’s experiential bird-watching programme, making it more appealing to children of all ages.



Ms Victoria Ng

English Lead Teacher,
My First Skool at Blk 222C Bedok North Drive



She created an “Emotion Chart” where children would check in daily using emojis. This enhanced their self-expression and peer bonding.



Ms Nur Nazhifah Binte Sainar

English Senior Teacher in Infant Care,
My First Skool at Blk 209 Ang Mo Kio



With pandemic restrictions, she ensured her class had access to the outside world with the “Nature Corner”. Her “Transition Booklet and Plan” facilitates infants’ smooth transitions to playgroup.



Ms Joanne Lee Lai Yeng

English Teacher,
Little Skool-House at Republic Polytechnic



For Kindness Week, she spearheaded a suite of initiatives like a book-loaning booth, a skit with teachers, and a food donation drive for NTUC Health. Her proactive nature also shines through her expertise as an outdoors specialist, encouraging peer sharing on good practices like “loose parts play”, altogether enhancing children’s learning experience.



Ms Christine Lee

Executive Principal,
Little Skool-House at Ministry of Education



She initiated cultural exchanges, inviting parents to share their traditions in classes. One Japanese parent came dressed in a yukata, sparking the children's interest and leading to hands-on activities like making onigiri.

These cross-cultural interactions encourage our children to embrace cultural diversity from a young age.



Ms Cheah Jing

Assistant Manager, Research,
Child Development



Growing a community of data citizens is her passion. She innovated ways to process large datasets using Python, Google's BigQuery, and other data science methods, sharing them with the NFC research team to improve productivity and make data-driven decisions.



Ms Valerie Cheng

Lead Learning Support Educator,
Child Support Services



She led a team of Development Support Specialists (DSS) to launch and implement the DSS Programme across eight My First Skool centres. Many educators in these piloting centres have grown in knowledge and confidence, creating a more inclusive learning environment for all children to succeed.

She also led a team of Learning Support Educators (LSEs) in implementing online/hybrid intervention for children who were not able to attend school during the COVID-19 period.



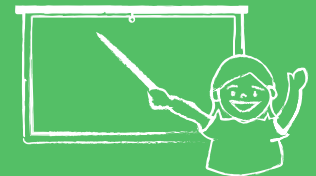
Growing a Close *Community of Leaders*

As they nurture our children, we nurture our talents for their own growth. In 2023, more than 80 of our professionals graduated from leadership development programmes like the Engaging Leaders Programme and NTUC Enterprise x NUS Future Ready Leadership Programme. These tailored journeys fostered peer learning and a spirit of continuous progression among our family of leaders.



>80

LEADERS GROOMED
THROUGH LEADERSHIP
PROGRAMMES



International Research

Highlights

NFC's Child Development team represented our organisation at prominent global Early Childhood conferences, where they presented research and practices that help contribute to the wider early childhood education community.

Arts Education Specialist and Preschool Teacher's Perspective of an Arts Integration Partnership (A Case Study)

Presented by Mr Jason Ang Mingqi at the PECERA Annual Conference

Success Factors behind Professional Learning Communities: A Case Study of an Early Childhood Educational Leadership (ECEL) Programme

Presented by Ms Cecilia Wong, Ms Sheena Ang, and Ms Natasha Tania Stansilas at the PECERA Annual Conference



Ms Cecilia Wong from Child Development, presenting at the PECERA conference.

Children's Adaptive Behaviour: A Study of Infants and Toddlers in Singapore

Presented by Dr Minushree Sharma at the PECERA Annual Conference

Planning, Doing and Monitoring, Reviewing and Reporting: A 4-Pronged Curriculum Planning Process

Presented by Ms Geraldine Teo and Ms Janice Wong at the NAEYC Annual Conference

Our Shining Stars

From awards for teaching and storytelling to company accolades, our NFC team's achievements reflect our constant pursuit of excellence in early childhood education and professional development, collectively blazing a trail towards bright futures for every child, family, and educator.

ECDA Awards for Excellence in Early Childhood Development

MFS Outstanding Early Childhood Leader Award

Ms Jennifer Low

MFS Promising Early Childhood Leader Award

Ms Nurhamizah Binte Salehudin

MFS Promising Early Years Educator Award

Ms Nur Atikah Binte Mohd Dahlan

LSH Outstanding Preschool Educator Award

Ms Joyce Teo

LSH Promising Early Years Educator Award

Ms Vivian Lim

ECDA Awards 2023 Ceremony.





Mother Tongue Language Teacher Award winners.

Outstanding Preschool Mother Tongue Language Teacher Award

MFS Outstanding Award
Ms Li Yinghua

MFS Merit Award
Ms Lu Jinling

MFS Merit Award
Ms Uma Devi D/O R. Jayagumar

MFS Outstanding Award
Ms Noraini Binte Abu Bakar

MFS Merit Award
Ms Tian AiPing



SkillsFuture Fellowship Award

LSH Ms Stella Pereira



Singapore Preschool Chinese Language Storytelling Aids Competition

MFS **First Prize**

Ms Xie Yingying

MFS **Second Prize**

Ms Ma Yanping, Ms Hong Yan,
and Ms Huang Xiaozhi

MFS **Commendation Award**

Ms Xia Yuejing, Ms Song Yoke Fong,
and Ms Cheng Sisi

MFS **Commendation Award**

Ms Zhang Ge

MFS **Commendation Award**

Ms Kong Mei, Ms Peh Peng Peng,
and Ms Tian Lili

Leading Foundation Teacher Award

MFS Ms Victoria Ng



Leading Foundation Teacher Award Ceremony.

MFS Nur Nazhifah Binte Sainar



Thumbs Up Little Junior Nursery Rhyme Competition Award Ceremony.

Community-In-Bloom (CIB) Awards



MFS children gardening at Blk 785E Woodlands Rise.

8th Thumbs Up Little Junior Nursery Rhyme Competition

MFS **First Prize**
Ms Gao Meng

MFS **Second Prize**
Ms Zhou Yitong

MFS **Commendation Award**
Ms Yu Kwong

MFS **Commendation Award**
Ms Wang Chunyuan

MFS **Commendation Award**
Ms Xie Xiangying

MFS **Commendation Award**
Ms Zhang Jialin

Garden of the Year Award
My First Skool at 505 Yung An Road

Top 50 CIB Garden
My First Skool at Blk 785E Woodlands Rise
My First Skool at Blk 153 Bishan St 13
My First Skool at Blk 212 Choa Chu Kang Central
My First Skool at Blk 688C Woodlands Drive 75

Corporate Information

The Board and leadership at NTUC First Campus are an experienced and multidisciplinary team committed to driving innovation in our curriculum and practices and ensuring that our vision to enable bright futures for all remains at the forefront of our decisions and actions.

Board of Directors



CHAIRMAN

Mr Ng Chee Yuen



MEMBER

Associate Professor
Mary Daniel



MEMBER

Ms Ng Lai Leng



MEMBER

Mr Wong Toon King



MEMBER

Mr Andy Lim



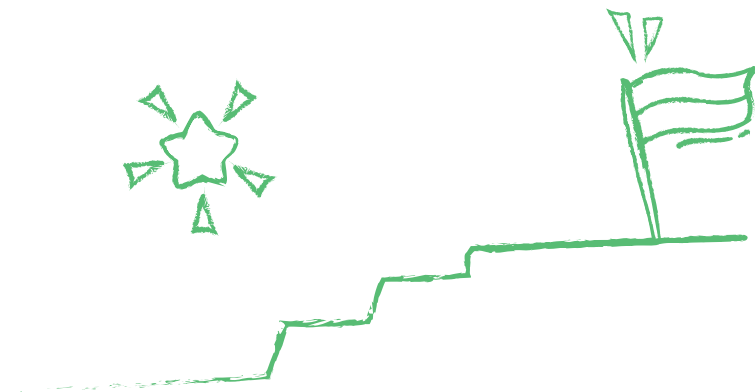
MEMBER

Mr Keoy Soo Earn



MEMBER

Mr Don Yeo



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

Establishment Committee

CHAIRMAN

Mr Ng Chee Yuen

Mr Wong Toon King

Mr Don Yeo

Audit and Risk Committee

CHAIRMAN

Ms Ng Lai Leng

Mr Keoy Soo Earn

Mr Andy Lim

Founder and Institution Members

No. of Shares of S\$1 each

FOUNDER MEMBER

National Trades Union Congress
– 100,000

ORDINARY MEMBERS

504,000

INSTITUTION MEMBER

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

BALANCE AS AT 31 DECEMBER 2023

5,252,300

Registered Address

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





first
campus

