

NTUC Community Fund

Annual Report

2025



NTUC
COMMUNITY
Fund

FY2025:

From Legacy to Greater Impact



At the heart of the Labour Movement is the worker — but no worker stands alone. Behind every worker is a family, whose strength and well-being shape their ability to succeed.

When a parent has reliable care for their young child, or support for an ageing loved one, they gain more than peace of mind. They gain the stability to remain employed, the confidence to stay productive, and the opportunity to build a more secure future. The well-being of children and seniors is therefore deeply connected to the resilience of working families, and in turn, to the progress of society as a whole.

For years, Bright Horizons Fund (BHF) by NTUC First Campus and Health for Life Fund (HLF) quietly but meaningfully supported these essential needs. Through targeted assistance for children, families, and seniors, they became part of countless personal journeys — helping households navigate challenges, seize opportunities, and move forward with dignity. Their work embodied NTUC's longstanding commitment to stand not only with workers in their workplaces, but also beside their families in the realities of everyday life.

As the needs of workers and their households grew more diverse and complex, so too did the responsibility to serve them more effectively. This changing landscape called for a stronger, more unified approach. The consolidation of BHF and HLF into **NTUC Community Fund** marked an important new chapter — a deliberate step towards coordinating resources more strategically, strengthening long-term sustainability, and deepening support for workers and their families.

In bringing these efforts together, NTUC reaffirmed a simple but powerful belief: when families are supported, workers are empowered — and when workers thrive, communities grow stronger.

This Annual Report therefore serves two purposes. It recognises the achievements and impact of these two legacy funds, and it provides the foundation for our next chapter.

In 2026, we embark on a new journey with the launch of **NTUC Community Fund** — a unified platform that integrates the collective experiences and legacies of BHF and HLF. While the data and programme highlights in this report reflect the work of our legacy funds, the strategic vision outlined herein sets the direction for NTUC Community Fund in the years ahead.

Building on this foundation, the Fund will focus on deepening impact for children and seniors, while scaling its reach beyond existing partners to the wider community and responding to new and evolving needs. As NTUC Community Fund grows, we will take on a more deliberate role as a catalytic funder — supporting innovation, piloting new models of care, and strengthening partnerships to uplift capabilities across the sector and deliver more coordinated support for working families.

We present these final reports of BHF and HLF not as an ending, but as the bedrock upon which our unified mission now stands — to support workers and their families through every stage of life.

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Every Day, Building a Better Future Together

At NTUC Community Fund, we believe meaningful change is built through consistent, everyday actions that uplift lives and strengthen communities. Across Singapore, individuals and families are navigating evolving challenges — from accessing opportunities to receiving social support, we respond with purpose and compassion to ensure that no one is left behind. When we invest in people, we uplift not just individuals, but entire communities.



Purpose

We **empower, develop** and **support** the young and seniors of Singapore by collaborating with partners to provide relief and invest in capabilities building. Each programme and connection we build contributes to a stronger, more inclusive community.

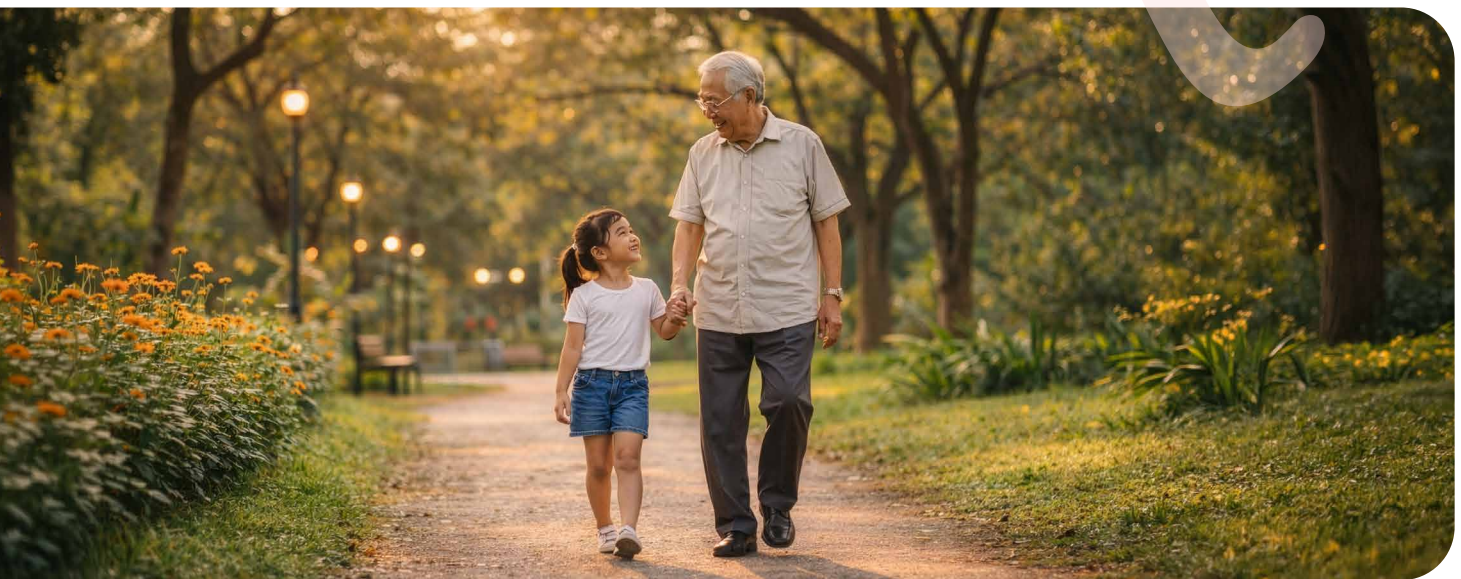


Mission

We play a **catalytic role in driving change**, going beyond immediate support to operate impactful programmes, build sector capabilities, and pilot innovative solutions that shape sustainable progress beyond today.

We focus on making an impact

Supporting children in their growth and development, and enabling seniors to age with dignity, care and connection.



Our pillars of impact:



Child Development

OUR FOCUS

Providing equal access to opportunities in early education and holistic development

OUR APPROACH

We work in the areas of early education, holistic development, and inclusive support



Health & Eldercare

OUR FOCUS

Providing quality care for affordable and accessible ageing in place

OUR APPROACH

We work in the areas of affordable access, social inclusion and engagement, and innovation

Two Legacies, One Mission

NTUC Community Fund represents an evolution in our commitment to care. By uniting the legacies of Bright Horizons Fund by NTUC First Campus and Health for Life Fund, we have transformed our approach to become more holistic, effective, and sustainable, with the aim of doing more.

Our Journey of Care

For over 25 years, NTUC Enterprise has built enduring support structures to uplift those in need. This commitment has grown and evolved over the years, meeting the changing needs of our society at every turn:

1999



Establishment of Eldercare Trust (under NTUC Health) to raise support for essential eldercare services.



2008

Launch of Bright Horizons Fund (under NTUC First Campus), dedicated to quality preschool education for children from low-income families.



2022

Transitioning of Eldercare Trust to Health for Life Fund.



2026

Launch of NTUC Community Fund



A Unified Approach for More Impact

NTUC Community Fund was formed to bring two strong legacies together into one unified effort. By building on the foundation of our two predecessors, we strengthen our ability to support those who need it most, across all stages of life. Today, we serve:

- **Children** from low-income families and those with additional needs, supporting their growth and development
- **Seniors** in need, ensuring access to care, dignity, and community

Joint Message

by Chairman & Deputy Chair

2025 marks a major milestone in our journey of transformation to uplift vulnerable communities in Singapore. We consolidated Bright Horizons Fund and Health for Life Fund and established NTUC Community Fund. This will allow our work to be even more impactful. Over the past 25 years, the Labour Movement built enduring support structures to uplift those in need. Within that effort, NTUC Enterprise portfolio's social impact journey began in 1999 with the establishment of Eldercare Trust (later renamed Health for Life Fund) - under NTUC Health - to support our seniors. This was expanded in 2008 with the setting up of Bright Horizons Fund under NTUC First Campus. Through these two charities, we provided essential financial, developmental, and healthcare support — serving as a critical safety net that empowers our seniors to age with confidence and dignity, while investing in our children by strengthening the foundation and enhancing the opportunities they need to thrive.

With NTUC Community Fund, we reinforce our commitment to supporting and enabling these two important segments of our society. It is not only the seniors and children who benefit: their caregivers receive a helping hand.

As society faces rising costs of living, an ageing population, and evolving social needs, we respond by integrating our efforts, pooling our strengths and scaling our impact. We go beyond traditional social welfare to catalyse innovation,

uplift care and development standards so that our beneficiaries and the broader Singaporean society can be ever more resilient when facing challenges and confident about its future.

Looking ahead, we will build a sustainable endowment so that NTUC can continue to invest in its mission of care for our beneficiaries – a safety net and a trampoline that brightens their lives and their futures.

This vision is only possible with the invaluable help and contributions from our partners, donors and volunteers. Our shared belief that strong communities are built through collective effort and sustained investment is what binds us and drives us to keep pressing on.

We will steward our resources responsibly, deepen our partnerships, and invest in our role as a catalyst for meaningful, lasting impact. Together, we strive to build a future where every child can thrive, every senior can age with dignity, and every family feels the warmth and care of NTUC.

Mr Lim Boon Heng

Chairman, NTUC Community Fund
Former Chairman, Health for Life Fund

Mr Heng Chee How

Deputy Chair, NTUC Community Fund
Former Chairman, Bright Horizons Fund

At a glance, our impact in FY2025:

\$6.8 million

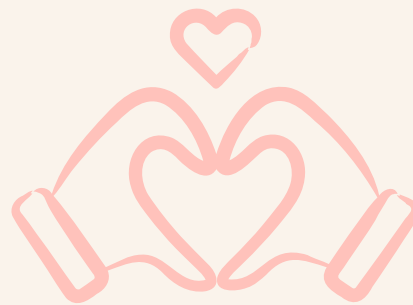
disbursed to programmes



\$4.9 million
for Child Development programmes



\$1.9 million
for Health & Eldercare programmes

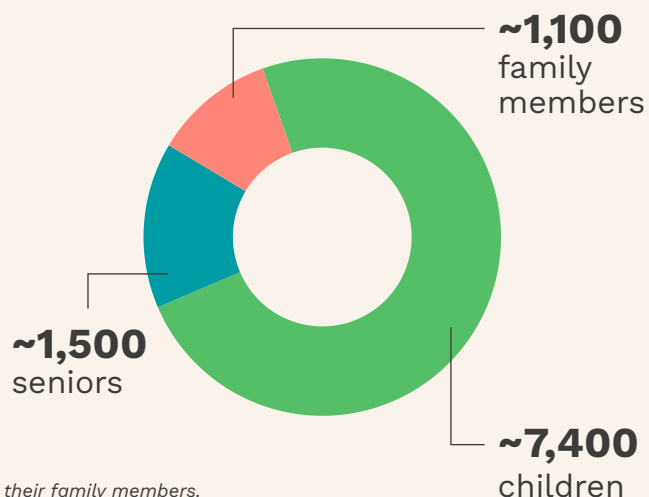


17

programmes delivered across Singapore

Impacted more than

10,000 lives*



* Total number of lives impacted includes beneficiaries and their family members.



Child Development

We support children from low-income families by giving them equal access to opportunities that nurture their growth, confidence, and potential.

Some of our signature impact:

Classroom Support Programme

Preparing Children for Primary School

Giving every child a stronger start in primary school



Classroom Support Programme (CSP) supports preschoolers from low-income families in building the confidence and foundational skills needed to transition successfully from preschools to primary schools.



Additional Classroom Support

Through small-group learning, our **Learning Facilitators** work alongside preschool teachers to provide in-class and more **focused assistance** for preschoolers requiring additional support in the areas of **language, literacy** and **numeracy**.

Proven Success

A study by National Institute of Education found that the **CSP children's learning gaps can narrow**, and many can catch up and be on par when compared to the norm of Singapore.

~400 children benefitted from Classroom Support Programme



HOLISTIC SUPPORT

You've Got Talent Programme

Nurturing Holistic Development

Empowering every child to discover their spark



You've Got Talent Programme ensures that children from low-income families have the same opportunities as their peers to explore their interests, learn new skills and build confidence through enrichment.

By opening doors to experiences beyond the classroom - from arts to sports - we help every child discover their unique talents and reach their full potential.



~550 children benefitted from You've Got Talent Programme



Development Support Specialist Programme

Supporting Inclusive Classrooms

Helping every child learn and thrive together

Development Support Specialist (DSS) Programme supports preschools in ensuring children who require additional developmental support can learn, grow and participate confidently alongside their peers. Our Development Support Specialists provide in-classroom guidance and practical support to teachers and children.



Positive Child Outcomes

Through the programme, children show improvements in areas such as social interaction, emotional regulation, and active participation in classroom activities.

Stronger Collaboration between Schools & Parents

Our Development Support Specialists work collaboratively with teachers, families, and relevant professionals to ensure children receive the most appropriate support to meet their developmental needs.



**~150 children, and
~320 educators**

benefitted from Development Support Specialist Programme



An Impact Story – Emerging Against All Odds

Mdm Zuliyana, a widowed mother of two and former administrative assistant, faced an immense crisis following the sudden passing of her husband from a heart attack in March 2025. Overcome with grief, she left her job, which led to mounting financial difficulties and the loss of their home. During this challenging period, her daughter, Fina, was also identified by her teachers as requiring additional developmental support in Language, Literacy, and Numeracy.

With Bright Horizons Fund's support, Mdm Zuliyana's financial burden had significantly reduced, and she is coping better emotionally. With the guidance of a Social Support Executive, Mdm Zuliyana was able to access insurance claims and various financial assistance schemes, easing her immediate financial burden. She was also supported in securing a rental flat and essential household items, providing stability for her family during a period of uncertainty.

At the same time, targeted support was extended to Fina. With coordination between educators from My First Skool and specialists at KK Women's and Children's Hospital, Fina received a formal developmental assessment and was subsequently enrolled at the AWWA Early Intervention Centre, where she has since shown encouraging progress.

Beyond financial and developmental support, Mdm Zuliyana also received emotional care through counselling services, including referrals to Wicare. With renewed stability and encouragement, she has since re-entered the workforce as a service crew member at McDonald's.

Today, Mdm Zuliyana is gradually rebuilding her life. With stronger emotional resilience, stable employment, and continued support for her children, she is moving forward with hope, knowing that her family is supported through a difficult chapter.



Health & Eldercare

We support seniors by providing affordable and accessible care to enable dignified ageing in place.

Some of our signature impact:

Financial Assistance for Eldercare Services

Providing Access to Quality Care

Removing Financial Barriers, Restoring Peace of Mind

Our financial assistance ensures that quality care remains within reach for seniors from low-income households. By easing the burden of care costs, we help seniors receive the support they need to age with dignity and focus on their well-being.

Providing Professional Nursing Care Support

Financial assistance for out-of-pocket fees, ensuring seniors can receive professional round-the-clock care at nursing homes without the stress of high costs.

Enabling Active Senior Day Care

Financial assistance for day care services, helping seniors stay active and socially connected with their community.

Supporting Comfortable Care at Home

Financial assistance for home-care services, allowing low-income seniors to age comfortably and independently in the environment they know best.



~1,500 seniors
impacted with the financial
assistance received



An Impact Story – Coping Through Care and Community

Mr Pakirsamy is a resident of NTUC Health Nursing Home (Pasir Ris), where he receives the care he needs in his later years. Prior to his admission, he lived in a 3-room HDB flat with his wife and their youngest son, Kumarana.

The family has been facing multiple and ongoing challenges. Mr Pakirsamy's wife, who suffered a stroke and a heart attack, is still recovering from a surgery in March 2023.

Their youngest son, Kumarana, aged 54, has taken on the role of sole caregiver for both parents. However, his ability to provide care is further complicated by his own health condition, as he requires regular kidney dialysis. Due to his caregiving responsibilities and medical needs, Kumarana is currently unemployed and has no steady source of income.

With multiple ongoing medical needs, the family faces significant financial strain, compounded by the rising cost of healthcare.

Mr Pakirsamy's placement at NTUC Health Nursing Home (Pasir Ris) has provided relief, allowing him to receive proper care in a safe environment. It also enables Kumarana to visit him more easily after his dialysis sessions in Pasir Ris, helping him stay connected to his father despite his demanding routine.

The support and assistance provided by Health for Life Fund has helped to ease the family's financial burden and ensured that Mr Pakirsamy continues to receive the care he needs, while allowing Kumarana to continue supporting both his parents as best as he can.

Making a Difference

None of this would be possible without the generous support of our partners, donors, and community. Together, we are making a difference in the lives of children and seniors across Singapore.

External Corporate Donors



Mind The Gap 200 Fund • Singapore Rubber Millers Association

Individual Donors

Mr Albert Cheng • Mr & Mrs Jimmy Phoon

NTUC Enterprise Portfolio Donors



Programme Partners



Community Partners



This list does not reflect all donations received. Only donors who have contributed substantially towards our programmes are featured.



Impact Made Possible with our External Donors

Co-funded by:

CapitaLand-Bright Horizons Fund Ready-For-School Programme



CapitaLand-Bright Horizons Fund Ready-for-School Programme supports graduating K2 children as they transition to Primary One. Classroom Support Programme (CSP) helps preschoolers from low-income families build confidence and develop essential foundational skills for a successful start in primary school. Through small-group learning, NTUC First Campus’s Learning Facilitators work alongside preschool teachers to provide in-class and more focused support for children requiring additional assistance in language, literacy and numeracy. Eligible children also receive schooling essentials to support their transition.

~1,300 children
benefitted from this
programme



The distribution of schooling essentials will be discontinued from 2026.



OCBC-NTUC First Campus Bridging Programme

Funded by:



OCBC-NTUC First Campus Bridging Programme offers children from low-income families who are newly enrolled in My First Skool centres to receive a one-time \$400 top-up into their Child Development Account. If eligible, children will receive a dollar-for-dollar matching grant under the Ministry of Social and Family Development's (MSF) Baby Bonus Programme. The total amount of \$800 received is sufficient to fund a child for close to 3 years* of preschool education.

~300 children received a one-time \$400 top-up into their Child Development Account (CDA)



* As at 2025, a child with household income of $\leq \$4,500$ per month, or Per Capita Income of $\leq \$1,125$ (for households with 5 or more members) pays an average of \$25 per month for their preschool fees after government subsidies. With the \$800, a child will be fully funded for at least 32 months of preschool education.



Book Hamper Programme

Funded by:

Mind The Gap 200 Fund

The programme seeks to foster good reading habits in N2 to K2 children from low-income families who may lack the financial means to purchase literacy materials.

In celebration of SG60, each hamper contains two specially curated books: a multilingual storybook that celebrates Singapore's rich cultural diversity, and a child-centric activity book that highlights iconic landmarks while nurturing good values and virtues.

~2,400 families
received the Book Hamper



“ Thank you for the wonderful resources, especially the specially-curated SG60 activity book. My child loves exploring it and it sparks so many fun conversations. We're grateful to Bright Horizons Fund for making reading time extra special with these books.”

- Parent of Raudah Rhafina Tan

Infant Nutrition Programme

Funded by:

**Mr & Mrs Jimmy Phoon, and
Mind The Gap 200 Fund**

Infant Nutrition Programme supports My First Skool children (up to 36 months old) from low-income families by enabling them to have access to a range of nutritional products that are required for their growth and development.

~270 children received
grocery vouchers to purchase
infant nutritional products

“ The Infant Nutrition Programme supported me during a challenging time, easing financial stress and giving me confidence to care for my baby. With this support, I can focus on bonding and supporting his development. I'm truly grateful for the reassurance it has brought to our family.”

- Mother of Zyon Valerius Tan



You've Got Talent Programme

Co-funded by:



You've Got Talent Programme ensures that children from low-income families have the same opportunities as their peers to explore their interests, learn new skills and build confidence through enrichment. By opening doors to experiences beyond the classroom, from arts to sports, the programme helps children discover their talents and reach their full potential.

~550 children
benefitted from
You've Got Talent Programme

Support for My First Skool @ Jalan Sultan Centre

The Singapore Maritime Officers' Union (SMOU) supports My First Skool @ Jalan Sultan Centre by enhancing programmes and opportunities for children from low-income families, through enriched learning experiences and additional resources.



Beyond the classroom, SMOU's support enables meaningful experiences such as festive celebrations, performances, and career exposure sessions throughout the year. These opportunities broaden children's horizons, build confidence, and support their overall growth in a nurturing and inclusive environment.





Ready to READ @ NLB Programme

Funded by:



Ready to READ @ NLB Programme provides low-income families with ready resources such as books and educational toys to kick start reading habits with their children from 0 to 3 years old. This programme is part of NLB's initiative to encourage reading among babies and toddlers.

~1,400 families benefitted from Ready to READ @ NLB Programme



“ The kit has been really enjoyable for my child – they're always excited to go through the books, puzzles, and activities. I appreciate how colourful and well-made everything is, and it's been nice spending that quality time learning and playing together. The English and Mother Tongue books are a great touch too – thank you to NLB for putting together such a thoughtful and meaningful kit.”

- Parent of Marsya Leia

Honouring Our Roots

NTUC Community Fund stands on a foundation built by the dedicated leaders of Bright Horizons Fund and Health for Life Fund. We want to extend our deepest thanks to the former Directors of these two boards. Their years of service, guidance, and heart have been instrumental in shaping the mission we carry forward today.

As we transition into this unified chapter, we are grateful that many of these leaders continue to walk alongside us, sharing their invaluable experience to ensure our community remains well-supported. We would like to recognise and thank:

Former Directors of Bright Horizons Fund

Mr Heng Chee How (Chairman)
Ms Chia Siew Fui Diana
Mr Lim Kuang Beng
Mdm Rahayu Binte Mahzam

Former Directors of Health for Life Fund

Mr Lim Boon Heng (Chairman)
Mr Heng Chee How (Deputy Chair)
Ms Chia Siew Fui Diana
Dr Christopher Lien
Mr David Poh
Mr Gerry Lee Kian Hup
Ms Lim Li Ying
Ms Pauline Goh
Captain Robin Foo
Mr Willie Cheng Jue Hiang

Governance

Corporate Information

NTUC Community Fund is a brand managed and operated by NE Community Fund Limited (UEN: 202509409K).

NE Community Fund Limited (“NECF”) was incorporated in Singapore under the Companies Act 1967 on 4 March 2025 as a Public Company limited by guarantee. The Members of NECF are NTUC Enterprise Co-operative Limited, NTUC Fairprice Foundation Ltd. and Mercatus Co-operative Limited.

NECF was registered under the Charities Act 1994 on 1 July 2025 and was accorded the Institution of a Public Character status on 30 July 2025.

Entity Name	NE Community Fund Limited
UEN	202509409K
Registered Address	No. 1 Marina Boulevard #15-09 One Marina Boulevard Singapore 018989
Corporate Secretary	In.Corp Corporate Services Pte. Ltd
Banker	DBS Bank Ltd
Auditor	KPMG LLP (appointed on 19 November 2025)

Disclosure on Remuneration

NECF is supported by staff employed by NTUC Enterprise Co-operative Limited. As there are no individuals directly employed by the entity, no staff member received annual remuneration exceeding \$100,000. Furthermore, there are no paid staff who are close members of the family of the Executive Head or Board members whose remuneration exceeded \$50,000 during the financial year.

Board of Directors

Mr Lim Boon Heng (Chairman)
Mr Heng Chee How (Deputy Chair)
Mr Chan Yeng Kit
Mr Chong Kee Hiong
Ms Jean Khong
Ms Eleanor Lee
Ms Trina Liang
Mr Tan Kwang Cheak
Mr Vincent Wee
Mr Don Yeo

Board of Committees

Audit

Ms Eleanor Lee (Chair)
Mr Chan Yeng Kit (Member)
Mr Vincent Wee (Member)

Programmes

Mr Heng Chee How (Chair)
Mr Tan Kwang Cheak (Member)
Ms Jean Khong (Member)
Mr Don Yeo (Resource Person)

Board Meetings and Attendance

A total of two Board meetings were held in 2025. The following table sets out the individual Board member's attendance at the meetings:

Name of Board members	No. of Board Meetings Attended
Mr Lim Boon Heng	2
Mr Heng Chee How	2
Mr Chan Yeng Kit	2
Mr Chong Kee Hiong	1
Ms Jean Khong	2
Ms Eleanor Lee	2
Ms Trina Liang	2
Mr Tan Kwang Cheak	2
Mr Vincent Wee	2
Mr Don Yeo	2

Board and Management Details

The name, designation, date of appointment, and principal occupation of each board member and the management team are as follows:

Directors	Designation	Appointment Date	Principal Occupation
Mr Lim Boon Heng	Chairman Director	14 July 2025 4 March 2025	Corporate Director, Self-Employed
Mr Heng Chee How	Deputy Chair Director	14 July 2025 4 March 2025	Executive Director, Singapore Labour Foundation
Mr Chan Yeng Kit	Director	14 July 2025	CEO, SPH Media Holdings Pte. Ltd.
Mr Chong Kee Hiong	Director	14 July 2025	CEO, ESR Trust Management (Suntec) Limited
Ms Jean Khong	Director	14 July 2025	Senior Director & Head, Group Strategic Communications, FairPrice Co-operative Ltd
Ms Eleanor Lee	Director	14 July 2025	Partner, Ernst & Young LLP
Ms Trina Liang	Director	14 July 2025	Managing Director, Sidra Capital
Mr Tan Kwang Cheak	Director	14 July 2025	CEO, Singapore Cancer Society
Mr Vincent Wee	Director	14 July 2025	Director & Head of Real Estate, NTUC Enterprise Co-operative Limited
Mr Don Yeo	Treasurer Director	14 July 2025 4 March 2025	Chief Corporate Officer, NTUC Enterprise Co-operative Limited

Management	Designation	Appointment Date
Ms Louisa Ch'ng	General Manager	1 January 2026
Ms Sherry Goh	Deputy General Manager	1 January 2026
Ms Serene Loo	Finance Lead	1 January 2026

Governing Instrument & Related Entities

NECF is governed by its Constitution adopted on 4 March 2025. The Members of NECF are NTUC Enterprise Co-operative Limited, NTUC Fairprice Foundation Ltd., and Mercatus Co-operative Limited. Concurrent executive/management roles held by board members within these related entities are disclosed below:

- Ms Jean Khong: General Manager, NTUC FairPrice Foundation Ltd.
- Mr Vincent Wee: Director & Head of Real Estate, NTUC Enterprise Co-operative Limited
- Mr Don Yeo: Chief Corporate Officer, NTUC Enterprise Co-operative Limited

Reserve Policy

The primary objective of NECF's reserves policy is to ensure long-term financial sustainability and self-sufficiency through an endowment-led operating model.

NECF aims to build an endowment structure where future operations are primarily funded by investment income. Because donations without specific donor restrictions are directed to the Endowment Fund to build long-term sustainability, NECF does not maintain unrestricted general reserves and a reserve ratio is not applicable. The Board and Treasurer monitor alternative liquidity indicators that better reflect this model to evaluate near-term operational needs.

NECF holds and segregates specific-purpose restricted funds to meet immediate and long-term commitments:

- Child Development Fund & Health and Eldercare Fund: Ringfenced for targeted beneficiary programmes and drawn down continuously as expenses arise on a first-in, first-out basis. Drawdowns exceeding 10% require Board approval.
- Endowment Fund: Capital principal is held and invested in perpetuity to generate income for operations. Capital drawdowns are non-expendable unless approved by NECF Members under strict constitutional conditions.


The Board reviews the reserves position and this policy at least annually.

As of the end of the financial year, none of the funds are in a deficit position. For more information of the fund position, please refer to Note 9 of our Financial Statements.



NE Community Fund Limited

No. 1 Marina Boulevard #15-09 One Marina Boulevard Singapore 018989

 ntucommunityfund.sg