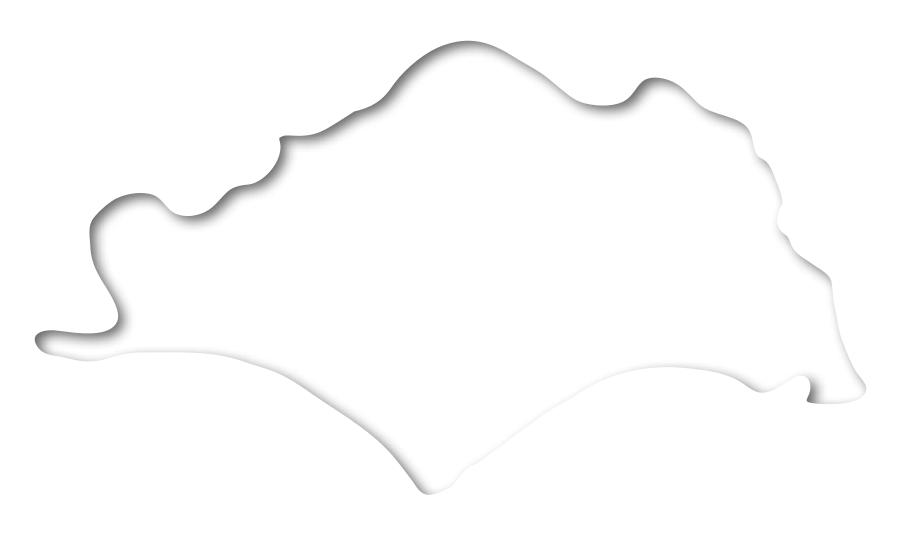




DRIVING SOCIAL OUTCOMES

NTUC ENTERPRISE ANNUAL REPORT 2013



NTUC Enterprise is the holding entity and single largest shareholder of the NTUC social enterprises. **NTUC Enterprise aims to create a greater social force to do good** by harnessing the capabilities of the social enterprises to meet pressing social needs in areas like health and eldercare, childcare, daily essentials, cooked food and financial services. Serving over 2 million customers, NTUC Enterprise wants to enable and empower all in Singapore to live better and more meaningful lives.



## TABLE OF CONTENTS

Intent **P06** • Impact **P16** • Enhancing Lives **P18** • Empowering People **P34** • Enriching Lives **P48**Aligning With The Labour Movement **P56** • Doing Good Sustainably **P60** • Numbers At A Glance **P68**Imagine **P70** • Board Of Directors **P78** • Senior Management **P79** • CEOs of Social Enterprises **P80**Shareholdings **P81** • A Word of Thanks **P82** 

TABLE OF **CONTENTS** 





# OUR INTENT

Our cause is the Singapore worker — we exist to benefit him and his family; and our purpose is to **fulfil a genuine** social need that is yet unmet, or under-served. This is what NTUC social enterprises have been doing for over 40 years. We will now need to find new and compelling ways to engage, embrace and respond to the needs of the new Singapore.



66

Why do we do what we do?

Because our cause is right
and our purpose clear.

When we know that our cause is right, we are clear in our purpose, and that drives us.

We will continue to help the Singapore worker by keeping prices of goods and services we provide affordable. We will support Singapore families in caring for their young and elderly by improving our childcare and eldercare services. We will help the Singapore worker prepare himself or herself for life's uncertainties through honest insurance. We will equip workers with better skills to enable them to remain relevant in this knowledge-based, innovation-driven economy.

77

MR LIM BOON HENG

Chairman of NTUC Enterprise

OUR INTENT



56

What drives NTUC Enterprise and its group of social enterprises? It is the opportunity and ability to do good sustainably. We will make a difference to workers and their families, and drive social outcomes to benefit Singaporeans.

77

#### MR BOBBY CHIN

Chairman of NTUC FairPrice Deputy Chairman of NTUC Enterprise

#### **MS DIANA CHIA**

President of NTUC
Member of NTUC Enterprise's Board of Directors



NTUC Enterprise stands with the Labour Movement to help working families stretch their hard-earned dollar, and work to make their lives better and more meaningful.

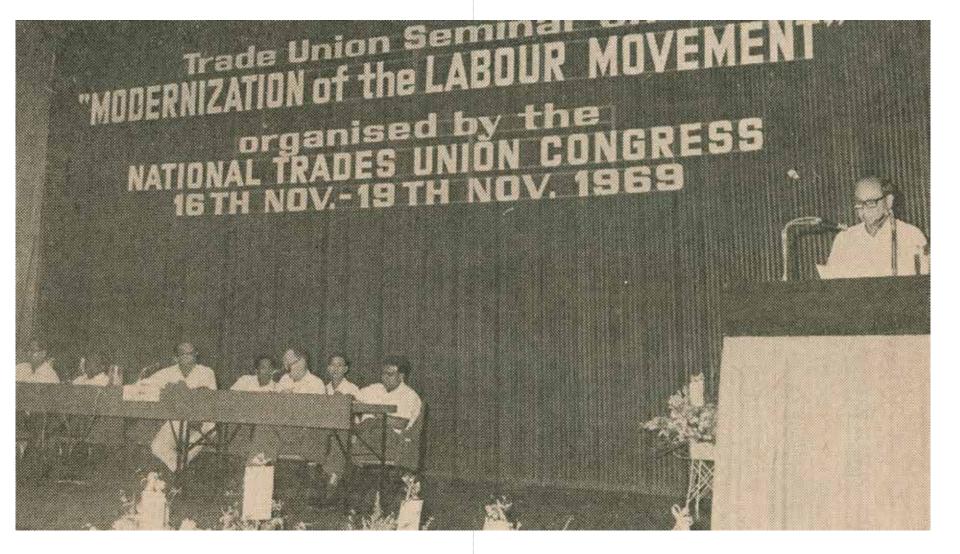




12 NTUC ENTERPRISE ANNUAL REPORT 2013 OUR INTENT 13

## HOW IT ALL STARTED...

The idea of co-operatives was first conceived at the historic Modernisation
Seminar in 1969, where delegates from unions affiliated to NTUC debated the harsh realities facing Singapore, the fledgling nation.



It was at this conference that Mr Devan Nair, the chairman, called for the labour movement to become a social institution that served the working population in different ways, e.g., improving workers' education, setting up co-operatives, helping workers financially, and even getting involved in the country's economic planning.

And it was at this same conference that Dr Goh Keng Swee urged NTUC to set up co-operatives in areas such as life insurance and essential consumer goods to meet the needs of workers. He called for the co-operatives to be run competitively, effectively, and to uphold the highest standards of integrity, and be in fields where NTUC already had a natural built-in advantage. Dr Goh's speech set the stage for the setting up of NTUC co-operatives.

#### MR TAN SUEE CHIEH

Group CEO of NTUC Enterprise



Back in the 1970s, Singapore was a third world, blue-collar economy and the masses were mostly poor. There were very compelling social needs and the NTUC social enterprises were set up to meet the needs of those times. By July 2012, when NTUC Enterprise was set up, Singapore had transformed into a first world economy with an educated, affluent population whose expectations are more difficult to meet.

Although our needs are no longer basic, we continue to have significant concerns and worries. NTUC Enterprise's mission is to align and unite all the NTUC social enterprises with the purpose of re-stating our strategic intent and to give greater coherence, scale and impact in order to meet these needs.

77

Every NTUC social enterprise was set up to meet a particular social need:

1970

To make insurance affordable and accessible to workers, based on cooperative principles.



197

To provide quality dental services to all working people at affordable rates.



973

To help moderate the cost of living in Singapore through our retail and trading activities.



1977

To help more working mothers remain in, or return to the workforce.

1992

To stabilise rising costs of medical products and services.

1995

To to help Singaporeans who aspired to move from HDB flats to condominiums at fair prices.

To combat profiteering through cooked food.









1997

To provide quality eldercare services at affordable rates.



1998

To bring greater value and savings for members of unions and social enterprises.

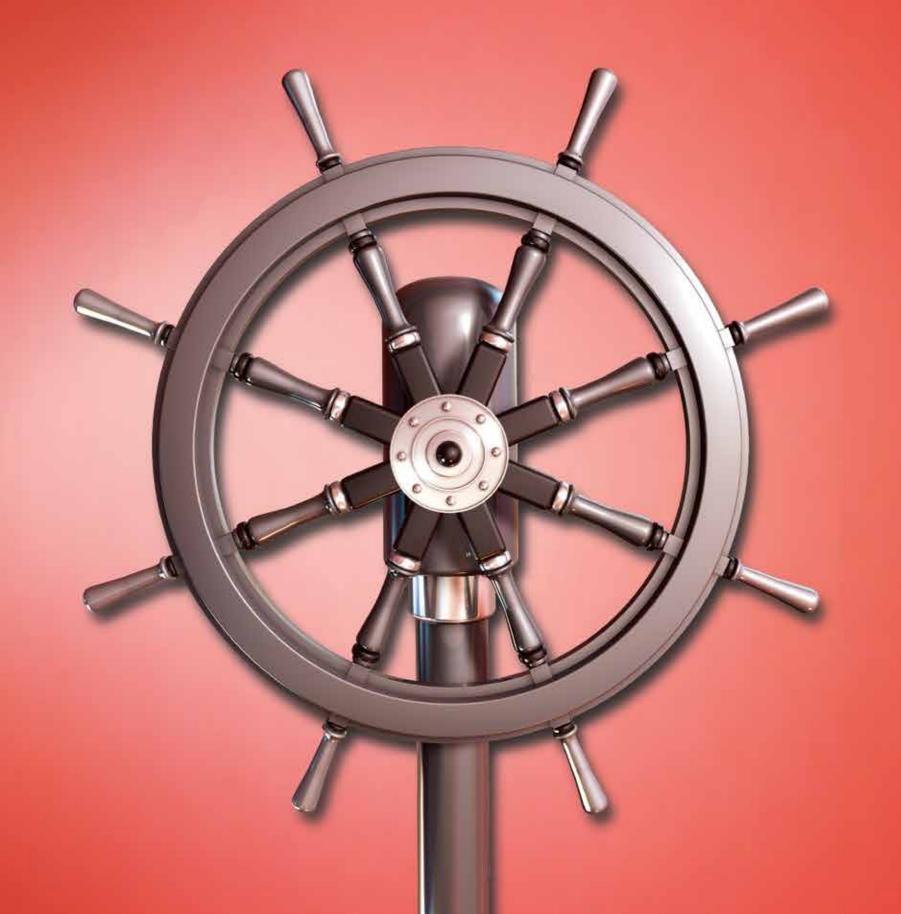


2004

To enhance the lifelong employability of working people.







## ENHANCING LIVES



## AFFORDING DAILY ESSENTIALS & COOKED FOOD

#### TUESDAYS ARE GOOD DAYS FOR SENIORS

Every Tuesday sees more senior citizens than normal flocking to NTUC FairPrice to take advantage of an additional 2% off their purchases. Launched in 2002, the FairPrice Seniors Discount Scheme attracts some 90,000 seniors to FairPrice every Tuesday. In 2013, senior shoppers saved \$2.8 million with the scheme.

Mrs Alice Lim, a senior citizen, said, "I take note of the weekly promotions and keep my not-immediate needs for purchases on Tuesdays. These give me an additional 2% discount on top of the 4% cash rebates, and 2% LinkPoints rebate."

Other than Tuesdays, NTUC FairPrice also gives double LinkPoints to NTUC members on Thursdays. There are also discounts on selected products from Fridays to Sundays. "I time my purchases well, and I also make sure that I make up \$20 on each receipt to qualify for LinkPoints," added Mrs Lim.

Plus!, a loyalty programme of NTUC social enterprises, allows customers to use accumulated LinkPoints to offset

their purchases instantly at over 1,000 merchant outlets islandwide, including FairPrice stores.

Through a host of programmes like LinkPoints and the Seniors Discount Scheme, FairPrice has helped to moderate living costs in the country since it was founded by the labour movement in 1973. Today, NTUC FairPrice serves more than 500,000 shoppers a day and has more than 120 outlets islandwide.

In spite of greater affluence and rising aspirations, FairPrice remains true to its mission to keep prices of essentials affordable for the man-in-the-street. Just as Mr Tan Kian Chew, Group CEO of NTUC FairPrice, said, "FairPrice is a people's supermarket chain, as well as a retailer with a heart."



#### **SAVINGS TODAY AND SAVINGS TOMORROW**

66

For our multi-generation family of seven, stretching every dollar goes a long way. Shopping at FairPrice guarantees us great value for every purchase.

We love the Housebrand products which provide substantial savings. While they are cheaper, they are still of good quality and serve our needs very well. We like the variety and quality of fresh food at NTUC as well. We are assured of the freshness of every produce, whether meats, vegetable or dairy. FairPrice staff are always ready with a smile, to help me or my elderly parents with any request. In fact, I even find myself helping others at the store and have been asked my share of questions by strangers on reading price tags and even how to cook certain items in my cart. I happily oblige to help.

My parents look forward to Senior Citizen Tuesday as they enjoy an additional 2% savings. I must say I look forward to it too! Not only do we enjoy the additional savings, I enjoy grocery shopping with my parents and planning menus together, like learning to cook Braised Crab Bee Hoon together. Even the daily newspaper on Thursday becomes hot property in our home as my parents pore over the FairPrice discounts for hours and plan their shopping for the weekend.

Very importantly, shopping at FairPrice with our LinkPoints gives us something to look forward to - the redemption of a whole cart of groceries! Savings today and savings tomorrow - what could be better?

- 77

**MS JULIA CHAN** 

Customer of NTUC FairPrice





## RICE GARDEN DISHES OUT FOOD FOR THE SOUL

Having a meal for under \$2 seems unbelievable these days, but Rice Garden stalls across Singapore offer affordable and nutritious meals starting from as low as \$1.99 everyday!

Rice Garden, a social outreach programme initiated by NTUC Foodfare during the financial crisis in 2009, aims to provide affordable quality local fare to the public. From its first pilot stall in Aljunied, Rice Garden is finding its way into more heartlands of Singapore with a total of 10 Rice Garden stalls island-wide as of December 2013. It aims to reach a target of 20 stalls by the end of 2014.

Concession rates start from \$1.99 for the low-income and union workers, senior citizens as well as other concession card holders. Other consumers can have these same meals at a very affordable price of \$2.50.

Explaining the rationale behind the launch of Rice Garden, NTUC Foodfare's CEO, Mr Perry Ong said, "We were concerned about the impact of rising food prices on consumers, especially the elderly and low income groups. Foodfare is not immune to inflation and cost increases, but we try our best to hold prices for as long as we sustainably can. As a social enterprise, we wanted to take the lead and create an alternative to help Singaporeans stretch their dollar."

## HEALTHCARE PRODUCTS FOR EVERYONE

NTUC Unity Healthcare has been running Senior Tuesdays since 2006 to enable senior citizens above 50 years of age to enjoy a 5% discount off their purchases at all Unity stores. Last year, it served close to 200,000 seniors.

Unity Healthcare also moderates healthcare costs for the public by introducing its own house brand range of vitamins and supplements in 2012, which **cost on average 20% less than national brands.** 

Said Mr Chua Song Khim, CEO of NTUC Health, "The Unity house brand initiative was introduced to encourage working families to care for their health. By offering cost-effective alternatives of healthcare products, with quality that is comparable with current offerings, we hope more families will find it within their means to provide for their health needs. This is in line with our mission to empower the community to care for their health and to live life to the full. By end 2015, we aim to expand our range to more than 100 house brand products."



25

26 NTUC ENTERPRISE ANNUAL REPORT 2013
ENHANCING LIVES

## PROTECTING FAMILIES AGAINST LIFE'S UNCERTAINTIES

#### SPECIAL NEEDS

For Mr Jamil Amin, Ms Grace Sulu and Madam Wu Yujin, securing insurance coverage for their children used to be an uphill battle. Agents would back off upon realising that their children have special needs.

Ms Annie Chua, Senior Manager, Personal Lines, NTUC Income said, "The special needs segment is not served by most commercial insurers. The pool is small, the risks are uncertain and the effort required is significant."

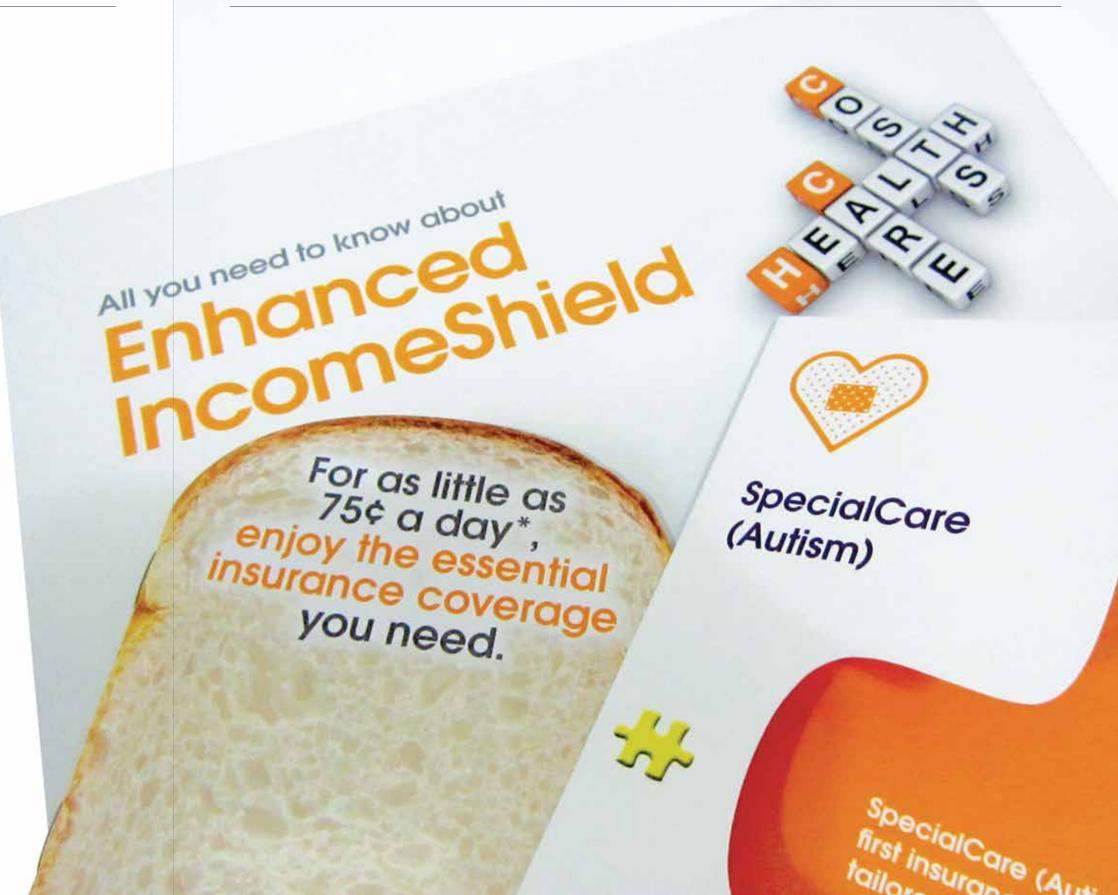
Mr Jamil Amin, father of Mohamed, a 26 year-old café assistant who is autistic, said, "My son was denied affordable insurance coverage until NTUC Income introduced its SpecialCare (Autism) plan. I now have peace of mind knowing that he will be covered for accidents at work or when travelling".

These were also the sentiments of Madam Wu Yujin who had also been rejected by insurers when she wanted coverage for her 10-year-old son.

Launched in August 2013, NTUC
Income's SpecialCare (Autism) is the
first insurance plan in Singapore to
provide coverage for children and young
adults with autism, providing much
needed relief for families with autistic
dependents.

The plan covers accidents and infectious diseases, including outpatient clinic and hospitalisation medical expenses, daily hospital income, personal liability, death and disability due to accidents. Coverage also includes unique benefits not found in most insurance plans such as mobility aids, psychiatric treatment, physiotherapy, home modifications and caregiver training. More than 380 children and youth are protected by SpecialCare (Autism).

Encouraged by this response, Ms Chua added "Over time, we hope to accumulate experience from SpecialCare (Autism) and be in a better position to study the viability of offering other special needs products."



27





#### **SPECIAL CARE FOR SPECIAL NEEDS**

NTUC Income's suite of affordable insurance products customised to specific groups' needs also includes the following:

#### **Value Pack Term Life and Health**

Insurance Plan was launched in March 2012 to benefit families that live in one- to three-room HDB flats, with household incomes below \$3,500 per month. Value Pack Enhanced IncomeShield Plan C provides lower-income Singaporeans and PRs with affordable medical insurance for B2 and C class wards in restructured hospitals. Value Pack Term, priced at 30% to 40% below NTUC Income's usual term policy rates, pays beneficiaries a maximum \$50,000 for death or permanent disability. To date, about 140 people are protected with Value Pack Term and 100 have opted for Value Pack Enhanced IncomeShield Plan C.

**SilverCare** is a living assistance plan for the elderly. Launched in May 2012 and targeted at those above 50, SilverCare covers accidental risks that the elderly may encounter in their daily lives. The plan provides for permanent disability, hospitalisation expenses, caregiver training, home care and home modification expenses. Over 4,000 elderly persons are covered by SilverCare.

Group Living Policy is a joint initiative with the National Kidney Foundation (NKF) as part of its Live Donor Support Programme. Mr. Gerard Ee, then Chairman of NKF, said the purpose of the Group Living Policy was to insure against illnesses resulting from organ donation. Launched in November 2009, the policy pays \$100,000 in the event of death, total and permanent disability, and if the donor suffers from one of 30 critical illnesses.

#### 0

## **ENABLING THE ELDERLY TO LIVE FULFILLING LIVES**

#### GROWING OLD WITH DIGNITY

"I really like it here," said Madam Cheong Sek Chew, 74, as she looked around NTUC Eldercare Silver Circle (Jurong Central) day care centre. Her friends have just had their tea in the dining area, and while some were getting excited cheering on one of the centre's staff who had taken up the karaoke microphone to serenade them, others had begun moving out of the dining area to the next room for their afternoon activity.

The atmosphere at the centre is one of joy and warmth – just like old friends gathering together to while the day away happily. Some of the senior citizens, like Mdm Cheong, are mobile and independent. Others have dementia and need special care from the staff. There are still others who are lucid but less mobile, and need help to move around. However, one thing is certain – there is a marked spirit of cheer and camaraderie among the elderly and the staff at the centre as they happily engage themselves in one activity after another.

Here, Mdm Cheong finds fulfilment. Her day at the centre is activity-packed, starting with a session of Tai Chi first thing in the morning to help her exercise her limbs and keep healthy, followed by a series of other activities to allow her to enjoy the interaction with her peers. This is a welcome change from the days before she joined the centre. Then, she had little to occupy herself. "My three children work and I had to spend weekdays on my own, she said.

"Now, I am able to make friends and chat with people my age. The staff are also very helpful and good to us. Of course, I'm happy here," she said.





#### PROVIDING CARE AT HOME: A LABOUR OF LOVE

Ever since she was in her teens, professional home caregiver Ms Kwek Peck Keow, now 39, has always had a penchant for helping seniors. It began when her grandfather suffered a stroke that left him in a wheelchair and with a speech impediment. She witnessed first-hand how difficult it was for her grandmother to cope with taking care of him.

Peck Keow started work in a couple of other industries before deciding to try her hand at being a professional caregiver for seniors with NTUC Eldercare in 2012. She was attracted to the opportunity of working with seniors and getting the necessary training to obtain the skills to care for them well.

As an iCare officer under the Care@home home help service, Peck Keow went through a comprehensive curriculum for care staff, where she was equipped with a wide range of skills such as how to transfer the elderly, how to engage them in conversation, the kinds of activities which can help to stimulate the elderly mentally, as well as how to recognise early onset of dementia and caring for them.

Peck Keow started out by going to the homes of clients to provide services such as light housekeeping, maintenance exercises, and companionship. For clients who have lost the use of their limbs, she would also assist them with bathing and exercises, and even bring them to the market to buy groceries.

Today she guides 40 other iCare officers, inspiring them to devote the same level of dedication to the elderly they assist.



## EMPOWERING PEOPLE



## **GROOMING**OUR YOUNG

#### "MY DAUGHTER ENJOYS SCHOOL"

The first week of January is always a busy and worrisome period for mothers of Primary 1 children. But it turned out to be a pleasant surprise for Madam Chung Hoi Yan, whose daughter, Faith Cheung Chi Sum, entered Primary One this year, after graduating from My First Skool in 2013.

Mdm Chung said, "Whenever I asked my daughter if she could cope with the school work, new environment and new friends, she always replied cheerfully that she enjoyed school."

"I have to thank the team at My First Skool at Block 343 Ang Mo Kio, especially principal Roslinah and teachers Uma, Li and Hong King, for grooming my daughter into the confident and positive girl she is today," added a grateful Madam Chung.

Mdm Chung's sentiments reflect the success of My First Skool in providing quality and affordable early childhood education to parents. Operating mainly at void decks of housing estates, My First Skool is now one of the largest childcare operators in Singapore, offering more than 11,000 childcare places in over 100 centres island-wide.

Ms Ho Yin Fong, Chief Early Childhood Education Officer, NTUC First Campus, said: "At My First Skool, we recognise that children's earliest experiences matter deeply and set the foundation for lifelong learning, behaviour and health. Children learn best in an interactive, collaborative and relational mode rather than through rote instruction or regurgitation."

She added, "We encourage children to learn through participation in activities that foster exploration, experimentation, problem solving, and social interaction. Such experiences take place in stimulating settings facilitated by our teachers."





## NATIONAL RECOGNITION FOR MY FIRST SKOOL

Many of the centres have received recognition for the quality of their programmes, including the Singapore Preschool Accreditation Framework (SPARK), a quality assurance framework administered by the Early Childhood Development Agency. As of 2013, 59 My First Skool centres had attained SPARK status.

Other awards chalked up by My First Skool include the CHERISH Junior Awards for their comprehensive school health promotion programmes and the Healthy Eating in Child Care Centres Programme Award (HECCP), both given out by the Health Promotion Board.





#### LOVING, CARING TEACHERS TRANSFORM YOUNG LIVES

Ms Kee Jia Min, an Assistant Teacher at My First Skool at Blk 507B Wellington Circle, received a heartfelt letter of thanks from the parents of Branson Chew, who wrote:

My First Skool at Blk 126A Edgedale Plains also received a heartfelt letter of thanks from the parents of Rachel Koh Jia Xuan, who graduated from K2 in 2013.

66

Our son has problems in learning and communicating with people as he cannot speak very well. **Teacher** Jia Min tried her very best to understand our son's character and tried various ways to understand him and his needs. She will also take videos and photos of Branson's learning process and WhatsApp us to let us know that our son is doing well at school. These videos and photos tell us that our son has grown up and knows how to take care of himself. Jia Min is an excellent teacher. She is creative, flexible, positive and is a good role model.

66

We would like to thank all the teachers for the care and love that they have showered on Rachel in the past three years that she was in My First Skool. It has been our blessing to have found such a wonderful school – a place where the teachers care for the children with love, concern, warmth and fun! We wouldn't have thought of moving her to a different school as My First Skool provided my child the proper skills and knowledge that she needs when she moves to Primary One.



#### EDUCATION – THE GREAT LEVELLER

#### **ONE CHILD'S STORY...**

Peals of laughter rang through the classroom as Vani (not her real name) hugged a teacher in delight. The little girl released her teacher and beamed at her friends, infecting one and all with her evident display of joy and love. Then, off she ran to play with her friends, giggling merrily and talking ten to the dozen about this, that and the other.

Vani, at five years old, is a typical preschooler. She is a far cry from what she was a year ago when she was first referred to NTUC First Campus (NFC) by social workers at a Family Service Centre. Then, Vani was shy and reserved, and hardly spoke. She could neither read nor write. Efforts were made to place her quickly in a My First Skool near her home.

With both parents in jail on drug offences, Vani lives with her grandmother in a one-

room rental flat. While her grandmother cares for her, the elderly lady had not been conscientious in bringing Vani to school daily. Through the course of the year, teachers had to work hard to persuade Vani's grandmother that it was important for Vani to attend school everyday.

Their persistence paid off because today, Vani's attendance in school has improved vastly. Her literacy ability is also much more developed, thanks to the Read-to-Reach programme supported by NTUC First Campus' Bright Horizons Fund. Vani's world has also opened up, enriched by the field trips that the school organized for the children. She is now more confident and infinitely happier a child. Hers could have been a story of missed opportunities if not for principal, teachers and specialists in NTUC First Campus, who work together to reach children like Vani.

Said Mr Chan Tee Seng, CEO of NTUC First Campus, "At NFC, we continue our efforts to reach out to more children from all social backgrounds and give them the opportunity of a good start in life. Last year, our Bright Horizons Fund helped over 800 children with their school fees and put them through development programmes to help them catch up. We continue to reserve 15% of our enrolment places at MFS for children from less privileged families."



EMPOWERING PEOPLE ANNUAL REPORT 2013

## **UPSKILLING**WORKING PEOPLE

#### **SKILLING UP FOR SAFETY**

NTUC LearningHub's Benoi Industry Skills Centre offers training courses to equip workers, supervisors and assessors with industry skills relevant to their work. **These skills not only enhance their work performance but also help them to carry out their work in a safe manner.** To date, 700,000 have been trained in Workplace health and safety courses, and 14,000 in Working at Heights courses at the centre.





















#### TRAINING WORKERS TODAY FOR BETTER JOBS TOMORROW

Since its inception in 2004, NTUC LearningHub has trained more than 1.6 million people in the workforce, helping them upskill and reskill, to get better jobs and enjoy better lives. It has grown to become one of the largest private continuing education and training schools in Singapore, offering some 1,000 training course titles in key areas such as IT and innovation, business excellence, service excellence, personal mastery, leadership and workplace safety and health.

Employers who sent their staff to LearningHub for training have been pleased with the offering and standard of courses. Mitsui Chemicals Asia Pacific, Ltd, is one satisfied company. Ms Cerine Lim from its Regional HR Excellence Division said, "NTUC LearningHub (LHUB) is able to provide a wide spectrum of courses, especially safety-related and WSQ accredited ones. Training quality is assured and the registration process is well-managed. More importantly, LHUB is able to organise a substantial number of training classes i.e. many training dates available."

This is an endorsement for LearningHub. "We value every worker in the Singapore workforce and we therefore believe in increasing their market value by stretching their potential," said Mr Kwek Kok Kwong, CEO, LearningHub.

He added, "Looking ahead, we will continue to grow our library of course offerings and source for useful programs to equip our workers with the employability skills to make them as future ready as possible. We strive to make learning more innovative and fun, everaging on technology and partnerships with local and global pest-in-class organisations. We are fully committed to serve the ifelong learning interests of our Singapore workforce in the years o come."

#### HELPING EX-OFFENDERS

#### COOKING UP A CAREER

Trainee chef 'Peter' (not his real name) tossed and fried 20kg of rice in a huge wok, infusing each rice grain with the aroma of smoky fragrance to whet any appetite. The kitchen was a hive of activity with trainee chefs carrying out specific duties at a steady tempo under the watchful eyes of expert chefs.

This is not your typical commercial kitchen. Welcome to "The Changi Tea Room", located within the Changi Prison complex, a joint collaboration between NTUC Foodfare and SCORE (Singapore Corporation of Rehabilitative Enterprises).

The kitchen caters to the whole prison complex and also delivers orders to members of the public. The trainee chefs are the inmates, and the supervising chefs come from NTUC Foodfare. Inmates with prior experience working in a kitchen would be given roles suited to their experience. Those who have no

basic knowledge of cooking are trained to acquire appropriate job attitudes and skills. The training will enable them to be employable and hence, better reintegrate into society upon their release.

"I was able to learn how to cook many local Asian, Japanese and Western favourites within one year," said Peter.
Mr Thomas Ang, Area Manager (Operations), NTUC Foodfare, said that the participants' rigorous on-the-job training enhances their positive attitude, optimism, and drive to become skilled workers.

Success in this area reinforces NTUC Foodfare's enthusiasm and commitment for these programmes. Mr Perry Ong, CEO of NTUC Foodfare, reaffirmed a continuing commitment to assist ex-offenders to reintegrate into the national workforce with marketable and certified skills. He said that the strategic partnership with SCORE has become embedded in NTUC Foodfare's DNA.







#### PARTNERING FOR A GOOD CAUSE

The partnership between NTUC Foodfare and SCORE dates back to 2003 at Tanah Merah Prison, when inmates were provided with on-the-job training in food preparation and food safety. Since 2004, the partnership expanded to manage kitchens at the Changi Prison Complex as well as to train inmates with marketable skills in food preparation and service skills.

Inmates undergo certification courses such as the Singapore Workforce Skills Qualifications (WSQ) Basic Food Hygiene ISC Food Preparation and WSQ Food & Beverages. These official certificates put them in good stead when they apply for jobs within the food and beverage (F&B) industry upon their release.

To date, 80 inmates have benefited from the NTUC Foodfare-SCORE initiative.



# ENRICHING LIVES

## CREATING SOCIAL IMPACT IN OUR COMMUNITY

#### LENDING A HELPING HAND

"Singaporeans are generally blessed as we are provided with nearly everything under the sun. But there is still a small percentage of people who are underprivileged and need our support and care. Showing love for them will bring smiles to their faces, so why not?" said Mr Victor Chua, from NTUC FairPrice's Fresh Food Distribution Centre.

Now, into his third year as a FairPrice Volunteer Leader, Victor has been leading his colleagues and fellow volunteers in community service as part of the FairPrice Volunteers Programme launched in May 2012. This programme aims to encourage the spirit of volunteerism amongst FairPrice employees. Since its inception, FairPrice Volunteers have participated in 120 activities and chalked up 4,200 hours volunteering.

Mr Seah Kian Peng, CEO, NTUC FairPrice, said, "As one of the largest employers in Singapore, we are in the position to create a bigger impact and encourage other employers to also engage their staff to give back to the community. Many employees take pride in the fact that we are a retailer with a heart, but we have also recognised that beyond philanthropy,



a culture of volunteerism not only lights up the lives of others but is also key in creating a caring and motivated workforce."

Once a month, volunteers from FairPrice will visit Ren Ci Nursing Home to spend time with the elderly. They would engage them in karaoke, mahjong, and even give massages to the residents there. Expressing her appreciation, Ms Michelle Lew, Director of Nursing at Ren Ci Nursing Home, said, "NTUC FairPrice staff have been coming to Ren Ci Nursing Home to volunteer since the end of 2012. Their passion and commitment have brought a lot of joy and happiness to our elderly residents."

FairPrice Volunteers are also befriending beneficiaries at the Society for the Physically Disabled. Ms Helen Tay, Senior Manager from Fundraising and Volunteer Management at the society,said, "FairPrice Volunteers befriend our clients and join them in fun activities such as playing board games and taking them for walks in the neighbourhood. They also offer help in areas where help is needed including bringing our clients food during break time."

Food from The Heart and YMCA's partner organisations also gained from FairPrice Volunteers' participation in terms of packing goodie bags and gardening respectively.

The volunteers claimed that what they received from volunteering was greater than what they had given. "I feel satisfied seeing their happy faces and knowing that my presence not only gives them warmth but also lets them see the world as wonderful place," said Mr Jeff Wong, a FairPrice Volunteer from Grocery Logistics Singapore Pte Ltd.

Agreeing, Mr Eugene Goh, Department Manager at FairPriceXtra@Sports Hub, added, "The fact that the beneficiaries enjoy our company and look forward to our next visit make volunteering even more meaningful for us.'

#### MENTORING OUR YOUTHS

Commercial success and community engagement go hand in hand at NTUC Income with about 1,200 staff contributing over 7,500 corporate volunteer hours in the past three years.

To celebrate its 40th anniversary in 2010, Income launched OrangeAid – its corporate social responsibility initiative, to equalise, empower and enable youths in disadvantaged circumstances. Through OrangeAid, the staff at Income have provided financial and volunteering support to a number of local and overseas organisations.

Riding on Income's leadership in the industry, the insurer pledged to commit 1% of its annual insurance operating profits to OrangeAid's adopted beneficiaries. Customers also support OrangeAid through regular contributions via a premium round-up programme.

One of OrangeAid's 10 beneficiaries is Assumption Pathway School (APS). Income staff have been actively involved in supporting the APS Challenge, designed to help students who have faced setbacks, hardships and failures in their lives to achieve personal success and contribute back to the community.

Theodore Teo, Senior Manager and Head, Corporate Social Responsibility of Income said, "The challenges take the students out of their comfort zone to pursue a self-directed goal. NTUC Income is **glad to journey with APS students and inculcate in them values of resilience, confidence and adaptability.** 

Sarah Teo is one of the APS students who benefitted from OrangeAid's programmes.

"I am glad I was part of the APS Challenge in Cambodia," said Sarah Teo. "We did many things including painting murals to brighten up the school walls and teaching the local children. I was very shy at first, meeting new people and not knowing their language. But I learnt how to use signs to communicate and soon we began to understand each other. I'm glad I took on the challenge as I have learnt to overcome my shyness and have made friends from a foreign country."



For Jamila Yasin, Executive, Information Management of Income, who served as a mentor to the APS students for the Cambodia community service team, the process was equally rewarding. She said, "Our challenge was to refurbish the premises of a village school in Cambodia, and teach the children simple English along the way. The APS students grew in confidence as they put themselves forward to help others. It was fascinating and rewarding to see how quickly the students came out of their shells."





#### HELPING SENIORS TO AGE ACTIVELY

The NTUC Eldercare SilverACE Senior Activity Centre (SAC) at Redhill is not a place where the elderly just watch the world go by.

You will find seniors there engaged in different activities like art & craft, mahjong, board games, karaoke, reading and surfing the internet. You will be tempted to taste the delicious looking dishes cooked by groups of friends. Such a homely atmosphere characterises the atmosphere of each of the six SilverACE SACs that you visit.

The SiIverAce SACs promote an active and healthy lifestyle for the elderly, especially underprivileged seniors with weak family support, who are often lonely, isolated, and live in rental flats. The centres regularly organise activities for the members such as movie screenings, health talks, basic health checkups, and celebrations for Chinese New Year, Hari Raya, and Christmas. Enrollment is free and each centre has 200 to 400 members.

"After I joined the centre, my health and mood improved. The many activities make my outlook in life more positive, and the friends I made from all walks of life also widened my perspective and knowledge," said Mdm Chan Kum Hong, a member of SilverACE@Redhill.

In addition, the centres also provide support services such as monitoring of the frail and/or homebound elderly, befriending and guiding them, and offering them information and referrals. Mr Allan Ho, Senior Activity Centres Manager for NTUC Eldercare, said, "These services allow the elderly to continue to live in the community with their friends."

# ALIGNING WITH THE LABOUR MOVEMENT





## OFFERING WORK BEYOND RETIREMENT

#### "I FEEL GOOD KNOWING I CAN STILL CONTRIBUTE TO SOCIETY"

When Mr Michael Ang retired in 2005, he thought he would be spending the rest of his life at home taking care of his three grandchildren, just like a typical grandfather.

It had not occurred to him then that he would discover a second career in his twilight years until he chanced upon a job opportunity in April 2011 to join FairPrice as a part-time Customer Relations Officer.

To Mr Ang, one of his greatest fears in life is to just sit at home and do nothing. "I want to still feel useful, and returning to work makes me feel energetic and gives me a great feeling which monetary benefits cannot bring. I feel good knowing I can still contribute to society," said Mr Ang, who is also a volunteer assisting in the rehabilitation of former Institute of Mental Health patients.

Retail is something new to Mr Ang, who spent some 15 years working in logistics and warehousing before retiring in 2005. He is currently stationed at Clementi Mall's FairPrice Finest outlet. He would often be seen going the extra mile for customers, assisting shoppers to call for cabs, locating that elusive condiment or just striking up a friendly conversation with regulars.

Mr Ang's engaging personality, positive outlook on life and youthful energy shows that with the right attitude – one is never too old to do anything. **"Working at FairPrice keeps my mind and body healthy,"** quipped Mr Ang.

FairPrice launched the Staying Active Through Employment (SATEP) initiative in 2011. Today, FairPrice employs over 700 staff above the age of 60. Ninety per cent of staff who reached the re-employment age of 62 in 2013 were re-employed.



## DOING GOOD SUSTAINABLY

Today, FairPrice also has an offering of about 50,000

to Singaporeans' adventurous taste for exotic foods.

products from close to 80 countries, which not only ensured

the steady supply of different kinds of food, but also caters

## MODERATING THE COST OF LIVING - EVERYDAY & IN TIMES OF CRISIS

#### STANDING TALL AS A RESPONSIBLE RETAILER

NTUC FairPrice was set up in 1973 with the social mission to moderate the cost of living in Singapore. Since then, FairPrice has been steadfast in its mission of keeping prices of essentials affordable. It has absorbed GST during economic downturns, helped its SME suppliers tide over financial crises, and offered attractive discounts for its house brands.

In crises, FairPrice has also stepped in to moderate prices and ensure the adequate supply of food and goods. During the SARS outbreak in 2003, FairPrice kept the prices of vegetables stable despite a surge in demand. It also made sure that the public had access to fresh supplies of vegetables by increasing deliveries to its stores and the hospitals throughout the crisis.

During that period, FairPrice employees continued to do their jobs despite the widespread fear and anxiety in the wider

community. Several FairPrice employees in fact fell sick and had to be quarantined. Many others soldiered on.

Mr Gerry Lee, FairPrice's Deputy Chief Executive Officer, Singapore (Operations), recalled, "Our customers still needed their groceries. We were not going to let them down. We had to assure our customers that the food we were providing was safe and that they need not succumb to panic buying and overstock on food."

In 2013 when haze loomed over Singapore, face masks, especially the N95 masks, were in critical shortage, leading to erratic pricing and gross profiteering by some vendors. FairPrice took it upon itself as a responsible retailer to proactively source and make available face masks across all the stores. FairPrice's actions also ensured that prices for face masks were moderated.

In a world where income distributions are widening and trust between businesses and workers is eroding in many countries, FairPrice can stand tall as a social enterprise that has served its members well and forged strong ties with the wider community. It has grown from humble beginnings into one of the largest grocery retailers in Singapore, while maintaining its mission of keeping prices affordable and giving back to society.





#### HONOURING THE INTENT OF POLICIES

Thousands of travellers were affected by Iceland's volcano eruption in 2010 which caused flight disruptions and airport closures in many countries. They included NTUC Income's travel insurance policyholders.

NTUC ENTERPRISE ANNUAL REPORT 2013

Many of these travellers were not travelling to or from Iceland, but they still suffered trip curtailment and cancellation. Had NTUC Income observed the strict definitions of the policy terms and conditions, it would not have to make a payout on the claims since Iceland was not the final planned destination of these policyholders.

However, invoking the condition that Iceland had to be the planned destination would have been going on a technicality, not the spirit of the contract.

NTUC Income chose to observe the intent of the policy, which was to cover trip cancellation and curtailment. It paid almost \$400,000 for these claims.

## CHANGING THE GAME IN THE INSURANCE INDUSTRY

#### PRACTISING HONEST INSURANCE

People do not always understand what their insurance policies cover and making a claim can sometimes become a complicated process.

However, NTUC Income's philosophy of honest insurance gives customers the assurance of fair dealing, clear and fair contracts, transparency and fair claims settlement.

In 2010, an Income travel policyholder travelled from Singapore to Sapporo via Shanghai. The flight from Singapore to Shanghai was delayed by three hours and 50 minutes. As a result, she missed her connecting flight to Sapporo.

The next flight she boarded was four hours and 10 minutes later. As the delay of both connecting flights was less than six hours each, her missed connection claim was initially rejected according to the policy

contract, which pays only for delays on departure exceeding six hours.

The policyholder appealed to Income on the grounds that she had experienced a total of 10 hours' delay. Income accepted the claim. The intent of the policy is to cover travel delay and Income chose to observe the intent of this.

Maintaining transparency in contractual documents is often a challenge. Yet, Income is the first insurer in Asia to attain Crystal Mark accreditation for its contracts. Crystal Mark is a wellestablished guarantee that documents are written in plain English. It is given by the Plain English Campaign, a British-based body set up in 1979 to advocate the use of plain English in business. Today, Income has the highest number of Crystal Marks of any business in Asia.

Mr Ken Ng, Chief Executive, Income, said, "We continue to make our contracts as clear and as fair as possible, to make it easier for customers to understand our policies and enable them to make informed decisions."

Mr Ng added, "Our Crystal Mark initative addresses the long-standing problem of customers not understanding insurance plans and sometimes buying a plan that is not right for them. It is based on our 'Honest Insurance' philosophy and is part of our continuous endeavour to identify and solve customers' pains."

## MAKING HEALTHCARE ACCESSIBLE TO ONE AND ALL



## YOUR "FRIENDLY NEIGHBOURHOOD" PHARMACIST

Medical advice can now be got at Unity stores, not just at the doctor's. Ms Mandy Tam, the pharmacist at Unity Tanjong Pagar proffers medical advice to customers at the store and is gratified to be able to contribute to their improving health. One of her customers is Mr Sim, whom she had helped with the early detection of his heart condition.

She said, "Mr Sim had approached me for advice on his blood pressure readings, which I realised were high. I referred him to the doctor who recommended surgery. However, Mr Sim was hesitant and consulted me further to better understand his condition, and the pros and cons of surgery. Eventually, he proceeded with his surgery and his condition improved vastly. Since then, he has been coming to my store regularly for blood pressure monitoring. He now leads a healthy lifestyle and is in the pink of health!"

The service that Mandy offers to customers is in line with Unity Healthcare's vision to empower the community with accessible healthcare. Today, more than 70% of Unity's 53 outlets are staffed with pharmacists.

Customers are also encouraged to bring all their medications and supplements to the pharmacists in order for them to review and discuss the medications the patients are taking. This practice, known as "brown bagging", can be done by all pharmacists at NTUC Unity Healthcare.

Mr Ivan Ng, Senior Pharmacist at Unity Harbourfront Centre, said, "With brown bagging, I can help ensure that customers do not take the wrong medication, and also help them reduce unnecessary visits to the clinic or hospitals."

Agreeing, Mr Bernard Lee, CEO of Unity, said, "Pharmacists are often the first point of contact for our customers seeking advice on their health needs. They build rapport with our customers by sharing their knowledge with the customers and assisting them with their health issues."

Mr Edwin Lee, Senior Pharmacist at Unity Tanglin Mall, said, "To me, the defining success of being a community pharmacist at the Unity outlet, is to make a significant difference to our customers and being missed when I am not around for the day!"



NTUC ENTERPRISE **annual report 2013** 

## NUMBERS AT A GLANCE



MORE THAN

500,000 CUSTOMERS SERVED DAILY



**FAIRPRICE** 

\$2.8m
IN SENIOR CITIZEN REBATES
GIVEN OUT IN 2013



**FOODFARE** 

150,000 MEALS SERVED DAILY



**FIRST CAMPUS** 

13,000
CHILDREN
IN 125 CENTRES



INCOME

INSURANCE PLANS TRUSTED BY MORE THAN

2m
POLICYHOLDERS



**INCOME** 

ORANGE FORCE ASSISTS

10,000 MOTORISTS EVERY YEAR



**LEARNINGHUB** 

TRAINED

1.6m
PEOPLE IN THE WORKFORCE
SINCE ITS INCEPTION IN 2004



**UNITY HEALTHCARE** 

10,000 CUSTOMERS SERVED DAILY



**ELDERCARE** 

2,000
ELDERLY
IN 2013



LINK

\$45m
IN LINKPOINTS AND DISCOUNTS
GIVEN IN 2013

## MAGINE



# I WOULD LIKE TO SEE A FUTURE WHERE...

#### **CHILDCARE & EDUCATION**

66

...opportunities to quality and affordable childcare are accessible to all preschoolers, and that every child, regardless of his or her background, will have a good, fair and equal start in life. I would also like to see a future where working adults, regardless of their paper qualifications, know that they can continue to upgrade and improve themselves through continuous education and training, and be recognized and rewarded for their efforts.



77

MR KEE TECK KOON
Chairman of NTUC First Campus
Member of NTUC Enterprise's Board of Directors



MR STEPHEN LEE
Chairman of NTUC Income
Member of NTUC Enterprise's Board of Directors

#### **FINANCIAL SERVICES**

6

...working families have achieved a high degree of financial resilience, where they can be buffered against unexpected economic setbacks, a future where individuals have built their financial security, such that they are able to live beyond their immediate paychecks, and accumulate assets to secure a comfortable retirement.

91



MR LIM KUANG BENG
Secretary for Financial Affairs, NTUC
Member of NTUC Enterprise's Board of Directors

#### **DAILY ESSENTIALS**

66

...Singaporeans can have the assurance that no one in the country will be deprived of daily essential products or cooked food regardless of income levels. I would like to see a future where the **cost of living continues to be manageable for everyone** in Singapore because quality daily essentials are priced affordably, and are accessible to one and all.



...everyone leads healthy, purposeful lives; where our seniors age with grace and peace of mind; where families have good access to quality and affordable health and community care services.

77



MR HENG CHEE HOW

Deputy Secretary-General, NTUC

Member of NUC Income's Board of Directors

Member of NTUC Enterprise's Board of Directors

IMAGINE

## MEETING THE NEEDS OF OUR TIME

60

#### **ON SINGAPORE'S TRANSFORMATION**

Singapore has transformed in the last 50 years, from a third world developing economy to an affluent, progressive and confident first world global city. We have moved away from a past, where many of us have low incomes and struggled to make a living, to become a society with the highest average income in the world.

#### **ON CHANGING NEEDS**

Our concerns today are not just about making a living and making ends meet. We want high-value, secure and well-paying jobs. We want to see greater income equality and better financial security for ourselves and our fellow Singaporeans. We want to

be able to enjoy quality time with our families. We want our children to experience high standards of childcare and education. We want to provide quality eldercare for our elderly parents and the elderly in our society. Above all, we want to live happily and healthily in a progressive society within a pleasant and sustainable environment, where quality food, transport, accommodation, and healthcare remain accessible and affordable to all.

In short, we have become more sophisticated and questioning. We must recognize that the paradigm has shifted. We need to find new and compelling ways to engage, embrace and respond to the needs of the new Singapore.

### ON NTUC SOCIAL ENTERPRISES RISING TO MEET THE NEEDS OF OUR TIME

Just as we have done in the past, NTUC social enterprises will rise up to drive and deliver meaningful social outcomes to Singaporeans. To stay relevant and resonate with the new Singapore, we must become a cohesive and extraordinary social force to do good, and be able win the hearts and minds of our people. We must apply new lens to our new challenges, reinvent ourselves and reengage, and step up to respond to the needs of our time.



78 NTUC ENTERPRISE **annual report 2013** Senior Management 7

# BOARD OF DIRECTORS



## SENIOR MANAGEMENT

- O1. MR DAVID POH
  Chief Financial Officer
- **02. MS LYNETTE ANG**Chief Brand & Communications Officer
- **03. MR TAN SUEE CHIEH**Group Chief Executive Officer
- **04. MS THERESA SOIKKELI**Chief Human Resource Officer
- **O5.** MS ADELINE SUM
  Chief Development Officer



NTUC ENTERPRISE ANNUAL REPORT 2013 SHAREHOLDINGS

## CEOS OF SOCIAL ENTERPRISES



- 01. MR PERRY ONG CEO of NTUC Foodfare
- 02. MR KEN NG CEO of NTUC Income
- 03. MR KWEK KOK KWONG CEO of NTUC LearningHub
- 04. MR TAN KIAN CHEW Group CEO of NTUC FairPrice

- **05. MR CHAN TEE SENG** CEO of NTUC First Campus
- 06. MR TAN SUEE CHIEH Group CEO of NTUC Enterprise
- 07. MS ADELINE SUM CEO of NTUC Choice Homes

- 08. MR SEAH KIAN PENG CEO of NTUC FairPrice
- 09. MR CHUA SONG KHIM CEO of NTUC Health
- 10. MR TONY TAN CEO of NTUC Link

#### NTUC ENTERPRISE CO-OPERATIVE LIMITED SHAREHOLDINGS AS AT 31 DECEMBER 2013

- National Trades Union Congress (NTUC) [Principal Member]
- Singapore Labour Foundation (SLF) [Principal Member]
- Air Transport Executive Staff Union (AESU)
- Amalgamated Union of Public Daily Rated Workers (AUPDRW)
- Amalgamated Union of Public Employees (AUPE)
- Amalgamated Union of Statutory Board Employees (AUSBE)
- Attractions, Resorts & Entertainment Union (AREU)
- Building Construction and Timber Industries Employees' Union (BATU)
- Chemical Industries Employees' Union (CIEU)
- DBS Staff Union (DBSSU)
- dnata Singapore Staff Union (DSSU, f.n.a. CIASEU)
- Education Services Union (ESU)
- ExxonMobil Singapore Employees Union (EMSEU)
- Food, Drinks and Allied Workers' Union (FDAWU)
- Healthcare Services Employees Union (HSEU)
- Housing and Development Board Staff Union (HDBSU)
- Inland Revenue Authority of Singapore Staff Union (IRASSU)
- Keppel Employees Union (KEU)
- Keppel FELS Employees' Union (KFEU)
- Metal Industries Workers' Union (MIWU)
- National Taxi Association (NTA)
- National Transport Workers' Union (NTWU)
- Natsteel Employees' Union (NEU)
- Ngee Ann Polytechnic Academic Staff Union (NPASU)
- Port Officers' Union (POU)
- Public Utilities Board Employees' Union (PUBEU)
- Reuters Local Employees Union (RLEU)
- Sembawang Shipyard Employees' Union (SSEU-SEM)
- Shipbuilding and Marine Engineering Employees' Union (SMEEU)
- SIA Engineering Company Engineers and Executives Union (SEEU)
- Singapore Airlines Staff Union (SIASU)
- Singapore Airport Terminal Services Workers' Union (SATSWU)
- Singapore Bank Employees' Union (SBEU)
- Singapore Bank Officers' Association (SBOA)
- Singapore Chinese Teachers' Union (SCTU)
- Singapore Industrial & Services Employees' Union (SISEU)
- Singapore Insurance Employees' Union (SIEU)
- Singapore Interpreters' and Translators' Union (SITU)
- Singapore Malay Teachers' Union (SMTU)
- Singapore Manual & Mercantile Workers' Union (SMMWU)
- 41. Singapore Maritime Officers' Union (SMOU)

- 42. Singapore National Union of Journalists (SNUJ)
- 43. Singapore Organisation of Seamen (SOS)
- 44. Singapore Port Workers Union (SPWU)
- Singapore Press Holdings Employees' Union (SPHEU)
- Singapore Refining Company Employees' Union (SRCEU)
- 47. Singapore Shell Employees Union (SSEU-SHELL)
- Singapore Stevedores' Union (SSU)
- Singapore Tamil Teachers' Union (STTU)
- Singapore Teachers' Union (STU)
- Singapore Technologies Electronics Employees' Union (STEEU)
- Singapore Union of Broadcasting Employees (SUBE)
- Singapore Urban Redevelopment Authority Workers' Union (SURAWU)
- SPRING Singapore Staff Union (SSSU)
- Staff Union of NTUC-ARU (SUN)
- Times Publishing Group Employees' Union (TPGEU)
- 57. Union of ITE Training Staff (UITS)
- Union of Power and Gas Employees (UPAGE)
- Union of Security Employees (USE)
- Union of Telecoms Employees of Singapore (UTES)
- United Workers of Electronics & Electrical Industries (UWEEI)
- 62. United Workers of Petroleum Industry (UWPI)

## A WORD OF THANKS



This book is the result of the labour and contributions of many talented individuals. We would like to thank all our colleagues in the NTUC social enterprises who have given their time, energy and insightful comments so freely to make this book possible.

We would also like to thank 8titude Design Lab, without whose creativity, we would not have the lovely design and beautiful page layout. We would also like to thank Ms Lau Wei Yi for skilfully bringing to life some of the stories with her words, and Mr Aidan Yeoh and Mr Erwin Tan for their masterful photography that brilliantly captures the live, spirit and vigor of the people whose lives the NTUC social enterprises have touched. Special thanks must go to Home Team News, Ministry of Home Affairs, for generously sharing their photographs on the NTUC Foodfare-SCORE programme.

We would also like to thank three families who have taken time out of their busy schedule to participate in our project – they are Mr Marcus Wong and family, Mr Tristan Fernandez and family and Mr Mohammad Zaki and family.

Finally, we would like to thank you for your time and attention in reading the NTUC Enterprise Annual Report 2013. We hope that you now have more than a glimpse of our social enterprises and are excited about our work.

