

ntuc

care

**Standing
Together**

***Shaping
Tomorrow***



ANNUAL REPORT 2025

The NTUC-U Care Fund is the charity arm of the Labour Movement that aims to better the welfare of our lower-income union members and their families. Through various assistance programmes, the Fund has supported many lower-income families by defraying their cost of living and their children's school expenses as well as caring for injured workers.

For more information on the Fund's programmes, please visit www.ntuc.org.sg/care.

NTUC-U Care Fund obtained the Charity and Institution of a Public Character (IPC) status on 1 Nov 2009.

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IPC Number	IPC 000681
UEN	T09CC0008D
Registered Address	NTUC Centre 1 Marina Boulevard, 10-01 One Marina Boulevard Singapore 018989
Banker	DBS Bank Limited, Oversea-Chinese Banking Corporation Limited
External Auditor	KPMG LLP
Internal Auditor	BDO LLP

The NTUC-U Care Fund's audited financial statements for Financial Year 2025 are available on <https://www.ntuc.org.sg/uportal/news/collections/u-care-fund/articles>.

Vision

A trusted and caring Labour Movement that makes a difference and touches lives.

Mission

To improve the well-being of our lower-income workers and enable their children to achieve excellence.

Purpose



To alleviate financial burdens and provide essential support to members facing hardship



To enable members' children to build a brighter future through educational subsidies, skills upgrading and opportunities for growth



To support the recovery of members in times of contingency to rebuild their lives and livelihoods

Our Beneficiaries

Union Members

Ordinary Branch and General Branch union members who meet the eligibility criteria of NTUC-U Care Fund programmes and receive support to help ease financial pressures and manage everyday needs.

Caregivers

Caregivers, including single caregivers and those caring for children with special needs, who receive targeted support to help them manage caregiving responsibilities and related challenges.

Children and Youth

Children and youths from lower-income union families who benefit from educational support initiatives, such as bursaries, to support their learning and development.

The Vulnerable

Individuals and families in need who receive support through community service initiatives undertaken by NTUC-affiliated unions, associations, and Labour Movement communities, often in collaboration with social service agencies and charitable organisations.

A portrait of a middle-aged man with dark hair, wearing a dark grey suit jacket, a light blue and white striped shirt, and a blue patterned tie. He is smiling slightly and looking towards the camera. The background is a mix of white and red abstract shapes.

Chairman's Message



As NTUC celebrated SG60 and six decades of championing workers and their families, the NTUC-U Care Fund reinforced its role as a cornerstone of social impact, providing essential financial support, empowering families, and creating lasting opportunities. In 2025, amid rising costs of living and evolving economic pressures, the Fund remained focused on ensuring that our members and their families have the resources and opportunities to thrive.

Over the year, more than 47,000 beneficiaries received support, with nearly \$5.5 million disbursed to provide financial assistance to members and their families, help them overcome unforeseen challenges, and create opportunities that make a lasting impact. This demonstrates the enduring commitment to supporting our members and strengthening the wider community.

Beyond immediate financial assistance, the Fund continued to support programmes that strengthen families and empower the next generation. Our education initiatives provide children and youths with the resources and confidence to pursue their aspirations. Recognising the increasing demands faced by households, the Fund also expanded its support to help caregivers better manage the dual responsibilities of work and caregiving. This includes targeted assistance for single caregivers, who often shoulder both caregiving and breadwinning responsibilities, as well as caregivers of children with special needs, who require sustained financial and emotional support to meet their children's ongoing care and developmental needs. These efforts complement existing support measures, ensuring that caregivers receive timely and meaningful assistance as they navigate complex and demanding circumstances. Close to \$1 million has been disbursed to support over 2,400 young and senior dependents.

Beyond financial assistance, these initiatives demonstrate the Fund's commitment to strengthening families and communities. They nurture resilience, foster a sense of belonging, and create lasting impact that reaches far beyond immediate support.

None of this would have been possible without the generosity of our donors, unions, and corporate partners. In 2025, around \$7 million was raised through donations and the participation of over 1,500 individuals in initiatives such as the NTUC SG60 Solidarity Walk. Your support enables the Fund to respond effectively to evolving needs and continue delivering meaningful assistance to those who need it most.

Looking ahead, we remain committed to expanding and enhancing programmes that strengthen workers and their families, ensuring that no NTUC union member faces hardship alone. Together, we will continue to build a stronger, more resilient community, empowering members today while creating opportunities for generations to come.

Thank you for being part of this journey of care and impact.

Yours sincerely,
Jason Leow



NTUC-U Care Fund

Board of Trustees Governance

BOARD RENEWAL (SELECTION AND RECRUITMENT)

The appointment of the Board of Trustees shall be carried out by the Board of Trustees of the Fund in consultation with the NTUC Central Committee. The NTUC Central Committee may nominate any individual it considers suitable for appointment to the Board of Trustees, provided that the appointment of such individuals comply with the independence requirements in the Charities (Institutions of a Public Character) Regulations.

The Board of Trustees of the Fund shall consist of no fewer than ten (10) members, including a Chairman, a Treasurer and at least eight (8) other trustees. The Board Term Limit is a maximum of three (3) terms, with three (3) years as the length of each term of office (i.e. maximum nine (9) years). At any point, any member of the Board of Trustees can request to step down from the Board or decline re-appointment. The Treasurer shall be appointed for a maximum of three (3) consecutive years. There shall be a member of staff performing secretariat functions.

Any change to the composition of the Board of Trustees shall be done in consultation with the Central Committee prior to the change being effected. Any change to the Board of Trustees shall be notified to the Registrar of Trade Unions and the Commissioner of Charities within two (2) weeks of the changes.

The Board is conscious of the need for Board renewal from time to time and has been working on this continually and systematically to ensure that transition is smooth and without disruption. There is no Board member who has served on the Board for more than 10 years.

BOARD PERFORMANCE

i. Induction of New Directors and Training

NTUC has in place an induction briefing for all new Board of Trustees. Board of Trustees are also encouraged to undergo continual training through the various courses and webinars that are conducted by NCSS, NVPC, MCCY and other relevant organisations.

ii. Code of Conduct

The Code of Conduct for its Board of Trustees is strictly adhered to. As members of the Charity, the Board of Trustees has an obligation to act in the best interest of the Charity. Hence, the Board of Trustees need to avoid situations where there may be real, potential or perceived conflicts of interest, which may arise where a member's personal or family interest conflicts with those of the Charity.

Whenever a member of the Board of Trustees is in any way, directly or indirectly, has an interest in a transaction or project or other matter to be discussed at a meeting, the member shall disclose the nature of his/her interest before the discussion on the matter begins. The member concerned shall not participate in the discussion or vote on the matter, and should also offer to withdraw from the meeting and the Board of Trustees shall decide if this should be accepted.

iii. Strategic Planning

The Board of Trustees holds strategic planning sessions regularly with the Executive Management to review and set strategic directions for the organisation, to ensure that the programmes, services and activities are in line with its Fund's objects.

iv. Reserved Matters

In the various policies that are in place and in the regulations of the NTUC-U Care Fund, there are critical matters that cannot be undertaken by the Board of Trustees solely. The following matters are to be decided in consultation with the NTUC Central Committee i.e. Amendment of the Fund's objects, composition of the Board of Trustees and discontinuance of the Fund for whatsoever reason.

v. Board of Trustees' Meeting

The Board of Trustees shall meet at least twice a year and whenever the Chairman deems necessary and expedient. No business shall be transacted at any meeting of the Board of Trustees unless there is quorum of at least one-third of the Board. All matters at a meeting of the Board of Trustees shall be decided by a simple majority of votes except for those under the Reserved Matters. Minutes of the meetings of the Board of Trustees shall be recorded by the staff performing secretariat functions and shall contain the number and the names of those present and a brief record of business done and decisions taken.

NTUC-U Care Fund

Board of Trustees

We are grateful for our Board of Trustees who volunteer their time to provide strategic direction and valuable guidance for U Care Fund to grow and improve.

Board Meetings Held:

26 May 2025 and 12 November 2025

Board of Trustees attendance is denoted as:
(no. of Board meetings attended) / 2

Quorum was observed in all the meetings.

BOARD MEMBERS



Jason Leow
Advisor, CapitaLand Group
Chairman since 1 June 2021
Member since 1 November 2018
2 / 2



Ong Chee Keong
Chief Executive Officer,
Singapore Global Trust
Member since 10 May 2022
Member, Investment Committee
1 / 2



Lim Teck Chuan
Vice-President, NTUC Central Committee
| President, Advanced Manufacturing
Employees' Union (AMEU)
Treasurer since 1 April 2024
Member, Investment Committee
2 / 2



Michael Teo
Partner, Co-Chief Executive Officer and
Chief Operating Officer, Avanda Investment
Management
Member since 10 May 2022
1 / 2



Arasu S/O Duraisamy
Secretary for Financial Affairs, NTUC Central
Committee | President, Singapore Port
Workers Union
Member since 1 April 2021
2 / 2



Tan Mee Ling Aileen
Group Chief People and Sustainability Officer,
Singapore Telecommunications Limited
Member since 10 May 2022
2 / 2



Julie Cheong (Cheong Ai Hung)
Member, NTUC Central Committee
President, Food, Drinks and Allied
Workers Union
Member since 10 May 2022
0 / 2



Chia Hock Lai
Co-Founder and Chief Strategy Officer,
Embed Financial Group Holdings (EFGH)
Member since 10 May 2021
Member, Audit Committee
Member, Investment Committee
2 / 2



Yeo Chun Fing
Former Advisor, Amalgamated Union of
Public Employees
Member since 3 April 2018
Chairman, Audit Committee
1 / 2



Hong Jiayi Ashley Faith
President, Union of ITE Training Staff
Member since 10 May 2021
Member, Audit Committee
Member, Fundraising Committee
2 / 2



Chak Kong Soon
Managing Partner, Stream Global Pte Ltd
Member since 1 November 2018
Vice Chairman, Audit Committee
Vice Chairman, Fundraising Committee
1 / 2



Patrick Cheo
Co-Founder & Chief Executive Officer,
Adam Khoo Learning Technologies Group (AKLTG)
Member since 10 May 2021
Member, Fundraising Committee
2 / 2



Kho Choon Keng
Executive Chairman, Lian Huat Group
Member since 1 November 2018
Chairman, Fundraising Committee
1 / 2



Jack Wang
Finance Director, CTH Group
Member since 10 May 2021
Member, Audit Committee
Member, Investment Committee
2 / 2

EXECUTIVE MANAGEMENT



Melvin Yong
Director, Care Division
2 / 2



Ho Lee Ping
Director, Finance
1 / 2

Corporate Governance

ADMIN & GOVERNANCE OF NTUC-U CARE FUND

The Board of Trustees, in consultation with the Central Committee, shall approve the overall policies and regulations for the use of the Fund. The Board of Trustees shall execute these policies through the Care & Share Department. The NTUC Care & Share Department is led by Director of Care Division, Mr. Melvin Yong.

The functions of the Care and Share Department shall be to:

- Process, consider and approve applications for aid, assistance or sponsorship by the Fund in accordance with the guidelines decided from time to time by the Board of Trustees in consultation with the Central Committee;
- Report on its activities to the Board of Trustees three times a year or whenever required by the Board of Trustees; and
- Report on its activities to the Central Committee once a year or whenever required by the Central Committee.

The Director of Finance, Ms. Ho Lee Ping is accountable for the management of tax-deductible donations collected and acts as the contact point with the Commissioner of Charities.

Financial Management and Controls

The administration and control of the Fund is managed by appointed staff of the NTUC Administration and Research Unit's (ARU) Finance Department, who will ensure full compliance for all disbursements and collections. The NTUC Director of Finance provides financial oversight and control of all financial records of the Fund.

Human Resource Management

There is no staff employed and remunerated by the NTUC-U Care Fund. The executive and secretariat staff are full-time employees of NTUC-ARU who oversee the operations of the Fund's activities and programmes.

Marketing and Administration

The Director of NTUC Care and Share Department supports the Board of Trustees in strategic planning and oversight. NTUC Care and Share Department staff provide administrative and secretariat support in the operations of the Fund's programmes and activities.

Reserve Policy

Unutilised allocation of funds from the preceding year or surplus arising from the current year's fundraising efforts shall be added to the Fund's reserves. The reserves are funds set aside for future unforeseen needs. NTUC-U Care Fund seeks to maintain reserves for at least one year of its operational expenditure for financial stability. NTUC-U Care Fund's reserves stood at 11 years of operating expenditure as of 31 December 2025.

Investment Policy

Funds not required for working capital and set aside for future needs may be invested. The Board of Trustees shall consult the NTUC Investment Committee before deciding and executing any investment decision. NTUC Finance shall provide regular updates and submit quarterly reports on the investment activity and results of the Fund to the Board of Trustees. This policy shall be reviewed on an annual basis to ensure that it remains relevant to U Care Fund's purpose and objects.

Whistle-blowing Policy

Whistle-blowing channels have been put in place to reinforce the Fund's commitment to uphold good transparency and disclosure practices. More information on the Code of Conduct and Whistle-blowing Policy are available on www.ntuc.org.sg/care.

More information is available on <https://www.ntuc.org.sg/uportal/news/NTUC-U-Care-Fund-Whistle-blowing-Policy/>.

Conflict of Interest Policy

For purpose of better governance, accountability and transparency, the Board of Trustees is required to make an annual declaration of any potential conflicts of interest on a regular, need-to and earliest opportunity basis. Conflicts of interest are also managed by excluding staff and Board members from discussions and decision-making processes where potential conflicts may arise. All decision-making processes, declarations and conflicts of interest handled according to the procedures outlined in the policy will be documented in the minutes of meetings.

More information is available on <https://www.ntuc.org.sg/uportal/news/NTUC-U-Care-Fund-Conflict-of-Interest-Policy/>.

Board Committee - Audit

The Audit Committee facilitates the external and internal audit of the Fund and assists the Board to obtain independent information about the Fund's activities. The Treasurer shall not concurrently chair the Audit Committee.

The Audit Committee's responsibilities include the following:

- a. Overseeing the financial reporting and disclosure process, as well as monitor the choice of accounting policies and principles;
- b. Reviewing the audit plans and reports of external and internal auditors and consider the effectiveness of the actions taken by management based on auditors' recommendations; and
- c. Reporting to the Board any financial irregularities, concerns and opportunities.

Board Committee - Fundraising

The Fundraising Committee oversees the Fund's overall fundraising policies, plans and efforts.

The Fundraising Committee's responsibilities include the following:

- a. Assess and review the Fund's fundraising policies and procedures, and that they comply with the Charities Act in respect to fundraising practices;
- b. Develop fundraising plans and programmes that benefit the Fund; and
- c. Monitor fundraising efforts to ensure that ethical practices are in place.

Board Committee - Investment

The Investment Committee oversees the review, execution, and monitoring of the Fund's investments in accordance with the investment framework approved by the Board of Trustees.

Anti-Money Laundering and Countering the Financing of Terrorism Policy

The advisory provides an overview of the Fund's key responsibilities to observe, comply with, and uphold anti-money laundering and countering the financing of terrorism (AML/CFT) requirements, in accordance with the Code of Governance issued by the Charity Council and the Terrorist Financing Risk Mitigation Toolkit for Charities by MCCY.

Media Communications Policy

To support the Board and Management in building positive relationships with the media and the public,

a media policy established by NTUC-ARU Strategic Communications (STC) Department has been implemented. The advisory provides an overview of communication protocols with both traditional and online media platforms, which must be strictly adhered to by all staff of the Organisation and members of the Fund Board.

Information Technology Policy

The administration and control of the OneCare System are managed by appointed staff from NTUC Administration and Research Unit's (ARU) Transformation Office, who ensure full compliance with cybersecurity and data privacy requirements. The system is governed by policies established by both the NTUC-ARU Data Protection Office (DPO) and Transformation Office (TO). Further information is available on E-Services (ntuc.org.sg).

Environment, Social and Governance Policy **Environmental**

The Fund is committed to reducing its environmental footprint by prioritising digital solutions, such as cloud-based servers and electronic documentation. This approach helps lower energy consumption and minimises reliance on paper, supporting sustainability while aligning with the organisation's charitable mission.

Social

The Fund upholds ethical and inclusive practices by fostering diversity and inclusion among staff, volunteers, and beneficiaries. It ensures a safe environment for vulnerable groups, actively engages affiliated unions and associations in programme planning, and promotes fair employment practices with equal opportunities and support for development.

Governance

Governance at the Fund is anchored in accountability, integrity, and transparency. The organisation adheres to the Charity Governance Code, maintains robust oversight by its Board, and enforces ethical fundraising and financial stewardship. Stakeholder engagement is prioritised in decision-making, and the Fund's commitment to transparency is recognised by the Charity Transparency Dedication Award and regular disclosure of policies and board roles.

For information on other internal policies stated in the Governance Evaluation Checklist, more information is available on <https://www.ntuc.org.sg/uportal/news/collections/u-care-fund/articles>.

Charity Transparency

The Fund was awarded the Charity Transparency Dedication Award in 2024, recognising our efforts to put in place strong disclosure practices in line with the Charity Transparency Framework.

NTUC-U Care Fund Regulations (Extract)

In exercise of the powers conferred by Article 3(ii)(i) and Article 14(ix) of the Constitution of the National Trades Union Congress, the Central Committee of the National Trades Union Congress set up an NTUC-U Care Fund on the clear understanding that the corpus and income to the said Fund shall be administered by the National Trades Union Congress and the Board of Trustees in consultation with the Central Committee for such purpose as are defined in the NTUC-U Care Fund Regulations.

The objects of the Fund shall be to promote the welfare of the members of the trade union movement in Singapore and of the families of the members. In furtherance of the above objects but not otherwise, and provided that nothing is done for commercial reasons or solely for profit, the Fund may exercise the following powers:

- a. Participate, aid and assist in social, economic or educational programmes and undertakings relating to the development of the trade union movement in Singapore;
- b. Assist members of the trade union movement in Singapore and of the families of the members by way of grants, vouchers or otherwise;
- c. Provide bursaries, scholarships and / or fellowships for the children of members of trade unions affiliated to the National Trades Union Congress and of members of other organisations that are associate affiliates of the National Trades Union Congress;
- d. Assist by way of grants, donations or otherwise such charitable, educational or other work, object or endeavour in Singapore as the Board considers desirable in the interests of, or for the furtherance of, the trade union or co-operative movement in Singapore; and
- e. Make grants for the purchase of text books, equipment, other education materials and training aids as are necessary so as to promote the welfare of members and their families.



Governance Evaluation Checklist

1 JAN – 31 DEC 2025

S/N	Call For Action	Code ID	Did the charity put this principle into action?	Explanation if “No” or “Partial Compliance”
PRINCIPLE 1: THE CHARITY SERVES ITS MISSION AND ACHIEVES ITS OBJECTIVES.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity’s governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
3	Have the Board review the charity’s strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	
4	“Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. “Capacity” refers to a charity’s infrastructure and operational resources while “capability” refers to its expertise, skills and knowledge.”	1.4	Yes	
PRINCIPLE 2: THE CHARITY HAS AN EFFECTIVE BOARD AND MANAGEMENT.				
5	The Board and Management are collectively responsible for achieving the charity’s charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	
6	The Board and Management are collectively responsible for achieving the charity’s charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.2	Yes	
7	“Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance *Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.”	2.3	Yes	
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	
9	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board’s decision-making.	2.5	Yes	
10	The term limit for all Board members should be set at 10 consecutive years or less. Reappointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member’s years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers’ positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity’s term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.6	Yes	

S/N	Call For Action	Code ID	Did the charity put this principle into action?	Explanation if "No" or "Partial Compliance"
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes	
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes	
13	The term limit for all Board members should be set at 10 consecutive years or less. Reappointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes	
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Yes	
PRINCIPLE 3: THE CHARITY ACTS RESPONSIBLY, FAIRLY AND WITH INTEGRITY.				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision making during the meeting.	3.2	Yes	
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	

S/N	Call For Action	Code ID	Did the charity put this principle into action?	Explanation if “No” or “Partial Compliance”
PRINCIPLE 4: THE CHARITY IS WELL-MANAGED AND PLANS FOR THE FUTURE.				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity’s objectives. a. Ensure the Board approves the annual budget for the charity’s plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity’s objectives. b. Implement appropriate internal controls to manage and monitor the charity’s funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes	
23	Seek the Board’s approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	The Charity does not engage in any loans, donations, or financial assistance activities which are not part of the core charitable programmes listed in its policy.
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity’s processes to manage these risks.	4.3	Yes	
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes	
26	The charity’s audit committee or equivalent should be confident that the charity’s operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes	
PRINCIPLE 5: THE CHARITY IS ACCOUNTABLE AND TRANSPARENT.				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	

S/N	Call For Action	Code ID	Did the charity put this principle into action?	Explanation if "No" or "Partial Compliance"
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	
30	The charity should disclose the following in its annual report: <ul style="list-style-type: none"> a. Number of Board meetings in the year; and b. Each Board member's attendance. 	5.3	Yes	
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	There is no paid staff employed under the NTUC-U Care Fund. All staff are remunerated by the NTUC Admin and Research Unit.
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	There is no paid staff employed under the NTUC-U Care Fund. All staff are remunerated by the NTUC Admin and Research Unit.
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. <ul style="list-style-type: none"> a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable. 	5.6a	Yes	
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. <ul style="list-style-type: none"> a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument. 	5.6b	Yes	
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	
PRINCIPLE 6: THE CHARITY COMMUNICATES ACTIVELY TO INSTIL PUBLIC CONFIDENCE.				
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	

NTUC Care Fundraising Highlights 2025

STANDING TOGETHER, SHAPING TOMORROW

In 2025, the NTUC-U Care Fund rallied the collective strength of unions, partners, donors and the community to support lower-income union members and their families. As NTUC marked SG60 and six decades of standing with workers, the Fund reaffirmed its commitment to delivering meaningful support that addresses immediate needs while strengthening resilience for the future.

Collective Impact



Through the generosity of the community, nearly \$7 million was raised in 2025, enabling close to \$5.5 million to be disbursed across programmes. More than 47,000 beneficiaries were supported, reflecting the scale and reach of collective care in action.

A Defining NTUC SG60 Moment



The **NTUC SG60 Solidarity Walk** brought together over 1,500 participants in a powerful show of unity and shared purpose. Nearly **\$3 million** was raised through this effort, demonstrating strong support for uplifting workers and families in need.



TOTAL CONTRIBUTIONS GARNERED AS AT DECEMBER 2025

Donations	Amount (SGD)
Social Enterprises and Foundations	\$3,300,000
Corporates	\$20,000
Individuals	\$46,398.84
Fundraising Event – NTUC SG60 Solidarity Walk	\$2,873,574
Fundraising Event – NTUC Care Appreciation Dinner	\$160,000
Tote Board Matching Grant for Giving.sg 2024 campaigns and Charity Golf 2024	\$511,597.28
Total Donations	\$6,911,570.12

The NTUC-U Care Fund financial statements for FY2025 have been audited by KPMG Singapore, and are available on <https://www.ntuc.org.sg/uportal/news/collections/u-care-fund/articles>.

NTUC Care Assistance Programmes 2025

In 2025, the NTUC U Care Fund reached over **47,000 beneficiaries** across its full suite of assistance programmes, disbursing nearly **\$5.5 million** to support lower-income union members and their families. From everyday financial relief to education support and caregiver assistance, the Fund continued to stand alongside members at every stage of need.



SUPPORTING FAMILIES IN EVERYDAY NEEDS



RESPONDING TO CAREGIVING NEEDS



New in 2025

NTUC Care (Caregiver Support) for Single Caregivers

Introduced in 2025, the NTUC Care (Single Caregivers) programme recognises the unique pressures faced by those who manage both work and caregiving responsibilities on their own. In its inaugural year, the programme disbursed **\$568,050** to support **1,959 single caregivers**, offering targeted financial relief so they can focus on what matters most: their families.

New in 2025

NTUC Care (Caregiver Support) for Caregivers of Children with Special Needs

Also launched in 2025, this programme acknowledges the extraordinary demands placed on families caring for children with special needs. By providing sustained financial support, the Fund helped ease the long-term caregiving burden for **420 families, with \$420,000 disbursed** in the programme's first year, a meaningful step towards ensuring these families do not face their journey alone.

NTUC Care (Special Assistance)

As the cost of living continues to weigh on many households, the NTUC Care (Special Assistance) programme remains a vital lifeline for members facing immediate financial strain. In 2025, close to **\$908,000 was disbursed to 8,685 members**, providing timely cash assistance to help them manage essential expenses, from daily groceries to household necessities, during challenging periods.

NTUC Care (U Stretch) & NTUC Care (Back-to-School)

Helping families stretch their dollar further, the NTUC Care (U Stretch) and Back-to-School programmes together extended meaningful support to members coping with rising cost-of-living pressures. In 2025, over **\$2.2 million was disbursed to more than 20,800 members and their children**, enabling them to purchase daily essentials and school-related items at participating merchants. Additional support was provided for children with special needs, ensuring no family was left behind.





STRENGTHENING SUPPORT IN HARDSHIP

NTUC Care (Hardship Grant)

When unexpected crises strike, the NTUC Care (Hardship Grant) offers a lifeline to members in their most vulnerable moments. In 2025, **\$36,000 was disbursed to 36 members**, providing swift financial assistance to help families regain stability and navigate unforeseen difficulties with greater confidence.

NTUC Care (Work Injury Relief)

Work injuries can disrupt livelihoods in an instant. The NTUC Care (Work Injury Relief) programme offers crucial financial support to eligible platform workers during recovery and periods of income disruption. In 2025, **\$37,250 was disbursed to 149 workers**, helping them focus on their recovery without the added burden of financial hardship.

CapitaLand – Care Resilience & Enablement (CAP+Ure) Fund

For members facing sudden and total income loss, the CAP+Ure Fund ensures that the essential needs of their children and elderly dependants are not left unmet. In 2025, **\$23,400 was disbursed to 78 beneficiaries**, covering daily living expenses and education costs during some of the most difficult periods in a family's life.



EMPOWERING EDUCATION AND ASPIRATIONS

NTUC Care Education Co-Funding Scheme

Levelling the playing field for children of lower-income union members, the U Care Education Co-Funding Scheme empowers NTUC-affiliated unions and associations to reach more students through co-funded education awards. In 2025, the scheme disbursed **\$165,700 in support of 2,313 children**, motivating young learners to strive for excellence and giving unions the resources to celebrate their achievements.

NTUC Starter Awards

The NTUC Starter Awards go beyond financial support, investing in the next generation of leaders committed to giving back to the Labour Movement. In 2025, **\$394,000 in bond-free scholarship awards was granted to 135 Singaporean students** at partner Institutes of Higher Learning, supporting their aspirations and nurturing their leadership potential.

NTUC Care (Education Awards) for Tertiary Students

Recognising that every milestone of academic achievement deserves encouragement, the NTUC Care (Education Awards) supports children of lower-income union members in Institutes of Higher Learning. In 2025, **\$537,600 in awards was presented to 1,207 beneficiaries**, motivating them to press on in their studies and envision a brighter future ahead.

NTUC Care (Youth Enable)

Life's unexpected turns should not derail a young person's educational journey. The NTUC Care (Youth Enable) programme provides continual support to eligible children of lower-income union members, helping them complete their first tertiary certificate even in the face of sudden adversity. In 2025, **\$99,000 was disbursed to 31 youths**, ensuring that hardship does not become a barrier to a brighter future.





OPENING NEW EXPERIENCES AND GIVING BACK TO THE COMMUNITY

NTUC Care (CSR Grant)

Community connection is at the heart of the Labour Movement. The NTUC Care (CSR Grant) enables unions and partners to design and run ground-up community programmes that bring members and their families closer together. In 2025, **\$60,152 was disbursed to support 2,087 beneficiaries** through various community initiatives that fostered a spirit of care and belonging.

NTUC Care (Empowering Dreams)



Football Clinic held on 24 July 2025 provided selected youths from lower-income families to train with certified Arsenal Academy coaches and IFCC facilitators, learn about teamwork, resilience, and fair play as well as discover new pathways into sports and football-related careers.

Beyond financial assistance, the NTUC Care (Empowering Dreams) programme opens doors to enriching experiences that broaden horizons and strengthen family bonds. In 2025, **355 beneficiaries** were given the opportunity to participate in educational and experiential activities, creating memories and moments of joy that go beyond the everyday.

NTUC Care Fun Fiesta (Sponsored by NTUC Club)



The year ended on a joyful note as close to **4,000 lower-income members and their families** enjoyed a fun-filled day out at Wild Wild Wet, Downtown East, during the December school holidays. Adding to the festivities, bingo games and play sessions were held for some **200 families from 28 to 29 November 2025**, celebrating the season of togetherness in true community spirit.

Christmas @ Gardens by the Bay



Rounding off a year of meaningful support, the Christmas @ Gardens by the Bay event brought festive cheer to **5,200 members and their families**, gifting them a memorable experience and a reminder that the Labour Movement stands with them, not just in times of need, but in moments of celebration too.

Acknowledgements

We wish to express our sincere gratitude and appreciation to our donors for their generous support and contributions to the NTUC-U Care Fund in 2025.

All contributions collected go towards funding NTUC Care Assistance programmes. All staff, operational and marketing, as well as event-related costs are fully borne by NTUC Administration and Research Unit.

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\$100,000 And Above

FairPrice Foundation

Singtel

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United Workers of Electronics & Electrical Industries

Mercatus Co-Operative Limited

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NTUC Club

GOLD DONORS

\$50,000 To \$99,999

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\$20,000 To \$49,999

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BRONZE DONORS

\$19,999 And Below

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All efforts have been made to ensure the accuracy of this annual report.
For all enquiries relating to the NTUC-U Care Fund, please email ucare@ntuc.org.sg.

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**Every
Worker
Matters**

