

Making a difference, touching lives

Annual Report 2024



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 the 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.

Contents

01	03	04	05
Vision, Mission and Purpose	Chairman's Message	NTUC-U Care Fund Board of Trustees Governance	NTUC-U Care Fund Board of Trustees and Executive Management
09	12	14	18
Corporate Governance	U Care Fundraising Highlights 2024	U Care Assistance Programmes 2024	Acknowledgements

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 2024 are available on www.ntuc.org.sg/care.



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 the various programmes.

Children and Youth

Children and youth from lower-income families who benefit from programmes like bursaries.

The Vulnerable

Beneficiaries from social service agencies or charitable organisations who receive support through community service projects undertaken by NTUC-affiliated unions/associations and Labour Movement communities.



Sarah Bte Mohammad Sukaimi
Tertiary student

Desmond & Family
Senior technician

Augustine Ashley S.
Private hire vehicle driver



Chairman's Message

As we celebrate our 15th year of commitment to supporting our NTUC union members and their families facing financial hardships, we have taken a closer look at the evolving needs on the ground. In 2024, we focused on understanding the unique challenges they are experiencing, and I am pleased to share that we have introduced two new programmes aimed at empowering the youth: the NTUC Care Fund (Youth Enable) and NTUC Care Fund (Education Awards). Additionally, we rolled out the NTUC Care Fund (Work Injury Relief) to support freelance point-to-point and delivery workers who suffer injuries while on the job.

Your unwavering support has made it possible for us to bring real, lasting change to the lives of our members and their families. Through your generosity, we are able to offer hope and create opportunities for those who need it most, especially during difficult times.

This annual report is not just a reflection of our achievements, but also a celebration of the stories of resilience and hope that continue to inspire us. These stories remind us of the strength and determination that runs through our community. It is your support that makes these moments possible.

In our ongoing mission to improve the well-being of our lower-income members and help their children reach academic excellence, we have expanded the eligibility criteria for our assistance programmes. We have also increased the quantum of the NTUC Care Fund (e-Vouchers) to provide greater support as they navigate the rising cost of living. As a result, we have been able to assist close to 19,000 beneficiaries, disbursing more than \$2 million through this signature programme.

But our work doesn't stop there. We have also focused on enriching the lives of our members and their families with unique, life-changing experiences. One such programme, Empowering Dreams, in collaboration with NTUC Club, provides transformative educational and recreational experiences, such as study trips, that leave lasting memories for everyone involved, regardless of their background.

On the fundraising front, our NTUC-U Care Fund campaign raised \$7.3 million in 2024. This generous support ensures that we can continue introducing new programmes, empowering our members and their families to face life's challenges with confidence and hope for the future.

None of this would be possible without your support. Together, we are making a tangible, positive impact on the lives of our members, helping them overcome obstacles and build better futures for themselves and their families. Your kindness and generosity ensure that no NTUC union member faces hardship alone.

Thank you for being an integral part of this journey.

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 individuals it considers suitable for appointment to the Board of Trustees, provided always that the appointment of such individuals shall be subject to the independence requirement in the Charities (Institutions of a Public Character) Regulations.

The Board of Trustees of the Fund shall consist of no fewer than ten members, including a Chairman, a Treasurer and at least eight (8) other trustees. The Board Term Limit is a maximum of three terms, with three years as the length of each term of office (i.e. maximum nine years). At any point, any 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 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 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' Committee 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 to our Board of Trustees for volunteering their time to provide strategic direction and valuable guidance for NTUC-U Care Fund to grow and improve.



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



Lim Teck Chuan
President,
Advanced Manufacturing
Employees' Union
Treasurer since 1 April 2024
1 / 2



Arasu Duraisamy
Secretary for Financial Affairs,
NTUC Central Committee and
President, Singapore Port Workers Union
Member since 1 April 2021
0 / 2



Julie Cheong (Cheong Ai Hung)
Member, NTUC Central Committee
and President, Food, Drinks and
Allied Workers Union
Member since 10 May 2022
1 / 2



Yeo Chun Fing
Former Advisor, Amalgamated
Union of Public Employees
Member since 3 April 2018
Chairman, Audit 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
0 / 2



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



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



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



Tan Mee Ling Aileen
Group Chief People and
Sustainability Officer,
Singapore Telecommunications Limited
Member since 10 May 2022
1 / 2



Chia Hock Lai
Chief Executive Officer,
Switchnovate Pte Ltd
Member since 10 May 2021
Member, Audit Committee
2 / 2



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



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



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



Kenneth Goi Kok Ming
Chief Operating Officer and Executive
Director,
GSH Corporation Limited
Member from
10 May 2022 – 18 April 2024



April Tan
President,
Singapore Urban Redevelopment
Authority Workers' Union
Member from
10 May 2022 – 2 May 2024



Kesavan Vasundran Munikannu
President,
Building Construction and
Timber Industries Employees' Union
Member from
10 May 2022 – 10 July 2024

Board Meetings were held on
13 May 2024 and 4 November 2024.

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

Quorum was observed in both meetings.

Executive Management



Melvin Yong
Director, Care Division
2 / 2



Ho Lee Ping
Director, Finance
2 / 2

NTUC-U Care Fund Board of Trustees 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 Division 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 16 years of operating expenditure as of 31 December 2024.

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 through excluding staff and the Board of Trustees from discussions and decision-making where there is a potential for such conflicts to 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/>.

For information on other internal policies stated in the Governance Evaluation Checklist, more information is available on <https://www.ntuc.org.sg/care>.

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 to the investment framework approved by the Board of Trustees.



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 2024

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. Re-appointment 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	
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	

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Explanation if "No" or "Partial Compliance"
13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <ol style="list-style-type: none"> 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. 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). 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	<p>For Treasurer (or equivalent position) only:</p> <ol style="list-style-type: none"> 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. <ol style="list-style-type: none"> 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 2.9b. 	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	<p>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.</p> <ol style="list-style-type: none"> 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	
PRINCIPLE 4: THE CHARITY IS WELL-MANAGED AND PLANS FOR THE FUTURE.				
21	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <ol style="list-style-type: none"> 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	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <ol style="list-style-type: none"> Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: <ol style="list-style-type: none"> Revenue and receipting policies and procedures; Procurement and payment policies and procedures; and 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	

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Explanation if "No" or "Partial Compliance"
25	Set internal policies for the charity on the following areas and regularly review them: <ol style="list-style-type: none"> Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); Board strategies, functions, and responsibilities; Employment practices; Volunteer management; Finances; Information Technology (IT) including data privacy management and cyber-security; Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); Service or quality standards; and 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	
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: <ol style="list-style-type: none"> Number of Board meetings in the year; and 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. <ol style="list-style-type: none"> 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. <ol style="list-style-type: none"> 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	

U Care Fundraising Highlights 2024

NTUC-U Care Fund was started in 2009 to help NTUC union members affected by the economic downturn then. Fifteen years on, we remain committed to helping our members.

To ensure that we continue to provide unwavering support towards our lower-income members and their families, we rolled out various assistance programmes to help them tide through difficult times and alleviate the rising costs of daily essentials.

With the collaborative efforts of our NTUC-affiliated unions and associations, social enterprises, and tripartite partners, corporate donors and individuals, we raised \$7.3 million in 2024. All donations received by NTUC-U Care Fund went towards funding the various assistance programmes. All staff, operational and marketing-related costs are fully borne by NTUC-ARU.



NTUC-U Care Fund Charity Golf

Building on the success of 2023, the U Care Fund returned with Charity Golf 2024 to raise fresh funds and further strengthen our donor network. Held on 30 October 2024 at Orchid Country Club, the event was graced by Guest of Honour, NTUC Secretary-General Ng Chee Meng. Nearly 200 golfers and dinner guests came together in support of the cause.



Digital Fundraising

Leveraging the spirit of giving during Christmas and Lunar New Year, the Season of Giving campaign was launched on Giving.sg on 2 December 2024 and ran until 28 February 2025.



U Care from the Heart Appreciation Dinner: (4th from left) Mr Jason Leow, Chairman, NTUC-U Care Fund Board of Trustees; Sister K Thanaletchimi, NTUC President; (4th from right) Brother Ng Chee Meng, NTUC Secretary-General; and (far right) Brother Melvin Yong, NTUC Assistant Secretary-General and Director, Care Division — pictured with platinum donors who contributed \$100,000 and above to the U Care assistance programmes in 2024.

U Care from the Heart Appreciation Dinner

The annual Appreciation Dinner was held on 13 November 2024, welcoming close to 300 guests, including donors from all walks of life. In 2024, the NTUC-U Care Fund raised \$7.3 million through a series of fundraising initiatives, with 100 per cent of the donations directed towards supporting our U Care assistance programmes.

Total Contributions Garnered as at Dec 2024

Donations	Amount
Social Enterprises and Foundations	\$5,230,000
Unions and Associations	\$625,960
Corporates and Foundations	\$474,000
Individuals – Giving.sg and “Because U Care” Campaign	\$47,317
Fundraising Event – NTUC-U Care Fund Charity Golf 2024	\$486,900
Fundraising Event – U Care from the Heart Dinner 2024	\$142,500
Tote Board Matching Grant for Season of Giving, Charity Golf 2023 and U Care from the Heart Appreciation Dinner 2023	\$343,456
Total Donations	\$7,350,133

The NTUC-U Care Fund financial statements for FY2024 have been audited by KPMG Singapore, and are available on <https://www.ntuc.org.sg/care>.

U Care Assistance Programmes 2024

We have supported over 41,000 beneficiaries across various programmes and initiatives.

**TO ALLEVIATE FINANCIAL BURDENS
AND PROVIDE ESSENTIAL SUPPORT TO
MEMBERS FACING HARDSHIP**



NTUC Care Fund (Special Assistance)

To help union members cope with the rising cost of living, the NTUC Care Fund (Special Assistance) provides eligible members with up to \$150 in cash assistance for daily essentials and groceries. Close to \$800,000 was disbursed to some 7,300 members including 200 children taking the private school bus. To further support members affected by hikes in school transportation fees, the School Bus Transport Fees Subsidy was introduced, providing \$60 per eligible child for primary school students on school bus transport arrangement.



NTUC Care Fund (e-Vouchers)

Aimed at assisting union members and their children, the NTUC Care Fund (e-Vouchers) provides eligible members up to \$60 and an additional \$120 for every eligible school-going child to purchase daily essentials or school-related items at participating merchants. U Care Fund also disbursed an additional quantum for children with special needs. Over \$2 million was awarded in the form of e-Vouchers to some 19,000 members and their children.

**TO ENABLE MEMBERS' CHILDREN TO BUILD A
BRIGHTER FUTURE THROUGH EDUCATIONAL
SUBSIDIES, SKILLS UPGRADING AND
OPPORTUNITIES FOR GROWTH**



U Care Education Co-Funding Scheme

The U Care Education Co-funding scheme reached out to some 2,400 children and disbursed about \$160,000 to support the bursary and education awards organised by NTUC-affiliated unions and associations. The scheme provides 50 per cent co-funding support for NTUC-affiliated unions and associations' education awards of up to \$50,000 per calendar year. The scheme enables unions and associations to assist lower-income union members' school-going children and motivate them to excel in their studies and pursue academic excellence.



NTUC Care Fund (Youth Enable)

The NTUC Care Fund (Youth Enable) aims to provide continual support for youths in institutes of higher learning (IHLs) to complete their studies in times of adversity due to sudden and unforeseen circumstances. \$88,000 has been disbursed to support the 29 youths for the 2024 cohort.



NTUC Care Fund (Education Awards) for Tertiary Students

The NTUC Care Fund (Education Awards) for Tertiary aims to motivate lower-income union members' school-going children in IHLs to excel in their studies and level up the playing field. The education awards go to students studying in a full-time course in an eligible IHL in the Academic Year (AY) 2023. A total of \$518,000 awards were presented to close to 1,200 students.



NTUC Starter Awards

NTUC Starter Award is a scholarship award for students in IHLs to support development opportunities for youths in the Labour Movement related issues, including initiatives to uplift the lives of lower-income workers. A total of \$127,000 was disbursed to 43 youths for the 2024 cohort.

TO SUPPORT THE RECOVERY OF MEMBERS IN TIMES OF CONTINGENCY TO REBUILD THEIR LIVES AND LIVELIHOODS



NTUC Care Fund (Work Injury Relief)

Introduced in 2024, the NTUC Care Fund (Work Injury Relief) provides a one-time relief of \$250 FairPrice vouchers to eligible injured platform workers. This support helps ease their financial burden during recovery from work-related injuries that prevent them from working. To date, \$24,500 has been disbursed to 98 members.



CapitaLand-U Care Resilience and Enablement (CAP+Ure) Fund

The fund provides interim support to members impacted by a total and sudden (unexpected) loss of income and helps support their children's daily necessities and schooling needs. Each eligible child will receive a one-time \$250 NTUC FairPrice Vouchers disbursement. To date, 382 members have received the funding, benefiting 785 children.

U Care Hardship Grant

Provides one-off assistance of \$1,000 to lower-income union members facing hardships that are of a non-industrial nature. \$44,000 has been disbursed to 44 members.

Other Assistance Programmes



NTUC Gift

A group term insurance policy for members of NTUC-affiliated unions and associations. Based on membership tenure, all union members, up to the age of 74 years old, may automatically be covered against death and total & permanent disability (TPD) of up to S\$40,000. Union leaders are eligible for double the sum assured.



U Care Caring•Sharing• Reaching Out (U Care CSR) Grant

The U Care CSR Grant reached out to around 1,600 beneficiaries and disbursed some \$48,000 towards supporting 29 projects organised by NTUC-affiliated unions and associations in their community service projects.



Empowering Dreams

In collaboration with NTUC Club, the programme aims to enrich the lives of children and youths from lower-income families by providing transformative recreational and educational experiences, including study trips. The programme offers unique opportunities that create meaningful and lasting experiences for lower-income members and their families, regardless of their background. At the first event held at Mount Faber, 70 of them participated in workshops and guided tours to explore the behind-the-scenes operations of cable cars.



Family Fun Fiesta

Sponsored by NTUC Club, 2,700 lower-income members and their families enjoyed a fun-filled day at Downtown East. They were treated to free movie screenings and playtime at Wild Wild Wet during the year-end school holidays.



Christmas Get-Together @ Gardens by the Bay

Hosted by Gardens by the Bay, 60 lower-income members and their families gathered on 15 December 2024 for a Christmas celebration. Families engaged in activities such as creating terrariums, painting ornament, decorating the Flower Dome's Christmas trees, and enjoying a guided tour. A total of 5,600 lower-income members and their families received complimentary tickets to the Flower Dome and Cloud Forest.



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 2024.

All contributions collected go towards funding U 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

Income Insurance Limited
FairPrice Foundation
Mercatus Co-operative Limited
NTUC Club
Singapore Telecommunications Limited
United Workers of Electronics & Electrical Industries
Wing Tai Holdings Limited

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Food, Drinks and Allied Workers Union
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**Every
Worker
Matters**

