



**ANNUAL REPORT**  
**Financial Year 2019/20**  
**1 Apr 2019 – 31 Mar 2020**



*Connecting with youths today,  
Empowering them for a better tomorrow.*

## OVERVIEW OF CHANGI FOUNDATION LIMITED

Changi Foundation Limited, or Changi Foundation in short, was set up on 27 April 2018 as a Company Limited by Guarantee and was approved to be registered as a charity under the Charities Act on 18 November 2018.


|                                   |   |   |
|-----------------------------------|---|---|
| <b>Unique Entity Number (UEN)</b> | : | 201814465E  |
| <b>Registered Address</b>         | : | 60 Airport Boulevard, #046-037, Changi Airport Terminal 2, Singapore 819643                                   |
| <b>Banker</b>                     | : | DBS Bank  |
| <b>Auditor</b>                    | : | PwC Singapore   |
| <b>Investment Adviser(s)</b>      | : | NA  |
| <b>Funding Sources</b>            | : | Changi Foundation is financially supported by Changi Airport Group (Singapore) Pte Ltd.                       |
| <b>Memberships</b>                | : | NA  |
| <b>Staffing</b>                   | : | As at 31 March 2020, there are 4 staff performing the duties necessary for the charity, on a part-time basis. |

# ABOUT US

## Introduction

Changi Foundation is the philanthropic arm of Changi Airport Group. Following its incorporation as a Company Limited by Guarantee and registration as a Charity, Changi Foundation was registered as a Grantmaking Philanthropic Organisation (“Grantmaker”) with the Inland Revenue Authority of Singapore on 13 March 2019.

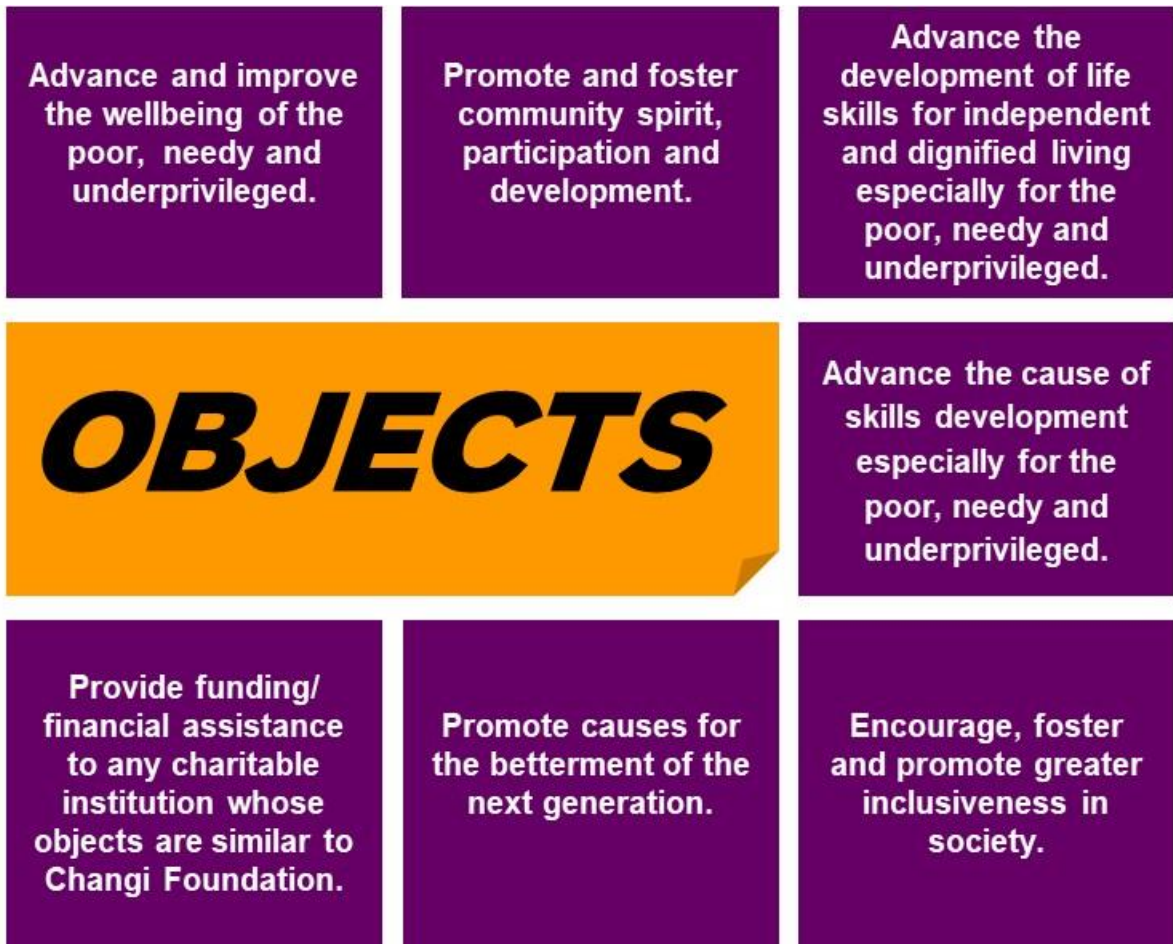
Changi Foundation is fully funded by Changi Airport Group; and with Changi Foundation’s grantmaker status in place, FY19/20 represented the first year in which grantmaking was undertaken by the foundation.

|   |   |
|---|---|
|  <p><b>CHANGI</b><br/><b>FOUNDATION</b></p> | <p><b><i>Did you know?</i></b></p> <p><i>The Changi Foundation logo epitomises the stage of metamorphosis from a cocoon to a beautiful butterfly in a myriad of colours. In the same way, Changi Foundation hopes to aid in the metamorphoses of the lives of youths, transforming their dreams into beautiful realities, helping their future take flight.</i></p> |
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## ABOUT US

### Our Purpose & Objects

Changi Foundation is a reflection of Changi Airport Group's deep belief in corporate philanthropy and in giving back to the community in which we operate. The foundation's objects are therefore to:



## ABOUT US

### Our Vision

***Connecting with youths today,  
Empowering them for a better tomorrow.***



Changi Foundation was set up with the specific purpose of reaching out to and supporting **disadvantaged youths**. We are motivated to make a difference for:

- youths whose aspirations are negatively impacted by challenges beyond their control (e.g. financial struggles, learning difficulties, family issues etc.); and
- youths who face challenges because they are hindered by disability.

Guided by our vision, Changi Foundation focuses on providing disadvantaged youths with opportunities to level up and to lay the groundwork for future successes.

## Why Youths?

Just as Changi Airport Group believes in the potential of its people, Changi Foundation believes in the potential of disadvantaged youths. In line with Changi Airport Group's vision of "Exceptional People, Connecting Lives", Changi Foundation can play the role of an enabler of opportunities to realise individual aspirations and enhance lives.

Our philanthropic efforts are based on our core competencies and provide a platform (i) for collaboration for Changi Airport Group employees and airport partners; (ii) to leverage Changi's operational and service excellence; and (iii) to work together to connect and serve our community in ways that enhance lives.

From a corporate perspective, it is our dream that the youths are inspired and may be key individuals who would come back to join us as part of the Changi Airport community.

## Our Beliefs

At Changi Foundation, we believe that every youth has hopes for a bright future i.e. a job with good prospects, the ability to provide for their loved ones, and to contribute to their communities. To that end, Changi Foundation disburses grants to fund programmes that provide youths with tools and/ or support systems, so that they can manage and overcome the challenges they face, and to live the lives they aspire to.

Changi Foundation also believes in engaged philanthropy. As the driver of active volunteerism in Changi Airport Group, we curate volunteer programmes that meaningfully engage our selected service users (primarily Metta School and NorthLight School), our people, and even the larger airport community.

## LEADERSHIP

Changi Foundation is led by a Board of Directors comprising senior leaders from across divisions in Changi Airport Group. The role of the Board is to:

- be the steward of funds allocated to Changi Foundation;
- formulate, drive and front Changi Foundation's strategic philanthropic direction on behalf of Changi Airport Group; and
- guide the Changi Foundation executive team in matters pertaining to the running of the Foundation.

### Board of Directors

| Name                            | Board Appointment                                       | Occupation   |
|---------------------------------|---|--|
| Lee Seow Hiang                  | Chairman   27 Apr 2018                                  | Chief Executive Officer, Changi Airport Group                              |
| Justina Tan Wei Wei             | Member   27 Apr 2018<br>Honorary Treasurer   5 Sep 2018 | Managing Director, People, Changi Airport Group                            |
| Loong Jessie<br>(Long Jessie)   | Member   27 Apr 2018<br>Honorary Secretary   5 Sep 2018 | Senior Vice President, Legal & Compliance, Changi Airport Group            |
| Lim Ching Kiat                  | Member   27 Apr 2018                                    | Managing Director, Air Hub Development, Changi Airport Group               |
| Lim Tiong Huat<br>(Lin Changfa) | Member   27 Apr 2018<br>Honorary Auditor   5 Sep 2018   | Senior Vice President, Airport Operations Management, Changi Airport Group |
| Teo Chew Hoon                   | Member   27 Apr 2018                                    | Group Senior Vice President, Airside Concessions, Changi Airport Group     |



## Executive Team

The day-to-day operations of the foundation (including budget planning, grant management, governance, compliance) is led by Head, Changi Foundation and supported by the Company Secretary and two team members, who manage this in addition to other portfolios they hold in Changi Airport Group.

| Name                 | Executive Appointment | Occupation   |
|----------------------|-----------------------|--|
| Choo Wei Li Ivy      | Head                  | Senior Manager, People Team, Changi Airport Group                            |
| Ng Wei Foong Fiona   | Company Secretary     | Vice President, Legal & Compliance, Changi Airport Group                     |
| Yip Hiong Yuet       | Head Finance          | Director, Financial Accounting, Enterprise Performance, Changi Airport Group |
| Jill Elaine Phillips | Manager               | Manager, People Team, Changi Airport Group                                   |

## **AUDITED FINANCIAL STATEMENT FY19/20**

Changi Airport Group funds the philanthropic activities of Changi Foundation. In FY19/20, Changi Airport Group contributed \$4.1 million in donations towards Changi Foundation. This amount was captured as Changi Foundation's income in its Profit and Loss Statement (P&L), which is attached separately.

### **Disbursement of Grants**

The fund injected by Changi Airport Group was used primarily to support grantmaking. In FY19/20, Changi Foundation disbursed more than \$2 million in grants and donations to various Institutes of Public Character in support of programmes to uplift disadvantaged youths. Please refer to pages 14 - 17 for more on our grantmaking efforts.

Other expenses included expenditure on Changi Foundation's signature event to recognise the youth recipients of the CAG-Howe Yoon Chong Book Prize and other administrative costs.

### **Fund Management**

Consequently, net surplus recorded in Changi Foundation's P&L amounted to \$1.5 million. This surplus will largely be used for grantmaking in FY20.

### **Audited Financial Statement FY19/20**

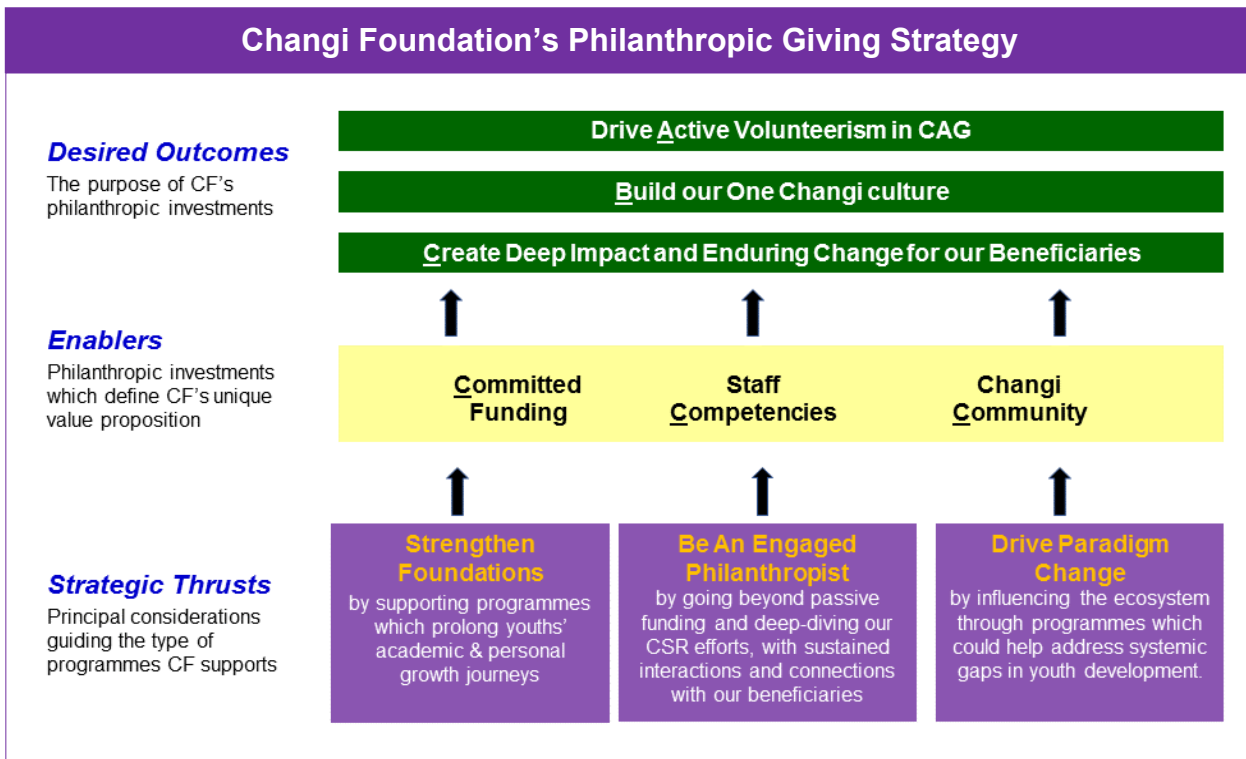
The full details of Changi Foundation's audited Financial Statement is attached as a separate document.

# PHILANTHROPIC ACTIVITIES IN FY19/20

Changi Foundation has continued to channel its efforts and resources on youth development. And, in keeping with our constitution, where our objects include “to advance and improve the wellbeing of the poor, needy and underprivileged”, we have specifically focused on the disadvantaged youths segment.

Accordingly, in FY19/20, Changi Foundation continued to drive philanthropic activities through: (a) grantmaking; and (b) programmes to support employee philanthropy, such as volunteerism with Metta School, NorthLight School and other charitable giving initiatives that support the larger community.

Changi Foundation has a clear strategy that aids philanthropic decision making. Guided by three established “Strategic Thrusts”, we look towards the outcomes we hope to achieve with the resources readily available to us (i.e. our “Enablers”)



**FY19 Highlight**

In 2019, Changi Airport Group was a recipient of the HR Excellence Award – Excellence in CSR Strategy, which recognises organisations that have in place a strong framework, aligned to the organisational values to guide its CSR efforts.

## Grantmaking

Through grantmaking, Changi Foundation supports programmes to empower disadvantaged youths and start them on their journeys towards bright futures.

## Volunteerism

Changi Foundation is the face of Changi Airport Group's volunteerism efforts for our beneficiaries, and rallies employees and airport partners to the Changi Foundation cause by providing opportunities to do good in meaningful ways. Primarily, Changi Foundation works with Metta School and NorthLight School, to co-develop programmes that support and enhance the youths' learning in the areas of independent living skills and work readiness. In FY19/20, these collaborations resulted in 20 programmes conducted for Metta School and NorthLight School youths, most of which involved Changi Airport Group employees as volunteers.

Recognising that employees' interest in giving back also extends beyond the disadvantaged youths segment, we made a conscious effort to build in opportunities to volunteer for a wider range of causes, while still maintaining the foundation's mandate as a key focus. In FY19/20, we organised two employee volunteerism activities that served this purpose - one where we gave provisions to needy elderly and families in a neighbourhood with one-room rental units, and another that allowed volunteers to interact with special needs children to build a terrarium.

### ***FY19 Highlight***

*In 2019, Changi Airport Group was a recipient of the Community Chest Volunteer Partner Award, which recognises the organisation's strong, committed volunteer initiatives, as well as our hands-on approach in developing programmes with our service users.*

## Charitable Giving Initiatives

In striving to build a culture of giving in Changi Airport Group, we realised the need to provide employees with different channels through which they could contribute. Just as we widened the scope of our volunteering activities, we also curated additional schemes to facilitate and encourage employees' giving back, via charitable donations, to the causes close to their hearts.

This was accomplished through initiatives that multiplied the impact of employees' giving, whereby donations from Changi Airport Group employees, made through the Giving.Sg platform, were matched by Changi Foundation. The foundation's matching amount was donated in support of disadvantaged youths causes.

These initiatives were also part of Changi Foundation's efforts to sensitise employees to the overall charity landscape (i.e. in searching Giving.Sg for causes they wanted to donate to, employees would also benefit from an overview of the different areas of need in Singapore), which tied in well with another of the foundation's objects i.e. - *"to promote causes for the betterment of the next generation"*.

# MAKING A DIFFERENCE THROUGH GRANTMAKING

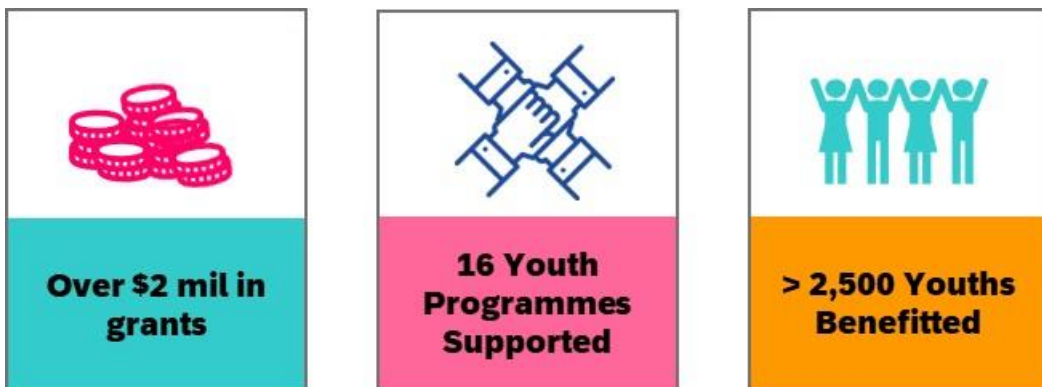
## Overview

Changi Foundation funds programmes that have the potential to create deep, long-term impact for the youths. Over the years, we have focused our grantmaking on:

- a. Character building programmes to strengthen youths' internal self - e.g. develop values/ positive attitudes through sustained approach and innovative delivery;
- b. Transition-to-Work programmes to increase youths' employability; and
- c. Scaffolding programmes that support the youths' socioemotional development or academic development - e.g. mentoring and/ or family support programmes, financial assistance.

Changi Foundation has a strong preference for multi-year grant commitments, as it gives the Social Service Agencies we partner with, the space to focus on programme development and to work towards the best outcomes for the youths. The relationships developed with our grant recipient agencies also provide us with opportunities to interact not just with the programme officers/ youth workers, but also with the youths benefitting from the programmes, giving us a good sense of how the programmes are progressing and close-to-ground insights of the youth landscape.

## FY19/20 Grantmaking Snapshot



## Programmes Funded by Changi Foundation

In FY19/20, Changi Foundation grants supported a range of programmes for youths disadvantaged by challenges beyond their control. A brief summary of some programmes funded by Changi Foundation follows below:

| CF Focus: Character building programmes to strengthen youths' internal self |  |
|---|--|
| Programme / IPC   | Programme Description  |
| ACE Football Programme<br><br>SHINE Children & Youth Services               | ACE (Aspiring towards Character Excellence) Football is a social work intervention programme that aims to “Develop Champions, On and Off the Field”. The programme reinforces this with the ABC Character Points awarded for positive behavior shown during league matches, and the involvement of social/ youth workers, who manage the teams and facilitate the combination of interventions and football.   |
| Leverage.Ideals. Tools (L.I.T)<br><br>TOUCH Community Services              | Developed to enable positive and lasting change for youths demonstrating at-risk behaviours. The <i>L.I.T</i> approach involves counselling, experiential learning, self-discovery, motivational interviewing and narrative framework to help youths gain a heightened sense of ownership of their lives and increase their ability to express and share about themselves. Casework using therapy for deep level assessment and intervention via individual/ family therapy and groupwork is also part of the process. |

### *Success Story - ACE Football Programme (funded by Changi Foundation since 2016)*

*Team A went through changes at the beginning of the year with new players joining while others left. The youths were not playing as a team and had formed cliques. It took work and time to get the youths to work with one another and perform as a team.*

*The ACE League, with its mechanisms in place, helped Team A grow more cohesive. All training sessions, matches and outings were aligned to the five core values of the ACE Programme (i.e. Respect, Endurance, Discipline, Sportsmanship and Responsibility). This enabled the youth worker and coaches to have teachable moments with the youths before, during and after the games as well as during the training sessions. Though Team A did not always win their matches, their morale was greatly improved because of the constant reminders, through the core values, that life is much more than just winning a game. Through interactions with the youths, youth workers were also able to use the core values to guide the youths through real issues they faced in their lives*

| CF Focus: Transition-to-Work programmes to increase youths' employability                     |  |
|---|--|
| Programme/ IPC  | Programme Description  |
| Metta Café<br>Apprenticeship<br>Programme<br><br>Metta Welfare<br>Association                 | Provides an avenue for youths with mild intellectual disability and/ or autism, who are not ready for open employment, to further acquire vocational, work and life skills through comprehensive Food and Beverage training and other development programmes. This programme creates employment opportunities to help the youths achieve financial independence, self-reliance and integration into society.       |
| Assumption<br>Pathway Academy<br>Traineeship<br>Programme<br><br>Assumption<br>Pathway School | This programme funds traineeship allowances for APS graduates who are unable to progress to ITE, have no other education options and are not ready for the workplace when they graduate at the young age of 16. These youths undergo a 2-year extended programme which incorporates on-the-job training and further workplace training leading to additional relevant certifications under SkillsFuture Singapore. |

*Success Story - Metta Café Apprenticeship Programme (funded by Changi Foundation since 2015)*

*Youth A is on the autism spectrum. When he first joined Metta Café, he had low self-confidence. He often felt less competent as a result of a prior job mismatch and had since declined further referrals for open employment.*

*His apprenticeship at with Metta Café has helped to boost his confidence and sharpen his skills in basic food preparation and customer service. With positive reinforcement and a supportive working environment, Youth A even started taking on more responsibilities. He now feels more confident about himself and his ability to do the job.*

*Youth A was offered a job at a restaurant located at UOB Plaza in August 2019. His duties include serving dishes and drinks to guests during lunch hours and preparation before and after lunch. According to his mother, Youth A is happy in his new workplace and is able to contribute financially to the family.*



| CF Focus: Scaffolding programmes that support the youths' socioemotional and/or academic development |   |
|--|---|
| Programme/ IPC   | Programme Description   |
| Take Flight<br><br>Beautiful People  | A collaboration between Beautiful People and the Ministry of Social and Family Development (MSF), this programme provides up to 80% sponsorship to disadvantaged youths to complete their post-secondary education. To cultivate personal responsibility and accountability, recipients are expected to fund the remaining amount through other means such as part-time employment, bursary or scholarship. They are also supported by mentors trained by Beautiful People, and encouraged to “pay it forward”, through contribution back to the fund or community service. |
| CAG-Howe Yoon Chong Book Prize<br><br>ITE and SHINE Children & Youth Services (SCYS)                 | The book prize recognises students from specialised schools who were accepted into ITE, and students under SCYS who were accepted into either ITE or a polytechnic. The intent of the award is to encourage financially disadvantaged students to continue the pursuit higher qualifications.   |

*Success Story - Take Flight Programme (funded by Changi Foundation since 2018)*

*Youth B was a resident of Singapore Girls' Home and had a history of depression. Coming from a single-parent family, Youth B felt the pressure when her elder sister moved out and she had to care for her mother who had health issues. Juggling studies and frequent trips to the hospital took a toll on her.*

*Youth B applied for the Take Flight Programme because she wanted to build a better future for herself and her mother. With the financial support received, she was able to concentrate on her studies and did not need to worry about transport, meals and school costs. Having an assigned mentor, who had journeyed alongside her, also helped tremendously. Her mental wellbeing has improved, and she smiles more now.*

*Youth C has completed her Nitec course in ITE and plans to pursue Higher Nitec qualifications. Her dream is to help other girls like her go to school.*

## **FUTURE PLANS**

- In FY20/21, Changi Foundation will undertake a review of the programmes we fund, as we near the end of our commitments with a number of multi-year programmes. The review will be premised on our revised set of grantmaking criteria. We will also be exploring different ways to make an impact on the disadvantaged youth sector beyond grantmaking and employee giving back initiatives. Some of the areas we are looking at include raising awareness about and advocacy for disadvantaged youth issues, within our immediate sphere of influence (i.e. employees and airport partners).
- Changi Foundation continues to drive Changi Airport Group's volunteerism efforts, even in the face of COVID-19, which has had a huge impact on volunteer activities. FY20/21 has been about finding new ways to keep our volunteers and service users engaged, as we grapple with a new reality. Our first forays into virtual volunteering proved successful and will be the way forward, in terms of volunteer activities, for the foreseeable future.



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