



ANNUAL REPORT
Financial Year 2020/21
1 Apr 2020 – 31 Mar 2021



*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.

Unique Entity Number (UEN)	:	201814465E
Registered Address	:	60 Airport Boulevard, #046-037, Changi Airport Terminal 2, Singapore 819643
Banker	:	DBS Bank
Auditor	:	PwC Singapore
Investment Adviser(s)	:	NA
Funding Sources	:	Changi Foundation is primarily funded by Changi Airport Group (Singapore) Pte Ltd.
Memberships	:	NA
Staffing	:	As at 31 March 2021, 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 primarily funded by Changi Airport Group. It also accepts contributions from individuals who independently choose to make a donation.

The Changi Foundation Logo



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.

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 to:

Advance and improve the wellbeing of the poor, needy and underprivileged.

Promote and foster community spirit, participation and development.

Advance the development of life skills for independent and dignified living especially for the poor, needy and underprivileged.

OBJECTS

Advance the cause of skills development especially for the poor, needy and underprivileged.

Provide funding/ financial assistance to any charitable institution whose objects are similar to Changi Foundation.

Promote causes for the betterment of the next generation.

Encourage, foster and promote greater inclusiveness in society.

ABOUT US

Our Vision

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



Changi Foundation is 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 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 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, 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	Director 27 Apr 2018 Honorary Treasurer 5 Sep 2018	Managing Director, People, Changi Airport Group
Loong Jessie (Long Jessie)	Director 27 Apr 2018 Honorary Secretary 5 Sep 2018	Senior Vice President, Legal & Compliance, Changi Airport Group
Lim Ching Kiat	Director 27 Apr 2018	Managing Director, Air Hub Development, Changi Airport Group
Lim Tiong Huat (Lin Changfa)	Director 27 Apr 2018 Honorary Auditor 5 Sep 2018	Senior Vice President, Airport Operations Management, Changi Airport Group
Teo Chew Hoon	Director 27 Apr 2018	Group Senior Vice President, Airside Concessions, Changi Airport Group
Tan Chuan Yang	Director 15 Jan 2021	General Manager, 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 FY20/21

Changi Airport Group is the primary funder of Changi Foundation. In FY20/21, Changi Airport Group contributed \$1.5 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 available in Annex A.

Disbursement of Grants

The fund injected by Changi Airport Group was used primarily to support grantmaking. In FY 20/21, Changi Foundation disbursed about \$2.4 million in grants and donations to various Institutions of Public Character as well as one Social Enterprise 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

As at 31 March 2021, Changi Foundation's accumulated fund amounted to \$0.5 million. The accumulated fund will largely be used for grantmaking in FY21.

Audited Financial Statement FY20/21

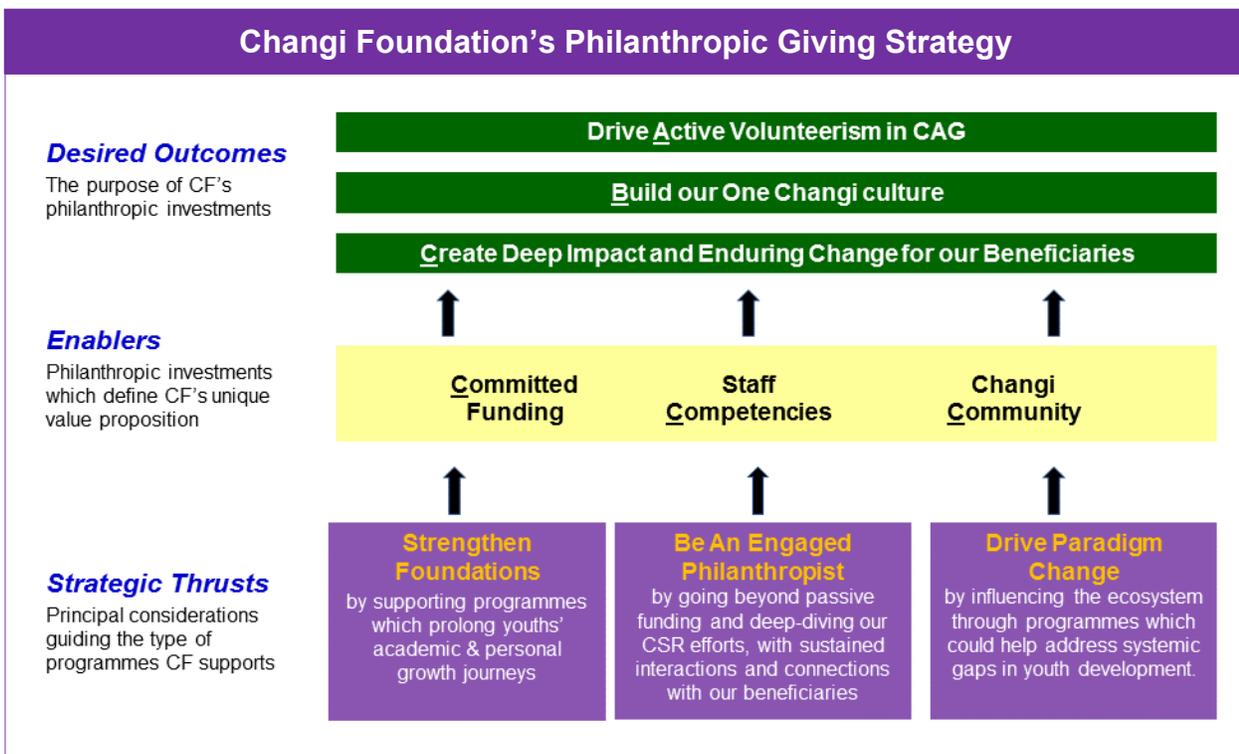
The full details of Changi Foundation's audited Financial Statement is attached as a separate document.

PHILANTHROPIC ACTIVITIES IN FY20/21

Changi Foundation has continued to channel its efforts and resources towards youth development. 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.

Despite a challenging year, Changi Foundation to continue to drive its philanthropic activities through: (a) grantmaking; and (b) programmes to support employee philanthropy, such as volunteerism with Metta School, NorthLight School and other giving initiatives that support the larger community.

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



Grantmaking

Through grantmaking, Changi Foundation supports programmes to empower disadvantaged youths and start them on their journeys towards bright futures. Our planning in the earlier years has allowed Changi Foundation to maintain our commitments despite the challenges brought on by the COVID-19 pandemic.

Volunteerism

Changi Foundation is the face of Changi Airport Group's volunteerism efforts for our beneficiaries. 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.

While COVID-19 had a huge impact on our programmes, we pivoted to virtual volunteering, which allowed our volunteers to continue to engage with the youths in a meaningful way. A key programme, especially suited for this unprecedented situation, was the Tele-Medical Consultation sessions. Developed with Metta School and airport partner, Raffles Medical Group (RMG), youths with Mild Intellectual Disability learnt how to use technology (WhatsApp video calls) to seek medical attention. Employee volunteers roleplayed as nurses and doctors over multiple sessions to prepare the students for the eventual "consultation" with RMG's medical staff.

In FY20/21, there were 19 sessions engaging Metta School and NorthLight School youths, most of which involved Changi Airport Group employees as volunteers.

Recognising that employees' interest in volunteering extends beyond Metta School and NorthLight School, we consciously expanded our efforts, while maintaining the foundation's mandate as a key focus. In FY20/21, we began our engagement of the resident artists at Arts@Metta, all of whom have Mild Intellectual Disability and are alumni of Metta School, as well as the Volunteer Centre at Bedok Town (which Changi Airport Group is a part of). The former allowed an employee with a passion for art to develop and deliver six sessions of art workshops, and the latter provided one group of employee volunteers the opportunity to pack and prepare essential food packs in our office premises, while another group made deliveries to residents from two rental blocks, Block 30 and 31, in Chai Chee.

FY20/21 Highlight

Changi Airport Group is a recipient of the Community Chest Volunteer Partner Award, which recognise the organisation's strong, committed volunteer initiatives, as well as its hands-on approach in developing programmes with service users.

Other Giving Initiatives

Charitable Donations

In building a culture of giving in Changi Airport Group, we provided 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.

In FY20/21, employees made in-kind donations of essential food items to support an initiative by the Bedok Town Volunteer Centre and participated in Changi Airport Group's annual year-end giving initiative, whereby donations from employees, made through the Giving.Sg platform, were matched by Changi Foundation. The Foundation's matching amount was donated towards the Maitri School Building Fund. Expected to be ready by 2024, Maitri School will serve students aged 7 – 18 with Mild Intellectual Disability and moderate to severe Autism Spectrum Disorder.

These initiatives were also part of Changi Foundation's efforts to expose employees to the overall charity landscape, which tied in with another of the Foundation's objects i.e. - *"to promote causes for the betterment of the next generation"*.

Employment Opportunities

*"Give a man a fish and you feed him for a day.
Teach a man to fish, feed him for a life time"
~ Proverb ~*

The Changi Community comprises organisations from a myriad of industries. It was therefore, a natural fit for Changi Foundation and our airport partners to collaborate to provide work experience opportunities to support NorthLight School and Metta School in their endeavours to get their students work ready.

While the pandemic meant that students were no longer able to come to the airport for attachments at the airport, Changi Foundation facilitated Metta School's exploration of the Landscaping industry as a new area of training and future jobs for their students, through the Changi Airport Group nursery. Four Learning Journeys were curated and conducted, following which, four 9-month on-the-job training placements were offered to Metta School students.

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 and/or Social Enterprise we partner, 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.

FY20/21 Grantmaking Snapshot



**Over \$2 million
in grants**



**18 youth programmes
supported**



**> 2,000 youths
benefitted**

Programmes Funded by Changi Foundation

In FY20/21, 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
Saturday Night Lights (SNL) SportCares Foundation	SNL is a youth football programme that provides a safe, friendly and stable environment for youths from low income or vulnerable backgrounds to learn values through sports and give back by volunteering in the community. The sessions take place on Saturday evenings, as past data suggested that was the time youths are most likely to get into trouble.
Local Youth Voluntarism Beyond Social Services	Provides lower-income youths with opportunities to volunteer for their communities. Youths are challenged to co-create the neighbourhood they would like to live in and explore a variety of enriching experiences which aid in forming a self-identity. Most importantly, they have opportunities to experience belonging, mastery, independence and generosity – factors important in building up self-esteem and resilience, and in mitigating negative labels.

Success Story – Saturday Night Lights (funded by Changi Foundation since 2014)

Youth A had faced financial challenges for as long as he could remember. The eldest of eight siblings, he took it upon himself to work part-time jobs to lessen the burden on his parents.

A regular at the Saturday Night Light programme, Youth A shared that whenever he was feeling down, he turned to his coach for guidance. After completing his studies at the Institute of Technical Education, he served his National Service at the Singapore Civil Defence Force where he did well but was unable to sign on as he did not meet the academic requirements. Feeling lost, Youth A once again reached out to his coach who, along with a Changi Airport Group (CAG) employee who volunteered regularly at SNL, suggested he consider CAG's Airport Emergency Service (AES), where would be able to pursue his interest in firefighting. Youth A passed the mandatory training and is now our colleague.

Youth A shared that he learnt through SNL, to never give up and to always keep on trying because failure helps him become stronger.

CF Focus: Transition-to-Work programmes to increase youths' employability	
Programme/ IPC	Programme Description
Metta Café Apprenticeship Programme Metta Welfare 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 Pathway Academy Traineeship Programme Assumption 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 – Assumption Pathway Traineeship Programme (funded by Changi Foundation since 2018)

Youth B was attached to the Assumption Baking Production Kitchen (ABPK) for his Work Attachment Programme. He required a longer learning pathway and was not able to relate well with his classmates and co-workers. Through lessons at school and the mentorship of his trainers and job coaches, Youth B has been able to develop the skills and knowledge needed and is more engaged at work.

He showed great improvement in his second year and was able to adapt to the working routines, communicate better with fellow trainees, complete tasks independently and punctually, guide juniors and fellow classmates, and assist trainers in the preparation of baked goods. Youth B exhibited resilience in his learning journey, and even achieved additional relevant workplace certifications such as WSQ – Prepare Basic Cake, WPS – Communicate and Relate Effectively at the Workplace, WPS – Work In A Team and more.

Youth B is currently employed as a full-time Baking Assistant at BreadTalk, where he has proven to be very competent and hardworking, earning the praises of his manager.

CF Focus: Scaffolding programmes that support the youths' socioemotional and/or academic development e.g. mentoring and/ or family support programmes, financial assistance.	
Programme/ IPC	Programme Description
Take Flight Beautiful People	A collaboration between Beautiful People and the Ministry of Social and Family Development, this programme provides up to 80% sponsorship to disadvantaged youths to complete their post-secondary education. To cultivate personal responsibility, recipients 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.
Yellow Brick Road Yellow Ribbon Fund	This programme provides intervention to support the academic performance and social-emotional development of the children of incarcerated parents. Case management support is also provided to the caregivers to allow them to function better in their roles.

Success Story - Yellow Brick Road Programme (funded by Changi Foundation since 2018)

With the father incarcerated, and the mother as the sole breadwinner in a large family with various needs, Family A (mom and five children) was struggling financially and emotionally.

The children were affected by their father's incarceration and the mother was unable to communicate with or understand them, and therefore could not provide the emotional support they needed.

Through the YBR parenting workshops and case work support, the mother learnt effective communication techniques and ways in which to spend quality time with her children with meaningful activities. Tuition support provided for the children helped them manage their school work and build confidence, leading to an improvement in grades. One child successfully completed her PSLE, while another was awarded a one-time cash scholarship for good academic progress.

YBR has helped Family A rebuild their confidence and identify their strengths, putting them in good stead to overcome adversities that may come in future. Family A has also established a strong relationship and is able to share their thoughts and feelings openly with one other.

FUTURE PLANS

In FY20/21, as Changi Foundation came to the end its commitments with a number of multi-year programmes, it undertook a review of and streamlined its funded programmes, based on a set of grantmaking criteria.

With forward planning in the earlier years and prioritisation of programmes to pursue, Changi Foundation, while affected by the impact of COVID-19 on the aviation industry, has and will continue its work.

Changi Foundation will leverage its key enablers (i.e. **C**ommitted Funding, Employee **C**ompetencies and the Changi **C**ommunity) to drive its philanthropic activities through grantmaking, volunteerism and other giving initiatives.

Grantmaking

- Continue its support of Social Service Agency-driven disadvantaged youths programmes through sustained grantmaking.

Growing Volunteerism by

- Expanding existing and curating new virtual programmes Metta School and NorthLight School to offer meaningful volunteering experiences while keeping the needs of the students and complementing of school curriculum as the priority; and
- Expanding other volunteer opportunities to expose Changi Airport Group employees to the wider philanthropic landscape.

Other Giving Initiatives

- Reigniting the long-term dream of Changi Airport as a job hub for youths by gradually revitalising partnerships to create work experience and job opportunities.
- Supporting Arts@Metta to build capability and a sustainable business model for their retail business, by tapping on the expertise of Changi Airport Group's Commercial Division.



Grateful thanks to our generous donors

Mr Abdul Wahab Bin Mohamed Yusoff

Mr Lee Seow Hiang

While Changi Foundation does not solicit funds, we have been privileged to have received unsolicited donations from our generous supporters during FY20/21.



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