



ANNUAL REPORT
Financial Year 2021/22
1 Apr 2021 – 31 Mar 2022



*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 2022, 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 and maintains its own reserves. It also accepts contributions from individuals who independently choose to make a donation.

The Changi Foundation Logo

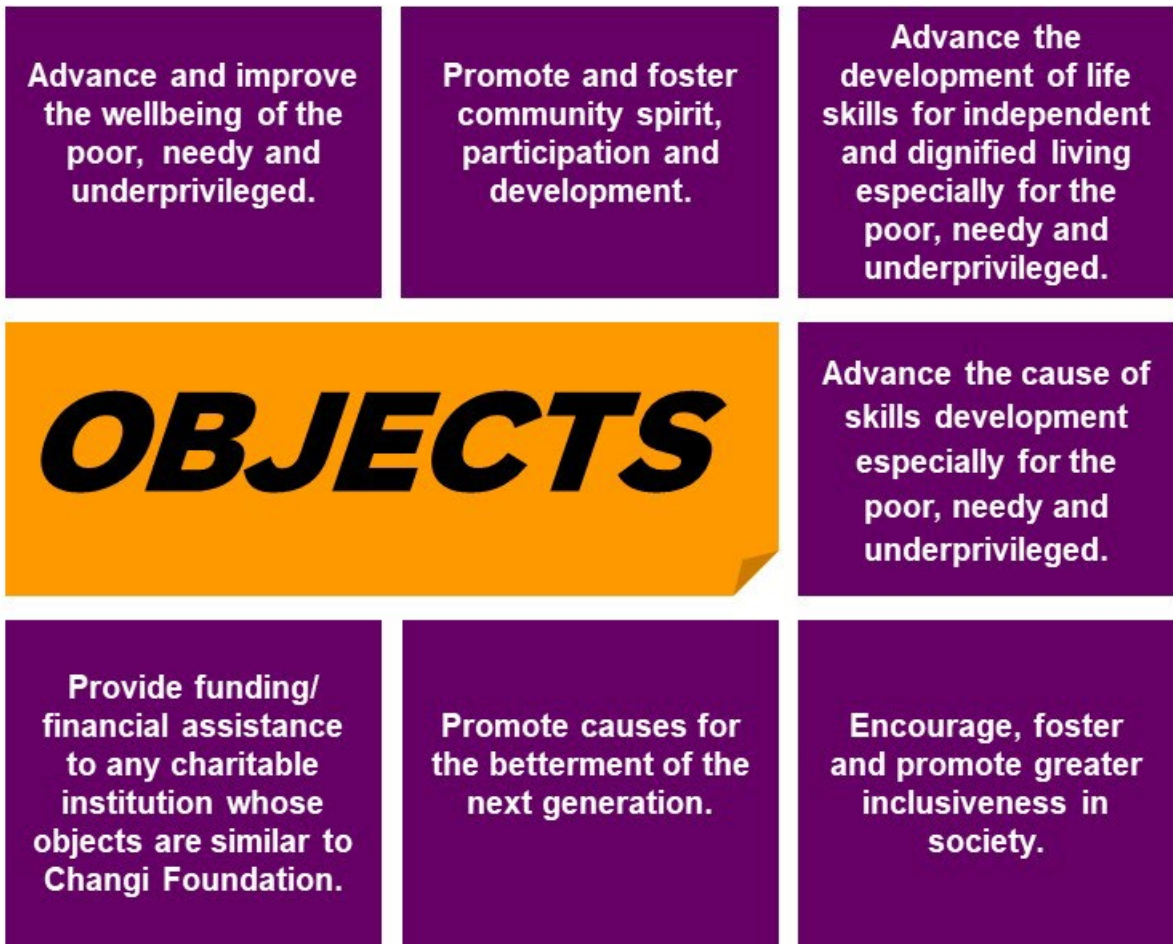


The Changi Foundation logo epitomises the stage of metamorphosis from a cocoon to a beautiful butterfly in a myriad of colours. In the same way, Changi Foundation hopes to aid in the metamorphoses of the lives of youths, transforming their dreams into beautiful realities, helping their future take flight.

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:



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 initiatives to give back in Changi Airport Group, we curate opportunities for our people and even our partners, to give back to the 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	Group 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	Group Senior Vice President, Airport Operations Management, Changi Airport Group
Teo Chew Hoon	Director 27 Apr 2018	Managing Director, Airside Concessions, Changi Airport Group
Tan Chuan Yang	Director 15 Jan 2021	Vice President, 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
Yeo Ju Lee	<i>(covering)</i> Head Finance when Ms Lynna Yip was away	Senior Manager, Financial Accounting, Enterprise Performance, Changi Airport Group
Jill Elaine Phillips	Manager	Manager, People Team, Changi Airport Group

AUDITED FINANCIAL STATEMENT FY21/22

Changi Airport Group is the primary funder of Changi Foundation. In FY21/22, Changi Foundation received \$1.8 million in donations. 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 21/22, Changi Foundation disbursed about \$1.5 million in grants and donations to various Institutions of Public Character, one Social Enterprise in support of programmes to uplift disadvantaged youths, as well as an overseas donation in support of Covid-19 humanitarian relief efforts. Please refer to pages 16 - 18 for more on our grantmaking efforts.

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

Fund Management

As at 31 March 2022, Changi Foundation's accumulated fund amounted to \$0.79 million. The accumulated fund will largely be used for grantmaking in FY22.

Audited Financial Statement FY21/22

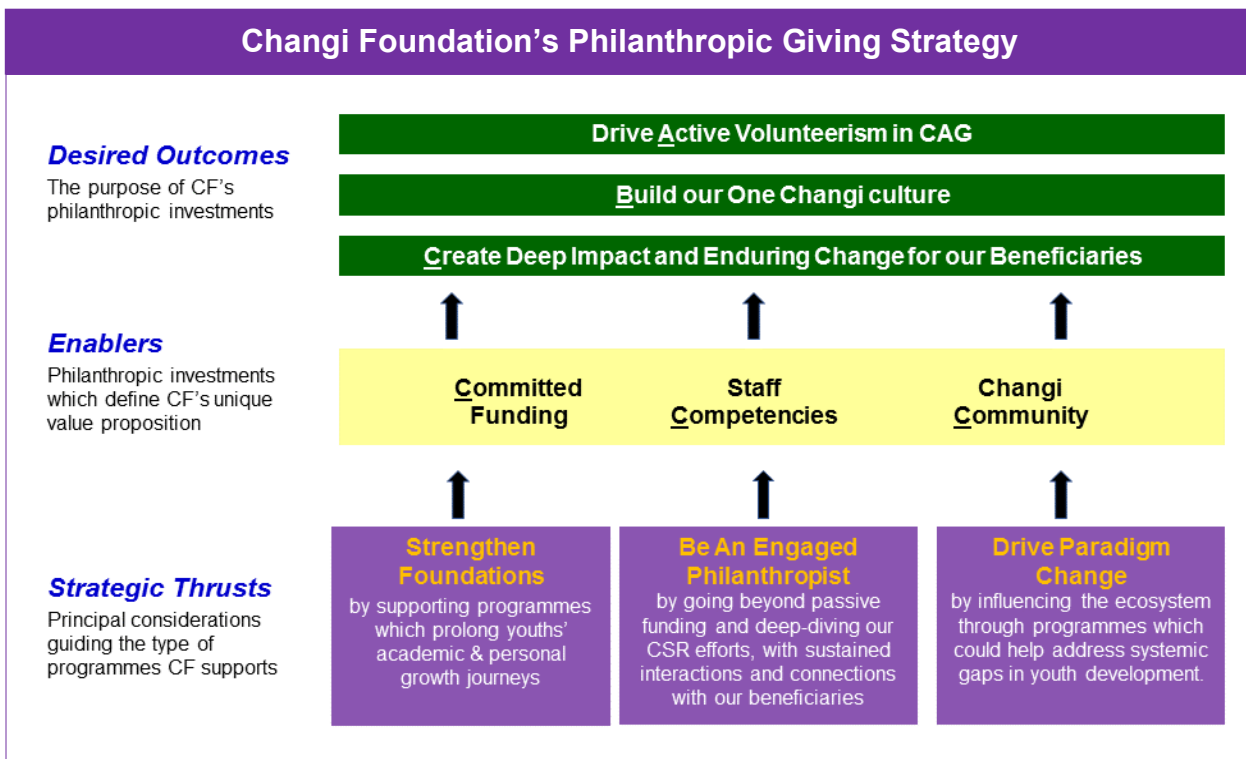
The full details of Changi Foundation's audited Financial Statement are attached as a separate document.

PHILANTHROPIC ACTIVITIES IN FY21/22

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 kept our focus and the bulk of our resources on the disadvantaged youths segment, while simultaneously, and to a smaller extent, taking up projects that extended to the wider community.

Despite another challenging year, Changi Foundation continued to drive its philanthropic activities through: (a) grantmaking; (b) deep-dive partnerships that provided more impactful support for our beneficiaries; and (c) giving initiatives to 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 ongoing challenges brought on by the COVID-19 pandemic.

Deep-Dive Partnerships

Changi Foundation has cultivated strong relationships with three main beneficiaries – NorthLight School, Metta School, and more recently Arts@Metta (a Youth Employment Support programme under Metta Welfare Association). Our philosophy of deep-dive partnerships has enabled us to engage in multifaceted giving, beyond grantmaking.

Co-Creating Youth Development Programmes and Involving Our Volunteers

Changi Foundation works closely with its beneficiary partners to co-create programmes that are centred around enhancing employability and independent living skills. Where it is relevant and purposeful, we involve our volunteers and partners in the delivery of programmes, so that they might enhance the youths' learning with their own knowledge and experience. For example, in FY21/22, with virtual volunteering very much the norm, Changi Foundation:

- (a) Co-developed the Tele-Job Interview programme with Metta School. CAG volunteers roleplayed as interviewers from different industries such as F&B, Cleaning Services, and Landscaping, which enabled the students to practise interviewing for the industries they were interested in. Volunteers then provided their comments on each interview, which allowed teachers to work on specific areas with the students.
- (b) Engaged our airport partner, Certis Aviation Security (CAS), to resume and deliver Grooming workshops via Zoom for NorthLight School. After a year's hiatus due to COVID-19, CAS who had been running the workshop, as part of a larger Career Development programme for the NorthLight School since 2014, had to re-conceptualise the programme for online learning. CAS personnel, all of whom had front-facing service-related roles, trained the students in areas such as personal hygiene and how to maintain neat hairstyles. The sessions were well-received by the youths.

In FY21/22, there were more than 50 sessions engaging Metta School, Arts@Metta, and NorthLight School youths, most of which involved our colleagues as volunteers.

FY21/22 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.

Providing Work Experience Opportunities

With a rich network of partners and a range of industries represented within the Changi Community, it was natural for Changi Foundation to work with its partners to enhance the youths' employability skills through work experience opportunities. However, the ongoing pandemic continued to impact our efforts in this area. For instance, when Changi Airport Group's Horticulture team provided On-the-Job-Training (OJT) for four Metta School youths at the Changi Airport Nursery from March 2021, the Phase 2 Heightened Alert in May made it impossible to continue beyond April 2021. Nevertheless, the team was able to offer another four youths this OJT opportunity in 2022. They started at the nursery in February 2022, and with their stint going well, they are on track to complete the full OJT in end-August 2022.

*Give a man a fish and you feed him for a day.
Teach a man to fish, feed him for a lifetime”
~ Proverb ~*

Sustainable Business and Retail Opportunities

The Art Programme (AP) was developed by a Changi Airport Group employee to help Arts@Metta's resident artists to explore their creative versatility and to grow as artists. The thinking behind this was that with new inspiration, and enhanced skills and professionalism, these differently abled artists would, over time, be better equipped to expand and diversify Arts@Metta's retail offerings, thereby attracting new customers, and making a sustainable living for themselves. In FY21/22, the AP culminated in a Virtual Art Fair event that was fully supported by employee volunteers and over 100 attendees from Changi Airport Group. As a result, Arts@Metta garnered more than \$4,000 in sales from the event and post-event sales.

Other opportunities in FY21/22 included the start of Arts@Metta's presence in the Changi Airport retail space, when Gift by Changi Airport (gift shop in Jewel) began featuring handmade merchandise from Arts@Metta, as well as cookies from Metta Café. These have been a part of the store's offerings since May 2021. They also participated in Changi Airport's Christmas village event in end 2021.

Giving Initiatives to Support the Wider Community

In building a culture of giving, Changi Foundation provided Changi Airport Group employees with different channels through which employees could contribute, and further widened the scope of our volunteering activities beyond youth development programmes, to include households.

In FY21/22, in providing a second year of support to Bedok Town Volunteer Centre's Adopt-A-Block initiative, Changi Airport Group employees not only donated 300 care packs of personal and household care items, but also packed and delivered the items to the residents of two rental housing blocks in Chai Chee Avenue. In keeping with our belief in sustained giving, a third project is being planned for the residents of the same two blocks in FY22.

Further, between February – March 2022, Changi Airport Group employees were also a regular presence at Food From the Heart and Willing Hearts. Encouraged by their enthusiasm, this will continue to be a regular feature in our community efforts.

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.

In FY21/22, Changi Foundation continued with a streamlined funding portfolio and continued to support 10 disadvantaged youths programmes. Changi Foundation also maintained a strong preference for multi-year grant commitments, as we believe in giving the Social Service Agencies and/or Social Enterprise we partner, the space to focus on programme development and work towards the best outcomes for the youths. The relationships developed with our grant recipient agencies also provided 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.

FY21/22 Grantmaking Snapshot



Programmes Funded by Changi Foundation

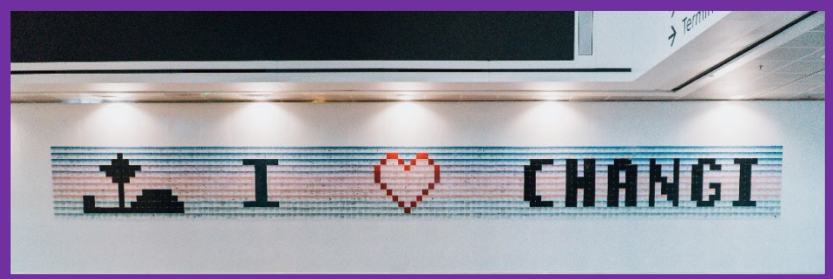

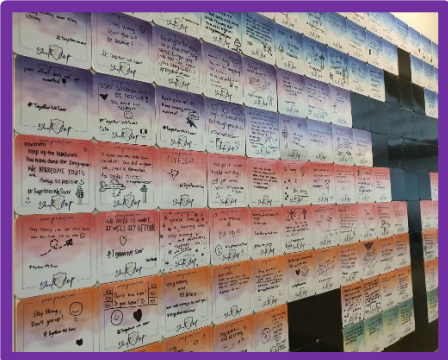
In FY21/22, Changi Foundation grants supported a range of programmes for youths disadvantaged by challenges beyond their control. A brief summary of some programmes funded by Changi Foundation follows below:

CF Focus: Scaffolding programmes that support the youths' socioemotional and/or academic development e.g. mentoring and/ or family support programmes, financial assistance.	
Programme	Programme Description
Take Flight Beautiful People Supported since 2018	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.
CAG-Howe Yoon Chong Book Prize Institute of Technical Education Supported since 2016	The book prize provides support and recognition for financially disadvantaged ITE students. The intent of the award is to provide encouragement and motivation to continue the pursuit of higher qualifications.

CF Focus: Transition-to-Work programmes to increase youths' employability	
Programme/	Programme Description
Metta Café Apprenticeship Programme Metta Welfare Association Supported since 2015	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.
Immersive Hatch Youth Services Ltd (social enterprise) Supported since 2020	Hatch is a social enterprise that aims to empower youths from all walks of life for meaningful careers. Its train-and-place programmes help youths build in-demand digital and design skills and matches them to companies in need of talents. Immersive , Hatch's customised programme for disadvantaged youths, offers training in Digital Marketing and UI/UX Design conducted by industry practitioners. It culminates in a capstone project, based on a real-life problem statement, that the youths present at "Demo Day". Post-training, youths look forward to internship opportunities or to taking on projects via Hatch Mediahouse. <i>NB: In FY21, two youths from the Immersive Programme were offered internships with Changi Airport Group's iShopChangi team. One of those youths went on to secure a full time position with iShopChangi.</i>

CF Focus: Character building programmes to strengthen youths' internal self

Programme	Programme Description
<p>Saturday Night Lights (SNL)</p> <p>SportCares Foundation</p> <p>Supported since 2014</p>	<p>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 so as to keep them meaningfully engaged.</p>
<p>Youth COP</p> <p>SHINE Children & Youth Services</p> <p>Supported since 2015</p>	<p>Established in 2007, the Youth Community Outreach Patrol Programme (Youth COP) aims to reduce the risks of juvenile delinquency among youth aged 13 to 21, by developing them to be crime-prevention leaders in schools and the community in partnership with the Neighbourhood Police Centres and schools / community partners. Youth COP hopes to positively develop youths in Character, Competencies, Confidence, Connections, Caring and Contribution, while keeping them positively engaged in school and helping them steer away from crime. Youth COP achieves this through reverse-labelling and helping youth thrive as assets to their communities.</p>

Youth COP leaders initiated Project Together We Soar, and rallied their peers from across four secondary schools to pen down well wishes and words of encouragement for the Changi Airport Community. Written on over 2,000 coasters, these were eventually displayed as an art installation at Changi Airport.

FUTURE PLANS

With forward planning in the earlier years and prioritisation of programmes to pursue, Changi Foundation, while affected by the impact of COVID-19, has and will continue its work. As the aviation industry moves towards recovery, we hope to keep contributing in an impactful way.

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

Deep Dive Partnerships

- Continue to provide multi-faceted support to partners such as Metta School, Arts@Metta and NorthLight School by leveraging our business and our networks in the Changi Community.
- Continue to develop the long-term dream of Changi Airport as a career hub for youths by revitalising partnerships to create work experience, jobs as well as business opportunities.

Giving Initiatives to Support the Wider Community

- Continue to grow a robust culture of volunteerism by engaging Changi Airport Group volunteers in a wide variety of programmes, that also can help to further understanding of the needs in our society.



Grateful thanks to our generous donors

Mr Abdul Wahab Bin Mohamed Yusoff

Mr Koh Ming Sue

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 FY21/22.



60 Airport Boulevard Road, #046-037,
Changi Airport Terminal 2
Singapore 819643