



# Changi connection

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## Changi in Saudi Arabia

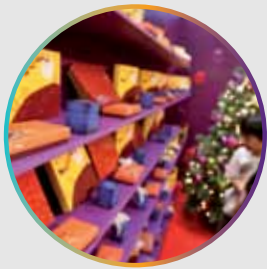
Changi Airports International completes two years of its management project at King Fahd International Airport in Dammam, Saudi Arabia.

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**CHANGI**  
airport group

# Christmas Fantasy at Changi



## Winning Tweets

To spend Christmas inside Changi is like being in another magical world - a world between many worlds yet without boundaries.

- Alethea Bala

My nephew gets so excited when the magic tree spews gifts - the joy on his face is the epitome of Christmas. Thanks Changi.

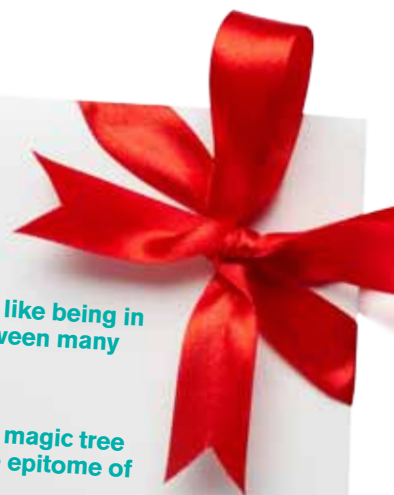
- Ian Tang

Tis the Season to be Jolly..Enjoy the shopping while you push your luggage trolley!!! Changi the place to be.

- Sunita Dias

On the first day of Christmas, my true love gave to me... An \$80 voucher from The Magic Tree.

- Yangyi Chen



This festive season, travellers and airport visitors have been enjoying a magical Christmas at Changi Airport, with a string of fun-filled activities lined up for the entire family. The airport has been transformed into a Christmas wonderland complete with fantasy characters and whimsical trees, based on the festive theme *Changi Christmas Fantasy*. The Fantasy Bouncy Castle has also been brought back by popular demand, to the delight of many parents and children.

One of the key highlights of Christmas this year at Changi is the Magical Teapot located in the middle of Terminal 3's Departure Hall. The Magical Teapot lights up every hour, delighting on-lookers with its exciting effects, and making for wonderful photo opportunities for shutterbugs. At hourly intervals, it also spews out colourful balls. Lucky participants who get balls of the winning colour have won attractive prizes such as air tickets, F&B vouchers and more.

To elevate the magical experience with a touch of fun, Fantasy Characters donning fanciful costumes entertain passengers with

lively song and dance in the transit malls. These Fantasy Characters are accompanied by street magicians who thrill passengers with enthralling tricks and mystical illusions.

Shopaholics too have had good reason to visit Changi this holiday season, with the setting up of *Blogshop@Changi*, a bazaar featuring merchandise from popular blogshops, at Terminal 3's B2 Mall. With a wide range of offerings ranging from ladies' fashionwear, kids' merchandise, as well as gadgets and gift items, customers have had a good time shopping for their Christmas gifts. *Blogshop@Changi* operates on weekends and the eve of public holidays, from 10am to 11pm until 2 January 2011.

*Changi Christmas Fantasy* has also gone online with its own microsite ([www.changiairport.com/fantasy](http://www.changiairport.com/fantasy)). Prizes have been given for the five best tweets received each week about Christmas at Changi.

The festivities run until 6 January 2011.



The Magical Teapot delighting airport visitors at Terminal 3's Departure Hall



# Two Singaporeans in Millionaire Final

Two lucky Singaporeans are now in the running to become the Changi Millionaire after shopping at Changi Airport. As the most recent monthly finalists of the 'Be a Changi Millionaire' Draw, they each stand a one-in-six chance of receiving a giant windfall – the grand prize of S\$1 million.

In August, Mr Loh Kee Peng, a 39-year-old sales manager, became the first Singaporean to be picked as a monthly winner of the Draw. His winning token was a romantic wedding anniversary gift to his wife – a S\$5,000 platinum diamond ring he purchased from Tiffany & Co. at Terminal 2, while en route to Hong Kong for a business trip followed by a holiday with his family to celebrate the anniversary.

Amazed by his unbelievable stroke of good luck, Mr Loh said it never crossed his mind that he could be the winner. Asked how he intends to spend the Grand Prize of S\$1 million if he wins, Mr Loh replied, "It is my dream to be debt free, so the bulk of the prize money will go towards the repayment of my housing loan. A portion will also be donated to charity, while some will be spent on pampering my family with a nice holiday, good dinner and perhaps more pretty gifts from Tiffany – which has brought me good luck!"

In September, yet another lucky Singaporean was picked as the monthly finalist of the Draw. Mr Ng Eng Sin, a 43-year-old business development manager, had purchased two Lego toy sets for his sons aged seven and eight when he was at Changi Airport with his family. The purchases were made at KidzTime!

at Terminal 3 when the Ng family were on their way to Penang to visit relatives and to celebrate the younger boy's birthday.

Not having had much luck with lucky draws or contests previously, Mr Ng said he was "surprisingly shocked and happy" when first informed about the win. "I feel that my lucky star is shining on me, being one of the six finalists. This is the first time I've come so close to winning S\$1 million," he said. Should he be the lucky Changi Millionaire, Mr Ng plans to use the money on his children's education, as well as for his retirement plan. A portion will also be donated to the charity.

Both Singaporean finalists are regular patrons of Changi Airport who enjoy shopping and dining at Changi even when they are not travelling. "It's a mall where you can find anything and everything you need," said Mr Ng. Mr Loh, who visits the airport around three times a month with his family, has also extracted much value from shopping at Changi. A member of *Changi Rewards*, the shopping and dining loyalty programme at Changi,

he has been accumulating points whenever he shops and dines at the airport, which he then uses to redeem Changi Airport Dollar vouchers to offset subsequent purchases at Changi's shops and restaurants.

Singaporeans contribute a significant 15% to total retail sales at Changi Airport. The previous two monthly winners for June and July were from Australia and South Africa respectively. Monthly winners of the 'Be a Changi Millionaire' Draw win a cash prize of S\$5,000, plus a three day/two nights stay in a luxurious hotel in Singapore, with airfare provided for non-Singapore residents. The Draw period ended on 30 November. The six finalists, including the winners for October and November (to be announced), will participate in the Grand Draw for S\$1 million. This will take place in Changi Airport in late January 2011.



Messrs Ng (left) and Loh are Changi Millionaire finalists

# Two New Airlines Join Changi Family



Changi Airport welcomed two new airlines in October and November – Airphil Express from the Philippines and Malaysia's Berjaya Air. The new airlines' operations enhance Changi's connectivity and improve accessibility to their destinations.

Airphil, which operates from Terminal 2, commenced daily services between Singapore and Manila on 27 October 2010. Singapore is the carrier's first international destination. From 1 December, Airphil added another destination, Cebu, also with a daily service. With Airphil's operations, six carriers now fly between Singapore and the Philippines.

On 1 November, Berjaya commenced scheduled operations at the Budget Terminal. Berjaya previously operated chartered flights

from Seletar Airport. The carrier operates ten flights a week to and from Tioman. From March 2011, Berjaya will increase frequencies to 28 weekly flights, 14 each to and from the resort islands of Tioman and Redang. Both islands are new links for Changi.

Welcoming the two new carriers, CAG's Director, Market Development, Lim Ching Kiat, said, "The new services improve Changi's connectivity and accessibility to Airphil and Berjaya's destinations. Airphil's operations will meet growing demand for this sector. For Berjaya, their scheduled flights from the Budget Terminal will enhance the travel experience for its passengers as they will enjoy the ease and convenience of connecting between flights as well as the use of Changi's facilities and amenities."

## More Flights to Tokyo



Travellers now enjoy more options and greater convenience when they travel to the Japanese capital. On 31 October, three airlines commenced operations to Tokyo's Haneda Airport. The four daily flights to Haneda by All Nippon Airways, Japan Airlines and Singapore Airlines increase the number of flights to Tokyo (Haneda and Narita Airports) from eight to 11 flights each day.

Flying into Haneda, located conveniently 20km from the city centre, means that travellers will have unprecedented access to downtown Tokyo. With the commencement of international flights to Haneda, passengers travelling onward to other Japanese cities will no longer need to make a one-hour transfer from Narita Airport to Haneda, saving them both time and money.

## Changi's First South American Link



Come March 2011, Changi Airport will be directly linked to the South American continent for the first time. Singapore Airlines will commence operations to Brazil's largest city, Sao Paulo, via thrice-weekly flights on the Singapore-Barcelona-Sao Paulo route.

Sao Paulo is widely recognised as an arts and entertainment centre, as well as an influential player in the areas of commerce and finance in Latin America. The new link will boost ties between Singapore and Brazil and pave the way for enhanced trade, tourism and travel links between Asia and South America.

# Changi's Connectivity Branches in Cyberspace

Changi is not only growing its air network, but its online social network as well.

The increasing popularity of social media has opened up new communications channels for online interaction. This presents companies with a unique medium for them to interact and engage directly with their customers, while creating positive presence and building their reputation online.

Customers have always been at the heart of all that Changi does; they shape and define the Changi Experience on their own terms. With online access for many available anytime and anywhere – on personal computers and mobile devices – it has become easier for CAG to reach out to its customers.

Recognising the importance of reaching out to its stakeholders, CAG has in the last year, actively built its online presence through the 'Fans of Changi' programme, leveraging its websites and social media platforms such as FaceBook, Twitter, YouTube and Flickr. These interactive digital tools allow CAG to cost effectively share news and developments about Changi to those interested while providing a convenient means for passengers from around the world to contact the airport.

Early this month, the Fans of Changi FaceBook page crossed the 20,000 mark, and continues to grow daily. And, contrary to popular belief, Changi's fans are not just youths but include people from various backgrounds such as frequent business travellers, and young parents who love bringing their children to Changi for fun and relaxation.

One avid Changi fan is Andy Lee, 36, and a father of four. Outside of his day job as a customer relationship management consultant, Andy actively blogs in his spare time, about his kids' experiences to timestamp their growing-up years, adventures and milestones. With an average rating of 8.8, his blog ([sengkangbabies.blogspot.com](http://sengkangbabies.blogspot.com)) was nominated for Singapore's 2010 Blogger's Choice Awards in the 'Hottest Daddy' category. When asked about Changi's social media efforts, he said: "Companies with a social front-end need to show a personal touch and Changi has done a marvelous job in communicating with its stakeholders."

Video clips that were produced to promote the launch of the Changi Millionaire Draw and the Slide@T3, the world's tallest in an airport, have been popular on YouTube, generating more than 120,000 views each in a matter of months. "The clips were cool! By sharing YouTube videos to promote events and new facilities to the public, Changi allowed me to effectively visualise the product and place-of-interest that eventually enhanced my actual airport experience," Andy added.

With the rapid spike in connectivity and technological developments, CAG will continue to build on its social media efforts to reach out digitally and connect with its many customers all over the world.



Early this month, the Fans of Changi Facebook page crossed the 20,000 mark. Among Changi's avid fans is Mr Andy Lee (pictured in yellow shirt above). Mr Lee actively blogs about his kids' experiences at his blog [sengkangbabies.blogspot.com](http://sengkangbabies.blogspot.com)

Cover Story

# Changi in Saudi Arabia



Passengers making their way to the Departure Hall from the main concourse at KFIA

In the eastern part of Saudi Arabia, where the oil capital of Dammam sits, is a slice of Changi Airport. Since November 2008, Changi Airports International (CAI) has had a resident team of airport specialists co-managing King Fahd International Airport (KFIA) in Dammam, as part of CAI's six-year operations management contract with the Saudi General Authority of Civil Aviation (GACA). Valued at S\$65 million, the project is the largest ever won by CAI.

At 780 km<sup>2</sup>, KFIA has a land bank that is larger than the size of Singapore. The airport serves a region of four million, with domestic and international flights at its Passenger Terminal and Royal Terminal. In 2009, KFIA handled 4.43 million passenger movements, 78,000 tonnes of cargo and 49,000 aircraft movements. KFIA is served by some 30 airlines operating more than 1,000 weekly flights to over 55 cities.

## Changi's contributions

The six-member Changi team in Dammam has been working alongside Saudi staff to deliver improvements to the airport and introduce best practices and processes, to prepare for KFIA's eventual corporatisation. The CAI resident team is assisted by

visiting experts from CAG and CAI on short-term assignments.

On the operations front, the CAI team has led projects to improve the terminal's facilities and services. They include the introduction of smoking rooms, children's play areas, improved seating and TV viewing areas. The Changi team has also helped to resolve issues such as alleviating congestion problems at KFIA's kerbside.

Besides hardware, CAI has also helped to improve 'heartware' in the form of service quality. Service training has been conducted for KFIA staff. New quality service initiatives and refund policies have also been instituted at retail outlets at KFIA.

At the organisational level, CAI has been involved in formulating KFIA's new vision, mission and values, to align the airport's focus and resources with GACA's goals and strategic directions. It has also helped to develop initiatives to grow non-aeronautical revenue and improve aeronautical revenue collection. The team has introduced new F&B outlets, with plans to bring in more retail and F&B shops in the years ahead.

## KFIA's growth

Since the Changi team came on board, KFIA has grown its traffic and routes, performing well compared to regional peers like Bahrain Airport. In 2009, passenger traffic at KFIA grew 8.2%, a faster pace compared to Bahrain's 3.4%.

Seven new airlines have started operations at KFIA since the CAI team's deployment, representing a 21% increase in the number of airlines operating at KFIA. The efforts have not gone unnoticed, with KFIA bagging the award for the Middle East category in the 2010 Routes Airport Marketing Awards – Asia. KFIA also received an Honourable Mention at the 2010 IATA Eagle Awards for its low aeronautical charges and improvement in product offerings to airlines and passengers.

## Looking ahead

"The Changi team in Dammam has performed well over the last two years. We assessed feedback from KFIA passengers and contributed to the improvement of terminal facilities and operational processes at the airport. Our personnel, both the residential team members and the visiting



Airlines operating at KFIA include Malaysia Airlines (far left), which launched services to Dammam in May this year

specialists, have diligently delivered their services in support of our clients at KFIA, and contributed in no small ways to the successes achieved in this project," said Wong Woon Liong, CAI's CEO.

Mr Wong added, "The experience gained through this engagement will stand them in good stead in their work back at Changi Airport, and also in future overseas assignments, which CAI is looking forward to secure more of in the years ahead."

As the first KFIA team celebrates its accomplishments and returns to Singapore, the second resident team takes over the baton to build on the good results of the first two years and to continue delivering improvements and growth for KFIA.



Passenger traffic at KFIA grew 8.2% in 2009, much faster compared to neighbouring Bahrain



Changi's decorative touch on a festive display at KFIA



**"After working and living in Saudi Arabia for two years, I have a better understanding and appreciation for the social norms, people's way of life and their culture. Settling into a foreign and unfamiliar place with vastly different cultural and societal norms is never easy. I think being work-focused has helped me to adjust quickly. I also received good support from my fellow resident team-mates and the company management.**

**After knowing our Saudi colleagues better, they have trusted us and are now comfortable with us, and we have even interacted outside of work. I was invited to an Arab wedding by one of the Saudi staff. It was an eye-opening experience to see a Saudi wedding dinner party attended by 300 men and boys (the bride has her own females-only party), complete with traditional Arab fare, singing and sword dance!"**

Su Chun Yang (left), 31, Director of Operations Improvement at KFIA

**"The Dammam stint has been the most fulfilling two years in my life. I liken my stay in Saudi Arabia to a challenging but colourful stroke on a canvas that represents my career. When I retire years later and with the painting on my canvas complete, I know I would reminisce the time I spent in Dammam and think about how this stroke adds to the beauty and completeness of the whole picture.**

**Overseas postings provide managers, like me, with the opportunities to adapt and apply knowledge in a different and often challenging environment. I believe this will accelerate personal development in all aspects of the person. I would highly recommend anyone, particularly younger Changi officers, to seize available opportunities to gain experience in overseas postings."**

Teo Chin Leong (right), 32, General Manager for Traffic Development, KFIA

## CAI in Brunei and India

CAI has secured a consultancy project with the Brunei Economic Development Board (BEDB) for the upgrading and development of Brunei International Airport. The consultancy work commenced in October. The scope of the consultancy entails assisting the BEDB to develop and prioritise the scope of refurbishment needed to modernise the airport terminal and preparing tender documents for the Design and Build contract. The project value of the upgrading and development is about B\$130 million.

Over in India, good progress has been made in the development of Durgapur Airport. The Design and Build contract has been awarded to Simplex Infrastructures Limited. The scope of the contract involves an initial development of a 2,800 metre long runway along with a passenger terminal building capable of handling one million passengers annually. CAI has a 26% stake in Bengal Aerotropolis Project Limited (BAPL), the company formed for the development of Durgapur Aerotropolis.

## Recognition at TOPSIS Forum 2010



CAG staff, Gobinath Thangaveloo (above) and Toh Ern Chong receiving Certificates of Commendation for their efforts in implementing TOPSIS at Changi

The inaugural Threat Oriented Passenger Screening Integrated System (TOPSIS) Forum 2010, with the theme "We have a part to play", was held at the Ministry of Home Affairs (MHA) headquarters in September. The forum, graced by Permanent Secretary at the MHA, Mr Benny

Lim, was held to celebrate the contributions of various communities - both security and non-security - to the TOPSIS initiative.

To recognise the contributions and participation of non-security communities, 128 staff – including 50 from airport agencies – received awards from Mr Lim and the Commissioner of Police. CAG received the Organisation Award while two CAG staff members, Gobinath Thangaveloo and Toh Ern Chong, both from the Aviation Security Division, were given Certificates of Commendation for their efforts in implementing TOPSIS at Changi Airport.

TOPSIS serves as a platform for airport staff to alert security personnel, covertly, whenever they come across suspicious behavior. Speaking on behalf of the aviation sector, Airport Police Commander, AC Keok Tong San, reiterated the importance of TOPSIS, especially in the context of a challenging security backdrop.

While the focus of many airport staff, including the airport screeners, may be on passenger facilitation and customer service, AC Keok highlighted the importance for staff to also keep security in mind. All airport staff needs to be ever more vigilant and look out for suspicious tell-tale indicators on individuals they encounter.

## Changi Revises Its Aeronautical Fees



CAG has unveiled a new aeronautical fee structure, which will take effect from 1 April 2011.

Transfer and transit passengers will pay a Passenger Service Charge (PSC) and a Passenger Security Service Charge (PSSC) of S\$9 and S\$3 respectively. There will be no change to the PSC and PSSC for departing passengers using Changi's Terminals 1, 2 and 3.

Budget Terminal (BT) passengers will pay an additional S\$3 in PSC, bringing total airport fees – comprising the PSC, PSSC and Aviation Levy - to S\$18 from the current S\$15. The revision in PSC seeks to recover part of the cost of developing and operating the terminal. BT passengers have enjoyed an enhanced terminal experience following a S\$20 million upgrading in 2009.

The new fees will apply to all air tickets purchased from 1 February 2011 for travel on or after 1 April 2011.

Aircraft landing fees at Changi will be raised, resulting in a 15% average increase in airlines' landing, parking and aerobridge (LPA) bill, with a larger increase for narrow-body aircraft. CAG will extend its landing fee rebate of up to 10 per cent to all carriers until 31 March 2012. Since Changi Airport's opening in 1981, landing fees have been adjusted only twice, in 1993 and the last time in 1995, 15 years ago.

The fee revisions are in compliance with the economic regulation framework governing Changi's operations, and are necessary to recover part of the airport's aeronautical costs.

## Airport Police Division Turns 40



Lighting up to a brighter future - [From left] Airport Operator Committee Chairman Baldev Bul, CAG EVP Airport Management Foo Sek Min, APD Commander Keok Tong San, Acting Commissioner of Police Wong Hong Kuan, CAAS Director Air Traffic Services Ng Tee Chiou and Commander ICA, Airport, Cora Chen, pulling up the 'aircraft thrust levers'

The men in blue at Changi have come a long way as the guardian in aviation security. With humble beginnings, the Airport Auxiliary Police Force was formed in 1961, with 61 police officers, to manage the security needs at Paya Lebar Airport. In 1970, the force was replaced with the state police when the Singapore Police Force took over responsibility for airport security and formed the Airport Police Division (APD).

APD has achieved many milestones in tandem with the growth of Changi Airport. It has also dealt with many security challenges including a hijack incident in March 1991,

the aftermath of the September 11 terror attacks in 2001 and the constant need to be vigilant against terrorism threats that have emerged ever since.

APD celebrated its 40<sup>th</sup> anniversary with a birthday bash on 3 November. Graced by Acting Commissioner of Police, Mr Wong Hong Kuan and attended by guests from the airport community, the event commemorated APD's growth and development over four decades. APD also paid tribute to ten ex-Commanders who had contributed significantly in developing APD to what it is today.



## T3's aviation gallery takes off

The Changi Aviation Gallery at Terminal 3 (Level 4) took off to a warm and enthusiastic public reception in September, offering aviation enthusiasts and members of the public one more reason to visit Changi Airport.

The new gallery – like its sister gallery at Terminal 2 – is a multi-sensory zone with interactive displays exhibiting interesting nuggets of information on Changi Airport, airport partners and aviation in Singapore.

The gallery, with the theme 'In the Air', has five 'clouds' of information, providing

visitors with fascinating insight into the myriad 'in-the-air' aspects of the airport, including the Changi Control Tower, air cargo, flight safety, passenger volumes, in-flight catering, Terminal 3's special features and Singapore's aviation history. There is even a real-time display showing the number of travellers currently passing through the airport!

In addition, there are hands-on activities, such as tile puzzles and interactive art, to enthuse children and their parents to visit the gallery. Aviation enthusiasts and plane-spotters can also relish a grandstand view of the runway and the airport tarmac from the gallery.

Admission to the gallery, open 24 hours daily, is free.



## Culture Mania at Changi



Departing passengers and travellers passing through Changi Airport can now stop by the Culture@Changi exhibition at Terminal 2's Departure Transit Mall. The lively exhibition has been set up to promote the rich diversity of cultures in Singapore, in particular the Indian and Malay cultures which recently celebrated the Deepavali and Hari Raya Haji festivals respectively.

Until January 2011, passengers can enjoy traditional performances that will be staged at the exhibition site at 5.00pm every Thursday through to Saturday. As part of the performances, passengers are enticed by the melodious musical pieces emanating from rare traditional Malay instruments such as the Malay Gamelan; and vivid songs and costumes accompanying the energetic traditional Indian dances.

There are small workshops conducted by practitioners from some of Singapore's vanishing traditional trades which provide travellers with greater insight into the Malay and Indian cultures. Passengers can visit



the Indian fortune-telling booth to get their fortunes told by a friendly parrot, or have the Henna tattoo artist draw intricate designs and patterns on their hands. They can also have a go at weaving strips of palm leaves used to wrap Malay rice dumplings, also known as *ketupat*. Handicraft pieces from the various cultural celebrations are on display, giving tourists an opportunity to learn more about the local festivals; while a mock-up of a typical 1950s Malay home will intrigue visitors, young and old.

## Experience Science @ Changi



Drawn by the clinking and clanking sounds of the Gravitrax initially, passengers of all ages will eventually be entranced by the rolling of the metal ball down a maze of metal wires, loops and spirals to the bottom of the gigantic structure currently on display at Changi Airport's Terminal 2 transit area. A main exhibit at the Science@Changi exhibition corner, the Gravitrax is a fascinating scientific setup typically used to illustrate physics concepts such as gravity, and kinetic, potential and sound energy.

Set up in partnership with the Singapore Science Centre, the corner features seven other interactive pieces which challenge the Einsteins and da Vincis in passengers through optical illusions and famous topological puzzles such as the 7-bridges problem and 4-peg square. Marrying science and mathematics with art in an engaging and interactive setting, the exhibits provide travellers some fun respite from the stress of travelling. They also give in-transit passengers a glimpse of what the Singapore Science Centre offers.

Science@Changi will be available till 31 Aug 2011.

# Towards a Greener Changi Airport

In conjunction with Clean and Green Singapore 2010, CAG launched the 'Changi Goes Green' environmental roadshow on 8 November and announced the establishment of a set of targets to reduce energy use and increase the proportion of recycled water used at Changi Airport.

## Conserving energy

Even with round the clock operations and increasing air traffic at Changi, CAG continues to put in a conscious effort to conserve energy. Some initiatives implemented so far include dimming lights at airport terminals by as much as 50% during off-peak hours, using natural lighting where possible, and installing motion sensors in areas such as toilets and offices to conserve electricity.

At present, Changi Airport's annual terminal building electricity consumption is about 450 million kilowatt hour (kWh). CAG has established an energy target that will enable Changi Airport to continue to provide a first-class experience for its users in a sustainable and environmentally-friendly manner. This target will see Changi reducing its terminal buildings' electricity usage by about 13.5 million kWh, generating savings of about S\$2.4 million over the next three years.

## Recycling water

Currently, already less than half of Changi Airport's water usage comes from potable sources. Recycled water from rainwater is used for irrigating plants at Changi Airport's nursery and external landscape areas, while NEWater is used for airport fire-fighting, sanitation and cooling of air conditioning chillers. CAG has also installed tap flow regulators in all toilet taps in the airport, which limit water flow from six litres per minute to two litres per minute.

While continuing to explore means to increase the use of recycled water in its water resource management, CAG has set a water target that will see Changi Airport increase the proportion of its recycled water usage from 55% to 58% over the next three years

In addition to the energy and water targets, CAG also aims to attain the BCA Green Mark Gold certification for Terminal 2 as well as the Singapore Environment Council's Green Office Label for its corporate offices in 2011.



CAG CEO Lee Seow Hiang planting a sapling of the Changi Tree during the launch of the 'Changi Goes Green' programme



CAG's Corporate Communications team emerged champion of the 'Changi Green Amazing Race'

## Active participation at roadshow

To kick-start the 'Changi Goes Green' roadshow, senior management and staff of CAG planted saplings of the symbolic Changi Tree at Terminal 3, as a symbol of the company's commitment to environmental sustainability into the future.

The Changi Tree, or Hopea Sangal, used to be a landmark of what is now known as the Changi area. It was thought to be extinct in Singapore until its re-discovery in September 2002 when a 150 year old specimen was felled illegally. Through conservation efforts by National Parks and the Nature Society, saplings of the Changi Tree can be found in the Singapore Zoological Gardens, Botanic Gardens and Changi Museum.

Another first for CAG during the 'Changi Goes Green' week was the first-ever CAG Corporate Recycling Day. A staggering 3,777 kg of recycled waste was collected, thanks to the efforts of CAG staff.

To close the week, staff of CAG as well as its airport partners participated in the first ever 'Changi Green Amazing Race', which saw them going on an eco-challenge around Changi's four terminals. To complete the race, participating teams had to perform 'green' tasks at the various checkpoints. Throughout the journey, they discovered more about Changi's green features and its environmental targets.

## Greenthumbs up for Changi Airport!



Ashraf Ali, a member of the horticulture team at CAG, was commended by the Landscape Industry Association of Singapore at the annual Greenthumbs event in September.

Ashraf, who received a plaque from Deputy Prime Minister Teo Chee Hian, was the overall top performing candidate for the fifth intake of the Certified Practising Horticulturists Programme, a certification programme organised by the Centre for Urban Greenery and Ecology (National Parks Singapore).

Congratulations to Ashraf!



## Long Service Honoured

A total of 236 staff members from CAG and Changi Airports International (CAI) received Long Service Awards (LSA), ranging from five to 45 years of service, at a ceremony held at Fairmont Hotel in October. The awards recognise the commitment and dedication of long-serving staff from CAG and CAI.

Speaking at the awards ceremony, CAG CEO, Lee Seow Hiang called on Long Service Award recipients to advance by what he termed the **3 Ls**: **L**eading with passion and conviction, **L**eading with humility, and **L**eading with a heart.

**Leading with passion and conviction** means believing in what one does, why one does it and that one can make a difference.

**Leading with humility** entails deepening one's knowledge, growing in confidence, staying humble and learning continuously. In addition, to stay ahead of the game, one needs to keep an open mind about learning and should not allow complacency to creep in.

**Leading with a heart** encompasses understanding the strengths and weaknesses of subordinates, acknowledging hard work and discovering what interests and concerns them.

In his address, Mr Lee also singled out the contributions of former Changi Airport Apron Chief, Ms Mary Tan, now a senior consultant at CAI. Mr Lee said, "Mary's experience demonstrates the right spirit of continuous learning and the ability to adapt to new demands and needs, which makes her highly relevant and valuable to CAI for its overseas ventures."



Mary is a firm believer that "learning is a journey and not a destination". That is why she feels that one should never be complacent but continue to learn new things, "so that we can always improve the work processes around us".

### Continuous Learning

For the past 40 years, Ms Jaya Ramayah has been a counsellor, trainer and mentor to generations of Customer Service Officers (CSOs) at Changi Airport.



Jaya, who joined the then Paya Lebar Airport in 1970, is this year's longest-serving recipient of the LSA. She told *Changi Connection* that she shares an "emotional attachment" with Changi Airport. She was part of the pioneering team of airport hostesses – as they were called at the time – at Changi

when the airport opened its doors in 1981. She is now a customer service team leader at Terminal 1.

Describing her time at Changi Airport as both "fulfilling and rewarding", Jaya is also one who believes in learning continuously in order to deliver a Changi Experience that exceeds passengers' expectations.

Another award recipient, terminal manager Adrian Rakesh, was part of the Airport Operations team formed to assist passengers when an Icelandic volcano erupted in April 2010, disrupting air traffic across most parts of Europe for a week.



The five-year LSA recipient and Excellent Service 2009 (Star) Award winner said, "My efforts made a difference to our passengers, some of whom I am still in touch with today. We also fostered a stronger bond between CAG and the various airlines." Today, he oversees terminal operations from the Terminal Management Centre as part of a team of duty terminal managers.



CAG CEO Lee Seow Hiang officiating at the Vessels Commissioning Ceremony



The new hovercraft replaces AES' first hovercraft acquired in 1994

# Enhancing Sea Rescue Capabilities

Two new state-of-the-art sea rescue vessels are now in the docks of CAG's Airport Emergency Services' (AES) Sea Rescue Base (SRB). The new arrivals – a hovercraft and a water-jet catamaran command boat – notch up SRB's sea rescue capability to rescue the maximum number of passengers onboard the largest aircraft type today – the Airbus 380.

The newly commissioned hovercraft will replace AES' first hovercraft which was acquired in 1994. It has a top speed of 57 knots, which is equivalent to 105km/h. Equipped with five 65-person lift rafts, the hovercraft provides a total rescue capacity of 325 people.

Unlike other conventional fire-fighting boats, the new water-jet catamaran command boat is able to travel at a top speed of 30 knots, equivalent to 55km/h, and carry a total of 15 casualties. The use of water-jet propulsion, rather than propeller driven boats, allows the command boat to make closer approaches to casualties without endangering their lives.

Speaking at the Vessels Commissioning Ceremony held at the SAF Yacht Club on 27 October, CAG CEO, Lee Seow Hiang, highlighted the paramount importance of safety in a world-class airport and recognised AES' efforts to continually strengthen its emergency preparedness and operational effectiveness.

Mr Lee took the opportunity to thank all the personnel involved. He said, "The commissioning of these vessels would not have been possible if not for the tireless efforts of the engineers, who played a pivotal role to integrate a multitude of complex systems into a seamless whole, and all the SRB officers and men, who have been very committed to introducing the hovercraft and command boat into active service."

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To be the world's leading airport company, growing a vibrant air hub in Singapore and enhancing the communities we serve worldwide

#### our vision

Exceptional people,  
Connecting lives

#### our values

We value our People  
We are committed to our Customers  
We succeed with our Partners  
We are the best in our Business  
Integrity is at the heart of everything we do

## DID YOU KNOW?

**Changi Airport** surpassed its **10 million**, **20 million** and **30 million** passengers-a-year milestones in **1986**, **1994** and **2004** respectively.

**Terminal 1** opened in **1981**, **Terminal 2** in **1990**, and **Terminal 3** in **2008**.

Changi Airport's team of Customer Service Officers speak a total of **21** languages, including Tagalog, Vietnamese, Spanish and Nepalese.

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