



ANNUAL REPORT
Financial Year 2022/23
1 Apr 2022 – 31 Mar 2023



*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 2023, 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

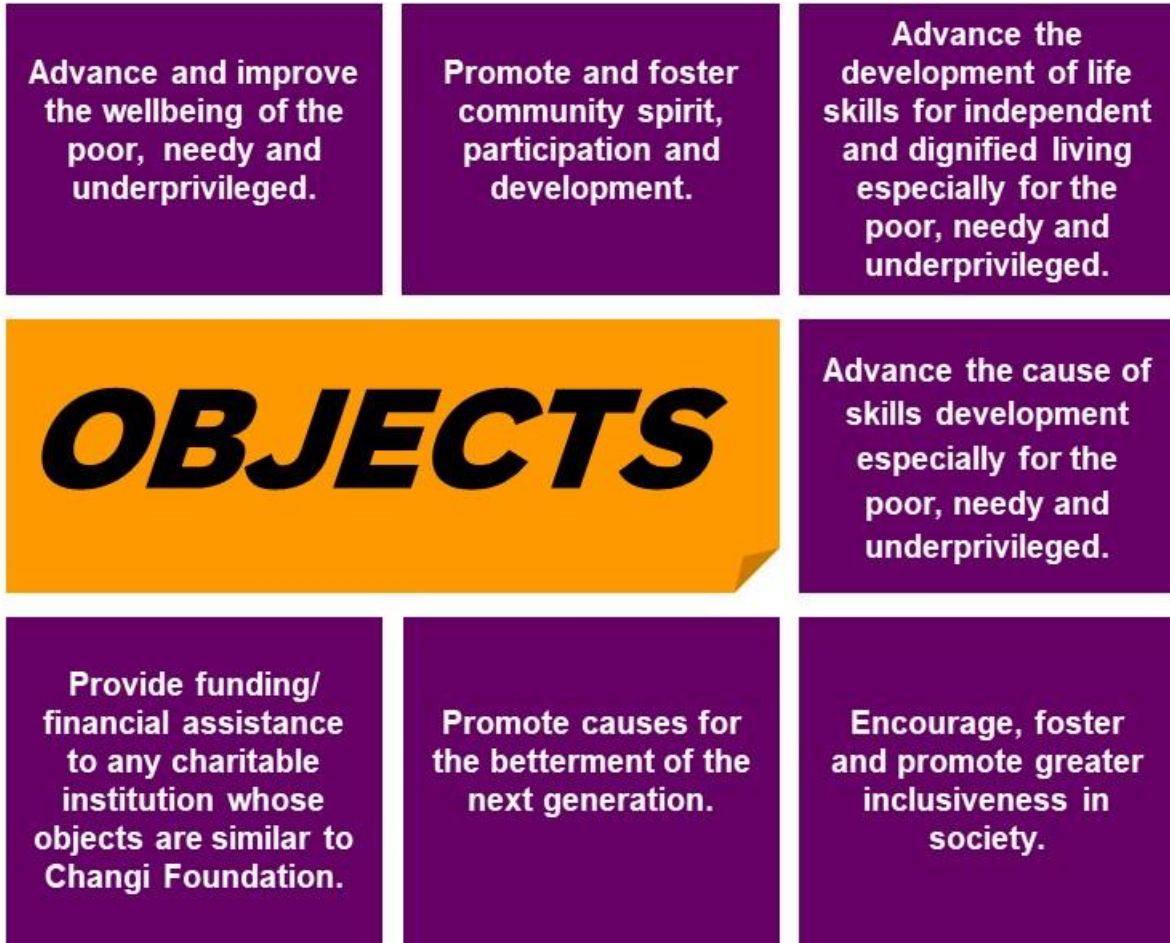


The Changi Foundation logo epitomises the stage of metamorphosis from a cocoon to a beautiful butterfly in a myriad of colours. In the same way, Changi Foundation hopes to aid in the metamorphoses of the lives of youths, transforming their dreams into beautiful realities, helping their future take flight.

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 of 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. 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 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	Executive Vice President, Corporate, People & Culture Changi Airport Group
Loong Jessie (Long Jessie)	Director 27 Apr 2018 Honorary Treasurer 17 Oct 2022	Group Senior Vice President, Legal & Compliance, Changi Airport Group
Lim Ching Kiat	Director 27 Apr 2018	Executive Vice President, Air Hub & Cargo Development, Changi Airport Group
Lim Tiong Huat (Lin Changfa)	Director 27 Apr 2018	Group Senior Vice President, Airport Operations Planning, 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	Associate Director, People Team, Changi Airport Group
Ng Wei Foong Fiona	Company Secretary	Senior Vice President, Legal & Compliance, Changi Airport Group
Yeo Ju Lee	Head Finance	Senior Manager, Financial Accounting, Enterprise Performance, Changi Airport Group
Jill Elaine Phillips	Senior Manager	Senior Manager, People Team, Changi Airport Group

AUDITED FINANCIAL STATEMENT FY22/23

Changi Airport Group is the primary funder of Changi Foundation. In FY22/23, Changi Foundation received \$0.89 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 22/23, Changi Foundation disbursed about \$1.05 million in grants and donations to various Institutions of Public Character and one Social Enterprise largely in support of programmes to uplift disadvantaged youths. Please refer to pages 16 - 18 for more on our grantmaking efforts.

Other expenses included expenditure on administrative costs.

Fund Management

As at 31 March 2023, Changi Foundation's accumulated fund amounted to \$0.6 million. The accumulated fund will largely be used for grantmaking in FY23.

Audited Financial Statement FY22/23

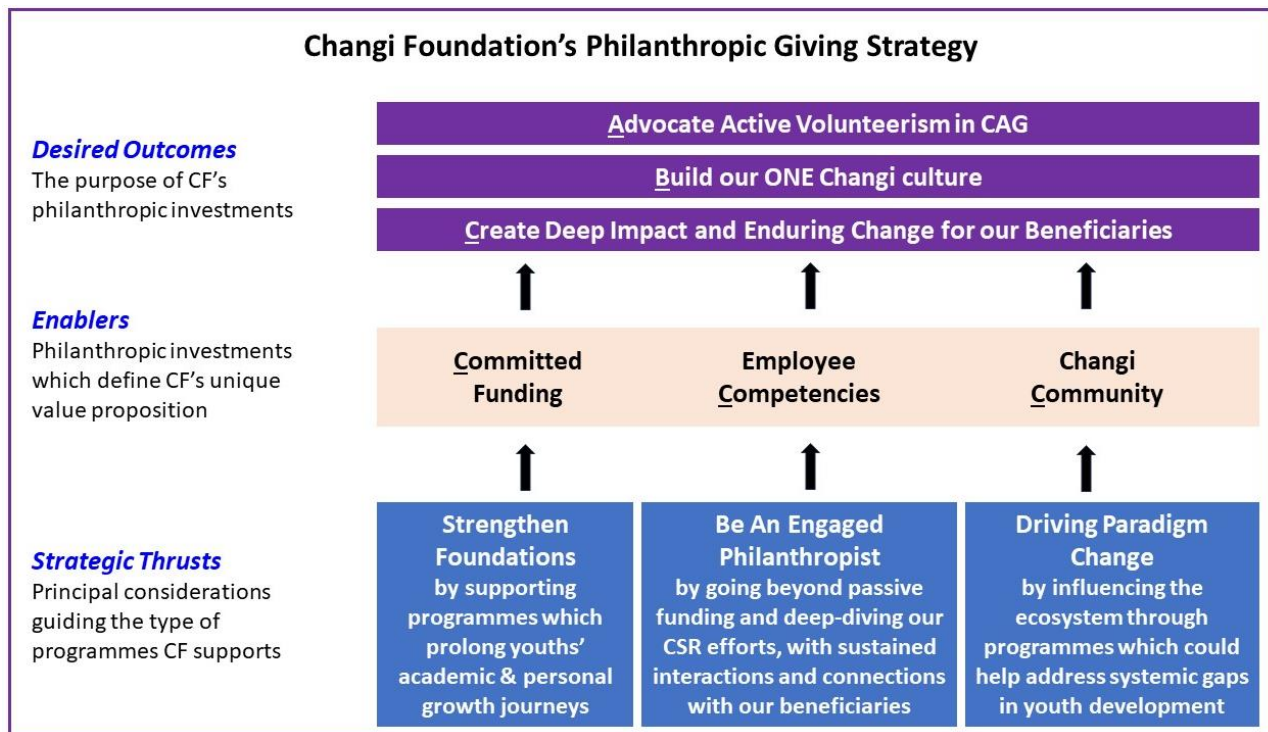
The full details of Changi Foundation's audited Financial Statement are attached as a separate document.

PHILANTHROPIC ACTIVITIES IN FY22/23

Changi Foundation 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.

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.

Deep-Dive Partnerships

Changi Foundation continued to cultivate strong relationships with three main beneficiaries – NorthLight School, Metta School and 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 FY22/23, with the return of face-to-face engagements, Changi Foundation:

- (a) Revived the Independent Travel programme which had previously been run and co-planned with Metta School in the pre-pandemic years. With the involvement of CAG volunteers, Metta School was able to test the progress of each student in being able to follow directions to commute to a specified destination on their own. Volunteers discreetly followed the students to ensure their safety along the way, revealing themselves only when the students had reached their destination.
- (b) Revived the Youth Passport Programme for NorthLight School. The objective of the programme was to expand the world view of students when it came to the career options at Changi Airport. They learnt that the success of Changi Airport also depended on employees who provided security, emergency, hospitality, engineering and cleaning services amongst others. Related activity stations enabled the students to get a fun, hands-on feel for a selection of the different jobs. For example, the station manned by volunteers from Changi Airport Group's Airport Emergency Service gave students the chance to don fire suits and put out a fire (using a simulator), while airport partners such as Certis Aviation Security and Engie Services provided students with a glimpse of security and engineering operations respectively.

In FY22/23, there were 60 sessions engaging Metta School, Arts@Metta, and NorthLight School youths, most of which involved our colleagues, including interns, as volunteers.

FY22/23 Highlight

Changi Airport Group was 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.

Youth Employability Skills and Youth Employment

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

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 (a) enhance the youths' employability skills through work experience programmes, and to (b) enable employment opportunities for youths. With the significant easing of pandemic measures, Changi Foundation was finally able to move forward in these areas.

Work Experience

Four special needs youths from Metta School were provided with On-the-Job-Training (OJT) by Changi Airport Group's Horticulture team. Unlike the previous group of students who were affected by pandemic restrictions in 2021, they were able to complete a full seven months of OJT. Working at the Changi Nursery, they learnt basic skills such as weeding, pruning and caring for plants. They were also given the opportunity to transfer their skills to a different environment when they were deployed to work at Jewel. This two-week stint was made possible by the advocacy of Jewel Changi Airport colleagues and the support of partner, TEHC International Pte Ltd. Beyond that, Changi Foundation also facilitated a 2-Week Job Trial for ten Year 1 students from Metta School's Employment Pathway Programme with airport partners such as Canopy Park (Certis Aviation Security), Swensen's and Uniqlo, as well as at CAG's pantry.

Youth Employment

The above-mentioned two-week stint led to employment being offered to two of the four graduating Metta School students. One student's family took up the offer and following family engagement and job customisation, has been working three mornings per week with TEHC since November 2022.

The advocacy of a senior leader in Changi Airport Group also paved the way for collaboration with Smarte Carte – an airport partner providing trolley and taxi queue services. After facilitating a learning journey for Metta School staff and students, Smarte Carte committed not only to offering work experience opportunities but to also considering suitable Metta School graduates for employment. In February 2023, having successfully gone through an interview, one Metta School graduate underwent a 2-week paid job trial with Smarte Carte. He was subsequently offered part-time employment. He has settled into his role and can be seen confidently managing the trolleys in Terminal 3.

Sustainable Business and Retail Opportunities

The Art Programme 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. Now in its third year, resident artists focused on becoming more confident professionals. Over six sessions, they learnt to put together their own portfolio, the importance of presenting themselves well and created their own name cards. Through the same colleague's networks, the artists were also able to spend time with industry experts/ mentors to explore their creativity and even new art forms. The outcome from these sessions was inspiration for new art pieces and products which were included in Arts@Metta's product catalogue.

Throughout FY22, there were multiple platforms that provided Arts@Metta with retail opportunities. These included:

- (a) a retail outpost in Terminal 3, from July to August 2022, that exclusively featured Arts@Metta and Metta Café products, facilitated by a senior Changi Airport Group (CAG) leader from the Commercial Division;
- (b) the return of the Arts@Metta art fair held in CAG's office premises in November 2022 and which generated over \$7K in sales and donations; and
- (c) a dedicated space for Arts@Metta products and the deployment of youth artists with special needs as retail assistants at the Sift & Pick (a CAG subsidiary) store in Terminal 3 from March to June 2023.

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 they could contribute. In FY22/23, our support of the wider community (i.e. beyond our established deep-dive partnerships) included:

- (a) Bedok Town Volunteer Centre's Adopt-A-Block initiative, which provided personal and household care packs to residents. Response was overwhelming and donations from Changi Airport Group employees were sufficient to support an additional two blocks. Volunteers also came forward to pack and distribute the care packs;
- (b) a food donation drive for Food from the Heart, as part of our year-end giving programme – over 3,000 food items were collected; and
- (c) fairly regular presence of our volunteers at the Food From the Heart warehouse and Willing Hearts kitchen.

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 FY22/23, Changi Foundation supported nine programmes benefitting disadvantaged youths. 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.

FY22/23 Grantmaking Snapshot



Programmes Funded by Changi Foundation

In FY22/23, 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	<p>A collaboration between Beautiful People and the Ministry of Social and Family Development, this programme provides 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.</p> <p>Supported since 2018</p>
CAG-Howe Yoon Chong Book Prize Institute of Technical Education	<p>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.</p> <p>Supported since 2016</p>

CF Focus: Transition-to-Work programmes to increase youths' employability

Programme/	Programme Description
<p>Metta Café Work Readiness Programme</p> <p>Metta Welfare Association</p>	<p>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.</p> <p>Previously known as Metta Café Apprenticeship Programme.</p> <p>Supported since 2015</p>
<p>Immersive+</p> <p>Hatch Youth Services Ltd (social enterprise)</p>	<p>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 match 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.</p> <p>Previously known as Immersive Programme.</p> <p>Supported since 2020</p> <p><i>NB: In FY22, three youths from the Immersive+ Programme were offered apprenticeships with Changi Airport Group's iShopChangi team.</i></p>

CF Focus: Character building programmes to strengthen youths' internal self	
Programme	Programme Description
Saturday Night Lights (SNL) SportCares Foundation	<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>Supported since 2014</p>
Youth COP SHINE Children & Youth Services	<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> <p>Supported since 2015</p>

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 continued 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 the opportunities within the Changi Airport 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 giving by engaging Changi Airport Group colleagues as 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 Lee Seow Hiang

Mr Stuart Ralls

Anonymous Donors (2)

While Changi Foundation does not solicit funds, we have been privileged to have received unsolicited donations from our generous supporters during FY22/23.



*Connecting with Youths today
Empowering them for a better tomorrow*

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