



ANNUAL REPORT
Financial Year 2023/24
1 Apr 2023 – 31 Mar 2024



*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 2024, there are 5 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:

<p>Advance and improve the wellbeing of the poor, needy and underprivileged.</p>	<p>Promote and foster community spirit, participation and development.</p>	<p>Advance the development of life skills for independent and dignified living especially for the poor, needy and underprivileged.</p>
<p><i>OBJECTS</i></p>		<p>Advance the cause of skills development especially for the poor, needy and underprivileged.</p>
<p>Provide funding/ financial assistance to any charitable institution whose objects are similar to Changi Foundation.</p>	<p>Promote causes for the betterment of the next generation.</p>	<p>Encourage, foster and promote greater inclusiveness in society.</p>

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
Tan Chuan Yang	Director 15 Jan 2021	Vice President, Airport Operations Control, 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 four 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 (till Feb 2024) Teo Jia Hui (from Mar 2024)	Head Finance	Senior Manager, Enterprise Performance, Changi Airport Group
Jill Elaine Phillips	Senior Manager	Senior Manager, People Team, Changi Airport Group
Zhou Qixiang	Manager	Manager, People Team, Changi Airport Group

AUDITED FINANCIAL STATEMENT FY23/24

Changi Airport Group is the primary funder of Changi Foundation. In FY23/24, Changi Foundation received \$0.84 million in donations. This amount was captured as Changi Foundation's income, which is reflected in its Audited Financial Statement.

Disbursement of Grants

The fund injected by Changi Airport Group was used primarily to support grantmaking. In FY 23/24, Changi Foundation disbursed about \$0.77 million in grants and donations to various Institutions of Public Character largely in support of programmes to uplift disadvantaged youths. Please refer to pages 16 - 19 for more on our grantmaking efforts.

Other expenses included expenditure on administrative costs.

Fund Management

As at 31 March 2024, Changi Foundation's accumulated fund amounted to \$0.6 million. The accumulated fund will largely be used for grantmaking in FY24.

Audited Financial Statement FY23/24

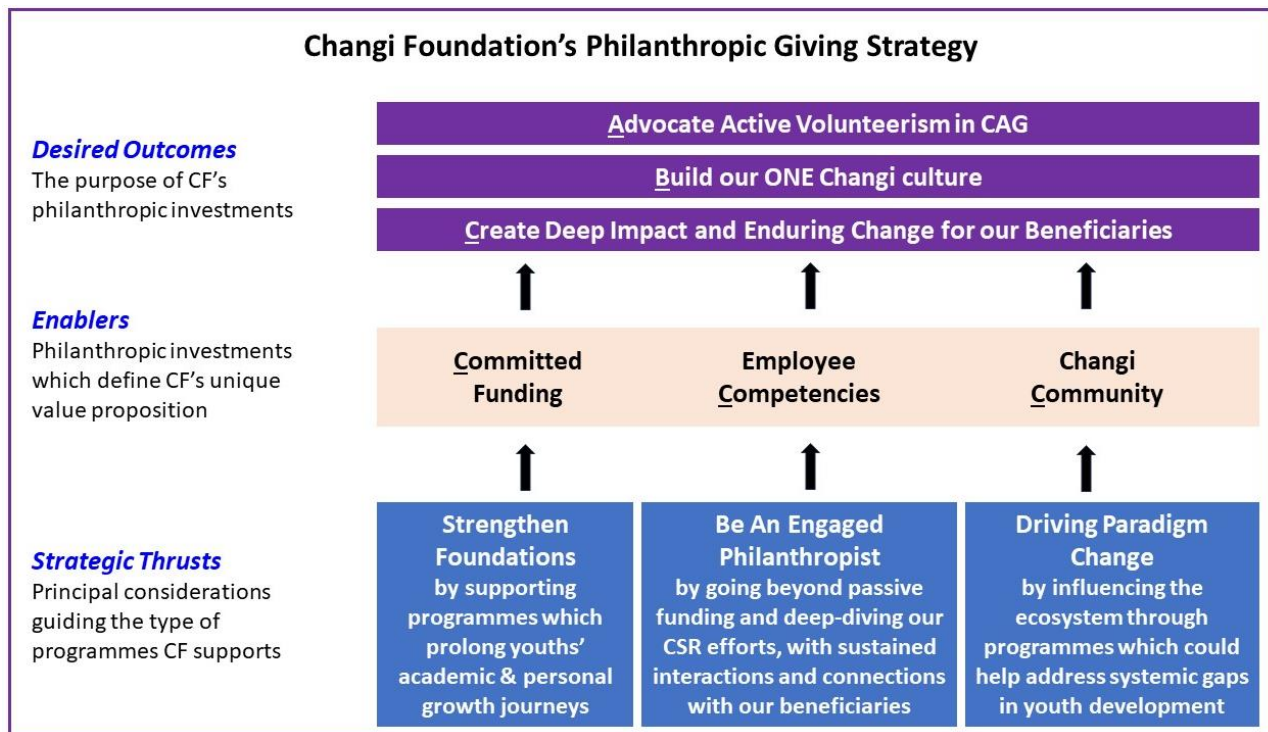
The full details of Changi Foundation's audited Financial Statement are attached as a separate document.

PHILANTHROPIC ACTIVITIES IN FY23/24

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 continues to cultivate strong relationships with two main beneficiaries – NorthLight School, Metta Welfare Association and its affiliated organisations (i.e. Metta School, Maitri School, Arts@Metta, Eco@Metta and Metta Café).

Our philosophy of deep-dive partnerships has enabled us to engage in multifaceted giving that create enduring change for the youths and organisations we work with, beyond grantmaking.

In FY23/24, we supported 600 learning and job experiences in service of our beneficiaries, most of which involved our airport partners and colleagues, as volunteers.

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 FY23/24, Changi Foundation:

- (a) Continued the Independent Travel programme with Metta School, for students aged 7-21 years old with Mild Intellectual Disability (MID) and/or Autism (ASD). The programme enables students with special needs to commute safely and navigate the public transport system with confidence. Changi Airport Group's volunteers were mobilised to follow the students and ensure their safety along the way, revealing themselves only when the students had reached their destination.
- (b) Expanded the Social Competency Programme with Maitri School, for students aged 7-9 years old with moderate to severe autism. The students are generally school-bound, and needed to familiarise themselves with others in public spaces. Volunteers from Changi Airport Group and our airport partners were mobilised for four sessions of play outings with the students, to help them develop socialisation and interaction skills.
- (c) Enhanced the Edtech capabilities for Metta School, via in-app development of an online shopping application for the students to practice their grocery and marketing skills.
- (d) Continued the Youth Passport Programme for NorthLight School, which helped the students understand more about the different career options, unique features and sustainability efforts of Changi Airport and Jewel.

- (e) Revamped the Career Development Programme for NorthLight School, to make it more relevant and customised to the needs of the students. This iteration included:
- A grooming workshop (with added elements of Customer Service and other Work Readiness related topics) conducted by our partner, Certis Aviation Security;
 - Career Sneak Peek, a mini fair organised to showcase the different careers within Changi Airport. The objective was to spark interest amongst the students on the career roles they were interested in, and the qualifications needed to attain them. Changi Airport Group's Airport Emergency Service as well as airport partners from a range of industries (e.g. landscaping, facilities maintenance, retail, aviation security etc.) participated in the fair.

FY23/24 Highlight

Changi Airport Group was a recipient of the Community Chest Volunteer Partner Award, which recognises the organisation's strong, committed volunteer initiatives, as well as 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.

Work Experience

Two special needs youths from Metta School were provided with On-the-Job-Training (OJT) by Changi Airport Group's People Services Team, to assist in keeping multiple pantries clean and well-stocked. We also collaborated with an airport partner, Swensen's, to provide OJT placements for three students during the same period. The three students were trained in different tasks, from pre-opening preparation, to greeting and seating customers, and later on in their attachment, serving food. One of the students was subsequently offered part-time employment by Swensen's after his OJT. In addition, all five students benefitted from the additional support of mentors from Changi Airport Group who journeyed with them over the six months.

Beyond that, Changi Foundation also facilitated two 2-Week Job Trials for students from Metta School's Employment Pathway Programme – The first job trial was in Apr 2023 with 9

students and the second job trial was in July 2023 with 11 students. The job trial involved airport partners such as Canopy Park (Certis Aviation Security), Smarte Carte, SengFoo, Uniqlo, as well as at Changi Airport Group's nursery. All students received mentoring support from Changi Airport Group employees during their job trials.

Youth Employment

The above-mentioned OJTs led to employment being offered to one graduating student at Swensen's. Changi Airport Group continues to advocate for more employment opportunities and has another student, identified by Metta School, who will begin a specially arranged trial at Smarte Carte in the latter half of 2024.

Besides enabling employment, we have also collaborated with Metta School on programmes to help enhance the employability of their students. These included mock job interviews (in person and online), and practicing their school-to-work transition presentations with them.

Sustainable Business and Retail Opportunities

The Art Programme was developed by a Changi Airport Group employee to help Arts@Metta's resident artists explore their creative versatility, hone their professional skills, and develop quality art pieces and products that could generate income for themselves and Arts@Metta.

On this front, we have consciously curated retail and business opportunities for Arts@Metta in FY 23/24. These included:

- (a) Socially responsible procurement of Arts@Metta products within Changi Airport Group as corporate gifts. For example, our Air Hub division commissioned six art pieces from Arts@Metta that were to be presented as gifts to international business partners.
- (a) Providing access to Changi Airport Group owned platforms (e.g. Changi Gift Shop in Jewel, Sift & Pick (subsidiary website)) for the retail of Arts@Metta and Metta Café products.
- (b) Curating an art exhibition within Changi Airport Group's office premises, titled the "Artists' Garden". It took inspiration from the newly renovated T2 as a means to illustrate how the Terminal looked like from the eyes of the differently abled, and to showcase the varied art capabilities and product offerings of artists with special needs. Changi Airport Group employees conducted learning journeys with the Arts@Metta artists (together with special needs artists from other organisations) to T2, where they were able to soak in the design

elements and inspirations behind the revamped terminal, which became the basis of their artworks for the exhibition.

- A silent auction and a one-day sale of other products produced by the artists complemented the exhibition, which eventually raised close to \$10,000 in sales for Arts@Metta and nearly \$17,000 overall for all the special needs artists.

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 FY23/24, our support of the wider community (i.e. beyond our established deep-dive partnerships) included:

- (a) Support of Metta Welfare Association's existing fundraising and community projects.
 - Dedicated Charity Golf Event organised by our Airport Operations Cluster to raise funds for the new Maitri School campus, of which \$500,000 was raised.
 - Volunteering at the organisation's clothing thrift store and food warehouse. Volunteers helped to sort and stock food and clothing donations, which are either sold (for clothes) at low prices or given (for food) to clients under Metta Welfare Association's care.
- (b) An In-kind sponsorship drive of sports equipment (e.g. football shoes, jerseys etc.) and stationery items, for lower-income families in Bedok/Tampines town and students from NorthLight School.
- (c) 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 FY23/24, Changi Foundation funded six 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.

Such partnerships also facilitate information sharing of knowledge/insights, allowing Changi Foundation to keep abreast of the latest developments/trends in the youth sector.

FY23/24 Grantmaking Snapshot



6 programmes supported as part of efforts to uplift disadvantaged youths



Over 500 youths benefited from character building, transition-to-work and scaffolding programmes

Programmes Funded by Changi Foundation

In FY23/24, Changi Foundation's grants supported a range of programmes for youths disadvantaged by challenges beyond their control.

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 sponsorships for 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, bursaries, or scholarships. They are also supported by mentors trained by Beautiful People, and are encouraged to "pay it forward", through contributions 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 students with the encouragement and motivation to continue their 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 helps create 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>Assumption Pathway Academy (APA) Traineeship Allowance</p> <p>Assumption Pathway School</p>	<p>A 2-year extended work-study programme for Assumption Pathway School (APS) graduates to attain relevant Workforce Skills Qualifications (WSQs) in the food and beverage (F&B) industry and undergo on-the-job (OJT) in F&B workplaces owned and managed by APS, or with partners. They also attend classes on Workplace Literacy and Numeracy (WPLN), and this helps to pace the students' progression and enable them to develop the necessary capabilities to operate in the workplace. Each student receives a traineeship allowance when they are enrolled in the programme.</p> <p>Supported since 2018</p>

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

Programme	Programme Description
<p>Saturday Night Lights (SNL)</p> <p>SportCares Foundation</p>	<p>SNL is a youth football programme that provides a safe, friendly, and stable environment for youths from lower 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>
<p>Youth COP</p> <p>SHINE Children & Youth Services</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 youths thrive as assets to their communities.</p> <p>Supported since 2015</p>

FUTURE PLANS

With the aviation industry in full recovery, Changi Foundation aims to dream bigger and continue our giving efforts in an impactful and sustainable manner, together with the collective impact of the Changi community.

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

- Aligning our philanthropic efforts with nationwide care initiatives (e.g. The Enabling Masterplan 2030 for Persons with Disabilities and ComLink for lower-income households). Through our theory of change, we aim to help youths in these demographic groups become work ready and have the capabilities to lead independent lives.
- Continue to provide multi-faceted support to partners such as Metta Welfare Association and NorthLight School by leveraging our business and the opportunities within the Changi Airport Community.
- Scale-up partnerships with ComLink, with an emphasis on lower-income families in the Eastern Regions of Singapore who reside in rental flats.
- 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 can also help to further understanding of the needs in our society.



Grateful thanks to our generous donors

Mr Lee Seow Hiang

Mr Stuart Ralls

While Changi Foundation does not solicit funds, we have been privileged to have received unsolicited donations from our generous supporters during FY23/24.



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

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Changi Airport Terminal 2
Singapore 819643