



halogen
foundation

building young leaders
and entrepreneurs



Halogen Foundation Singapore

ANNUAL REPORT FY2018



TO INSPIRE AND INFLUENCE A GENERATION OF YOUNG PEOPLE TO LEAD THEMSELVES AND OTHERS WELL

ABOUT

HALOGEN FOUNDATION SINGAPORE

Founded in 2003, Halogen Foundation Singapore is an Institution of a Public Character (IPC) charity focusing on building young leaders and entrepreneurs. Defining leadership and entrepreneurship as influence, Halogen Foundation believes that every young person has innate potential to influence and lead, becoming positive change-agents. By developing an entrepreneurial mindset, youths can be further equipped to contribute positively to society.

Halogen Foundation aims to make quality leadership and entrepreneurship education available to all young people regardless of background, race, income, or religion, particularly those who are disadvantaged - coming from challenging family backgrounds and/or are in need of financial assistance.

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To inspire and influence a generation of young people to lead themselves and others well.

{ MISSION }

To be the recognised charity dedicated to transforming the lives of young people through leadership and entrepreneurship development.

{ VISION }

Our Values



PEOPLE

We believe every individual has great worth and has a purpose to fulfil. Every person should be given the platform and opportunity to shine regardless of their background.



RESPONSIBILITY

We have a part to play in the community and need to be accountable for our words and actions. Leadership is a privilege, not a right.



INTEGRITY

We commit to upholding honesty and good character in all that we do. Integrity is the hallmark of great character and great character is the hallmark of great leadership.



GENEROSITY

We seek to be giving and serving in the communities we are in, and empowering others to do the same. Leadership is not about being served but it is about serving.



INFLUENCE IS

Halogen Foundation celebrated our 15th anniversary with the theme Influence 15. With a play on the word “is”, we wanted to explore a key narrative that has shaped the approach we take towards what we do.

We believe that an understanding of influence sets the foundation for every young person. Influence is the potential found in each of us, waiting to be roused into power. It is the innate ability in us to inspire, waiting to be translated into the reality of lives around us.

Regardless of life stage, we are always standing on the definitive line of influence with the choice of the person we intend on becoming.



Co-Founder's Foreword

MARTIN TAN

Co-Founder

Executive Director, The Majority Trust Ltd

Some 15 years ago, we started with a simple dream: to inspire and influence a generation of young people who would lead themselves and others well. 15 years later, Halogen Foundation remains true to that dream, and we have had the chance to impact more than 154,000 students aged 9 to 25 regardless of race, language, or religion. As the world evolves, the need for good leaders remain, and so does our mission of developing young people.

In 2003, we ran our very first National Young Leaders' Day (NYLD) and witnessed the power and potential when we provide opportunities and inspiration to young people. We started dreaming of the kind of leaders that would lead Singapore into her future: leaders of strong belief, character, and values. These leaders do not happen by chance but building these kinds of leaders is a work that happens from the inside out. This philosophy has guided us since we embarked on our first-ever leadership programme in 2005.

Halogen Foundation's journey was not without its fair share of bumps. In 2008 and 2009, the world was hit by a double-whammy of the global economic crisis and the H1N1 outbreak. Funding from sponsors took a hit, as did engagement with schools when measures to reduce the spread of the H1N1 virus were implemented. Companies closed and thousands were retrenched. In these trying times, we saw an even greater need for good leaders to arise; there was a more compelling reason for our work and existence as a leadership development organisation. We chose to remain in operation despite the financial challenges. Through the providence of supporters and kind donors, we were able to weather through those trying years.

In 2013, we embarked on our succession planning process and over the course of the year, I handed over the mantle of leading the organisation to the emerging team that was to take Halogen Foundation forward. Ivy, Sean, and their team have since grown the organisation to twice the size it was when I stepped down. They

have grown the programme offerings to include entrepreneurship and mentoring, as well as bringing in real life and real-world experiences for students through engagement with corporate volunteers. In the last 6 years, they have reached almost the same number of youth as Halogen Foundation did in her first 10 years. Our Board of Directors also deserves thanks and acknowledgement, especially to Mr. Lim Soon Hock, our former Board Chairman (2013 to 2018), for the extraordinary dedication and support invested in building Halogen Foundation's work with our young people.

In 2018, we celebrated our 15th anniversary. We are reminded of how far we have come and how grateful we are for the people, both staff and volunteers alike. In 2003, we operated out of my home's balcony; today we have a 4,800 square feet office complete with our own training facility that opens up a new avenue of programmes we can run. In 2003, we had 1 full time staff (myself) and two interns; today we have 19 full time staff and 8 to 10 interns at any one time. In 2003, we aimed to reach a thousand youth; today we reach 10 to 12 thousand youth annually.

As we celebrate these milestones, I also ponder on how much further there is to go. The world is becoming increasingly complex and volatile. The timeless character attributes, skillsets, and mindsets to thrive in the future are more relevant and needed than ever. The work of raising a generation of leaders who will put the common good above their own self-interest and people over profits remains critical today, even as we commemorate the bicentennial of the founding of modern Singapore.

It will take more than just Halogen Foundation to inspire and influence a generation of young people to lead themselves and others well. As others have partnered and supported us in the past 15 years, we hope that many more will continue to support our work and cause in the many more years to come. Join us, and be part of the tribe that has a stake in our collective future.



in•flu•ence | \ 'in-,flü-ən(t)s

| **noun** | 1. The action or process of producing effects on the actions, behaviour, opinions, etc., of another or others :

Her mother's influence made her stay. | 2. The capacity to

have an effect on the character, development, or behaviour of someone or something, or the effect itself

: *He had an unspoken influence to lead the team.*

| **verb** | 1. To exercise a personal capacity to make a difference regardless of position, resource or power :

Inspire and influence a generation of young people to lead themselves and others well.

Our Milestones

2003

Halogen Foundation was incepted and ran the first National Young Leaders' Day where about 1,000 participants attended.



2004

As a recipient of National Youth Council's "Youth Organisation Capability and Development Fund" (YOCDF), we moved from a volunteer-run organisation to having our first two full-time staff.



2006

We were one of the pioneers in the world to run The Leadership Challenge® for students as a full two-day programme complete with the Leadership Practices Inventory® as a 360° assessment tool.



2008

Deputy Prime Minister Teo Chee Hean officially became our Patron.



2011

Partnering with Temasek Junior College and Temasek Secondary School, we ran a national leadership competition called "The Leadership Face-Off".



2012

We piloted the Salesforce BizAcademy, a signature apprenticeship programme powered by Salesforce.org.



2014

We introduced an entrepreneurship programme into our suite of offerings: The first Network for Teaching Entrepreneurship (NFTE) BizCamp was launched in Northlight School.



We also became a member of the National Council of Social Services.

2018

We celebrated our 15th Anniversary - Influence 15.

In conjunction with our 15th Anniversary Celebration, we produced a commemorative book - a reflective journal highlighting some people from within our Halogen Foundation community.



2003

2010

2018

2018 Highlights

WEBSITE RELAUNCH



In June 2018, we re-launched our website with a fresh look. With the help of AKiN, a human brand marketing agency, we were able to ease navigation for users, making interaction with us on our digital space friendlier.

GOLDEN NUGGETS BOOK LAUNCH



On 14 April 2018, we saw more than 200 guests join us for the Golden Nuggets Book Launch. Initiated by our (then) Chairman, Mr. Lim Soon Hock, Golden Nuggets was a project conceived with the intention of bridging the older generation with the young to build an expansive, enduring, endearing, and enjoyable relationship. Published through the partnership of the seven co-authors, the illustrators from Raffles Girls' School as well as SC (Sang Choy) International Pte Ltd, the book has raised more than \$300,000 to date.



YELLOW DIAMOND CHARITY GALA

On 30 August 2018, we hosted 320 partners and friends at our Yellow Diamond Charity Gala held at Sheraton Towers. We raised more than \$540,000 through the sale of tables, sponsorships, and a silent auction. Special mention must be made to our Presenting Sponsors DasCoin, Mr. and Mrs. Eduardo and Elaine Saverin, and our venue partner Sheraton Towers Singapore.



COMMEMORATIVE BOOK

In line with our 15th anniversary, we launched Influence15, a commemorative book capturing stories, opinions, ideas, and inspirations about the notion of influence, and how each individual is well-primed to make a mark by exercising their personal influence. Scan the QR code to read more!



NATIONAL YOUNG LEADERS' DAY

On 23 October 2018, we saw 427 participants from 29 schools attend our National Young Leaders' Day. This full-day youth event held at The Ground Theatre, *SCAPE, comprised of workshops delivered by our speakers for the students, as well as an exclusive Educators' Dialogue with our Keynote Speaker, Mr. Tong Yee from The Thought Collective. We had the privilege of having Associate Professor Muhammad Faishal Ibrahim, Senior Parliamentary Secretary, Ministry of Education and Ministry of Social and Family Development, as our Guest-of-Honour.



NFTE YOUTH ENTREPRENEURSHIP CHALLENGE 2018

On 14 November 2018, we organised our annual NFTE Youth Entrepreneurship Challenge (NYEC).



NYEC is the culmination of the 60-hour Network for Teaching Entrepreneurship (NFTE, pronounced as 'nifty') programme where the top 3 students from each NFTE school pitched their business ideas to a panel of esteemed judges from various industries. This year we saw 199 guests interacting with our 49 finalists across 20 schools at The Star Gallery, Star Vista.



MRS. AKIE ABE VISITS HALOGEN FOUNDATION

Mrs. Akie Abe, wife of Japan's Prime Minister, Mr. Shinzo Abe, paid a visit to the Halogen Foundation office on 15 November 2018. During her visit, she learnt more about the youth landscape in Singapore and what we do to inspire and influence youth to lead themselves and others well. Scan the QR code to read our media feature!



HALOGEN HUDDLE

On 30 November and 6 December 2018, we held Halogen Huddles for our youth volunteers and adult volunteers respectively. Both Halogen Huddles were cosy sessions where we got to interact with people who have been giving their time to volunteer with us.



NATIONAL YOUNG LEADER AWARD 2018

On 28 January 2019, we celebrated the achievements of 8 exemplary leaders who have modelled what it looks like to be an everyday leader. Through the Award journey, we watched them grow exponentially and they give us hope for what our future leaders of Singapore could look like.



Notable Happenings

Apart from our core activities, Halogen Foundation was invited to participate in various new initiatives – locally, regionally, and internationally. Setting our sights towards a disruptive future, which affects the young people we are developing today, we aim to innovate and invest our efforts into smart evolutions of our offerings that can help us amplify our impact and sustain the good work we have started.

ASEAN LEADERS ROUNDTABLE

with President Barack Obama



We presented the cause of providing quality character education at a local and regional level to President Barack Obama when we were invited to a private ASEAN Leaders Roundtable discussion in March. His organisation, the Obama Foundation, spoke of their commitment to provide support and spotlight to youth-driven causes in this region, and we are subsequently involved in the design and co-creation of a 'Leaders: Asia-Pacific' programme to be rolled out in 2019.

IMPACT SHARING

with Just Cause



We intentionally invest in resources to build and iterate on the way we sustain a young person's growth through our offerings, ensuring a credible and useful feedback system to youth stakeholders like educators and parents. Part of this includes our sharing with other youth development organisations and practitioners on our journey of impact measurement and best practices in the development of a tool for this purpose, like we have done at a community sharing session held by Just Cause in July.

THE LEADERSHIP CHALLENGE SUMMIT



As a Global Training Partner of The Leadership Challenge® (TLC), and the only partner focusing on youth development, we meet with the authors Jim Kouzes and Barry Posner and other members of the Certified Masters community at the TLC® Summit every year. This year, we met in Chicago in June to discuss new initiatives within the ecosystem, programme, and how we can better serve educators and students through this robust research-based leadership framework.

CODE FOR GOOD

with J.P. Morgan



In October, we were invited by J.P. Morgan to participate in 'Code For Good', a global programme that brings computer science students together with non-profit organisations to create technology solutions that directly support their work. Six teams of undergraduates from the local universities worked on the conceptualisation and creation of an impact measurement platform that will be used by our academy teams to measure, benchmark, and provide feedback on the development we provide through our workshops and events.

WORLD ECONOMIC FORUM ON ASEAN

with Global Shapers Singapore



Halogen Foundation was represented at the World Economic Forum meeting on ASEAN held in Hanoi in September, where we discussed the emphasis of youth development in light of the Fourth Industrial Revolution. We shared with senior corporate leaders about the need to focus on soft skills education for young people and how they can get involved, on a personal and organisational level.

The world we are in - and the one that our young people will enter - is one that is fraught with changes and disruption, and the only way any organisation can continue the work that is being done is to innovate and invest in new initiatives. Halogen Foundation is no different. If you have ideas on how we can amplify the good work done for the youth, or would like to get involved in building new initiatives and groundbreaking ideas for youth development, reach out to us at enquiry@halogen.sg, we'd love to hear from you and work together for the future world.

2018

IN NUMBERS



624

YOUTH INFLUENCERS



167

CORPORATE PARTNERS

16,723

TRAINING HOURS



13,778

YOUTHS



239

DONORS & GRANTORS



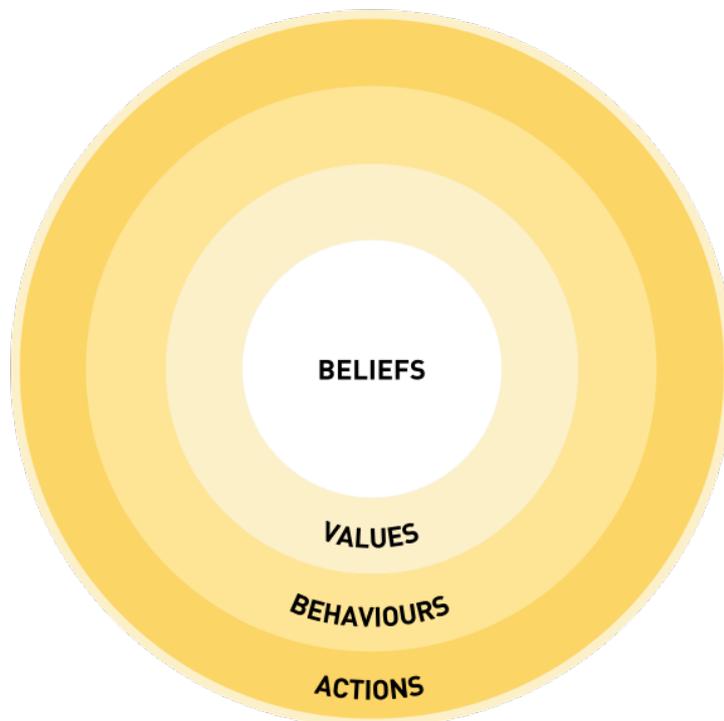
649

VOLUNTEERS INVOLVED

Our Theory of Change



Our Approach



The sustainable change we hope to create happens from the inside out. A person's belief system will largely affect their values, behaviours, and actions. We aspire to build the right beliefs in young people with regards to their sense of self-identity, their self-esteem, and their potential. At the end of the day, we want our youths to be assured and be able to say of himself/herself: "I am, I matter, and I can".

ACADEMY: LEADERSHIP

As an organisation that focuses on youth development, we take a consultative approach in our work with organisations and institutions. This approach allows us to identify key gaps and outcomes we can address, thereby crafting relevant solutions and strategies using the programmes we carry. This ensures that our approach is targeted, contextualised, and effective.



Everyday Leadership™

5,318

Persons Trained in FY2018

This modular competency-driven programme is created based on transforming a youth from the inside out and is customisable to meet the specific needs of your institution.

Equipping Educators™

60

Persons Trained in FY2018

Our in-house programme dedicated to building educator capacity through new insights and the best youth engagement practices.

The Leadership Challenge®

3,647

Persons Trained in FY2018

Cultivating and liberating the leadership potential in anyone – at any level, in any organisation – through The Five Practices of Exemplary Leadership®.

Habitudes®

1,519

Persons Trained in FY2018

Part of the internationally recognised Growing Leaders series, we bring timeless leadership principles through the power of an image, a conversation, and an experience.

Total Programmes Run

FY2018

-

118

Cumulative Total

-

1,261

Students Impacted

FY2018

-

12,851

Cumulative Total

-

123,144

Youth Influencers

FY2018

-

526

Cumulative Total

-

4,466

Milieu 'mi:lʒə:,mi'lʒə: (noun) -- A person's social environment.

Outside of family, the school is the milieu that contributes most to a young person's development. Our leadership development consultants work with schools and their management to positively shape the milieu in which students encounter, learn, and apply leadership. Through our consultative Halogen Cycle, we co-create leadership development frameworks that cover learning, coaching, application, and assessment of leadership; we develop a whole-of-school approach strategy, implementing plans that involve equipping teachers to effectively teach through authentic learning platforms. Evaluations show that schools that have embarked on these multi-year projects with us have shown improvements in students' and teachers' perception towards student leaders, as well as a more open attitude towards taking up leadership responsibilities.



CASE STUDY

Our Approach to Leadership Development

In May 2017, Halogen Foundation embarked on a joint project with Secondary School X (XSS) to look into their school-wide Student Leadership framework. XSS wanted to review their existing framework and approach to student leadership development. Halogen Foundation partnered the XSS Vice Principal and three Student Leadership key personnel in scoping the project through three consultative phases (see figure 1). The consultation identified two main gaps. The Leadership Core Team of XSS was then able to come up with a revised leadership framework and school improvement plan to plug these gaps.

**School's name has been made anonymous to protect the identity of the school.*

Figure 1



Six main groups of students leaders were identified, together with the training needs for each respective group. Halogen Foundation designed and delivered customised training and mentoring for each student leader group to support them in their milestone projects (See figure 2). This strengthened student leaders' performance (see figure 3), and in turn influenced a positive shift towards how student leaders are perceived in the school (see figure 4). The teaching staff also gave positive feedback in seeing improvements pertaining to student leadership (see figure 5). The consultations, accompanied by regular check-ins, concluded in November 2018.

Figure 2



Figure 3

Students' Feedback Survey: Results on Student Leadership 2018

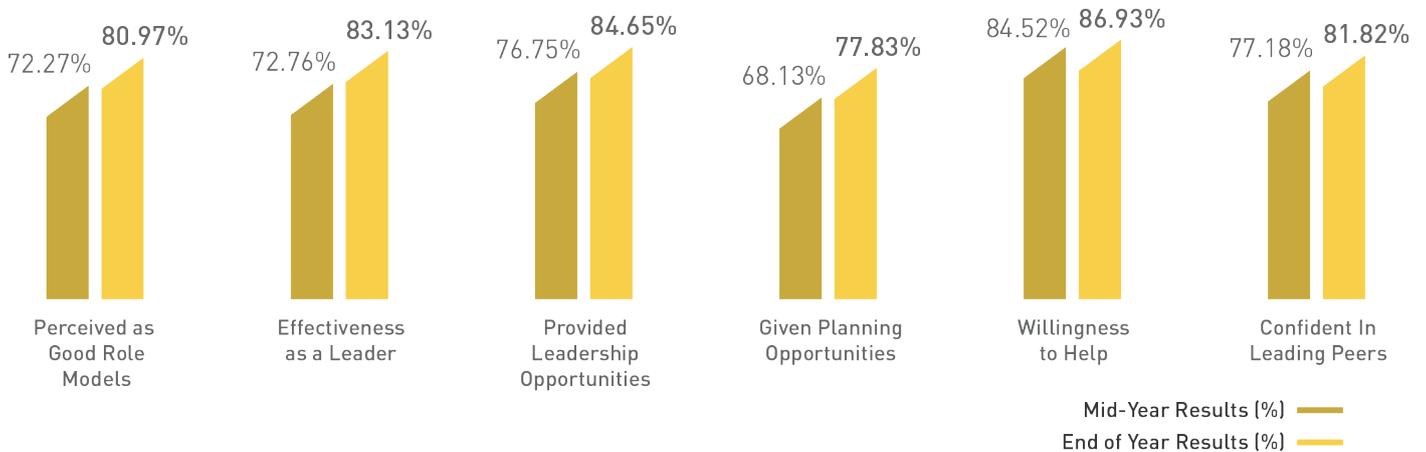


Figure 4

Students' Feedback Survey: Consolidated Results on Student Perception Towards Student Leadership



Figure 5

Teachers' comments on the improvement they witnessed in terms of student leadership development



Since then, the school's Leadership Core Team shared their vision of cultivating a healthy leadership ecosystem and Halogen Foundation has stepped in to provide support in running programmes that supplement their plans.

AWARD: NATIONAL YOUNG LEADER AWARD



The National Young Leader Award (NYLA) was launched as a means for us to recognise young everyday leaders, as well as to invest in and empower these deserving individuals to grow their potential to serve the community. Incorporating moments when these young leaders can broaden their perspective and grow in terms of their potential and skill, we hope to redefine the notion that we need to hold formal titles or positions before we are able to create a positive impact in the community.

<p>Social Media Engagement</p> <p>FY2018</p> <p>-</p> <p>3,194</p> <p><i>Likes/Comments/Shares</i></p> <p>Cumulative Total</p> <p>-</p> <p>9,891</p> <p><i>Likes/Comments/Shares</i></p>	<p>Finalists Video Views</p> <p>FY2018</p> <p>-</p> <p>9,883</p> <p>Cumulative Total</p> <p>-</p> <p>100,459</p>	<p>Public Voting Engagement</p> <p>FY2018</p> <p>-</p> <p>7,584</p> <p><i>Votes</i></p> <p>Cumulative Total</p> <p>-</p> <p>25,553</p> <p><i>Votes</i></p>	<p>Time Invested</p> <p>FY2018</p> <p>-</p> <p>436</p> <p><i>Hours</i></p> <p>Award Applications</p> <p>Cumulative Total</p> <p>-</p> <p>544</p>
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THE NYLA JOURNEY

Through the different stages of the NYLA journey, applicants are given a range of opportunities to hone their skills and develop new perspectives as they advocate for the causes they believe in.



On Saturday, 25 August 2018, we conducted a Leadership Masterclass, an exclusive session for NYLA applicants. We took this session to dive into what it means to lead oneself and others well. Using two Habitudes® images, Cathedral Building and Life Sentence, we touched on the importance of leaders maintaining a perspective beyond their limited vision. The session closed with the stark reminder of how our lives are usually summed up into one or two sentences and what we choose to do now will determine what that statement would be.



One of the components of this award is a panel interview where judges comprising of Halogen Foundation's Board of Directors and renowned individuals of the public and private sector interview our finalists.

Scores from this interview are taken into account when deciding who the winners of this award would be.



As part of the development of these young leaders, we invited corporate partners to share the perspectives they have gathered through their years of experience in the industry. Through interactions with established partners, our finalists had the opportunity to draw from their experiences and learn what leadership looks like in a work environment.



EVAN LIM SHOUWANG

2018 Winner, Anglo-Chinese School (Barker Rd)

“Leadership is handing over and sharing a vision.”

Evan believes that leadership encompasses having the foresight and the desire to serve. As a leader, he strives to serve the community and focuses on how he can develop the people around him. He spends most of his time volunteering at organisations dedicated to children or youth development.

Evan is the Head Prefect in Anglo-Chinese School (Barker Rd). His passion is ensuring that children and youth have access to holistic education.



JUSTINE LAI WEI ZHI

2018 Winner, Ngee Ann Polytechnic

“Leadership is a combination of two whats. What someone believes in and what they do to advocate for it.”

Justine believes that impact starts with one's beliefs and through acting upon that belief and exercising personal influence, one can make a difference in society. As one who values building her juniors, Justine constantly engages them through conversations and encourages them to give back to the community by organising various community events.

Justine is the Service Learning Student Director in Ngee Ann Polytechnic's School of Business & Accountancy. She is always on the lookout for opportunities to mentor others, teaching them the importance of giving back.



SO EE CHENG

2018 Winner, Yishun Junior College

“Leadership is more than a role or workload”

Ee Cheng believes that it is important to break stereotypes and seeks to understand more about those who are underprivileged or disadvantaged. She spends time volunteering with different non-profit organisations as she is passionate about speaking up for those who are voiceless, especially the marginalised communities.

Ee Cheng is the President of Student Leaders in Yishun Junior College. She hopes to provide a different perspective for those who are being discriminated.

EVENTS: NATIONAL YOUNG LEADERS' DAY



National Young Leaders' Day is a nationwide youth conference featuring luminary speakers and leaders in business, social change, entertainment, and technology fields to inspire youth. On 23 October 2018, youth and youth influencers gathered at *SCAPE, The Ground Theatre to participate in our full-day youth event. Following the theme of our 15th year, we set out to redefine influence for youth and how when we act upon influence, we can create a positive shift in our community. This year, we had workshops delivered by our speakers for our students, as well as an exclusive Educator's Dialogue with our Keynote Speaker, Tong Yee from The Thought Collective.

Students Impacted

FY2018

-

379

Cumulative Total

-

27,462

Youth Influencers

FY2018

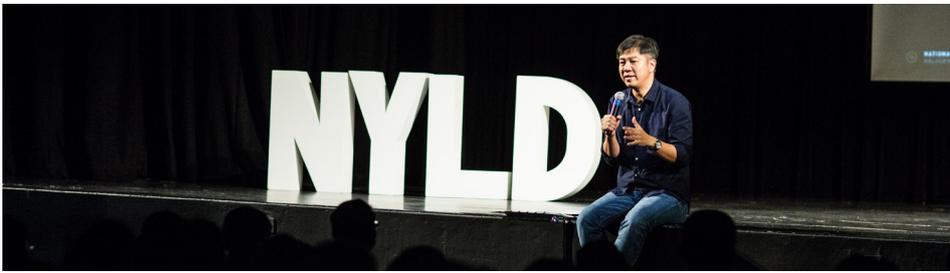
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26

Cumulative Total

-

1,228



TONG YEE

Leader of The Thought Collective
Co-Founder of School of Thought

“ Tong Yee’s exclusive workshop with other educators opened my eyes to see the bigger picture when so often I’ve been caught up in my bubble. It reminded me of why I joined the teaching fraternity in the first place - to inspire the next generation to better change and inspire others, while spreading love, empathy and grace to all. This translates to my students as well and how they don’t have to do something big in order to make change. Listening to these real stories helps them to empathise and be inspired to do good.

MR. KHOO

Hougang Secondary School



AMANDA CHONG

Lawyer, Poet
Co-Founder of Readable

“ I relate to Amanda’s sharing of her personal experience of having to juggle several hats in her life. Being involved in many different activities, I tend to feel overwhelmed to the point of giving up. But hearing how she slowly but surely learnt to manage them, made me feel empowered to follow suit as well.

SHIRIN

Millennia institute



NURSHAHIDAH ROSLIE

Singapore’s First Professional Female Boxer
Founder of Juggernaut Studio

“ Listening to Nurshahidah about her own strengths and weaknesses has helped me to recognise and embrace my own strengths and weaknesses. She highlighted the importance of choosing to be better as each day passes by learning how to work through my weaknesses and turning them into strengths.

IZZ ILHAM

Admiralty Secondary School



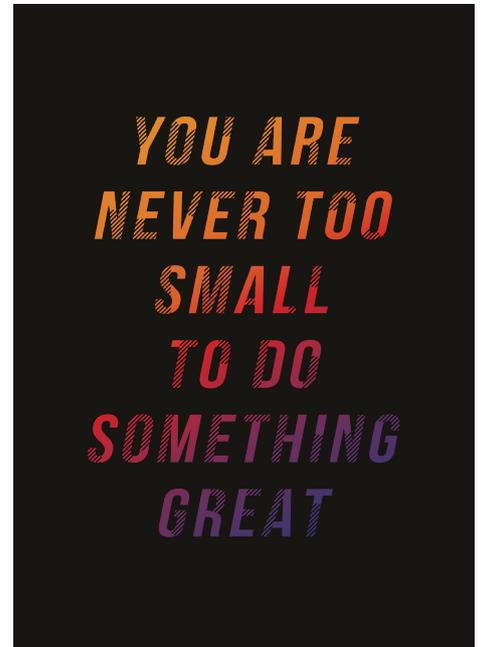
ISAAC ONG

Finalist of The Voice Singapore and Malaysia
Founder of Colours Global

“ Isaac’s point about the importance of taking responsibility stood out to me. It made me realise how much I want to stop playing the blame game, simply complaining about the situation but start taking the initiative to come up with a solution.

MUN LENG

ITE College Central



ACADEMY: ENTREPRENEURSHIP

NETWORK FOR TEACHING ENTREPRENEURSHIP



Network for Teaching Entrepreneurship (NFTE, pronounced as 'nifty') is a funded programme designed to activate the entrepreneurial mindset and build business skills in youth from underprivileged communities. NFTE's innovative, hands-on curriculum allows young people to learn entrepreneurial skills and attitudes through activities such as opportunity recognition and market research.

Students Impacted	Youth Influencers	Volunteers Involved	Total Trained Hours
FY2018	FY2018	FY2018	FY2018
-	-	-	-
548	67	530	15,994
Cumulative Total	Cumulative Total	Cumulative Total	Cumulative Total
-	-	-	-
1,713	95	1,179	67,555

THE NFTE JOURNEY

The NFTE programme is designed to increase the exposure students have with the real world through interaction with our volunteers. Volunteers can come onboard to mentor youth, share their entrepreneurship journey, host a business visit for a class of students or be a part of an expert panel. This 60-hour journey culminates in the NFTE Youth Entrepreneurship Challenge (NYEC) where the top 3 students from each NFTE school will pitch their business ideas to a panel of esteemed judges from various industries.



NFTE UNIVERSITY

Educators will experience the NFTE curriculum for themselves, learning tips on how to teach the NFTE curriculum to their students



WORK SESSION

Volunteers come alongside our students to mentor them on different elements of the NFTE curriculum. Every work session varies based on where the student is at in the NFTE journey. Volunteers can help coach in components such as market research, financials, and presentation coaching.



BUSINESS SHARING

Students hear from business owners and entrepreneurs as they share their challenges and triumphs in their entrepreneurship journey.



BUSINESS VISIT

Students glimpse into what goes on behind a business by visiting the premises of the business and hearing from business owners on how to create an all-round experience for customers.



BUSINESS PITCH

Students will pitch their business plans to a panel of esteemed judges in a school-wide competition.

Top 3 per school/ institution will participate in NYEC



NYEC

NYEC is a nationwide business plan pitching competition where the top 3 students from each NFTE school will be pitching their business ideas to a panel of esteemed judges from various industries.



DARIRAH BINTE MOHD FADZIL

Evergreen Secondary School
Global Young Entrepreneur, NYEC 2017

My favourite part of the NFTE programme was actually interacting with the volunteers. Zac, my mentor from Tata Communications, was very supportive - even coming for my NYEC finals! At the beginning of the NFTE journey, I didn't know how to start on my business plan or make any choices, but he gave me valuable advice that helped me. He even motivated me during the times when I wanted to quit and taught me to look at failure as a stepping stone rather than a setback. I owe my achievements to many people and the volunteers are definitely part of that.



HAROLD GOH

East View Secondary School
Global Enterprising Educator, NYEC 2018

East View Secondary School has been onboard the NFTE programme since 2016. Taking on the in-curriculum model from 2017. I have had the privilege of witnessing the boost of confidence in each student as they go through various planned activities that encourage them to speak out, progressively giving them chances to present in front of their class, finally pitching their business ideas within 6 minutes before a panel of esteemed judges. They surpass all our expectations and it brings me such great joy to hear them present with determination and self-belief.



BERNARD LIM

Tata Communications International Pte Ltd
Corporate Partner

From this trisector collaboration, we have seen the amazing students' transformation, from having low self-esteem to being aspirational entrepreneurs. These were attributed to the encouragements and structured guidance from the teachers and volunteers. With the Tata Communications-Halogen Foundation partnership, the volunteers too have an opportunity to inspire the students by sharing our personal stories of tribulations and growth whilst introducing the importance of technology to these future young leaders.

CASE STUDY

Uplifting Youths

with Citi Singapore



One of the potential scenarios charted in Driving Forces Card 2035¹ was how values, aspirations, and experiences of Singaporeans may become more divergent due to external influences, socio-economic stratification, and inter-generational differences. It may seem like a farfetched future for our immediate realm, but we can see signs of disparate views sometimes created in education ecosystems alongside the academic streaming. We need to look into how we can bridge the gap for these youths to have equal opportunities to access resources that can help them create a better future for themselves.



One of the ways we do that is through corporate partnerships in our entrepreneurship programme, Network for Teaching Entrepreneurship (NFTE). With the past five years of iterating and improving the NFTE model, we have seen how our students are being equipped with new mindsets and skillsets and are empowered to work towards changing their current predicaments.

Citi Singapore is one of our newest partners to join the Halogen Foundation community. Citi volunteers were involved as business mentors to the students in school, guiding them through various components such as market research, understanding profit and loss, and presentation coaching. Citi Singapore also hosted students at their Capital Square and Asia Square offices, giving students exposure to the functions of a bank as well as educating them through a financial literacy game. These creative methods facilitated student's learning and kept them engaged. At the end of the 2018, we saw one of the students from Holy Innocents' High School, the adopted school of Citi Singapore, make it to the Grand Finals of our NFTE Youth Entrepreneurship Challenge (NYEC), a culmination of the 60-hour programme. With the help of his business mentors from Citi Singapore, Clement was able to refine his action-packed idea of creating a Lego-Nerf gun that can shoot foam darts at high velocity.

¹ <https://www.csfgov.sg/docs/default-source/default-document-library/csf-df-cards.pdf>

“ Halogen Foundation’s programme made me realise that starting a business is not easy. Getting investors to accept or invest in my business is even more challenging. I need to be confident of my business plan and pitch it well. Even though there was a technical fault during my presentation, I reminded myself to pull through because I have put in a lot of effort and I wanted people to know about my business idea. During this journey, I learned the importance of being well prepared instead of procrastinating. In the past, I hated studying for tests and doing my assignments, but now I changed myself for the better as it is only when I am prepared that I will get good results and improve.

CLEMENT CHRISEN WONG
 Holy Innocents’ High School
 2018 NFTE Graduate

This is an example of the collective power we have when we act upon and sow what we can towards the future. These interactions, though small, make a difference in the lives of our youth and its impact ripples into their communities whether at home or in school.

“ More than just the content on the business skills and planning, I believe that the sessions helped students expand their horizons through the interaction with our corporate volunteers. With guidance from Citi volunteers, these youth were exposed to complexities of the world around them, which helped them design their business plans better. In addition, the sessions also helped students in the area of communication, allowing them to hone their presentation skills as they pitch their business plans to the volunteers and panel of judges.

GUO JIANLONG
 Technology Programme Application Development
 Citi Volunteer

It is only through the support and funding from partners that we are able to ensure that NFTE is accessible and an effective support to the students in need. This 2019, as we embark on our partnership as a Citi Foundation Grant Partner, we are excited for more opportunities that will open up for our youth.



Halogen⁺



Grounded in our belief in the power of people, Halogen⁺ represents our focus in developing and empowering others to effect positive change and impact. It allows us to build a robust ecosystem of enablers that will nurture our next generation of leaders and entrepreneurs.

As the driving force behind our programmes and initiatives, Halogen⁺ is the tribe that actuates the mission of Halogen Foundation. It is the nexus where like-minded individuals like yourself, who have a passion to influence others positively, converge, share ideas, and serve the youth directly.

At the heart of Halogen⁺ are three pillars – Contribution, Catalyst, and Community. These pillars support the tribe in charting and growing their journey to mould young people in their leadership and entrepreneurship development.



CONTRIBUTION



We cannot do what we do without the people who support us, in various roles from volunteering as facilitators to fundraising; mentoring youth to co-creating youth development programmes. In 2018, Halogen+ engaged over 800 adult volunteers as mentors for youth under our entrepreneurship programme, and we invite more people to get involved as contributors.

“ Getting the opportunity to pass on valuable knowledge to the up and coming generation has been great. It’s given me the opportunity to learn from them and share my experiences - to let them know that it’s never as bad as it seems.

MINAMI STEPHANIE KINJO

LinkedIn
Adult Mentor

CATALYST



It is not enough that we continue serving the youth that have been impacted by the good work, but also that we continuously reach out to those who might not have heard of us. This is where the power of advocacy and catalysing our impact comes in. Beginning last year, the Halogen+ community has been sharing their volunteering stories to create a greater awareness for the cause.

“ I gained clarity on what my personal values were, and that process still defines me today. It’s been a rewarding experience and I’ve really found purpose in the work here.

TUN SHIEN

Undergraduate
Youth Volunteer

COMMUNITY



Our investment is not only in the youth we reach through educators, parents, and institutions, but also in the youth we engage as contributors and catalysts. We believe in building a network of like-minded people coming from diverse backgrounds for a common goal of influencing and inspiring the next generation. This is done through our Halogen Huddle events, sharing experiences and meeting new friends.

“ Halogen Foundation is a great community for building rapport and empowering youth lives today. As volunteers, we are also given opportunities to develop ourselves and learn from each other.

ADELENE YAN

Undergraduate
Youth Volunteer

While the pillars of contribution, catalyst, and community undergird our engagements with members of the Halogen+ tribe, the tribe comes together as part of a larger collective and ecosystem of support for our young people in their journey of growth.

Ways to Get Involved!

As we bring individuals together to partner us in our impact work, we also see our role in connecting partners across different sectors for a common goal. Halogen Foundation bridges connections amongst partners from the education, corporate, skills building & enterprise, social service, and youth sectors. With the collective investment from these sectors, we can truly provide all-rounded support to the youth we serve.

ARE YOU A YOUTH?



Train and facilitate alongside us and gain exposure to the working world through our network and events.

ARE YOU AN EDUCATOR OR YOUTH WORKER?



Join our curated community to exchange best practices, engage with industry leaders from the private sector and learn about the latest youth development trends.

ARE YOU A WORKING ADULT?



Share your expertise and discover more about the social service sector and the challenges our youth face today.

ARE YOU LEADING CSR INITIATIVES?



Create deeper and more tangible impact through our framework of quality content and holistic metrics, enabling you to do more beyond just doing good and giving time.

ARE YOU A POTENTIAL DONOR/SPONSOR?



Support our cause financially, meet with the organisations we serve, and volunteers we engage – bringing you real stories of change we have catalysed with your investment.

JOIN US @ [HALOGEN.SG/GET-INVOLVED](https://halogen.sg/get-involved)



KEISHA SRINIVASAN

Freelance Dance Instructor
Halogen Foundation Corporate Volunteer
NFTE Adult Mentor

THE POWER OF PHYSICAL PRESENCE

Being around youths is a common thing in my line of work but one thing about Halogen Foundation volunteer experience really showed me was the creative potential of Singaporean students.

In the Network for Teaching Entrepreneurship (NFTE) programme, youth from underprivileged communities go through 60 hours of training in entrepreneurial concepts and with the help of their teachers and Halogen Foundation's facilitators, develop their own business idea and pitch it to a panel of judges.

My role was to be a 'mentor for the day' to some of the NFTE participants in a secondary school during their final session. There were 11 other volunteers apart from myself, and we each came from very different areas of expertise - ranging from the Head of Marketing of a global brand, to a former Army Regular, and me; a 28 year old dance teacher.

I was paired with two students - Julissa and Chloe. When Julissa told me her business idea, the first thing that came to my mind was - "Where have you been the last 5 years?" I could see the stunned look on her face when she saw my response to her idea. Not only was I, a complete stranger, impressed by her idea but she just had her business idea validated by someone from her (very niche) target market!

One of the beauties of this activity was that with the business idea being completely of their making, nobody knew the right answers except for themselves. My role was to simply rephrase the question or provide them with a guiding response to help them think of their own answer or solution. The girls seemed almost uncomfortable having this level of ownership over the idea but it also seemed to trigger a sense of responsibility. One thing was clear - they wanted this presentation to go well.

Perhaps it was because of their child-like courage or the absence of any kind of limitation, these students were not afraid to dream big and crazy. And what eventuated were ideas that were not only brilliant but good enough to make you wonder why they don't exist today.

Students often have the impression or mindset that their thoughts and ideas are irrelevant or inapplicable in the 'real world' because of their limited knowledge and skillset. But isn't this also true for most of us adults? At what point do we ever fully believe that our ideas are good enough? Self-doubt creeps into our lives at a young age, and that is precisely why building confidence and providing a supportive learning environment should be instilled early on.

And this supportive environment does not need to come exclusively from family. As this experience with Halogen Foundation showed me, consistent support from a school teacher or a mentor can do wonders in giving the students the energy and motivation to go from point A to point B. You'd never know what 2 hours of your time could do to make an impression on a young soul. For all we know, some might even go on to become Singapore's next big business tycoons. But regardless of the end result, the impact made will stay with them for life.



CEO's Afterthought

IVY TSE

Chief Executive Officer
Halogen Foundation Singapore

Celebrating our 15th birthday in 2018 was a special and significant milestone for us to reflect on our journey thus far. In 'Built to Last', American consultant Jim Collins² illustrated the fundamentals of enduring great organisations, describing them to exhibit dynamic duality - knowing how to preserve their core (timeless core principles, values, purpose) balanced with the ability to stimulate progress (seeking change, improvement, innovation and renewal).

The duality aptly describes our approach in investing in young people. Just as we seek to build strong core values, mindsets, and character in our youth, we also see the need to develop their skillsets to respond to ever-changing environments and contexts. Both aspects are pivotal for young people to lead themselves, lead others, and lead change well.

In this Annual Report, you caught a glimpse of the many stories we have been able to catalyse, lives we have been privileged to invest in. We have grown in our consultative approach to deliver more contextualised and adapted programmes that serve our youth development partners such as schools and social service organisations. These conversations have opened up doors for us to delve deeper into offering programme evaluation and impact measurement support to the community. We have scaled the volume of sponsored programmes delivered, and hope to continue opening up more doors of opportunity for young people from underserved communities. Our private sector partnerships have also expanded, and we now run a wider range of corporate social responsibility initiatives, designed for youth to grow in their personal and professional domains. We have also seen unprecedented youth and corporate volunteer engagement numbers and a more diversified spectrum of volunteer contribution.

Through these features you catch a glimpse of the whole 'village' of support behind the work that we do. These speak volumes of the shared commitment and interest partners like you have in investing in our young people. We sincerely thank you for all the support you have rendered, to have enabled us to achieve this dream empowering every youth to recognise that "I am, I matter, and I can."

This shared belief in the potential of youth has given us the courage to dream bigger and ponder about who we can be and what we can do to serve this youth community we care about. We have charted out a pathway to grow our capabilities into a youth development hub in the years to come, and are excited to have you be a part of this endeavour.

Our dream is to enable and complement partners who seek to invest in developing their young people. With a multi-pronged approach, Halogen Foundation will be able to journey alongside partners holistically and better support their youth development efforts. Regardless of your role - in an educational institution, youth or social service sector, as an employer of young talent or even a parent - you will be able to work with us to craft a developmental pathway for the youth you serve.

I thank you for all that you have invested in our cause thus far. There is much to celebrate with how far we have come, and many more exciting opportunities to seek and forge who we can be.

Join us as we endeavour to create a better and brighter future for our younger generations to rise up.

² James C. "Jim" Collins (born 1958) is an American author, consultant and lecturer on the subject of business management and company sustainability and growth

Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has."
-Margaret Mead

We will continue to deepen our capacities and capabilities to transform young people in areas of character, mindsets, and skillsets development. In our next phase of growth, we will focus on strengthening and building our domains of:



Support and fund our work today

Your contribution goes towards:

+
Funding sponsored programmes for youth who are from underserved families. (Youth qualify for funded programmes only if they are on financial assistance and/or come from challenging family backgrounds.)

+
Corporate programmes and specific corporate social responsibility initiatives alongside or by Halogen Foundation.

+
Funding initiatives that focus on community building and Think Tanks, ongoing research & development projects and cause building initiatives such as running our awards and storytelling campaigns.^

+
Covering our overheads and corporate function such as running general office operations (finance, human resource & talent development etc).^

^Less than 35% of our operating expenditure goes into our back end and corporate functions

You can make a one-time/monthly contribution in your personal/organisation capacity to support our work. We will provide (i) 250% tax deductions, (ii) relevant acknowledgements under our Spark Fund donor recognition, (iii) relevant donor reports to account for your contribution, and (iv) invite you to be part of our community or volunteer events to see the impact of your contribution. Unless specified, funds are by default allocated towards overheads and corporate functions.

MAKE A CONTRIBUTION TODAY!

For general donation/sponsorship queries, write in to donate@halogen.sg
For specific funding partnership requests, write in to partnership@halogen.sg







SPARK FUND

The success and breakthroughs of Halogen Foundation have only been made possible through the generous support from different partners and organisations.

In 2015, Halogen Foundation set up the Spark Fund to recognise the contributions made towards our cause of youth development, specifically toward uplifting youth by making our leadership and entrepreneurship programmes accessible to them. These contributions are either donations or grants given to us, allowing us to increase our impact amongst youth.

Donor tiers are based on their cumulative contributions over the most recent three financial years at Halogen Foundation. The tiers are rolling tallies, with the exception of Spark Honour Hall and Spark Funding Circle.

SPARKFUND HONOUR HALL

\$250,000 and above

Spark Honour Hall donors are recognised based on their cumulative contributions of \$250,000 from 2013 onwards.

Lee Foundation States of Malaya
Lim Soon Hock
National Council for Social Service

SPARKFUND FOUNDING CIRCLE

As part of the launch of the Spark Fund, donors who have contributed \$25,000 and above within the year 2015 will be recognised as members of the Spark Founding Circle.

Bengawan Solo Pte Ltd
Dimension Data Asia Pacific Pte Ltd
Glory Wealth Group Pte Ltd
Khoo Teck Puat Foundation
Neo Garden Catering Pte Ltd
Ngee Ann Development Pte Ltd
OSIM International Pte Ltd
Salesforce.com Singapore Pte Ltd
Serial System Ltd
Tata Communications International Pte Ltd
United Overseas Bank Ltd

Ann Tan Sian Ann
Kwee Liong Tek

SPARKFUND LEGEND

\$25,000 and above

Activa Media Pte Ltd
Credit Suisse AG
DasCoin
Excelpoint Systems (Pte) Ltd
Google
LinkedIn for Good Corporate Giving Fund
Neo Garden Catering Pte Ltd
Orange Clove Catering Pte Ltd
Richvein Pte Ltd
Salesforce.com Singapore Pte Ltd
Singapore Totalisator Board
Tata Communications International Pte Ltd
The Community Foundation of Singapore
The Grace, Shua and Jacob Ballas Charitable Trust
UBS
UBS AG Fund
United Way Worldwide (UWW)

Ann Tan Sian Ann
Elaine A Saverin
Marian Yeo Wenxian

SPARKFUND SUPERHERO

\$10,000 and above

Aon Singapore Pte Ltd
Asia PR Werkz Pte Ltd
Asia Resource Corporation Pte Ltd
Butterfield Fiduciary Services (Guernsey) Limited
Charles & Keith (Singapore) Pte Ltd
Dimension Data Asia Pacific Pte Ltd
Ernst & Young LLP
JHT Law Corporation
Khoo Teck Puat Foundation
Kwan Im Thong Hood Cho Temple
Mow Blood & Cancer Clinic Pte Ltd
NetLeaders USA Inc
Network for Teaching Entrepreneurship (NFTE)
Nippon Paint (Singapore) Company Pte Ltd
NTUC FairPrice Foundation Limited
OKP Holdings Limited
Plan -B ICAG Pte Ltd
PricewaterhouseCoopers LLP
Rio International Investment Pte Ltd
Sage Capital Pte Ltd
Sang Choy (SC) International Pte Ltd
Serial System Ltd
SymAsia Singapore Fund
The Silent Foundation
Then Family Trust
Tru-Marine Pte Ltd
United Overseas Bank Ltd

Chong Lo Lan Pearlyn
Foo Junie
Ko Hung Tao
Lee Ik Kin Dorothy
Lim Ka Liang
Lu Yan Ping
Sherron Wong
Xu Shen Guo

SPARK HERO

\$5,000 and above

ARA Trust Management (Suntec) Limited
Archer(s) Pte Ltd
Bentz Jaz Singapore Pte Ltd
Bynd Artisan Pte Ltd
Civil Service College
Dayfull International Investment Pte Ltd
Fraser and Neave Limited
Glory Wealth Group Pte Ltd
Goldbell Foundation Fund
Goodrich Global Pte Ltd
Marvel Time International Investment Pte Ltd
Money World Asia Pte Ltd
NK Ceramic Pte Ltd
OSIM International Ltd
Prive Clinic Pte Ltd
Reda Pte Ltd
Sanmina-Sci Systems Singapore Pte Ltd
Tembusu Partners Pte Ltd
The Benevity Community Impact Fund
The Shaw Foundation Pte
Transmedic Pte Ltd
Xu Lam Investment and Trading Pte Ltd

Benedict Chang Yew Teck
Chang Po Kuang
Douglas Foo Peow Yong
Dr Andre Klein
Esther Wee
Ho Kian Hock
Kuan Jia Yoong
Lee Meng Teck Victor
Lee Ming San
Martin Tan Beng Chong
Melissa Kwee Mei Wan
Mok Siew Cher
Yap Seok Eng Catherine
Yeo Swee Tuan

SPARK SUPPORTERS

\$1,000 and above

Aon Hewitt Consulting
Aon Singapore Broking Center
ARA Asset Management (Fortune) Limited
Arrow Consulting Pte Ltd

Banyan Tree Holdings Limited
Bayshore Green Pte Ltd
Centurion Cecil Pte Ltd
Chua Chuan Leong Contractors Pte Ltd
City Developments Limited
CNA Development Pte Ltd
Deutsche Bank
Directions Group Inc Pte Ltd
Disa Limited
Dynaforce International Pte Ltd
E.C. Tan Urology
Evergreen Secondary School
Flower Diamond Boutique Pte Ltd
Fortuna Air-Conditioning & Electrical Pte Ltd
Gigatt International Marketing Pte Ltd
Hugo Boss South East Asia Pte Ltd
J8 Hotel Pte Ltd
JD Corporate Advisory Pte Ltd
KH Builders Pte Ltd
Lee Welded Mesh Singapore Pte Ltd
Loh & Tan Pte Ltd
Luke Tan ENT Surgery Pte Ltd
Mount Elizabeth Hospital
Orangetee.com Pte Ltd
Parkway Hospitals Singapore Pte Ltd
Pavilion Energy Management Pte Ltd
PrimusTech Pte Ltd
Seng Bee Holdings Pte Ltd
Seyu Pte Ltd
Ten Talents International Pte Ltd
The Singapore Island Country Club
Tiong Aik Construction Pte Ltd
Viva Industrial Trust Management Pte Ltd
WL Properties Pte Ltd
Woh Hup (Private) Limited

Adrian Ng Say Khoon
Agie Sally Lau Sie Sieung
Anna Kwan-Terry
Anthony Tan Lay Tiong
April Lee Mei-Li
Charles Edouard Thomas Regis Pignal
Cheryl Lee Koong Yinn
Chia Stanley
Chng Hup Huat
Cho Pei Lin
Choo Kim Hiong
Choong Chyi Kei
Christopher Ng
Chua Hua Hong Vincent
Gaw Ju Hong Jeremy Michael
George Goh
Goh Kian Lay

Goh Tiong Yong
Heng Kheng Hong
Jacqueline Hoe Yuen Ling
Janifer Yeo Tan
Jeffrey Khoo
Jerry Yeu
Jessie Thong
Joanne Lim Pick Lui
Joey Tan Lai Peng
John Wong Weng Foo
Julie Yeo
Justin Sim
Karen Sng Wei-Ee
Kee Hsiao Yui Grace
Koh Lim Seng
Lachlan Elmer
Lee Chin Wai
Lee Chu Yien Ivan
Liew Oi Peng
Lim Chin Keong
Lim Wei Yon
Lim Yanzi
Lock Wai Han
Loh Kai Woh
Loh Kim Kang David
Low Chee Wah
Magnus Keith Yu-Jene
Mark Lin Wei Lun
Marshall Andrew James
Mohamed Tahir
Mok Swee Sang
Neo Sally
Ngiam Shih Kwang Kelvin
Patrick Chong Fook Seng
Poh Hao Jie
Radakrishnan S
Robert Kenneth Smith
Rosslyn Leong Sou Fong
Shu Pek Yen Pauline
Sum Heng Hung
Sun RenWang
Sutheeya Methaphanij (Nan)
Tan Lai Peng
Teh Kee Chye Casey
Teo Lilian (Zhang Lilian)
Thomas Goh Toh Wee
Tit Wei Lee
Tomithy Too MuZhen
Wee Siew Bock
Wendi Lai
Wilfred Michael Walsh
Yee Phaik See
Yeu Ling Hong/Mdm Tan Ee Leng

Our Valued Partners

PROGRAMME PARTNERS

Contributing in areas of programme curriculum and content



CORPORATE PARTNERS

Contributing in programme sponsorship and/or significant volunteering support for our programmes



COMMUNITY PARTNERS

Our programmes are also funded by



OTHER PARTNERS

Special thanks to the following partners for contributing their expertise, resources, and time towards our programmes



WINGTAI ASIA



Corporate Governance

{ BOARD }

The Board works together with the Management Team, led by the CEO, to manage Halogen Foundation. The Management Team is accountable to the Board.

The process of appointment of the Board, training and development and board performance evaluation are set out in the Board Manual, which is overseen by the Finance & Establishment committee. The policies in the board manual are reviewed every three years and kept up to date.

Each term of appointment of Chairman of the Board and Treasurer is 2 years, each term of appointment of the other Directors is 3 years. These term limits allow for periodic board rejuvenation and succession. In accordance to the Code of Governance, the term of the Treasurer (also the Finance & Establishment Committee Chairperson) is capped at 4 years. The Board meets at least 4 times a year, with a quorum of at least 3 members.

The Board has complied with Governance Evaluation Checklist (GEC) which is available for viewing on the charities portal at www.charities.gov.sg.

Our Board of Directors are made up of volunteers and do not receive any remuneration or Director's fees. None of the staff sits on the Board.

Name	Date of Renewal of Appointment	Attendance	Sub Committee(s)
LIM SOON HOCK Chairman Managing Director, PLAN-B ICAG Pte Ltd	9 June 2017	4 out of 5 (stepped down 29/11/2018)	Audit & Risk Management Business Development Sponsorship
TAN BENG CHONG, MARTIN Co-Founder Executive Director, The Majority Trust Ltd	22 June 2018	3 out of 5	Finance & Establishment Business Development Sponsorship
TAM CHEE CHONG Treasurer (Till 21st June 2018) Corporate and Financial Advisor, Kairos Corporate Advisory Pte Ltd	9 June 2017	3 out of 5	Finance & Establishment Sponsorship
RAMLEE BIN BUANG Treasurer (From 22nd June 2018) Founder & Owner, UYKO Advisory	22 June 2018	3 out of 5	Finance & Establishment
ANN TAN SIAN ANN (DR.) Consultant Obstetrician and Gynaecologist, Woman Fertility & Fetal Centre	9 June 2017	5 out of 5	Sponsorship
CHO PEI LIN (ZHU PEILIN) Managing Director, Asia PR Werkz Pte Ltd	8 June 2016	0 out of 5 (stepped down 21/06/2018)	Business Development Sponsorship
KON SEN CHOENG, DERRICK (DR.) Managing Director, CEO Solutions Pte Ltd	9 June 2017	4 out of 5	Audit & Risk Management Business Development Sponsorship
LIM HWEE SEH Director, Special Projects, Singapore Policy History Project, Ministry of Social and Family Development	9 June 2017	3 out of 5	Finance & Establishment Sponsorship
MARK JOHN SAYER Managing Director, Drayhall Group	9 June 2017	3 out of 5	Audit & Risk Management Business Development Sponsorship
SEAH GEK CHOO Audit Partner, Deloitte & Touche LLP	9 June 2017	4 out of 5	Audit & Risk Management Business Development
THONG YUEN SIEW, JESSIE Executive Director, JHT Law Corporation	22 June 2018	4 out of 5	Audit & Risk Management Sponsorship

Board Committees

Mr. Lim Soon Hock stepped down from the Halogen Foundation Board of Directors after six years of stellar leadership as Chairman of the Halogen Foundation Board on 29th November 2018.

In line with Halogen Foundation's constant push towards progressive leadership models, Mr. Lim handed over the reins of the organisation to an interim Board Executive Committee comprising of Mr. Tam Chee Chong, Mr. Ramlee Bin Buang, Mrs. Tan Hwee Seh, and Mr. Martin Tan.

Apart from the Board of Directors, the Board comprises of the following Committees:

- Finance & Establishment Committee
- Audit & Risk Management Committee
- Sponsorship Committee
- Business Development Committee

These committees have terms of references in place to oversee the different functions of Halogen Foundation. These committees meet at least once a year.

The Finance & Establishment Committee is responsible for:

- The general affairs of the Board including nomination and appointment of Directors, Board and key management succession planning.
- Overseeing the financial management and compliance with applicable laws and regulations, so as to ensure that its resources are used legitimately and can be accounted for.
- Overseeing the short and long-term investments and monitor the investment of the assets of the charity for the sole interest of the charity and its beneficiaries.
- Overseeing the human resource management of Halogen Foundation, including compensations and benefits and recruitment of key management personnel.
- Overseeing the Public Relations/Corporate Communications of Halogen Foundation.
- Recommending suitable training & development opportunities that the directors may consider, locally or overseas. At the same time, directors may request and/or be invited to participate in internal and/or external training and networking sessions.

The Audit & Risk Management Committee is responsible for:

- Reviewing and endorsing the year-end financial statements and recommending it for Board adoption.
- Reviewing the risk management and internal control processes to ensure that these are adequate in respect to financial reporting, operational, regulatory, and other financial risks.
- Reviewing and recommending to the Board for approval the frameworks and policies for managing risks that are consistent with the organisation's risk appetite.
- Engaging and facilitating audit of the organisation including ensuring the independence of the auditors, determining the audit fees and adequacy of the overall audit plan.
- Monitoring fundraising efforts to be sure that ethical practices are in place, that donors are acknowledged appropriately, and that fundraising efforts are cost-effective.

**The Sponsorship Committee
is responsible for:**

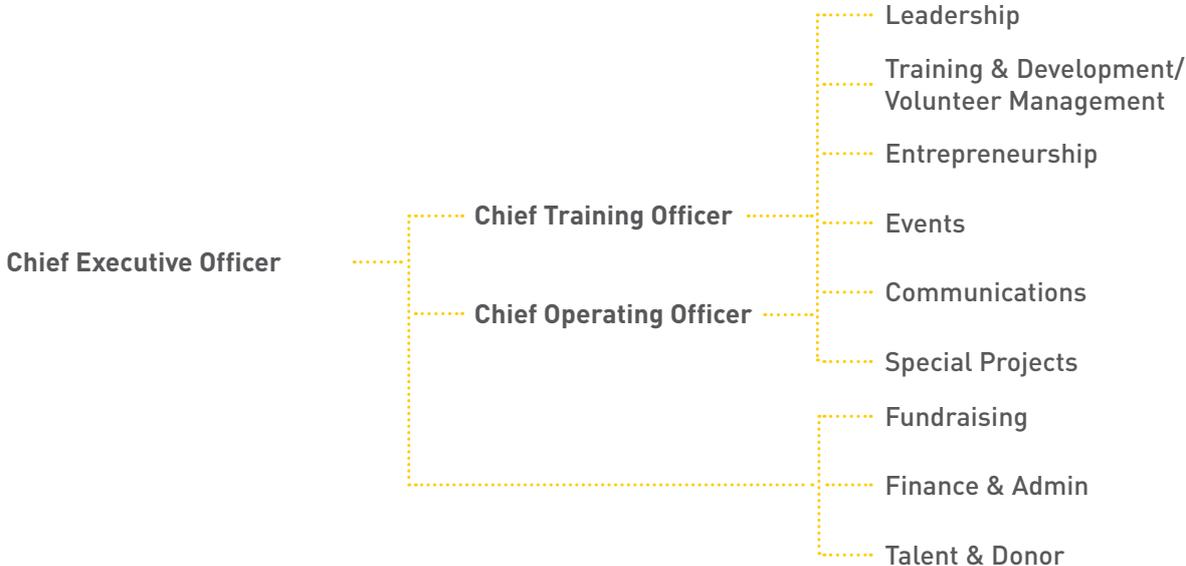
- Working with staff to establish a fundraising plan that incorporates a series of appropriate vehicles, such as special events, direct mail, fundraising campaigns, etc.
- Working with fundraising staff in their efforts to raise money.
- Identifying and soliciting funds from external sources of support.
- Leading certain types of outreach efforts, such as chairing a fundraising event committee or hosting fundraising parties, etc.
- The responsibility of involvement of all Directors in fundraising, such as having Directors themselves make monetary contributions.

**The Business Development Committee
is responsible for:**

- Working with Management to identify, assess and manage strategic business initiatives and opportunities.
- Reviewing the development and implementation of strategic business development initiatives, ensuring initiatives are consistent and aligned with strategic plans.
- Reviewing and, where appropriate, making recommendations to the Board on business growth and diversification opportunities.
- Working with Management to respond to emerging issues related to business development that have the potential to impact upon Halogen Foundation.
- Monitoring the outcomes of business development initiatives including receiving regular reports and updates from Management regarding progress.
- Overseeing new programme development, monitoring and assessing outcomes of existing programmes to be in line with the vision, mission and objectives of Halogen Foundation and guiding development of service delivery mechanism.
- Initiating and guiding programme evaluations.
- Identifying strategic partners for Halogen Foundation to work with or to collaborate and assisting in concluding or securing partnerships.



Organisational Chart



Staff Team

MANAGEMENT

Chief Executive Officer

Ms. Tse Wing Man (Ivy)

Date of appointment:

8th May 2012

Past job experience:

Ivy was formerly an Initiative Operations Leader for Procter & Gamble, specialising in managing new product initiatives and handling supply chain management issues across the regional market. Starting from ground at Halogen Foundation in 2012, she has been involved in every aspect of the business from Events to Academy. Passionate for developing people and cultivating positive company culture, Ivy serves as a Board Member/Advisor in youth sector organisations such as NewYork.sg and My Working Title.

Chief Operating Officer

Mr. Low Zhi Wei Timothy

Date of appointment:

1st July 2017

Past job experience:

Timothy previously worked at Entrepreneur First, a company-building venture capital (VC) firm, where he ran the programme that guided Singapore's most brilliant technical talent to build deep-tech startups from scratch. Prior to VC, Timothy was a career trainer, founding his own training and development startup which led to his involvement with a top tier regional training company as Entrepreneur-in-Residence and Learning Designer, where he designed entrepreneurship programmes and worked on new business initiatives.

Chief Training Officer

Mr. Kong Wai Piew Sean

Date of appointment:

1st December 2011

Past job experience:

Sean has been in the Training & Development industry since 2008 and has spoken to over 50,000 youths and 2,500 adults. He covers topics on leadership development, youth development, and personal effectiveness, and is passionate about reframing success through the lens of purpose and significance. Prior to Halogen Foundation, Sean spent four years in the youth training industry doing workshops, outdoor experiential camps, and overseas service learning trips. Sean serves as an Exco member of the Youth Work Association of Singapore.

Talent & Donor Manager

Ms. Adelyn Peter

Finance Manager

Ms. Mansha Murlidhar Vasnani

STAFF

Academy Executive

Ms. Joyce Tham Hue May

Communications Executive

Ms. Seet Li En Jessica

Ms. Zann Lee Ke Hui

(Joined as of April 2018)

Events Executive

Ms. Lydia Hong Jingrou

Finance Executive

Ms. S. Meenachi Devi

Fundraising Manager

Mr. Robin Andrew Haggett

(Till January 2019)

Leadership Development Consultant

Mr. Lee Sze Zhin

Mr. Tsang Po Tin Pudon

Programme Manager

Ms. Chen Liling

Ms. Tan Shi Hua

Programme Executive

Mr. Ang Sheng De Alwyn

Mr. Ezra Liaw Sheng Wei

Special Projects Executive

Ms. Chen Lee Mei (Ashley)

(Till 31 Dec 2018)

Training & Development Executive

Ms. Yap Ru Vanessa

Volunteer Manager

Ms. Siti Roslinda Binte Mohamed Salleh

Our Organisation

We see the need to model the way in what we impart to young people - demonstrating and inculcating good leadership and entrepreneurial values within the organisation. Fostering positive work values and culture is a constant pursuit and priority within the organisation. Here are some of the key employee value propositions we proactively build:

OPEN CULTURE



We keep our workplace environment open and welcoming to employees of diverse walks of life. We maintain transparency in our engagements and policies and in having open conversations on individual and team progress. Having 1-to-1 check-ins within and across teams are a norm within our organisation operations. We are committed to hearing the perspectives and opinions of our people.

A LEARNING ORGANISATION



We run monthly Best Practice Workshops and engage in regular Professional Development Workshops that cover a range of skills from consultative skills to communication, self awareness to productivity planning. All team members have clear reporting lines, and supervisory roles made accountable for growing their teams. Learning never stops, both for the organisation and our employees.

TEAMWORK WINS



We have dynamic multi-functional teams who work closely to attain shared organisational goals. It is important to enjoy working together while serving our cause and we provide platforms for peer sharing and bonding through our initiatives such as Staff Retreat, Intern-Staff Bonding, and HaloExperiences. Learning to thrive as a team allows us to deliver high quality programmes and events to the youth we serve.

ORGANISATIONAL AGILITY



By leveraging on technological tools and platforms, we continue to design and improve our process flows to ensure that operations can be agile and streamlined. To remain adaptive to evolving workplace needs of our employees, we have introduced new flexible workplace schemes in the form of staggered hours and docking provisions to support the team in designing their own work flows.

Governance Policies

1. Conflict of Interest

Halogen Foundation has adopted a Conflict of Interest Policy to ensure all Board members and staff act in the best interest of the organisation.

The policy aims to protect Halogen Foundation and its members from any appearance of impropriety. It mandates that all Board members and staff must exercise the highest duty of care and judgment when dealing with matters relating to Halogen Foundation, and to disclose all interests (commitment, investment, relationship, obligation, involvement, financial or otherwise), which may be a potential conflict of interest. The policy provides procedures and guidelines on how conflict of interest situations are to be handled.

All Board members and staff are to complete a declaration at the beginning of their service as well as make a new declaration on an annual basis or when there are any changes.

2. Whistle Blowing

Halogen Foundation is committed to a high standard of compliance with accounting, financial reporting, internal controls, auditing requirements and does not tolerate any malpractice, impropriety, statutory non-compliance or wrongdoing by staff in the course of their work.

In line with this commitment, the Whistle Blowing Policy aims to provide an avenue for employees, volunteers and external parties to raise concerns and promote responsible and secure whistleblowing without fear of adverse consequences. This Policy is meant to protect genuine whistleblowers from any unfair treatment as a result of their report.

3. Policy On Loans

Any loans, donations, grants, or financial assistance made by Halogen Foundation for purposes outside the scope of its approved programmes shall be approved by the Board. This policy serves as a provision for extending support to needy youth. As of FY2018, we have not exercised this.

4. Personal Data Protection Act (PDPA) Policy

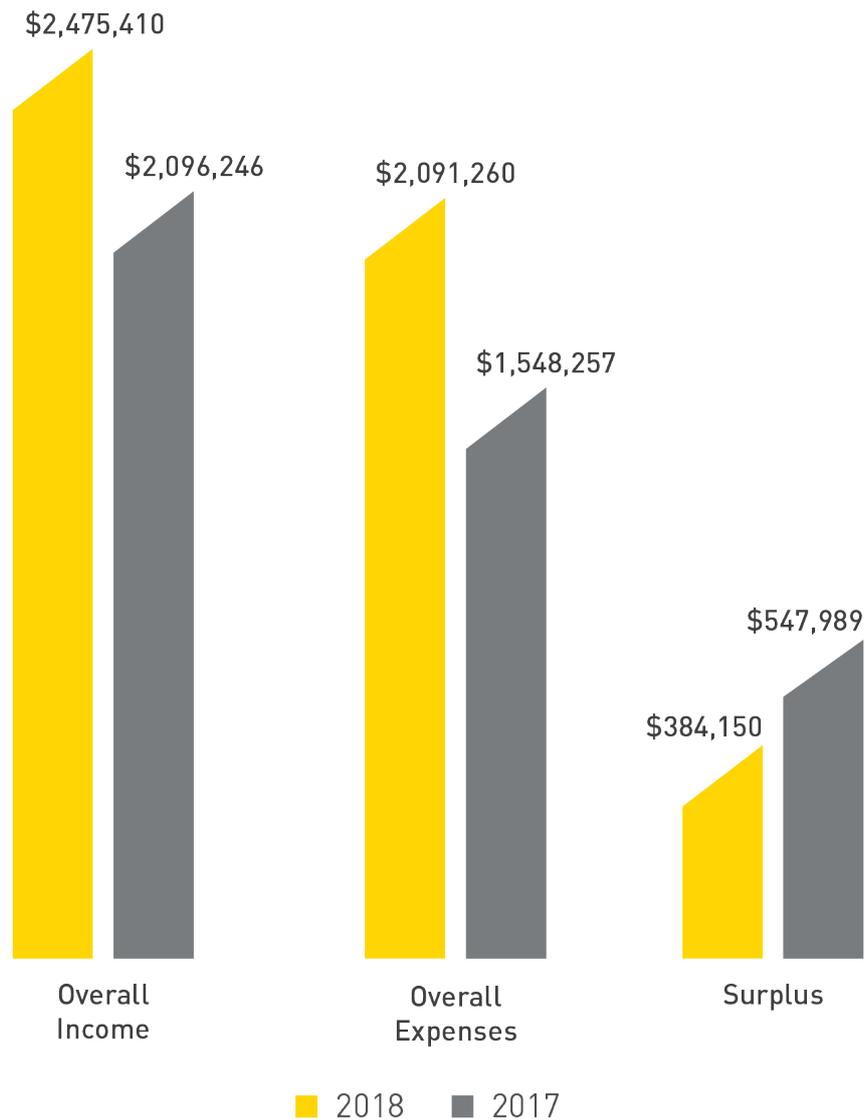
Halogen Foundation respects the privacy of our donors, sponsors, partners and volunteers. As such, we are committed to abide by the PDPA policy, using the personal information to engage our donors, sponsors, partners, and volunteers. They may, at anytime, choose to be removed from our mailing lists. Donors' names and particulars will not be used in any materials without permission from the donors.

5. Code of Ethics and Conduct

All Board members shall be committed to achieving the highest level of professionalism and integrity in the discharge of their positions.

All staff are required to conduct dealings with each other, suppliers, external organisations, and the public at large with total honesty and integrity and to do their utmost to maintain the reputation and corporate image of the organisation at all times.

Statement of Operations



2018 VS 2017

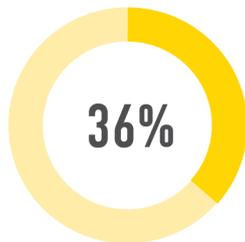
In comparison to 2017 financials, 2018 showed an increase in income by 18% and increase in expenses by 35%. Increase in expenses mainly attributed to:

- I. Depreciation – Change in office location vs 2017.
- II. Staff Costs – Organisation did a salary benchmarking in light of the recommended social service sector guidelines.

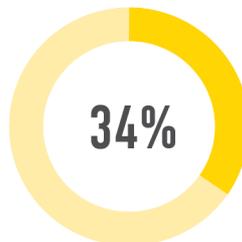
OPERATING INCOME BREAKDOWN

Major grants received for 2018 were from Singapore Totalisator Board, Tote Board Social Service Fund (NCSS), Care and Share II (NCSS), UBS AG Fund, Credit Suisse AG, Deutsche Bank, Salesforce.com Singapore Pte Ltd, and Tata Communications International Pte Ltd.

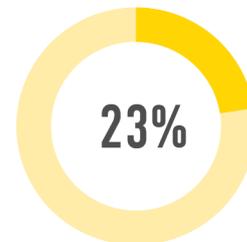
Other income includes Fixed Deposit interest income received, Wage Credit Scheme, and Reimbursements from Ministry of Manpower (for childcare and maternity leave).



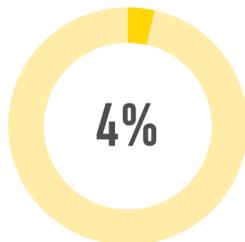
Donations



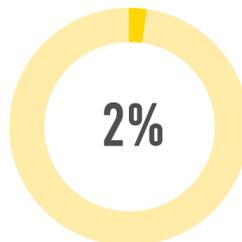
Grants



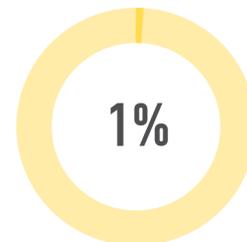
Academy Income



Sponsorship In-Kind



Other Income

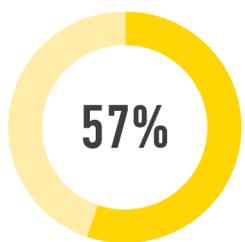


Event / Merchant Sales

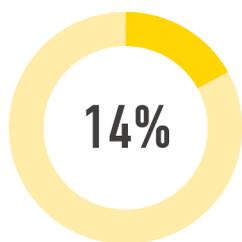
OPERATING EXPENSES BREAKDOWN

Staff Costs includes salaries, employer CPF contributions, allowances, medical coverage and insurance, training, and welfare for 20 full time staff and 8 interns.

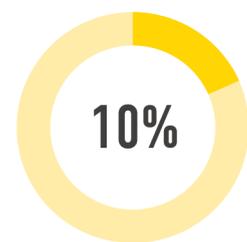
Other expenses include Audit Fees and Office & Administration Expenses.



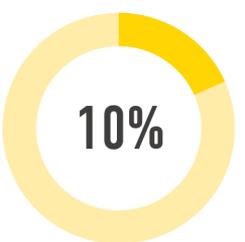
Staff & Intern Costs



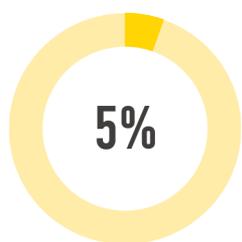
Fundraising Expenses



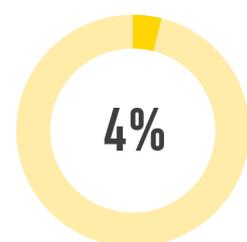
Academy Expenses



Other Expenses



Rental Expenses



Depreciation

BALANCE SHEET

As at 31 December 2018

	2018	2017
	\$	\$
Members' Guarantee		
Members' guarantee at \$10 each	110	110
Accumulated Surplus	3,268,892	2,884,742
<hr/>		
Non-current Asset		
Plant and equipment	126,104	66,422
Intangible assets	27,499	43,319
	153,603	109,741
<hr/>		
Current Assets		
Trade and other receivables	369,186	92,659
Prepaid operating expenses	1,620	71,380
Cash and short-term deposit	3,270,324	2,821,244
	3,641,130	2,985,283
<hr/>		
Current Liabilities		
Trade payables and accruals	158,111	128,035
Deferred income	367,730	82,247
	525,841	210,282
<hr/>		
Net current assets	3,115,289	2,775,001
Net assets	3,268,892	2,884,742

The full audited financial statements for Halogen Foundation (Singapore) 2018 can be downloaded at halogen.sg/annual-financial-report/

STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 December 2018

	2018	2017
	\$	\$
Sponsorships in-kind	87,750	60,349
Donations (including fundraising)	899,570	234,756
Grants	851,198	1,161,456
Sales of event tickets	15,775	3,271
Academy income	565,113	587,611
Merchandise sales	3,754	6,381
Other income	52,250	42,422
	2,475,410	2,096,246
Less: Operating Expenditures		
Academy expenses <i>(Including cost for fundraising expenses)</i>	453,011	354,785
Other expenses	315,869	166,102
Depreciation of plant and equipment	65,734	16,418
Amortisation of intangible assets	15,819	11,513
Rental expense	110,247	99,617
Staff costs	1,130,580	899,822
	2,091,260	1,548,257
Surplus before taxation	384,150	547,989
Income tax expenses	-	-
Surplus net of tax, representing total comprehensive income for the financial period	384,150	547,989

The full audited financial statements for Halogen Foundation (Singapore) 2018 can be downloaded at halogen.sg/annual-financial-report/

FUNDRAISING

Events for 2018

Activities	Description	Date	Total Receipts (\$)	Total Expenses (\$)	Fundraising Efficient Ratio
Golden Nuggets	A charity book project of compiled short stories by experienced seniors.	07 February 2018	318,047.40	44,098.63	13.87%
Yellow Diamond Gala Dinner	15 th anniversary celebration	31 August 2018	613,445.65	134,685.73	22.00%

Financial Policies

1. Reserves Policy

Halogen Foundation seeks to achieve a reserve level of 3 years of operating costs to ensure stability and continuity of the services we provide. The amount of reserves is regularly reviewed by our Board to ensure that we have adequate reserves to fulfil our continuous obligations.

2. Restricted Funds

I. Halogen SPARK! Fund *also known as the Network for Teaching Entrepreneurship (NFTE) Fund*
Donations, grants, and its related expenses that are designated to the programme are disclosed separately. Staff costs and overheads are allocated proportionally to the Halogen Spark! (NFTE) based on the staff hours spent on the programme. This includes training and preparation, back-end operations, and school & corporate engagement.

II. The Care & Share Fund

Administered by the National Council of Singapore (NCSS), the funds are used for capability building, capacity building, and for new programmes or expansion/enhancement of existing services. The funds can be used till March 2021.

3. Designated Funds

Halogen Foundation receives funds from various donors who request that the funds be earmarked for specific projects. Some of the projects funded under this are NFTE are NFTE and the mentoring suite.

4. Investment Policy

The Finance and Establishment Committee oversees the investment of reserves on behalf of Halogen Foundation. The guidelines for investment are detailed in the terms of reference. In 2018, Halogen Foundation had placed their excess reserves in Fixed Deposits with local banks.

5. Annual Remuneration of Staff

No employees received more than \$100,000 in annual remuneration for the financial year ended 2018. The Finance and Establishment Committee oversees the setting of remuneration of key staff.

Remuneration Bands	Top 3 Management Staff
\$70,000 - \$79,999	1
\$60,000 - \$69,999	2

Note: Includes salary, bonuses, allowances, and the employer's contribution to the Central Provident Fund. None of the Halogen Foundation staff are family members of the Chief Executive Officer/Board of Directors.

TO INSPIRE AND INFLUENCE A GENERATION OF YOUNG PEOPLE TO LEAD THEMSELVES AND OTHERS WELL



Halogen Foundation Singapore

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