Halogen Foundation Singapore

ANNUAL REPORT
FY2017

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

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

Vision

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

Founded in 2003, Halogen Foundation Singapore is a values-based, not-for-profit Institution of a Public Character (IPC) charity that believes every young person has innate potential to influence and lead, becoming positive change agents.

Dedicated to building young leaders and entrepreneurs, we make quality leadership and entrepreneurship education accessible to all young people, regardless of their background, race, income, or religion, particularly those who come from challenging family backgrounds and/or are on financial assistance schemes.

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Why Youth

Youth will soon be the largest demographic in the world, with predictions that they will account for 40% of the global population by the year 2028.

As we invest in the future of our nation by providing every young person with equal opportunity, we hope to achieve the larger objectives of enhancing social mobility and reducing elitism.

THROUGH OUR EFFORTS IN BUILDING AN ENDURING AND DYNAMIC CULTURE OF ENTREPRENEURSHIP IN SINGAPORE, YOUTH WILL BE EMPOWERED TO CREATE A BETTER FUTURE FOR THEMSELVES, THEIR FAMILIES AND SINGAPORE.

Why Halogen

THE HALOGENS ARE A HIGHLY REACTIVE GROUP OF ELEMENTS THAT CAN BE USED FOR GOOD, BUT ALSO CAN BE POTENTIALLY TOXIC IF NOT USED RIGHT.

The filament of the modern Halogen light bulb is surrounded by a Halogen gas compound. The gas protects the filament and provides the conditions for it to burn hotter, longer and brighter than ever before. Hence, our logo represents a halogen light bulb. Just like the Halogens, we believe in empowering our youth to be a positive influence, empowering them to practically change the world in issues they believe in.

Theory of Change

01 02 03 04

01 Targeting positive growth in three core domains of:
- Character (Heart)
- Mindset (Head)
- Skill sets (Hand)

02 Facilitating positive transformation through programmes designed with curated content.

03 Equipping every youth with the ability to lead themselves and others.

04 To future proof a generation of young people to enable them to thrive.
I believe the skills that I have picked up from Halogen can be carried into the workforce. From my experience, I can curate content and solutions that address my beneficiaries’ needs better and more accurately. Besides that, the different types of audience that I have worked with will also set me apart in terms of understanding how they work and how to reach them.

ADALENE CHUA, YEAR 3 STUDENT, NGEE ANN POLYTECHNIC, DIPLOMA IN BUSINESS & SOCIAL ENTERPRISE, HALOGEN INTERNSHIP PROGRAMME (2017)

I feel that Halogen Foundation has created a fantastic environment which empowers students to think big and develop a wide range of lifelong skills. I found the process of passing on my business knowledge to budding entrepreneurs and witnessing a rapid improvement to be a very rewarding experience. I would definitely like to be involved in future programs and continue to help students unleash their potential.

ROB OLSSON, BUSINESS CONSULTANT, CENTER OF EXCELLENCE, SINGTEL

The industry is evolving and teachers may not have the most updated reality. Thus, having industry volunteers come in provides a more realistic check for the students. The skills-based approach is more manageable and provides more focus and direction for both the students and volunteers. Hearing from people in the field gives a different perspective. Combined with the skills taught, this makes it more relevant for the students as we prepare them to be more ready of what is expected of them.

LYNN KWEH, EDUCATOR, BEDOK GREEN SECONDARY SCHOOL
Chairman’s Foreword

Halogen Foundation Singapore had a great year in 2017 and it was only possible with the kind and generous support from many like-minded partners like yourselves, who believe in the vision of our cause.

Every young person should be given the opportunity to be inspired and empowered to know that they are worthy, they matter and they can make a difference. Yet, dissimilar starting points of youth from different family backgrounds often prevent them from rising to their fullest potential. Halogen Foundation seeks to uplift youths from poor, needy, challenged, disadvantaged and marginalised families, and/or those who are at risk. Through our proven leadership and entrepreneurship programmes, we aim to give them a better head start in life to build their careers and futures.

"TO DATE, WE HAVE IMPACTED MORE THAN 140,000 YOUTHS AND 6,691 YOUTH INFLUENCERS ACROSS 402 SCHOOLS AND INSTITUTIONS IN SINGAPORE."

Such transformative work is hard work, and would not have been possible if not for the many contributions from the people who believe in our cause. We engaged up to 500 volunteers in the course of our programmes in 2017. I sincerely thank each and every one of you for contributing your gifts of time, sharing your varied talents and invaluable insights, as coaches, mentors, speakers, and judging panelists for the students. I would also like to make a special mention of donors such as Credit Suisse, UBS, ExcelPoint, Goldbell, Tata Communications, and Neo Group, who have steadfastly supported us in our growth in the past few years and for their generous donations. You are truly exemplifying what it means to be a “Company of Good”.

Singapore’s nation-building efforts are continual, and as our fourth-generation leaders take the helm in leading our country forward, our youths - and the energy, dreams, and promise they bring - will be an important part of our collective progress. As we celebrate Halogen Foundation’s 15th anniversary this year, I am heartened to see the organisation grow from strength to strength, and pressing on to overcome fresh challenges in the VUCA landscape of our evolving economy. From our very first office set up from the balcony of our co-founder’s home, we have now grown into a 20-man team, housed in the heartland of a heritage-filled Chinatown. We have almost doubled our staff strength and tripled our office size from 2013, and as we grow in scale of operations, so will our energy and aspirations.

In the next 3 to 5 years, Halogen Foundation aims to continue expanding our reach to support more youth who are underserved and need a platform to grow and shine. We have charted a few key areas, including:

Having witnessed our 60-hour Network for Teaching Entrepreneurship (NFTE) programme, which we run with underserved youth in schools and youth institutions, Mr. Lim Yu Kee, Principal of Bedok Green Secondary School shared, “During the programme, I saw students who hardly uttered a word in their years in school, having the confidence to present to complete strangers. I saw students who struggled when teachers threw them questions in school, not losing a beat when grilled by the panelists. I saw students who have to be constantly reminded about their grooming, looking smart and taking pride in their work attire. I saw in the students a glimpse of the adults that they would become.” This is one such impact story that exemplifies why we do what we do.

HALOGEN FOUNDATION
Inequality and social stratification in society can tear the social fabric of Singapore. We sincerely believe that Halogen Foundation can play a part, however small, to contribute to the larger objectives of enhancing social mobility and reducing elitism in our nation. Our work also contributes to the larger objective of developing a stronger, more vibrant and more sustainable entrepreneurship culture in Singapore. We will need this critical mass of large local companies with large global footprints, to complement foreign investments, so that we can continue to achieve acceptable economic growth and provide our citizens with a better quality of life, and if not, to at least maintain the status quo. In this regard, it is important that we start with our youths; to inculcate more of them with an entrepreneurial mindset and to encourage more of them to consider to become entrepreneurs.

My Board and I will continue to partner with the private, public, and people sectors to seek greater support and more active participation to achieve these goals. We will invest efforts in reaching out to even more businesses and individuals to join us in this very fulfilling and rewarding journey - to transform our youths to believe in themselves, to lead others, and to bring positive change to the world in issues that they believe in.

I urge you to join us in this movement, for our collective contribution can make a significant difference in the future of this country, starting with our young.

Lim Soon Hock
Chairman, Halogen Foundation Singapore
BBM; PBM; JP
B Eng (Hons); Dip BA; Grad Cert in International Arbitration P Eng (S); FIES; FAES; C Eng (UK); FIET
Hon Fellow of SFEO; FSCS; FSID; FSIArb

1. Scaling up our leadership and entrepreneurship outreach for youth and youth influencers,
2. Creating a platform that integrates leadership, entrepreneurship, and mentorship to offer a more holistic framework to transform more of our youths into more socially and economically responsible individuals, perhaps being the first IPC charity with this model,
3. Reaching out to more companies in creating more platforms to embark on youth development work such as apprenticeship and roundtable programmes,
4. Leveraging on digital technology to increase access to our quality content; and
5. Establishing signature partnerships with tertiary and secondary institutions and other Social Service Organisations to build a robust ecosystem of support for our youths, especially for those in need.
From the CEO’s Desk

IT IS HALOGEN’S 15TH BIRTHDAY THIS YEAR, AND WE ARE VERY GRATEFUL FOR THE OPPORTUNITY TO CELEBRATE OUR ACHIEVEMENTS UPON REACHING THIS VERY SIGNIFICANT MILESTONE.

Investing 15 years in the youth development scene has not been an easy task for us, particularly as it required us to stretch ourselves in many directions – growing our strength as an organisation, rallying groups of supporters towards our cause, navigating the ever-evolving terrain of youth, Singapore and the global landscape.

Change is the only constant. As we strive to build a lasting organisation that can endure the test of time – so as to continue our mission and work in impacting young people – we too are constantly learning, growing, tooling and retooling. The key to sustainable progress will be to walk the balance of preserving what is core to us (such as our values and purpose) with what is to change (such as our goals, strategies, and operating practices) so as to adapt to the new challenges presented before us.

Over the past year, Halogen Foundation has worked on building existing foundations and introducing new elements for growth.

We continue to equip educators, youth workers, and other youth influencers like yourselves with quality content and meaningful tools for your own youth programme implementations. What is new, is our venture into tackling organisation-wide framework development through our consultation process. By taking on a broader problem statement in the youth development challenge, we now extend our support to youth entities invested in bringing systems change to their internal youth ecosystem.

We continue to catalyse and nurture friendships amongst cross-sector entities, such as that between corporations, youths, and schools. We have witnessed how long-term partnerships between corporates and schools have allowed us to create a wholesome experience for students. We are now investing time and resources in growing more out-of-classroom programmes helmed by our corporate partners. These new platforms for learning come in forms of post-programme business visits, apprenticeship programmes, and roundtable programmes.

We have kept up our work with schools in running their leadership and entrepreneurship programmes over multiple fiscal years. Beyond running the programme cycles for new cohorts of youth, we are deepening youth journeys by building upon the existing programme structures. We have introduced mentorship programmes to groups of youth, providing personal and professional growth opportunities to build upon what the individuals may have learnt. In the near future, we hope to offer an integrated leadership, entrepreneurship and mentorship programme to provide a well-rounded and solid transformation journey for a youth in need.

Maintaining the right fundamentals will keep us anchored to our roots and core expertise; the new
frontiers help us chart innovative pathways and new models of engagement with our youth partners. These are exciting times ahead and we'd like you to be a part of them.

WE REMAIN FIRM IN THE BELIEF OF THE INNATE POTENTIAL OF YOUTH, AND WHAT THEY CAN ACHIEVE WHEN THEY ARE GIVEN THE OPPORTUNITIES TO SHINE.

As we continue to pursue platforms to develop good character, positive mindsets, and useful skill sets in youth, we will commit to grow our own repertoire of tools and platforms for transformation.

We want and need to partner you to make a real dent, and we welcome you to grow alongside us as we chart the changes and constants to move ahead.

Join us and be a part, today.

Ivy Tse
Chief Executive Officer
Halogen Foundation Singapore
HISTORY AT A GLANCE

2003
Halogen 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 The Leadership Practices Inventory® as a 360º 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 “The Leadership Face-Off”.

2012
We piloted the Salesforce BizAcademy, a signature apprenticeship programme powered by Salesforce.org.

2013
We celebrated our 10th anniversary and reached over 100,000 youths and educators cumulatively.
We launched the National Young Leader Award.
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.

2016

We celebrated our 13th anniversary - Championing the stories of breakthrough of our youth.

Key Events in 2017

LAUNCH OF MENTORSHIP PROGRAMME PILOTS ALONGSIDE CORPORATES

NFTE YOUTH ENTREPRENEURSHIP CHALLENGE 2017

CHARITY GOLF CHALLENGE 2017

OFFICE OPENING AT NEW BRIDGE CENTRE

NATIONAL YOUNG LEADER AWARD 2017
Why is Impact Important?

Our aspiration to develop a generation of young people begins with transforming them one at a time. For this to happen at both the individual and systemic level, it requires a means to measure and track the impact made.

WE ARE COMMITTED TO IMPACT MEASUREMENT THROUGH:

- Curating measurement metrics for a robust framework
- Tracking development and growth through a youth’s journey
- Gaining insight into the success stories we have catalysed
- Reiterating on what is necessary for youth development in an ever-evolving landscape
## CUMULATIVE IMPACT

<table>
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<th>Years of Impact</th>
<th>Youth Impacted</th>
<th>Hours Volunteered</th>
<th>Youth Influencers Impacted</th>
<th>Institutions We Have Served</th>
<th>Corporate Volunteers Who Have Partnered With Us</th>
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*Reasonable and conservative estimates as of 3 May 2018.
ACADEMY PROGRAMMES

LEADERSHIP

THE LEADERSHIP CHALLENGE®
- STUDENT LEADERSHIP CHALLENGE®
- STUDENT LEADERSHIP CHALLENGE® CERTIFIED FACILITATOR TRAINING

HABITUDES®
- HABITUDES® FACILITATOR TRAINING

EVERYDAY LEADERSHIP™
EQUIPPING EDUCATORS PROGRAMME™
HOOZU®

ENTREPRENEURSHIP

NETWORK FOR TEACHING ENTREPRENEURSHIP
- NETWORK FOR TEACHING ENTREPRENEURSHIP UNIVERSITY
- NETWORK FOR TEACHING ENTREPRENEURSHIP YOUTH
  ENTREPRENEURSHIP CHALLENGE
AWARDS

- NATIONAL YOUNG LEADER AWARD

EVENTS

- NATIONAL YOUNG LEADERS’ DAY
Halogen Foundation seeks to understand youth development goals to better partner you in designing, developing and delivering content that will be beneficial for both your students and educators.

As such, we have developed a comprehensive framework that integrates youth learning into your organisation in a clear and concerted effort.

We begin by finding out more about the existing leadership/entrepreneurship development framework. This provides insight to how well the existing model is serving the school.

Every organisation has unique needs. The ability to accurately pinpoint developmental gaps will help in generating concise solutions with maximum impact. Here, we conduct a needs analysis to identify key gaps between expectations and applications.

Assessment informs us if a plan or strategy is successful. Assessment data helps to generate a momentum of progress while keeping accountability for the impact that is currently happening.

An action plan should have both strategic and pragmatic outcomes. We close the identified gaps through action plans ranging from building competencies to establishing a common language in your organisation. You will be able to maximise your time and budget while achieving your youth development outcomes.
In 2017, Halogen Foundation Singapore partnered with Hua Yi Secondary School to consult and co-create a framework that would support the school’s desired values and student outcomes.

**WE CO-CREATED A SET OF CURRICULA FOR LEADERSHIP DEVELOPMENT AS PART OF THEIR LEARNING FOR LIFE PROGRAMME (LLP).**

The LLP is a nationwide applied learning programme that is implemented across all levels of the school. Through the use of the Halogen Cycle, we strategised and customised programmes that would undergird Hua Yi Secondary School’s leadership framework. Using The Leadership Challenge® by Kouzes and Posner as its leadership framework for student leadership development, the concept of leadership was deconstructed into practices and behaviours, allowing Hua Yi Secondary School to design specific lessons for more applicability and relevance.

Hua Yi Secondary School also took on our resident entrepreneurship programme, Network for Teaching Entrepreneurship (NFTE), that focuses on uplifting young people to give them a better head start in life and to build their careers and futures.

As part of this strategy, we have also crafted an evaluation rubric to assess the effectiveness of the programmes in view of six student outcomes. This would result in exigencies that therefore better address some of these issues and allow the school’s management to better plan for the upcoming years ahead. A consolidated metric score on the total result will show how Hua Yi Secondary School has met their goals from the developmental plan.
Ecosystem

As a youth development partner, we support organisations by moulding young people in their leadership and entrepreneurship development.

From consultations in designing development frameworks to content contextualisation and training trainers to execute programmes, we aim to establish a foundation for our partners to build upon and transform their young people.

By being a catalyst in bringing the people, private, and public sector together, we hope to build an ecosystem to nurture our next generation of leaders and entrepreneurs.

At Halogen Foundation, we recognise that success is founded upon developing sustainable collaborations with like-minded partners. Just as we are all interdependent in an ecosystem, we believe in connecting partners across different sectors together for a common goal, providing all-rounded support to youth from poor and needy families.

In bridging the education, corporate, skills building & enterprise sector, social service, and youth sectors, various partners can contribute to the youth development goals in their respective areas of expertise and bring incremental value to the programme support offered to the youth. Our success is only made possible because of the collective investment from the members of this ecosystem.
When you join us as a volunteer, you are immediately a part of Halogen+.

**HALOGEN+ IS OUR COMMUNITY WHERE WE CONNECT WITH INDIVIDUALS LIKE YOURSELF WHO HAVE A HEART TO SERVE.**

With a structured process of recruitment, engagement, and development of our volunteers, we will support you in charting and growing your volunteer journey through Contribution, Community, and Catalyst efforts.

**CONTRIBUTION**
You will tap on platforms and programmes offered by Halogen Foundation to direct your skills and resources to delivering impact to the young people we work with.

**COMMUNITY**
You will be part of a network of like-minded people who come from diverse sectors to work together for a common goal of investing in youth.

**CATALYST**
You can share your experiences and learnings to inspire others to give back, and to be part of a more caring community in Singapore.
With plans to set up an official Corporate Social Responsibility (CSR) chapter in 2015, Tata Communications International Pte Ltd first approached Halogen Foundation with the desire to help resolve some of the fundamental concerns of the community they serve. With ‘Education’ and ‘Employability & Sustainable Livelihoods’ being their priority areas, Tata Communications seeks to empower youth with the relevant skills that will allow them to be industry-ready, as well as having the right attitude and values to enhance their future prospects.

Starting off with hosting a business visit for our students on the Network for Teaching Entrepreneurship (NFTE) programme, Tata Communications gave students a peek into the working world. Through further exposure to the programme, they soon found that the programme was well-aligned with their CSR objectives. As such, they made the decision to commit to the long-term development of these youths by adopting Evergreen Secondary School through the NFTE programme in 2016. Since then, their volunteers have been actively coaching NFTE students, providing valuable insight for their business plans and bringing corporate experience into the classroom. A virtual exchange between the NFTE students and students of one of their NGO partners in India was also organised to truly harness the global dimension of Tata Communications.

With the partnership going into its third year, Tata Communications has demonstrated that a long-term commitment benefits both their organisation and the institution. Tata Communication’s CSR committee has seen tremendous strides of growth in its various initiatives, and a similar degree of impact has been observed in Evergreen Secondary School as well. Amongst various testimonies from students that highlight their growing confidence and transformation, the partnership between Tata Communications and Evergreen Secondary School has seen a greater impact on the students with the last two winners of the annual NFTE Youth Entrepreneurship Challenge coming from this school.

The volunteers from Tata Communications have given much needed support to our students by challenging them to think critically about their ideas. With this partnership, they have brought valuable corporate perspectives to the NFTE programme that us as teachers might overlook. I appreciate the open and friendly approach they have taken with our students, which has led to the building of strong rapport over time.

MOHD SHAHRIL, YEAR HEAD (UPPER SECONDARY), EVERGREEN SECONDARY SCHOOL
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.

DARIrah BINte MOHD FADZIL, NYEC 2017 WINNER, EVERGREEN SECONDARY SCHOOL

From this collaboration, we have seen amazing transformation in the students from being low in confidence to aspiring for greater things, simply through words of encouragement and structured guidance. As this partnership has evolved in the last three years, there are more students accepting the programme, and we have also found the opportunity to share our stories of growth while introducing the importance of technology to these future leaders.

BERNArd LIM, HEAD OF COMMERCIAL OPERATIONS, GLOBAL SALES GROUP, TATA COMMUNICATIONS INTERNATIONAL PTE LTD
As part of their integrated philanthropic approach, Salesforce.org has been actively partnering with Halogen Foundation through their 1/1/1 model - 1% Equity, 1% Product, and 1% Employees’ Time - to give back to communities around the world.

**SINCE 2012, HALOGEN FOUNDATION HAS PARTNERED WITH SALESFORCE.ORG TO RUN ITS ANNUAL SALESFORCE BIZACADEMY PROGRAMME.**

In the week-long programme, we create an environment that facilitates mentoring and personal development between the Salesforce employees and the students. Incorporating leadership training and hands-on real-world business experience, participants get a preview of the corporate world and learn the mechanics behind this global enterprise. The programme serves youth from under-resourced and/or low-income communities to gain experience in a high-growth industry and progress training into full-time employment.

Halogen Foundation is also a co-leader of the Salesforce Non-Profit Usergroup, a community of users who come together to share knowledge, challenges, and best practices in using the Salesforce solution. As a recipient of Salesforce non-profit user licences and the Salesforce.org grants, we are able to leverage these tools to improve customer relationship management with our stakeholders, ensuring that they are better informed to partner with us to make a greater impact in the work we do and further our respective non-profit mission and vision for the greater good.

Salesforce.org is also a corporate partner in our Network for Teaching Entrepreneurship (NFTE) programme. Since adopting one of our schools, they have been actively involved and committed to journeying with our students, inviting students to their offices for business visits as well as spending time with them for corporate work sessions. These long-term engagements have created lasting impact with our students and we have seen these students grow in their character, mindsets, and skill sets.
I’ve been teaching low progress learners for more than a decade and I can safely say that having the support of Salesforce.org volunteers for these NT students is priceless, especially when observing the experience and guidance that they provide towards the students. These students do not get many opportunities to interact with working professionals, so these personal mentorships with the Salesforce.org volunteers give the students more vision not just for these business ideas, but their lives.

MUHD SHAHROM, SUBJECT HEAD (NORMAL TECHNICAL), HOLY INNOCENTS’ HIGH SCHOOL

Volunteering with Halogen is a rewarding experience both personally and professionally. I get the chance to learn together with the youths about entrepreneurship, such as building innovative business use case to satisfy the demand of goods and services in the modern day life, at the same time I get to improve my mentoring skill too. Thank you Halogen for giving Salesforce.org the opportunity to contribute back to the society.

MEILINDA TJAN, SOLUTION ENGINEER, SALESFORCE.ORG

I am extremely grateful for the Salesforce BizAcademy programme and the mentors I had, as they helped me define personal goals, gave me advice on my next steps, and taught me practical skills for future employment such as website design, system technology, and more. Until today, I still text one of my mentors for advice! Through this experience, I received a head start on the internships and short-term jobs that I have done during my school holidays. As I come from a humble family, I really treasure this rare opportunity to enhance my personal skills and leadership qualities.

TAN LIYAN, BIZACADEMY (2017) STUDENT, REPUBLIC POLYTECHNIC
THE SUCCESS AND BREAKTHROUGHS OF HALOGEN FOUNDATION HAVE ONLY BEEN MADE POSSIBLE THROUGH THE GENEROUS SUPPORT FROM DIFFERENT PARTNERS AND ORGANISATIONS.

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.

### SPARK FOUNDING CIRCLE

As part of the launch of the Spark Fund, donors who have contributed S$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

### SPARK 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 of Social Service

### SPARK LEGEND

($25,000 AND ABOVE)

- Bengawan Solo Pte Ltd
- Credit Suisse AG
- Dimension Data Asia Pacific Pte Ltd
- Excelpoint Systems (Pte) Ltd
- Glory Wealth Group Pte Ltd
- Google
The Grace, Shua and Jacob Ballas Charitable Trust
LinkedIn for Good Corporate Giving Fund
Neo Garden Catering Pte Ltd
Neo Group Limited
Ngee Ann Development Pte Ltd
Orange Clove Catering Pte. Ltd.
OSIM International Pte Ltd
Salesforce.com Singapore Pte Ltd
Salesforce.org
Singapore Totalisator Board
SymAsia Singapore Fund
Tata Communications International Pte Ltd
Then Family Trust
UBS AG Fund
United Overseas Bank Ltd
Ann Tan Sian Ann
Kwee Liong Tek

**SPARK SUPERHERO**
**($10,000 AND ABOVE)**

Activa Media Pte Ltd
Charles & Keith (Singapore) Pte Ltd
Deutsche Bank International Trust Co. Limited
Goldvein Pte Ltd
Munich Management Pte Ltd
Network for Teaching Entrepreneurship (NFTE)
Nippon Paint (Singapore) Company Pte Ltd
NTUC FairPrice Foundation Limited
Rio International Investment Pte Ltd
Sage Capital Pte Ltd
The Silent Foundation Ltd
Tru-Marine Pte Ltd
Tsian Pte Ltd
Visa Worldwide Pte Ltd

Albert Hong Hin Kay
Brian Chang
Chong Lo Lan Pearlyn
Goh Bak Heng
Khoo Kim Geok
Lee Ik Kin Dorothy
Lim Ka Liang
Lu Yan Ping
Xu Shen Guo

**SPARK HERO**
**($5,000 AND ABOVE)**

Aon Singapore Pte Ltd
Archer(s) Pte Ltd
Asia PR Werlz Pte Ltd
Benevity Inc
Bentz Jaz Singapore Pte Ltd
Bynd Artisan Pte Ltd
Dayfull International Investment Pte Ltd
Deutsche Bank
Disa Limited
Drayhall Capital Pte Ltd
Fraser & Neave, Limited
Goodrich Global Pte Ltd
IDS Medical Systems (Singapore) Pte Ltd
JHT Law Corporation
Kwan Im Thong Hood Cho Temple
Marvel Time International Investment Pte Ltd
Money World Asia Pte Ltd
NK Ceramic Pte Ltd
PricewaterhouseCoopers LLP
Sanmina-Sci Systems Singapore Pte Ltd
Tiong Aik Construction Pte. Ltd.
Transmedic Pte Ltd
WL Properties Pte Ltd

Andre Klein
Belinda Lee
Chang Po Kuang
Cheong Seok Kuan
Douglas Foo Peow Yong
Foo Junie
Ho Kian Hock
Kuan Jia Yoong
Lee Meng Teck Victor
Loh Kim Kang David
Low Chee Wah
Martin Tan Beng Chong
Phuay Yong Hen
Thomas Goh Toh Wee
Yeo Swee Tuan
Yow Sook Ming
SPARK SUPPORTER
($1,000 AND ABOVE)

Allalloy Dynaweld Pte Ltd
Aon Hewitt Investment Consulting
Aon Singapore Broking Center Pte Ltd
ARA Asset Management (Fortune) Limited
Bayshore Green Pte Ltd
Centurion Cecil Pte Ltd
China Fishery Group Ltd
Contractors Pte Ltd
C S E Yap Pte Ltd
Dynaforce International Pte Ltd
East Asia Engineering & Construction Pte Ltd
Evergreen Secondary School
Fortuna Air-Conditioning & Electrical Pte Ltd
Genocean Enterprises Pte Ltd
Gigatt International Marketing Pte Ltd
Hugo Boss South East Asia Pte Ltd
JD Corporate Advisory Pte Ltd
J8 Hotel Pte Ltd
KH Builders Pte Ltd
Kinokuniya Book Stores of Singapore Pte Ltd
Meiban Group Pte Ltd
National University of Singapore
OKP Holdings Limited
Oni Global Pte Ltd
Orangetee.com Pte Ltd
Parkway Hospitals Singapore Pte Ltd
Pavilion Energy Management Pte Ltd
PrimusTech Pte Ltd
Prive Clinic Pte Ltd
RiverLife Church Ltd
Seng Bee Holdings Pte Ltd
Seyu Pte Ltd
Singapore Telecommunications Limited
Squire Mech Pte Ltd
Sunray Woodcraft Construction Pte Ltd
Sysma Energy Pte Ltd
Tampines Court Pte Ltd
The Community Foundation of Singapore
Viva Industrial Trust Management Pte Ltd
Wen & Weng Medical Group Pte Ltd
Wilmar International Limited
Woh Hup (Private) Limited
Zheng Keng Engineering & Construction Pte Ltd

Adrian Ng Say Khoon
Agie Sally Lau Sie Sieung
Anna Kwan-Terr
April Lee Mei-Li

Benedict Chang Yew Teck
Casey Teh
Cho Pei Lin
Choo Kim Hiong
Christopher Ng
Chua Chuan Leong
Chua Hua Meng
Eric Ong Ann Poh
Gaw Ju Hong Jeremy Michael
George Goh
Goh Cher Shuie Nicholas
Goh Kian Lay
Goh Tiang Yong
Ho Poh Foong
Irene Ang Ai Ling
Ivan Koh Chee Hiang
Janifer Yeo Tan
Jeffrey Khoo
Jerry Yeu
John Wong Weng Foo
Jonas Lim
Jumabhoy Iqbal
Karen Soh
Kee Hsiao Yuin Grace
Kong Eng Huat
Lawrence Chiang Kok Sung
Lee Hooi Nee
Lie Kiem Lan
Lim Wei Yon
Lim Yanzi
Lock Wai Han
Loh Kai Woh
Low Yoon Pak
Marian Yeo Wenxian
Neo Sally
Ng Hong Whee
Patrick Chong Fook Seng
Peter Quek
Pierce Quek
Phua Mui Keng Jenny
Priscilla Lim
Rachel Eng
Rajaish Bajpaee
Ramlee Bin Buang
Robert Kenneth Smith
Renee Thong Ying Siew
Shirley Tan
Shu Pek Yen Pauline
Siang Choo Chan
Simon Tate
Syed Mohamed Jawahar Ali
Tahsin Alam
Tan Lai Peng
Teo Lilian (Zhang Lillian)
Tomithy Too MuZhen
Veronica Rao
Wee Siew Bock
Wendi Lai
Yeow Wah Chin
Yu Chuen Tek
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:
TO BE THE RECOGNISED CHARITY DEDICATED TO TRANSFORMING THE LIVES OF YOUNG PEOPLE THROUGH LEADERSHIP AND ENTREPRENEURSHIP DEVELOPMENT.
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.

Our Board of Directors are made up of volunteers. Each term of appointment is 3 years with a maximum of 3 full terms and a 10-year cap as per the Code of Governance. 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.

All Board Directors do not receive any remuneration or Director’s fees.

<table>
<thead>
<tr>
<th>NAME</th>
<th>CURRENT VOCATION</th>
<th>DATE OF RENEWAL OF APPOINTMENT</th>
<th>ATTENDANCE FOR 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman: Lim Soon Hock</td>
<td>Founder &amp; Managing Director, PLAN-B ICAG Pte Ltd</td>
<td>22 Jun 2012</td>
<td>5 out of 5</td>
</tr>
<tr>
<td>Treasurer: Tam Chee Chong</td>
<td>Senior Managing Director, Office of Chairman, Fullerton Healthcare Corporation Limited</td>
<td>28 Jun 2013</td>
<td>3 out of 5</td>
</tr>
<tr>
<td>Co-Founder: Tan Beng Chong Martin</td>
<td>Executive Director, The Majurity Trust Ltd</td>
<td>20 Aug 2003</td>
<td>3 out of 5</td>
</tr>
<tr>
<td>Ramlee Bin Buang</td>
<td>Founder &amp; Owner, UYKO Advisory</td>
<td>26 Sep 2014</td>
<td>5 out of 5</td>
</tr>
<tr>
<td>Cho Pei Lin (Zhu Peilin)</td>
<td>Managing Director Asia PR Werkz Pte Ltd</td>
<td>22 Jun 2012</td>
<td>3 out of 5</td>
</tr>
<tr>
<td>Kon Sen Choeng, Derrick (Dr.)</td>
<td>Regional Director, The Conference Board</td>
<td>9 Jun 2017</td>
<td>3 out of 3 (Joined in Jun 2017)</td>
</tr>
<tr>
<td>Lim Hwee Seh</td>
<td>Director, Special Projects, Singapore Policy History Project, Ministry of Social and Family Development</td>
<td>24 Oct 2016</td>
<td>4 out of 5</td>
</tr>
<tr>
<td>Seah Gek Choo</td>
<td>Audit Partner, Deloitte &amp; Touche LLP</td>
<td>26 Sep 2014</td>
<td>2 out of 5</td>
</tr>
<tr>
<td>Mark John Sayer</td>
<td>Managing Director, Drayhall Group</td>
<td>9 Jun 2017</td>
<td>2 out of 3 (Joined in Jun 2017)</td>
</tr>
<tr>
<td>Ann Tan Sian Ann (Dr.)</td>
<td>Consultant Obstetrician and Gynaecologist, Woman Fertility &amp; Fetal Centre</td>
<td>28 Jun 2013</td>
<td>3 out of 5</td>
</tr>
<tr>
<td>Thong Yuen Siew Jessie</td>
<td>Executive Director, JHT Law Corporation</td>
<td>6 Nov 2013</td>
<td>4 out of 5</td>
</tr>
</tbody>
</table>
Corporate Governance

BOARD COMMITTEES

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

- Finance and Establishment Committee
- Audit and Risk Management Committee
- Sponsorships Committee
- Business Development Committee

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

FINANCE AND ESTABLISHMENT COMMITTEE

Mr. Tam Chee Chong (Chairperson), Mr. Martin Tan (Co-Chairperson), Ms. Lim Hwee Seh, Mr. Lim Soon Hock

AUDIT AND RISK MANAGEMENT COMMITTEE

Mr. Ramlee Bin Buang (Chairperson), Ms. Jessie Thong (Co-Chairperson), Mr. Lim Soon Hock, Ms. Seah Gek Choo

SPONSORSHIPS COMMITTEE

Dr. Ann Tan (Chairperson), Ms. Cho Pei Lin (Co-Chairperson), Mr. Lim Soon Hock, Ms. Lim Hwee Seh, Dr. Derrick Kon, Ms. Seah Gek Choo

BUSINESS DEVELOPMENT COMMITTEE

Mr. Mark Sayer (Chairperson), Dr. Derrick Kon (Co-Chairperson), Ms. Cho Pei Lin, Mr. Lim Soon Hock, Mr. Martin Tan, Ms. Seah Gek Choo

The Finance and 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 and 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.

The Sponsorships 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, fund-raising 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 fund-raising event committee or hosting fundraising parties, etc.
• Involving all Directors in fundraising.
• 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 Business Development Committee is responsible for:
• 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.
The Halogen Team

MANAGEMENT
Ms. Adelyn Peter
Talent & Donor Manager
Mr. Kong Wai Piew Sean
Chief Training Officer
Mr. Low Zhi Wei Timothy
Chief Operating Officer
Ms. Mansha Murlidhar Vasnani
Finance Manager
Ms. Tse Wing Man (Ivy)
Chief Executive Officer

STAFF TEAM
Mr. Ang Sheng De Alwyn
Programme Executive
Ms. Chen Lee Mei (Ashley)
Special Projects Executive
Ms. Chen Liling
Programme Manager
Mr. Ezra Liaw Sheng Wei
Programme Executive
Ms. Joyce Tham Hue May
Academy Executive
Mr. Lee Sze Zhin
Leadership Development Consultant
Ms. Lydia Hong Jingrou
Events Executive

Ms. S. Meenachi Devi
Finance Executive
Ms. Seet Li En Jessica
Communications Executive
Ms. Siti Roslinda Binte Mohamed Salleh
Volunteer Manager
Ms. Tan Shi Hua
Programme Manager
Mr. Tsang Po Tin Puden
Leadership Development Consultant
Ms. Yap Ru Vanessa
Training & Development Executive
Ms. Zann Lee Ke Hui
Communications Executive
Financial Statements 2017

OPERATING INCOME BREAKDOWN 2017

Major grants received for 2017 include Singapore Totalisator Board, Tote Board Social Service Fund (via NCSS), Care and Share II (via Community Chest), UBS AG Fund, Credit Suisse AG, Deutsche Bank, Salesforce.com Singapore Pte Ltd and Tata Communications International Pte Ltd.

OPERATING EXPENSES BREAKDOWN 2017

Staff and Intern Costs include salaries, CPF, allowances, medical, training and welfare for 20 full time staff and 8 interns throughout the year.
In comparison to 2016 financials, 2017 showed an increase in both income and expenditure. There was an increase of headcount of staff from 11 to 20 full time staff. Despite the overall expenses growing, Halogen managed to have a surplus of $547,989 for year ended 2017.
### BALANCE SHEET
#### AS AT 31 DECEMBER 2017

<table>
<thead>
<tr>
<th>Note*</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
<td></td>
</tr>
</tbody>
</table>

**Members' guarantee**

- Members' guarantee at $10 each
  - 4
  - 2017: $110
  - 2016: $110

**Accumulated surplus**

- 2017: $2,884,742
- 2016: $2,336,753

**Non-current asset**

- Plant and equipment
  - 5
  - 2017: $66,422
  - 2016: $20,031
- Intangible assets
  - 6
  - 2017: $43,319
  - 2016: $–

- 2017: $109,741
- 2016: $20,031

**Current assets**

- Trade and other receivables
  - 7
  - 2017: $92,659
  - 2016: $92,281
- Prepaid operating expenses
  - 8
  - 2017: $71,380
  - 2016: $31,655
- Cash and short-term deposit
  - 8
  - 2017: $2,821,244
  - 2016: $2,320,977

- 2017: $2,985,283
- 2016: $2,444,913

**Current liabilities**

- Trade payables and accruals
  - 9
  - 2017: $128,035
  - 2016: $81,921
- Deferred income
  - 10
  - 2017: $82,247
  - 2016: $46,270

- 2017: $210,282
- 2016: $128,191

**Net current assets**

- 2017: $2,775,001
- 2016: $2,316,722

**Net assets**

- 2017: $2,884,742
- 2016: $2,336,753

*Explanatory notes can be found in the complete Annual Financial Statements (31 December 2017) report. The report can be downloaded from our website at halogen.sg/annual-financial-report
# STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017

<table>
<thead>
<tr>
<th>Note*</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
<td></td>
</tr>
<tr>
<td>Sponsorships in kind</td>
<td>60,349</td>
<td>44,379</td>
</tr>
<tr>
<td>Donations (including fund raising)</td>
<td>234,756</td>
<td>556,728</td>
</tr>
<tr>
<td>Grants</td>
<td>1,161,456</td>
<td>833,184</td>
</tr>
<tr>
<td>Sales of event tickets</td>
<td>3,271</td>
<td>7,968</td>
</tr>
<tr>
<td>Academy income</td>
<td>587,611</td>
<td>581,666</td>
</tr>
<tr>
<td>Merchandise sales</td>
<td>6,381</td>
<td>1,726</td>
</tr>
<tr>
<td>Other income</td>
<td>42,422</td>
<td>47,882</td>
</tr>
<tr>
<td><strong>Less: operating expenditures</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academy expenses</td>
<td>354,785</td>
<td>320,391</td>
</tr>
<tr>
<td>Other expenses (including cost for fund raising expenses)</td>
<td>166,102</td>
<td>235,207</td>
</tr>
<tr>
<td>Depreciation of plant and equipment</td>
<td>16,418</td>
<td>22,750</td>
</tr>
<tr>
<td>Amortisation of intangible assets</td>
<td>11,513</td>
<td>–</td>
</tr>
<tr>
<td>Rental expense</td>
<td>99,617</td>
<td>63,070</td>
</tr>
<tr>
<td>Staff costs</td>
<td>899,822</td>
<td>634,603</td>
</tr>
<tr>
<td><strong>Surplus before taxation</strong></td>
<td>547,989</td>
<td>797,512</td>
</tr>
<tr>
<td>Income tax expenses</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td><strong>Surplus net of tax, representing total comprehensive income for the financial period</strong></td>
<td>547,989</td>
<td>797,512</td>
</tr>
</tbody>
</table>

*Explanatory notes can be found in the complete Annual Financial Statements (31 December 2017) report. The report can be downloaded from our website at halogen.sg/annual-financial-report
Our Policies

CONFLICT OF INTEREST

Halogen 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 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, 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.

WHISTLE BLOWING

Halogen 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.

RESERVES POLICY

Halogen 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.

PERSONAL DATA PROTECTION ACT (PDPA) POLICY

Halogen 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.

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.
What’s Next?

**SUPPORT**
Make a tangible difference by investing in the lives of youths who may need a helping hand.

Your support allows us to serve those in need on a sustainable, long term basis. Your generosity can also provide scholarships for students to participate in our proven entrepreneurship programme.

We are a registered Institution of a Public Character (IPC), making all donations eligible for a 250% tax deduction. All funds raised will contribute toward the work of Halogen Foundation Singapore.

You can donate online through [www.giving.sg](http://www.giving.sg). You can also email donate@halogen.sg to find out more.

**PARTNER**
Become a partner and help develop Singapore’s next generation of leaders and entrepreneurs.

From consultations in developing framework design to content contextualisation to training trainers to execute programmes, we aim to establish a foundation for our partners to build upon and transform their young people.

By lending your expertise to invest in youths through our programmes, corporate partnerships can make a big impact on the future of our youths. United by our commitment to give quality leadership and entrepreneurship development, Halogen hopes to pool resources, knowledge and networks in order to open more doors and opportunities for our youths.

Email Ivy at partnership@halogen.sg to find out more.

**VOLUNTEER**
Be on the forefront and experience the change firsthand as you volunteer in our programmes.

We are always looking for more volunteers who would like to support our cause of building young leaders and entrepreneurs by giving their time. We offer high impact volunteering opportunities for motivated individuals or corporations.

Join one of our Halogen Way sessions to get to know our team and learn about the opportunities we offer for volunteers! Check out the ways you can volunteer with us at [www.halogen.sg/volunteer-now](http://www.halogen.sg/volunteer-now).