



halogen  
foundation

building young leaders  
and entrepreneurs

WELCOME TO WHERE INSPIRATION HAPPENS

# HALOGEN FOUNDATION SINGAPORE

**ANNUAL REPORT 2022**



ABOUT  
HALOGEN FOUNDATION

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 the right mindset, youth 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 – whether they come from challenging backgrounds and/or are in need of financial assistance.

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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

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 give and serve in the communities we are in, empowering others to do the same. Leadership is not about being served but about serving others.

# A MESSAGE FROM OUR CO-CHAIRS

AARON MANIAM & BILL PADFIELD

Since our appointment as Co-Chairs of the Halogen Board in 2023, we have often been asked why we've chosen to give time and energy to the cause of youth leadership. It's not always easy to discern an answer, since both of us have been involved with Halogen for so many years that our work with it seems as natural as a heartbeat. Bill was a long-standing board member and valued advisor who took a break and then returned; Aaron was the leader of several partner organisations and always enthusiastic about youth development.

When we dig deep, one reason that emerges is how critical leadership is becoming, both in Singapore and globally. In many ways, leadership is a "cause of causes"; done well, it enables the leaders of other causes to do well and bring their best selves to their work. Such a positive multiplier effect is particularly critical as Singapore goes through a period of transition in political leadership: as global leadership feels increasingly necessary in a world destabilised by US-China rivalry, conflict in the Ukraine, and disruptions to supply chains, and where societies and economies are still dealing with the aftershocks of the COVID-19 pandemic. We often feel like the world is reinforcing a lesson that our Upper Secondary students learn during Social Studies lessons – how "Leadership is Key" is rightly one of the core principles of governance on which most policies in Singapore are based.

When we dig deeper, we realise how notions of leadership are both deepening and broadening at the same time. Our work with Halogen provides a wonderful vantage point to witness, and occasionally to share, this evolution. Leadership now has to involve not just heroic

individuals, but collaboration within and among teams. Leadership is no longer purely hierarchical, exercised at the apex of organisations – instead, we need leadership at all levels, exercised by everyone. Leadership is no longer predominantly about hard cognitive issues, but increasingly encompasses emotion, wellness, and other dimensions previously perceived (wrongly) as "soft" and somehow less rigorous. Leadership is no longer only about technical issues and "getting things done" – but about complex, adaptive work that accounts for the interdependencies among people and variables.

Digging even deeper, it has become more obvious to us that if Singapore and the world are to meet these challenges, then leadership training and development has to start earlier. Too much is at stake to wait till students enter the workforce, or even university, to train them in leadership and the subtle influencing it entails. We need to start in schools, providing models and mental scaffolds for the leadership lessons that will inevitably come in classrooms, teenage friendship dynamics, on the sports field, or in managing clubs and societies.



This, we think, is why we and other volunteers keep returning to Halogen. We hope we are meeting a need of the times, and ensuring that this need is met for as many students as possible, not just those in schools fortunate enough to enjoy access to resources. We also want to do this in a human way, dealing with the formation of character so critical in good leadership, and not stopping at imbuing knowledge, skills, and expertise. To paraphrase a Ministry of Education tagline, we want to engage potential leaders' hearts and hands, not just their heads.

As we do all this, we want to live out the leadership principles and philosophies we teach. Leaders cannot act alone, and

neither can we as board chairs; we rely extensively on the generosity, goodwill, and good humour of a great many people. Our partners and donors are critical in enabling Halogen's work to reach as many students as possible – we are keen to grow our relationship with you, especially as Halogen embarks on its third decade. Our fellow board members and the Halogen team are treasured fellow travellers in this effort, and it is a genuine privilege to lead and be led by their energy and enthusiasm.

We hope you enjoy what this report shares of Halogen's journey so far, and we invite you to join us in the next chapter!

BILL PADFIELD

Co-Chair

Halogen Foundation Singapore

AARON MANIAM

Co-Chair

Halogen Foundation Singapore

# 16,895

## YOUTHS WERE IMPACTED BY HALOGEN IN 2022

(That's a +20% increase from 2021!)

As a youth development charity, we are committed to ensuring that young people – who are the future of our communities – are ready to face the challenges ahead of them. We take an outcome-driven approach in our programmes, and curate our activities to ensure a coherence with the desired growth in the youth.

We spent a total of

### 2,057 HOURS

in training with our youths.

With the support of

### 1,126 VOLUNTEERS

who clocked in a total of

### 9,253 VOLUNTEERING HOURS.

A total amount of

### \$S\$1,731,336 WAS RAISED

in support of our cause,  
thanks to the generosity of all our

### 222 DONORS & GRANTORS.

**THANK YOU FOR EMPOWERING A GENERATION  
OF YOUNG PEOPLE TO EFFECT POSITIVE CHANGE,  
TO LEAD THEMSELVES AND OTHERS WELL WITH US.**

## DEVELOPING OUR YOUTHS

In 2022, we spent a total of



**2,057 HOURS TRAINING**

across a total of



**140 PROGRAMMES**

Our Programmes impacted

**15,428** Youths through  
**106** Leadership Programmes

**757** Youths through  
**18** Entrepreneurship Programmes

**420** Youths through  
**16** Mentorship Programmes



**30 OUTSTANDING YOUNG LEADERS**

were recognised and developed through the National Young Leaders Fellowship.

They were guided through their leadership journey through a **5-Day** Induction Programme and **206 Hours** of co-creation and participation in monthly engagements. The Fellows graduated by organising a conference where **261** Youths were impacted.

## SUPPORTING OUR CAUSE

We had the pleasure of working closely  
with corporate partners from



**33 ORGANISATIONS**

to inspire a generation of youths with us



Our sincere gratitude to

**964 ADULT VOLUNTEERS**  
who contributed **4,316** volunteering hours

**162 YOUTH VOLUNTEERS**  
who contributed **4,937** volunteering hours

Along with

**23 STAFF MEMBERS & 35 INTERNS**  
who dedicated their time and effort to our cause  
of empowering youths to create a better future  
for themselves and for others.



We would like to thank our

**222 DONORS & GRANTORS**

for their generosity, out of whom **169** are Individuals & **53** are Corporate Partners

For providing support towards our mission by raising funds to enable us to  
continue fulfilling our vision and mission.



# TOC

## OUR THEORY OF CHANGE

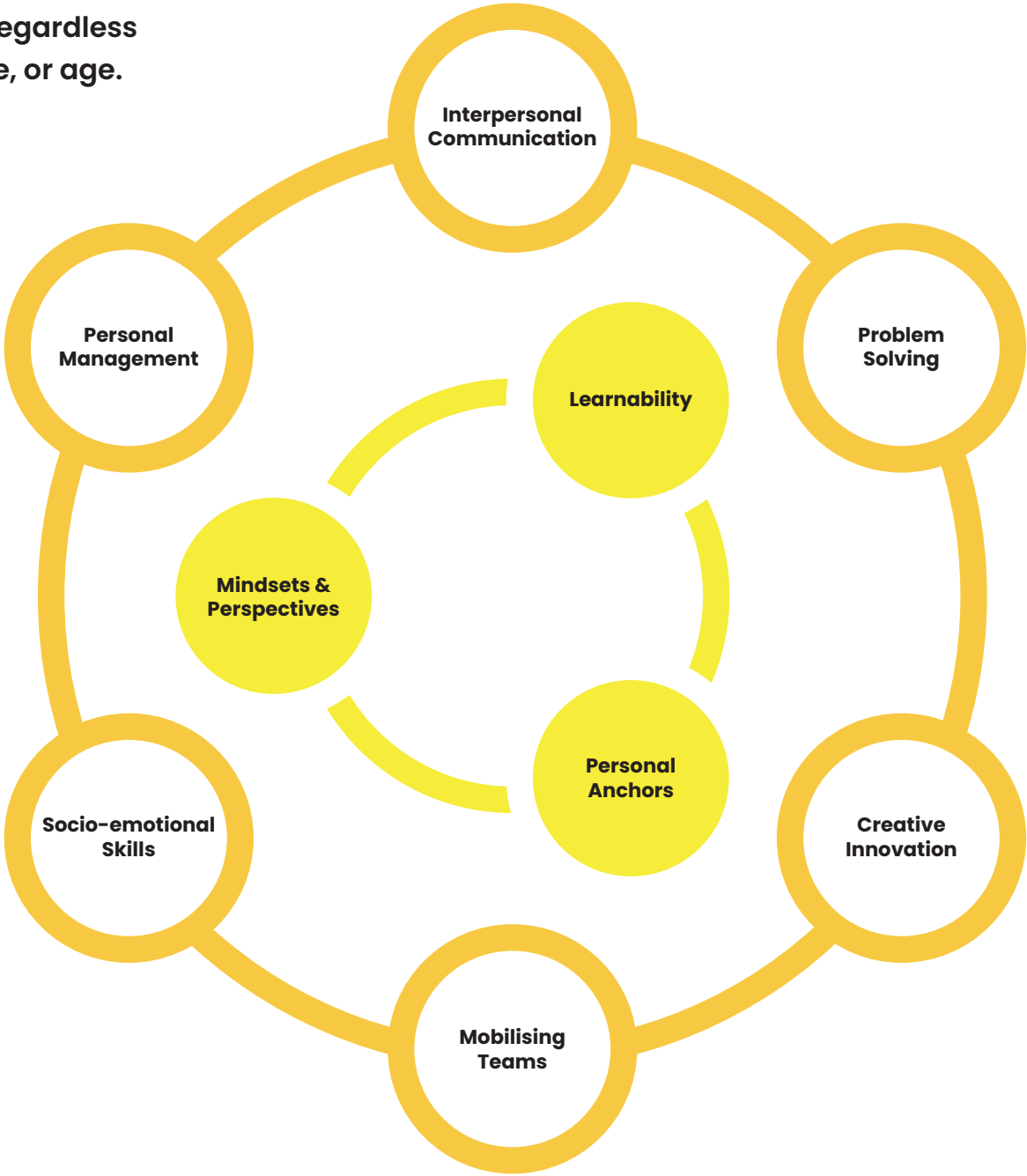
As a youth development charity, we are committed to ensuring that young people, who are the future of our communities, are ready to face the challenges ahead of them. We take an outcome-driven approach in our programmes, and curate our activities to ensure coherence with the desired growth in the youth.

ACTIVITIES	
<b>FOR YOUTHS</b>  Facilitate character development programmes in leadership and entrepreneurship  Mentorship workshops and programmes that match youths with adult volunteers  Fellowship for spotlighting and developing high-potential leaders  Community-building events for youth to interact and co-create social impact initiatives  Internships for on-the-job leadership and character development	<b>FOR YOUTH ENABLERS</b>  Facilitate train-the-trainer programmes in delivering leadership and entrepreneurship workshops to youth  Community building events for educators to network and learn from analogous private sector examples of development  Consulting Educators/Youth Enablers in systems level change that impact youth
OUTPUT	
<b>BUILDING YOUTHS IN</b>  Character-defining attributes Mindset-building attributes Skills proficiency attributes	<b>YOUTH ENABLERS GAIN</b>  Skills in developing the youth they interact with Resources to continue building their youth Networks with supporters and advocates of youth development
INTERMEDIATE OUTCOMES	
<b>YOUTHS ARE ABLE TO</b>  Lead themselves well Lead others well Lead change well	<b>YOUTH ENABLERS ARE</b>  Better equipped to support youth in readying themselves  Able to lead their organisations to provide institutionalised support for youth development
LONG-TERM OUTCOME	
To future-proof a generation of young people and enable them to thrive in any environment they are placed in.	

SERVING  
OUR  
YOUTHS

# LEAD SELF LEAD OTHERS LEAD CHANGE

We believe young people have the potential to exercise their personal capacity to make a difference. They have the ability to influence situations and relationships, regardless of position, resource, or age.



We envision them leading in three areas:

- Leading Themselves**  
To lead themselves well, youth need to have a clear understanding of their personal values and belief systems, as these translate to their behaviours and actions.
- Leading Others**  
To lead others, being proficient in socio-emotional skills and interpersonal communication is a necessary for youth to be an effective team mobiliser.
- Leading Change**  
To lead change, youth need to be in touch with what is happening in the world and in their society. They are passionate about their cause, and mobilise resources strategically to achieve their goals.

Building young leaders is complex because each individual is different, with different definitions of what thriving in the future means.

Our research into academic journals, books, and leading voices for leadership and the future of work led us to synthesise a list of attributes that youths need in order to do well where they are. These attributes have been further categorised into nine key domains.

**INNER  
SPHERE**  
Addresses the individual's mindsets, beliefs, and values systems across three domains

**OUTER  
SPHERE**  
Addresses skills for influencing people and situations in six domains

By curating a common language to articulate youth development, we strive to develop young people in these domains with our programmes, to build a generation of young people who can lead themselves, lead others, and lead change well.



SCAN TO READ  
ATTRIBUTES  
REPORT

# A HOLISTIC APPROACH TO YOUTH DEVELOPMENT

A young person's developmental journey requires opportunities to learn, apply, and reflect on character, mindsets, and skill sets, often under the guidance of adult figures in their lives.

This led us to adopt a whole-of-organisation approach, where we partner with schools and organisations to create frameworks and internal capabilities to support youth development.

In our goal to help young people develop the attributes they need, we recognise that we cannot do it alone.



## CASE STUDY: MERGING SCHOOLS

A merger between two primary schools, each with their own student leadership development frameworks. Post-merger, the team seeks to consolidate both schools' lessons and experiences, and create a structure for leadership development.

# 1

### DISCOVER

A Scope of Engagement to align on the problem statement and desired outcomes

We initiated conversations with the school leaders, met both schools' student leadership teams to understand the anticipated challenges, and aligned on the scope of engagement:

- Conceptualise a student leadership training and development plan
- Align plan to desired leadership framework
- Articulate leadership competencies across all student leadership groups and levels/age groups

# 2

### DIAGNOSE

An Impact Measurement survey as a diagnostic tool to identify the areas of priority in developing attributes

We then unpacked the schools' current student leadership development efforts to identify key gaps and priority areas. In particular, we focused on:

- Existing student leadership development framework and programmes at the cohort level & for student leaders
- Roles and responsibilities of each student leadership group
- Existing competencies within the school to facilitate leadership development

# 3

### DESIGN

A Student Development Canvas to map a young person's key experiences in the school/organisation to the required platforms and internal capabilities to support their development



We structured our engagement into three main stages:

#### 1. Skills Mapping

Identify the key projects, deliverables, and responsibilities

Articulate required skills and attributes to achieve these outcomes

Map of desired character, mindsets, and skill sets to be developed

#### 2. Framework Integration

Contextualise the 30 behaviour statements from the Student Leadership Challenge®

Derive the school's leadership development framework, with differentiated training and opportunities for the respective student groups

#### 3. Leadership Development Plan

Chart a tangible leadership development plan aligned to the desired outcomes and language of leadership

Integrate existing opportunities and platforms (e.g. events planning, VIA projects, leadership duties) into leadership development plans

# 4

### DELIVER

A Theory of Change that articulates the school's or organisation's inputs, required activities, and how these translate to desired outcomes

We conducted training for all teachers in the school to build familiarity with the Student Leadership Challenge and the school's leadership development model, and had a follow-up session with the school EXCO to derive actionable ideas for implementation.

We also started leadership training for their first batch of student leaders in the newly merged school, based on their customised leadership development plan and curriculum.

# 5

### ASSESS

A Pre- & Post-Programme Impact Measurement report, providing data on the effectiveness of engagement, and further diagnostics for the next iteration of the engagement

At the end of 2022, we regrouped with the student leadership team to review the progress and the impact of the engagement, and laid out the next steps for continuing the leadership development journey.



# DEVELOPING NEW PROGRAMMES

Designing  
programmes to  
build character,  
mindsets, and  
skill sets in our  
youth

The challenges facing our youths today are complex and multifaceted.

With a future that looks uncertain and the nature of work morphing over time, youths need to have a diverse range of skills and attributes to succeed.

These include resilience, empathy, and having the courage to stand for ethical causes, developing a growth mindset that prioritises continual learning and personal development, and deliberately honing critical thinking and communication skills.

## OUR STRATEGY



Our strategy seeks to bridge the gaps between research, instructional design, and pedagogy that are often felt by our partners who are working passionately to help youth. Together, we believe that we can build a sustainable ecosystem for change, through our partnerships with institutions and corporations.

We aim to build these attributes in youths through four pillars:

### CONTENT & CURRICULUM

Curate content based on research drawing from academia and thought leaders addressing 21st century competencies, designing programmes through the lens of an evidence-based methodology.

Design a theory of change based on each identified attribute.

### PEDAGOGY

Execute these programmes with high-quality training that adopts the best practices in pedagogy at institutional and trainer levels.

Engage corporates and volunteers to share their skills and stories with youths, to guide the students to grow in specific attributes.

### MODALITY

Utilise platforms strategically to execute programmes, through in-person and online engagements, training or facilitation-based sessions, and synchronous or asynchronous sessions.

### CONTEXT

Determine the optimal engagement duration to achieve programme outcomes and adopting consultative approaches to understand the needs of the youths and organisations we partner.

Implement evidence-based solutions, aligned with our theory of change, that address the needs and gaps faced by the youths and institutions we work with.

## CASE STUDY: 5 DAY ENTREPRENEURSHIP 101 BOOTCAMP

### Partnership with Westwood Secondary School

Halogen designed a 5 day Entrepreneurship 101 Bootcamp from an attribute-centric approach, with each module highlighting key attributes required for successful business developments.

**“We learned to have critical thinking through the process of making a business.”**

– Student, Westwood Secondary School



We explored various approaches to adopting these attributes. These included physical excursions for students to interview vendors and tourists to assess pain points and practise empathy, and gamification to help students to develop their ability to persuade.



At the end of the bootcamp, the students displayed competency in presenting their business ideas before a panel of judges, and demonstrated maturity in their thinking and interpersonal skills.



**“[I learned that] Entrepreneurs need to be able to come up with possible problems and solutions. [One action I’ll take after this is to] always have critical thinking.”**

– Student, Westwood Secondary School

As we look to the future of shaping the 21st century leader, we believe that attribute-based programmes are effective strategies to promote youths’ well-being and success both in the present and future.



# BUILDING AN ENTREPRENEURIAL MINDSET IN OUR YOUTHS



SCAN TO  
WATCH  
VIDEO

With the goal of deepening our students' learning and the impact on the students' Entrepreneurial Mindsets, we implemented a shift in the Network For Teaching Entrepreneurship (NFTE) Programme's curriculum in 2022.



**"... it has allowed me to improve my presentation skills and developed my ability to think and execute my ideas effectively."**

– Ashton Chin, Serangoon Garden Secondary School  
Global Young Entrepreneur 2022 (Singapore)

The **Lean Canvas Model** is widely used to validate and translate ideas and concepts into an actionable, entrepreneur-focused business plan, encouraging students to take ownership of their business plans. The **Project-Based Learning** framework empowers them to learn concepts and principles through the lens of complex, real world problems.

## ENTREPRENEURIAL MINDSET INDEX

NFTE seeks to activate a young person's Entrepreneurial Mindset, which measured by a set of eight domains showing one's ability to identify with and make the most of opportunities, overcome and learn from setbacks, and succeed in various settings. Designed by researchers from NFTE US, we use the Entrepreneurial Mindset Index (EMI) to measure students' mastery in the eight core domains identified as crucial to entrepreneurial thinking.

### 8 Domains:

- Comfort with Risk (CWR)
- Communication & Collaboration (CNC)
- Creativity & Innovation (CNI)
- Critical Thinking & Problem Solving (CTP)
- Flexibility & Adaptability (FNA)
- Future Orientation (FUO)
- Initiative & Self-Reliance (INS)
- Opportunity Recognition (OPR)

The assessment is completed by students at the start and end of the programme, to measure the change in their entrepreneurial thinking.

As we create impact through our NFTE Programme, one of our key partnerships is with corporate partners who invest in our students.

One such partner who has journeyed with us since 2016 is UBS.

Being one of our biggest funders over the past five years, their funding has brought a total of **396 STUDENTS** through the NFTE Programme since 2018.

We also worked with **3 BUSINESS UNITS** to facilitate the volunteering process, enabling our students to learn from the insights of UBS' corporate volunteers, with **466 VOLUNTEERS** guiding our students as business coaches over the last two years.



Our NFTE students had the opportunity to meet corporate volunteers, catch a glimpse of UBS' operations behind the scenes, and see what working in UBS looks like. We also had the pleasure of having UBS Volunteers as judges on the panels of our entrepreneurship competitions.

**"Seeing the personal growth of the students we work with reinforced our personal conviction that giving back to the community is an essential part of our role as corporate citizens."**

– Michelle Per, Corporate Volunteer, NFTE judge  
Community Impact Advisor & Corporate Communications, UBS

Overview of average EMI and EMI domain scores across the 2022 cohort



Overall, the NFTE 2022 cohort registered an increase (+2.55%) in the average EMI score.

Students showed growth in most of the EMI domains, especially in their ability to apply higher-level, process-oriented thinking skills (CTP), and capacity to move forward despite facing uncertainty and challenges (CWR).

# PREPARING A FUTURE GENERATION FOR THE WORKFORCE

**Non-linear career pathways,  
disruptive technologies, complexity.  
These are the terms that youths  
today have to grapple with.**

Amidst the ever growing barrage of information that is accessible at one's fingertips, it is much easier to lose a sense of self. In the pursuit of identity and greater self-awareness, having a mentor makes a massive difference.

In 2022, we've worked with

**420  
MENTEES**

and had a total of

**16 MENTORING PROGRAMME RUNS  
&  
9 PARTNERS**

We were fortunate to have mentors from different organisations and partners, who were generous in sharing their insights with our mentees. We welcomed new partners such as Fitch Group and the Singapore Business Federation Foundation, who provided meaningful mentorship opportunities for youths. We are also thankful for the continued support and deepening of relationships with our existing partners LinkedIn, AON, DBS Bank, Credit Suisse, Booking.com, and United Women Singapore (UWS).



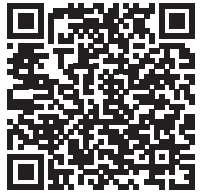
**ELEMENTS Mentoring  
Programme is designed to  
better prepare youths for  
tomorrow, by equipping them  
with the necessary tools and  
resources to flourish.**

Youths are able to gain insights through conversations around 4 key elements: Personal Discovery, Career Navigation, Skill Set Development, and Early Career Mastery. To achieve this, our mentoring journey is structured into 4 phases, with each phase being specifically designed to equip participants with the necessary tools to enhance their mentorship experience.



"We love the can-do, innovative [spirit] and the agility of the Halogen team... An established youth development organisation with very seasoned practitioners, Halogen Foundation has always had a clear sense of mission and purpose. [This] has allowed partners like us to easily determine the best way we can lean in to drive win-win outcomes... [and] provide collaborative solutions to national and social issues in the youth space."

**Grace Seow, Social Impact Manager, LinkedIn**  
CSR Champion for Halogen x LinkedIn Programmes



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ARTICLE**



**SCANTO  
READ  
ARTICLE**

"This programme has been instrumental in shaping my character, mindset, and skill sets... I feel confident knowing that I can rely on my mentor for valuable work-related advice and professional development opportunities. Having a mentor who is an experienced professional in the industry is priceless, and I am thankful for the chance to learn from my mentor's wealth of experiences."

**Simran Lallchand, Mentee**  
Credit Suisse x Nanyang Polytechnic Mentoring Programme



"These programmes made me a lot more comfortable in being able to create conversations with people I hadn't met before. The best part was being able to meet like-minded individuals [with] the same positive energy of wanting to grow & better themselves in life, which in turn motivated me to be better as well... I felt that I had spent my time in a productive way by getting to network with various industry professionals & gain new perspectives & nuggets of wisdom from them."

**Jegatheesan Sudhaarsan, Mentee**  
ELEMENTS Mentoring & Halogen x LinkedIn Programmes



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ARTICLE**



# PARTNERING YOUTHS FOR IMPACT

**“Inspiring, humbling, and enlightening... I found a family of passionate youth leaders I can count on for support and advice.”**

– Gan Kah Shuen, 2022 Fellow

## LAUNCHING THE NATIONAL YOUNG LEADERS FELLOWSHIP

On 17 June 2022, the first batch of fellows were officially awarded and inducted into the National Young Leaders Fellowship. The event was graced by Deputy Prime Minister and Minister for Finance Mr. Lawrence Wong, who shared his thoughts on leadership.



**“Our future generations are entering a new era — a world that is more challenging and unpredictable... My advice is don’t be discouraged. The strongest steel comes from the hottest fire. You have risen to the challenges of your time and I am confident that you will be the next changemakers in Singapore.”**

– DPM Lawrence Wong at the National Young Leaders Fellowship Induction 2022



After almost a decade of providing the National Young Leader Award experience, an award that supports young people in their personal and leadership growth and shares their stories, we have decided to enhance this programme by introducing the National Young Leaders Fellowship.

The Fellowship is an experiential nine-month programme that aims to recognise and develop 30 passionate young leaders between the ages of 15 to 19. We nurture them with resources, networks, and leadership advice to broaden their perspectives that enable them to effectively lead themselves and others well.



## INDUCTION PROGRAMME

From 13–17 June 2022, we inducted the first cohort of 30 fellows into the National Young Leaders Fellowship. During this five-day in-person conference, the fellows had plenaries with distinguished leaders who shared their insights on topics such as self-leadership and serving marginalised communities.

They attended a self-discovery workshop to gain a deeper understanding of their personal goals and values, explored conflict management styles, and had learning journeys to Salesforce and ‘Geylang Adventures’, to better understand leadership in the workplace, and underlying social issues. These activities challenged them to think critically beyond surface issues, and discern information in an ever-changing world.



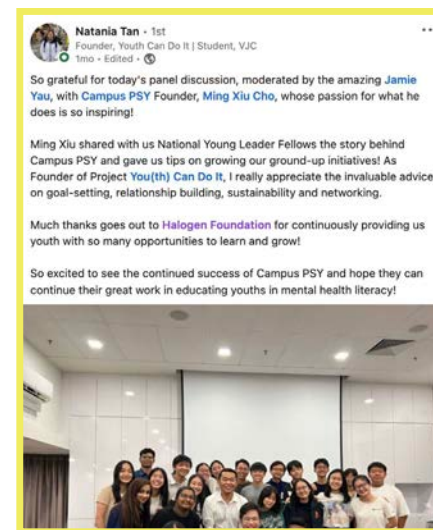
A Brunch session to meet with the Founders of The Social Space



Group photo from the Ideathon that was organised by the Fellows



Fellows having their own get together session over a meal



Fellow's reflection from a Fireside Chat with Cho Ming Xiu, Campus Psy's Founder

## MONTHLY ENGAGEMENTS

The Fellows spent over 206 hours co-creating and partaking in monthly engagements, further developing their character, mindset, and skill sets. Through exclusive fireside chats and lunches with leaders, the Fellows had the opportunity to hear the stories, challenges, and advice of leaders in the paths they chose. They embarked on learning journeys and on-ground engagements, caught a glimpse of the needs and issues surrounding different groups of people, and grew closer as a community through get-togethers, to form a safe space where they support and inspire one another.

## FOUNDING DONOR



We would like to thank OUE for being the founding donor for NYLF, and coming onboard with us to create meaningful experiences for the youth.

We are also thankful for the support of more than 50 partners, from leaders in respective fields to social service agencies, who took the time to invest in conversations that broadened the perspectives of these youths and accelerated their growth.

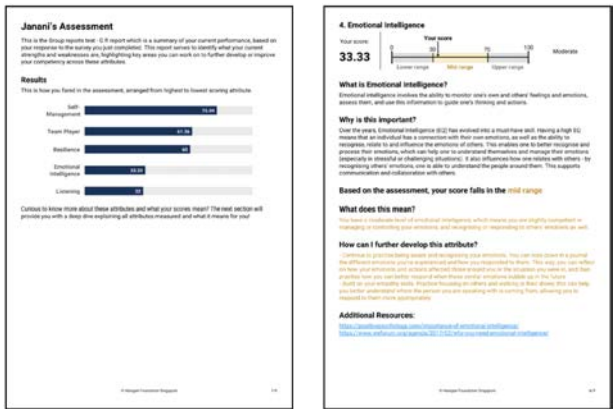


**SCANTO MEET OUR FELLOWS!**



# STRENGTHENING OUR IMPACT WORK

As we seek to be a data-driven organisation, we embarked on impact measurement to track youths’ development and growth.



From the attributes we identified as key to a young person’s development, we shortlisted reliable instruments for measurement.

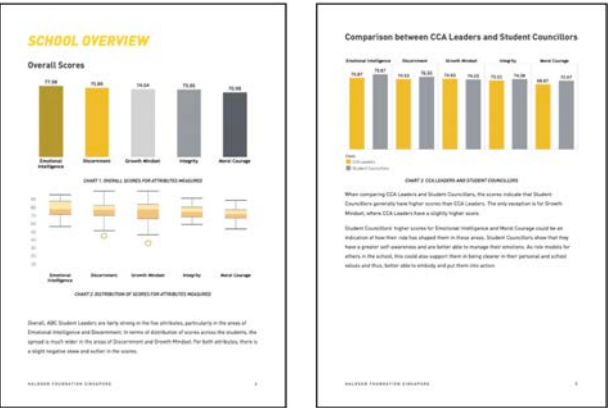
From August–October 2022, the team rolled out an assessment with eight schools to measure five key attributes (Discernment, Emotional Intelligence, Growth Mindset, Integrity, and Moral Courage). This provided schools with a quantitative method to assess students’ competencies to better understand their students, while students got the opportunity to build their self-awareness and reflect and take ownership of their learning and growth.



SCAN TO VIEW  
SAMPLE  
INDIVIDUAL  
REPORT

Students received a personalised report summarising their results, how to analyse their competencies in the attributes, and resources and actionable steps that they could take to chart their growth journey.

Schools also received a summary group report diagnosing their students’ competency levels across the measured attributes. Debriefs with our Consultants enabled schools to identify gaps in student development and pinpoint areas requiring additional resources.



SCAN TO VIEW  
SAMPLE  
GROUP  
REPORT

Through impact measurement, we seek to better understand the youth development landscape and reduce any gaps we observe.

# ENGAGING OUR COMMUNITIES

# WHY AN ECOSYSTEM FOR YOUTH DEVELOPMENT IS IMPORTANT

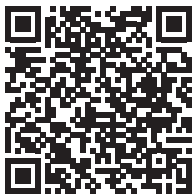
In the ecosystem of youth development, our community of enablers play the role of a catalyst.

We connect like-minded individuals with a passion for making a difference in young people’s lives, to share their expertise and insights, and shape perspectives for youth. Our community also seeks to add value to youth development by bridging networks and co-creating initiatives as a community to fulfil the mission of Halogen and other organisations in the same space.



“I have been a mentor in ELEMENTS and a semi-final judge in the NFTE programme, which is very well designed to help youth sharpen their critical thinking, analytical thinking, and resilience. It’s very rewarding to sow the seed of confidence in the youth so that they could become entrepreneurs. This has brought me closer to the youth community, and helps me continue to build humility and empathy in life.”

Vera Lynn, Corporate Volunteer  
COO Centre



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ARTICLE



“I find that the best way to engage the youths today is to be genuine, honest, and authentic. Youths appreciate humility in our sharing and approach to mentoring. [As a business judge], I was blown away by the creativity and determination of the students. At their age it takes a lot for them to think about how to market, sustain, and grow a business idea. It’s all work in progress, but a great head start.”

Joe Tan, Corporate Volunteer  
Love Action Project



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## What makes Halogen+ Special?



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VIDEO

Halogen+ is made up of enthusiastic and passionate individuals from all walks of life, with a shared vision of helping youths reach their fullest potential. Togetherness, unity, and vibrancy characterise this close-knit community, paving the way for like-minded people to come together to network, and form new friendships along the way.

“Never shy away from changes because even the smallest of changes can make a big difference.”

– Samiha Hossain, Youth Volunteer, Former Halogen Intern



SCANTO  
VOLUNTEER  
WITH US



# TEE FOR A GENERATION

On 29 April 2022, Halogen's partners and friends gathered to Tee For A Generation, our fundraising golf tournament hosted at Orchid Country Club.

Teeing off on a bright afternoon, 120 golfers played for 5 hours across 30 flights. Aside from the tournament, the event featured a silent auction, where golfers had the chance to place their bids on auction items, as well as a raffle.

Over \$209,000 was raised through donations, a silent auction, matching support from the Tote Board, as well as grants and sponsorships. These contributions enabled us to further the cause of youth empowerment through leadership initiatives, entrepreneurship programmes, and more.



# GIVING CREATIVELY

Halogen embarked on several initiatives with partner organisations, exploring fundraising through innovative mediums to support our work.



**THE BODY SHOP**

**Be Seen. Be Heard**  
The Body Shop Singapore

The Body Shop Singapore adopted Halogen as its beneficiary for its Christmas Campaign in 2022. Under this initiative, \$0.10 per offline and online transaction during the period of 1st November 2022 – 31 December 2022 was donated to Halogen.



**The Ring Boxing Auction**  
The Ring

In November 2022, The Ring hosted "La Soiree Boxing Gala 2022", a white collar boxing show. Proceeds from the mid-programme auction were donated to Halogen as their adopted charity for the event. The Ring has also opened its premises to Halogen for business visits under the NFTE programme.



**THE SINGAPORE ISLAND COUNTRY CLUB**

**May Day Charity**  
Singapore Island Country Club (SICC)

Halogen was adopted as one of SICC's 16 beneficiaries for its May Day Charity campaign, which aimed to aid a wide range of Singapore's needy. The event included activities such as charity golf, a dinner & dance, and a swim carnival.



**Back to School Fundraising Campaign**  
Zoom Singapore

In August 2022, Halogen was nominated by Zoom Singapore for its 2022 Back to School Fundraising Campaign, during which Zoom matched every dollar donated by Zoom's employees to Halogen. We also received product donations from the Zoom Cares team, to aid our virtual engagement efforts with youth.



**Completing courses for a good cause**  
HubSpot Singapore

Over the years, HubSpot has supported Halogen through engagements and donations. Having adopted Halogen as its beneficiary during its World Certification Week campaign from 9 – 13 May 2022, HubSpot donated USD \$5 for every completed certification on their HubSpot Academy platform.



**Charity Raffle**  
8M

Since 2020, Halogen was adopted by 8M as the beneficiary for its annual Year End Online Charity Raffle Fundraising Campaign. Featuring prizes donated by the 8M community and tenant partners, all proceeds were donated to Halogen.

**We raised a total of**

**\$264,993**

Get creative with giving with Halogen at [halogen.sg/donate](https://halogen.sg/donate)!



**SCANTO DONATE**





# BUILDING OUR TEAM



As we seek to serve youths better, we need to ensure we build our internal capabilities and develop staff to be better equipped to attain our goals.

## ENACTING INTRAORGANISATIONAL CHANGE



Four of our staff undertook the PROSCI change management course, deepening their understanding of how to work with change



We established a Transformation office to set up processes, and manage change across the organisation



We worked with staff and external consultants from KPMG and EY, overseen and funded by NCSS, to track our organisation development journey



### Empowering Our Staff

We developed a comprehensive competency framework, applying this to each functional role at all levels, and incorporated the competencies into our HR review process. This promotes developmental conversations among staff to recognise skill gaps and development needs, equipping us with the necessary skills to grow as a team.



### Understanding Our Youth & Enablers

We conducted an extensive persona mapping exercise to better understand our key audience and their needs, and refine our programmes accordingly. This approach ensures that our offerings are constantly relevant and effective, and that we are responsive to our stakeholders.



### Optimising Knowledge Systems

We established a knowledge management system that is more organised, through our partnership with customer relationship management software Salesforce. This enables us to access real-time data to analyse trends and make data-driven decisions in the near future, and manage client and volunteer relations more effectively.



### Leadership & Organisation Culture

Our culture is driven by our organisational tenets, H.A.L.O.G.E.N. (Honesty, Action, Leading by Example, Ownership, Goals, Ethics, and Nurturing Environment). This creates a nurturing environment, enabling us to move forward towards our goal of building a youth hub, innovating with new ideas amid time and capacity challenges.



**REALISING A WORLD  
MADE BETTER BY  
FUTURE-READY  
YOUNG PEOPLE,  
WHO STEP UP  
AND CATALYSE CHANGE  
IN THEIR COMMUNITIES**

# CEO'S MESSAGE

A MESSAGE FROM OUR CEO  
IVY TSE

## VOYAGE ON THE SEA



We have a metaphor within our team that likens our organisational journey to one of a sea quest. We are members on board a water vessel, and are constantly learning to navigate changing environmental elements whilst steering this vessel across an open ocean, towards a destination.

The voyage mission for our team has always been one that never wavered. We believe that young people have the ability to make a positive difference with their actions and words, wherever they are. To do this well, young people need to develop positive character, mindsets, and skill sets, so that they can steward their influence to create meaningful change in their personal lives and for the communities around them.

On Halogen's part, we aim to create learning and experiential opportunities for young people from all walks of life to uncover this hidden potential, and equip them with skills to navigate the uncharted waters of life.

## STEERING FORWARD

We have stayed the course while enduring much transitional change in 2022. Emerging from the COVID-19 pandemic, the Halogen team had to embark on a number of shifts to keep our organisation and work relevant to young people.

We pivoted most of our activities back into on-site modes for greater in-person engagement of our youth participants. While technology and teleconferencing tools bring great efficiency, they cannot compare to the power of genuine, human connections forged face-to-face, as we saw at our National Young Leaders Fellowship and NFTE Youth Entrepreneurship Challenge. We learned new ways to run tech-enabled engagements, without sacrificing the ability to build deep dialogue and create memorable in-person experiences for our young people.



*National Young Leaders Fellowship 2022 Induction Programme*



*NFTE Youth Entrepreneurship Challenge 2022*

To prepare ourselves for the dynamically evolving youth landscape, we built a library of developmental attributes to sharpen our articulation of the character, mindset, and skill sets growth we want to see in the youth we serve. This library of knowledge is research-informed, providing a basis for an attributes-based approach that we can apply to our curriculum curation, programme development, implementation and evaluation.

The Halogen team also went through an internal organisational restructuring to consolidate and redesign our work scopes. We took on several digitalisation initiatives, and optimised relevant work processes to avail bandwidth for growth and innovation. The newly modelled teams can focus on developing new competencies, and establishing fresh offerings that will allow us to serve young people in areas beyond training.

Serious, hard work was accompanied by inspiration and cheer, through the many stories we get to tell through our work. In many ways, our developmental work with youths help them navigate their futures, regardless of their chosen pathways. It is this single mission that continues to fuel our hearts, through the changing tides and waters.



# TWO DECADES OF IMPACTING YOUNG PEOPLE

We have been privileged to have a whole ecosystem of supporters who also seek to invest in young people with us. As Halogen reaches its 20th year of inception this year, we share a sense of overwhelming gratitude to the community of benefactors, volunteers, partners and supporters who have contributed to our journey. Thank you for helping us make our youth development work possible through your time, expertise, sponsorship and belief.

In 2023, we want to celebrate the many people who've made their mark in one form or another:

**YOUNG PEOPLE WHO  
HAVE ACHIEVED A  
PERSONAL MILESTONE  
OR BREAKTHROUGH  
IN THEIR JOURNEY**



**PARTNERS AND  
SUPPORTERS WHO  
HAVE IMPACTED  
A YOUNG PERSON,  
THROUGH THEIR GIFT  
OF TIME AND CARE**



**YOUNG LEADERS AND CHANGEMAKERS WHO STEPPED  
FORWARD TO TACKLE COMMUNITY ISSUES, WITH A  
PASSION FOR MAKING A POSITIVE DIFFERENCE**



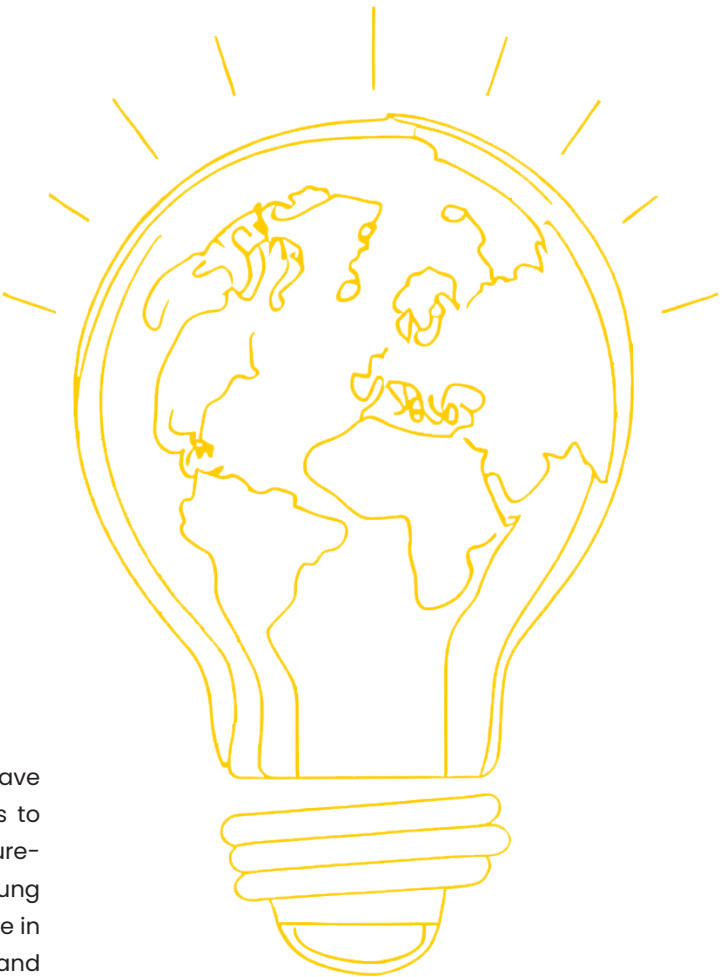
These inspiring Halogen stories will continue to illuminate the minds of our youths, inspiring them to always dream brighter and do bigger things, in their individual journeys and collective ventures.

# THE NEXT FRONTIER

As Halogen ushers in the next phase of growth, we also have dreams of new frontiers to attain, and new adventures to embark on. We want to see a world made better by future-ready young people, and build an environment where young people have the courage to step up and catalyse change in their communities. We will amplify our efforts to equip and enable young people to lead themselves and others, and empower them to lead change. In time to come, we will also enable this sphere of impact to grow beyond Singapore's shores, to enable our youth to explore new aspects of collaborating with like-minded young people from the region.

The next decade of youth development will be a volatile and complex one. But we know that with the strong anchor of our mission, and guidance from the compass of our values, we will navigate through the turbulent waters, and stay the course to help our youths pursue a brighter future.

We truly hope you will come on board with us to invest in our next generation of young people. As these youths grow to take the helm for issues around the world, our actions of today matter the most. The journey we're on is a crazy adventure, but one that is worthwhile and deeply fulfilling. Come be a part of our mission, and join us for our third decade of making an impact in the lives of youth!



IVY TSE

Chief Executive Officer  
Halogen Foundation (Singapore)



The success and breakthroughs of Halogen Foundation is made possible by the generous support of 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 the 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 Founding Circle.

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

SPARKFUND  
HONOUR HALL

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

National Council of Social Service	Ishk Tolaram Foundation
Singapore Totalisator (Tote Board)	Community Chest: Care & Share



SPARKFUND  
LEGEND

**\$25,000 and above**

Activa Media Pte Ltd	Paypal
Allen & Overy LLP	Red Glove Management Pte Ltd
Charities Aid Foundation America, Inc. (CAF America)	Tan Chong Motor Sales Pte Ltd
Credit Suisse APAC Foundation	Tata Communications International Pte Ltd
DBS Bank	The Community Foundation of Singapore, CAG
Envy Asset Management Pte Ltd	UBS AG Fund
F1 Auto Cars Pte Ltd	UBS Optimus Foundation SG Ltd
Hubspot Asia Pte. Ltd	
LinkedIn	
Loh & Loh Construction (Private) Limited	Elaine A Saverin
National Volunteer And Philanthropy Centre (NVPC)	Grace Shua, Jacob Ballas Charitable Trust
OUE Limited	Jonathan Fung
	Ng You Zhi

SPARKFUND  
SUPERHERO

**\$10,000 and above**

8M Real Estate Private Limited	Ann Tan Sian Ann
Aon Singapore Pte Ltd	Chew How Teck Foundation
Audio House Marketing Pte Ltd	Georgia Lee Siow Kiang
Benevity Inc	Marian Yeo Wenxian
Chew How Teck Foundation	Martin Tan Beng Chong
Citrix Systems Singapore Pte. Ltd.	Quek Siu Rui
Credit Suisse AG	
Wing Tai Holdings Limited	



SPARKFUND  
HERO

\$5,000 and above

Bengawan Solo Pte Ltd (Mdm Tjendri Anastasia)  
CIMB Bank Berhad, Singapore Branch  
Cosmosteel Holdings Limited  
Excelpoint Systems (Pte) Ltd  
Fitch Ratings Singapore Pte. Ltd.  
JHT LAW CORPORATION  
Mercantile & Maritime Group  
Mitsubishi Electric Asia Pte Ltd  
NTUC Fairprice Foundation Ltd  
Secur Solutions Group Pte Ltd  
Singapore Pools (Private) Limited

The Singapore Island Country Club  
TT Energy Pte Ltd  
YHS (Singapore) Pte Ltd  
Zoom  
  
Aaron Maniam  
Hoda Abou-Jamra  
Junie Foo  
Melvyn Yeo Hak Boon  
Richard Lin @ Lin Zhi Kang  
Tan Lai Peng  
Victor Foo Seang Kwang

SPARKFUND  
SUPPORTER

\$1,000 and above

Assure Safety Pte Ltd  
Bluegum Sg Pte Ltd  
Brilliance Capital Pte. Ltd.  
Bynd Artisan  
ChariTree Foundation  
City Developments Limited  
Covenant Chambers LLC  
CS Ceramiche Pte. Ltd  
Exclusive Networks Asia Pte Ltd  
NCS Pte Ltd  
Nice View International Investment Pte Ltd  
NTT Singapore Pte Ltd  
Phua Foundation  
SMRT Trains Ltd  
SThree Foundation  
The American Chamber of Commerce in Singapore  
Vac-Tech Engineering Pte Ltd  
WL Properties Pte Ltd  
WRG Creative Communication Limited

AL Tan  
Bengamin Paul Bustamante Santos  
Cavat Perrine Nicole Andree Fabienne  
Chan Tar Seng  
Chee I-Ming  
Cheng San  
David Koh  
Deborah Widjaja  
Eng Wah Len Andrew  
Eric Ong Ann Poh  
Gagan Rastogi  
Goh Su Ming  
Heng Mok Kwee Derrick  
Huras Mikolaj Bohdan  
Ivy Tse Wing Man  
Jessie Thong Yuen Siew  
Jin Lu  
Johanes Oeni  
Justin Sim  
Karen Sng Wei-Ee  
Kartina  
Kenneth Kan Shung Kei  
Kenneth Yokmond Wong  
Kylie Ye  
Lam Hock Choon

Lee Chin Wai  
Lee Kheng Chei  
Lim Wei Yon  
Lyn Chan  
Lynette  
Marina Sukhikh  
Megan Tan  
Nasrat Lucan Muzayyin  
Ng Qi Juan  
Ong Chin Sum  
Pierre-Emmanuel Charlier  
Quinones Venus Repollo  
Samuel Lim  
Senthil Kumar s/o Jivaraju  
Sheng Sheng F&B Industries Pte Ltd  
Shireena Shroff Manchharam  
Susanna Kang Lee Cheng  
Tan Chong Meng  
Tan Lay Tin Tonya  
Tan Ming Hui Avril  
Tan Shuhua  
Tit Wei Lee  
Wee Siew Bock  
Yeh Yen @ Christine Yeh  
Yeow Chee Keong

OUR PARTNERS

CURRICULUM PARTNERS



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



Halogen Foundation is also a recipient of Care & Share II Grant, Bicentennial Community Fund, and the Work Life Grant.



# GOVERNANCE REPORT

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

New Board Members are appointed after nomination and recommendation by the Finance and Establishment Subcommittee to the Board. All new Board Members will be required to go through an onboarding process and will be provided with an onboarding kit that consists of Halogen Foundation's Memorandum and Articles of Association, Manuals, Financial Reports, and Programme Catalogue to familiarise with the work of the organisation. Halogen Foundation provides and looks out for opportunities for training and development of the Board. Should Board Members choose to attend any of the trainings, a proposal will be put up to the Finance and Establishment Subcommittee to exercise the training budget. Board Members' performances are also evaluated annually according to standards set out in the board manual. The policies in the board manual are reviewed yearly and any changes or updates are highlighted and proposed to the Finance and Establishment Subcommittee for their approval.

All Board Members are made up of volunteers and do not receive any remuneration or Director's fees. None of the staff sits on the Board. Each term of appointment of Chairman of the Board and Committee Chairpersons (or Co-Chairpersons) is two years, each term of appointment of the other Directors is three years. These term limits allow for periodic Board rejuvenation and succession. In accordance with the Code of Governance, the term of the Treasurer (also the Finance and Establishment Committee Chairperson) is capped at four years. The Board meets at least four times a year, with a quorum of at least three members.

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

The Board is led by the Executive Committee (EXCO), consisting of Mr. Ramlee Bin Buang, Mrs. Tan Hwee Seh, Mr. Martin Tan Beng Chong, and Mr. Bill Padfield. The EXCO also forms the Finance and Establishment Subcommittee.

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

Name	Date of Appointment/ Renewal of Appointment	Attendance	Subcommittee(s)
Co-Founder <b>TAN BENG CHONG, MARTIN</b> Executive Director, The Majurity Trust Ltd	22 June 2018	4 out of 4	• Business Development • Finance & Establishment • Sponsorship
Treasurer <b>RAMLEE BIN BUANG</b> Founder & Owner, UYKO Advisory	22 June 2018	4 out of 4	• Finance & Establishment
<b>LIM HWE SEH</b> Former Director, Special Projects, Singapore Policy History Project, Ministry of Social and Family Development	9 June 2017	4 out of 4	• Finance & Establishment • Sponsorship
<b>THONG YUEN SIEW, JESSIE</b> Executive Director, JHT Law Corporation	22 June 2018	4 out of 4	• Audit & Risk Management • Sponsorship
<b>ANN TAN SIAN ANN (DR.)</b> Consultant Obstetrician and Gynaecologist, Woman Fertility & Fetal Centre	9 June 2017	0 out of 4	• Sponsorship
<b>MARK JOHN SAYER</b> Chief Financial Officer, AVPN	9 June 2017	3 out of 4	• Business Development • Investment • Sponsorship
<b>SEAH GEK CHOO</b> Audit Partner, Deloitte & Touche LLP	9 June 2017	4 out of 4	• Audit & Risk Management • Business Development
<b>KON SEN CHOENG, DERRICK (DR.)</b> Regional Director, The Conference Board	9 June 2017	4 out of 4	• Audit & Risk Management • Business Development • Sponsorship
<b>TAN LAI YUEN, ISABELLA</b> Innovation Advisor, IPI Singapore	20 August 2020	3 out of 4	• Business Development • Sponsorship
<b>AARON SHAHRIL YUSOFF MANIAM</b> Deputy Secretary, Ministry of Communications and Information	20 August 2020	4 out of 4	• Audit & Risk Management • Business Development
<b>WILLIAM BRUCE GRAHAME PADFIELD (BILL)</b> Advisor, NTT Venture Capital and Wavemaker Venture Capital*	20 August 2020	3 out of 4	• Finance & Establishment • Investment
<b>CHERIE LIM E-LING</b> Chief Operating Officer, Secure Solutions	15 November 2022	1 out of 1**	• Business Development • Sponsorship

\*As of FY2022

\*\*Appointed in November 2022

## SUBCOMMITTEES

The Board of Directors comprises of the following Subcommittees:

- Finance & Establishment Subcommittee
- Audit & Risk Management Subcommittee
- Business Development Subcommittee
- Investment Subcommittee
- Sponsorship Subcommittee

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

### FINANCE & ESTABLISHMENT SUBCOMMITTEE

**The Finance & Establishment Subcommittee 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 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.

Date of Meeting: **28 November 2022**

### AUDIT & RISK SUBCOMMITTEE

**The Audit & Risk Subcommittee 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.

Date of Meeting: **1 December 2022**

### BUSINESS DEVELOPMENT SUBCOMMITTEE

**The Business Development Subcommittee 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.

Date of Meeting: **18 November 2022**

### INVESTMENT SUBCOMMITTEE

**The Investment Subcommittee is responsible for:**

- Determining the charity's financial needs and work with the investment managers to ensure that those needs can be met by cash flows derived from operations, new donations and investments.
- Determining the charity's risk tolerance and investment time horizon in consultation with the Board, together with input from the investment consultant.
- Ensuring that the investment objectives, policies and guidelines are consistent and appropriate.
- Evaluating the performance of the investment manager on a regular basis to ensure that policy guidelines are followed.
- Developing policies and processes including KPIs relating to the hiring and termination of the investment consultant and managers.
- Reviewing the asset allocation on a yearly basis with the help of the investment consultant to ensure that the allocations are appropriate, given a change in the investment environment and/or needs of the organisation.
- Reporting on the investment performance and financial condition of the Fund to the Board on a half-yearly basis.

Date of Meeting: **14 March 2022**

### SPONSORSHIP SUBCOMMITTEE

**The Sponsorship Subcommittee 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 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.

Date of Meeting: **23 September 2022**



GOVERNANCE POLICIES

ORGANISATION STRATEGY

Halogen Foundation understands that the youth development cause we serve is dynamic and we need to have a clear and transparent, yet adaptive organisational strategy to govern our work. We have a three-year Organisational Strategic Plan drawn out, and this plan is updated and presented to the Board of Directors yearly for review and approval. In this review, the Board and Management Team also deliberate on key organisational direction and outcomes, which forms the basis of alignment of goals and strategies. Based on the approved Organisational Strategic Plan, this plan is then communicated to the Staff Team, who then sets their yearly departmental and individual Objectives and Key Results (OKRs) according to this Strategic Plan. The OKRs are approved by Senior Management (CEO, COO, and CGO) and are made transparent and accessible to everyone within the organisation for accountability.

RISK MANAGEMENT

Halogen Foundation has an internal Organisational Risk Management Chart that is used for our internal risk assessment and management. The yearly review of the chart is led by the Management team and involves all Staff as they are invited to provide input on possible risks faced by the organisation. Possible risk scenarios are categorised and classified into Major and Minor risks, rated in accordance to the likelihood of the risk as well as the magnitude of the risk impact. A mitigation plan and precautionary/prevention measures are added to the chart for each risk scenario. The final Organisational Risk Management Chart is then brought up to the Audit & Risk Management Subcommittee during their annual Subcommittee meeting for review and approval. If there are any major changes to the chart during the course of the year, the updates are brought to the Subcommittee's attention immediately.

TALENT ACQUISITION

The work that Halogen Foundation does cannot be well executed without the collective strength of good people, and this informs our strategy of getting the right people on the team. All new joiners at every level are interviewed by members of the Senior Management, through an open and non-discriminatory hiring process. The rigorous process includes a hiring task, where candidates are assessed based on their ability to manage a project and on their critical thinking process specific to the skills needed by the role they have applied for. Potential candidates also undertake an observation to our school training workshops, where they are immersed in the youth development work on the ground, ensuring that there is not only a skills alignment but also a mission alignment to why Halogen Foundation exists. Senior Management placements are done with close consideration of the Board of Directors, with selected Board Members being involved in the interviewing and selection process.

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.

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.

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 is a provision for extending support to needy youths.

PERSONAL DATA PROTECTION ACT (PDPA) POLICY

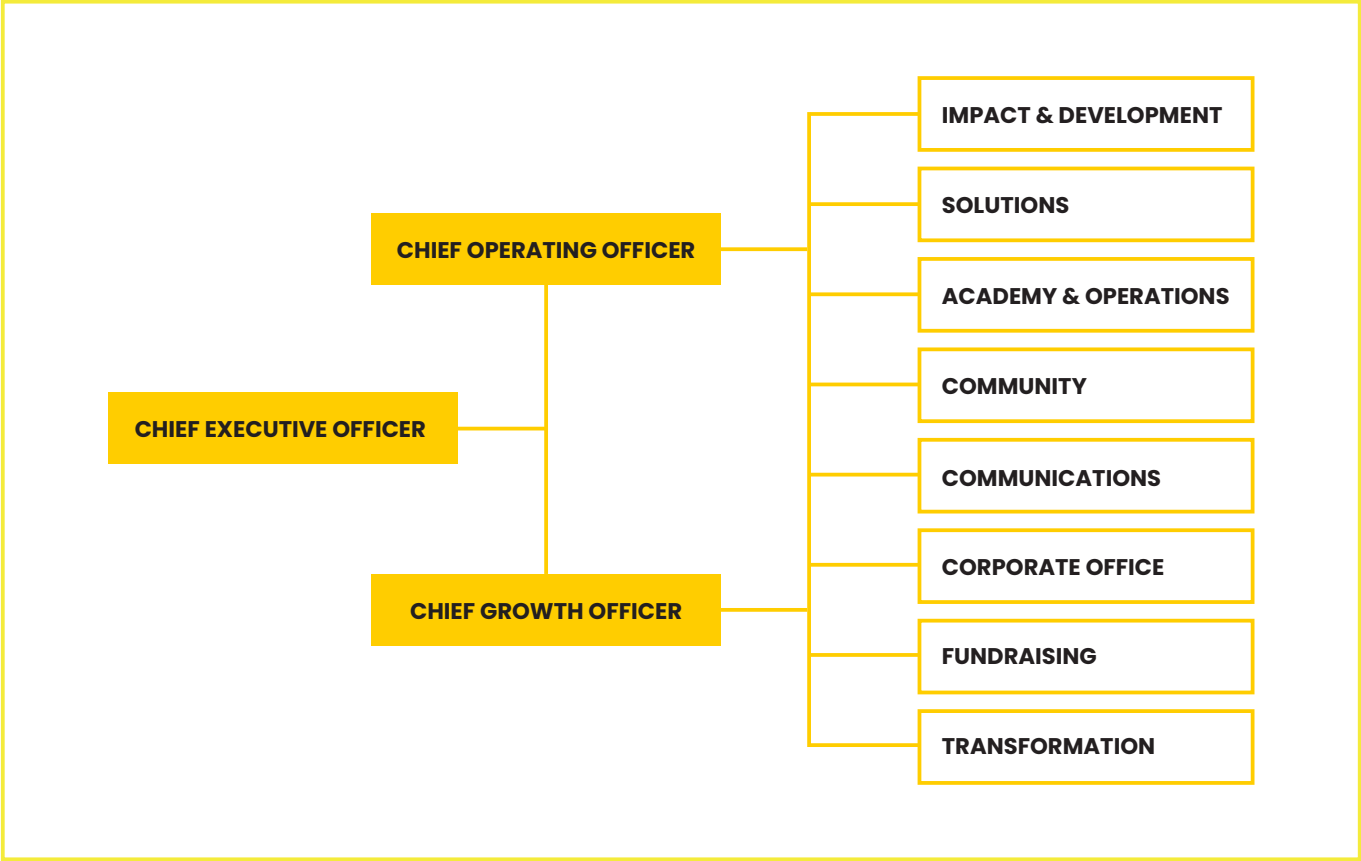
Halogen Foundation respects the privacy of our donors, sponsors, partners, and volunteers. As such, we are committed to abide by the PDPA policy, using the personal information to engage our donors, sponsors, partners and volunteers. They may, at any time, choose to be removed from our mailing lists.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

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.

ORGANISATION STRUCTURE



**MS. TSE WING MAN (IVY)**  
Chief Executive Officer

Date of appointment:  
8 May 2012

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 departments. 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.

**MR. LOW ZHI WEI TIMOTHY**  
Chief Operating Officer

Date of appointment:  
1 July 2017

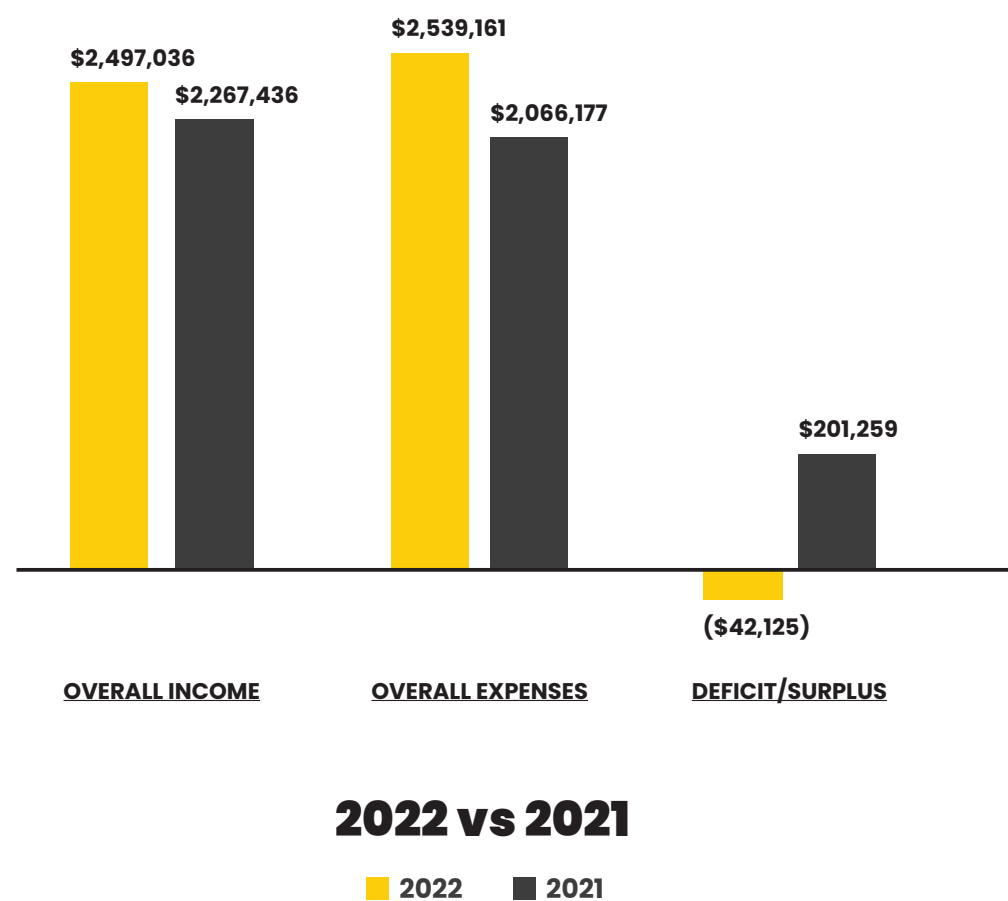
Timothy previously worked at Entrepreneur First, a company building venture capital (VC) firm, where he ran the programme that guided Singapore's most brilliant technical talent to build deep-tech startups from scratch. Prior to VC, Timothy was a career trainer, founding his own training and development 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.

**MR. KONG WAI PIEW SEAN**  
Chief Growth Officer

Date of appointment:  
1 December 2011

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.

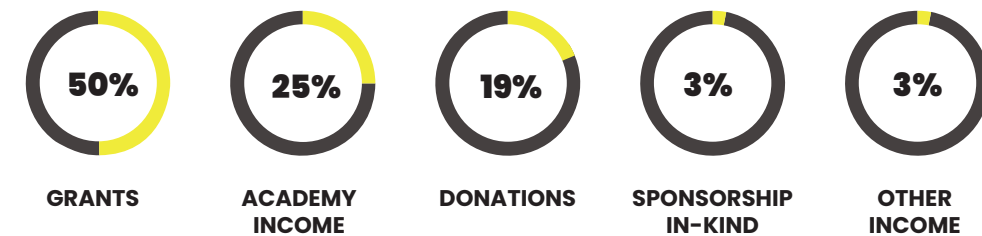
# STATEMENT OF OPERATIONS



Fundraising activities were resumed in 2022 as the restrictions for COVID-19 restrictions were eased. We started the first quarter with the Halogen Charity Golf, which raised a total of \$209,841. The Academy income was increased by 27% as we were able to resume our in-person trainings in schools.

As we initiated an intraorganisational change, it was essential to invest in manpower and grow our capabilities and competencies. Thus, there was a 18% increase on staff cost with the introduction of three new staff headcounts. With the general increase in cost across, Halogen registered a loss for 2022.

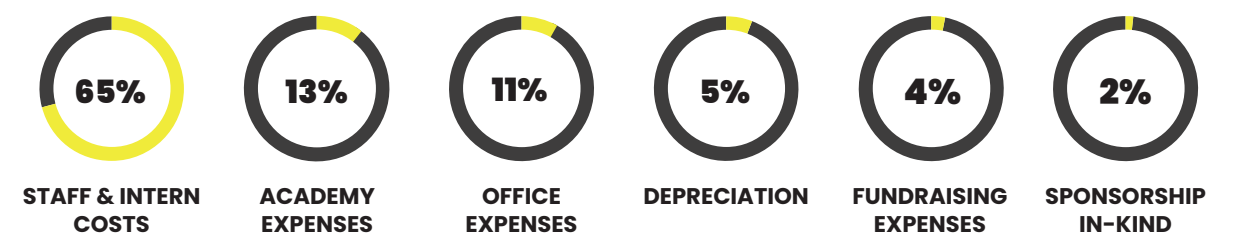
## OPERATING INCOME BREAKDOWN



Major grants received for 2022 include Tote Board Social Service Grant (via NCSS), UBS Optimus Foundation, Singapore Totalisator Board, OUE Foundation, Ishk Tolaram Foundation, LinkedIn, and HubSpot Asia Pte. Ltd.

Other income constitutes of Jobs Growth Incentive, Wage Credit, interest received from fixed deposits placements, and merchandise sales.

## OPERATING EXPENSE BREAKDOWN



Staff costs includes salaries, CPF, allowances, medical, training, and welfare for 23 full-time staff and 8 interns.

Office expenses include, auditing fees, office overheads, rental premises, and publicity expenses.



## FINANCIAL STATEMENTS

### BALANCE SHEET

As at 31 December 2022

	2022 \$	2021 \$
<b>ASSETS</b>		
<u>Non-current asset</u>		
Plant and equipment	28,943	28,499
Intangible assets	33,934	44,415
Right-of-use assets	99,778	173,862
	<b>162,655</b>	<b>246,776</b>
<u>Current assets</u>		
Trade and other receivables	300,106	105,918
Prepaid operating expenses	15,905	17,756
Cash and short-term deposits	4,345,972	4,507,985
	<b>4,661,983</b>	<b>4,631,659</b>
<b>TOTAL ASSETS</b>	<b>4,824,638</b>	<b>4,878,435</b>
<b>FUNDS</b>		
Restricted Funds	42,027	265,086
Unrestricted funds	4,409,291	4,228,357
<b>TOTAL FUNDS</b>	<b>4,451,318</b>	<b>4,493,443</b>
<b>LIABILITIES</b>		
<u>Non-Current Liabilities</u>		
Lease liabilities	25,474	74,064
<u>Current Liabilities</u>		
Lease liabilities	79,005	105,304
Trade payables and accruals	165,880	110,677
Contract liabilities	102,961	94,947
	<b>347,846</b>	<b>310,928</b>
<b>TOTAL LIABILITIES</b>	<b>373,320</b>	<b>384,992</b>
<b>TOTAL FUNDS AND LIABILITIES</b>	<b>4,824,638</b>	<b>4,878,435</b>

## STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 December 2022

	2022 \$	2021 \$
<b>INCOME</b>		
Sponsorship in-kind	62,520	-
Donations (including fundraising)	478,446	356,292
Grants	1,021,724	1,123,263
Grants - TBSSF	231,166	230,394
Academy income	629,483	494,368
Merchandise Sales	290	369
Other income	73,407	62,750
<b>TOTAL INCOME</b>	<b>2,497,036</b>	<b>2,267,436</b>
<b>EXPENDITURES</b>		
Academy expenses	322,660	331,847
Fundraising expenses	95,851	20,182
Depreciation of plant and equipment	16,949	16,119
Amortisation of intangible assets	19,481	13,312
Depreciation of right-of-use assets	104,229	103,998
Other expenses	273,197	248,426
Staff costs	1,644,274	1,332,293
Sponsorship in-kind	62,520	-
<b>TOTAL EXPENDITURE</b>	<b>2,539,161</b>	<b>2,066,177</b>
<b>Deficit/Surplus before taxation</b>	<b>(42,125)</b>	<b>201,259</b>
Income tax expenses	-	-
<b>Deficit/Surplus net of tax, representing total comprehensive income for the financial year</b>	<b>(42,125)</b>	<b>201,259</b>

The full audited financial statements for Halogen Foundation (Singapore) 2022 can be downloaded at [halogen.sg/annual-financial-report](https://halogen.sg/annual-financial-report).

FINANCIAL POLICIES

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.

RESTRICTED FUNDS

The Network for Teaching Entrepreneurship (NFTE) Fund  
(funded under NCSS TBSSF as Halogen SPARK!)

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.

The Care and Share Fund

Administered by the National Council of Social Service (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 2022.

INVESTMENT POLICY

The Investment Committee oversees the investment of reserves on behalf of Halogen. The guidelines for investment are detailed in the terms of reference.

ANNUAL REMUNERATION OF STAFF

One employee received more than \$100,000 in annual remuneration for the financial year ended 2022. The Finance and Establishment committee oversees the setting of remuneration of key staff.

REMUNERATION BANDS	TOP 3 MANAGEMENT STAFF
\$80,000 – \$89,999	1
\$90,000 – \$99,999	1
\$110,000 – \$119,999	1

Note: Includes salaries, bonuses, allowances, medical, insurance, training welfare, and the employer’s contribution to the Central Provident Fund. None of the Halogen Foundation staff are family members of the Chief Executive Officer and Board of Directors.





halogen  
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