



halogen
foundation

building young leaders
and entrepreneurs



HALOGEN FOUNDATION SINGAPORE

ANNUAL REPORT 2020

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, the 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 – coming from challenging family backgrounds and/or are in need of financial assistance.

CONTENT

1 Mission, Vision, Values	12 Leadership	26 Organisational Growth and Development
2 Organisation Structure	14 Entrepreneurship	28 Spark Fund
3 Board of Directors	16 Mentorship	31 Our Valued Partners
5 Co-Founder's Foreword	18 National Young Leader Award	32 Governance Report
6 CEO Message	20 Fundraising	36 Financial Statements
8 Our Milestones	22 Halogen+	40 Financial Policies
9 Our Theory of Change	24 Our Team	
10 2020 At A Glance		



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.

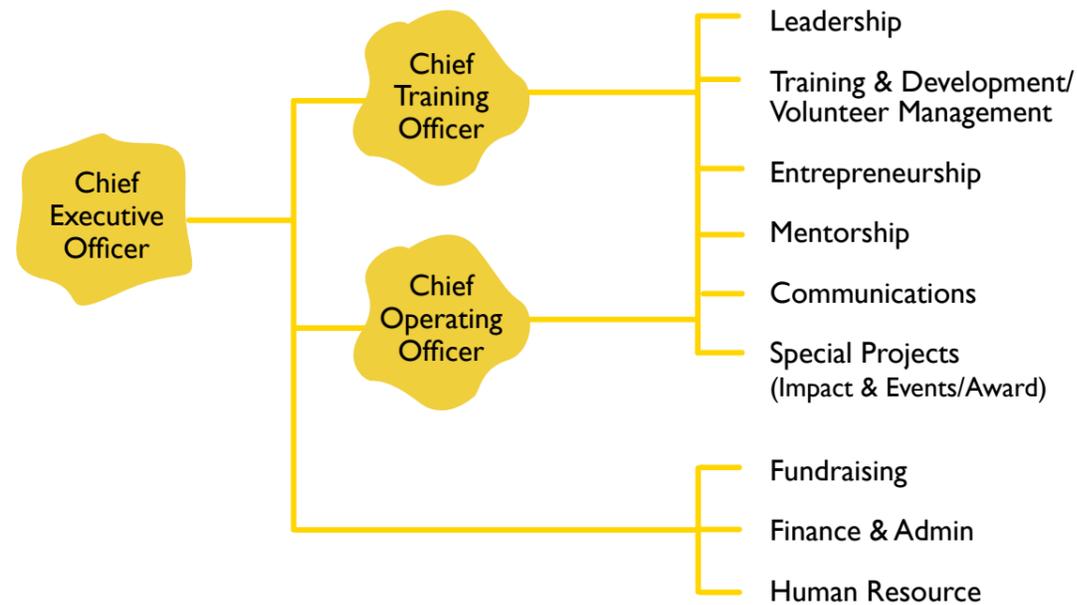


Generosity

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.



Organisation Structure



Ms. Tse Wing Man (Ivy)
Chief Executive Officer

Date of appointment: 8 May 2012

Ivy was formerly from the fast-moving consumer goods (FMCG) industry and worked as Initiative Operations Leader for Procter & Gamble, specialising in managing new product initiatives and handling supply chain management issues across the regional market. Passionate for developing people and cultivating positive company culture, Ivy serves as a Board Member/Advisor in youth sector organisations such as NewYork.sg, MyWorkingTitle and Solve n+1. Ivy also is involved in giving back to the Sector, and is part of the Beyond COVID-19 Taskforce (Manpower & Volunteer Workstream), the Social Development Network Council, the organising Task Force for NCSS 40-under-40 young leaders programme for 2021.

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 led the programme building deep-tech startups from scratch. Prior to VC, Timothy founded a learning and development EdTech startup which led to him joining a top-tier regional training company as Entrepreneur-in-Residence and Learning Designer, where he designed entrepreneurship programmes and worked on new business initiatives. Timothy is also Curator of the WEF's Global Shapers Community in Singapore, community organiser with The Birthday Collective, and an Obama Leader in APAC.

Mr. Kong Wai Piew Sean
Chief Training Officer

Date of appointment: 1 December 2011

Sean has been in the Training & Development sector since 2008 and has trained over 50,000 youth and 2,500 adults to date. He covers topics on leadership development, youth development, and personal effectiveness, and is passionate about helping the youth reframe 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.

Board of Directors

Tan Beng Chong, Martin

Co-Founder, Executive Committee

Executive Director
The Majority Trust Ltd

Date of Renewal: 22 June 2018

Ramlee Bin Buang

Treasurer, Executive Committee

Founder & Owner
UYKO Advisory

Date of Renewal: 22 June 2018

Tam Chee Chong

Executive Committee

Corporate and Financial Advisor
Kairos Corporate Advisory Pte Ltd

Date of Renewal: 9 June 2017 (till 9 December 2020)

Lim Hwee Seh

Executive Committee

(Former) Director, Special Projects,
Singapore Policy History Project
Ministry of Social and Family Development

Date of Renewal: 9 June 2017

Thong Yuen Siew, Jessie

Executive Director
JHT Law Corporation

Date of Renewal: 22 June 2018

Ann Tan Sian Ann (Dr.)

Consultant Obstetrician and Gynaecologist
Woman Fertility & Fetal Centre

Date of Renewal: 9 June 2017

Mark John Sayer

Chief Financial Officer
Asian Venture Philanthropy Network

Date of Renewal: 9 June 2017

Seah Gek Choo

Audit Partner
Deloitte & Touche LLP

Date of Renewal: 9 June 2017

Kon Sen Choeng, Derrick (Dr.)

Managing Director
CEO Solutions Pte Ltd

Date of Renewal: 9 June 2017

Tan Lai Yuen, Isabella

Innovation Advisor
IPI Singapore

Date of Renewal: 20 August 2020

Aaron Shahril Yusoff Maniam

Deputy Secretary
Ministry of Communications and Information

Date of Renewal: 20 August 2020



Co-Founder's Foreword

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



It would be an understatement to say that 2020 was a challenging year.

Apart from the global economic setback and immense strain on healthcare systems, the COVID-19 pandemic has also stress-tested our entire social service and education sector in Singapore. Digital transformation became the number one priority for the sector overnight, and Halogen Foundation had to also adapt and innovate rapidly in order to continue delivering our programmes.

In particular, during this crisis, I am heartened to witness so many instances of young people voluntarily stepping up to do something for the community and meeting the needs of those around them, despite feeling anxious themselves.

It reinforces our belief that young leaders can and will make a positive impact on the world if we believe in them, empower them, and mentor them.

It is often said that we should never waste a crisis. This generation of youths need not be a "lost generation". They may be forced by circumstances to adapt quickly, but that may not be a bad thing entirely. It boils down to mindset and perspectives. I saw how Halogen Foundation was intentional about harnessing the restlessness in our young people into positive and purposeful action; action that helped the youth spot their own growth and small wins.



Truly, a crisis either diminishes your strength or reveals it. I am thankful that through 2020, we've seen Singapore emerge stronger and more united. And our young people rose to the occasion.

I must express my gratitude to the staff and interns at Halogen Foundation. I am proud of their agility and how they have repositioned themselves to tap on the opportunities for growth. As a team, they went further than we could ask for in such a turbulent time, to ensure that the youths we serve continue to be developed and nurtured despite the different limitations. As a team, they took care of one another other's well-being, during a challenging season like the Circuit Breaker. As a Board, we were heartened by their growth through tough times.



I want to also thank our partners and donors, who despite all the challenges and crises, continued to support the work of leading, educating, and mentoring the youth we serve. It continues to be critical for us to raise a generation of young people who will rise up in times such as these.

I look forward to the organisation's continual growth as we pivot towards becoming a holistic youth development hub for Singapore.

Martin Tan
Co-Founder and EXCO Member,
Halogen Foundation Singapore
Executive Director, The Majority Trust Limited



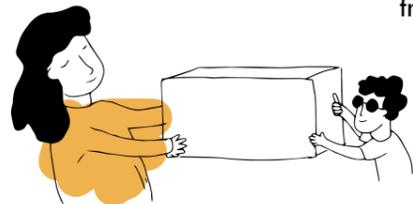
CEO's Message



Many words come to mind when we mention 2020 - turbulence, disruption, fear, to name a few.

While 2020 presented a fair share of challenges, these challenges made the essence of what Halogen Foundation stands for all the more tangible. Now, with hindsight 20/20, what helped us emerge stronger was our focus on the fundamentals: building the head (innovative ways to do things), the hand (building partnerships), and the heart (sowing into people).

Though disruption brought inconvenience, it also nudged us to innovate and rethink our approaches. In the initial stages of the pandemic, we saw the need to enable educators and parents to have open conversations with the youth on what was happening in the community. The Academy team developed a series of just-in-time Educational Resources to guide these conversations during Home-Based Learning. When we learnt of the growing concerns from the graduating youth in navigating school-to-work transitions, we developed another set of Learning Packages to provide young people with more tools to navigate their career paths.



As the situation extended, we observed that the rigour of constantly having to adapt was taking a toll on the mental and emotional well-being of our stakeholders.

We asked ourselves, "What can we do to help?" and that led to our collaboration with The Positive Movement. Through two online workshops, one for educators and another for youths, we equipped them with useful tools to decompress and tackle any pent-up mental and emotional stress during a time when anxieties were heightened.



Personally, what stood out during this time of uncertainty was the way people banded together to look out for each other. I was encouraged to see how our team responded to care for one another during the lockdown. Whether it was organising a lunch time game show over Kahoot!, "Tuff Club" (our virtual exercise regime), sending mystery lunches to one another, or even simply dropping a text or call to check-in with different colleagues, the team stepped up to support one another. We all knew that we were in this together. And that was the power of us.

Now that we have entered 2021 with a fresh wave of pandemic-induced anxieties, we know we are better equipped to manage, come what may. The skills we developed as we



adapted quickly to changes, the partnerships that were strengthened, the power of people coming together to make sure we overcame as a team, are some of the key takeaways that will tide us through 2021.



More importantly, the emphasis on building positive character, mindsets and skill sets in the youth has not, and must not change. While we focus on the day-to-day impact on the ground, we must not lose sight of the overarching vision of future-proofing a generation of young people and enabling them to thrive in whichever environment they are placed in.

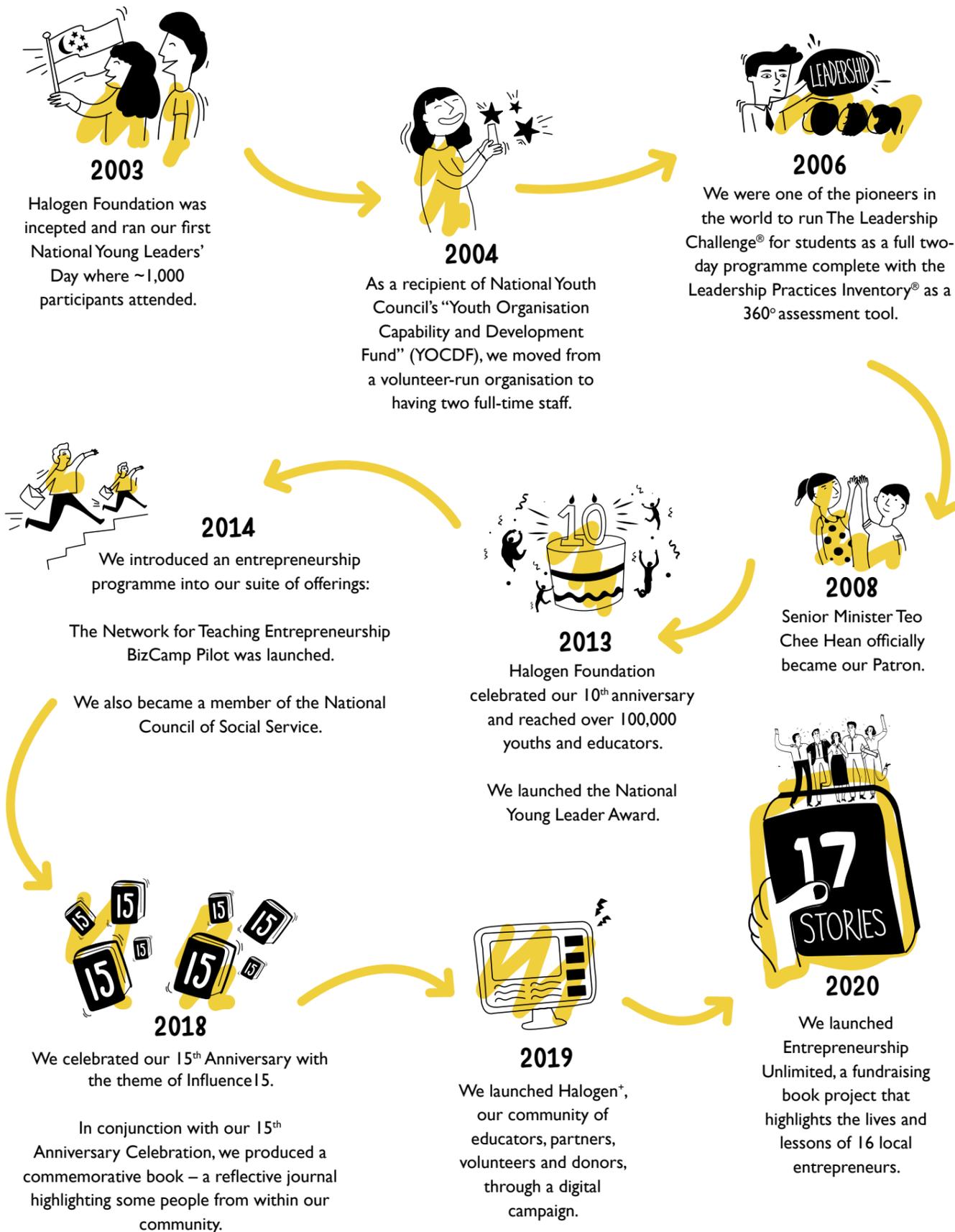
We would like to thank every individual, educator, donor, volunteer, partner, staff and board member who plays a part in this mission. The impact we see today, especially in this tough climate, would not have taken place without your support. Thank you for adapting with us, for encouraging us, and for enabling us to engage and equip a young generation that will lead us to overcome future crises.



Ivy Tse
Chief Executive Officer
Halogen Foundation Singapore

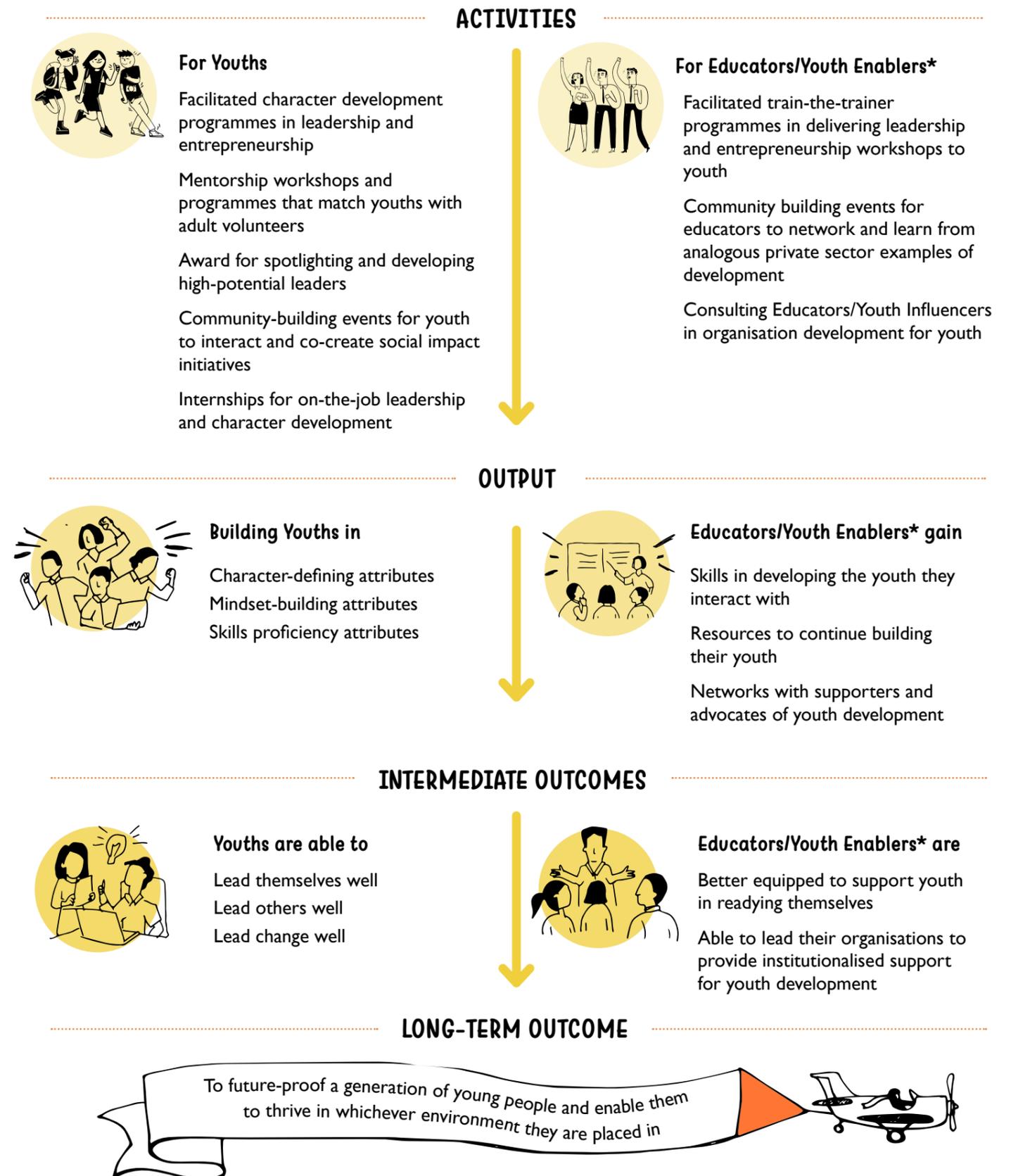


Our Milestones



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 in the life ahead of them. We take an outcome-driven approach in our programmes, and curate our activities to ensure a coherence with the desired results (growth) in the youth.



*Educators and Youth Enablers are defined by us as adults who are invested in youth development and wield significant influence on young people, such as teachers, parents, youth workers, coaches and mentors.

2020 At A Glance

Halogen Foundation is all about inspiring and influencing young people to lead themselves and others well.



We impacted **7,619 youths** last year through:



We had the pleasure of working closely with corporate partners from **18 different organisations** to reach out to a generation of youth.



594 adult volunteers came on board as coaches, mentors, and skills-based volunteers contributing **1966.52 volunteer hours**

98 youth volunteers joined us as programme facilitators, trainers, short-term interns, and skills-based volunteers contributing **3766.33 volunteer hours**



83 Leadership Programmes **16 Entrepreneurship Programmes** **10 Mentoring Programmes**

Out of which
 30 programmes were funded by corporate partners 79 were paid programmes

Our Leadership programmes reached **6708 youths** from **81 schools**

Our Entrepreneurship programmes reached **666 youths** from **14 schools**

Our Mentorship programmes reached **245 youths** from Institutes of Higher Learning with the collaboration of **239 mentors**

Our youth development work is enabled by **117 donors & grantors**

out of whom **77** are individuals and **40** are companies and institutions



All in all, we spent **6,248 hours** training in 2020 with the help of **836 youth enablers** (which includes educators, workshop attendees, coaches, and mentors)

Our work was featured on 10 media pieces, including **Channel NewsAsia, The Straits Times, and Lianhe Zaobao**

We screened a total of **119 leaders** through our annual **National Young Leader Award** with a total of **473.6 hours** spent on developing the leadership journey of the youth, through



205.25 hours of developing skills **57 hours** of networking and experiential learning **59.25 hours** of spotlighting **42.6 hours** of acceleration of impact projects



We can continue doing what we do because of donations and grants that have amounted to **\$1,639,471.67**

allowing us to continue fulfilling our vision and mission despite a highly-challenging year.

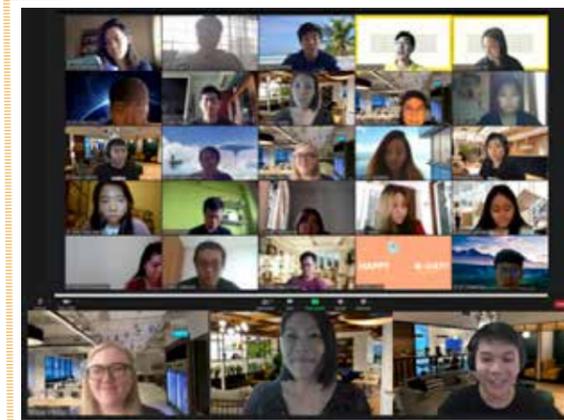


Academy Leadership

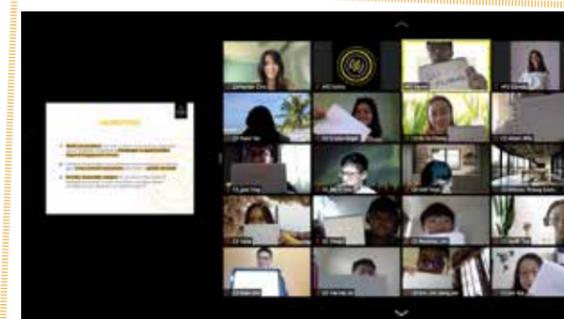
The pandemic significantly slowed down our revenue-generating training programmes in schools, but the team managed to overcome it by further strengthening our partnership with schools and companies. While onsite training sessions were put on hold, we re-contextualised our training workshops to be conducted effectively online and produced timely educational resources to address concerns regarding the social impact of the pandemic.



We created opportunities for the youth in tertiary institutions to address their career concerns, by partnering with renowned companies like LinkedIn, DBS Bank, and Stripe to conduct online discussions for these youths to discover their potential career pathways



We collaborated with LinkedIn Social Impact to run an Asia-Pacific edition of our Career Conversations programme that saw 74 LinkedIn Coaches from across the region coach more than 180 students from Singapore online, speaking about what working overseas entails and what to expect in diverse work cultures.



My conversation with my coach allowed me to understand that Universities only show me a small portion of the real working world. What's important is to keep on learning and embracing new experiences. It may take some time to figure out what I really want to do after graduating but (I can) learn as much as I can in the meantime.

— Lee Xin Chun
(Eunoia Junior College),
LinkedIn Career Conversations Coachee

Since joining LinkedIn Social Impact and working with Halogen Foundation, I realised how privileged my upbringing was – having access to good education, resources, and opportunities. I realised there is much work to be done as a society to help the underserved communities. I feel a sense of duty to pay it forward and to give youths access to resources and opportunities.

— Adam Bawany
(Former) LinkedIn Social Impact, Singapore Lead

We had the opportunity to pilot an online version of our interactive Heroes programme, which introduces leadership principles using applied drama techniques, for Princess Elizabeth Primary School even during the Circuit Breaker. The strengthened partnership with the school continues well past the Circuit Breaker until today.

To aid parents and educators in addressing social concerns on COVID-19 in a Home-Based Learning setting, we produced a series of free educational resources that explored prevalent issues such as xenophobia, panic buying, and well-being. The resources were designed to facilitate constructive conversations with the youth on these topics and challenge them to lead themselves and others well during the pandemic, be it through concrete actions, or being a voice of reason, assurance, and empathy for their immediate networks.

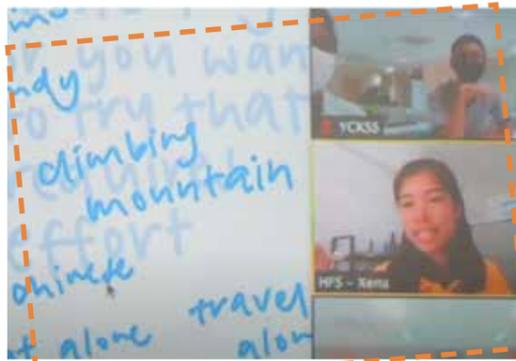


Academy Entrepreneurship

Opportunity recognition, flexibility and adaptability, comfort with risk, communication and collaboration – these are some of the traits we measure when evaluating the growth in entrepreneurial mindset in our youth. Much like the students, 2020 was the year our team grew exponentially in these traits as we shifted our year-long sponsored programme Network for Teaching Entrepreneurship (NFTE, pronounced as 'nifty') online.



Moving all our NFTE sessions online required a lot of trial and error. Not all schools were ready to transit to fully digitalised learning, so our team swiftly assisted schools to adapt well. When Home-Based Learning (HBL) was implemented, we faced yet another set of challenges.



Many of our students were beneficiaries of the Financial Assistance Scheme, which meant that some of them had limited access to a laptop or WiFi at home. Coupled with the distractions of learning from home, the short attention span and for some, their learning disabilities, we knew that we had to quickly improvise. We increased recruitment and training of facilitators to ensure a facilitator-to-student ratio of 1:3 or better, and our facilitators came up with creative ways to engage the students which made the online sessions more enjoyable.



Every year, we wrap up the NFTE journey with our NFTE Youth Entrepreneurship Challenge (NYEC), where the top three students from each school would go through NFTE Level Up, an intensive three-day workshop before competing for the title of NFTE Global Young Entrepreneur.



With the safe distancing guidelines in place, we conducted a decentralised NYEC, equipped and sent our facilitators to the various schools to conduct NFTE Level Up in smaller groups.



We also had to re-invent key parts of NYEC to achieve the same outcome as pre-Covid times. We held a Prototyping Masterclass, matching students to workshops where they can learn the skills to build their prototype. We also hosted our Global Showcase online, through our NFTE Instagram page, allowing all guests, corporate volunteers, and judges to join in the fun and vote for the most investible idea.



We ran our Graduates Mentorship Programme (GMP), a six-month youth mentoring programme for our NFTE graduates, that focuses on further developing the character, mindsets, and skill sets of our NFTE students. In addition to this mentorship programme, we wanted to further support our youths, especially those on Financial Assistance Schemes, to enable them to focus on their growth instead of worrying about their day-to-day expenses. As such, we partnered with Ishk Tolaram Foundation to award our students with a monthly stipend during this period, freeing them up to solely focus on getting the most out of the mentorship programme.



“One memorable conversation I had with my mentor was when we talked about our goals and why I wanted to achieve those goals. She explained to me that sometimes our interests and goals might change slightly over time but we still can achieve them with hard work. Until today her wise words have helped me to figure out why goals are important.”

— Norasyiqin Binte Habib
GMP Mentee

“After experiencing the NFTE programme, students are able to better overcome problems, increasing their confidence and efficacy. Learning to see things beyond the classroom is a valuable lesson that textbooks don’t offer. This is why I am excited to continue with this programme.”

— Mr. Scott Chew
Unity Secondary School,
NFTE Global Enterprising Educator 2020

“I benefited from informal mentorship in my teenage years and I know how valuable that advice can be for those who are just starting to figure their way out in the world. I believe it would be useful to share what I’ve learnt with younger people, while also learning from their experiences.”

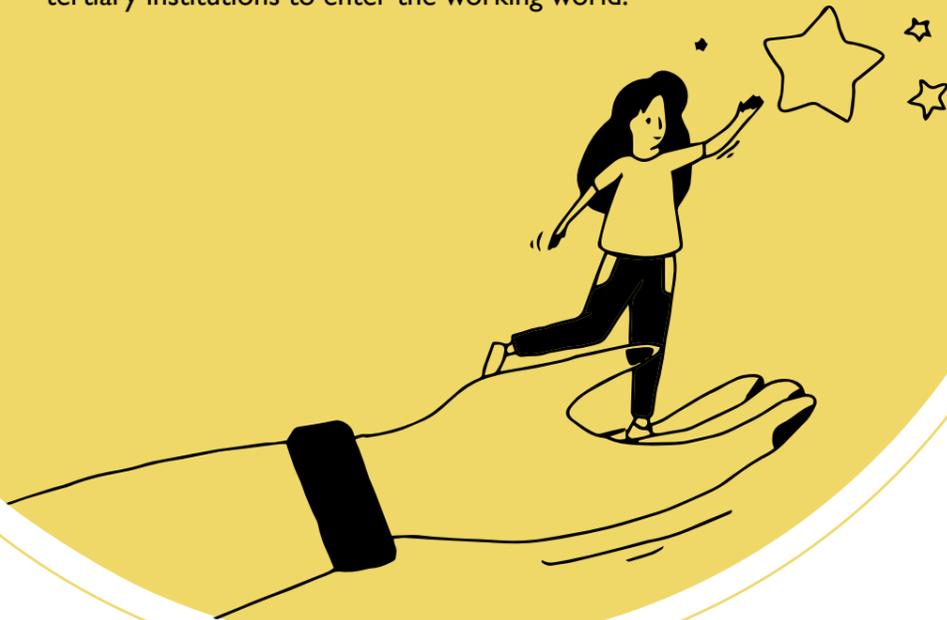
— Madhurya Manohar
Ishk Tolaram,
GMP Mentor

“The programme helped me understand my strengths, pursue my interests, and develop my business ideas. I developed skills such as creativity, business ideation, and problem solving. Thinking that my initial idea was too simplistic, I pushed myself to think outside the box and seek ways to make my business idea unique.”

— Khea Satore Yap
St. Anthony’s Canossian Secondary School,
NFTE Global Young Entrepreneur 2020

Academy Mentorship

As part of a pilot study on the challenges faced by Gen Z, we validated that our Singaporean youth often struggle with navigating career pathways and school-to-work transitions. To respond to the needs arising from the economic downturn due to COVID-19, as well as the findings from our study, we launched our conversation-led Mentorship programme in collaboration with established companies. We train working adults as mentors to better prepare youths from tertiary institutions to enter the working world.



To anticipate the changing needs of the workforce and youth landscape, we conducted research on the gaps in the mentorship sector and surfaced four areas of needs that young people have, namely

- I. PERSONAL DISCOVERY,
- II. CAREER NAVIGATION,
- III. SHARPENING SKILL SETS, AND
- IV. EARLY CAREER TRANSITIONS.

In view of COVID-19 and the various social interaction restrictions, our six-month mentorship programme also moved to a fully digital mode. Our mentors and mentees also participated in pre-programme, mid-programme and post-programme surveys to evaluate the effectiveness of the programme and track the shift in mentees' mindsets.

For years, I've struggled with deciding on a career path until I attended Halogen Foundation's mentorship programme. Together with my mentor Lionel, we uncovered my personal strengths while balancing my values and interests with real world demands. His vast experience as a working professional, coupled with his ability to convey his insights effectively, made each conversation a transformational experience.

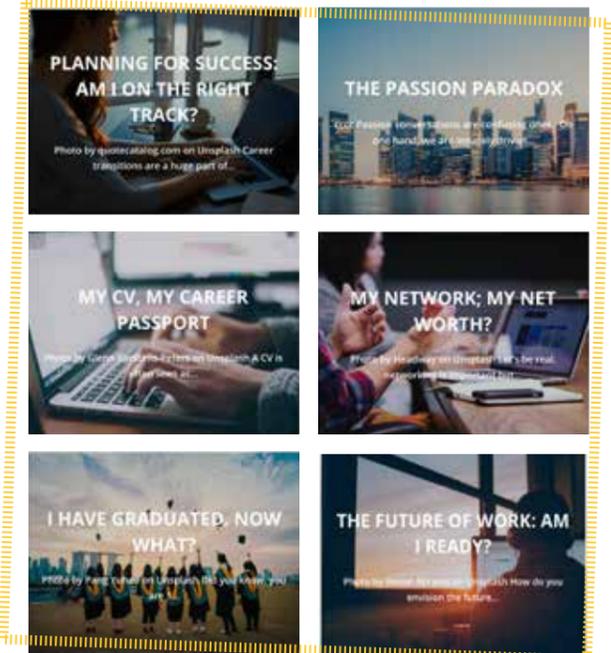
— Tay Bingyuan
SMU undergraduate



As a Learning & Development professional, I've always been enthused by the growth journey of others. I was privileged to partner with Bingyuan for Halogen Foundation's mentorship programme. We explored his career interests, sharpened his existing strengths and discovered new ones. Bingyuan's drive inspired me to reflect on my own transformation and career experiences.

— Lionel Sng
Senior Learning and Development Partner, LinkedIn

We also developed a series of learning packages to help the youth figure out their core values and life goals, and enable them to launch their careers on a positive note. These resources focus on enhancing decision-making and goal-setting, while exploring career discovery and transitions, while encouraging reflection on mindsets and skill sets.



National Young Leader Award

With all the community involvement and grassroots initiatives that emerged because of COVID-19, it was all the more necessary for us to continue featuring the good work of the youth through the National Young Leader Award. With that motivation, we pivoted our approach of the Award and focused on enhancing the Award journey, in view of the safe distancing limitations that were in place.



As our engagements took to the digital sphere, we saw the opportunity to create more touchpoints with the youth as well as increase the interaction between them and our Leadership Masterclass speakers from The Birthday Collective. As a result, we did a four-

episode series on the theme 'Leading Change through Adversity'. With an average of 716 views and a total of 516 participants over the four episodes, this was the largest Leadership Masterclass we have organised to date.



"Nicolette's sharing on Mobilising Others was very empowering and she shared very practical steps that can be taken to get others on board and enable others to work together to fulfill the shared vision. I especially liked the trust equation and her insight that sometimes you are not the solution, but you can be the person to convince a group of people to be the solution together."

— Yinmin
Leadership Masterclass 2020 Youth Participant



As part of our selection process, our National Young Leader Award applicants had to go through Leadership Trials, which is a set of specially designed challenges that they had to overcome as a team. But with the limitations of Circuit Breaker, we had to redesign Leadership Trials to ensure that we maintained the integrity of the tests



and the authenticity of interactions between participants through a virtual medium. This pushed us to be creative with our activity design, and we developed a hybrid format where we also got participants to utilise what they had at home as part of the activities.

"It was really insightful seeing how each leader chose to lead their team. I never realised there were so many ways of leading a team! The Leadership Trials also presented me with an opportunity to learn how to lead well from a non-leadership role. It really showed me that it is just as important for me to be empathetic to members and support the appointed leader to drive the progress of the team."

— Xavier Low
NYLA 2019 Winner, Leadership Trials Facilitator

As a conclusion to the Award journey, our finalists and their guests were invited to a live reveal of the three winners with a pre-recorded dialogue.



We transformed our office into a live broadcast studio to cater to the finalists' supporters (who were watching on Facebook Live), while bringing the same cosy human touch onsite under Safe Management conditions.



All finalists also received the Award from President Halimah Yacob and got to speak with her in person at a separate session facilitated by Halogen Foundation.



I loved the opportunities that we were given, like having the storyboarding workshop, filming, panel discussion and of course meeting the President! But honestly, the best part was being able to interact with everyone so openly and learning about each other's stories. It was really inspiring to see and hear what other youths are doing and how I can learn from that as well."

— Ong Yu Teng
NYLA 2020 Winner

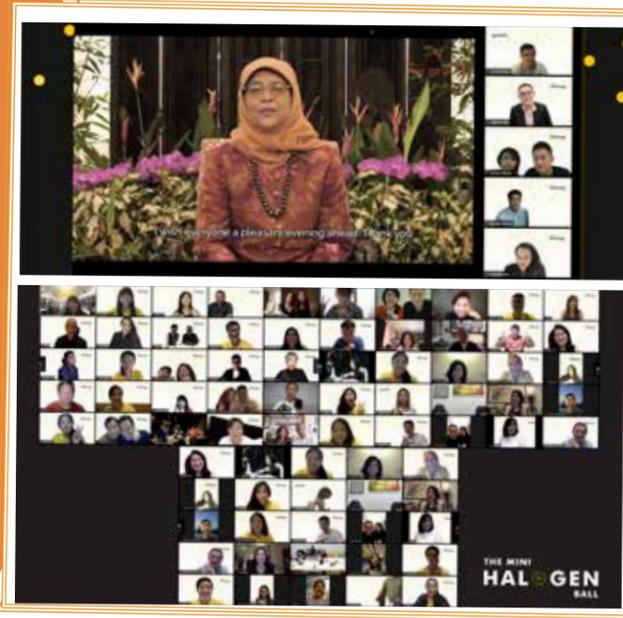


Fundraising

Fundraising is a fundamental part of every charity's operations. With the various social interaction restrictions throwing a spanner in the works, we had to recalibrate how we would carry out our planned fundraising activities. We always take pride in curating creative and enjoyable experiences for our donors, and that became an extra challenge to our planning, with the need to adhere to the many safe distancing measures instituted.



Our gala dinner, The Halogen Ball, was initially scheduled to take place on 20 February 2020. Due to the influx of COVID-19 cases during that season, The Halogen Ball had to be postponed. To engage the donors and partners who sponsored the event, we held a virtual dinner gathering, The Mini Halogen Ball in July to keep in touch with our table sponsors. The Halogen Team went to great lengths to deliver meals and gifts islandwide, to our donors' homes and offices as they dialed into a Zoom programme with our dinner sets. President Halimah Yacob gave an opening address virtually, while we also took the opportunity to launch our Entrepreneurship Unlimited book.



When the group limit for social gatherings was increased to eight, we were excited to finally host The Halogen Charity Dinner 2021 in-person. On 7 January 2021, at over 19 different locations with eight persons per table, we hosted donors and guests through a synchronised dinner programme led by our staff stationed at each restaurant.



Congrats Halogen, the event was well organised, and everyone had a great time! Well done! We had lots of fun, thanks so much, a lot of thought was put into placing different people at different places!

— **Winnie Chan**
Founder and CEO, Bynd Artisan

Thank you SO much again for last night, we had a wonderful time and the 8M team felt such a connection and so much of our conversation was around how much more we can do and how we can help and support Halogen Foundation. Ashish and I feel privileged to be associated with Halogen Foundation and we truly want to do more and support where we can.

— **Shireena Shroff Manchharam**
Founder and Principal Consultant, Sheens Image Consulting

Thank you for the hard work that went into this. We can appreciate the dedication of your team. Thanks so much for involving us.

— **Eric Chiam**
Founder and CEO, Minmed Group

Last night was a blast. Thank you for having us!!! Kudos to the Halogen Team for creating this unforgettable event and coordinating tables across so many locations.

— **Yvon Bock**
Founder and CEO, Hegen

To widen the reach of our Entrepreneurship Unlimited book, we extended our digital engagements to our partners by hosting a series of Fireside Chats featuring renowned entrepreneurs and launched our Christmas Bundles of Good promotion.



Entrepreneurs whom we hosted at our Fireside Chats:

- Chattri Sityodtong, Founder, Chairman & CEO of One Championship
- Ong Chih Ching, Executive Chairman and Executive Director of KOP Limited
- Dr. Ayesha Khanna of ADDO AI and 21C GIRLS
- Roshni Mahtani, Founder and CEO of theasianparent.com
- Dr. Sandhya Sriram, CEO and Co-Founder of Shiok Meats

Reading Entrepreneurship Unlimited is equivalent to having personal one-on-one coaching sessions with 17 of Singapore's leading entrepreneurs. This book is a refreshing reminder of what we all can individually or collectively achieve when we embrace our curiosity, open ourselves up to learning from others, and steadfastly pursue our passions despite what challenges come our way.

— **Lisa Gainer**
Head of Programmes, TalentTrust

Entrepreneurship Unlimited is an easy yet engaging read. The conversational style of the stories peeled back the intimidating facade of entrepreneurship to reveal the core spirit of resilience through hardship. As I explored the variety of profiles featured, I couldn't help but be infected by their enthusiasm to dream big.

— **Glenda Wee**
Co-Founder of Eco Youth Collective

We are very grateful to have the support of corporate partners who also adapted their ways of supporting our work. For instance, Deloitte Singapore sponsored copies of the Entrepreneurship Unlimited book as part of their event goodie bags at their She XO Forum.

They also joined the Big Four in fundraising for Halogen Foundation at an online Christmas bazaar. 8M Real Estate, another corporate partner, raised funds for us by hosting an online Charity Raffle and donated all Raffle proceeds towards Halogen Foundations programmes for the youth.

Developing People Halogen+

At Halogen Foundation, people are at the centre of what we do. Through this pandemic, we are immensely thankful that our Halogen+ community demonstrated how willing and determined they were to adapt with us. The limitations of COVID-19 also nudged us to be creative in the way we recruited and engaged volunteers.



While our meetings and training sessions were shifted online, so did the recruitment process of our youth and corporate volunteers. One of the first things we did was to digitalise our Facilitators' Training to help our trainers adapt to these new changes. Though we shifted online, we saw a record-breaking 153 participants joining our Facilitators' Training.

We also launched our online Lunch & Learn as a way to introduce more corporate partners to our organisation, our impact, philosophy, as well as youth development opportunities that they can explore with us. The pilot run was well-received and we saw more than 70 volunteers joining us through these recruitment drives.



"I realised how powerful personal experiences and stories are in imparting lessons and values to others. Some of the most memorable insights I got from this [Facilitators' Training] workshop was through the personal stories that were shared by the facilitators— thank you for sharing with us bits of your world!"

— Samantha Chin
Facilitators' Training Participant

"The training task force activity helped me explore facilitation skills in a very effective manner. This is because the hands-on portion allowed me to find out my strengths and weaknesses in a short and sweet but useful way."

— Annabelle Lim
Facilitators' Training Participant

"The Lunch and Learn was highly informative, engaging and provided a thorough description of what Halogen Foundation's vision is and how I can contribute to its objective for the youth."

— Shahana Hassan
Lunch and Learn Participant

We also focused on upskilling our current pool of volunteers with our Train-the-Trainer Level Two programmes as well as our series of Personal Development Workshops. For our Personal Development Workshops, we work closely with our corporate volunteers to



curate their expertise into workshops that they run for our youth volunteers and interns. We covered topics such as Building our Personal Branding and Learning How to Pivot run by professionals from Google and Facebook.



"Through this Personal Development Workshop by Vu, I found out more about myself and also came to realise what others see about me that helps me shape and form my personal brand statements. I think as youths, we don't really know how to form a good first impression or not sure how to portray ourselves, so this session allowed me to know what I want others to know about it as well."

— Jermaine Ng
Youth Volunteer

"It was a very informative session! Instead of simply providing us with the information, the use of breakout rooms and small group discussions pushed us to take charge of our own learning."

— Regunathan Niveda
Youth Volunteer

We learnt to have fun, and while bonding in person is different from bonding online, we tried our best to adapt and engage online. We understood the importance of people connecting beyond work projects. Halogen Huddle is a platform for our volunteers to connect in a casual setting. With digitalisation, we organised games night over Zoom to get our volunteers together to dress up and solve mysteries together!



"My favourite highlight of Huddle is meeting other volunteers and interns who have been with Halogen Foundation and forging new friendships!"

— Elyn See
Youth Volunteer

Developing People Our Team

While adjusting to working from home, online interactions and eventually the Circuit Breaker, we were intentional about caring for each other during such an unusually trying period. We engaged our colleagues through creative virtual activities such as lunchtime game show over Kahoot!, "Tuff Club" (our virtual exercise regime), curating a Spotify playlist together, an informal Parent Support Group, and sending mystery lunches to one another's homes for a midday perk.



"I love that our company is one that focuses on learning and development. Through our Best Practice Workshop, we regularly get to gain new perspectives from the different people we meet and pick up skills that can be applied to our lives and what we do."

— Jessica Seet

"I think for many, these little virtual hangouts were spaces for us to remember that we're not alone in this, and that we're a team. Whether it was showing up online to sweat it out together, or laughing at our colleague's choice of mystery lunch for us, or even the highly uncoordinated birthday songs over Zoom, I believe they were all genuine moments of connection between individuals once again."

— Daniel Tay

We wrapped up the eventful 2020 with a very decentralised and modified (and Safe Management Measure compliant) Staff Retreat. Setting aside time off work and to just reflect upon the year, the team managed to still fit in several fun experiences, including attending a perfume workshop, learning trips in small groups to different spots islandwide (including the Esplanade, ComCrop, and the Lee Kong Chian Natural History Museum), before tucking in for the night at the new co-living space, IyF Funan.

"For the first time, my family members were involved in my work event during Circuit Breaker-- my brother helping me to tech check, my parents using their own mobile data so that my Wifi connection stays strong. And I helped them with their work, like teaching my Dad how to set up his Zoom calls."

— Lydia Hong



"The thing I missed most when working from home during Circuit Breaker was the company's vibrant culture. There used to be spontaneous conversations or sudden outbursts of laughter from one corner of the office because someone said or read something funny. The online staff engagements during Circuit Breaker allowed us to have such platforms for more casual, non-work related interactions, making working from home less serious and more enjoyable."

— Joyce Tham

"It was a challenging year for all of us, so the Staff Retreat was a great opportunity for us to rest, relax and reconnect with one another (in groups of 5 of course). I loved the mix of activities to involve everyone – physical, intellectual (learning journey), reflective and of course, gastronomical!"

— Lee Sze Zhin

We also had Claire Ong from The Positive Movement share tips with us on managing anxiety and getting good quality sleep. Our Board Directors Ramlee Bin Buang, Jessie Thong and Mark Sayer also joined the staff team online during our Human Library sessions.



"I always look forward to Staff Retreat because that's the time we get to take a pause from our day-to-day crunch and get to know each other a lot better. Although we had to adhere to the safety measures due to COVID-19, we still enjoyed ourselves tremendously, with a good balance of self-reflection and team bonding."

— Linda Salleh



1 EDUCATION

Deepening train-the-trainer models and enabling the community to develop the youth through our content and skills equipping platforms.



ORGANISATIONAL GROWTH AND DEVELOPMENT

We will continue to deepen our capacities and capabilities to transform young people in areas of character, mindsets, and skill sets development.

In our next phase of growth, we will focus on strengthening and building our domains of:



5 ENGAGEMENT

Building meaningful connections amongst stakeholders within the Halogen+ community through the sharing of content, perspective, and toolkits.



4 EMPOWERMENT

Establishing reliable platforms and networks to catalyse and support youth projects that bring positive community change.



3 EVALUATION

Developing indicator measures to gather data-based insights for tracking growth in the youth and to project future youth trends.



2 EXPOSURE

Enabling learning and discovery journeys for the youths we serve by bridging them with real-world experiences.



TO BE THE RECOGNISED CHARITY DEDICATED TO TRANSFORMING THE LIVES OF YOUNG PEOPLE THROUGH LEADERSHIP AND ENTREPRENEURSHIP DEVELOPMENT





**SPARK
FUND**

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 the 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 HONOUR HALL

\$250,000 and above

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

Citi Foundation
(United Way Worldwide)
Lee Foundation States of Malaya
National Council for Social Service
UBS AG Fund
Lim Soon Hock

SPARKFUND FOUNDINGCIRCLE

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

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

SPARKFUND LEGEND

\$25,000 and above

Activa Media Pte Ltd
Allen & Overy LLP
Community Foundation of Singapore
Credit Suisse AG
Envy Asset Management Pte Ltd

FI Auto Cars Pte Ltd
Jacob Ballas Charitable Trust (Grace Shua)
Richvein Pte Ltd
Tan Chong Motor Sales Pte Ltd
Yong Hon Kong Foundation

Ann Tan Sian Ann
Elaine A Saverin
Marian Yeo Wenxian

SPARKFUND SUPERHERO

\$10,000 and above

Aon Singapore Pte Ltd
Butterfield Fiduciary Services (Guernsey) Limited
Charles & Keith (Singapore) Pte Ltd
Chew How Teck Foundation
Ernst & Young LLP
Excelpoint Systems (Pte) Ltd
Khoo Teck Puat Foundation
Kwan Im Thong Hood Cho Temple
Mow Blood & Cancer Clinic Pte Ltd
Neo Garden Catering Pte Ltd

NetLeaders USA Inc
Nippon Paint (Singapore) Company Pte Ltd
NTUC Fairprice Foundation Ltd
OKP Holdings Limited
Orange Clove Catering Pte Ltd
Serial System Ltd
Tru-Marine Pte Ltd
United Overseas Bank Limited
Women Fertility & Fetal Centre Pte Ltd

Benjamin Mow Ming Fook
Georgia Lee Siow Kiang
Junie Foo
Kelvin Tan
Ko Hung Tao
Lee Ik Kin Dorothy
Lim Ka Liang
Lu Yan Ping
Martin Tan Beng Chong
Mok Siew Cher
Sherron Wong
Terence Leng Hoe Lon



SPARKFUND

HERO

\$5,000 and above

ARA Trust Management (Suntec) Limited
 Archer(s) Pte Ltd
 Asia PR Werkz Pte Ltd
 Asia Resource Corporation Pte Ltd
 Benevity Inc
 Civil Service College
 Dayfull International Investment Pte Ltd
 Goodrich Global Pte Ltd
 Hawksburn Capital Pte Ltd
 JHT Law Corporation
 Minmed Group Pte Ltd
 PIRTEK Asia Pte Ltd
 Plan -B ICAG Pte Ltd
 PricewaterhouseCoopers LLP
 Qanvast Pte Ltd

Reda Pte Ltd
 Rio International Investment Pte Ltd
 Secur Solutions Group Pte Ltd
 Singapore Pools (Private) Limited
 Tembusu Partners Pte Ltd
 Thatz International Pte Ltd
 The Shaw Foundation Pte
 The Silent Foundation
 Xu Lam Investment and Trading Pte Ltd
 YHS (Singapore) Pte Ltd

Ashish Manchharam
 Benedict Chang Yew Teck
 Cheong Seok Kuan
 Cho Pei Lin

Chong Lo Lan Pearlyn
 David Koh
 Esther Wee
 Hoda Abou-Jamra
 Justin Sim
 Kuan Jia Yoong
 Lee Hooi Nee
 Lee Ming San
 Lim Soon Hock
 Lim Wei Yon
 Melissa Kwee Mei Wan
 Novo Nordisk A/S
 Tan Mincheow Benson
 Wee Siew Bock
 Yap Seok Eng Catherine

SPARKFUND

SUPPORTER

\$1,000 and above

8M Real Estate
 AMSCO Healthcare Marketing Pte Ltd
 Arrow Consulting Pte Ltd
 Banyan Tree Holdings Limited
 Bynd Artisan Pte Ltd
 City Developments Limited
 Directions Group Inc Pte Ltd
 Dynaforce International Pte Ltd
 E.C.Tan Urology
 Flower Diamond Boutique Pte Ltd
 JD Corporate Advisory Pte Ltd
 Lee Welded Mesh Singapore Pte Ltd
 Loh & Tan Pte Ltd
 Luke Tan ENT Surgery Pte Ltd
 Marvel Time International Investment Pte Ltd
 Parkway Hospitals Singapore Pte Ltd
 Pavilion Capital International Pte Ltd
 Silicon Valley Community Foundation
 SMRT Corporation Ltd
 The Singapore Island Country Club
 WL Properties Pte Ltd

Charles Edouard Thomas
 Regis Pignal
 Chee I-Ming
 Cheng San
 Cheryl Lee Koong Yinn
 Chia Stanley
 Chiew Khiong Wong
 Chng Hup Huat
 Choong Chyi Kei
 Chua Hua Hong Vincent
 Delvin Lee
 Dyeo Kok Hong
 Goh Tiong Yong
 Heng Boon Keng
 Heng Kheng Hong
 Ho Kian Hock
 Huras Mikolaj Bohdan
 Jacqueline Hoe Yuen Ling
 Jessie Thong
 Joanne Lim Pick Lui
 Julie Yeo
 Justin Sim
 Karen Sng Wei-Ee
 Kelly Keak
 Koh Lim Seng
 Lachlan Elmer
 Lee Chin Wai
 Lee Chu Yien Ivan
 Lee Kheng Chei

Lee Meng Teck Victor
 Lim Chin Keong
 Loh Kai Woh
 Magnus Keith Yu-Jene
 Mark Lin Wei Lun
 Marshall Andrew James
 Mohamed Tahir
 Mok Swee Sang
 Mr and Mrs Poh Hao Jie
 Ngiam Shih Kwang Kelvin
 Patrick Chong Fook Seng
 Pierre-Emmanuel Charlier
 Radakrishnan S
 Richard Slovenski
 Rosslyn Leong Sou Fong
 Samuel Lim
 Suhardi Djafar
 Sum Heng Hung
 Sun RenWang
 Sun RenWang
 Sutheeya Methaphanij (Nan)
 Tam Chee Chong
 Tan Lai Peng
 Tan Lay Tin Tonya
 Teh Kee Chye Casey
 Tit Wei Lee
 Wilfred Michael Walsh
 Yeo Swee Tuan



Our Valued Partners

CURRICULUM 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



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



Governance Report

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

New Board Members are appointed after nomination and recommendation by the Finance & Establishment Sub-Committee to the Board of Directors. 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 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 of Directors. If Board Members choose to attend any of the training sessions, the proposal will be put up to the Finance & Establishment Sub-Committee 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 and updates are highlighted and proposed to the Finance and Establishment Sub-Committee for their approval.

The Board of Directors are 4 made up of volunteers and does not receive any remuneration or Director's fees. None of the staff sit on the Board of Directors. Each term of appointment of Chairman of the Board and Committee Chairpersons (or Co-chairpersons) is three years, each term of appointment of the other Directors is two years. These term limits allow for periodic Board of Directors rejuvenation and succession. In accordance with the Code of Governance, the term of the Treasurer (also the Finance & Establishment Sub-Committee Chairperson) is capped at four years. The Board of Directors meets at least four times a year, with a quorum of at least three members.

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

The Board of Directors is led by the Executive Committee (EXCO), consisting of Mr. Tam Chee Chong, Mr. Ramlee Bin Buang, Mrs. Lim Hwee Seh, and Mr. Martin Tan Beng Chong. The EXCO also forms the Finance & Establishment Sub-Committee.

Name	Date of Renewal	Attendance (No. of meetings attended/ Total no. of meetings for 2020)	Sub-Committee(s)
TAN BENG CHONG, MARTIN	22 June 2018	4 out of 4	<ul style="list-style-type: none"> • Finance & Establishment • Sponsorships • Business Development
RAMLEE BIN BUANG	22 June 2018	2 out of 4	<ul style="list-style-type: none"> • Finance & Establishment
TAM CHEE CHONG	9 June 2017 (till 9 December 2020)	2 out of 4	<ul style="list-style-type: none"> • Finance & Establishment • Sponsorships
LIM HWEI SEH	9 June 2017	4 out of 4	<ul style="list-style-type: none"> • Finance & Establishment • Sponsorships
THONG YUEN SIEW, JESSIE	22 June 2018	3 out of 4	<ul style="list-style-type: none"> • Audit & Risk Management • Sponsorships
ANN TAN SIAN ANN (DR.)	9 June 2017	4 out of 4	<ul style="list-style-type: none"> • Sponsorships
MARK JOHN SAYER	9 June 2017	4 out of 4	<ul style="list-style-type: none"> • Audit & Risk Management • Sponsorships • Business Development
SEAH GEK CHOO	9 June 2017	4 out of 4	<ul style="list-style-type: none"> • Audit & Risk Management • Business Development
KON SEN CHOENG, DERRICK (DR.)	9 June 2017	4 out of 4	<ul style="list-style-type: none"> • Audit & Risk Management • Business Development • Sponsorships
TAN LAI YUEN, ISABELLA	20 August 2020	4 out of 4	<ul style="list-style-type: none"> • Business Development
AARON SHAHRIL YUSOFF MANIAM	20 August 2020	4 out of 4	<ul style="list-style-type: none"> • Audit & Risk Management • Business Development

Board Sub-Committees

The Board of Directors comprises of the following Sub-Committees:

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

Sub-Committees

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

FINANCE & ESTABLISHMENT SUB-COMMITTEE

Date of Meeting: 6 November 2020

The Finance & Establishment Sub-Committee is responsible for:

1. The general affairs of the Board including nomination and appointment of Board Members, and key management succession planning.
2. 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.
3. Overseeing the short and long-term investments and monitoring the investment of the assets of the charity for the sole interest of the charity and its beneficiaries.
4. Overseeing the human resource management of Halogen Foundation, including compensations and benefits, and recruitment of key management personnel.
5. Overseeing the Public Relations/Corporate Communications of Halogen Foundation.
6. Recommending suitable training & development opportunities that the Board Members may consider, locally or overseas. At the same time, Board Members may request and/or be invited to participate in internal and/or external training and networking sessions.

AUDIT & RISK MANAGEMENT SUB-COMMITTEE

Date of Meeting: 24 March 2020

The Audit & Risk Management Sub-Committee is responsible for:

1. Reviewing and endorsing the year-end financial statements and recommending it for Board adoption.
2. Reviewing the risk management and internal control processes to ensure that these are adequate with respect to financial reporting, operational, regulatory, and other financial risks.
3. Reviewing and recommending to the Board for approval the frameworks and policies for managing risks that are consistent with the organisation's risk appetite.
4. 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.
5. Monitoring fundraising efforts to ensure that ethical practices are in place, that donors are acknowledged appropriately, and that fundraising efforts are cost-effective.

BUSINESS DEVELOPMENT SUB-COMMITTEE

Date of Meeting: 24 September 2020

The Business Development Sub-Committee is responsible for:

1. Working with Management to identify, assess, and manage strategic business initiatives and opportunities.
2. Reviewing the development and implementation of strategic business development initiatives, ensuring initiatives are consistent and aligned with strategic plans.
3. Reviewing and, where appropriate, making recommendations to the Board on business growth and diversification opportunities.
4. Working with Management to respond to emerging issues related to business development that have the potential to impact upon Halogen Foundation.
5. Monitoring the outcomes of business development initiatives including receiving regular reports and updates from Management regarding progress.
6. 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.
7. Initiating and guiding programme evaluations.
8. Identifying strategic partners for Halogen Foundation to work with or to collaborate and assisting in concluding or securing partnerships.

SPONSORSHIPS SUB-COMMITTEE

Date of Meeting: 29 June 2020

The Sponsorships Sub-Committee is responsible for:

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

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 CTO) 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 Sub-Committee during their annual Sub-Committee 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 Sub-Committee'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 are 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.

Statement of Operations

2019 vs 2020

Overall Income

\$2,565,362

\$2,447,325

Overall Expenses

\$2,129,067

\$1,860,328

Surplus

\$705,034

\$318,258

● 2020 ● 2019

In 2020, revenue from Academy operations was affected by COVID-19 with lesser training workshops conducted and fell by 45%. However, the income loss was compensated by the following:

1. Funds raised for The Halogen Ball which was to be held in Q1 2020, having already been secured and received.
2. Grants for 2020 were secured and received in 2019.
3. Government support in the form of the Jobs Support Scheme was of great help.

This resulted in a higher net surplus in 2020.

Operating Income Breakdown

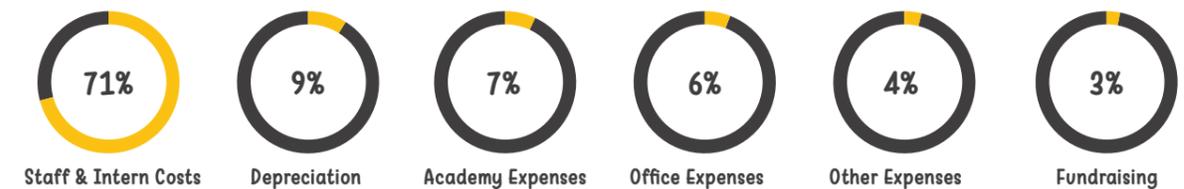


Major grants received for 2020 include Tote Board Social Service Grant (via NCSS), Care and Share II (via Community Chest), UBS Optimus Foundation, Credit Suisse AG, Silicon Valley Community Foundation, and Tata Communications International Pte Ltd.

Halogen Foundation was eligible to receive the government's Wage Credit (WC) and Jobs Support Scheme (JSS) for 2020. JSS was announced at the start of the pandemic during Budget 2020, which was further enhanced with the Resilience, Solidarity and Fortitude Budgets. The JSS provides support to employers to help with retaining local employees during this time of uncertainty.

Other income included bank interest and miscellaneous income.

Operating Expenses Breakdown



Staff Cost includes salaries, bonuses, employer CPF contribution, allowances, medical, insurance, training, and welfare for 20 full-time staff and 10 interns on a monthly basis.

Staff employed are paid according to National Council of Social Service salary guidelines.

Financial Statements

Balance sheet

As at 31 December 2020

Assets	2020	2019
	\$	\$
<i>Non-current asset</i>		
Plant and equipment	25,239	62,566
Intangible assets	12,935	11,681
Right-of-use assets	277,860	385,065
	316,034	459,312
<i>Current assets</i>		
Trade and other receivables	133,234	110,970
Prepaid operating expenses	25,741	39,347
Cash and short-term deposits	4,527,296	4,126,040
	4,686,271	4,276,357
Total Assets	5,002,305	4,735,669
Funds		
Restricted Funds	1,708,251	1,407,352
Unrestricted funds	2,583,933	2,179,798
Total Funds	4,292,184	3,587,150
Liabilities		
<i>Non-Current Liabilities</i>		
Lease liabilities	179,842	283,200
<i>Current Liabilities</i>		
Lease liabilities	10,379	111,709
Trade payables and accruals	236,417	191,208
Contract liabilities	193,483	562,402
	530,279	865,319
Total Liabilities	710,121	1,148,519
Total Funds and Liabilities	5,002,305	4,735,669

The full audited financial statements for Halogen Foundation (Singapore) 2020 can be downloaded at <https://halogen.sg/annual-financial-report/>.

Statement of comprehensive income

For the financial year ended 31 December 2020

Income	2020	2019
	\$	\$
Sponsorship In-Kind	-	100,623
Donations (including fundraising)	748,780	585,916
Grants	890,692	998,451
Academy income	414,851	627,766
Wage Credit/ Jobs Support Scheme	407,269	40,461
Other income	103,770	94,108
	2,565,362	2,447,325
Expenditures		
Academy Expenses	129,551	242,286
Fundraising Expenses	46,406	306,220
Depreciation of plant and equipment	56,285	69,407
Amortisation of intangible assets	4,746	15,818
Depreciation of right-of-use assets	104,645	104,863
Other expenses	81,853	17,193
Office/Admin Expenses	113,346	95,959
Staff & Intern costs	1,323,496	1,277,321
	1,860,328	2,129,067
Surplus before taxation	705,034	318,258
Income tax expenses	-	-
Surplus net of tax, representing total comprehensive income for the financial year	705,034	318,258



Financial Policies

1 Reserves Policy

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

2 Restricted Funds

I. 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 NFTE Fund based on the staff hours spent on the programme. This includes training and preparation, back-end operations and school & corporate engagement.

II. The Care and Share Fund

Administered by the National Council of Singapore (NCSS) since 2015, 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.

3 Investment Policy

The Finance & Establishment Sub-Committee oversees the investment of reserves on behalf of Halogen Foundation. The guidelines for investment are detailed in the terms of reference. In 2020, we have placed our excess reserves in Fixed Deposits with local banks.

4 Annual Remuneration of Staff

No employees received more than \$100,000 in annual remuneration for the financial year ended 2020. The Finance & Establishment Sub-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
\$100,000 - \$109,999	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
foundation

336 Smith Street, New Bridge Centre
#07-303, Singapore 050336

halogen.sg



@halogensg