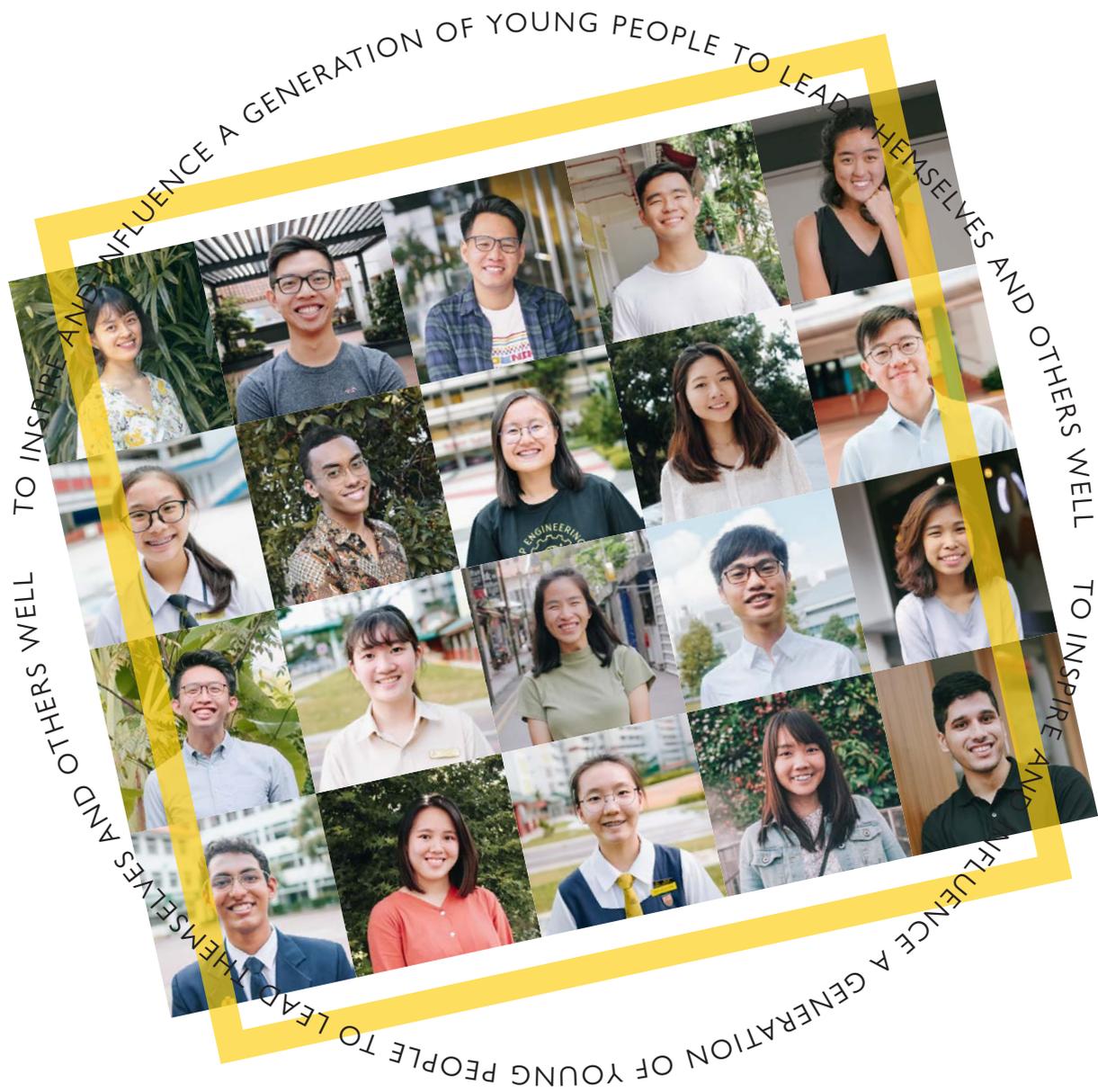




halogen
foundation

building young leaders
and entrepreneurs



Halogen Foundation Singapore

2019 ANNUAL REPORT

ABOUT

HALOGEN FOUNDATION (SINGAPORE)

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

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

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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.

Our Values



PEOPLE

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



RESPONSIBILITY

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



INTEGRITY

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



GENEROSITY

We seek to 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.





Co-Founder's Foreword

It is hard to look back on 2019 without having our lens coloured by the recent COVID-19 pandemic. Who would have guessed that we would be catapulted into 2020 with a global crisis?

Halogen Foundation was started in the year of SARS and we almost went under during the H1N1 outbreak. I remember how we had to adapt quickly to the fast-evolving situation during that outbreak, when schools closed their doors to external trainers, making adjustments to how we operate. It was a difficult period, not just for Halogen Foundation, but for the entire nation as well. We were only able to overcome those challenges because of the collective effort of our volunteers, donors, board members, and team. For that, I am truly thankful.

For 16 years, we have devoted ourselves to help youths develop positive character, mindsets, and skill sets to prepare them for such a time as this. Now is when the hard work of building young leaders and entrepreneurs will be put to the test. Have we equipped our young people to lead themselves and others well? Will they show empathy towards the people around them? Will they respond in generosity towards those who are vulnerable in our community? Now is also a test of Halogen Foundation as an organisation. How agile are we to adapt to the changing tides? Are we able to innovate in the face of adversity?

The word that rings true as I reflect on the year that has passed and look forward to what's ahead is resilience. Resilience of

our youths as they navigate uncharted territories and face impending challenges. Resilience of our educators as they respond to circumstances that are quickly evolving. Resilience of our partners as they ensure continuity in their support towards youths, especially those from the underserved communities. Resilience of our team as we face this situation head-on and press ahead.

I am confident that Halogen Foundation Singapore will emerge stronger from this hurricane of a coronavirus pandemic only because I know that we are not alone in this battle. We are extremely grateful for the many partners, donors, and volunteers who stand resolute in their commitment towards our cause. They have allowed us to forge ahead despite these trying times.

It will take more than just Halogen Foundation to inspire and influence a generation of young people to lead themselves and others well. As we continue to create new pathways for more youths to gain access to resources and opportunities, I urge you to consider the part we all get to play in the bigger scheme of things. Any positive act, no matter how seemingly small, can cause a ripple effect of change to build a young generation we can all be proud of.

Thank you for journeying with us through good times and bad times.

Let's emerge stronger together.

MARTIN TAN

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



CEO's Message

Do you remember what you were like when you were 16?

16 is a pivotal year for most teenagers. 16 is when teenagers are slowly discovering who they are becoming, gaining independence, and dreaming about what the future holds for them. The world at 16 holds endless possibilities. Yet, simply allowing the wind beneath our sails to carry us without a compass might cause us to be aimlessly tossed about.

One of the things we teach our youths is the importance of establishing core values. Firmly-held values, much like a compass, help us set the course and direction for our lives. Vision, coupled with values, help to define a purpose for our lives.

Over the course of 16 years, Halogen Foundation has had our share of hard knocks but it is the vision before us, the values we have held on to, and the comrades who have journeyed alongside us that have helped us keep the course. These values of People, Responsibility, Integrity, and Generosity have guided us thus far and will continue to keep us on track towards inspiring and influencing a generation of young people to lead themselves and others well.

Through our programmes and initiatives, we had the privilege of impacting more than 170,000 youths and more than 8,000 educators. We are extremely grateful for our partners, volunteers, donors, board members, and the team who have laboured alongside us in the mission to inspire and influence a generation of young people to lead themselves and others well.

In 2019, we invested in ensuring that our impact can reach wider, sustain longer, and go deeper:

- We launched Halogen+ to better equip and empower our partners in our robust Halogen ecosystem to effect positive change,
- We created post-programme pathways for our National Young Leader Award winners and Network for Teaching Entrepreneurship alumni, to increase impact through mentorships with our corporate partners and industry professionals, and
- We developed a structured mentoring framework that allows our partners to create a deeper impact in the lives of our youth.

Despite the recent uncertainties in the world around us, we still see unwavering support for the work we do, which speaks volumes of the shared commitment we have in investing in our young people. We sincerely thank each of you for all the support over the years. Your support enables us to empower every youth, regardless of their socio-economic background, to recognise that they have the ability to be a positive influence in this volatile world. It is your support and belief in us that will enable Halogen Foundation to grow into a leading youth development hub in the years to come.

Whether it is to continually provide resources and opportunities to our youths from underserved communities or partnering with our community stakeholders in moulding the next generation, we encourage you to join us in this endeavour to create a better and brighter future for our younger generation.

IVY TSE

Chief Executive Officer
Halogen Foundation Singapore

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:

EDUCATION

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

EXPOSURE

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

EVALUATION

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

EMPOWERMENT

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

ENGAGEMENT

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



Our Milestones

2003

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

2004

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

2006

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

2008

Senior Minister Teo Chee Hean officially became our Patron.

2014

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

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

2013

Halogen Foundation celebrated our 10th anniversary and reached over 100,000 youths and educators.

We launched the National Young Leader Award (NYLA).

2018

We celebrated our 15th Anniversary with the theme of Influence 15.

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

2019

We launched Halogen+, our community of educators, partners, volunteers and donors, through a digital campaign.

2003

2019

2019 Highlights



HALOGEN+ LAUNCH CAMPAIGN

In June 2019, we officially launched Halogen+, a tribe made up of our ecosystem of educators, volunteers, Social Service Agency partners, and donors, that actuates the mission of Halogen Foundation. Some of our Halogen+ members were featured in our digital campaign in a bid to encourage more people to support our work.



HALOGEN HUDDLE

On 28 June, 5 December, and 6 December 2019, we held Halogen Huddle, a bi-annual engagement of our Halogen+ community for our youth and adult volunteers. Designed to be a cosy set-up where we get to interact with our volunteers, we took this time to specially recognise their efforts in inspiring and influencing our young people.



ONLINE DONATION PLATFORM

In November 2019, we created an online platform that allows the public donations to be made simpler. Just by accessing halogen.sg/donate, people can now support our work more conveniently and regularly by activating the recurring donation function.



A CONVERSATION ON LEADERSHIP FOR PEACE AND SOCIAL CHANGE WITH DR. MAYA SOETORO-NG

On 29 August 2019, we invited Dr. Maya Soetoro-Ng, founder of Ceeds of Peace, for a closed-door conversation on leadership for peace and social change. She shared about how important leadership is to enact social change and what young leaders and educators who lead young people should keep in mind as they set out to positively influence others. Through her experience as the founder of Ceeds of Peace, Dr. Maya also shared her insights on how we can commit to peace-building to better our communities. Dr. Maya is also the maternal half-sister of President Barack Obama, the 44th President of the United States.

NATIONAL YOUNG LEADER AWARD CEREMONY 2019



HALOGEN FOUNDATION CHARITY GOLF CHALLENGE 2019

On 24 October 2019, we hosted 148 partners and friends at our Charity Golf Challenge 2019 held at Sentosa Golf Course. We raised more than \$280,000 through the sales of golf flights, sponsorships, the silent auction, and matching support from the Tote Board. As part of the Singapore Bicentennial commemoration, from 1 April 2019 to 31 March 2020, donations to Institutions of a Public Character (IPCs) will be matched dollar-for-dollar through the Bicentennial Community Fund, up to a cap of \$400,000 per IPC.



A very special mention to our Event Sponsor, Envy Capital, and our Platinum Sponsors: Charles & Keith Singapore, Singapore Pools, and Rio International Investment Pte Ltd, for supporting us in furthering our Leadership and Entrepreneurship programmes.



On 12 September 2019, we celebrated the achievements of seven exemplary young leaders who have modelled what it looks like to be an everyday leader. Through the NYLA Award journey, we watched them grow as they offered us a glimpse of what the leadership of Singapore in the future could look like.



PRINCIPALS' BREAKFAST

On 10 April and 25 October 2019, we had the privilege of hosting principals and school directors in our office over breakfast to hear from industry leaders about the developments in their sectors, and how they potentially affect the future of work in the Fourth Industrial Revolution. Speakers did a closed-door TED-talk style session on topics ranging from deep tech to social stratification; from sustainable foods to cryptocurrency, all in view of how these might influence the kind of world our young people are growing up in and will eventually contribute to.



LINKEDIN CAREER CONVERSATIONS

On 5 September 2019, we had 94 participants connecting with 93 corporate partners during our first ever LinkedIn Career Conversations over coffee. This session was designed to help students prepare for the working world through having meaningful conversations with experienced professionals from various industries such as Banking & Finance, Consulting, and Technology. This programme is jointly organised by LinkedIn Social Impact and Halogen Foundation, with support from LinkedIn's corporate partners.

Notable Happenings

Apart from our core activities, Halogen Foundation was invited to participate in various new initiatives – locally, regionally, and internationally. To prepare our young people for the future of work, we constantly innovate and keep our offerings relevant so that they can help us amplify our impact and sustain the good work.

NCSS 40-UNDER-40



The National Council of Social Service launched their inaugural 40-Under-40 initiative in October 2019. The programme empowers young and promising social service sector leaders to contribute their voice and build collegiality in serving the evolving needs of our community. We were represented in this pioneer batch to dialogue with President Halimah Yacob, Speaker of Parliament Tan Chuan-Jin, and other Ministry, corporate, and sector leaders.

EDTECH ASIA SUMMIT 2019



What does educational success look like for youths come the Fourth Industrial Revolution? That was the topic explored at the EdTech Asia Summit 2019 when we were invited to speak on the panel next to other leaders in the skills-building space. The answer and the conclusion that emerged was that character education and soft skills are key to educational success.

THE LEADERSHIP CHALLENGE SUMMIT



Each year, The Leadership Challenge® (TLC) community holds a two-day summit to gather Global Training Partners and Certified Masters from around the world. In 2019, our Chief Training Officer, Sean Kong, represented Halogen Foundation to learn about the latest research findings and renew our commitment towards the cause of developing leaders who will make extraordinary things happen in our schools, workplaces, and society.

OBAMA FOUNDATION LEADERS: ASIA PACIFIC



Halogen Foundation was represented as one of the inaugural Obama Foundation Leader in Asia-Pacific, designing the facilitation in January and participating in the convening in December 2019. Led by former U.S. President Barack Obama and Mrs. Michelle Obama, we took part in plenaries, workshops, and dialogues to discuss how hope might proliferate through the work that we do in community building and civic engagement.

WOMEN'S NETWORK MENTORSHIP PROGRAMME

with Credit Suisse Singapore



Credit Suisse Singapore Women's Network partnered with Halogen Foundation to bring a mentoring programme exclusive to female tertiary students. 20 students from Nanyang Polytechnic's School of Business were paired with 20 mentors from Credit Suisse Singapore. Halogen Foundation curated conversation topics like career planning and leadership development drawing personal and professional experiences from the mentors to inspire these students to feel enabled for the workforce.

NANYANG BUSINESS SCHOOL ALUMNI MENTORSHIP PROGRAMME

with Nanyang Technological University

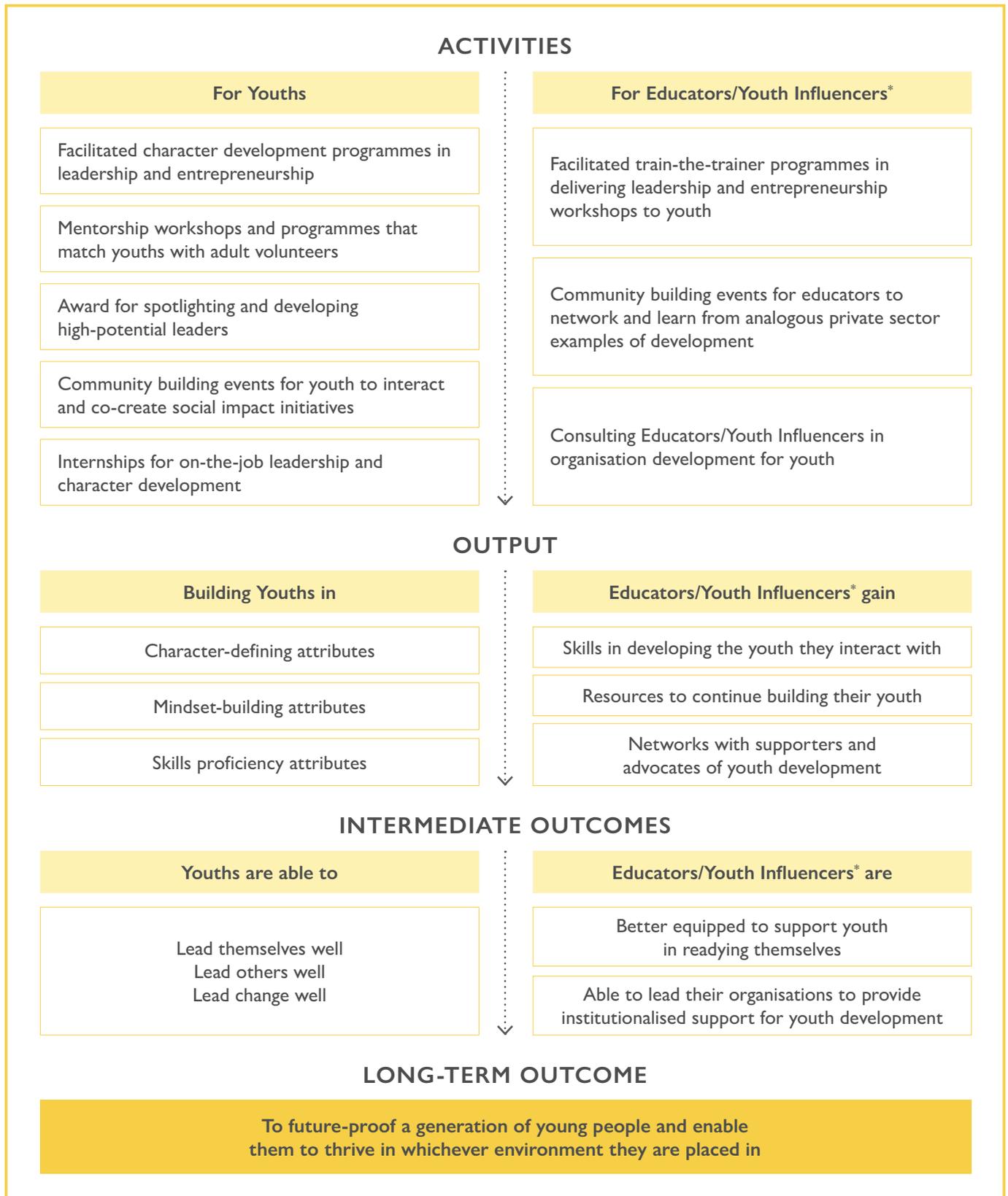


Halogen Foundation was approached by Nanyang Business School (NBS) Alumni Office from Nanyang Technological University (NTU) to design a mentorship programme for their Penultimate and Final Year students. The pilot programme provided opportunities for mentees to hear from NBS Alumni on their personal and professional journeys, receive career coaching, and network with professionals from relevant industries. This year's pilot programme saw 40 NBS Students being mentored by 26 NBS Alumni.

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

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. To do so, we position ourselves as an outcome-driven organisation with a carefully curated set of activities that allow us to achieve our desired end result.



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

2019

IN NUMBERS



964

YOUTH INFLUENCERS



43

CORPORATE PARTNERS

89,764

TRAINING HOURS



16,534

YOUTHS



382

DONORS & GRANTORS



2,765

VOLUNTEERS DEPLOYED

ACADEMY: Leadership

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



Everyday Leadership™

5,143

Leaders Trained in FY2019

A modular competency-driven programme that was created based on transforming youths from the inside out, customisable to meet the specific needs of any given institution.

Equipping Educators™

40

Leaders Trained in FY2019

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

The Leadership Challenge®

5,963

Leaders Trained in FY2019

Based on more than 30 over years of research, this programme liberates leadership potential at any level of organisation through the Five Practices of Exemplary Leadership®.

Habitudes®

2,303

Leaders Trained in FY2019

Using the power of images to communicate timeless truths and principles, this programme follows developmental themes to empower leaders at various stages of their personal development.

Total Programmes Run

FY2019

–

312

Cumulative Total

–

1,573

Students Impacted

FY2019

–

15,737

Cumulative Total

–

138,881

Youth Influencers Impacted

FY2019

–

797

Cumulative Total

–

5,263

Leadership Highlights

On top of delivering in-house and licensed leadership programmes in schools, Halogen Foundation also partners with corporates to design and deliver various signature programmes and corporate apprenticeship programmes for youths. Using The Halogen Cycle as our consultative framework, we contextualise and customise programmes that target key gaps and prepare our youths for the future.



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In Search of Giraffes 2019

In August 2019, we partnered Central Singapore Community Development Council's 'Giraffes Singapore' Volunteer Movement to design and facilitate the training of 850 Junior College students, who actively shared stories of pioneers on the streets named after them, encouraging individuals to follow their lead in "stick(ing) your neck out for the common good".



Empowering Youths with Changi Foundation

Since 2014, Changi Foundation has commissioned Halogen Foundation to conduct a series of Youth Career Development Programmes to help the youths at NorthLight School become more work-ready. 'Be A Service Star' and 'Step Up!' are programmes creatively designed for NorthLight students to gain confidence to achieve personal breakthroughs. In total, 143 youths were trained over 2 sessions of 2 hours in 2019. Additionally, Changi Foundation adopted Metta School in 2018, and ran a specially-curated Community Service Programme with Halogen Foundation to inculcate the values of giving back to society and the environment.



Honour Learning Journeys

In partnership with Honour Singapore, we conducted six Honour Learning Journeys which reached more than 1,200 students in 2019. Revolving around the theme of "Honouring the Invisible People of Singapore", students explored the value of honour in different contexts through the screening of short films. The film screening was interspersed with heartfelt stories and thought-provoking reflections facilitated by our trainers.



Salesforce Biz-Academy

Salesforce Biz-Academy (SFBA) aims to equip socially disadvantaged youths with the right skills to advance in their careers. During the two-week programme, Salesforce employees tapped on their business knowledge, leadership, and mentoring skills to help participants foster confidence, develop new skills, and learn to network. Since 2012, 70 polytechnic students have graduated from SFBA, with a handful of them securing internships and even full-time positions with Salesforce.

AWARD:

National Young Leader Award



The National Young Leader Award (NYLA) was launched as a means to recognise young everyday leaders, as well as to invest in and empower these deserving individuals to grow their potential to serve the community. By incorporating moments for these young leaders to broaden their perspective and deepen their skills, we hope to redefine the notion that we need not hold formal titles or positions before we are able to create a positive impact in the community.

<p>Social Media Engagement</p> <p>FY2019</p> <p>–</p> <p>4,375</p> <p><i>Likes/Comments/Shares</i></p>	<p>Finalists Video Views</p> <p>FY2019</p> <p>–</p> <p>7,353</p>	<p>Public Voting Engagement</p> <p>FY2019</p> <p>–</p> <p>12,131</p> <p><i>Votes</i></p>	<p>Developmental Hours</p> <p>FY2019</p> <p>–</p> <p>518</p> <p><i>Hours</i></p>
<p>Cumulative Total</p> <p>–</p> <p>14,266</p> <p><i>Likes/Comments/Shares</i></p>	<p>Cumulative Total</p> <p>–</p> <p>107,812</p>	<p>Cumulative Total</p> <p>–</p> <p>37,684</p> <p><i>Votes</i></p>	<p>Award Applications</p> <p>Cumulative Total</p> <p>–</p> <p>684</p>

THE NYLA JOURNEY

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



LEADERSHIP MASTERCLASS



LEADERSHIP TRIALS



PANEL INTERVIEW

On 20 April 2019, 138 young leaders participated in our Leadership Masterclass and Panel Discussion. It was designed for young leaders to interact with esteemed industry leaders through a panel discussion. We explored the notion of leaving a personal legacy and how youths can best capitalise their potential for change.

On the panel, we had Mr. Lai Chung Han, Permanent Secretary (Education) of the Ministry of Education, Ms. Yeo Wenxian, then-Chief Operating Officer of DBS Singapore, and Mr. Timothy Low, Chief Operating Officer of Halogen Foundation Singapore. The Leadership Masterclass was delivered by our Chief Training Officer, Mr. Sean Kong.

After being shortlisted from a nationwide pool of applications and impressing our panel of judges, 25 applicants underwent a series of tests of their leadership competency and aptitude through a day of games and challenging situations. Out of these 25 young leaders, seven emerged as NYLA finalists for 2019, from which the final three emerged as winners and clinched mentorship and internship opportunities.

As part of the selection process, our award finalists went through an interview with a panel consisting of Halogen Foundation's Board of Directors and established leaders from various industries. Scores from this interview were taken into account when deciding who the top 3 winners would be.

On the panel we had Ms. Cheryl Chen, Director of Corporate Responsibility, Sustainability and Internal Communications (Asia Pacific) of S&P Global, Mr. David Chua, Chief Executive Officer of National Youth Council, Ms. Jean Tan, Executive Director of Singapore International Foundation, and Mr. Mark Tan, Founder and Chief Executive Officer of RICE Media.



XAVIER LOW
2019 Winner
Ngee Ann Polytechnic

"Leadership to me is about providing opportunities to others to become better versions of themselves."

Through this award journey, it has made me more sure of who I want to be in future - an empathetic leader who will drive the progress of the team. The award allowed me to reflect on my personal goals and motivations, and has helped me a lot in planning the next phase of my life; applying for university and scholarship.



ELYN SEE
2019 Winner
Ngee Ann Polytechnic

"My life mission is to make a positive impact to the people and things around me."

As I reflected on the kind of leader I was throughout the award journey, I was able to gain clarity about my values and discover more about myself as an individual. The biggest takeaway from this journey is the mindset of how a seemingly small action can actually make a big difference. Since then, I have been intentional in helping those around me and through these small everyday acts, I hope to positively impact them and inspire more people to pay it forward!



SEET SEOW CHEE
2019 Winner
Paya Lebar Methodist Girls' School (Sec)

"Leadership is modelling the way forward to lead others with passion and purpose to accomplish a common goal."

Getting to know other fellow leaders and their experiences was really eye-opening and inspiring. It definitely spurred me on to want to improve myself. My leadership journey can't stop here. I'll not just take the award as an affirmation, but also as a motivation to bring my story further. Since attaining the award, many people have come to ask me about my story and experiences, and I learnt that I should share my story actively if it is able to encourage someone.

ACADEMY:

Entrepreneurship

NETWORK FOR TEACHING ENTREPRENEURSHIP



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

Students Impacted

FY2019

—

616

Cumulative Total

—

2,329

Educators Involved

FY2019

—

73

Cumulative Total

—

103

Volunteers Involved

FY2019

—

677

Cumulative Total

—

1,856

Total Training Hours

FY2019

—

25,616

Cumulative Total

—

93,171

THE NFTE JOURNEY

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



NFTE UNIVERSITY

Educators will experience the NFTE curriculum for themselves, receiving guidance on how to teach the NFTE curriculum to their students.



WORK SESSIONS

Volunteers come alongside our students to mentor them on different elements of the NFTE curriculum, coaching in components such as market research, financials, and presentation coaching.



BUSINESS SHARING

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



BUSINESS VISITS

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



BUSINESS PITCH

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

The top three students per school/institution will participate in NYEC.



NYEC

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



PREEYA YAP

The Salvation Army
Global Young Entrepreneur 2019

Before NFTE, I was unsure about my potential to be creative and even lacked the confidence to carry myself in presentations. But through NFTE, I realised that there can be different ways of being creative, whether through opportunity recognition or wanting to problem-solve. I also learnt to be more comfortable when presenting in front of people. I am thankful for the facilitators who were very patient with me when I had questions. Now with all that NFTE has gifted me, I want to put my best foot forward and not give up on any task that comes my way!



MUHAMMAD 'AMMAR

Edgefield Secondary School
Global Enterprising Educator 2019

NFTE provides a platform for students to learn real-world values and thinking skills through entrepreneurship. The opportunity granted to the students in getting up close and personal with the corporate volunteers adds a new dimension to experiential learning. Students often value these opportunities as a means for them to interact with adults from a different background beyond education. This empowers the students to think critically and ask questions beyond the confines of the school. The result of this is an enriching and inspiring experience for students.



MD TANWEER HUSSAIN

UBS, Associate Director
Corporate Volunteer

When I first started volunteering for NFTE in 2019, I was more focused on the end product and the viability of the idea. After a while, I realised that there was a gap between what I was trying to do and what the objective was because students were disconnected with the discussion. Upon reflecting, I realised that the aim of NFTE was to help youth realise their potential, build their confidence by giving genuine affirmation, and help them broaden their perspective of life. Thinking of a business idea is their way of achieving it. Since shifting my perspective, I've seen an improvement in their responses and it was a very fulfilling experience!

MEASURING IMPACT

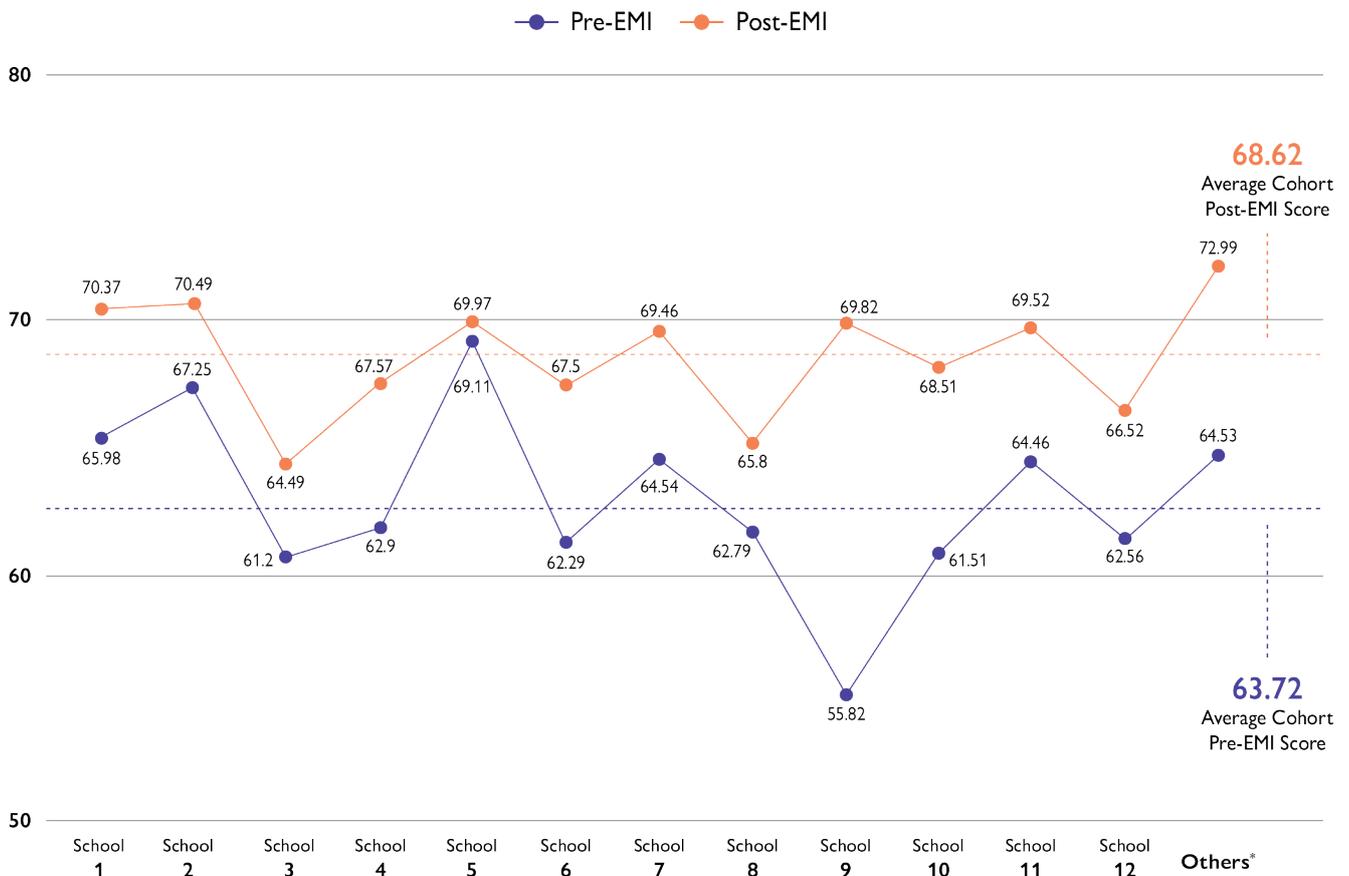
Developing and measuring the entrepreneurial mindset is integral to activating the entrepreneurial mindset of a generation. Halogen Foundation adopted the **Entrepreneurial Mindset Index (EMI)** designed by NFTE US with researchers at the Educational Testing Service to measure mastery in eight core domains that were identified as critical to entrepreneurial thinking. The EMI is embedded in the NFTE curriculum and is used as a tool to help develop entrepreneurial awareness and build upon the entrepreneurial skills and behaviours that instil career-readiness.



HOW IS THIS MEASURED?

This test uses first-person assessment of how youths perceive themselves and is measured through a survey done at the start of the programme (Pre-EMI) and when the programme ends (Post-EMI).

Overview of average EMI scores across the 2019 cohort



* Sample sizes of five of the schools/organisations that took on the NFTE programme were small and have been combined and classified under one header "Others"

In 2019, there was a +7.69% change in the average EMI scores across all 17 schools/organisations that took on NFTE. The most significant growth by schools were School 6 (+ 8.36% change) and School 9 (+ 25.08% change).

Entrepreneurship Highlights

Building future-ready leaders means activating the entrepreneurial mindset in them. Halogen Foundation goes beyond the school curriculum to provide youths with the opportunity to realise their potential, seek out their passions, and be inspired by their experiences and others' stories. It takes more than one encounter to change mindsets. Hence, we engage the ecosystem that the youths are in, partnering stakeholders to build these youths up.



Deepening The NFTE Experience

The 60-hour NFTE programme culminates in NFTE Youth Entrepreneurship Challenge (NYEC) held on 11-14 November 2019. The top three students from each NFTE class went through Level Up – a bootcamp to prototype their business idea before pitching it to a panel of esteemed judges at the Finals. The emerging six from the Finals pitched their business idea at the Grand Finale held at Lifelong Learning Institute – an event which saw 272 guests interacting with our 47 finalists across 17 schools and organisations.



Funding Learning Beyond Singapore

Every year, NFTE US will extend an invitation to one educator and one student from each NFTE office around the world to participate in the NFTE National Youth Entrepreneurship Challenge held in New York City. This is a sponsored trip to recognise and affirm the journey that they have been on and to broaden their perspective as they meet individuals from different countries. During the trip, they visited notable companies for exposure as well as share their experiences with different representatives.



Dialogue & Discussion with Educators

The Educator's Engagement was launched as a means to continuously partner with our educators. On 19 July 2019, we hosted 13 Normal Stream educators for a dialogue session on what top hirers of ITE graduates are looking for and how we can build key competencies needed for our students to thrive in the working world.



Testing and Designing Mentoring Journeys

Continuing the transformation beyond the rigorous 60-hour curriculum, we piloted a mentoring programme for selected graduating NFTE students. This acts as an avenue for continual progress in the key tenets of impact we have identified through the NFTE programme. Through this pilot run, students worked with mentors on skills such as goal setting and mapping the steps needed to take the students towards their intended goals. 12 students were matched with six corporate volunteers for this pilot run of our mentorship programme.

Halogen⁺



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

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

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



CONTRIBUTION



We cannot do what we do without the volunteers who support us in various roles – from facilitating to fundraising; from mentoring youths to co-creating youth development programmes. In 2019, Halogen+ engaged over 800 adult volunteers as coaches for youths under our entrepreneurship programme, and we continuously invite more people to get involved as contributors.

“ All the students were mighty talented. I found the session to be quite a humbling experience, and I honestly think there are many things I myself can pick up from these students - their desire to push through adversity and succeed emerged in quite a few instances.

– Vincent Xu, Adult Mentor

CATALYST



It is not enough that we continue only serving the youths that have been impacted by the good work, but we seek to also continually reach those who might not have heard of us. This is where the power of advocacy and catalysing our impact comes in. Since its formation, the Halogen+ community has been sharing their volunteering stories to create a greater awareness for the cause.

“ The team at Halogen Foundation is very dedicated to the cause and works tirelessly in pursuit of a better future for the youths of Singapore. I've seen the impact their work has on the youths they work with.

– Joanna Ng, Youth Volunteer

COMMUNITY



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

“ Being part of this Halogen+ community has always inspired me to want to continue to shape an entire generation!

– Niveda Regunathan, Youth Volunteer

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

Halogen+ Happenings

As we continue to journey with our Halogen+ enablers to effect positive change for the youths, we also recognise the importance of providing personal and professional development opportunities. With these engagements, we hope to better equip our community to nurture the next generation of young leaders and entrepreneurs.

FACILITATORS' TRAINING



In 2019, we introduced our new initiative, Facilitators' Training. We aim to equip youths with the right skills to be an effective facilitator, and teach them how to harness the power of stories and experiences to positively influence another. We trained more than 60 participants over seven programme runs.

TRAIN-THE-TRAINERS 2



Train-The-Trainers (Level 2) Workshop enables our associates to enhance their trainer competencies. In the course of their 16-hour training, they deep dived into understanding the curriculum, learnt about the science behind how people learn, and discovered the social, emotional, and cognitive processes that are involved during training. All these elements are necessary in catalysing team building and personal growth.

PERSONAL DEVELOPMENT WORKSHOP



Personal Development Workshop was created for people from all walks of life to discuss topics relevant to youths today. Covering a wide range of topics such as Mental Well-being of Youths, the Art of Storytelling, and Mentoring, we hope to educate people on the current issues youths face, as well as enable them to rise up and exercise their influence for good. In 2019, we saw over 73 people attending our five Personal Development Workshops.

HALOGEN YOUNG LEADERS' FELLOWSHIP



Halogen Young Leaders' Fellowship (HYLF) is a by-invitation-only community of top young leaders, who come from diverse backgrounds, different education institutes, and pursue varied paths in life – but are united by a common thread of making a positive influence in their community and the world. Through HYLF, we open up our resources and network, provide leadership workshops, and pair mentors with the youths, to help them achieve their next steps in their journeys of making a difference.

Ways to Get Involved!

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

ARE YOU A YOUTH?



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

ARE YOU AN EDUCATOR OR YOUTH WORKER?



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

ARE YOU A WORKING ADULT?



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

ARE YOU LEADING CSR INITIATIVES?



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

ARE YOU A POTENTIAL DONOR/SPONSOR?



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

JOIN US @ [HALOGEN.SG/HALOGENPLUS](https://halogen.sg/halogenplus)



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 youths 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 youths.

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

SPARKFUND HONOUR HALL

\$250,000 and above

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

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

Lim Soon Hock

SPARKFUND FOUNDING CIRCLE

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

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

Ann Tan Sian Ann
Kwee Liong Tek

SPARKFUND LEGEND

\$25,000 and above

ACI Singapore,
The Financial Markets Association
Credit Suisse AG
Envy Asset Management Pte Ltd
Excelpoint Systems (Pte) Ltd
Goldbell Foundation Fund
Google
Kwan Im Thong Hood Cho Temple
LinkedIn for Good
Corporate Giving Fund
Neo Garden Catering Pte Ltd
Orange Clove Catering Pte Ltd
Salesforce.com Singapore Pte Ltd
Sheraton Towers Singapore
Singapore Totalisator Board
SymAsia Singapore Fund
Tata Communications International Pte Ltd
The Community Foundation of Singapore
The Grace, Shua and Jacob Ballas Charitable Trust
The Singapore Island Country Club

Ann Tan Sian Ann
Elaine A Saverin
Marian Yeo Wenxian

SPARKFUND SUPERHERO

\$10,000 and above

Activa Media Pte Ltd
Allen & Overy LLP
Aon Singapore Pte Ltd
Butterfield Fiduciary Services (Guernsey) Limited
Ernst & Young LLP
Khoo Teck Puat Foundation
Mount Elizabeth Hospital
Mow Blood & Cancer Clinic Pte Ltd
NetLeaders USA Inc
Nippon Paint (Singapore) Company Pte Ltd
NTUC FairPrice Foundation Limited
OKP Holdings Limited
Plan-B ICAG Pte Ltd
Riding The Wave Grant
Rio International Investment Pte Ltd
Sage Capital Pte Ltd
Sang Choy (SC) International Pte Ltd
Serial System Ltd
SFDC Australia Pty Ltd
The Silent Foundation
Then Family Trust
Tru-Marine Pte Ltd
United Overseas Bank Ltd

Chong Lo Lan Pearlyn
Joey Tan Lai Peng
Kelvin Tan
Lee Ik Kin Dorothy
Lim Ka Liang
Lu Yan Ping
Sherron Wong
Yeo Jiew Yew

SPARKFUND HERO

\$5,000 and above

ARA Trust Management (Suntec) Limited	Novo Nordisk A/S	Chang Po Kuang
Archer(s) Pte Ltd	Pirtek Asia Pte Ltd	Cheong Seok Kuan
Asia PR Werkz Pte Ltd	PricewaterhouseCoopers LLP	Esther Wee
Asia Resource Corporation Pte Ltd	Reda Pte Ltd	Foo Junie
Bynd Artisan Pte Ltd	Sanmina-Sci Systems Singapore Pte Ltd	Ho Kian Hock
Civil Service College	Secur Solutions Group Pte Ltd	Kuan Jia Yoong
Dayfull International Investment Pte Ltd	Singapore Pools Limited	Lee Meng Teck Victor
Goodrich Global Pte Ltd	Tembusu Partners Pte Ltd	Lee Ming San
Hawksburn Capital Pte Ltd	The Shaw Foundation	Martin Tan Beng Chong
JHT Law Corporation	Xu Lam Investment and Trading Pte Ltd	Melissa Kwee Mei Wan
Marvel Time International Investment Pte Ltd		Mok Siew Cher
	Andre Klein	Yap Seok Eng Catherine
	Benedict Chang Yew Teck	Yeo Swee Tuan

SPARKFUND SUPPORTER

\$1,000 and above

ARA Asset Management (Fortune) Limited	Adrian Ng Say Khoon	Loh Kai Woh
Arrow Consulting Pte Ltd	Agie Sally Lau Sie Sieung	Loh Kim Kang David
Banyan Tree Holdings Limited	Anna Kwan-Terry	Magnus Keith Yu-Jene
City Developments Limited	Charles Edouard Thomas Regis Pignal	Mok Swee Sang
Deutsche Bank AG	Chee I-Ming	Mr & Mrs Andrew Yeo (Ong Bee Leem)
Directions Group Inc Pte Ltd	Cheryl Lee Koong Yinn	Ng You Zhi
Disa Limited	Choong Chyi Kei	Ngiam Shih Kwang Kelvin
Dynaforce International Pte Ltd	Christopher Ng	Patrick Chong Fook Seng
Flower Diamond Boutique Pte Ltd	Dyeo Kok Hong	Poh Hao Jie
Glory Wealth Group Pte Ltd	Gaw Ju Hong Jeremy Michael	Richard Slovenski
J8 Hotel Pte Ltd	Goh Kian Lay	Suhardi Djafar
JD Corporate Advisory Pte Ltd	Goh Tiong Yong	Sutheeya Methaphanij (Nan)
NK Ceramic Pte Ltd	Heng Boon Keng Raymond	Tam Chee Chong
Orangetee.com Pte Ltd	Jacqueline Hoe Yuen Ling	Teh Kee Chye Casey
Parkway Hospitals Singapore Pte Ltd	Jessie Thong	Teo Lilian
Pavilion Capital International Pte Ltd	Joanne Lim Pick Lui	Thomas Goh Toh Wee
SATS Foundation Fund	Julie Yeo	Tit Wei Lee
WL Properties Pte Ltd	Justin Sim	Tomithy Too Mu Zhen
	Karen Sng Wei-Ee	Vivian Teo Gek Ting
	Lee Chin Wai	Wee Siew Bock
	Lee Hooi Nee	Wendi Lai
	Lim Wei Yon	Wilfred Michael Walsh
	Lock Wai Han	

Our Valued Partners

PROGRAMME PARTNERS

Contributing in areas of programme curriculum and content



WILEY



The **Birthday** Collective



GROWING LEADERS

CORPORATE PARTNERS

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

ALLEN & OVERY



Citi Foundation



J.P.Morgan



ORACLE



TATA COMMUNICATIONS



UBS



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

AsiaPRWerkz

COMMUNITY FOUNDATION OF SINGAPORE



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

Support and fund our work today

Our youths are our future and sometimes the awakening to that potential within them requires a little help. Sowing the seed of belief in our youths, for them to say, "I am, I matter, I can," lies within our reach.

A \$50 donation can kickstart a youth's journey in understanding his/her foundations of influence. This donation sponsors a youth to go through introductory training to uncover fundamentals of leading self, leading others, and leading change.



YOUR CONTRIBUTION GOES TOWARDS:

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

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

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

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

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

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

MAKE A CONTRIBUTION TODAY!

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

Corporate Governance

BOARD

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

New Board Members are appointed after nomination and recommendation by the Finance and Establishment Sub-Committee 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 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. If Board Members choose to attend any of the trainings, the proposal will be put up to the Finance and 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.

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 three years, each term of appointment of the other Directors is two 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.

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

Name	Date of Renewal of Latest/Newest Appointment	Attendance <i>(No. of meetings attended/ Total no. of meetings for 2019)</i>	Sub-Committee(s)
TAN BENG CHONG, MARTIN Co-Founder Executive Director, The Majority Trust Ltd	22 June 2018	4 out of 5	<ul style="list-style-type: none"> • Finance & Establishment • Business Development • Sponsorship
RAMLEE BIN BUANG Treasurer Founder & Owner, UYKO Advisory	22 June 2018	3 out of 5	<ul style="list-style-type: none"> • Finance & Establishment
TAM CHEE CHONG Corporate and Financial Advisor, Kairos Corporate Advisory Pte Ltd	9 June 2017	4 out of 5	<ul style="list-style-type: none"> • Finance & Establishment • Sponsorship
LIM HWEE SEH Former Director, Special Projects, Singapore Policy History Project, Ministry of Social and Family Development	9 June 2017	4 out of 5	<ul style="list-style-type: none"> • Finance & Establishment • Sponsorship
THONG YUEN SIEW, JESSIE Executive Director, JHT Law Corporation	22 June 2018	4 out of 5	<ul style="list-style-type: none"> • Audit & Risk Management • Sponsorship
ANN TAN SIAN ANN (DR.) Consultant Obstetrician and Gynaecologist, Women Fertility & Fetal Centre	9 June 2017	4 out of 5	<ul style="list-style-type: none"> • Sponsorship
MARK JOHN SAYER Managing Director, Drayhall Group	9 June 2017	1 out of 5	<ul style="list-style-type: none"> • Audit & Risk Management • Business Development • Sponsorship
SEAH GEK CHOO Audit Partner, Deloitte & Touche LLP	9 June 2017	5 out of 5	<ul style="list-style-type: none"> • Audit & Risk Management • Business Development
KON SEN CHOENG, DERRICK (DR.) Managing Director, CEO Solutions Pte Ltd	9 June 2017	3 out of 5	<ul style="list-style-type: none"> • Audit & Risk Management • Business Development

Board Sub-Committees

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

FINANCE AND ESTABLISHMENT

Date of Meeting: 12 November 2019

The Finance & Establishment Committee is responsible for:

- The general affairs of the Board, including nomination and appointment of Directors, Board, and key management succession planning.
- Overseeing the financial management and compliance with applicable laws and regulations, so as to ensure that its resources are used legitimately and can be accounted for.
- Overseeing the short and long-term investments and monitor the investment of the assets of the charity for the sole interest of the charity and its beneficiaries.
- Overseeing the human resource management of Halogen Foundation, including compensations and benefits, and recruitment of key management personnel.
- Overseeing the Public Relations/Corporate Communications of Halogen Foundation.
- Recommending suitable training and 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.

BUSINESS DEVELOPMENT

Date of Meeting: 07 August 2019

The Business Development Committee is responsible for:

- Working with Management to identify, assess, and manage strategic business initiatives and opportunities.
- Reviewing the development and implementation of strategic business development initiatives, ensuring initiatives are consistent and aligned with strategic plans.
- Reviewing and, where appropriate, making recommendations to the Board on business growth and diversification opportunities.
- Working with Management to respond to emerging issues related to business development that have a 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 or collaborate with and assisting in concluding or securing partnerships.

AUDIT AND RISK MANAGEMENT

Date of Meeting: 14 March 2019

The Audit & Risk Management Committee is responsible for:

- Reviewing and endorsing the year-end financial statements and recommending it for Board adoption.
- Reviewing the risk management and internal control processes to ensure that these are adequate with 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 ensure that ethical practices are in place, that donors are acknowledged appropriately, and that fundraising efforts are cost-effective.

SPONSORSHIP

Date of Meeting: 13 August 2019

The Sponsorship Committee is responsible for:

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

Governance Policies

1. 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 3-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, which 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.

2. 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 to provide inputs 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 and 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.

3. 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 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. All advanced candidates also undertake an observation to our training workshops, where they are immersed in the youth development work on the ground, ensuring that there is not only a skills-fit 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 Directors involved in the interviewing and selection process.

4. 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.

5. 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.

6. 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 acts as a provision for extending support to needy youth. We have not exercised this.

7. Personal Data Protection Act (PDPA) Policy

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

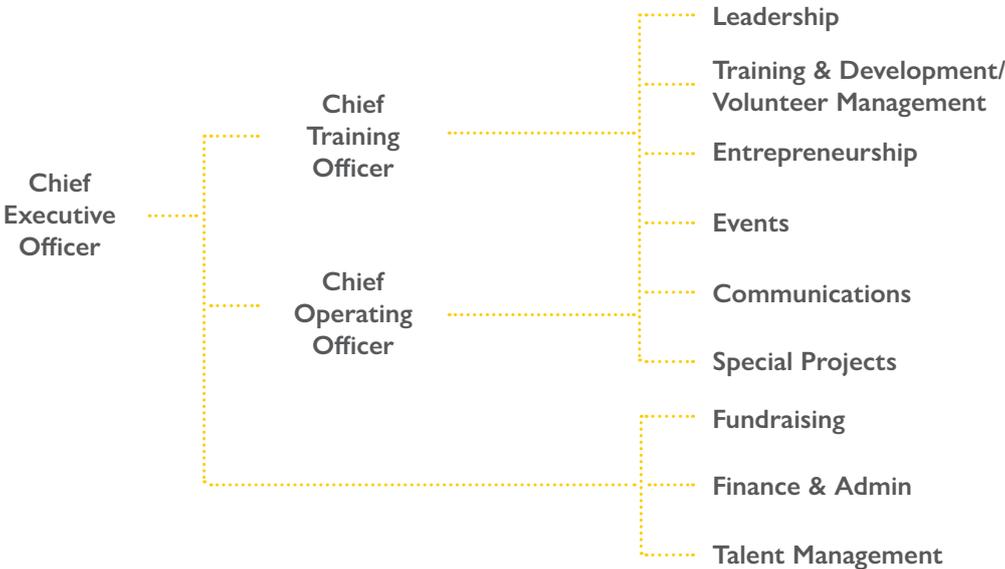
8. Code of Ethics and Conduct

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

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.



Organisational Chart



Staff Team

MANAGEMENT

Chief Executive Officer
Ms. Tse Wing Man (Ivy)

Date of appointment:
8th May 2012

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

Chief Operating Officer
Mr. Low Zhi Wei Timothy

Date of appointment:
1st July 2017

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

Chief Training Officer
Mr. Kong Wai Piew Sean

Date of appointment:
1st December 2011

Past job experience:
Sean has been in the Training and 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.

Finance Manager
Ms. Mansha Murlidhar Vasnani

Talent and Donor Manager
Ms. Loh Wei Fern Adelyn
(Till 31 July 2019)

Leadership Development
Consultant
Mr. Tsang Po Tin Pudon

Programme Manager
Ms. Tan Shi Hua

Volunteer Manager
**Ms. Siti Roslinda Binte
Mohamed Salleh**

STAFF

Academy Executive
Ms. Joyce Tham Hue May

Communications Executive
**Ms. Seet Li En Jessica
Ms. Zann Lee Ke Hui**

Events Executive
Ms. Lydia Hong Jingrou

Finance Executive
Ms. S. Meenachi Devi

Leadership Development Consultant
Mr. Lee Sze Zhin

Programme Manager
Ms. Chen Liling

Programme Executive
**Mr. Ang Sheng De Alwyn
Ms. Chloe Ting Qi**
(Contract Staff)

Special Projects Executive

Mr. Daniel Tay Jie Ren
(Started 1 July 2019)

Mr. Ezra Liaw Sheng Wei
(Till 21 August 2019)

Training & Development Executive

**Ms. Goh Poh Ting, Xena
Ms. Yap Ru Vanessa
Mr. Yeo Wei Jian**
(Contract Staff)

Our Organisation

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

OPEN CULTURE



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

A LEARNING ORGANISATION



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

TEAMWORK WINS



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

ORGANISATIONAL AGILITY



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

Statement of Operations

FY2018 vs FY2019

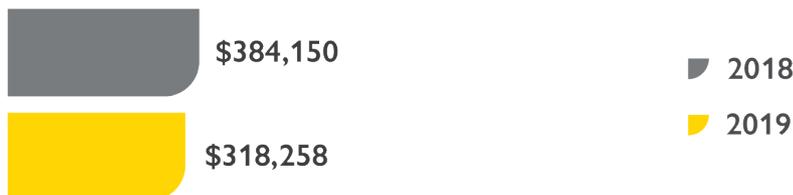
OVERALL INCOME



OVERALL EXPENSES



SURPLUS



OVERALL INCOME

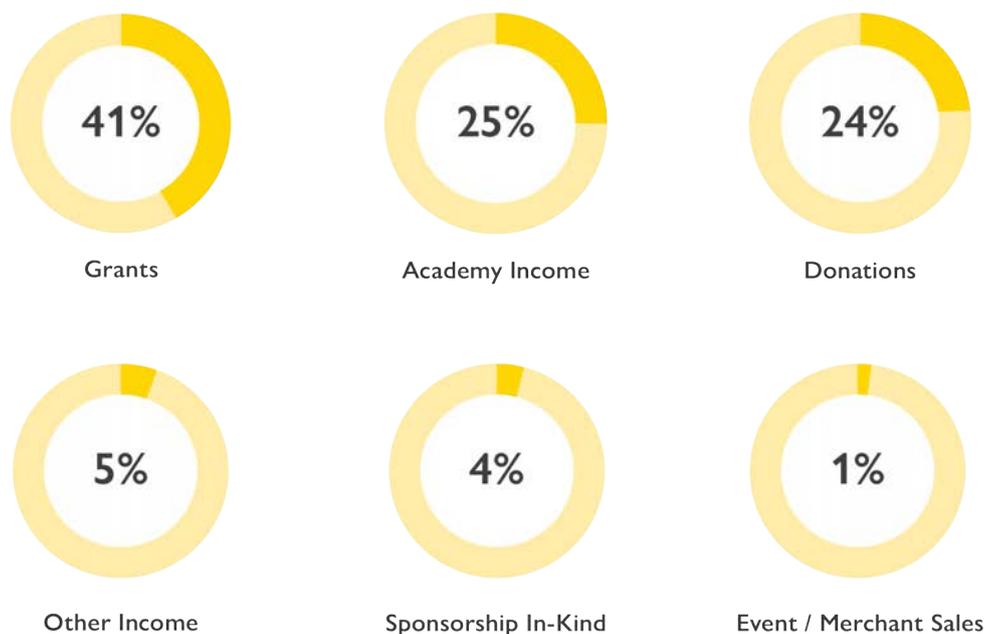
Halogen Foundation saw a slight decrease in income mainly due to the type of fundraising activities carried out in the two years. In FY2018, Halogen Foundation held a Charity Gala Dinner, which raised a total of \$613,446 income, as compared to Charity Golf Challenge, held in FY2019, which raised a total of \$337,863.

OVERALL EXPENSES

There was a slight increase in expenses as compared to FY2018 mainly due to increase in salaries for the FY2019 and increase in other miscellaneous expenses.

Despite the increase in expenses, Halogen Foundation closed the year with a surplus of \$318,258 (17% lower than 2018).

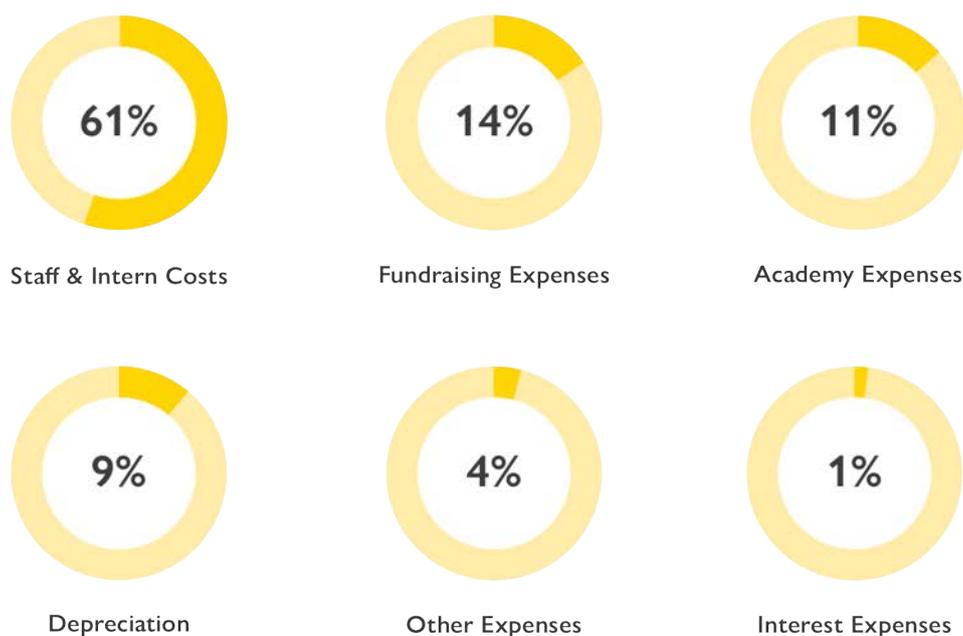
OPERATING INCOME BREAKDOWN



Major grants for FY2019 were Citi Foundation, Singapore Totalisator Board, Tote Board Social Service Fund (NCSS), Care and Share II (NCSS), Credit Suisse AG, Salesforce.com Singapore Pte Ltd, and Tata Communications International Pte Ltd.

Other income sources include Fixed Deposit interest income, Wage Credit Scheme, Flexible Work Arrangement, and Reimbursements from Ministry of Manpower (for childcare and maternity leave).

OPERATING EXPENSES BREAKDOWN



Staff & Intern Cost includes salaries, CPF, allowances, medical, training, and welfare for 20 full-time Staff and 10 Interns for FY2019.

Interest on lease liabilities refers to interest incurred on assets on leases (rental of premises and rental of copier machine).

BALANCE SHEET

As at 31 December 2019

	2019	2018
	\$	\$
Members' Guarantee		
Members' guarantee at \$10 each	110	110
Accumulated Surplus	3,587,150	3,268,892
<hr/>		
Non-current Asset		
Plant and equipment	62,566	126,104
Intangible assets	11,681	27,499
Right-of-use assets	385,065	-
	459,312	153,603
<hr/>		
Current Assets		
Trade and other receivables	110,970	369,186
Prepaid operating expenses	39,347	1,620
Cash and short-term deposit	4,126,040	3,270,324
	4,276,357	3,641,130
<hr/>		
Current Liabilities		
Trade payables and accruals	191,208	158,111
Contract liabilities	562,402	367,730
Lease liabilities	111,709	-
	865,319	525,841
<hr/>		
Non-current Liabilities		
Lease liabilities	283,200	-
<hr/>		
Net current assets	3,411,838	3,115,289
Net assets	3,587,150	3,268,892

The full audited financial statements for Halogen Foundation (Singapore) 2019 can be downloaded at halogen.sg/annual-financial-report/

STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 December 2019

	2019	2018
	\$	\$
Sponsorships in-kind	100,623	87,750
Donations (including fundraising)	585,916	899,570
Grants	998,451	851,198
Sales of event tickets	-	15,775
Academy income	609,804	565,113
Merchandise sales	17,962	3,754
Other income	134,569	52,250
	2,447,325	2,475,410
Less: Operating Expenditures		
Academy expenses	242,286	453,011
Other expenses	89,695	153,156
Fundraising expenses	306,220	162,713
Depreciation of plant and equipment	69,410	65,734
Amortisation of intangible assets	15,818	15,819
Depreciation of right-of-use assets	104,863	-
Interest expense on lease liabilities	23,457	-
Rental expenses	-	110,247
Staff costs	1,277,321	1,130,580
	2,129,067	2,091,260
Surplus before taxation	318,258	384,150
Income tax expenses	-	-
Surplus net of tax, representing total comprehensive income for the financial period	318,258	384,150

FUNDRAISING EVENTS (2019)

Activity	Description	Date	Total Receipts (\$)	Total Expenses (\$)	Fundraising Efficiency Ratio
Charity Golf Challenge 2019	A charity golf and dinner fundraising event	24 October 2019	284,687	81,773	3.48%

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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 Halogen Spark! (NFTE) based on the staff hours spend on the programme. This includes training and preparation, back-end operations and school & corporate engagement.

II. The Care & Share Fund

Led by Community Chest, the funds raised 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. DESIGNATED FUNDS

Halogen Foundation received funds from various donors who requested that the funds be earmarked for specific projects. Some of these projects include NFTE, Mentoring, Heroes, and other specified projects.

4. INVESTMENT POLICY

The Finance and 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 2019, Halogen Foundation has placed their excess reserves in Fixed Deposits with local banks.

5. ANNUAL REMUNERATION OF STAFF

The Finance and Establishment committee oversees the setting of remuneration for 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 salary, bonuses, allowances, and the employer's contribution to the Central Provident Fund. None of the Halogen Foundation staff are family members of the Chief Executive Officer and Board of Directors.





halogen
foundation

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