



Objective 2020: Wings of Support is the professional preferred charity foundation of the Dutch aviation industry due to proud involvement and the deployment of skills of aviation personnel, whereby sustainable local projects for groups of children in the field of education, shelter and medical care are financially supported at KLM (group) destinations.

Goals	Strategies	Measures Dashboard 2020	Action plan (who, when in 2020-2022)
<b>ORGANIZATION &amp; COMPLIANCE</b> Theme: Stability, Continuity, Quality	Strengthen foundation and organization with the aim to guarantee the welfare and safety of children	Optimize internal processes and the organizational structure	1 [ALL] Review procedures, whilst taking into account world-wide social issues. Beside renewing manuals and keeping website up to date. For example, further structuring of basic rules and behavior around visiting and organizing projects. Let project coordinators partake and participate in policy decisions. Set up specialist committees. Keep project coordinators informed about policy changes. Create support base in decision making items.
	Renewal of partnership agreement between KLM CSR and Wings of Support to support and strengthen the foundation	Partnership renewal due date July 2020.	2 [CHAIR, COMCOM] Continuation of joint action plan Wings of Support and KLM CSR for 2020 in which opportunities and expectations are discussed as discussed with Management / Excom. Scope of financial contribution to be discussed concerning fixed compulsory costs (eg auditors, CBF, trademark registration, digital WOSwijs, software licenses). Investigate possibility to be part of KLM events (Eg. Medewerkersevent, Dam tot Dam, Golf open, Sales day)
<b>FUNDING &amp; SPONSORING</b> Recruiting more Wings of Support donors and sponsoring	Give attention to existing donors, building a sustainable relationship	Update existing donor administration	3 [SECCOM] Donor administration: improving contact with the donors as to increase involvement (receive WoSwijs, send mailings, increase involvement, stability and transparency) Investigate donor data as to why and when donors cancel their donations. Be able to act before and after cancellations. Follow GDPR measures.
	Recruit donors among KLM employees	Recruiting significant more donors from the KLM Group. Start up staff campagne. Special focus on groundstaff KLM.	4 [SECCOM, COMCOM] Aim to recruit more regular donors, potentially especially from KLM (employees). WoS presentations to be held in base courses, new KLM employee entries. In addition, specifically communication aimed at KLM employees (informative video for Takes Care, IFE). Development of specific (crowd) funding per project (Young KLM / round table). Develop WoS start & go kit to enable KLM employees to organize funding activities such as sports, baking event. Research welcome package in service and lottery / charity gala. Working out responsibilities and tasks KLM ambassador (2020 internal) skippers (2021 external) to stimulate WoS awareness
	Minimize travel costs by setting up an active policy regarding Flying Blue miles	Continue agreements about Flying Blue credits for 2020 and further	5 [CHAIR, SECCOM, PROCOM, COMCOM] Proactive policy to obtain and issue Flying Blue miles. (See participation KLM events to obtain Flying Blue miles)
	Organizing (fundraise) events	Organization Golf Tournament / WOS open and other (sports) events	6 [CHAIR, COMCOM, SECCOM] Organize WOS open golf tournament. KLM sponsorship of flight tickets. Investigation of WoS as Dam to Dam charity goal 2020/2021/2022.
	Optimize sponsor policy	Further integrating sponsorship committee to ensure continuity	7 [SPOCOM] Continue active sponsorship policy for existing and new sponsors. Supporting sponsors in the possibility to sponsor projects. Investigate use and worth of "Fondsboek".
	Online donations via social media or actions	Investigate policy about online donations	8 [COMCOM, SPOCOM] Investigate costs, comfort and policy of online donations
<b>AWARENESS &amp; COMMUNICATION</b> Awareness	Involve and inform (potential) donors and sponsors	Implementing the communication plan in 2020	9 [CHAIR, COMCOM] Execution of communication plan (including all relevant media Holland Herald, KLM news App, KLM Takes Care) on renewed platforms (website, Instagram), more focus on new video concepts as designed in the communication plan
<b>RESOURCES</b> Involve more colleagues to become a Wings of Support volunteer	Attention for volunteers and strengthening of recruitment of important positions (personnel capacity)	To support objectives, attention to Human Resources. With special attention to documentation of personnel policy	10 [CHAIR, SECCOM] Specific attention for key positions (Vacancies Salesforce, Webmaster, Designer). Document job descriptions and expand jobs. For specific (IT) system knowledge and expertise use KLM staff file better. Attention design of P&O by filling in three new employees. Introduction of special coach to guide new volunteers in foundation. Investigate amount and sort of Salesforce licenses needed. Regular evaluation of organization. Coaching of new project coordinators, designated volunteer with the sole purpose of showing new personnel the way.
<b>FINANCIAL</b> Delivering efficient high quality financial reporting; minimizing financial & non-financial risks; improve processes	Process improvement	Keep Handbook up to date to safeguard continuity of processes	11 [FINCOM] Continuously update Handbook as required
	Value creation	Capitalize on sponsored Exact financial software	12 [FINCOM] Improve use of Exact features, possible with help of Exact consultants
	Risk reduction	Enable effective decision-making with improved forecasts by strengthening ties between PROCOM-SPOCOM-FINCOM	13 [FINCOM] Develop WOS report 6 times a year, before every board meeting. Share identical WOS reports with Board, Supervisory Board, and Audit Committee. Explicitly consult PROCOM and SPOCOM for accurate forecasts of future income and (project) costs.
<b>PROJECTS ON UN SDGs 3,4,5,8. Health, Education, Equality, Work and Economic Growth</b> Well-being project coordinators; Quality instead of quantity; Sustainable support for well-known projects by	Focus on recognition, motivation, support, develop	Follow-up on internal audit on WOS processes	14 [FINCOM] Develop and follow-up on action plan for improving internal processes, based on internal audit findings, supervised by Audit Committee
	Attention to quality instead of quantity. Continuation of longterm contact projects. Improvement actions in project management based on audit recommendations	Satisfied and productive Project Coordinators, by giving more ownership in decisions about proces and procedures	15 [PROCOM] Attention to well-being by reducing 'reading in' and therefore less discussion when reading in. Focus on report, evaluations and closing projects. Clear structure, tasks, definitions and processes described in project Handbook. Clearer guidelines for the work of PCs and who also have them adhered to, this to promote routine, which hopefully leads to faster completion and more projects per PC.
	Large and small projects	Large and small projects	16 [PROCOM] Attention for both (1) long-term projects in which depth can be taken, but also (2) opportunities to start up and support small (cuddly) projects. Support large projects by experienced project coordinators. Encouraging internal communication for discussion and support of new Project coordinators.
	External communication of projects, attention for cooperation partners.	External communication of projects, attention for cooperation partners.	17 [PROCOM] [COMCOM] Improve external communication to projects, attention to cooperation partners such as Wilde Ganzen. Gathering additional information during project visits and the project coordinators to collect their stories and share experiences with external communication. Attention for cooperating partners such as Wilde Ganzen. Checking of external stakeholders. Check local rules and regulations.
Project contracts updated	contract update	18 [PROCOM] Faster implementation of new projects by donors	18 [PROCOM] Faster implementation of new projects by donors
			[CHAIR][PROCOM] Variety of contracts, for every situation instead of same contract for all. Take into account of third party contract

non-profit projects by giving stable financial income ('running costs' budget); Goodies on demand

Goodies on demand and attention to footprint / sustainability project results	to be determined	19 [PROCOM] Attention for Goodies 'on- demand ' in which clear communication is given to volunteers with a view to improve security and flight safety. Whilst taking into account the benefit/use and with attention for the footprint Goodies. Improve feedback and support of Goodies team, update list of active projects.