

*Generation*

SINGAPORE

**ANNUAL REPORT**

2023



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# ABOUT GENERATION SINGAPORE

## WHO WE ARE

Generation: You Employed Singapore (Generation Singapore) creates meaningful career pathways for people facing barriers to employment and under-served job seekers in Singapore.

We are an affiliate of Generation: You Employed, a global network of non-profit organisations working on a mission to bridge the gap between education and employment to support people to achieve economic mobility. We believe that everyone should have access to a good job and income that can help them and their families have a better life.

## OUR VISION

A meaningful career and sustained well-being for every person anywhere in the world.

## OUR MISSION

We transform education to employment systems to prepare, place, and support people into life-changing careers that would otherwise be inaccessible.

## OUR CORE VALUES

- Go further together
- Solve problems that matter
- Better our best
- Empower & Support
- Here to Serve
- Be open & transparent

Generation: You Employed, Singapore Ltd ("Generation Singapore") was incorporated as a company limited by guarantee on 12 February 2019, and was registered as a charity under the Charities Act (Chapter 37) since 20 September 2020.

Generation Singapore has a constitution as its governing instrument.

UEN: 201904556D

Registered Address: 6 Shenton Way, #38-01, OUE Downtown, Singapore 068809

Bankers: HSBC Singapore  
Standard Chartered Bank (Singapore) Limited

Auditor: R Chan & Associates PAC



# MESSAGE FROM CHAIRMAN



## BEYOND THE HORIZON: EMBRACING CHANGE & SHAPING MEANINGFUL CAREERS

2023 had been a year of growth and evolution for Generation Singapore.

In our fourth year as a charity, we continued our commitment to operational excellence, while stepping up on internal governance and future-proofing ourselves in the rapidly evolving education-to-employment space. Through it all, our mission remained steadfast: to empower every jobseeker with the skills and support they need to secure fulfilling careers.

We celebrated significant milestones this year. This was the first time we offered a training programme in the Care Economy, #SheEmployed, ran in partnership with Standard Chartered Foundation. The successful employment outcomes of our 88 graduates gave us a strong resolve to continue offering the Patient Service Associate programme alongside our core tech training programmes, to prepare jobseekers for different facets of the future economy.

Generation Singapore also saw a leadership renewal which brought fresh energy and vision for the organisation. We bid fond farewell to Mr Prateek Hegde who had served as CEO since 2020, and welcomed Ms Gloria Arlini, a seasoned practitioner in the social impact space, who brings her cross-sector expertise to helm the organisation's operation. At the board level, Dr Jeremy Fox continues to lend his expertise as a board member as he stepped down as a Chairperson.

Under the new leadership, Generation Singapore kept its responses agile amidst the new operating environment under the SkillsFuture Career Transition Programme, changing market sentiment from learners and employers, and softening the employment market. We closed the year with consistently strong impact, at 192 enrolled learners and 79% job placement rate within 6 months of graduation.

### Looking ahead, we aspire to:

- Diversify our programmes to target more segments of needful jobseekers and place them in good careers
- Strengthen existing partnerships and grow new partnerships with employers, industry partners and funders;
- Diversify funding sources to ensure financial sustainability; and
- Strengthen compliance and governance in line with industry best practices.

As we embark on the journey ahead, I am filled with optimism and gratitude for the continued support of our community. Together, we will overcome challenges, seize opportunities, and continue to make a lasting impact on the lives of those we serve.

### To going further, together!



*Neeraj Seth*  
**Neeraj Seth**  
Board Chairman

# WHAT WE DO & HOW WE DO IT



## WHAT WE DO

At Generation, we believe in the power of employment to change lives.

- **We train and place adults of all ages into careers that would otherwise be inaccessible.**  
Through our 7-12 weeks bootcamps and holistic support, we help motivated jobseekers get trained, placed and stay at good jobs in growth sectors like technology and healthcare.
- **We help employers find quality local entry-level talents and inclusive hires.**  
We work with employer partners to support their skills-based and inclusive hiring needs and customise our training curriculum to meet current market demands.
- **We advocate to improve the workforce system through collaborations.**  
We collaborate with private, public and nonprofit partners to create win-win innovative solutions to improve the education-to-employment ecosystem. We help to create a future of work where continuous upskilling, skills-based hiring and mid-career transition becomes the norm.

## HOW WE DO IT

We adopt a 7-step impact model across all our programmes, which represents our holistic methodology:



# LEADERSHIP

## BOARD OF DIRECTORS



**Neeraj Seth**  
Board Chairman



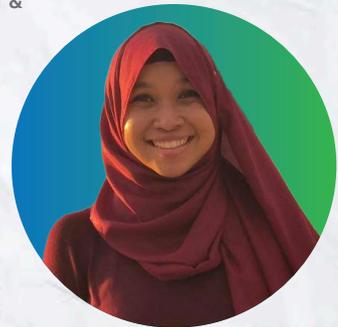
**Dr. Jeremy Fox**  
Board Member &  
Treasurer



**Wendy Chua**  
Board Member



**Ju Min Wong**  
Board Member



**Fadhilah Abdul  
Rahman Zamawi**  
Board Member

## MANAGEMENT



**Prateek Hegde**  
Chief Executive Officer  
(Resigned on August 2023)



**Gloria Arlini**  
Acting Chief Operating Officer (Appointed on July 2023.  
Subsequently appointed to full COO in January 2024.)



**Wong Hongyi**  
Curriculum & Instruction  
Lead



**Leslie Wallensteiner**  
Marketing and  
Communications Lead



**Ella Sun**  
People and Corporate  
Services Manager



**Vacant**  
Employer Engagement  
and Partnerships Lead

**HIGHLIGHTS OF**

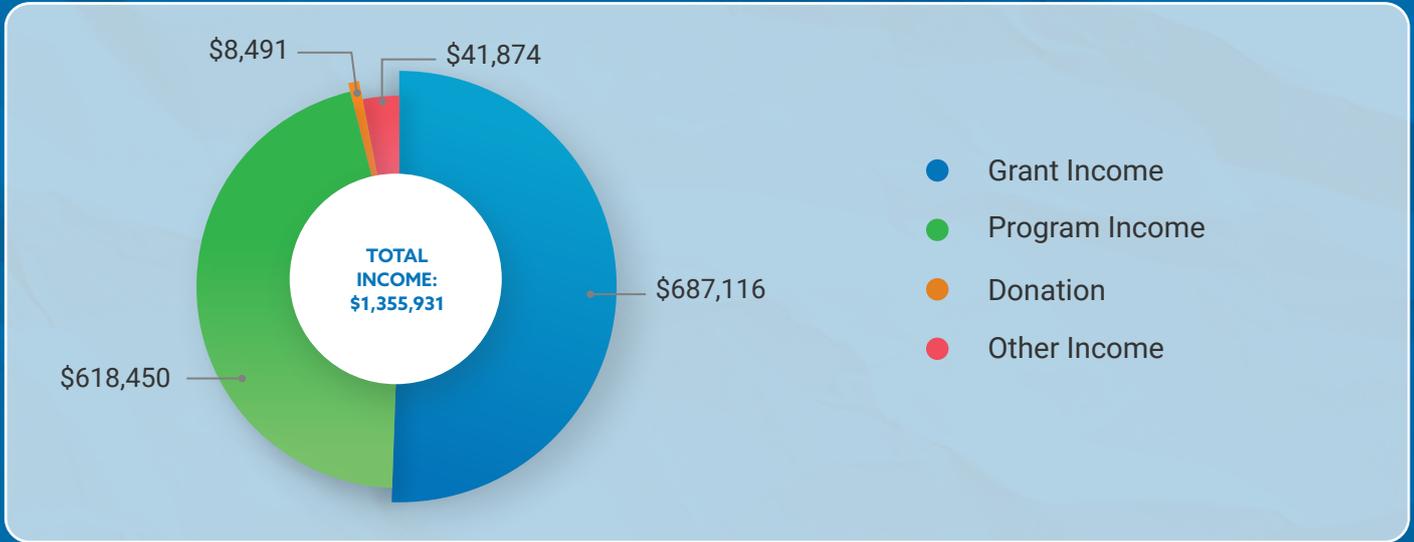
**THE YEAR**

**2023**

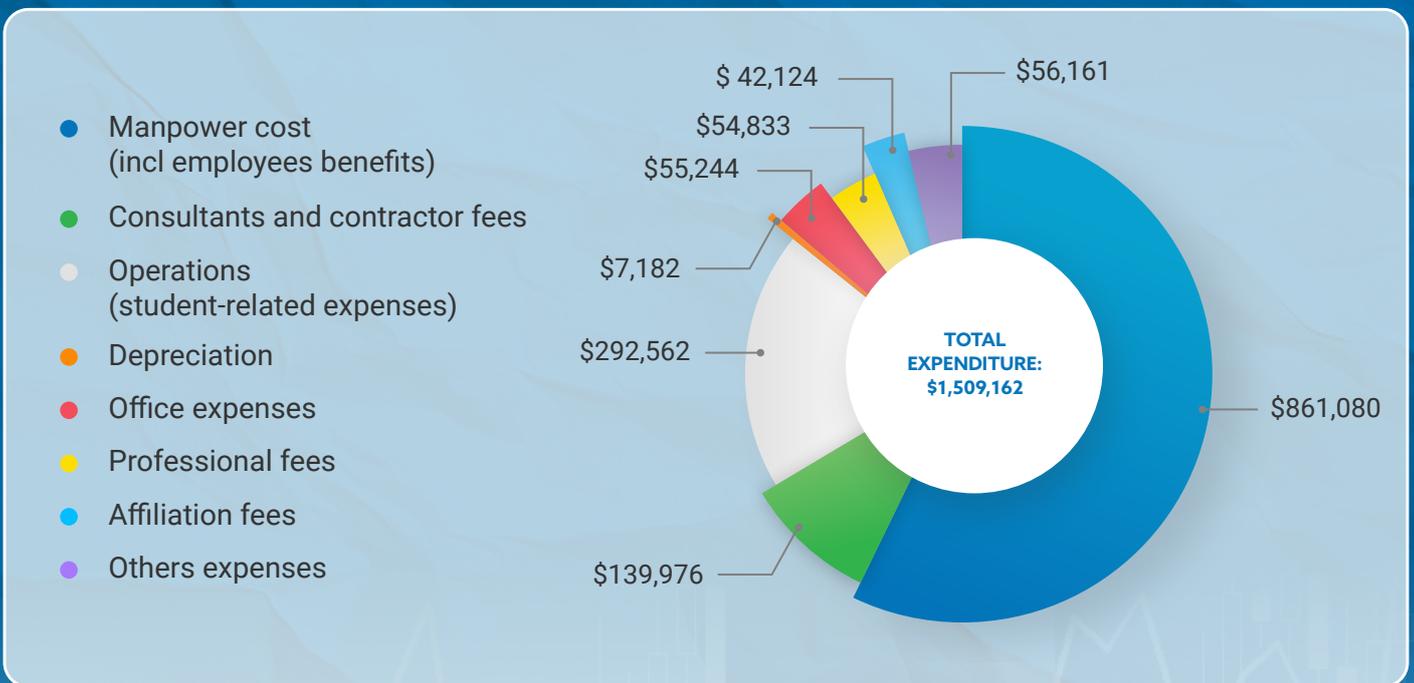


# SUMMARY OF FINANCIAL PERFORMANCE

## TOTAL INCOME: \$1,355,931



## TOTAL EXPENDITURE: \$1,509,162



# IMPACT HIGHLIGHTS

In Generation, our impact comes from advancing three areas simultaneously:

## Breadth

Our volume of graduates

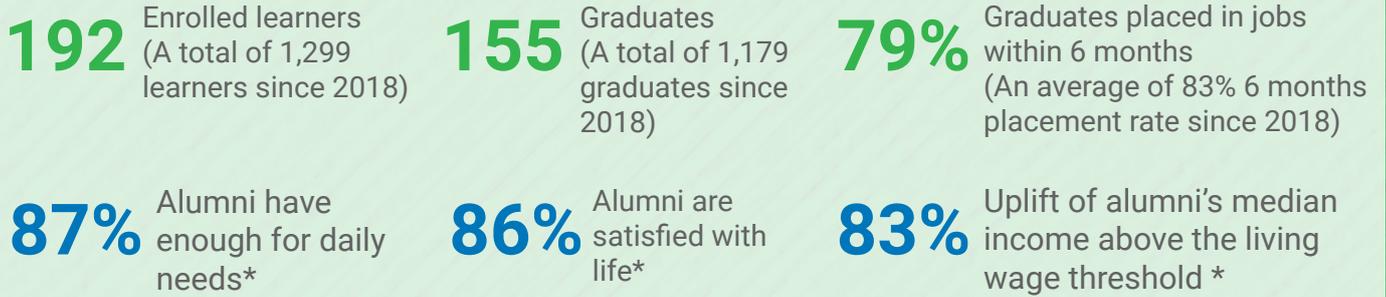
## Depth

Our employment and income outcomes within 6 months of program completion

## Durability

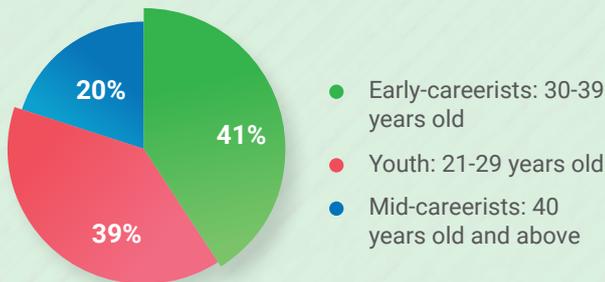
Sustained employment, income, and well-being outcomes over time

## 2023 LEARNERS AT A GLANCE

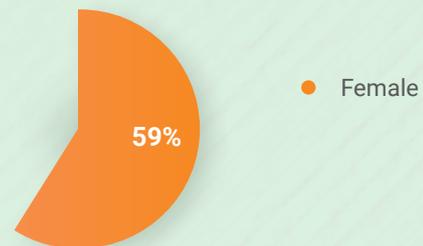


\*2023 Alumni Survey data

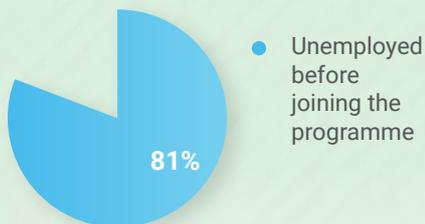
### Learners by Age



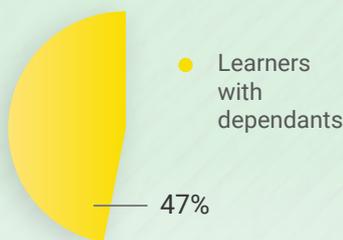
### Gender



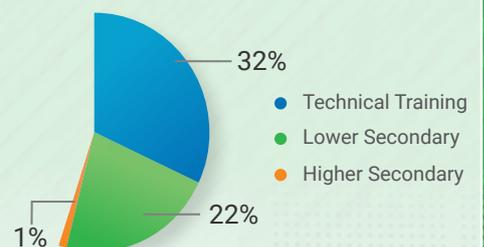
### Employment Status



### Dependants



### Education Level



# IMPACT HIGHLIGHTS



## 2023 COHORTS AT A GLANCE



**2** Industries:  
Technology and Healthcare



**4** Programmes:  
• Jr Data Engineering  
• Jr Full-Stack Developer  
• Cloud Support & DevOps  
• Patient Service Associate



**8** Cohorts  
launched

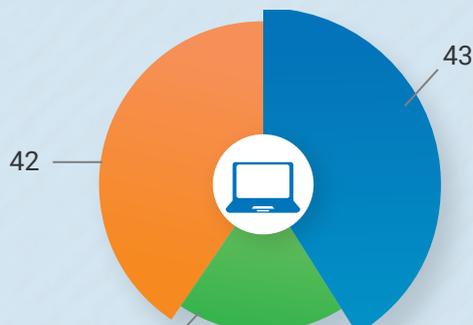


**81** Training  
weeks



**2835** Training  
hours

### TECH COHORTS



- Jr Full-Stack Developer
- Jr Data Engineering
- Cloud Support & DevOps

**Total: 104 learners**

### HEALTHCARE COHORTS

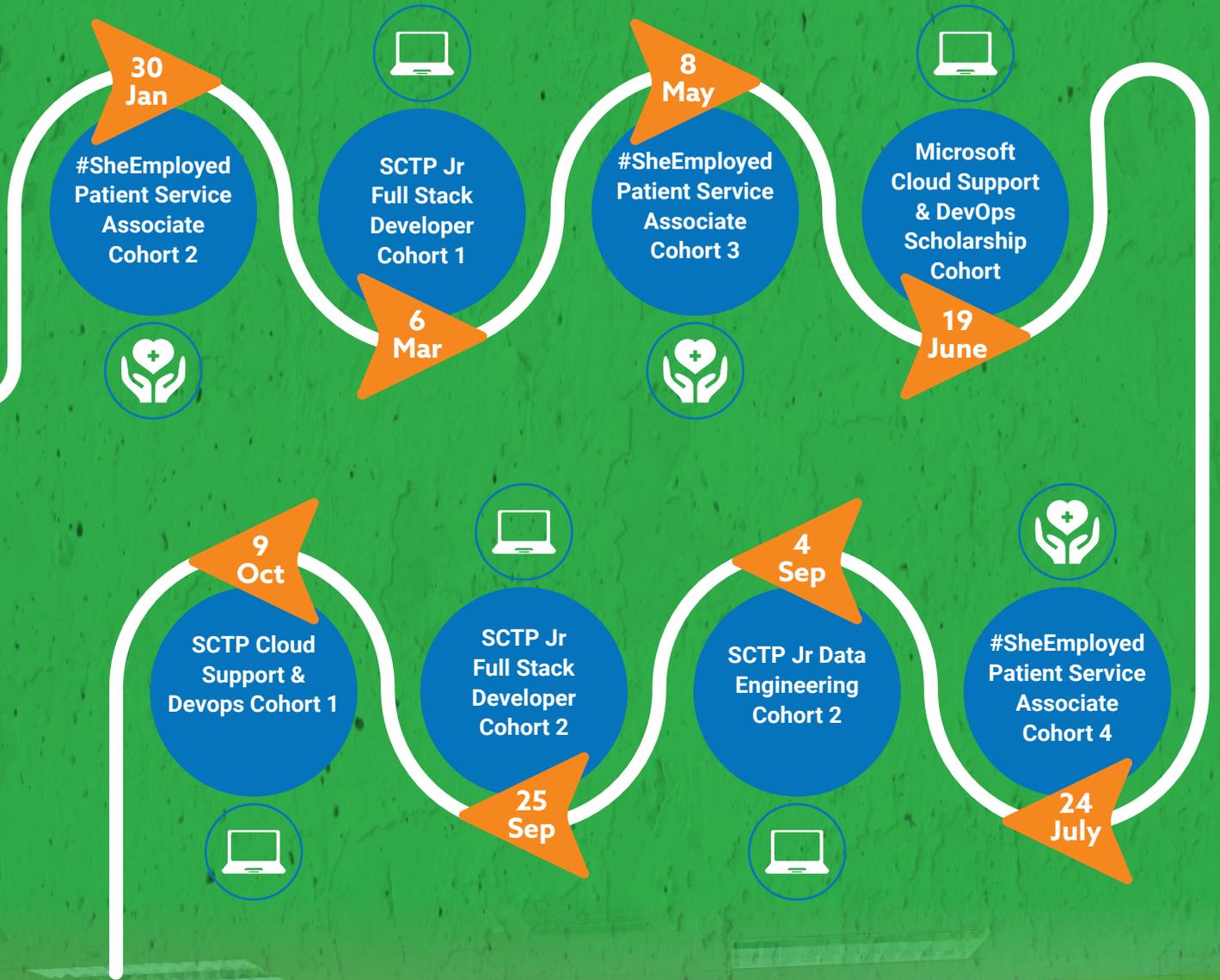


- Patient Service Associate

**Total: 88 learners**

# IMPACT HIGHLIGHTS

## A YEAR-LONG TRAINING JOURNEY



# PROGRAMMES



In 2023, Generation Singapore ran four programmes to support, prepare and place jobseekers in tech and healthcare careers respectively:

## #GETREADYSG TRAIN-AND-PLACE PROGRAMME

The national skilling initiative in partnership with Digital Industry Singapore, Infocomm Media Development Authorities (IMDA), Microsoft, SkillsFuture and Temasek Polytechnic, is continuing into its third year.

## MICROSOFT CAREER TRANSITION SCHOLARSHIP PROGRAMME

A newly launched train-and-place programme fully funded for eligible individuals under the #GetReadySG initiative jointly created by Microsoft and Generation Singapore.

## #SHEEMPLOYED PATIENT SERVICE ASSOCIATE TRAINING BOOTCAMP

Our first programme exclusively for women in partnership with Standard Chartered Foundation, focusing on training vulnerable young women to start their career in healthcare.

## #SHEEMPLOYED EMPLOYABILITY BOOSTER PROGRAMME

A short two days programme focusing on employability skills for vulnerable young women in partnership with Standard Chartered Foundation.

# PROGRAMMES

## #GETREADYSG TRAIN-AND-PLACE PROGRAMMES

The #GetReadySG Train-and-Place Programme is a SkillsFuture Career Transition Programme (SCTP) targeting mid-career individuals who are motivated to make a career change into the technology sector. Designed for individuals without educational background or prior work experience in tech, the programme covers a comprehensive curriculum of technical and non-technical skills designed in consultation with tech employer partners.

Individuals undergo a virtual 12-week instructor-facilitated training bootcamp with hands-on projects and assignments in learning pathways that lead to industry-recognised certification from Microsoft. Upon completion of the bootcamp, Generation Singapore provides employability skills support for individuals as they embark on their job search journey into areas such as Full Stack Development, Data Engineering, and Cloud Support and DevOps.

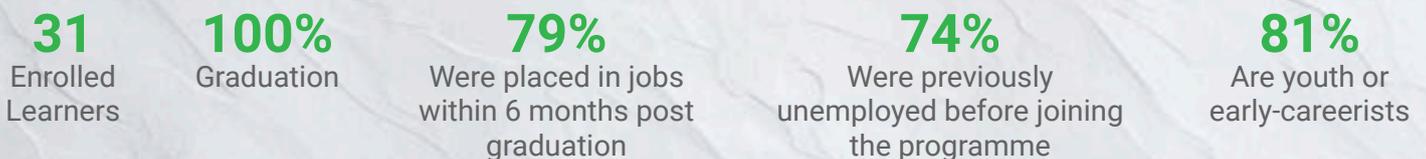
Since its inception in Dec 2020, #GetReadySG has achieved the following impact:

**543** Enrolled Learners (from 2020-2023)



## MICROSOFT CAREER TRANSITION SCHOLARSHIP PROGRAMME

The Microsoft Scholarship provides a fully-funded train-and-place programme for individuals who face significant barriers to employment but are motivated to start an entry-level career in Cloud Support & DevOps.



# ALUMNI STORY

After over two decades in the publishing industry, Carol Wong, a seasoned professional in her late forties and a mother, decided to pivot her career toward tech with Generation Singapore. Her journey reflects a deliberate choice rooted in a passion for data and a desire to stay relevant in an ever-evolving technological landscape.

Carol's transition wasn't impulsive; it was meticulously planned with the guidance of mentors and career advisors. Generation Singapore stood out amidst a sea of educational platforms for its structured approach to learning, offering the skills necessary for a tech career.

The bootcamp experience proved challenging, especially for someone with limited programming knowledge. Yet, Carol found solace in the supportive community of classmates and instructors. Their camaraderie and mentorship played a pivotal role in her perseverance through self-doubt and technical hurdles.

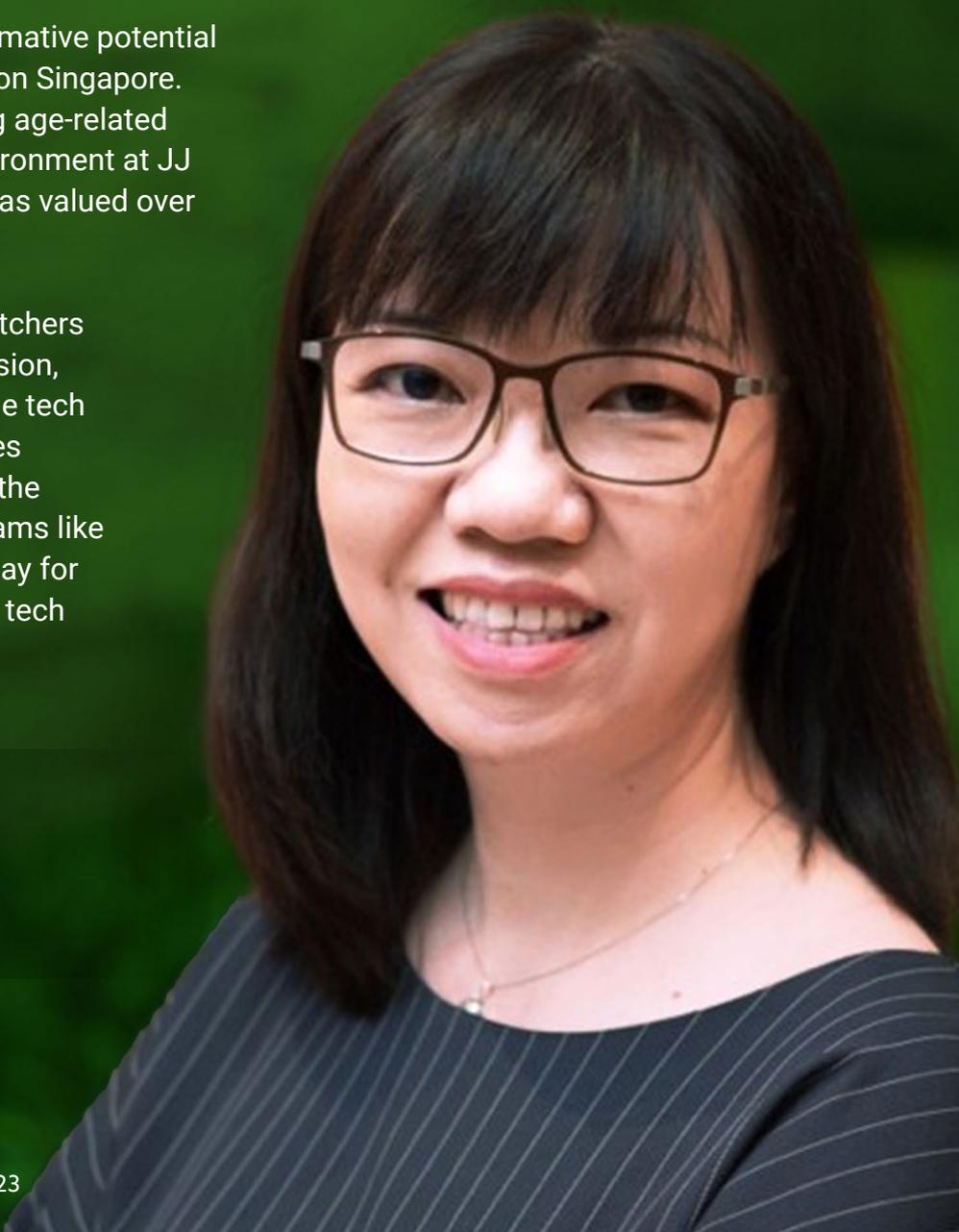
Graduation day wasn't just a milestone; it was a gateway to Carol's first tech role. Through Generation Singapore's networking session, she secured a position as a Data Advocate at JJ Innovation, bypassing the ageism prevalent in the job market for mid-career switchers.

Carol's story highlights the transformative potential of reskilling programs like Generation Singapore. Despite lacking a degree and facing age-related biases, she found a supportive environment at JJ Innovation, where her experience was valued over qualifications.

Her advice to fellow mid-career switchers emphasises the importance of passion, perseverance, and adaptability in the tech industry. Carol's journey underscores the value of continual learning and the ongoing support provided by programs like Generation Singapore, paving the way for successful career transitions in the tech sector.

## CAROL WONG

#GetReadySG Jr Data Engineering Alum



# PROGRAMMES



## #SHEEMPLOYED PATIENT SERVICE ASSOCIATE PROGRAMME

#SheEmployed is Generation Singapore's first women-only employability programme. It is designed to empower vulnerable young women aged 18-35 years old with household income below \$5,000 with the skills they need to advance their careers and gain better employment opportunities.

The programme takes a holistic approach to assist women in their career journeys through a 7-week intensive training bootcamp, while equipping them with mentorship and well-being support.

The programme is fully funded by the Standard Chartered Foundation under its Futuremakers programme, the Bank's global initiative to tackle inequality by promoting economic inclusion for disadvantaged young people including those impacted by COVID- 19.

Since its inception in Nov 2022, #SheEmployed Patient Service Associate Programme has achieved the following impact:

**107** Enrolled Learners (from 2022-2023)

**77%**  
Graduation  
Rate

**84%**  
Were placed in jobs within  
6 months post-graduation

**95%**  
Feel prepared for  
employment

**83%**  
Feel satisfied with  
employment support  
received

**100%**  
Women

**80%**  
Were unemployed before  
joining the programme

**55%**  
Have dependants

**97%**  
Do not have  
bachelors degree

*"Despite knowing my background, my facilitator, the Gen team and my classmates have been very supportive and I don't feel there's any stereotyping. The most important changes in my life that I experienced in this bootcamp are: knowledge in the healthcare industry, friendships and personal growth. Thank you for giving me a chance to have a better path in my career."*

*"I get the moral support and strength to move forward with life. I have no complaints, only gratitude! I am very happy to have this opportunity and I want to give my utmost commitment and make my son and family proud."*

*"Being able to juggle responsibilities as a mom and transitioning to having a career is my biggest learning and also to have motivation, determination & a good support system. Thank you for constantly checking in on us, our progress, our well being, even our personal life."*

## #SHEEMPLOYED EMPLOYABILITY BOOSTER PROGRAMME

Part of the same #SheEmployed programme, the Employability Booster Programme is a fully-funded short and practical series of workshops focusing on employability essentials such as CV writing, job readiness and interviewing skills. This is a non-graduating programme which runs parallel with the training bootcamp and targets vulnerable young women, including returning mothers and those who have been unemployed or under-employed for an extended period of time, who need employability skills refresher.

Throughout 2023, #SheEmployed Employability Booster Programme has achieved the following impact:

**6**  
Workshop sessions

**64**  
Participants

**100%**  
Women

**96%**  
Net promoter score

*"The workshop was very useful and interactive. Thanks to your trainer Mr Hongyi for the tips and giving me constructive feedback which I can ace in my interview."*

*"Trainer was open to many questions that we asked, and went through important and essential questions that will be helpful in an interview."*

# ALUMNI STORY

Despite the challenges of being a single mom to two boys and caring for her ageing father, Nadirah's work ethic never faltered. For 15 years, she worked tirelessly as a manicurist, sacrificing time with her family for meager pay and minimal time off.

The pandemic served as a catalyst for change. Inspired by the selflessness of healthcare workers, Nadirah saw an opportunity to transition into a more fulfilling career. After researching her options, she set her sights on becoming a Patient Service Associate, a role she believed would allow her to make a meaningful difference in people's lives.

Discovering Generation was a turning point. Unlike other programs, Generation offered a shorter duration and was free of charge, making it accessible for Nadirah, whose family relied on her income.

Her determination paid off as she quickly secured a position in the emergency department of a local hospital, fulfilling her desire to help others in times of need. The job not only provides her with a sense of purpose but also comes with a significantly higher salary, offering her a newfound financial stability.

"I like helping people. A lot of family members would come, and they'd get very nervous. But, you talk to them, you help them, and they're thankful. It's a meaningful job." Her salary is also much higher now. She recently planned a vacation for her and the kids, something that hadn't been possible in a very long time.

"I'm living more comfortably now. I'm in a stable place, financially. My kids see me a lot more at home now, so they are happy," she shares.

Nadirah's story is a testament to the transformative power of seizing opportunities and pursuing one's passions. Despite facing numerous obstacles, she persevered, ultimately finding fulfilment and stability in a career that allows her to make a positive impact on others' lives.

## NADIRAH MOHAMED RIFAAT

Patient Service Associate Graduate



# EMPLOYERS

Our graduates have been hired by **80** employers across **103** job vacancies in 2023.

Thanks to the following employers who hired our graduates:

- Accumulus
- Activate Interactive
- Adecco
- AIA Singapore
- Ailytics
- APBA TG Human Resource (CPF Board)
- Apricus Ventures
- ArmasTec
- BCD Travel
- Big Heart Student Care
- Changi General Hospital
- City Osteopathy & Physiotherapy
- Cognizant
- Compass Management
- DB Schenker
- DBS
- Dr+ Clinic
- ERA Singapore
- Fong's Engineering
- Gene Solutions
- Grab Holdings
- Guardian Pharmacy
- Hotel 81
- I-Health Medical Clinic
- Institute of Mental Health
- JJ Innovation Enterprise
- JK Planet Enterprise
- Khoo Teck Puat Hospital
- Le MinT'S Dental
- Love and Bravery
- McDonalds
- Marks & Spencer
- Medisol
- Merquri
- Meta
- Nando's Chicken
- National Healthcare Group Diagnostics
- National Neuroscience Institute
- National University Hospital
- National University Polyclinics
- NCS Group
- NEC Asia Pacific
- Ng Teng Fong General Hospital
- One Care Medical
- Pan Pacific MS channel
- Parkway Shenton
- Q & M Dental Centre
- Resolve Technology
- ResteLab
- Seatech Solution
- She Leads Tech
- Singapore EduSmart Learning Hub
- Singapore General Hospital
- SM Singapore
- SMRT Corporation
- Soon Lee Industries
- Speedoc
- Singapore University of Technology and Design
- Tan Tock Seng Hospital
- Tanglin Dental Surgeons
- Tata Consultancy Services
- Tech Mahindra
- The Air Station
- The Health Collective
- The Nature Company
- Thomson Medical
- Tiong Bahru Bakery
- Total eBiz Solutions
- Trusted Hub
- UOB
- Vanguard Nursing Home
- Victoria's Secret
- Woodlands Healthcare Campus
- Worldcoin Singapore
- YL Integrated



# EMPLOYER SPOTLIGHT

Having toiled in the MNC world for many years, co-founder of technology consulting firm JJ Innovation Enterprise Gary Wong was devastated when a restructuring exercise left him jobless. Yet, as someone forced to make a mid-career switch himself, he empathised greatly with others who were struggling through those similar challenges.

It was about three years ago that Gary and a friend chanced upon Generation Singapore and started their journey of mentoring learners. While it was a fruitful time serving the graduates, they themselves were also able to benefit from the programme.

“Through our mentoring experience, we understood more about the learners’ journey and how they can fit and contribute to our company. That process in Generation brought us our first employee! And this year, we hired two more Generation graduates from the full-stack development and data engineering courses.”

“At JJ Innovation Enterprise, we work really closely as a team and I still mentor the three of them. We try to provide opportunities where they can apply their past experiences and value-add in terms of service to our clients. There is an expectation that they put on themselves to be able to apply knowledge and bring immediate value to the company. This makes them both anxious and ambitious. However, this also motivates them to explore, research, and take the initiative in their tasks.

We will definitely hire again from Generation Singapore because we are looking for an experienced team who will stick with us and be able to mentor the new cohort of graduates that come in.” JJ innovation has hired three Generation alumni so far, with one of them even getting a promotion to a senior position.

Gary shares his message to fellow employers, “If these candidates had the courage to embark on this reskilling journey or mid-career change into a totally different domain, we as employers should take the time to look at these candidates in a different light. Many companies are looking for qualifications in candidates, but what truly matters is the candidate’s ability to apply their learnings, as well as their willingness, attitude, and motivation to learn.”



## GARY WONG

Co-Founder & Group Managing Director  
JJ Innovation Enterprise

# VOLUNTEERS

Mentorship is key to our learner engagement strategy and our methodology. Mentors build a supportive, trusting environment for learners during and after the bootcamp as well as guide them throughout their journey in seeking employment and challenges they face on the job.



Total no. of  
volunteers  
**65**



No. of repeat  
volunteers  
**36**



Estimated number  
of volunteer hours  
**353**



**Leong Sing Meng, Volunteer Mentor**



“Since 2021, I’ve volunteered as a mentor at Generation Singapore, guiding mid-career professionals transitioning into the tech industry. It’s been deeply rewarding, allowing me to witness the transformative power of mentorship firsthand.

Transitioning into tech can be daunting, especially for those starting anew in skills and experience. I wanted to support individuals through this journey.

My role goes beyond sharing industry experiences; it involves personal development and mindset shifts. Challenging mentees while providing a safe space for learning has been impactful. Many face self-doubt and imposter syndrome. Through honest conversations, I’ve helped them recognise strengths and cultivate confidence to thrive in tech.

Reflecting on my journey, the most rewarding part is seeing mentees’ growth and success. From landing their first tech job to navigating tough projects, each milestone showcases their resilience.

Grateful for the chance to empower others, I advise potential mentors to embrace the opportunity to make a difference. The impact extends beyond imagination. As Acts 20:35 says, “It is more blessed to give than to receive.”



# MEDIA SPOTLIGHT

# AND EVENTS

# 2023



2023 saw many national and international conversations on employment issues. Generation Singapore contributed our thought pieces in multiple platforms—verbal and written—on wide-ranging topics, including meritocracy, mid-career transition, ageism, and job displacement.

Our mid-career alumni's success stories were featured in multiple national platforms and publications, including May Day Rally, Skills Future Jobs and Skills Insights publication.

Generation's industry collaboration and partnerships were also in the spotlight, particularly in areas concerning women and vulnerable jobseekers, SMEs' talent gap, and national AI skilling initiative.

## PANEL DISCUSSIONS



Training and Adult Education (TAE) Conference with SkillsFuture, 2 Feb 2023



McKinsey Gives, 3 Nov 2023

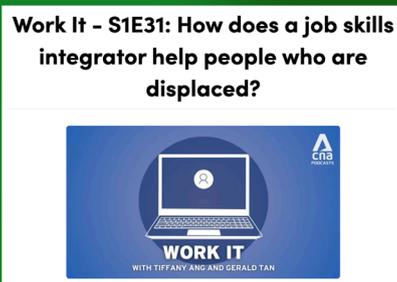


Edutech Asia, 7 Nov 2023

## THOUGHT LEADERSHIP ARTICLES



[Measuring Meritocracy](#)  
Documentary (Generation CEO talks about bias in hiring midcareer workers) - Channel News Asia, 19 Feb 2023



[Work It - How does a job skills integrator help people who are displaced?](#) (Jeremy Fox) podcast, Channel News Asia, 20 Mar 2023



[As unemployment improves, focus on underemployment as well](#) (Jeremy Fox), The Business Times, 12 Apr 2023



[Never Too Late: Navigating a Midcareer Transition to Tech Sector](#) (SkillsFuture Jobs and Skills Insights), 4 Jul 2023

# ALUMNI FEATURES AND MENTIONS



[Digitalisation skills gain traction among mid-career workers in Singapore \(Carol Wong\), Channel News Asia, 26 Mar 2023](#)



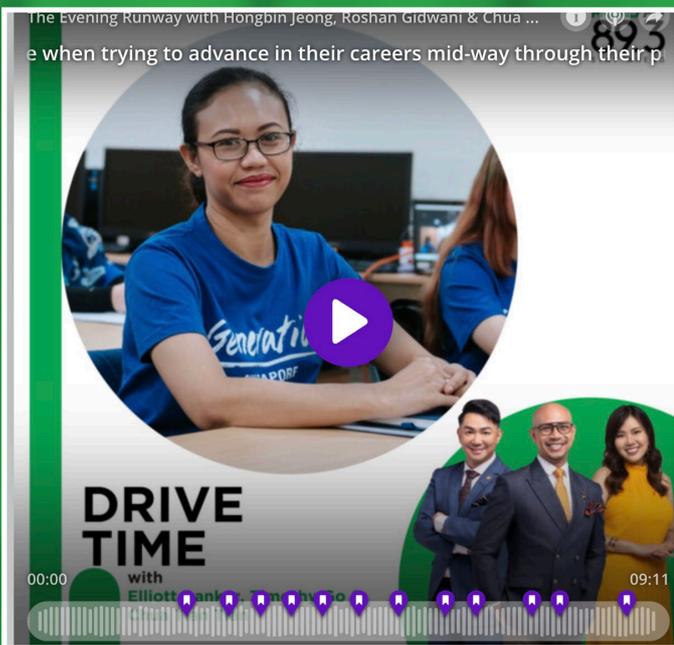
[DPM Lawrence Wong May Day Rally \(Aminah Mohammad Lah\), 1 May 2023](#)



[How 51-year-old S'porean mum of 3 upskilled to tech role through Generation S'pore \(Aminah Mohammad Lah\) - Mothership, 8 May 2023](#)



[Get innovative with upskilling in-house to make it engaging, relevant: SkillsFuture Forum panellists \(Sameera Hassan\), Straits Times, 13 Jul 2023](#)



[Culture Club: Biggest challenges one will face when trying to advance in their careers mid-way through their professional journeys \(Nadirah Rafaat\), MoneyFM, 9 Jun 2023](#)



[3 reasons for a mid-career change – and how these adult learners in their 40s got a fresh start \(Jonathan Lum\) School Bag, Ministry of Education, 2 Nov 2023](#)



[SkillsFuture Skills Demand for the Future Economy 2023/24: Journeying from a sunset industry to future tech \(Carol Wong\), 28 Nov 2023](#)

## INDUSTRY COLLABORATION AND PARTNERSHIPS



[IMDA leads nationwide AI skilling to build AI talent pool \(IMDA\)](#) 1 Sep 2023

[ing program to provide technical opportu  
ferently abled](#)



[A training program to provide  
technical opportunities to the  
differently abled, Tamil Murasu,](#)  
28 Dec 2023



[Group Mentoring Session  
with Microsoft's Senior  
Leaders,](#) 19 June 2023

## EVENTS AND CONFERENCES



[PPIS \(Persatuan Pemudi  
Islam Singapura\)'s RED  
Space opening,](#) 28 Oct 2023



[SG Women's Festival,](#) 5 Mar 2023



[SkillsFuture SME Conference,](#)  
18 Aug 2023

# THE YEAR AHEAD

## OUR FUTURE PLANS

- Extend #GetReadySG programme in partnership with Microsoft, SkillsFuture Singapore and Temasek Polytechnic
- Continue train-and-place programmes targeting mid-careerists (>40 years old) looking for career switch and vulnerable young women population
- Empower more diverse groups of needful jobseekers, in particular persons with disabilities (PWDs), women in tech, disadvantaged youth
- Continue to grow employer and industry engagement to advocate for skills-based hiring and career transition, especially for non-traditional hires

## OUR COMMITMENTS

- Launch train-and-place programme targeting persons with disabilities by 1Q2024, supported by SGenable
- Launch train-and-place programme targeting disadvantaged youth in 2H2024, supported by a coalition of funder-partners
- Diversify fundraising strategy and donor outreach



# CORPORATE GOVERNANCE

## ROLE OF THE GOVERNING BOARD

The Board's role is to provide strategic direction and oversight of Generation Singapore's programmes and objectives and to steer the charity towards fulfilling its vision and mission through good governance.

**As part of its role, the following matters require Board's approval and oversight;**

- Gathering adequate resources to enable the Generation Singapore to operate effectively and responsibly in the short term and achieve its strategic mission in the long term,
- Making sure that Generation Singapore has sufficient funds to operate and strives towards financial sustainability,
- Regularly monitoring the activities and programmes,
- Reviewing periodic work progress reports and financial reports to monitor and evaluate Generation Singapore's performance; and
- Ensuring Generation Singapore's compliance with its governing instruments, relevant laws, and regulations.

## COUNCIL TERM AND BOARD MEETING ATTENDANCE

Name	Current Board Appointment	Occupation	Past Appointment	% of Attendance
Neeraj Seth	Chairman since 27 Apr 2023 Member since 06 Aug 2021	CIO and Head of Asia Pacific Fundamental Fixed Income, BlackRock	n/a	100%
Dr Jeremy Fox	Treasurer since 27 Apr 2023 Member since 12 Feb 2019	APAC CEO, Generation: You Employed, Inc.	CEO Chairman from 12 Feb 2019 to 27 Apr 2023	100%
Ju Min Wong	Member since 12 Feb 2019	Head of People Strategy, Grab	n/a	67%
Wendy Chua	Member since 10 Oct 2019	Founder, Wand Inspiration	n/a	100%
Fadhilah Abdul Rahman Zamawi	Member since 12 Feb 2019	Assistant Director, Economic Policy, National Trades Union Congress (NTUC)	n/a	83%

A total of five Board meetings and one AGM were held during the financial year.

## TERM LIMIT OF BOARD

To enable succession planning and steady renewal in the spirit of sustainability of the charity, the Board has a term limit of three years. In particular, the Treasurer (or equivalent) has a term limit of four years.

No board member has served for more than 10 years.

## DISCLOSURE OF REMUNERATION

No board members are remunerated for their Board services in the financial year.

## SUB-COMMITTEES

### Audit Committee

**Chair: Neeraj Seth**

The Audit Committee reviewed the overall scope of the external and internal audit. The committee also reviewed the financial statements of the charity and the auditor's report for the financial year ended 31 December 2023.

### Finance Committee

**Chair: Dr Jeremy Fox**

The Finance Committee is responsible for overseeing the fund, the charity's financial performance and annual budget. The committee reviewed the financial performance and annual budget of the organisation, the Reserve Policy, the level of reserves and disclosure in Annual Report and finance report.

## DISCLOSURE OF REMUNERATION OF HIGHEST PAID STAFF

Remuneration Band	Number of Staff
Between \$100,000 to \$200,000	1

- None of the above staff serve in the Board of the charity
- The charity has no paid staff, who are close members of the family of the Executive Head or Board members, who each receive a total remuneration of more than \$50,000 during the year.
- No staff are involved in setting their own remuneration.

# POLICIES

## HUMAN RESOURCE MANAGEMENT POLICY

Generation Singapore incorporates systems that address employee communication, fair practice, performance management, and professional development. The employee standards and guidelines are set out in the Employee Handbook, and this is made available to all employees.

Employees are not involved in setting their remuneration. Generation Singapore does not have staff who are close members of the family of the CEO or Board of Directors.

## RESERVES POLICY

The charity has a reserve policy for long-term stability of the operations and it ensures that there are sufficient resources to support the charity in the event of unforeseen circumstances. As a general rule of thumb, the charity has 0.5 years of operational expenditure kept as reserves. The reserve level is reviewed yearly by the Board to ensure that the reserves are adequate to fulfil the charity's continuing obligations.

Reserve Ratio: 0.6

General Reserve: \$905,598

## CONFLICT OF INTEREST POLICY

All Board members and staff are required to comply with the charity's conflict of interest policy. The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests on a regular (annual) and need-to basis. Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

## WHISTLE-BLOWING POLICY

Generation Singapore has in place a whistle-blowing policy to address concerns about possible wrongdoing or improprieties in financial or other matters within the charity.

## SAFEGUARDING AND LEARNER PROTECTION POLICY

The Safeguarding and Learner Protection Policy aims to protect Learners from harm that may be caused due to their involvement in Generation programs or coming into contact with Generation Team Members, Partners, Visitors, and Alumni, as well as with other Learners. It lays out commitments made by Generation and informs Team Members, Partners, Visitors, and Alumni of their responsibilities to protect Learners from harm, abuse, or exploitation.

## PROTECTION AGAINST SEXUAL EXPLOITATION, ABUSE, AND HARASSMENT POLICY

The Protection Against Sexual Exploitation, Abuse, and Harassment Policy sets forth the expectations of personal and professional behaviour related to SEAH of Learners and community members and the required procedures to ensure we uphold our commitment to preventing conduct that could be perceived as abusive, exploitative, or harassing. We are committed to ensuring that all individuals we come into contact with through our work are treated with respect and dignity.

# GOVERNANCE EVALUATION CHECKLIST

The Governance Evaluation Checklist ('GEC') covers the key guidelines from the Code of Governance for Charities & IPCs. Below is Generation's GEC for the financial year from 1 January 2023 to 31 December 2023.

S/N	CODE GUIDELINE	Code ID	Response (refer to notes below)
	<b>BOARD GOVERNANCE</b>		
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
	Are there governing board members holding staff* appointments? (skip items 2 and 3 if "No")		No
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Complied
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	Complied
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.  If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
6	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
	<b>CONFLICT OF INTEREST</b>		
7	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
8	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
	<b>STRATEGIC PLANNING</b>		
9	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
	<b>HUMAN RESOURCE AND VOLUNTEER MANAGEMENT</b>		
10	The Board approves documented human resource policies for staff.	5.1	Complied
11	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
12	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	<b>FINANCIAL MANAGEMENT AND INTERNAL CONTROLS</b>		
13	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied

S/N	CODE GUIDELINE	Code ID	Response (refer to notes below)
14	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
15	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
16	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied
17	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
	<b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 18 if "No")</b>		No
18	The charity has a documented investment policy approved by the Board.	6.4.3	N/A
	<b>FUNDRAISING PRACTICES</b>		
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 19 if "No")</b>		Yes
19	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	<b>Did the charity receive donations in kind during the financial year? (skip item 20 if "No")</b>		No
20	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied
	<b>DISCLOSURE AND TRANSPARENCY</b>		
21	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied
	<b>Are governing board members remunerated for their services to the Board? (skip items 22 and 23 if "No")</b>		No
22	No governing board member is involved in setting his own remuneration.	2.2	Complied
23	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3	Complied
	<b>Does the charity employ paid staff? (skip items 24 and 25 if "No")</b>		Yes
24	No staff is involved in setting his own remuneration.	2.2	Complied
25	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.  The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied

# OUR PARTNERS

We extend our heartfelt thanks to our partners for making our success in 2023 possible.

## FUNDERS AND/OR CORPORATE PARTNERS



## COMMUNITY COLLABORATORS



## TRAINING PARTNERS



## GOVERNMENT AGENCIES & INDUSTRY ASSOCIATIONS



# SELECTED PARTNER TESTIMONIALS



**Arina Dafir, Community Affairs Lead Southeast Asia, Microsoft**



We are pleased to have partnered with Generation Singapore on the Career Transition Scholarship Programme that provided full funding to deserving individuals from disadvantaged backgrounds to receive bootcamp training as well as holistic support and mentorship by industry experts.

At Microsoft, we support the continued lowering of barriers to employment opportunities in the technology industry especially for those who face obstacles during career transitions. This is part of our broader support for developing in-demand skills in the digital economy among young and mid-career professionals in Singapore, under the #GetReadySG initiative.



**Ai Nakagawa, Director of Community Programme Standard Chartered Foundation**



Futuremakers by Standard Chartered delivers impact-driven community partnerships and programmes that economically empower young people, to help transform communities.

The programme piloted with Generation Singapore provided young women with the skills training and network of specialists to build their confidence and find employment opportunities.

*you  
~~un~~employed*

