

ANNUAL REPORT 2024



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CHAIRMAN MESSAGE

“Generation Singapore is remaining steadfast in our mission to support individuals improving their lives through sustained employment.”

2024 has been a challenging year on the employment front in Singapore, with slow employment growth and prominent layoffs in various industries. Employment support and workforce development are key focus areas on the national agenda, as calls to future-proof jobs in the age of AI grow louder.

Generation Singapore leans into this changing environment by riding the AI wave, advancing impactful collaborations, and supporting niche segments of vulnerable jobseekers—all the while remaining steadfast in our mission to support individuals improving their lives through sustained employment.

RIDING THE AI WAVE. 2024 sees us laying the groundwork for AI enhancements to our training curriculum and programme delivery, with the support of tech frontrunners like Cognizant and a global network of experts. This could not have come at a better time as our #GetReadySG national skilling partnership with Microsoft and Temasek Polytechnic enters its fifth year, and we cross the 1,500-learner mark in Singapore.

IMPACTFUL CROSS-SECTOR COLLABORATION AND ADVOCACY. We are excited to contribute to two groundbreaking collaborations to move the needle in the education-to-employment ecosystem. We are proud to be officially appointed as part of the training partner consortium in the nationwide AI skilling initiative under the IMDA Job Transformation Map, and the Skills for Success initiative to empower young people not in education, employment and training (NEET) in collaboration with the Institute of Policy Studies, Temasek, Tri-Sector Associates, and UBS Optimus Foundation. We also had the privilege to shape national conversations on competency-based education and career health as a panellist in the SkillsFuture Forum 2024.

SUPPORTING DIVERSE JOBSEEKERS IN DIVERSE WAYS. Learners and alumni are at the core of our work. This year, we expanded our outreach to segments of society that are more vulnerable to employment risks, including persons with disabilities (PwDs) and NEET youth, on top of our ongoing support for mid-career transitioners and older workers. We are seeing a fivefold increase in enrolment for our Patient Service Associate cohort within the year alone, 80% of whom are above 40 years old. Beyond learners, we are piloting initiatives to support alumni through mentorship and community building with the support of corporate partners like Microsoft and Apollo Opportunity Foundation to ensure they thrive in their new employment journey.

Together, we are getting closer to realising our vision of a meaningful career and sustained well-being for every person, anywhere in the world.

Neeraj Seth

Board Chair

Generation Singapore

ABOUT GENERATION SINGAPORE

WHO WE ARE

Generation Singapore is an affiliate of Generation: You Employed, a global nonprofit that supports people to achieve economic mobility through employment. We train and place people into careers that would otherwise be inaccessible and seek to improve how education-to-employment systems function.

Generation launched in 2015 and consists of a global hub and a network of in-country affiliates that spans 17 countries. To date, Generation has more than 130,000 graduates who have earned more than US\$1.5 billion in wages, and works with more than 19,000 employers, implementation partners, and funders.

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 VALUES

Go further, together

Solve problems that matter

Better our best

Empower and support

Here to serve

Be open and 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) from 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



LEADERSHIP

BOARD OF DIRECTORS



NEERAJ SETH
Board Chair



DR JEREMY FOX
Board Member
& Treasurer



**FADHILAH ABDUL
RAHMAN ZAMAWI**
Board Member



JU MIN WONG
Board Member



WENDY CHUA
Board Member

MANAGEMENT



GLORIA ARLINI
Chief Operating Officer (Country Lead)
(Subsequently appointed as CEO in April 2025)



HONGYI WONG
Curriculum and
Instruction Lead



SHANNAH TEO
Employer Partnership and
Business Development Lead



ELLA SUN
People, Culture, and
Volunteer Manager

METHODOLOGY

Generation adopts a **7-step impact model** across our programmes, founded on our holistic methodology:



1

Jobs and employer engagement on ROI from the start

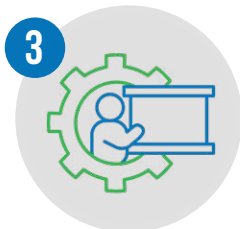
We work directly with employers to understand hiring needs as we build curricula and to confirm job vacancies before programmes even start.



2

Recruit students based on intrinsics, effort, and standards for the profession

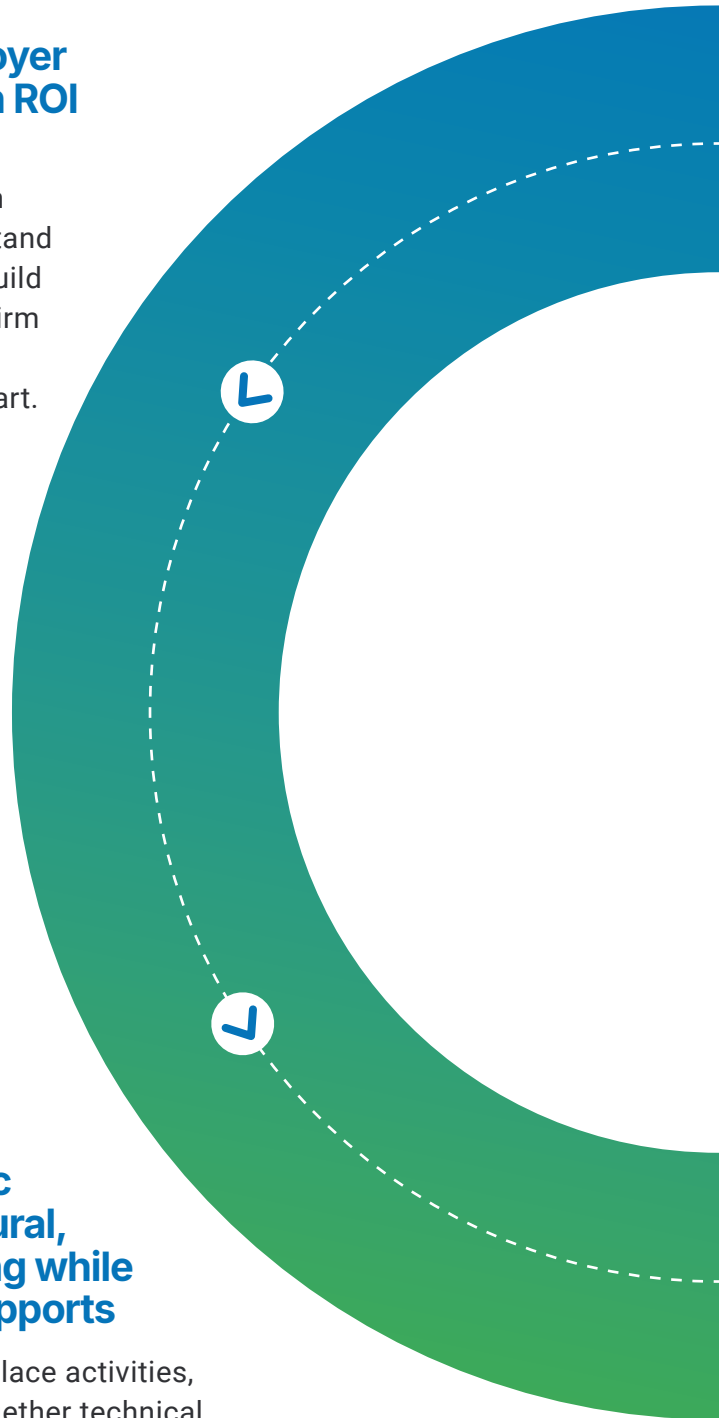
Recruitment is a multi-step process that helps ensure learners understand the demands and opportunities of the course and the profession they will enter.



3

Profession-specific technical, behavioural, and mindset training while providing social supports

Based on authentic workplace activities, our programmes braid together technical, behavioural and mindset skills in every exercise. Our skills-driven courses are 70%+ practicum so graduates are ready for success from day one.





Interviews with employers for rapid job placement

We set graduates up with interviews with hiring employers so they can start working—and earning—three to six months of programme completion.



Mentorship and an alumni community that follows graduates into the workplace

Targeted, personalised support helps graduates navigate any challenges that come up both during the programme and during critical first months on the job.



Return on investment for employers, students, and society

We measure programme impact for everyone involved, understanding how their time and resource investment pays off.



Data at the centre

With 45+ million data points and growing, we understand the full employment journey for graduates and can continually improve our approach.

IMPACT HIGHLIGHTS

We define our impact as advancing three dimensions simultaneously:

BREADTH

221

Learners enrolled in 2024

1,520

Learners enrolled since 2018

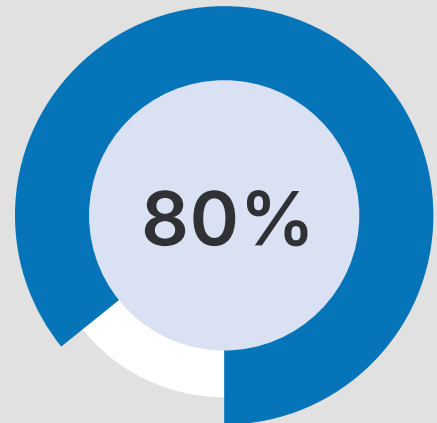
DEPTH

201

Graduates in 2024

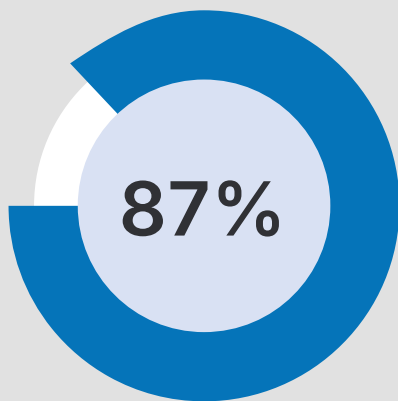
1,403

Graduates since 2018

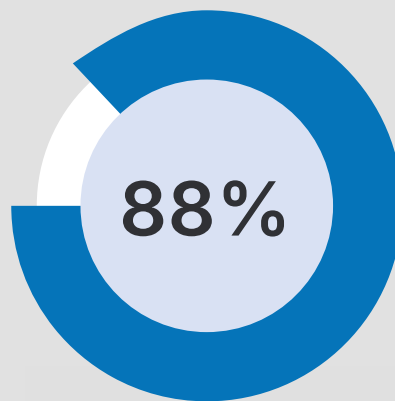


Jobseekers placed in jobs within six months of graduation

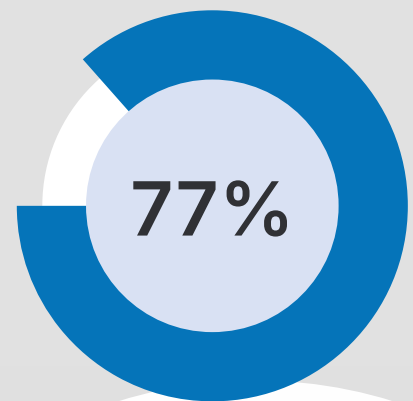
DURABILITY



Alumni have enough for daily needs*



Alumni are satisfied with life*

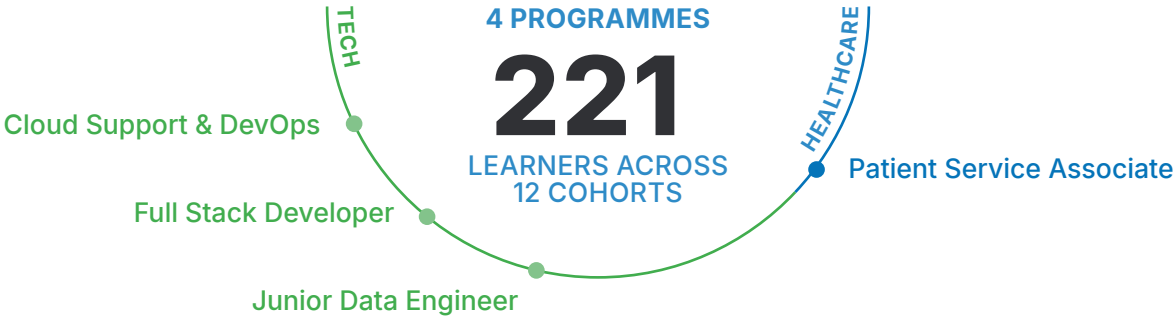


Uplift of alumni's median income above living wage threshold*

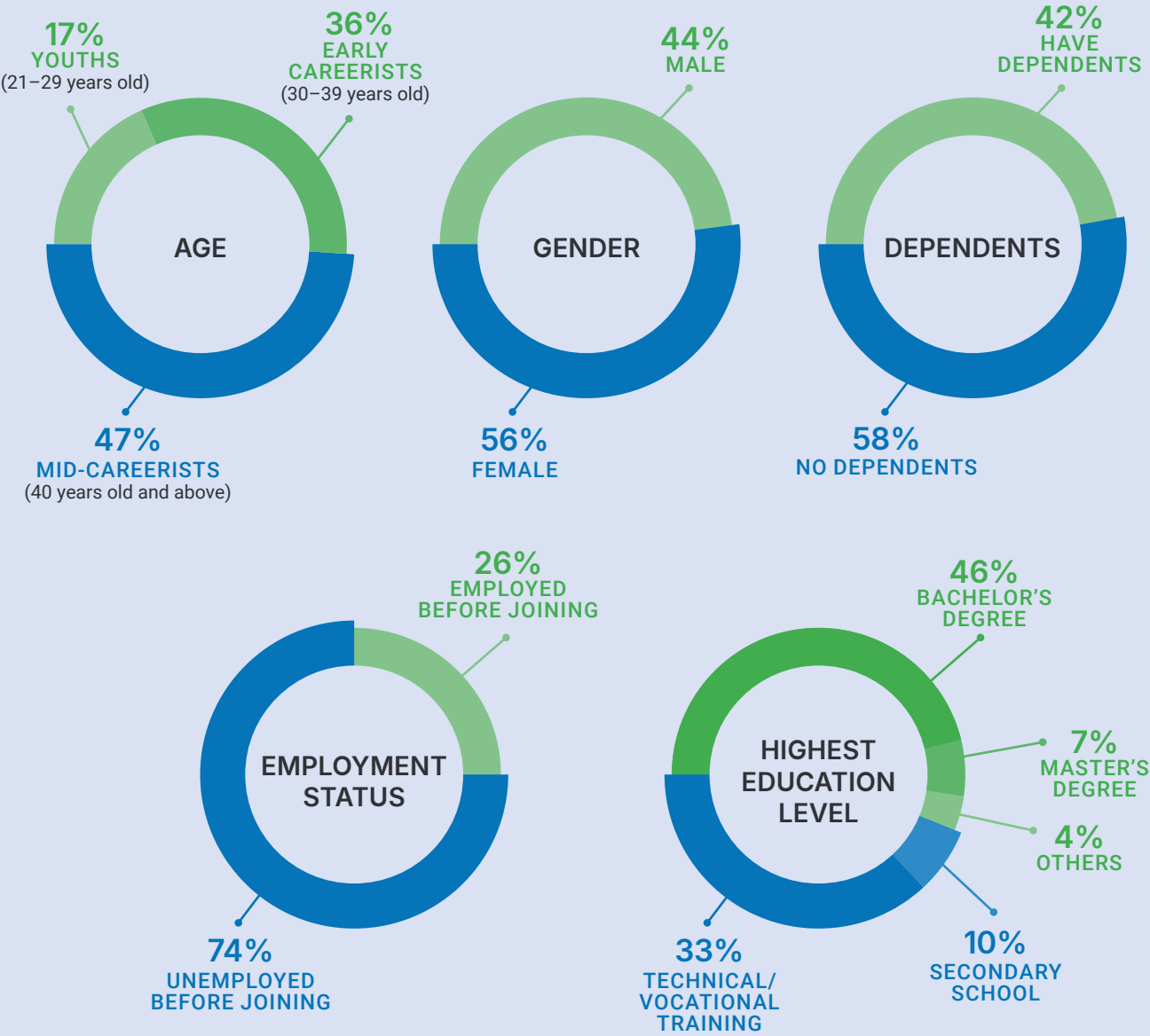
*2024 Alumni Survey data



2024 COHORT



LEARNER DEMOGRAPHICS





PROGRAMMES & COLLABORATIONS

PROGRAMMES

SKILLSFUTURE CAREER TRANSITION PROGRAMMES (SCTP)

In partnership with **SkillsFuture Singapore** and **Temasek Polytechnic**, Generation Singapore runs train-and-place programmes targeting mid-careerists motivated to secure employment in the technology or healthcare sectors. Designed for individuals without conventional educational qualifications or prior relevant work experience, the boot camp covers an intensive curriculum of technical, behavioural, and mindset skills curated in consultation with industry partners.

The programme offers holistic wraparound support, including mentorship, alumni community, personal well-being support, and dedicated placement support, including guaranteed job interviews with employers.

#GetReadySG Train-and-Place Programme

National skilling initiative launched in 2020 in joint partnership with **Microsoft**, **SkillsFuture Singapore**, and **Temasek Polytechnic** to upskill, place, and fill demand for three tech-enabled career tracks.

SCTP in Healthcare

Training boot camp to prepare jobseekers for the Patient Service Associate role, which include field trips and clinical observations at established healthcare institutions in Singapore.

GENABLED

Generation Singapore partners **SG Enable** in this inaugural Digital Bootcamp Training for Persons with Disabilities (Cloud Operations). This inclusive skilling and employment programme is our first foray to empower jobseekers with a range of disabilities, including those with physical, sensory, intellectual, and neurodiverse needs, to help them access good employment opportunities in the tech sector.

FUNDING MECHANISM

SKILLS FOR SUCCESS

An outcomes-based financing initiative with the **Institute of Policy Studies**, **UBS Optimus Foundation**, **Temasek** and **Tri-Sector Associates** that enables youths who are not in education, employment, or training (NEET) to bridge the skills gap to employment in the digital economy

STRATEGIC PARTNERSHIP

AI SKILLING WITH IMDA TRAINING PARTNER CONSORTIUM

Generation Singapore, together with **Temasek Polytechnic** and **Republic Polytechnic**, is part of **IMDA's** training partner consortium to enable an AI-ready workforce through its Job Transformation Map for Information and Communications (I&C). This nationwide AI-skilling initiative aims to equip about 18,000 I&C professionals in AI and Analytics with an emphasis on Generative AI and two other in-demand areas—Software Engineering, and Cloud and Mobility.

EMPLOYERS

Generation Singapore is grateful to our industry partners, who have provided **coaching support, job opportunities, and hired our jobseekers** in 2024:



01 Digital

Accenture
Acclivis
Adecco Singapore
AIA Singapore
Ailytics
Aires Applied Technology
Anglican Preschool Services
Apollo
ARF (Asia Pacific)
ArmasTec Singapore
Athena Dynamics
Bahwan CyberTek
Big Tiny
BlackRock
BMW
CapitaLand
Changi General Hospital
Cognizant Technology Solutions
Commit Learning SchoolHouse
CoNEX Healthcare
Crédit Agricole
DB Schenker
DBS Bank
DFI Retail Group
Domore Investment
Easmed
Economic Development Board
Empire Code
Eureka Technologies
Experian
FCM Travel
FD Group
Fong's Engineering & Manufacturing
Foodpanda
GECO Asia
Genesis Networks
GIC
Google
Grab
HCLTech
Healthway Medical

Henderson Security

HTX
Igloo
IHH Healthcare
Infosys
ITConnectUS
JCDcaux
JJ Innovation Enterprise
KK Women's and Children's Hospital
Keppel
Konigle
KPMG Singapore
Le Mint Dental
Lotte Travel Retail Singapore
Margin Wheeler
Medisol
Michael Page Singapore
Microsoft
Ministry of Defence
Ministry of Education
Ministry of Health
Morgan McKinley
MSD Singapore
Nanyang Polytechnic
National Cancer Centre Singapore
National Neuroscience Institute
National Skin Centre
National University Hospital
NCS
Nexus
NTT Data Group
NTUC Income
OCBC Bank
Ollion
OpenRice
OxPay Financial
Parkway Shenton
PCF Sparkletots
Percept Solutions
Phillip Nova
PhillipCapital
Pilescan Geotechnical Services

Resolve Technology

ResteLab
Revolut
RMA Consultants
SAS
Scoot
SeaTech Solution
Sengkang General Hospital
SGInnovate
SheLeadsTech
Singapore General Hospital
SMRT Corporation
Sim Mong Teck & Partners
SPD
SoftwareOne
Special Olympics International
St Luke's Hospital
Stag Match
Singapore University of Social Sciences
Sustainable Living Lab
Synapse
Talentsis
Tan Tock Seng Hospital
Tata Consultancy Services
Temus
Tetsuyu Healthcare
The Air Station
The Serangoon CC
Total eBiz Solutions
UBS
UCare
UOB
V3 Smart Technologies
Valle Verde
VFC
VIDA Digital Identity
Vision Direct South East Asia
Woodlands Health Campus
Woodlands Social Centre
Worldcoin Singapore
Xcellink
Youyi Technology
YTL Corporation



LOIS GOH

Manager, Specialist Outpatient Clinics,
Singapore General Hospital

THE HEALTHCARE INDUSTRY OFTEN FACES MANPOWER SHORTAGE, PARTICULARLY IN FRONTLINE SERVICE ROLES.

This is a concern acknowledged by Lois Goh, who oversees human resource management in the department as Manager, Specialist Outpatient Clinics (SOC) at Singapore General Hospital (SGH).

"It's a tough job, dealing with patients and their families during stressful times, and managing all sorts of emergencies," she spoke of the Patient Service Associate (PSA) role.

"We're in a tight race to attract and keep the best people, as there aren't many out there with the exact mix of skills we need, and they're in high demand everywhere."

"So we try to keep things interesting and rewarding here, focusing on what makes someone a great fit for our team beyond just their resume."

Lois explains that no prior experience is needed to become a PSA, what is most important is that one has the right attitude and aptitude in working with people and having the willingness to learn and adapt.

The rest, such as technical skills and medical terminology, can be effectively taught.

This led SGH to partner with Generation Singapore, working together to tailor programmes that meet employment needs, hosting clinical observations for learners, and eventually hiring graduates into the SOC team.

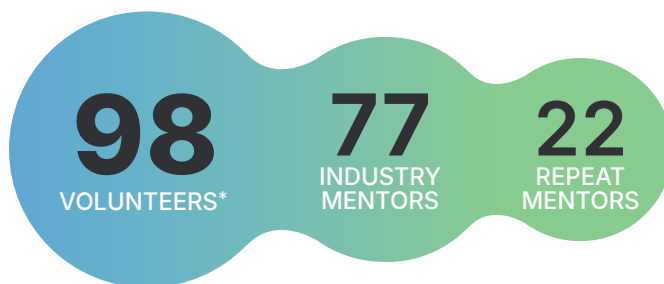
"The standout difference with Generation Singapore graduates is their preparedness for the role, achieved through clinical observations and a curriculum tailored to the realities of the job."

"This upfront exposure gives them a practical understanding of the demands and expectations of their positions at SGH."

After the positive hiring experience she has had with Generation's graduates, Lois shares her message with fellow employers, "Approach with an open mind. They may come from diverse backgrounds, but they bring fresh perspectives and tailored skills."

THE GENERATION COMMUNITY

The Generation Singapore community brings valuable insights and engagement to our learners and alumni, creating a supportive environment during and beyond the boot camp:



*Volunteers include mentors, guest speakers, and event volunteers.

MENTOR SPOTLIGHT

THE NOTION OF BEING A MENTOR IS NOTHING NEW TO SINDHU CHENGAD.

She is the mentoring pillar lead for Microsoft's Code: Without Barriers programme, which empowers women to excel and thrive in tech. Added to that is her experience with the Global Mentorship Initiative, a nonprofit bridging the gap between graduation and first career jobs for underrepresented young professionals.

Volunteering as a mentor with Generation Singapore offers Sindhu the unique opportunity to connect with mentees in person, fostering stronger relationships. Additionally, she finds the mentees' commitment to upskilling, even in the later stages of their lives and careers, to be truly inspiring.

Sindhu's mentoring journey stemmed from her personal experience. With multiple career breaks behind her—largely due to being a trailing spouse—she understands deeply how daunting it is to restart one's career. "I know how hard a job search can be. When I was going through that process, it didn't occur to me to reach out to mentors. Why would people want to help when I have little to offer in return?" she reflects.

"I want others in a similar situation to know that there are people out there with the experience who are happy to lend a hand."

Now settled in in her own career at Microsoft for over a decade, she is committed to assisting others find their way to a fulfilling career. Her philosophy as a mentor revolves around empathy and empowerment. She strives to create a safe space where mentees feel supported and encouraged to explore their potential. Sindhu brings a tailored approach to each mentoring relationship, understanding that every mentee's journey is unique and requires a different kind of guidance. From sharing her personal experiences to offering actionable advice, she ensures that her

mentees have the tools and confidence to pursue their aspirations.

She recalls mentoring Nelly, a single mother who had spent 20 years in travel and tourism before the COVID-19 pandemic disrupted the industry. Nelly's story is one of grit and drive, as she sought to make a career change to tech so that she can provide for her daughter and parents. Lacking prior experience in the field, Nelly was understandably nervous, but Sindhu helped her to build confidence as she eventually accepted an internship before landing a full-time position. Microsoft CEO Satya Nadella highlighted this story during his visit to Singapore.

For Sindhu, the most meaningful reward isn't recognition—it's the quiet assurance that, even as one individual, she can touch lives and make a difference, however small. Having mentored three cohorts of learners since 2022, Sindhu is not about to stop.

"Mentoring isn't just about guiding others—it's a shared journey where we all grow, not only in our careers but in who we are as people."



SINDHU CHENGAD

Customer & Partner Engagement Lead,
Office of the President, ASEAN;
Mentoring & Advocacy Pillar Lead for Code:
Without Barriers
Microsoft

**VINOTH NANDA KUMARAN**

Junior Data Engineer Graduate, Cohort 4

TECH**RIISING FROM A DELIVERY DRIVER TO AN OPERATIONS EXECUTIVE, WHY DID VINOTH NANDA KUMARAN LEAVE HIS CAREER IN LOGISTICS THAT SPANNED OVER A DECADE?**

He had made the difficult decision to be a full-time caregiver for his son, who is diagnosed with autism. After his son enrolled in an autism-focused school that equips students with life readiness skills alongside an academic curriculum, Vinoth shifted his focus back to his career. It was at this time that he noted the increasing pervasiveness of data analytics, even in football—for which he carries a strong passion. This piqued his interest to explore pursuing data science as a career.

After graduating from the SkillsFuture Career Transition Programme (SCTP) for Junior Data Engineers, run in partnership by Generation Singapore and Temasek Polytechnic, Vinoth has since landed a role as Business Intelligence Developer with the Singapore University of Social Sciences (SUSS) through employment support provided by Generation.

In his personal time, the self-professed football lover applies the skills he learned to develop a dashboard for conducting predictive analyses of his favourite football teams' performances.

"To jump from logistics to data science was quite hard," Vinoth said.

"But I knew what I could offer—even though I did not have working experience, I was confident in my capabilities and just needed the platform to showcase them."

Vinoth's story demonstrates that much of our life experiences and skills can be relevant and transferable across domains, providing an added edge professionally.

**DINAH NUR ANATI**

Patient Service Associate Graduate, Cohort 2

HEALTHCARE**ONE OF THE THINGS THAT STANDS OUT ABOUT DINAH IS A GENTLE TENACITY—A RESILIENCE SHAPED BY YEARS SPANNING INDUSTRIES, MOTHERHOOD, AND A QUEST TO FIND HER PLACE HELPING OTHERS.**

After an early career in aerospace engineering, workplace dynamics and interpersonal relations sparked in her a desire to better understand human behaviour, and she went on to take up a part-time diploma in positive psychology. It was during this period that she then left her job as she became a stay-at-home mother to two children, choosing to focus on her studies and family.

When her children got older, she decided to return to the workforce. At her core, she was drawn to people—to understanding, to helping, and to creating moments of connection. Initially, she dreamed of becoming an air stewardess. "I liked the idea of wearing a uniform and representing an organisation to make people's days better," she says. Ultimately, concerns about the altitude and the toll that the frequent flying would take on her body shifted her sights closer to the ground.

It was then that Dinah saw firsthand how important the Patient Service Associate role was when her mother was hospitalised. "PSAs are like the cabin

crew of healthcare. They fill a crucial gap between the medical staff and the patient's family as part of the delivery of care and service."

She signed up for Generation Singapore's boot camp, and although the curriculum was intensive, she found camaraderie among her peers, many of whom were also stay-at-home mothers passionate about joining the care industry.

Dinah subsequently landed a PSA role with a local hospital, as did some of her peers from the same cohort. To this date, they still keep in touch and even exchange tips on how to operate similar processes and systems that are under the same healthcare group.

"Life is more fulfilling when you can interact with and help people. Everything's worth it when the patient leaves the hospital healthy and with a smile on their face."

PARTNERS

We extend our appreciation to our partners who have **supported and contributed** to our collective work in 2024:

FUNDERS, IN-KIND SUPPORTERS, AND/OR CORPORATE PARTNERS	
Apollo Opportunity Foundation	Microsoft
Bank of America	PCDreams
Cognizant	SG Enable
Infocomm Media Development Authority	Temasek
Infosys	Tri-Sector Associates
Institute of Policy Studies	UBS Optimus Foundation
McKinsey & Company	

COMMUNITY COLLABORATORS	
aLife	Fei Yue Community Services
Allkin Singapore	PPIS
Casa Raudha	Singapore Council of Women’s Organisations
Daughters of Tomorrow	Singapore Indian Development Association (SINDA)
Eagles Mediation & Counselling Centre	

TRAINING PARTNERS
Temasek Polytechnic

GOVERNMENT AGENCIES AND INDUSTRY ASSOCIATIONS	
Lifelong Learning Institute	SGInnovate
North East CDC	SkillsFuture Singapore
SGTech	Workforce Singapore

THOUGHT LEADERSHIP AND MEDIA

THOUGHT LEADERSHIP

29 February–1 March 2024



CBExchange APAC Conference 2024, Singapore Institute of Technology & Competency-Based Education Network

2 March 2024



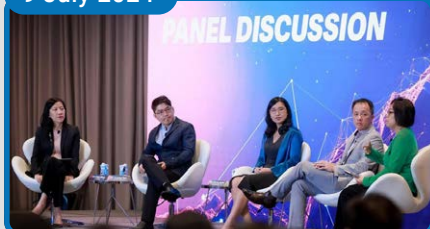
Women@Work Forum 2024: Embracing the Future of Tech, Yayasan MENDAKI

24 March 2024



Career Forward Panel Discussion: Strategic Upskilling Partnerships: Navigating Success in a Tech-Driven Era, Mediacorp

9 July 2024



SkillsFuture Forum: Recognising Skills, Building Careers, SkillsFuture Singapore

5 November 2024



Longevity Economy Workshop Panel Discussion: Designing an Age-Inclusive Workforce, Mercer & World Economic Forum

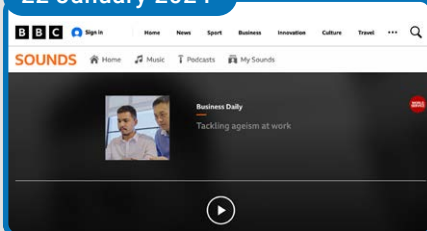
MEDIA COVERAGE

21 January 2024



[为残障者特设数码培训计划 促就业助提高收入, Lianhe Zaobao](#)

22 January 2024



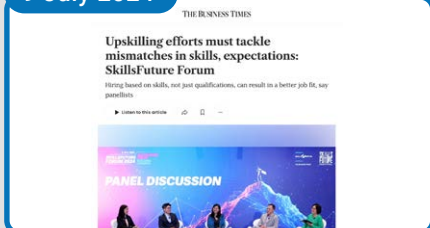
[Business Daily: Tackling Ageism at Work, BBC](#)

9 July 2024



[Support for staff mobility, skills-based hiring key in tackling challenges, SkillsFuture Forum told, Straits Times](#)

9 July 2024



[Upskilling efforts must tackle mismatches in skills, expectations: SkillsFuture Forum, Business Times](#)

31 October 2024



[Thriving in transition: Supporting mid-career workers through their career journey, AsiaOne](#)

THE YEAR AHEAD

Conduct a full roll-out of our AI-enhanced curriculum and competency-based assessment across our tech training boot camps at scale



Empower more diverse groups of needful jobseekers, including retrenched workers and ITE students



Expand more comprehensive support for our alumni post-boot camp through community building, industry mentorship, and extended learning pathways



Develop innovative approaches of connecting prospective talents and employers to boost job placement success

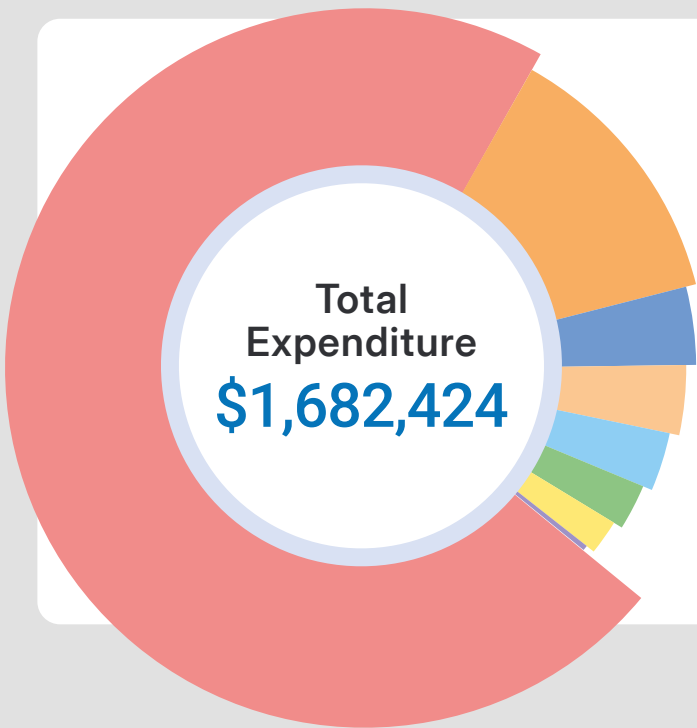
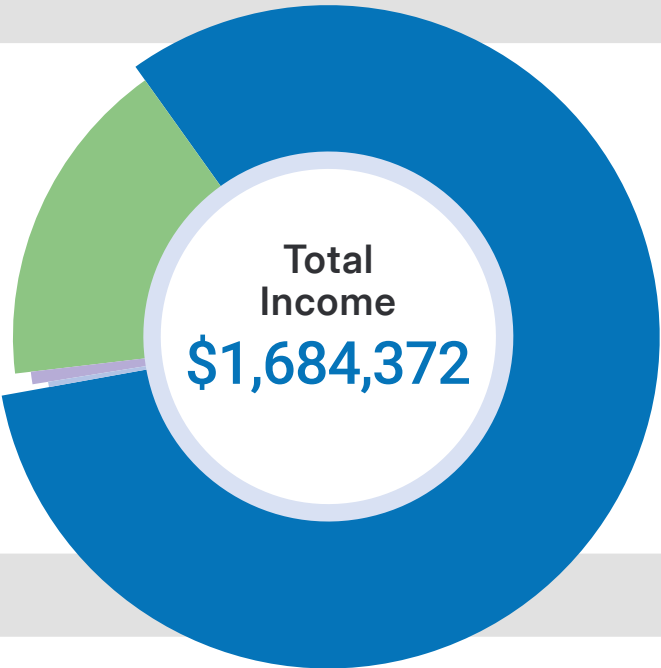


CORPORATE GOVERNANCE



SUMMARY OF FINANCIAL PERFORMANCE

Programme Income	\$1,380,670
Grant income	\$287,218
Other income	\$11,319
Donations	\$5,165



Manpower costs (incl. employee benefits)	\$1,211,596	Affiliation fees	\$51,015
Consultant and contractor fees	\$217,769	Professional fees	\$41,636
Office expenses	\$64,054	Operations (student-related expenses)	\$31,565
Other expenses	\$59,429	Depreciation	\$5,360

General Reserves
\$877,296



GOVERNING BOARD

ROLE OF THE 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 the Board's approval and oversight:

- Gathering adequate resources to enable 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 Generation Singapore's 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 & OCCUPATION	CURRENT BOARD APPOINTMENT	PAST APPOINTMENT	BOARD MEETING ATTENDANCE
Neeraj Seth CIO and Head of Asia Pacific Fundamental Fixed Income, BlackRock (Until Feb 2025)	Chairperson since 27 Apr 2023 Member since 06 Aug 2021	N/A	7/7
Dr Jeremy Fox APAC CEO, Generation: You Employed, Inc.	Treasurer since 27 Apr 2023 Member since 12 Feb 2019	CEO-Chair from 12 Feb 2019 to 27 Apr 2023	7/7
Fadhilah Abdul Rahman Zamawi Assistant Director, Economic Policy, National Trades Union Congress (NTUC)	Member since 12 Feb 2019	N/A	6/7
Ju Min Wong Grab Commercial & Support, Head of Programme Management & Transformation Office, Grab	Member since 12 Feb 2019	N/A	6/7
Wendy Chua Founder and CEO, Wand Inspiration	Member since 10 Oct 2019	N/A	7/7

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 BOARD REMUNERATION

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

BOARD 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 Dec 2024.

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
\$100,000–\$200,000	3

- 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 receiving a total remuneration of more than \$50,000 each 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.

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 with Generation programmes 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 & 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 2024 to 31 December 2024:

SN	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?
PRINCIPLE 1: THE CHARITY SERVES ITS MISSION AND ACHIEVES ITS OBJECTIVES.			
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes
PRINCIPLE 2: THE CHARITY HAS AN EFFECTIVE BOARD AND MANAGEMENT.			
4	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes
5	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes
6	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance *Other areas include Programmes and Services, Fundraising, Appointment/Nomination, Human Resource, and Investment.	2.3	Yes
7	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes
8	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes
9	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.	2.6	Yes

SN	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?
	<p>i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.</p> <p>ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.</p>		
10	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Yes
11	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes
PRINCIPLE 3: THE CHARITY ACTS RESPONSIBLY, FAIRLY AND WITH INTEGRITY.			
12	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes
13	<p>Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.</p> <p>a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.</p>	3.2	Yes
14	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
15	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
16	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes
17	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes
PRINCIPLE 4: THE CHARITY IS WELL-MANAGED AND PLANS FOR THE FUTURE.			
18	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).</p>	4.1a	Yes
19	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:</p> <p>i. Revenue and receipting policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for the delegation of authority and limits of approval.</p>	4.1b	Yes
20	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes

SN	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?
21	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes
PRINCIPLE 5: THE CHARITY IS ACCOUNTABLE AND TRANSPARENT.			
22	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes
23	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes
24	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes
25	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes
26	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes
27	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes
28	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes
PRINCIPLE 6: THE CHARITY COMMUNICATES ACTIVELY TO INSTIL PUBLIC CONFIDENCE.			
29	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes
30	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes

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