

Generation
SINGAPORE



| 2025 ANNUAL REPORT



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CEO Message

GLORIA ARLINI

Chief Executive Officer
Generation Singapore

A workforce revolution is on the cusp—one that calls for renewed skills and adaptability across generations.

Middle-aged workers are navigating evolving workplaces, embracing new technologies, and finding ways to sustain relevance in a shifting economy. Many young people are entering a more competitive job market, exploring alternative pathways that can help them gain experience and build their budding careers.

Entry-level jobs are changing. While artificial intelligence (AI) has taken over many routine tasks and raised productivity, it also means junior roles are becoming more complex and require a broader range of skills. This shift has intensified competition and widened a skills and employment gap, but it also presents an opportunity for renewed focus to better align training with emerging workforce needs.

*This is why our work at Generation Singapore
is important, more so now than before.*

We are expanding our programmes, not just for mid-careerists whom we have been supporting over the years, but also for young people entering the workforce—in particular those who come from vocational or non-degree backgrounds.

We also want to make sure that AI becomes a tool that people can leverage to raise their competencies, not to replace their roles. We are undertaking an integrative approach to implement AI in our own processes, on top of our learner and alumni curricula, to advance our impact with greater scale and efficiency.

The career and employment services ecosystem has to work in tandem. We are grateful for the collaboration and support that our partners and community extend towards our work, and look to form new partnerships and develop existing ones.

Together, **we can realise a meaningful career and sustained well-being for every person, anywhere in the world.**

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 150,000 graduates who have earned more than US\$2.4 billion in wages, and works with more than 24,000 employers, implementation partners, and funders.

Our Mission

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

Our Vision

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

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:

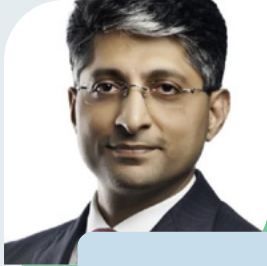
Standard Chartered Bank
(Singapore) Limited

AUDITOR:

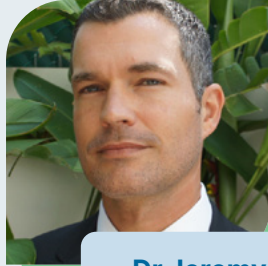
R Chan & Associates PAC

| Leadership

BOARD OF DIRECTORS



Neeraj Seth
Board Chair



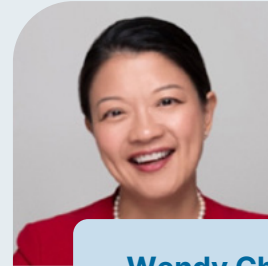
Dr Jeremy Fox
Board Member
& Treasurer



**Fadhilah Abdul
Rahman Zamawi**
Board Member



Ju Min Wong
Board Member

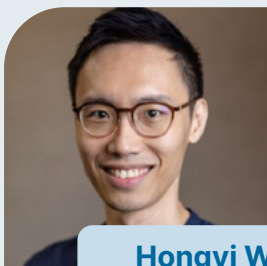


Wendy Chua
Board Member

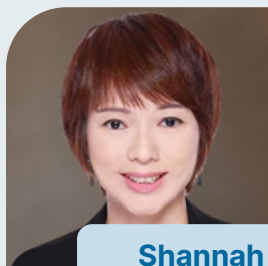
MANAGEMENT



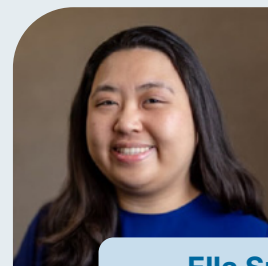
Gloria Arlini
Chief Executive Officer



Hongyi Wong
Curriculum and
Instruction Lead



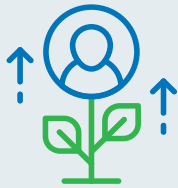
Shannah Teo
Employer Partnership
and Business
Development Lead



Ella Sun
People, Culture, and
Volunteer Manager

7-Step METHODOLOGY

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



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.



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.



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

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

1

2

3



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 pay off.



Data at the centre

With 57+ million data points and growing, we understand the full employment journey for graduates and can continually improve our approach.

4

5

6

7

| Our Impact

We define our impact as advancing *three dimensions* simultaneously:

BREADTH

251
LEARNERS
ENROLLED IN 2025
(14% YEAR-ON-YEAR
GROWTH)

1,711
LEARNERS
ENROLLED SINCE 2018

DEPTH

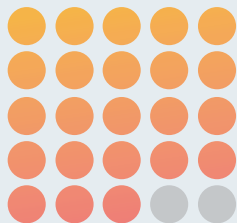
237
GRADUATES
IN 2025
(94% GRADUATION RATE)

1,640
GRADUATES
SINCE 2018
(93% GRADUATION RATE)

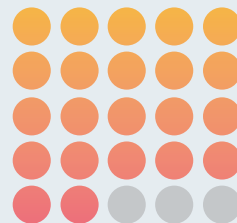


PLACED IN JOBS
WITHIN 6 MONTHS
OF GRADUATION

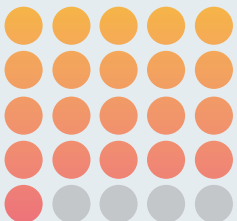
DURABILITY



91%
ALUMNI HAVE
ENOUGH FOR
DAILY NEEDS*



87%
ALUMNI ARE
SATISFIED
WITH LIFE*



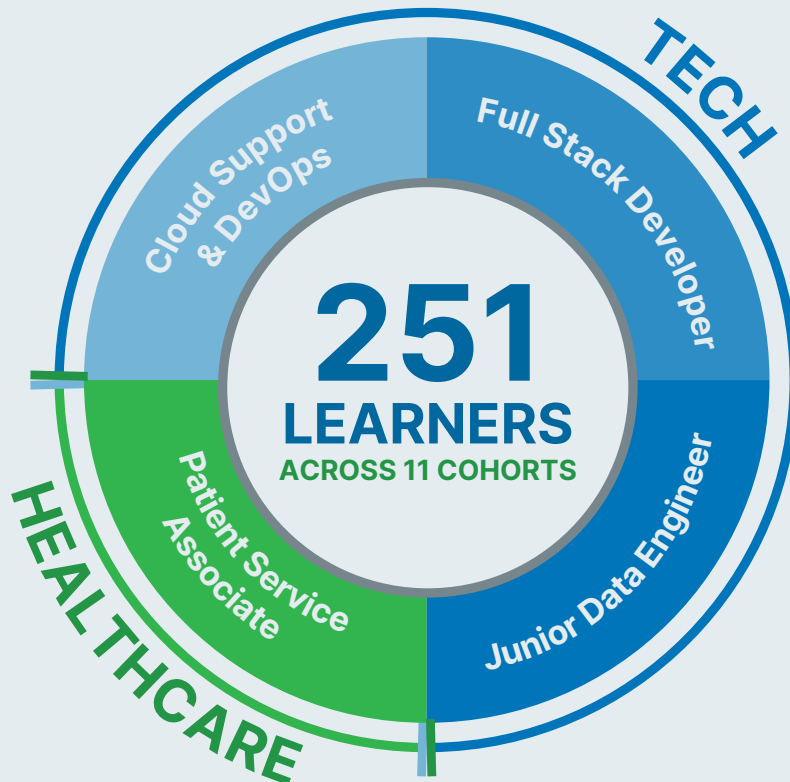
84%
EMPLOYED ALUMNI
EARNING ABOVE
LIVING WAGE*

*2025 Alumni Survey data

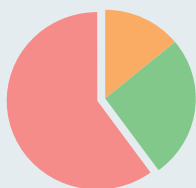


| 2025 Cohort

4 PROGRAMMES

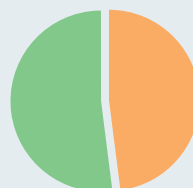


LEARNER DEMOGRAPHICS



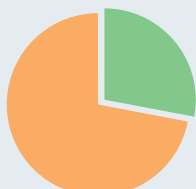
AGE

14% Youth (18-29)
26% Early mid-career (30-39)
60% Mid-career (40 and above)



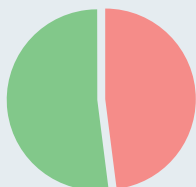
GENDER

48% Male
52% Female



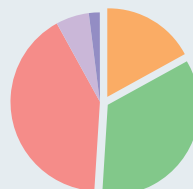
EMPLOYMENT STATUS

28% In full-time employment before joining
72% Not in full-time employment before joining



DEPENDENTS

48% Have dependents
52% No dependents



HIGHEST EDUCATION LEVEL

17% Secondary school
34% Technical/Vocational training
41% Bachelor
6% Master
2% Other

Programmes & Partnerships



TRAIN-AND-PLACE PROGRAMMES

SKILLSFUTURE CAREER TRANSITION PROGRAMMES (SCTP)

In partnership with Microsoft, SkillsFuture Singapore and Temasek Polytechnic, Generation Singapore runs train-and-place programmes primarily aimed at supporting mid-careerists to secure employment in the technology and healthcare sectors. Curated for individuals without related qualifications or experience to pivot into new career pathways, the boot camp covers an intensive curriculum that combines technical, behavioural, and mindset skills designed in consultation with industry partners.

The programme offers holistic wraparound support, including mentorship, alumni community, personal well-being support, and employability and employment support that extends beyond graduation, including job matching and interviews with employers. One distinguishing feature of Generation Singapore's delivery of SCTPs is our dedicated placement support, which include resume writing workshops, mock interviews, job matching, and GenReady career fairs where our graduates access multiple job interview opportunities with our employer partners during the one-day event.

SCTP in Tech | #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 meet industry demand for three tech-enabled career tracks.



GenReady Career Fair for Tech



Employability workshops with industry experts

SCTP in Healthcare

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



Field trips at healthcare institutions



Mock interviews with industry professionals



GenReady Career Fair for Healthcare

OUTCOMES-BASED FUNDING

SKILLS FOR SUCCESS (SFS)

An outcomes-based pilot financing initiative for Youth Access and Parity in Skills Training and Employment in Singapore, for which UBS Optimus Foundation and Temasek Holdings are the upfront funders, and the National University of Singapore is the outcomes funder.

Designed to enable youths who are not in education, employment, or training (NEET) to bridge the skills gap to employment in the digital economy, this pilot seeks to address persistent barriers faced by these youths: i) the inability to access skills training due to affordability and ii) to stay in long enough to benefit from it.

Specifically, it tests whether i) providing full coverage of training fees and ii) providing stipends during training can expand access, reduce dropout, improve training completion rates, and enable youths to convert training into real employment opportunities.

Having completed Phase 1 of the pilot, SFS learners are seeing early evidence of increased access and parity in outcomes compared with non-disadvantaged learners:



- SFS cohorts see a higher average number of disadvantaged youths than non-SFS cohorts
- Reduced dropout pressure during training, i.e. SFS cohorts are seeing higher graduation rates than non-SFS cohorts
- Employment placement rates in early cohorts are on par with national train-and-place programmes, e.g. SCTP under SkillsFuture Singapore

As the project continues into Phase 2, the unlocked outcomes-based funding allows for a sustained financing model and long-term impact at scale.

AVPN IMPACTCOLLAB AND IMPACTCOLLAB OUTCOMES MARKETPLACE

Generation Singapore is part of the inaugural cohort of verified impact organisations in Singapore and the region onboarded to AVPN's ImpactCollab at its launch in June 2025. ImpactCollab is a strategic platform connecting impact organisations with philanthropic capital across Asia to scale meaningful, measurable impact. Impact organisations are verified against parameters under a Governance Maturity Framework, such as strength of leadership, codes of conduct, transparency, and accountability.

Furthermore, Generation Singapore is among the first organisations in Singapore and the region verified and onboarded to AVPN's ImpactCollab Outcomes Marketplace, the next-phase expansion of the ImpactCollab platform which allows grantmakers to purchase verified social outcomes through standardised contracts, outcome rate cards, and third-party validation. This attests to the rigour of our impact measurement, while de-risking funder investment and creating long-term value creation for high-impact initiatives. The initial Outcomes Marketplace projects focus on mobilising outcomes-based funding for youth employability in the region, a core demographic profile which Generation Singapore has been serving since 2018.



PROFESSIONAL MENTORSHIP AND COMMUNITY COACHING

ALUMNI MENTORSHIP WITH MICROSOFT AND APOLLO

Generation Singapore partners Microsoft and Apollo for our Alumni Mentorship programmes, where industry professionals volunteer their time, experience, and expertise to mentor Generation alumni after graduation. This is part of the holistic wraparound support that Generation Singapore provides to our learners, supporting their employment journey beyond completing our training programmes.

Alumni who received mentorship include those who are on their job search, as well as those who are navigating new jobs and workplaces in their first months of employment in tech. The programme was met with strong satisfaction from both sides, with many having expressed interest to continue beyond the pilot.

52 MENTORS ENROLLED | **70 MENTEES ENROLLED**

DEVELOPMENTAL COACHING WITH COACHING FOR ALL

Generation Singapore partners Coaching for All, an independent collective of trained ontological coaches from Newfield who have completed the ICF PCC Level 2 Ontological Coaching Certification, to support underserved jobseekers in their employment journey. This partnership grows from a shared belief in the importance of coaching to prepare jobseekers mentally and emotionally for more concrete steps in their job search, such as applying for jobs and preparing for interviews.

In 2025, this pilot focused on a small group of Generation Singapore graduates identified as requiring more targeted professional coaching support before they can fully embark on their job placement phase. A total of 5 pro bono coaches, 10 learners and 40 hours of coaching hours were committed in the pilot phase, the success of which paves the way for future partnership extension to advance holistic wellbeing support for Generation's learners.

ECOSYSTEM COLLABORATION

ALLIANCE FOR ACTION ON ADVANCING CAREER & EMPLOYMENT SERVICES (AfA-ACES)



Generation Singapore is an appointed Industry Expert member of the AfA-ACES from 2025 to 2026.

Sponsored by Minister of Manpower Dr Tan See Leng, and co-chaired by Ng Chee Khern (then Permanent Secretary, Ministry of Manpower) and Marcus Lam (Honorary Treasurer, Singapore National Employers Federation), the AfA-ACES brings together 17 industry leaders in the career and employment services ecosystem with the aim to co-create solutions and collectively shape an industry transformation strategy.

As an Industry Expert, Generation Singapore, represented by our CEO Gloria Arlini, contributes our thought leadership and ground expertise to develop recommendations to uplift the career and employment services ecosystem.

AI SKILLING PARTNERSHIPS

AI CURRICULUM DEVELOPMENT FOR SINGAPORE EMERGING TECH TALENTS WITH THE SUPPORT OF COGNIZANT

This two-phase project aims to equip jobseekers with AI fundamentals to enhance their employability in Singapore's tech sector.

Phase 1 focuses on developing and localising AI content into the tech training curriculum for Singapore jobseekers, with input from Cognizant, Temasek Polytechnic, and other ecosystem partners to ensure industry relevance.

Phase 2 focuses on scaling impact by integrating the localised AI-enhanced curriculum into Generation Singapore's #GetReadySG SkillsFuture Career Transition Programmes (SCTP) in Tech. These core programmes have already benefitted 166 learners in 2025 and are projected to reach approximately 650 learners over the next three years, delivering sustained impact for learners, employers, and funders.

Following SkillsFuture Singapore's official approval of the new AI-enhanced curriculum, the new SCTP for Junior Data Engineering and Analyst is expected to be rolled out in mid-2026.

AI UPSKILLING MODULES FOR GENERATION ALUMNI WITH THE SUPPORT OF PATRICK J MCGOVERN FOUNDATION

In March 2025, Generation launched profession-specific AI upskilling modules with the goal of upskilling 1,000 alumni worldwide. This includes alumni from Generation Singapore who graduated from our Digital Marketing, Platform Ops Engineer and Software Engineering programmes since 2019.

The pilot received high overall satisfaction among our alumni, who found the content to be highly relevant. Upon completion of the course:

- 81% gained a great deal or quite a bit of knowledge as a result of the course
- 72% felt very confident or confident using AI after the training
- 84% said the course improved their ability to do their jobs
- 72% said the course made their jobs more enjoyable

| Employers

66
INDUSTRY
PARTNERS

Generation Singapore is grateful to our industry partners who have provided coaching support, job interviews, employment opportunities, and took part in GenReady engagements in 2025:

AcePLP Pte Ltd
Adecco Personnel Pte Ltd
Agency for Integrated Care
Ailytics Pte Ltd
AIQOS Pte Ltd
Aires Applied Technology Pte Ltd
AlpSoft Technologies Pte Ltd
Anthony Law Corporation
Assure IT Pte Ltd
Avensys Consulting Pte Ltd
BioMedia Holdings Pte Ltd
Central Provident Fund Board
Dayou Tech Pte Ltd
DBS Bank Ltd
ES Recruitment Pte Ltd
Genesis Networks Pte Ltd
Good Job Creations Pte Ltd
Hoshi Pte Ltd
Hotel Planner Pte Ltd
International French School
(Singapore)
InfoCepts Pte Ltd
Infosys Limited
JJ Innovation Enterprise Pte Ltd
Kabam Robotics Pte Ltd
Marina Bay Sands Pte Ltd
MCI Career Services Pte Ltd
MOH Office for Healthcare
Transformation (MOHT)
Nanyang Polytechnic
National Volunteer &
Philanthropy Centre
NETS Pte Ltd
Neurones IT Asia
NUS Cities Foresight Lab
ObvioHealth Pte Ltd

Pax8 Pte Ltd
PCCW Solutions Insys Pte Ltd
PwC Singapore
PropertyGuru Pte Ltd
PUTIEN
Quantum Inventions Pte Ltd
Quesscorp Pte Ltd
RAiD Pte Ltd
Recruit Specialists Pte Ltd
Red Alpha Pte Ltd
RMA Consultants Pte Ltd
SGITAL Pte Ltd
Singapore General Hospital
Singapore University of
Social Sciences
Sustainable Living Lab (SL2)
SoftwareOne Pte Ltd
Staffgo Pte Ltd
Suntory Beverage & Food
Asia Pacific Pte Ltd
Talents Pte Ltd
Talents@Work Pte Ltd
Talentsis Pte Ltd
Tangspac Consulting Pte Ltd
Tata Consultancy Services
Asia Pacific Pte Ltd
TDCX Pte Ltd
TechCom Solutions Pte Ltd
National Kidney Foundation
The Software Practice Pte Ltd
Total eBiz Solution Pte Ltd
Trainocate Pte Ltd
UBS AG
UpCloud Pte Ltd
Wesco Anixter Pte Ltd
Xcellink Group Pte Ltd

Employer & Alumni Spotlights

TECH UPCLLOUD



SEAN CHENG

Country Lead, Singapore
UpCloud



TIMOTHY HO

**Senior Cloud
Support Engineer,**
UpCloud

“ **Skills can be trained; however, the right attitude is not so easy to train.** ”

In the journey to expand its team, UpCloud has typically found it difficult to find candidates that had the combination of both the right attitude and aptitude, with a strong understanding of cloud products and Linux.

Timothy Ho was serving as one of the mentors for Generation Singapore's tech learners, and he was impressed by their knowledge that was growing by the day. He set out to consider them for their hiring needs, and eventually brought Ong Wee Chuan on board, who graduated from Generation's Cloud Support & DevOps programme.

UpCloud appreciated that these graduates have gone through Generation's evaluation processes and training, signalling their positive enthusiasm and strong commitment to move into a career in tech. The knowledge gap was also narrowed, providing a launchpad for these individuals to build their skills and grow into their new roles more seamlessly.

Employer & Alumni Spotlights

TECH UPCLOUD



ONG WEE CHUAN

Technical Support Engineer,
UpCloud

Alumnus, Cloud Support
& DevOps Programme

“ You have already made up your mind when you decided to pursue a different career. Stick with it. ”

Foresight and conviction brought Ong Wee Chuan across different engineering disciplines: from Chemical Engineering, to Software Engineering, before landing in Cloud Engineering.

Observing the emergence of AI back in 2021, he felt like he had to keep pace with the technological wave in Singapore and indeed the whole world, or risk falling behind. He learnt programming, and spent much of his personal time getting his hands dirty with testing and tinkering.

After already pivoting into software engineering, Wee Chuan kept an eye on cloud engineering as his next move, and joined Generation Singapore's boot camp on the back of his friends' recommendations.

His experience during the boot camp unwittingly prepared him well for his eventual role in cloud support. Working in groups with people coming from different proficiency levels, he realised that his understanding of technical detail can only go as far as his ability to clearly communicate them. Since joining UpCloud, he often serves as the link between the developers and the end-users.

Wee Chuan is adjusting well to his new role in part due to all the preparations he has gone through, and having a good sense of humour certainly doesn't hurt!

Employer & Alumni Spotlights

HEALTHCARE TAN TOCK SENG HOSPITAL



**IBNU FIRDAUS
BIN NOORAMAN**

Nurse Manager,
Clinic 4A,
Tan Tock Seng Hospital

“Don’t hire for yesterday’s job descriptions
—hire for tomorrow’s potential!”

Ibnu Firdaus bin Nooraman manages a team of nurses and Patient Service Associates (PSAs) at a Specialist Outpatient Clinic (SOC) delivering outpatient services spanning Respiratory and Critical Care Medicine, Psychiatry, Psychology, and Radiation Oncology. PSAs form a core component of the workforce supporting patient experience and clinic operations.

Brother Ibnu brought Abiramy Jaya Balan, a graduate of Generation’s Patient Service Associate Programme, to his team—impressed by her professionalism, readiness for practice, and person-centred approach despite having no prior healthcare background.

The overall experience with Generation Singapore is a positive one. TTSH SOC holds site visits in partnership with Generation Singapore for their learners to observe real-world clinical practices and directly interface with working PSAs, bridging classroom training with practical exposure as part of the programme curriculum. This has enhanced their workplace readiness and smoothed the onboarding process.

“When employers invest in learning before productivity, they build teams that stay relevant, innovate faster, and remain committed.”

Employer & Alumni Spotlights

HEALTHCARE TAN TOCK SENG HOSPITAL



ABIRAMY JAYA BALAN

**Senior Patient
Service Associate,**
Tan Tock Seng Hospital
Alumnus, Patient Service
Associate Programme

“ **Don't be afraid of starting all over
again from the beginning.** ”

A stint as a Covid-19 Admin Assistant injected a new lease of life for Abiramy Jaya Balan's career aspirations, as she discovered her passion for supporting patients and contributing to their care journey.

She decided to switch careers to healthcare, but had concerns around adapting after being in accounting and administration for many years. Yet she also understood that the skills she had developed—attention to detail, organisational skills, and working in fast-paced environments—could be built upon for this transition.

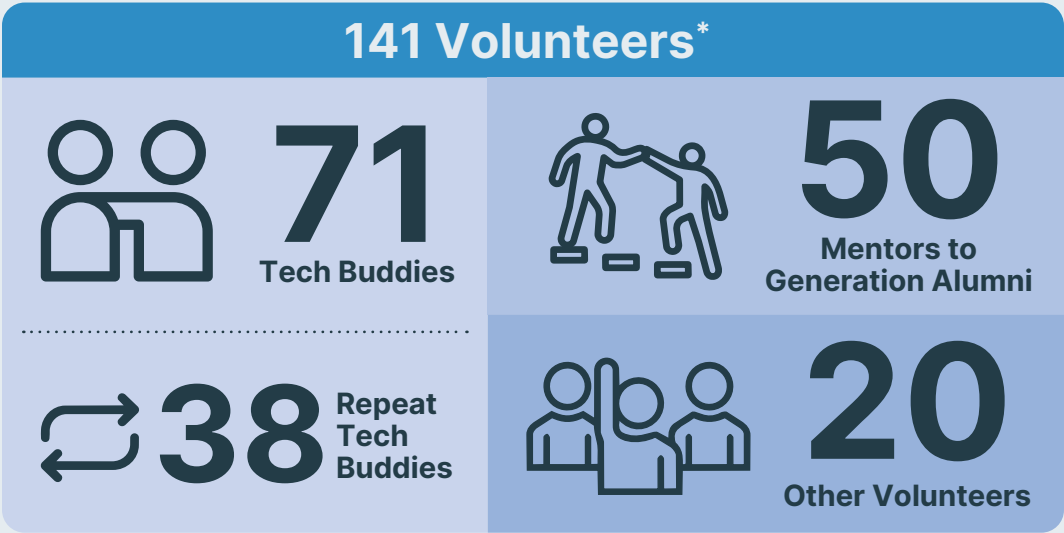
She joined Generation Singapore's boot camp for its strong focus on practical, job-ready training and direct connection to employment opportunities. The structured learning environment enabled her to pick up relevant skills such as patient care, financial counselling, and medical terminology.

After securing her role at Tan Tock Seng Hospital, the biggest change for her was shifting from a purely administrative role to one that is front-facing, where effective communication and empathy are fundamental in her daily work. But carrying what she learnt from her previous experiences and the boot camp, she has been growing in confidence—and more importantly, deriving a stronger sense of purpose.

A career switch can feel challenging, but with the right training and positive mindset, nothing is impossible.

| Generation Community

Generation Singapore is uplifted by a vibrant community that provides valuable insights and resources to our learners and alumni, creating a supportive environment during and beyond the boot camp:



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

28 PARTNERS*		
Funders, In-kind Supporters & Corporate Partners	Apollo Opportunity Foundation	McKinsey & Company
	Bank of America	Michael Page
	Blackrock	Microsoft
	Cognizant	Salesforce, Inc
	Indeed	Temasek
Community Collaborators	Infosys	Tri-Sector Associates
	Institute of Policy Studies, National University of Singapore	UBS Optimus Foundation
	Coaching for All	Persatuan Pemuda Islam Singapura (PPIS)
	Common Purpose	South Central Community Family Service Centre
	Counselling and Care Centre	
Institutes of Higher Learning, Training Partners, and Collaborators	Empowered Lives Initiatives	
	Institute of Technical Education	Temasek Polytechnic
	Singapore Institute of Technology	University of Oxford, Oxford Strategy Group
Government Agencies & Industry Associations	Employment and Employability Institute (e2i)	SkillsFuture Singapore
	Lifelong Learning Singapore	Workforce Singapore

| Mentor Spotlights



SAMUEL WONG

**Manager, Data & Digital,
Keppel Limited**

Alumnus, Junior Data
Engineer Programme
Tech Buddy (Mentor,
SkillsFuture Career
Transition Programmes)

“ **A mid-career switch is hard, and there will be moments of doubt, but trust the process.** ”

Humility and heart. Those are the two things that made Samuel Wong journey with Generation Singapore not only as a learner, but as a returning mentor as well.

Being part of the very first cohort of Generation's Junior Data Engineer programme, Samuel had no expectations. He simply showed up with an open mind and a readiness to learn. After graduating and now thriving in his role working on Data & AI engineering projects, he knows how transformative the experience can be. And he's eager to pay it forward—by being the guiding voice he wished he had when he was starting out.

Having been a Tech Buddy for over four runs, Samuel would sign up again without hesitation. He is consistently amazed by the level of intentionality, ownership, and commitment that learners bring, and knowing that he has played even a small part in the success of their journey gives him deep fulfillment that cannot be found anywhere else.

“With Generation, I'm walking alongside people through one of the biggest leaps of their lives. There's a visible mindset shift from 'can I really do this?' to 'I've got this.'”



GOPAL MISRA

**Aladdin Engineering SysOps,
Singapore, BlackRock**

Tech Buddy (Mentor, SkillsFuture
Career Transition Programmes)

“ **Knowledge is power. Be a student for life.** ”

When Gopal Misra first signed up to be a Tech Buddy mentoring Generation Singapore's learners, he had expected to be paired with a fresh graduate. Through regular one-to-one meetings and consistent engagement, he came to learn and align with the goals of his mentee, who was then still undergoing the 3-month training boot camp.

What led Gopal to become a Tech Buddy is his passion for understanding each mentee's aspirations, building strong human connections, motivating them, and creating an environment where they can thrive. This gave him a clear roadmap for guiding his mentee's journey, who had strong career aspirations but lacked a clear direction to get there.

Gopal held discussions around career opportunities and preparations for interviews with his mentee, who quickly gained confidence and clarity in progressing towards his goals.

“Our ability to stay disciplined and persistent strengthens with consistent action. Rather than waiting for motivation, we build it through execution and momentum.”

| Mentor Spotlights



RICHA RAUNIAR

**Regional Director,
Asia Pacific, Microsoft**

Mentor, Microsoft Alumni
Mentorship Programme

“

Impact is often created through small, consistent interactions—listening, encouraging, and helping someone see possibilities they may not yet see for themselves.

”

To Richa Rauniar, mentorship is, at its heart, a relationship between two people.

When she was first introduced to her mentee, Richa was surprised by how similar their experiences had been. Having pivoted to tech herself, Richa related to the journey that her mentee was going through in a deeply human way.

Richa participated in the Microsoft Alumni Mentorship programme, where Microsoft professionals mentored Generation alumni who are navigating their job search and first months into the tech sector, after graduation. She saw this as an opportunity to give back by leveraging her experience to help individuals make meaningful career transitions while contributing to a broader ecosystem for building future-ready talent.

Richa reflected that it was not just her mentee who was learning. She drew inspiration from her mentee’s curiosity, willingness to learn, and openness to feedback—a reminder that growth often comes from stepping into the unknown with courage and resilience. The process also solidified for her that mentorship is less about giving answers and more about asking the right questions.

“Mentorship is a shared journey—where both mentor and mentee grow and challenge assumptions. You’ll walk away with, if nothing else, a beautiful new relationship.”

| Thought Leadership



10 Mar 2025

AI for Women: Enhancing Health, Wealth and Economic Growth
Cognizant



24 Jul 2025

Crossing Cultures, Connecting Generations: Singapore's Workforce Advantage
Indeed Talent Trends



07 Aug 2025

Skills-First: What Does It Mean for Me?
SUSS-IAL Skills-First Roundtable

| Media Coverage



21 Mar 2025

销售经理裸辞转行教编程：薪水减半不后悔 | 40后新生
Lianhe Zaobao



09 Apr 2025

SkillsFuture Singapore looking to improve quality, accessibility of courses
CNA



16 July 2025

Too young to retire, too old to hire?
Business Times



17 Aug 2025

Prime Minister's Speech
National Day Rally 2025

| Looking Ahead

We continuously monitor the landscape for employability support and iterate our strategic interventions to maximise our impact:



Undertake an integrative approach to AI and roll out implementation in our internal processes as well as learner curricula and alumni modules

Review and enhance our programme and service offerings to meet learner and industry demands



Empower more diverse groups of needful jobseekers, taking into account the rise of youth unemployment

Explore opportunities and strengthen collaboration to collectively advance the career and employment services ecosystem

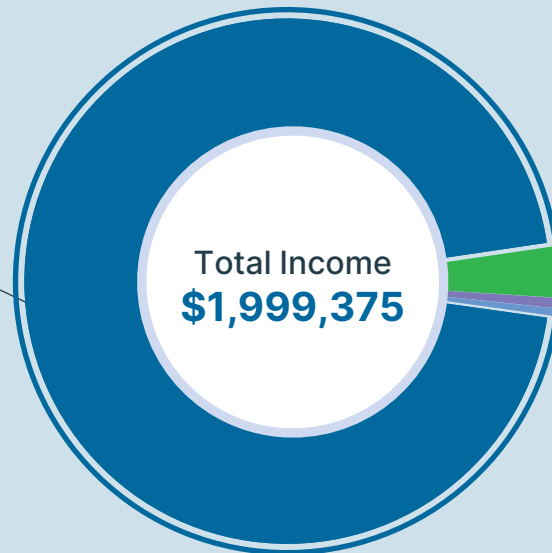


| GOVERNANCE



Financial Performance Summary

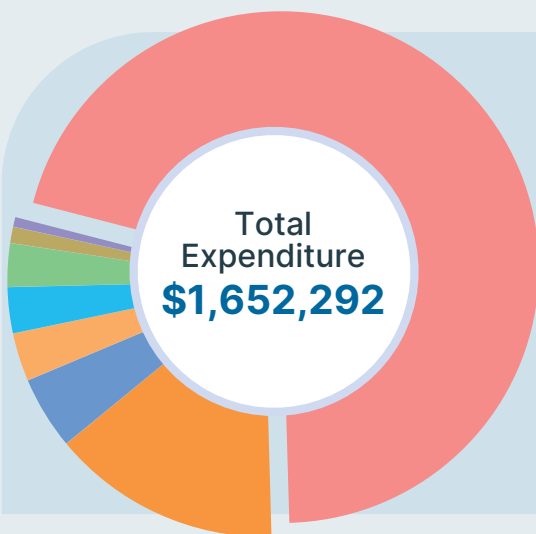
\$1,908,640
Programme Income



\$66,820
Grant Income

\$13,569
Other Income

\$10,346
Donations



\$1,165,586
Manpower Costs
(Incl. employee benefits)

\$50,311
Office Expenses

\$16,944
Professional Fees

\$238,981
Consultant and
Contractor Fees

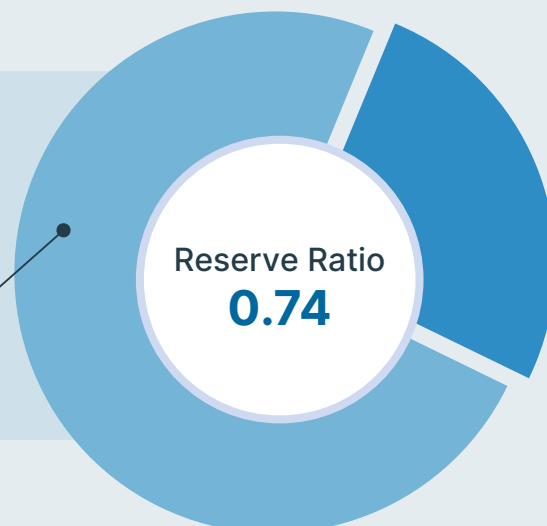
\$48,125
Affiliation Fees

\$10,480
Depreciation

\$76,264
Other Expenses

\$45,601
Operations (student-
related expenses)

\$1,224,379
General Reserves



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 BOARD APPOINTMENT	BOARD ATTENDANCE
Neeraj Seth Founder and CIO, 3R Investment Management	Chairperson since 27 Apr 2023 Member since 06 Aug 2021	N/A	5/5
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	5/5
Fadhilah Abdul Rahman Zamawi Partnerships, Inclusive Development Lead, Philanthropy Asia Alliance	Member since 12 Feb 2019	N/A	5/5
Ju Min Wong Grab Commercial, Head of Programme Management & Transformation Office, Grab	Member since 12 Feb 2019	N/A	4/5
Wendy Chua Founder and CEO, Wand Inspiration	Member since 10 Oct 2019	N/A	5/5

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 2025.

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 Learning 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, and Harassment Policy

The Protection Against Sexual Exploitation, Abuse, and Harassment (SEAH) 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 2025 to 31 December 2025:

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, Fund-raising, 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?
	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. 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.		
10	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes
11	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	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	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. 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.	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	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. 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).	4.1a	Yes
19	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes

SN	Call for Action	Code ID	Did the charity put this principle into action?
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
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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