



Unlocking Possibility To Inspire Change

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About Access

Opening Doors To Opportunities For All

Founded in 2019, Access Singapore (“Access”) is a social mobility charity that provides career exposure opportunities for students in Singapore facing financial, social, and/or academic challenges.

Students from disadvantaged backgrounds often face various barriers to achieving their fullest potential, such as self-limiting mindsets and unequal access to social networks. Recognising this, Access designs early intervention programmes that aim to empower disadvantaged students facing financial, social, and/or academic challenges to explore various career paths and build the confidence to pursue their professional goals. We do this by working with global and local companies to provide career guidance and mentorship opportunities to students from lesser-reached streams and institutions across Singapore.

Serving as an early touchpoint for disadvantaged students, we enable them to discover and develop qualities and skills that are essential to career success through experiential learning, so that they can improve their social mobility in the long-term.

Access Sg Ltd was established as a volunteer-led initiative on 19 January 2019 and incorporated as a company limited by guarantee on 12 January 2020.

Access was registered as a charity under the Charities Act (Chapter 37) since 13 March 2024, and became an Institution of Public Character (IPC) on 19 August 2025.

Access has the Constitution as its governing instrument.

Unique Registration Number (UEN)
202001601D

Registered Address
2 Orchard Link, *SCAPE, #05-02, Singapore 237978

Auditor
Tan, Chan & Partners



Our Impact

Page	Programme	Statistics	Immediate Outcome	Intermediate Outcome (1-2 Years Post Programme)
25	Pathways	13 RUNS 816 STUDENTS IMPACTED 18 SCHOOLS WORKED WITH	> - Increased awareness of diverse career opportunities and pathways - Increased ability to determine own career aspirations and pathways - Increased motivation and self-efficacy to pursue career aspirations - Improved work readiness skills	>> - Actively seek and seize opportunities - Are more likely to succeed in their pursuits
27	Access Career Exploration (ACE!)	3 RUNS 186 STUDENTS IMPACTED 3 SCHOOLS WORKED WITH 71 MENTORS INVOLVED	> - Improved work readiness skills - Expanded social networks	>> - Have greater access to opportunities - Actively seek and seize opportunities - Are more likely to succeed in their pursuits
29	Mentorship	3 RUNS 132 STUDENTS IMPACTED 5 SCHOOLS WORKED WITH 42 MENTORS INVOLVED	> - Increased awareness of diverse career opportunities and pathways - Increased ability to determine own career aspirations and pathways - Increased motivation and self-efficacy to pursue career aspirations - Improved work readiness skills - Expanded social networks	>> - Have greater access to opportunities - Actively seek and seize opportunities - Are more likely to succeed in their pursuits
31	Access Fellowship Programme (AFP)	84 FELLOWS IMPACTED 8 PARTNERS WORKED WITH 26 MENTORS INVOLVED 93% GRADUATED THE PROGRAMME	> - Increased awareness of diverse career opportunities and pathways - Increased ability to determine own career aspirations and pathways - Increased motivation and self-efficacy to pursue career aspirations - Improved work readiness skills - Expanded social networks	>> - Increased employment rates - Improved career trajectories - Increased career satisfaction - Increased salaries / incomes over time

What's Next

Access Alumni Network (AAN)

Main Page: 21

Statistics

337 ALUMNI

33 MENTORS

5 NETWORKING SESSIONS HELD

42 MASTERCLASSES HELD

Continued Support & Network Expansion

Connects participants from past programmes with past, present, and potential future mentors so they can continue to:

- Build their social capital through networking events
- Receive guidance and mentorship
- Develop skills through masterclasses and workshops
- Have exposure to potential job or internship opportunities

Message from the Founder

Dear Funders, Partners and Friends,

2025 has been a year that not just tested our ambitions, but exceeded them. Achieving Institute of Public Character (IPC) status is perhaps the clearest proof of that: a formal recognition that the work we do is worthy of the highest level of public trust amongst Singaporeans who share our belief in a more equitable society to support our cause of opening doors for all.

As I sit down to write this message, what strikes me most is not any single milestone or achievement, but the sense that something larger is taking shape — a genuine movement around social mobility in Singapore, with Access Singapore at the heart of it. The theme Unlocking Possibility to Inspire Change does not just describe what we set out to do in the year but also describes what I witnessed, time and again, in the faces of our students, our alumni, and the partners who rallied behind this cause.

When I think about what it means to unlock possibility, it is not an abstract idea. It is a student who discovers a career pathway they never knew existed. It is an alumnus who receives a grant to pursue a dream. It is a national conversation among government leaders, business executives, and social sector changemakers about how we build a more equitable Singapore together.

This year, we took that belief and turned it into action.

We launched The Trampoline, Singapore's first social mobility hub — a physical and programmatic space designed to serve as a home for our students, our partners, and the broader social mobility movement. Trampoline represents a significant step in our journey: from a programme-delivery organisation to a true ecosystem builder, convening the resources and community that disadvantaged youth need to bounce off and soar.

We also hosted a Roundtable on Social Mobility with key corporate partners and friends of Access, bringing together decision-makers who are committed to embedding equitable practices within their organisations. These conversations are not just ceremonial, they translate into partnerships, opportunities, and systemic change that our students directly benefit from.

Our inaugural Social Mobility Fundraising Gala remains a milestone we are particularly proud of. It was a celebration of the movement we are building together, and a powerful statement of intent as we scale our impact. The response from our community of donors and champions was humbling and affirming.

For our alumni community, this year brought an exciting new chapter: The Woke Salaryman Opportunity Fund, launched in partnership with the iconic financial literacy platform. Unlike traditional grants, this fund is designed to give our alumni the flexibility to pursue skills and interests that contribute to both their career and personal fulfilment — whether that means an industry certification, a creative workshop, or a wellness course. We believe that flourishing looks different for every young person, and this fund honours that by giving our alumni the freedom to choose paths that enrich their lives and aspirations. It is a tangible expression of what the Access Alumni Network stands for: that our responsibility to our beneficiaries does not end when a programme does, but deepens as they grow.

Guided by our Board and Chairman Suhaimi Zainul Abidin, we have continued to strengthen our organisation foundations — sharpening our strategy, deepening our governance, and positioning Access Singapore for the next phase of meaningful growth.

Looking ahead to 2026 and beyond, we are building with intention. We will be launching Access Apprenticeships which creates tangible, real-world work opportunities for polytechnic graduates. We will also be introducing Access Compass Programme, our new programme for secondary school students, designed to meet students earlier in their educational journey and guide them with greater intentionality in their career aspirations.

In addition, refreshing our Theory of Change, which underpins all our work, will help to ensure that everything we do is grounded in evidence, coherent in its logic, and uncompromising in its pursuit of impact.

It is a tremendous privilege to lead this organisation and the extraordinary team behind it. To our staff, Board, donors, mentors, volunteers, school partners, and corporate champions: thank you. Each of you play an irreplaceable role in what Access Singapore is becoming.

With your continued belief in our mission, I am more convinced than ever that we are unlocking real, lasting upward mobility for the next generation of young Singaporeans.



A handwritten signature in blue ink, likely of Clarence Ching, positioned above his name and title.

Clarence Ching
Founder and Executive Director
Appointed on 19 January 2019



Our Board Members

Role of the Governing Board of Directors

The Board of Directors (“Board”) provides strategic direction and oversight of Access’ programmes and objectives, guiding it towards fulfilling its vision and mission through good governance. It ensures compliance with relevant laws and regulations while working with the Management Team, led by the Executive Director, who is accountable to the Board.

All Board Members are made up of volunteers and do not receive any form of remuneration. None of the staff serves on the Board. Each term of appointment of each Director is two years. The Board meets quarterly, with a quorum of at least three members.

Access has complied with the Governance Evaluation Checklist (GEC), which is available for viewing on the charities portal at www.charities.gov.sg.

Our Board of Directors



Mr Suhaimi Bin Zainul Abidin

Chief Executive Officer, Quantedge Capital

Board Chairperson

Appointed on 22 June 2024
& renewed on 1 January 2026



Mr Lin Zhiming, Leonard

Global Head of Public Affairs and
Singapore General manager, SHEIN

**Board Member and Programmes
Committee Chairperson**

Appointed on 9 October 2023
& renewed on 1 January 2026



Mr Tai Gee Han, Andy

Managing Director (SEA)
Goldman Sachs

**Board Member and Finance Committee
Chairperson**

Appointed on 9 October 2023
& renewed on 1 January 2026



Ms Lim Ying Ling Judy

Former CEO, VTB Capital Asia

**Board Member and Audit & Risk
Committee Chairperson**

Appointed on 24 October 2024
& renewed on 1 January 2026



Mr Eu Zai Jie, Jonathan

Chief Executive Officer,
Singapore Land Group

Board Member

Appointed on 1 January 2026



Ms Chu Ching Man (Cynthia)

Co-founder, Half Global

Board Member

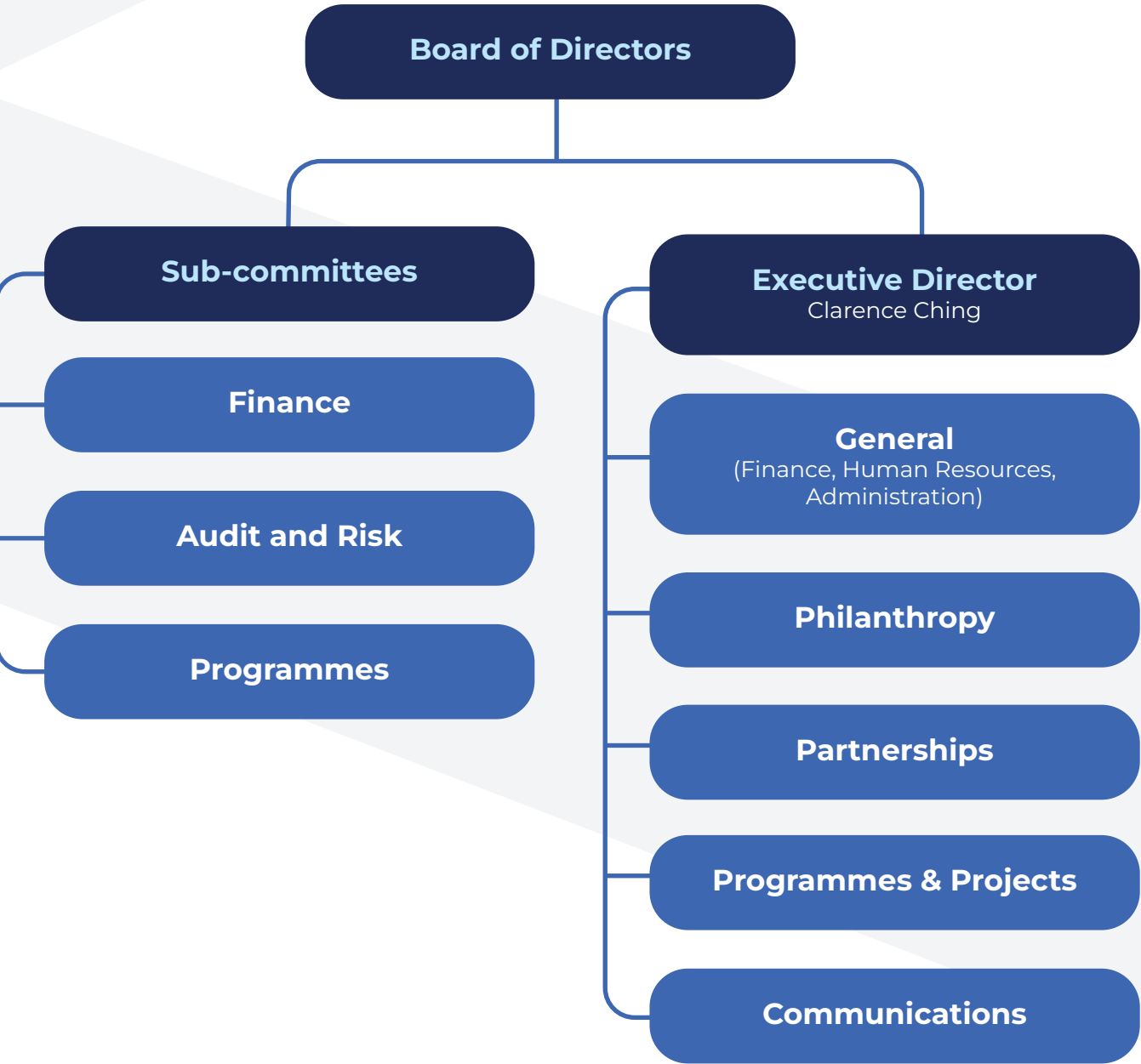
Appointed on 1 January 2026



Organisational Structure

To assist the Board in the execution of its duties, the Board has delegated specific functions to its sub-committees. These committees meet half-yearly and operate within the Terms of Reference (TOR) approved by the Board. The Board comprises of the following sub-committees:

- Finance (established on 20 February 2025)
- Audit and Risk (established on 20 February 2025)
- Programmes (established on 23 February 2026)



Access Singapore does not have any related entities.



Board Attendance

Board Meetings and Attendance

A total of four Board meetings were held during the financial year. The following sets out the individual Board member's attendance at the meetings:

Name	Sub-Committees	Attendance
Suhaimi Bin Zainul Abidin	• Finance (Member) • Audit and Risk (Member)	4/4
Lin, Zhiming, Leonard	• Programmes (Chair)	3/4
Tai Gee Han, Andy	• Finance (Chair)	3/4
Lim Ying Ling Judy	• Audit and Risk (Chair)	4/4

Sub-Committee Meetings and Attendance

Our sub-committees convene half-yearly. The following sets out the individual Committee member's attendance at the meetings:

FINANCE COMMITTEE		
Name	Role	Attendance
Tai Gee Han, Andy	Chairperson	2/2
Suhaimi Bin Zainul Abidin	Member	2/2

AUDIT & RISK COMMITTEE		
Name	Role	Attendance
Lim Ying Ling Judy	Chairperson	2/2
Suhaimi Bin Zainul Abidin	Member	2/2

Governance Policies

Risk Management Framework

The Board holds overall responsibility for managing Access' key risks, ensuring the protection of its assets and the achievement of its mission. The Audit and Risk Committee (ARC) supports the Board in overseeing risk management, while the Management Team handles day-to-day risk management and internal control monitoring. The risk management framework is reviewed annually by the ARC and the Board, incorporating feedback from stakeholders and updates from operational and regulatory changes. Regular updates on risk mitigation progress are provided to the Board and relevant stakeholders.

Anti-Money Laundering & Countering the Financing of Terrorism (AML/CFT) Policy

Access adopts a risk-based approach to prevent money laundering (ML) and terrorist financing (TF), with a low inherent risk due to its known donor base. All staff and board members must adhere to AML/CFT policies, with non-compliance resulting in disciplinary action. The Executive Director oversees compliance, while the ARC monitors and advises on risk assessments. Periodic reviews and ongoing monitoring of donor transactions ensure alignment with Access' knowledge of its donors.

Reserves Policy

Access seeks to achieve a reserve level equivalent to at least 12 months of operating costs to ensure long-term stability and continuity of our mission to open doors to opportunities for all. The Board will review at least annually the adequacy of the reserves to ensure Access is able to fulfil its continuous obligations.

Conflict of Interest Policy

All Directors of the Board and staff are required to comply with the conflict of interest policy to ensure they act in the best interest of Access. The Board has put in place documented procedures for declaring actual or potential conflicts of interests at least annually and on a need-to basis. Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

Restricted Funds

Access has disclosed its restricted funds in the Financial Statements, Notes 15 & 16, page 26. Please refer to the Financial Statements for more information.

Financial Report

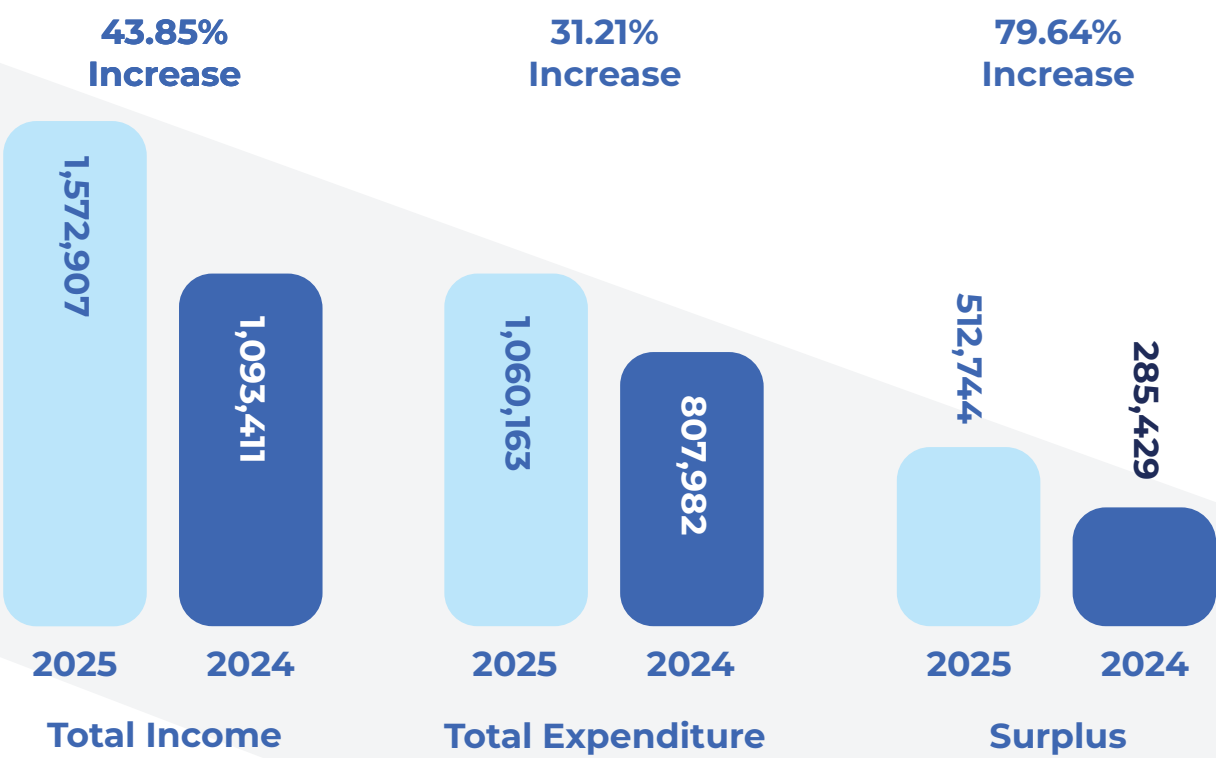


FINANCIAL REPORT

2025 vs 2024

FY2025 marked a pivotal year for Access. We attained Institution of Public Character (IPC) status and successfully hosted our inaugural fundraising event, achieving a 44% increase in overall income.

Through new collaborations and the deepening of existing partnerships, we invested in expanding our team. This growth strengthens our capacity to deliver on our mission and scale our impact — advancing social mobility across Singapore with greater reach and resilience.



Overall 43.85% Increase In Income

With the attainment of the IPC status in 2025, our inaugural fundraising gala raised a total of \$413,088 before grant matching from the Tote Board Enhanced Fund-Raising Programme (TBEFR).

Grant income and programme income also increased due to better eligibility for grants such as the SG60 Towards Sustainability Fund from the National Council of Social Services (NCSS), as well as more funding support from corporate organisations to run programmes.

Overall 31.2% Increase In Expenditure

The increase in expenditure is mainly attributable to the LinkedIn Ad Grant received, amounting to \$96,750 in ad credits utilised in FY2025.

Staff costs also increased about 49% from 2024 with the hiring of 4 new (of which, 2 senior) headcount in Q1 2025 and 1 senior headcount in Q3 2025.

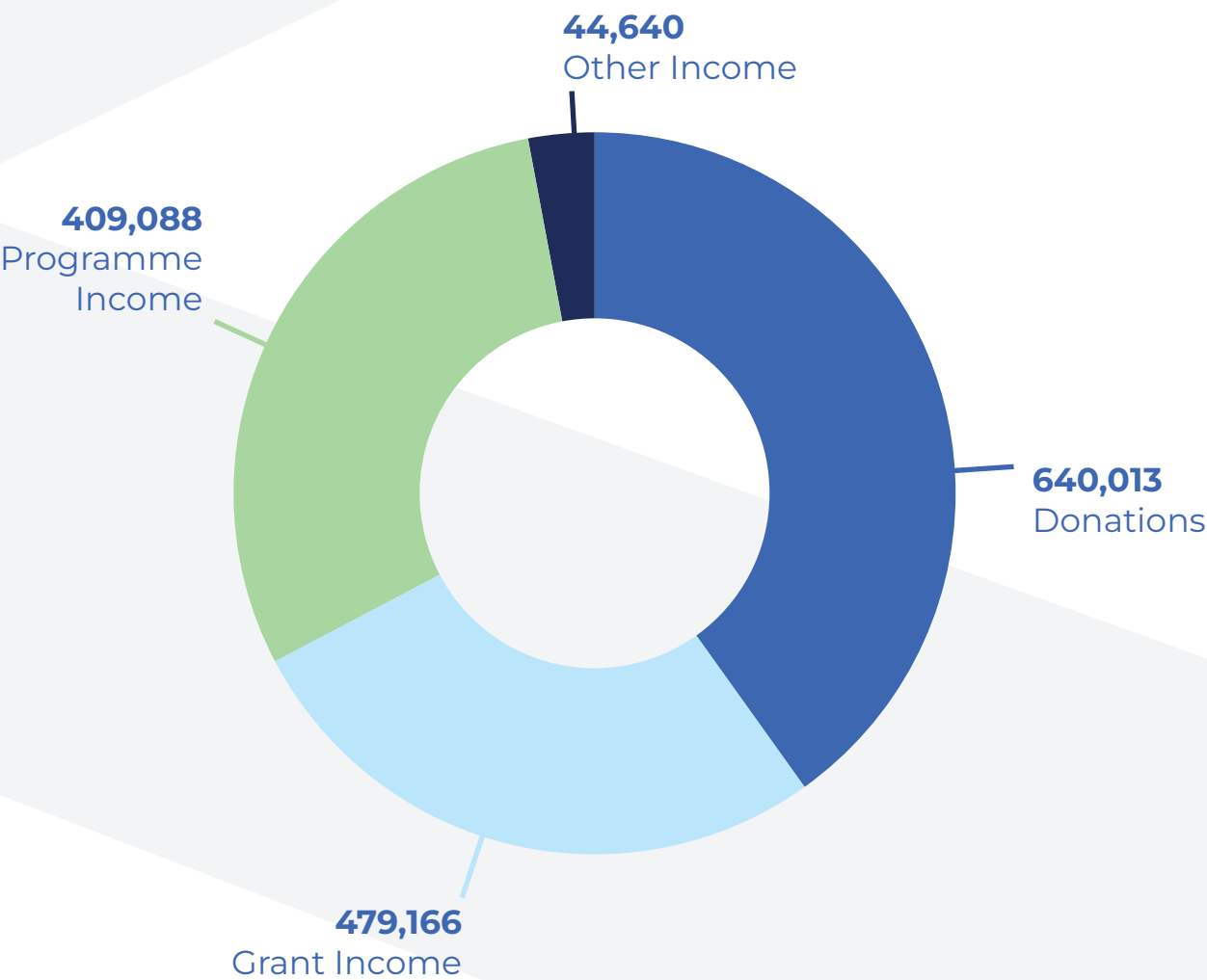
As at year end, charitable assets held mainly consist of office equipment, furniture and renovation, which are purposed for the office and The Trampoline.

Other receivables held are disclosed in Note 6 of the Financial Statements.



Summary Financial Performance

2025 INCOME



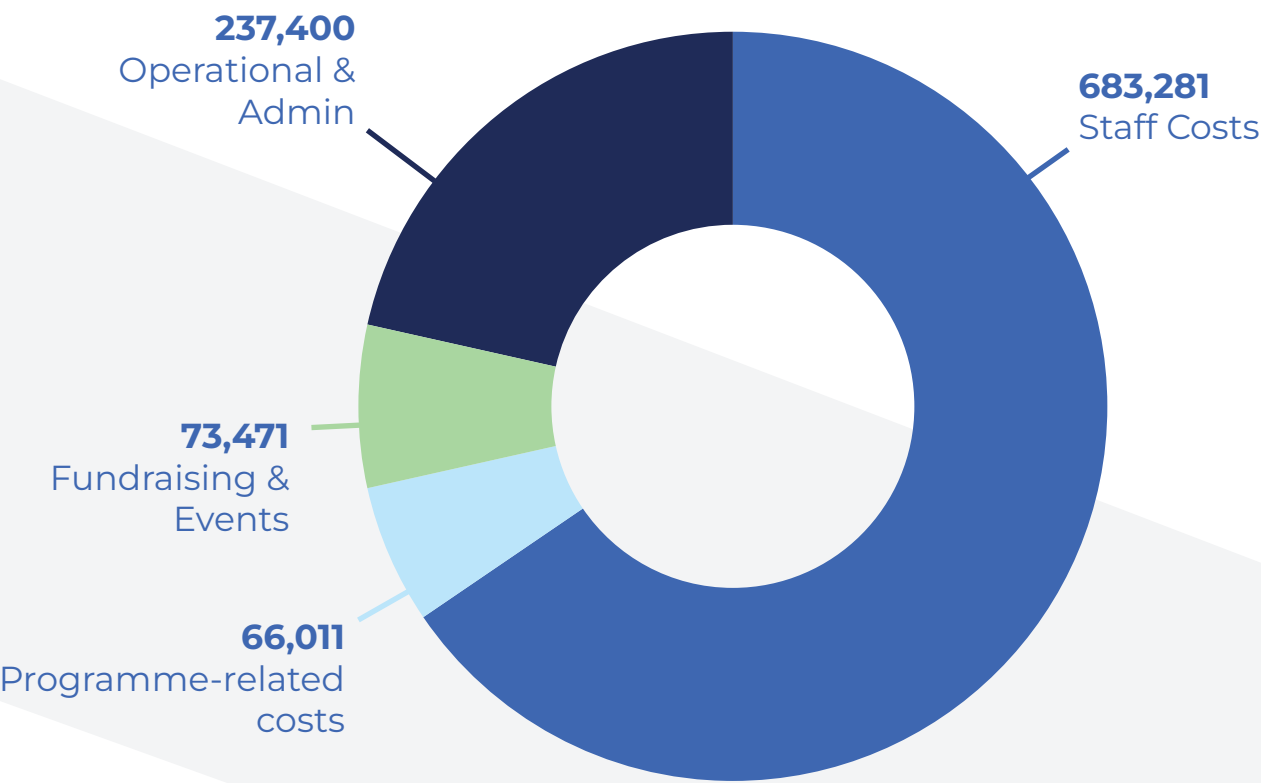
Income is mainly derived through donations, largely from our inaugural fundraising gala in August 2025, as well as online fundraising campaigns on Giving.sg.

Grants in 2025 include income from the Tote Board under the TBEFR, the LinkedIn Ad Grant, National Youth Council, Adobe, NCSS as well as the Progressive Wage Credit Scheme from IRAS.

Programme income relates to funding from corporate organisations to fund our programmes.

Other Income mainly consists of venue hire income from The Trampoline, Singapore's first Social Mobility Hub.

2025 EXPENDITURE



Staff costs include salaries, CPF, flexi-benefit expenses, allowances and bonuses for 10 full-time staff and 10 interns and associates throughout the year.

Fundraising efficiency ratio is 7.77%, which is also disclosed in Note 23 of the Financial Statements.

Only 1 employee received more than \$100,000 in annual remuneration for the financial year ended 2025.

Remuneration Bands	No. of Staff
\$100,000 to \$200,000	1
Above \$200,000	0

Operational and administrative expenses include professional fees incurred on audit and corporate secretarial services, office overheads and depreciation expense.

No staff member serve on the Board of Directors, and no staff member is a close family member of the Executive Director or any of the Board members.



2025 Milestones



2025 MILESTONES

Access Social Mobility Fundraising Gala



Uplifting Futures in the Garden of Opportunity

In August 2025, Access held its inaugural Social Mobility Fundraising Gala – a landmark milestone made all the more meaningful by our attainment of IPC (Institution of a Public Character) status just weeks before the event. This hard-earned recognition affirmed our standing as a trusted organisation committed to creating pathways for disadvantaged youth, and set the stage for an extraordinary evening.



Titled Uplifting Futures in the Garden of Opportunity, the gala brought together 120 philanthropists, corporate leaders, community champions, and key partners united by a shared belief in the power of opportunity. We were honoured to welcome our Patron and Special Guest, Minister of State Dinesh Vasu Dash, alongside other prominent ministers, philanthropists, and business leaders whose presence underscored the collective commitment to advancing social mobility in Singapore. The evening was also a moment to celebrate the people who make our work possible. Through the Inaugural Friends of Access Awards, we recognised the generous contributions of individuals and organisations who go above and beyond to champion the youth we serve.

Together, the gala raised \$423,000 – with every dollar going directly into creating opportunities for the disadvantaged young people at the heart of our mission.

Following the success of this inaugural event, Access has decided to make the gala a yearly affair. We look forward to growing this community of changemakers and continuing to build a more equitable future, one young person at a time.

The Trampoline

A Home for Youth, A Springboard for Change

Launching A New Chapter at *SCAPE

In 2025, Access opened the doors to The Trampoline – a purpose-built 3,600 sqft youth space at *SCAPE, designed to empower, uplift, and connect young people from all walks of life. The launch was also the occasion for our second Access Conversations, featuring Acting Minister David Neo, who shared his perspectives on how young people can redefine what success means on their own terms.

Its name pays homage to President Tharman’s 2015 interview at the St Gallen Symposium where he used the "trampoline" metaphor to explain Singapore’s social support system, contrasting it with a traditional safety net. Instead of just catching people who fall, the "trampoline" helps them bounce back up through active support.

More than just a physical space, The Trampoline serves as a homeground for Access programmes, a community hub for our growing alumni network, and a flexible programming space for partners across sectors. The Trampoline provides a convergence point for youths, alumni, and collaborators within the Somerset precinct. Alongside this, we support ground-up youth groups and nonprofits to use the space at accessible rates, increasing footfall and diversity of communities, while selectively hosting corporate workshops and talks that align with youth aspirations. This mix creates a dynamic, inclusive environment where opportunity, learning, and community intersect.



Leap Into Tomorrow

In December 2025, we invited Tell Your Children to bring the walls of The Trampoline to life. Leap Into Tomorrow is a vibrant mural celebrating movement, optimism, and growth, where youths leap across an open landscape, lifted by trampolines and framed by doorways to new beginnings.

Set within a world of exciting possibilities, Leap into Tomorrow reflects Trampoline by Access’ spirit of empowerment, joy, and opportunity for disadvantaged youths in Singapore.

We are deeply grateful to the sponsors who made The Trampoline possible

Cash Donors: Lee Foundation • The United Kingdom-Singapore Students’ Council (UKSSC) Singapore Pools • The Woke Salaryman • Simmons & Simmons LLP

In-Kind Supporters: Epson • Comfort Design • Nippon Paint • StarHub

2025 MILESTONES

Access Alumni Network (AAN)

The Access Alumni Network (AAN) is Access Singapore's structured, long-term support platform for youths who have completed Access programmes. Designed to translate early gains into lasting impact, the AAN ensures that alumni continue to receive guidance, build social capital, and access meaningful opportunities as they transition from education into employment.

Today, the AAN comprises over 337 alumni from ITE, polytechnics, junior colleges, universities, and the workforce, brought together through curated in-person events, digital platforms, and corporate engagements that support career exploration, peer learning, and leadership development.

Through the network, alumni are supported to build professional connections, receive continued mentorship and career guidance, develop transferable skills through masterclasses and workshops, and access internships and employment pathways through Access' network of corporate partners.

The Woke Salaryman Opportunity Fund

In 2025, Access launched The Woke Salaryman – Access Alumni Network Opportunity Fund in partnership with The Woke Salaryman, a platform dedicated to financial literacy and empowerment for everyday Singaporeans.

The fund is designed to give alumni the flexibility to pursue skills and experiences that contribute to both their career development and personal fulfilment – whether that means professional certifications, creative workshops, or wellness courses.

The fund is built around three core objectives: fostering holistic and flexible growth, encouraging lifelong learning and curiosity, and supporting social mobility by equipping alumni with the resources to thrive in all aspects of life.

Key AAN Activities in 2025

LinkedIn Mentorship & AI Coaching Session

In partnership with LinkedIn, Access hosted an AI coaching session pairing LinkedIn coaches, who are LinkedIn staff, to alumni, helping them build stronger, more professional online profiles. Participants received LinkedIn Premium accounts and free Microsoft Copilot licences for a year, giving them hands-on experience with the AI tools increasingly shaping the modern workplace.

OKX F1 McLaren Drivers Engagement

In collaboration with OKX, Access alumni were given a rare opportunity to meet Formula 1 McLaren driver Oscar Piastri. The engagement featured a panel session where Oscar spoke about his childhood, his journey to the top of motorsport, and the dreams that drove him, followed by a live Q&A where alumni could ask him questions directly. The event offered alumni an inspiring reminder that extraordinary outcomes are possible, regardless of where you start.

Key Statistics

35% Of participants gained better clarity on their strengths

21/22 Of participants felt that they were able to expand their professional networks.

22/22 Of participants agreed/strongly agreed that the networking sessions allowed them to forge meaningful connections.

21/22 Of them also felt more confident networking with professionals after the event.

2025 MILESTONES

The Roundtable

Held at the British High Commissioner's Residence, Eden Hall, in partnership with the British High Commission and made possible by bp Singapore, the Access Social Mobility Roundtable, held on 18th November 2025, convened 16 senior leaders from various sectors to examine how Singapore can strengthen social mobility and widen access to opportunity. Serving as an amalgamation of insights and perspectives, it fostered meaningful dialogue, providing a space to exchange ideas, share lessons, and explore actionable strategies to advance social mobility.

Opening remarks by Access Singapore, the British High Commission and bp underscored the importance of partnerships in collective impact, lessons from the UK, and corporates' roles in fostering inclusion. Associate Professor Vincent Chua highlighted key barriers, including resource, relational and recognition gaps, and the need for redistribution, increased social mixing, broadening definitions of success, alongside fostering a strengthened community and a culture of kindness.

Roundtable Key Insights

Overall, the roundtable underscored that strengthening social mobility will require narrative change, greater accessibility, and sustained cross-sector collaboration to ensure all youths can access meaningful opportunities and thrive, regardless of their backgrounds.

What are we (Singapore) already doing well in supporting social mobility?
Participants recognised momentum in youth mentoring, industry exposure and youth engagement in recent years. However, it was also noted that youths from lower-SES backgrounds still face low awareness of available pathways, and navigation challenges, even when opportunities exist.

What can we learn from UK counterparts that could be applied locally?
UK practices, such as robust apprenticeship ecosystems, school-to-work transition programmes, and corporate funding structures that support apprentices, offer useful models for strengthening local pathways. Building on this, Access will launch its Access Apprenticeships in January next year, offering disadvantaged Polytechnic graduates a credible alternative route to success.

In the UK, social mobility and inequality are embedded in the national discourse, ensuring that those most in need are aware of opportunities and able to access them. For Singapore, this highlights the urgency of creating direct, visible pathways and a coordinated societal effort across companies, schools, and community organisations to share opportunities and resources, actively uplifting young people. Moreover, countries with higher social mobility destigmatise non-academic pathways, showing how cultural attitudes and mindset shifts can drive participation, confidence, and aspiration.



Programmes

What more can be done to advance social mobility?

Participants stressed that “you can’t be what you can’t see,” emphasising the need to bring opportunities directly to youths, supported by relatable representation and role models who demonstrate that alternative pathways to success are viable. They also surfaced the need for sustained corporate commitment, even when results take time. These efforts must be accompanied by addressing the social stigma persistently shaping youths’ confidence, self-worth and aspirations.

What are the key challenges that could hinder social mobility efforts and progress?

Key challenges include persistent social stigma and narrow definitions of “success,” which limit youths’ confidence, coupled with uneven visibility of pathways, like technical careers or apprenticeships, and reluctance to join programmes due to mindset or belonging. Corporates also face challenges in securing buy-in and resources, which can hinder the sustainability of long-term social mobility initiatives.

A recurrent theme throughout the discussion was the profound need to redefine success and change narrative. Youths continue to internalise societal hierarchies, between academic streams, elite and neighbourhood schools, white-collar and technical roles, and university versus apprenticeship pathways, reinforcing entrenched stigma.

Conclusions

Key recommendations from the roundtable include:

Increased Awareness and Access To Opportunities and Resources

- Bringing opportunities directly to youths through schools, communities and youth spaces rather than relying on self-selection by leveraging on shared community and youth spaces.
- Provide clear guidance and navigation support so youths can understand and access available programmes and pathways.

Importance of Role-Modelling and Representation

- Ensure youths have visible, relatable role models across diverse pathways to inspire aspirations, unconstrained by self-limiting perceptions.

Early Exposure and Engagement

- Provide “job tasters”, or short-term experiences for students to explore careers before choosing academic tracks.
- Engage teachers to help students navigate opportunities and foster aspiration.

Expand Pathways and Corporate Commitment

- Implement structured apprenticeships, school-to-work transition programmes, and mentoring initiatives.
- Ensure programmes are accessible to lower-SES youths with support for transport, stipends, or other barriers.
- Promote awareness of less visible careers to destigmatise these pathways and improve the perceived attractiveness of these jobs and careers.
- Secure long-term corporate investment in mentoring, apprenticeships, and youth programmes, even when results will only be released in the long term. Ensuring internal buy-in is essential.

Redefining Success and Destigmatising

- Foster a culture of kindness, inclusion, and community support as part of social mobility efforts.
- Recognise small wins, confidence-building, and incremental progress as meaningful outcomes in the longer-term mobility journey.



Access Pathways

The Access Pathways Programme is a half-day programme designed to provide students with meaningful career exposure through sharings by relatable speakers. With guidance from Access facilitators, students also develop deeper self-awareness, which is crucial in navigating their career pathways.

Key Statistics

4.03^{/5}

The average student rating was 4.03 out of 5, indicating a strong agreement with the statement “I have a better understanding of the different career paths I can explore as compared to before today’s session.”

Some Lessons Our Students Learnt

- Resilience/Perseverance:**
- “Don’t give up failure is not the end”
 - “Keep trying even if you fail”
 - “Success takes time”
- Different Starting Points, Different Journeys:**
- “It doesn’t matter where you start it’s about the journey”
 - “Everyone starts somewhere”
 - “Learning about how people in high ranking roles didn’t start big”

Access Singapore x National Environment Agency (NEA) Public Service For Good - Access Social Mobility (PASMP) Pathways Programme

Together with 99 students from Queensway Secondary School, Orchid Park Secondary School, and Naval Base Secondary School, participants embarked on a journey to learn more about NEA and the vital role the organisation plays in keeping Singapore clean and green.

The Access x NEA PASMP Pathways Programme provided students with the opportunity to explore various career pathways, while also gaining deeper self-awareness through guided discussions with their Access facilitators. This enabled students to make more informed career choices aligned with their interests and aspirations.

During the session, three NEA speakers shared their experiences and insights. Notably, 48.5% of students agreed that the sharings were engaging, relatable, and useful. Students also took away meaningful lessons from the session, with one student highlighting that learning about “the different pathways” available after secondary school was particularly helpful.

Overall, the programme served as a meaningful platform for students to deepen their understanding of career pathways while gaining valuable insights into their own interests and future aspirations.



“ One of the things I have learnt from the speaker sharings was, no matter where you come from you can be successful. ”

- Pathways Student

“ Through the sharings from the speakers, I learnt about the different types of jobs in NEA. ”

- Pathways Student



PROGRAMMES

Access Career Exploration (ACE!)

Modelled after case competitions, three runs of ACE! programmes were delivered in partnership with different schools and corporate/public sector organisations. Participants were presented with industry-based Challenge Statements and worked in teams over five guided sessions to develop innovative solutions with support from mentors and facilitators. The programme culminated in team presentations to a panel of industry professionals, who provided feedback.

The ACE! programme focuses on three key objectives:

- Building Self-Confidence:**
Students collaborate in teams to develop and present solutions, strengthening their confidence in idea articulation and presentation.
- Mentee-Mentor Relationship:**
Participants receive guidance and support from mentors throughout the programme, fostering meaningful connections.

Skills Development:
Students gain both hard skills (research, content development, presentation design) and soft skills (communication, teamwork, public speaking, and time management).

2025 Access x CapitaLand ACE! Programme

This programme was conducted in partnership with CapitaLand Hope Foundation and Ang Mo Kio Secondary School, engaging 57 students. Participants tackled the challenge statement, “How can lyf One-North Singapore (LONS), a co-living space, be made more welcoming and accessible for persons with disabilities (PWDs)?”, and worked in teams over five sessions to develop inclusive, user-centric solutions, supported by immersive site tours at lyf one-north Singapore.

Guided by CapitaLand mentors and Access facilitators, students conducted primary and secondary research, strengthening their critical thinking, communication, and teamwork skills while building confidence and mentor-mentee relationships. As one student reflected, “I learned how to analyse situations, ask better questions, and consider different points of view,” while another shared, “I learned to become more confident when presenting.” The programme culminated in presentations to a panel of judges, with participants demonstrating measurable growth, including a 20% increase in critical thinking, 13% in teamwork, and 11% in general self-efficacy.

Testimonial by Ms Deepa, Year Head, Ang Mo Kio Secondary School

“ In 2024 and 2025, our students participated in the Access programmes, which offered them valuable exposure to experiential learning opportunities beyond the classroom. The programme was thoughtfully designed and well structured, enabling students to engage meaningfully with the activities and content. Through these authentic experiences, students were able to broaden their perspectives while developing important life skills.

The programme greatly benefited our students by building their confidence, communication skills, and self awareness. The varied activities challenged them to step out of their comfort zones, collaborate with peers, and reflect deeply on their personal strengths, goals, and aspirations. Many students also gained greater clarity about their future pathways and developed a more positive mindset towards learning and personal growth.

We hope to continue and further strengthen our partnership with Access in 2026 and beyond, so that more students can benefit from such meaningful and empowering learning experiences. We look forward to exploring new opportunities together to support our students’ holistic development and to equip them with the skills, confidence, and resilience needed to navigate future challenges. ”

The “Comfort Zone” Breakthrough

“ Before this programme, i was very scared to speak infront of alot of people. But after this, im able to speak infront of alot of people with more ease. ”

- ACE! Student

Key Statistics

57.13% of students reported increase in critical thinking

46.11% of students reported increase in teamwork skills

47.92% of students reported increase in general self efficacy

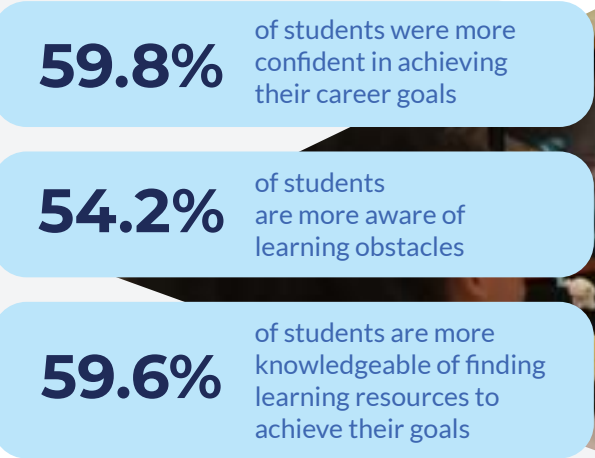
PROGRAMMES

Access Mentorship

The Mentorship Programme is a four-session career guidance initiative that pairs students with industry mentors to support their academic and career exploration. Through structured masterclasses led by industry partners, students gain insights into various professions, build professional relationships, and develop skills to make informed decisions about their future pathways.

The programme focuses on strengthening career readiness, mentor-mentee relationships, and personal development. Students are equipped with essential transferable skills, including resume writing and interview techniques, while engaging with mentors who provide guidance and support. Through reflective activities, students also build self-awareness, confidence, and clarity in their education and career goals.

Key Statistics



Access x Marina Bay Sands Mentorship Programme

In two runs held in May and October, students from Yuying Secondary School, Naval Base Secondary School, and Queensway Secondary School embarked on a journey to learn more about the hospitality industry and the various roles within it with mentors from Marina Bay Sands. Participants attended masterclasses on Building Confidence, Behind-the-Scenes of Preparing for a Show, and Professional Grooming, all led by experienced instructors from Marina Bay Sands.



The Access x Marina Bay Sands Mentorship Programme provided students with opportunities to explore different career functions in hospitality, while also honing their technical and transferable skills through hands-on masterclasses. In addition, students received personalized guidance from mentors on resume and interview skills, enabling them to make more informed career decisions aligned with their interests and aspirations.

During the May session with Yuying Secondary School, 81% of students gained greater knowledge on how to find learning resources to achieve their career goals, and 74% became more aware of potential learning obstacles. Meanwhile, in the October sessions with Naval Base Secondary School and Queensway Secondary School, 46% of students reported an increased mindfulness of how their strengths and interests align with their career goals, while 39% saw an improvement in their ownership over their own work and learning.

Testimonial by Anand Pillai, Senior Manager at Sands Theatre, Marina Bay Sands

“ Guiding these youths through a rare behind-the-scenes exploration of the Sands Theatre reminded me why I’m so passionate about the hospitality and entertainment industry. The artistry isn’t only what unfolds on stage. It’s also the precision, planning and orchestration that allow each performance to come together seamlessly. Watching the students’ faces light up as they uncovered the intricacies behind a production reaffirmed the profound impact that mentorship and a valuable headstart can have. Real-life learning beyond the classroom creates lasting memories and insights that stay with you for years. Guiding these young minds have not only deepened their appreciation of our craft, but also renewed my passion to continue nurturing the next generation of talent. ”



PROGRAMMES

Access Fellowship Programme

The Access Fellowship Programme (AFP) is Access Singapore's flagship mentorship initiative, designed to bridge the gap between education and employment for tertiary students from lower-income and financially disadvantaged backgrounds. Open to students across Institutes of Technical Education (ITE), Polytechnics, and Universities in Singapore, AFP connects motivated young people with purpose-driven companies and industry professionals, creating real pathways to career readiness.

How It Works

The 2025 programme ran across six structured weekly sessions from July to August, each four hours long. Fellows moved through three key stages:

- Connect, where they built relationships with industry mentors and peers
- Develop, where they gained industry knowledge and transferable skills through expert-led masterclasses
- Apply, where they put their learning into practice through a hands-on capstone project presented to an industry panel on Graduation Day.

Masterclasses covered topics including strengths and values identification, career pathway planning, effective communication, personal branding, resume writing, interview skills, and professional networking. Fellows also benefited from office visits and one-on-one mentor guidance throughout.

Mentors came from a range of leading organisations, including SHEIN, the Principal Sponsor of the programme, Constellar, Schneider Electric, and LinkedIn. Masterclasses were conducted by SUTW Impact Consulting, Deliveroo and Friendzone. Together, they bring diverse industry perspectives to the cohort.

2025 Cohort at a Glance

The 2025 cohort welcomed 84 Fellows, 67 from ITE Collges and 17 from Polytechnics and Universities. Of these, 78 graduated, achieving an impressive 93% graduation rate, up from 71% in 2024. Fellows were supported by 26 mentors and 25 facilitators across the programme.



Impact

Pre- and post-programme surveys showed statistically significant improvements across all key development areas ($p < 0.01$). At least 60% of Fellows reported measurable growth in every focus area:

- 78% gained a stronger awareness of real-world workplace expectations
- 63% improved their ability to set actionable career goals
- 62% developed greater clarity on the career paths they can explore
- 62% reported increased confidence in professional communication
- 61% demonstrated stronger problem-solving and analytical skills

Beyond the numbers, Fellows described the programme as a turning point, building confidence to approach the working world, forging meaningful professional connections, and shifting their mindset about what's possible for their futures.

Why It Matters

For many Fellows, AFP offers access to guidance, networks, and experiences that their peers in more advantaged circumstances take for granted. For partner companies, it is a meaningful platform to invest in underrepresented talent, contribute to social mobility, and grow a more diverse future pipeline.

“ Before AFP, I rarely signed up for opportunities that weren't mandatory, especially things outside of school like mentorships, networking, or competitions. Even when I was interested, fear often held me back. AFP became the stepping stone that helped me break out of that mindset. ”

What made AFP special was the environment it created. I was surrounded by like-minded peers, genuine mentors, and passionate instructors who truly wanted to see us grow. It felt like a safe space where I could ask questions, make mistakes, and learn without fear of being judged. As someone who started with no professional network, AFP showed me that it's possible to build one from scratch. ”

- Meuthia Dzahirah, Year 2 Student,
Nanyang Polytechnic, AFP 2025 Fellow

Testimonial by Andy Lo, AFP Masterclass Instructor

“ Growing up, at every critical building block of life, I found myself thinking, 'I wish someone had taught me this earlier.' When Access presented this opportunity, I never imagined I would be the one giving the guidance I once wished I had. It's a privilege to be part of a platform that lets me share what the education system doesn't teach: that everyone is capable of so much more, and a hope that they can start from a stronger position than I did. A life isn't found, it's built, and my role is to help students develop the mindset to build theirs. ”

Key Statistics

55%

Of Fellows more confident in their ability to obtain a job/internship

62%

Of Fellows felt that they communicated better with industry professionals

Looking Ahead



As we close the chapter on 2025, Access looks to the horizon with renewed purpose. The work of the past year has laid a strong foundation for us to build bold new initiatives designed to deepen our impact, extend our reach, and sharpen the way we work in 2026 and beyond.

Access Apprenticeships: Opening New Doors for Polytechnic Graduates

In January 2026, Access will launch Access Apprenticeships – an 18-month programme offering polytechnic graduates an alternative pathway into meaningful careers. Grounded in the belief that talent is equally distributed but opportunity is not, the programme will be designed for Singapore Citizens and Permanent Residents, particularly those from financially disadvantaged backgrounds or who do not qualify for local Autonomous Universities.

Through structured, full-time apprenticeships with leading employers committed to inclusive hiring, apprentices will gain hands-on experience across different departments through rotations, mentorship from industry professionals, and targeted skills development workshops to strengthen workplace readiness and long-term career resilience. For employers, the programme will offer a pipeline to motivated, values-aligned polytechnic talent and a tangible way to contribute to a more equitable workforce.

By bridging the gap between graduation and meaningful employment, Access Apprenticeships will create new pathways for young people to grow, contribute, and lead.

Access Compass Programme: Guiding the Next Generation

Launching in 2026 in partnership with SHEIN Singapore and the South East Community Development Council (CDC), Access Compass Programme (ACP) will be a new programme designed to support disadvantaged secondary school students across the South East District. Through a curated series of workshops and activities, Compass will help students reflect on their strengths and aspirations, develop their personal brand, and build portfolios that prepare them for school applications, internships, and future career pathways.

The ACP will build on the success of the Access Fellowship Programme (AFP), also supported by SHEIN, which has benefitted over 200 Institute of Higher Learning students since its 2024 launch, equipping them with core skills in career planning, problem-solving, and project management. Together, AFP and ACP will form a continuum of support: meeting young people where they are, from secondary school through to higher education and beyond.

The launch of ACP reflects a growing conviction shared by Access, our partners, and policymakers alike that early, structured guidance can meaningfully shift trajectories for students who might otherwise lack access to professional networks and career clarity.

A Revamped Theory of Change: Sharpening Our Focus

Undergirding these new initiatives will be a refreshed and deepened articulation of how Access creates change. In the coming year, we will be launching a revamped Theory of Change which will be a more rigorous framework that will map the pathways from our programmes to long-term outcomes for the young people we serve.

This is not simply an internal exercise. It reflects our commitment to accountability, learning, and continuous improvement. By clarifying what we do, why we do it, and how we measure success, our Theory of Change will ensure that every programme we run, from Access Compass Programme to Access Apprenticeships to The Trampoline, is purposefully designed and evidence-informed.

The road ahead is full of possibilities. With the right partners, the right programmes, and a clear sense of purpose, Access is ready to do more, and to do it better – for the youth who need us most.



Our Partners

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Outram Secondary School
Presbyterian High School
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St. Gabriel's Secondary School
Woodlands Secondary School
Yuying Secondary School

Anderson Serangoon Junior College
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Nanyang Polytechnic
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as we strive to create a more equitable society
in Singapore.

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