

SPOR

Singapore Public Sector Outcomes Review

Singapore Public Sector Outcomes Review 2024



ABOUT THE SINGAPORE PUBLIC SECTOR OUTCOMES REVIEW (SPOR)



go.gov.sg/SPOR

The biennial SPOR provides insight into how Singapore has fared in key areas of national interest, ranging from lifelong learning, health, housing and sustainability, economy, to security and diplomacy.

Coordinated by the Ministry of Finance (Singapore) with inputs from all ministries, SPOR highlights the strategies, initiatives and deliverables of our public sector agencies towards achieving these outcomes.

SPOR
Singapore Public Sector Outcomes Review

CONTENTS

At a Glance	4
--------------------	---

Infographics	8
---------------------	---

CITIZENS

Opportunities for All, at Every Stage of Life

Education	13
Quality Jobs	19
Family	25
Health and Wellness	32
Retirement	45
Social Safety Nets	50

Quality and Sustainable Living

Housing and Amenities	58
Transport	64
Environment and Sustainability	70
Arts and Heritage	78

Our Shared Future and Place in the World

External and Homeland Security	84
Legal and Diplomacy	92
Government and Regulations	97
Building Our Future Together	102
Spirit of Forward Singapore	106

BUSINESSES

Strong and Resilient Economy

Economy and Labour Market	113
Economic Opportunities	119
Business Environment	127
Infrastructure and Logistics	132
Cybersecurity and Digital Resilience	137

Resources	145
------------------	-----

Photo Credits	146
----------------------	-----

AT A GLANCE

The biennial Singapore Public Sector Outcomes Review (SPOR) takes stock of key outcomes of national interest from a citizen's and business' perspective in four themes.

- Theme 1: Opportunities for All, at Every Stage of Life
- Theme 2: Quality and Sustainable Living
- Theme 3: Our Shared Future and Place in the World
- Theme 4: Strong and Resilient Economy
- Infographics

Theme 1: Opportunities for All, at Every Stage of Life

Progress has been made to create opportunities for Singaporeans at every stage of their lives, from early education to retirement.

- **Affordable and quality education:** The number of full-day preschool places has increased to over 200,000 to meet demand. Preschool education has become more affordable. Our primary, secondary and post-secondary students have more pathways and opportunities to pursue their strengths and interests, and be better prepared for the future.
- **Good jobs, lifelong learning, with strong social safety nets:** In 2023, employment rate of residents aged 25 to 64 remained high at 82.6% and residents generally saw an increase in wages over the past few years. To help Singaporeans take charge of their career health and seize new job opportunities, jobseekers are supported through a nationwide network of Jobs and Skills Centres, and programmes for reskilling and upskilling. 98% of SkillsFuture trainees surveyed in 2023 reported better work performance, after training. Income inequality, measured by the Gini coefficient, declined to 0.371 in 2023 after accounting for taxes and transfers, reflecting the redistributive effect of government support measures and taxes and efforts to uplift wages of lower-wage workers. The Government also provided more support to lower-income households through short-term cost-of-living support, and schemes such as Workfare which are permanent components of our social safety nets. We have recognised Singaporeans' concerns on cost-of-living in a time of global inflation, and continue to help Singaporeans with daily expenses through the Assurance Package.
- **A Singapore Made For Families:** Similar to many other societies, Singapore saw a decline in its resident total fertility rate, which reached 0.97 in 2023 due to fewer and later marriages as well as births. We implemented more measures to support Singaporeans across their marriage and parenthood journey. These included enhancements to the Baby Bonus Scheme and leave measures, and raising full-day infant care places by around 50% in the last five years.



- **Healthy and active living:** Singaporeans enjoy one of the longest life expectancies globally. We reduced the prevalence of high cholesterol and diabetes in Singapore and implemented measures to support healthier and active lifestyles. However, the prevalence of high blood pressure and obesity rose. Self-reported poor mental health decreased from 2022 to 2023, and the Government stepped up efforts to support mental health by launching the National Mental Health and Well-being Strategy in 2023. Healthcare remains affordable through subsidies, MediShield Life, and MediSave. Median wait times for adults in public hospitals rose due to factors such as COVID-19-related delays in healthcare infrastructure projects and increasing healthcare needs of our ageing population. We continued to invest in our healthcare infrastructure to ensure sufficient capacity and build a future-ready healthcare system.
- **Retirement and ageing well:** Measures such as the raised retirement and re-employment ages have given more opportunities for seniors who wish to continue working, in turn raising the employment rate of seniors. Schemes such as the Matched Retirement Savings Scheme and Majulah Package have helped provide greater assurance of meeting basic retirement needs. We are also supporting seniors to age well and independently through Age Well SG.

Theme 2: Quality and Sustainable Living

Singapore maintained a quality living environment that is well connected, and we are committed to building an endearing home for current and future generations.

- We provided affordable and accessible public housing with shortened wait times. Housing estates were rejuvenated through initiatives like the Home Improvement Programme and Neighbourhood Renewal Programme. Public transport connectivity was expanded, shortening travel time, and 92% of residents could walk, cycle or ride to their neighbourhood centres within 20 minutes. More opportunities were created for Singaporeans to enjoy and appreciate our arts and heritage, green spaces, and nature.



- For a clean, green and resilient Singapore, we have ensured water resilience and strengthened resilience in energy and food. We have also taken steps to address climate resilience and protect our natural environment.

Theme 3: Our Shared Future and Place in the World

Singapore has safeguarded our peace and stability, and contributed to regional and international security and humanitarian efforts. We worked with Singaporeans to foster a strong national identity and cohesive community.

- Singapore contributed to various international security and humanitarian assistance efforts with swift responses to contingencies and maintained high operational readiness to meet our security needs. Singaporeans maintained high confidence in the Home Team's and Singapore Armed Forces' ability to keep Singapore safe and secure.
- We deepened relations with partners and contributed to the global commons like international maritime law and cybersecurity.
- Singapore remained one of the safest countries in the world, with low physical crime and recidivism rates. While scams remained a key concern, the Government continued to work closely with the private sector such as banks and our community to fight against scams.
- We also continued to invest in fostering a strong national identity and a cohesive community by co-creating meaningful initiatives with citizens, community groups and businesses. Over 35 Alliances for Action with citizens, community groups, and businesses were formed to co-create and prototype ideas in areas of opportunity or to address common challenges. The Singapore Government Partnerships Office was also launched to strengthen partnerships and engagements with citizens.



Theme 4: Strong and Resilient Economy

Our economic fundamentals remained robust and continued to be strengthened, despite structural shifts and a challenging external environment.

- Between 2019 and 2023, Singapore's real Gross Domestic Product grew at an annualised rate of 2.6%. Singapore remained attractive to businesses and pressed on with our industry transformation efforts. Progress was made towards Manufacturing, Services and Trade 2030 goals. We continued to support enterprise growth and transformation and develop a supportive innovation ecosystem. To maintain Singapore's appeal to businesses, we invested further in SkillsFuture to raise our local workforce competitiveness and empower Singaporeans to take charge of their career health.



- We further strengthened physical and digital connectivity by investing in our maritime and aviation hubs, and building our digital infrastructure. For future growth, we are building capabilities in areas such as artificial intelligence (AI) and sustainability. Emerging technologies such as generative AI, present opportunities to improve productivity and strengthen our industries' competitiveness, but they also bring challenges. We intensified our efforts to defend against cyberthreats and build a safer digital domain.

The Forward Singapore exercise brought Singaporeans together to chart a roadmap for Singapore's next stage of development. Forward Singapore is about renewing our social compact to keep our society strong, and sharing the benefits of progress with all Singaporeans. In an increasingly interconnected and rapidly changing world filled with both opportunities and risk, every sector of our society – individuals, communities and businesses – plays a role towards shaping Singapore's future. Through fostering collaboration and partnerships, we can harness our diverse strengths and resources to navigate uncertainty, and more effectively bring Singapore forward.

Infographics

OPPORTUNITIES FOR ALL, AT EVERY STAGE OF LIFE

Singapore is a place with opportunities for all at every stage of life, from early education to retirement.



SUPPORTING LEARNING FOR LIFE

Increased to over
200,000
full-day preschool places
to meet demand



Each Singaporean child
can receive around
\$200,000
in education subsidies
from preschool through
secondary school



98% of SkillsFuture
trainees surveyed reported
better work performance,
post-training



A SINGAPORE MADE FOR FAMILIES



10 additional weeks of Shared
Parental Leave (phased
implementation from 2025)

2 additional weeks of mandatory
Government-Paid Paternity
Leave from 2025



50% increase in full-day
infant care places from 2019 to 2023

GROWTH AND OPPORTUNITIES FOR ALL



82.6%
resident employment
rate (aged 25 to 64)

388,000
lower-wage employees
benefitted from Workfare
Income Supplement payouts

9,850
children with developmental
needs benefitted from
government-funded early
intervention programmes



HEALTHY AND ACTIVE LIVING



Singaporeans have one
of the longest life
expectancies globally

73% of residents
regularly participated in
sport and exercise



QUALITY AND SUSTAINABLE LIVING

Singapore continues to be a well-connected city with a quality living environment and an endearing home for current and future generations.



AN ENDEARING HOME



8 in 10 residents live in HDB flats, with over **9 in 10** owning their homes

Over **8 in 10** first-time flat buyers could service their HDB loan with little or no cash



Shorter median wait time for BTO flats

IMPROVING CONNECTIVITY AND SUSTAINABILITY



92% could walk, cycle, or ride to their nearest neighbourhood centre within 20 minutes



67% could walk, cycle, or ride to work within 45 minutes during peak periods



14,000 Electric Vehicle (EV) charging points islandwide with 1 in 2 HDB carparks equipped with EV chargers

CLEAN, GREEN AND RESILIENT SINGAPORE



94% of Singaporeans are satisfied with cleanliness of public spaces



Over **40** hectares of forest, coastal, and marine habitats restored and enhanced



Around **210km** of Nature Ways and **380km** of park connectors established

Strengthened food resilience with **187** countries and regions as food supply sources



OUR SHARED FUTURE AND PLACE IN THE WORLD

Singapore continues to safeguard our peace and security, and contribute to international security and humanitarian efforts.

We continue to work with Singaporeans to foster a strong national identity and cohesive community.

A SAFE AND SECURE SINGAPORE

Physical crimes declined while scams remained a key concern. Government worked closely with public, private, and community sectors to fight scams



9 in 10 Singaporeans highly confident in the Home Team's and the Singapore Armed Forces' ability to keep Singapore safe and secure



Over **176,000** signed up as community responders under SGSecure Responders' Network and Community First Responders

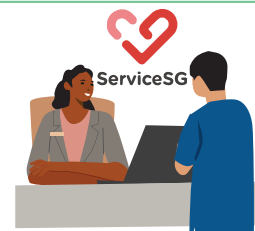


EFFECTIVE PUBLIC SERVICE

Top 5 in Government effectiveness by the World Bank in 2023, with triple-A sovereign credit rating



83% citizen satisfaction with government e-services



Over **90%** citizen satisfaction across all 7 ServiceSG Centres

BUILDING OUR FUTURE TOGETHER

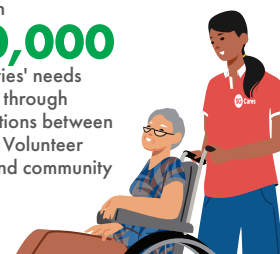


Over **35** Alliances for Action formed for citizens, community groups and businesses to co-create and prototype ideas in areas of opportunity for Singapore



Over **200,000** Singaporeans shared their aspirations as part of Forward Singapore exercise

More than **340,000** beneficiaries' needs were met, through collaborations between SG Cares Volunteer Centres and community



STRONG AND RESILIENT ECONOMY

Singapore's economic fundamentals remain strong, despite uncertainties in the external environment. We continue to help businesses seize opportunities and transform.



ROBUST ECONOMIC FUNDAMENTALS

2.6%

annualised growth in real GDP between 2019 and 2023



36.4%

increase in stock of Foreign Direct Investment between 2019 and 2022



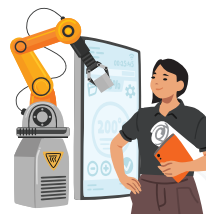
4th in World Intellectual Property Organisation's Global Innovation Index in 2024

CONDUCTIVE BUSINESS ENVIRONMENT



Most competitive economy in IMD's World Competitiveness Yearbook 2024

Over **23,300** companies supported in accessing financing via Enterprise Financing Scheme between 2021 and 2023

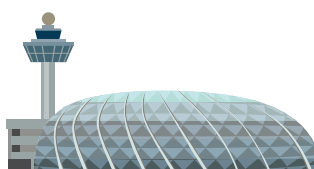


Over **2,500** Singapore-based firms supported to grow and level up capabilities via Partnerships for Capability Transformation

STAYING CONNECTED TO THE WORLD



1st in last six iterations of Leading Maritime Cities of the World reports 2012-2024) by DNV and Menon Economics



Connected to over **420** cities through Singapore Changi Airport



1st in technology infrastructure in IMD's World Competitiveness Yearbook 2024

SPOR gov.sg
Singapore Public Sector Outcomes Review

Visit go.gov.sg/SPOR for more information
Updated on 30 October 2024



CITIZENS

OPPORTUNITIES FOR ALL, AT EVERY STAGE OF LIFE

Singapore is a place with opportunities for all at every stage of life, from early education to retirement.



EDUCATION

Supporting quality education and lifelong learning

Preparing Singaporeans for the future

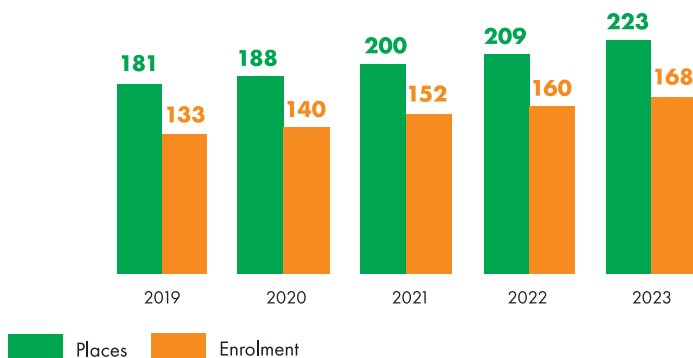
In a complex and fast-changing world, every Singaporean, young and old, needs to acquire the skills, attributes, and competencies to remain relevant and thrive in the years ahead.

Early years

Attending quality preschool gives our children a strong foundation for life. This is why, in the last decade, the Government has invested significantly in the early childhood sector to enhance access to affordable and quality preschools. To meet the increasing demand for full-day preschool, the number of full-day preschool places was increased to over 200,000 in 2023.

DEMAND (ENROLMENT) AND SUPPLY (PLACES) IN FULL-DAY PRESCHOOL INCREASED

Number of enrolled children and number of places in full-day preschool programmes* (thousands)



* Refers to full-day infant care and childcare programmes for children aged two months to six years in licensed preschools and Ministry of Education (MOE) Kindergartens.

Source: Early Childhood Development Agency, MOE

- In 2024, over 65% of preschoolers attended government-supported preschools, comprising Anchor Operator (AOP) preschools, Partner Operator (POP) preschools, and Ministry of Education (MOE) Kindergartens. We are on track for 80% of preschoolers to have a place in a government-supported preschool by around 2025. Improving the preschool enrolment rate of children from lower-income families remains a key priority, and we have introduced further measures to support these families in recent years. This included priority preschool enrolment in AOP preschools and MOE Kindergartens, as well as outreach by ComLink+ family coaches.



- Preschool education has become more affordable. Full-day childcare monthly fee caps for AOP and POP preschools were lowered in 2023 and [will be further lowered in 2025](#).

LOWERED FEE CAPS AT AOP AND POP PRESCHOOLS

Lowered by \$40 in 2023

Full-day childcare monthly fee caps for AOP and POP preschools were lowered by \$40 from 1 January 2023, from \$720 and \$760 to \$680 and \$720 respectively

2023	
\$720 \$680	\$760 \$720
AOP	POP

Will be lowered by another \$40 in 2025

Full-day childcare monthly fee caps for AOP and POP preschools will be lowered by another \$40 from 1 January 2025, to \$640 and \$680 respectively, benefiting about 95,000 Singaporean children

2025	
\$680 \$640	\$720 \$680
AOP	POP



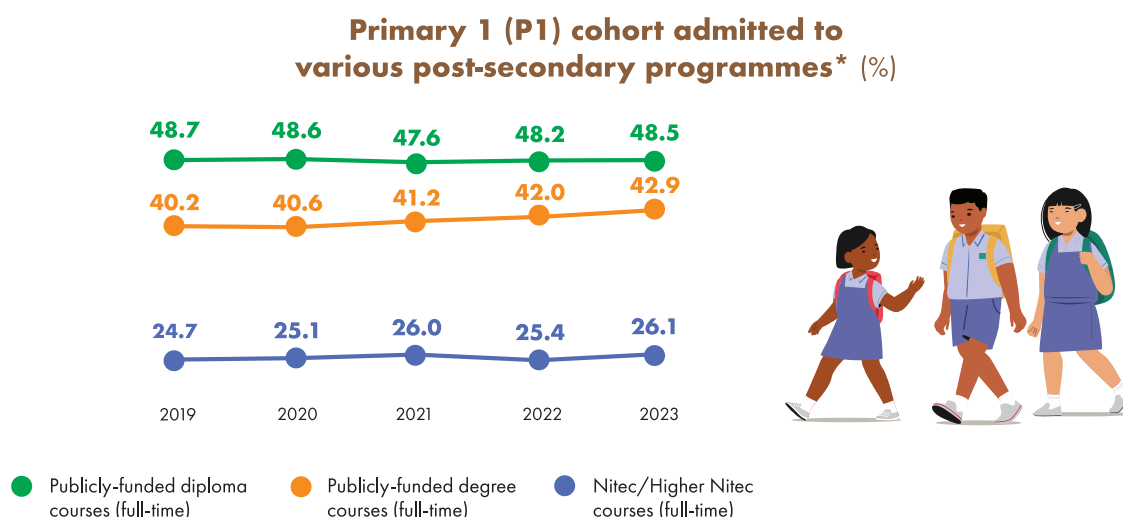
Source: Ministry of Social and Family Development

From December 2024, all families with a monthly household income of \$6,000 and below will qualify for full childcare subsidies for their income tier, benefitting up to 17,000 additional children. Coupled with [basic and means-tested subsidies](#), the monthly out-of-pocket expenses for most families will be reduced to between \$3 and \$441 from 1 January 2025.

Schooling years

In 2023, 97% of students from the latest Primary 1 cohort progressed to post-secondary programmes. For students from the lowest socio-economic status quintile, this was 94%.

PROPORTION OF STUDENTS ADMITTED TO EACH POST-SECONDARY PROGRAMME HAS REMAINED STABLE OVER THE PAST FIVE YEARS



- * 1. Figures are preliminary estimates as these cohorts have not been fully tracked. Students who enrol in one course may progress subsequently to another course and are accounted for under both types of courses.
 2. The year refers to the corresponding cohort admitted to P1 10 years ago. For publicly-funded degree courses, it is the cohort admitted 12 years ago.
 3. Publicly-funded diploma courses are offered by the five polytechnics, Institute of Technical Education, LASALLE College of the Arts (LASALLE), and Nanyang Academy of Fine Arts (NAFA).
 4. Publicly-funded degree courses are offered by National University of Singapore, Nanyang Technological University, Singapore Management University, Singapore University of Technology and Design, Singapore Institute of Technology, Singapore University of Social Sciences, LASALLE, and NAFA.

Source: Ministry of Education

We are expanding pathways and opportunities for students to pursue their strengths and interests, and be better prepared for the future.

- **Full Subject-Based Banding** in secondary schools was fully implemented from the start of 2024, enabling students to learn at a level that best suits their strengths. Post-secondary institutions will also **admit learners with a wider range of academic profiles**, while ensuring that they have the fundamentals to thrive in their chosen pathway.
- The **curricular structure for ITE was enhanced** to allow students to achieve a Higher National ITE Certificate in three years instead of four. As at April 2024, 50% of ITE's courses have been restructured, benefitting about 9,000 students. ITE is on track to transition all courses to the enhanced structure by 2026.
- In March 2023, a Partnerships Engagement Office (PEO) was set up in MOE to connect schools with industry partners, providing opportunities for our students to develop **21st Century Competencies (21CC)**. As at June 2024, PEO has engaged over 150 industry partners, with plans to attract more.

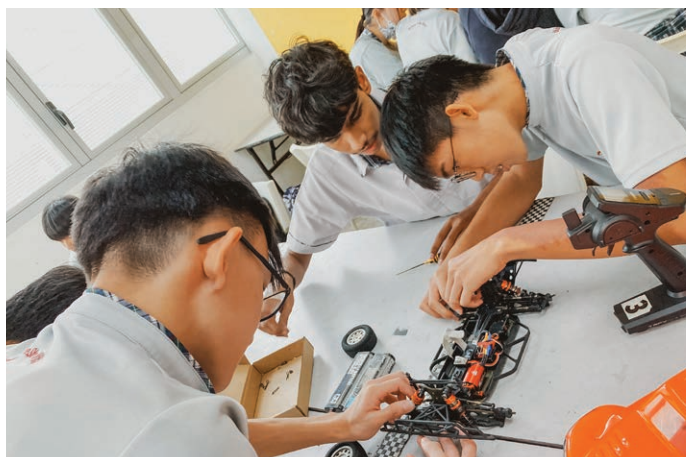
Feature Story: St. Patrick's School's partnership with Raffles Hotel

Raffles Hotel partnered St. Patrick's School to expose its students to work in the hospitality sector and to develop 21 CC. Since October 2023, Secondary Three students have participated and gained exposure to areas such as customer service, housekeeping, and food and beverage service. Beyond work exposure, the students learnt to be proactive, to embrace opportunities for learning, and the importance of effective communication and teamwork



Our students have more opportunities to be recognised for different talents and achievements, and for their development of 21 CC and life skills.

- More students were admitted to secondary schools through [Direct School Admission](#), from 3,500 in 2019 to 4,400 in 2023. Local Autonomous Universities (AU) also increased aptitude-based admissions to take into consideration non-academic achievements. Around 62% of the AU intake cohort in Academic Year 2023 were admitted through aptitude-based admissions.
- More students will be recognised for developing 21 CC through the Edusave awards. The [EAGLES and Edusave Skills Award](#) have been expanded from 2024, so that 21,000 more students can be eligible every year, in addition to the previous 28,000 awardees per year.



Despite disruptions from the COVID-19 pandemic, our students continued to perform well in the Organisation for Economic Cooperation and Development's (OECD) Programme for International Student Assessment (PISA). Our students emerged [top in Reading, Mathematics, Science, and Creative Thinking, in 2022](#).

We will further [strengthen efforts for our educators' personal and professional development](#), to support our students' learning and well-being. However, the PISA results also showed that more can be done to support our children and strengthen their familial ties at home. Compared to their peers in OECD countries, our students perceived their family as less supportive, with only half indicating that their parents took interest in what they learn or talked to them about problems faced at school at least once a week. We will continue to provide parents with resources to cultivate and strengthen support for their children. We will also continue to partner Parent Support Groups, community organisations, and other agencies to bolster parent-child relationships.

Read more: [Family](#)

Lifelong learning

We are doing more to support Singaporeans in acquiring new skills and sharpening existing ones throughout their career.

- We enhanced the national [SkillsFuture](#) movement to support Singaporeans as they take ownership of their lifelong learning.
 - Training participation rate for the labour force increased from 35% in 2015, when SkillsFuture was launched, to close to [44% in 2023](#). 98% of trainees surveyed in the 2023 Training Quality and Outcomes Management Survey indicated they could perform their work better after training.
 - In 2023, mid-career Singaporeans aged 40 and above formed around 39% of trainees supported under SkillsFuture. They received subsidies that covered up to an additional 20% of course fees (above the 50% to 70% baseline course fee funding) in recognition of the higher opportunity cost faced in undertaking training. From 1 May 2024, under the [SkillsFuture Level-Up Programme](#), they received a [SkillsFuture Credit top-up of \\$4,000](#) to further defray training fees for programmes with better employability outcomes.

- We introduced the [ITE Progression Award](#) in March 2024 to support ITE graduates in upskilling earlier in their careers and securing better progression prospects in their chosen professions.



Read more: [Quality Jobs](#) | [Economy and Labour Market](#)

Embrace learning beyond grades

Our education approach will continue to evolve to help Singaporeans embrace learning beyond grades. We will continue to work with parents, the community, and industry partners to support our next generation in being future-ready.

QUALITY JOBS

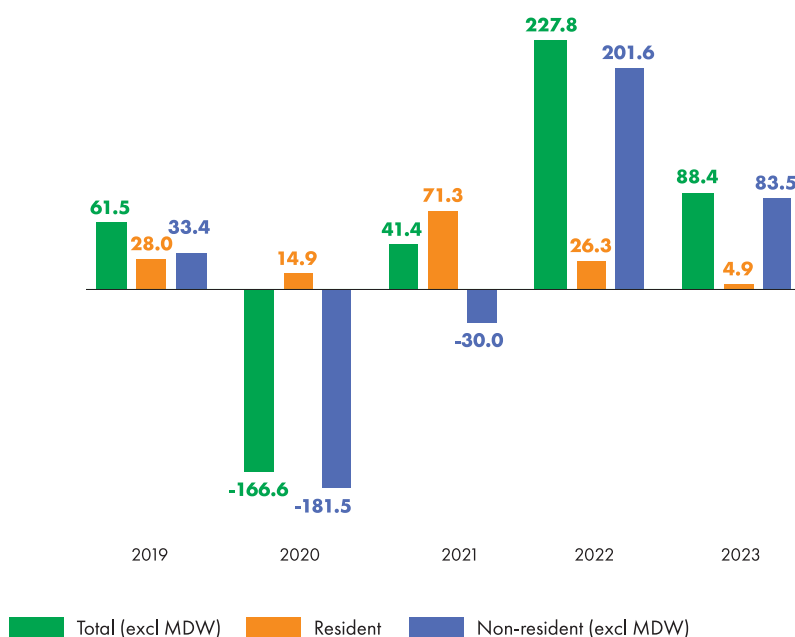
Providing good job and career opportunities

Labour market remained resilient

The employment rate of residents aged 25 to 64 in 2023 remained high at 82.6%, compared to the pre-COVID-19 pandemic level of 80.8% in 2019. Based on the Graduate Employment Surveys conducted by the Institutes of Higher Learning between 2019 and 2023, the [proportion of graduates](#) from local Autonomous Universities, Polytechnics, and the Institute of Technical Education in the labour force who were employed in 2023 were comparable to 2019. Total employment continued to grow in 2023 as the economy recovered from the pandemic contraction. Employment change was largely due to non-residents returning after pandemic restrictions were lifted. Residents continued to see moderate improvements in employment.

EMPLOYMENT CHANGE POST-COVID-19 LARGELY DUE TO NON-RESIDENTS RETURNING AFTER PANDEMIC RESTRICTIONS WERE LIFTED

Annual employment change by residential status* (thousands)



* 1. Data are primarily from administrative records, with the self-employed estimated from the Labour Force Survey.
2. 'excl MDW' refers to excluding migrant domestic workers.

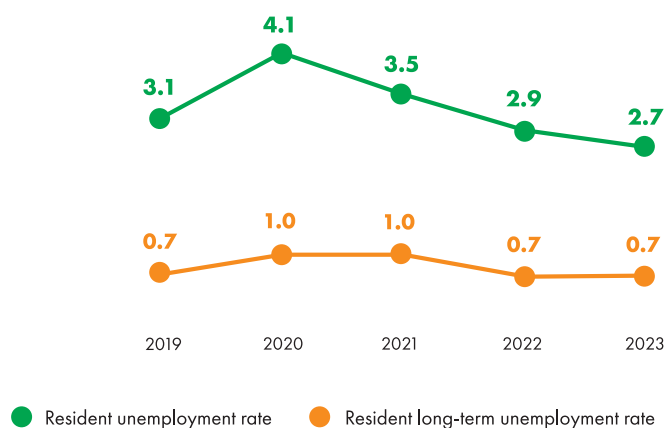
Source: Ministry of Manpower

Retrenchments rose in 2023, mainly due to business reorganisation or restructuring. While 9,990 residents were laid off in 2023, at least three in five retrenched residents were able to secure a new job within six months post-retrenchment. Jobseekers can approach Workforce Singapore and NTUC's Employment and Employability Institute for [career matching services](#). They can also tap on the [MyCareersFuture](#) portal, which recommends jobs that suit their skills and competencies.

Resident unemployment and long-term unemployment rates remained low at 2.7% and 0.7% respectively.

UNEMPLOYMENT RATES REMAINED LOW IN 2023

Resident unemployment rate and long-term unemployment rate^{*} (annual average) (%)



- * 1. Residents refer to Singapore Citizens and Permanent Residents.
- 2. Long-term unemployed refers to persons aged 15 years and over who have been unemployed for at least 25 weeks.
- 3. Annual figures are the simple averages of the non-seasonally adjusted unemployment figures obtained at quarterly intervals.

Source: Ministry of Manpower

In 2023, newly created positions made up 47.3% of job openings, mainly arising from business expansion. A good proportion (56.3%) of these newly created positions were for professional, managerial, executive, and technical (PMET) positions. We will continue to provide upskilling support to Singaporeans so they can seize good job opportunities.

Overall, the share of employed residents in PMET jobs rose from 58.4% in 2019 to 62.6% in 2023. The proportion of PMETs continued to increase in growth sectors such as Information & Communications and Financial & Insurance Services.

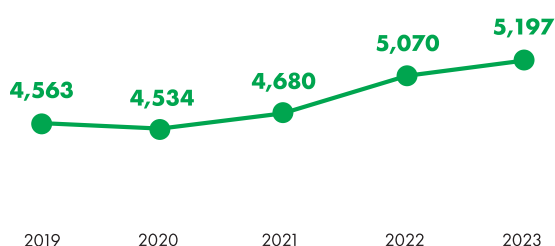
Read more: [Labour Market Report Fourth Quarter 2023](#) | [Labour Force in Singapore 2023](#) | [Job Vacancies 2023](#)

Read more: [Education](#) | [Economy and Labour Market](#)

Residents generally saw an increase in their wages over the past few years.

NOMINAL WAGES GENERALLY INCREASED FOR A FULL-TIME RESIDENT MEDIAN EARNER

**Median gross monthly income from employment
(including employer CPF) of full-time employed residents* (\$)**



* Data excludes full-time National Servicemen.

Source: Ministry of Manpower

Singaporeans are encouraged to upskill and reskill so they can benefit from better career prospects and higher wages.

Empowering Singaporeans to seize opportunities

The Government supports Singaporeans in taking charge of their career health and seizing good job opportunities.

- Jobseekers are supported by our nationwide network of five career centres and 23 Jobs and Skills Centres. In 2023, we launched the [CareersFinder](#) feature on MyCareersFuture portal to provide personalised job and training recommendations to jobseekers. As at June 2024, more than 35,000 individuals have used CareersFinder.



Individuals are given opportunities at various life stages to reskill and upskill, to remain relevant.

- For new Polytechnic and ITE graduates, the [SkillsFuture Work-Study Programme](#) enables them to gain industry-relevant skills by combining structured on-the-job training and classroom learning. From the launch of the programme in 2015 to 2023, over 11,000 graduates were placed into jobs.
- For mid-career individuals, the [Career Conversion Programmes](#) (CCP) and [SkillsFuture Career Transition Programme](#) (SCTP) help them pivot towards new job roles with longer-term growth prospects. Between 2019 and 2023, close to 36,000 workers (around 50% of whom are individuals aged 40 and above) benefitted from the CCP. Since its launch in April 2022 to 2023, about 5,000 trainees participated in the SCTP.

SINGAPOREANS BENEFITTED FROM IMPROVED JOB OUTCOMES THROUGH CAREER SUPPORT PROGRAMMES

Career Conversion Programmes

About **9 in 10** remained in employment for 24 months after placement

About **7 in 10** CCP participants earned more than their last drawn salaries after placement

SkillsFuture Career Transition Programme

About **5 in 10** trainees successfully secured new jobs in various sectors



Source: Workforce Singapore, SkillsFuture Singapore

With the increasing pace of technological disruption and business transformation, some workers may lose their jobs due to retrenchments or when businesses fold. Some jobseekers may rush into jobs that do not match their skills and aspirations. From April 2025, involuntarily unemployed jobseekers will be supported through the new [SkillsFuture Jobseeker Support scheme](#). This provides temporary financial support while they undergo skills training, career coaching, and job matching services as they actively look for a job that fits their skills and aspirations.

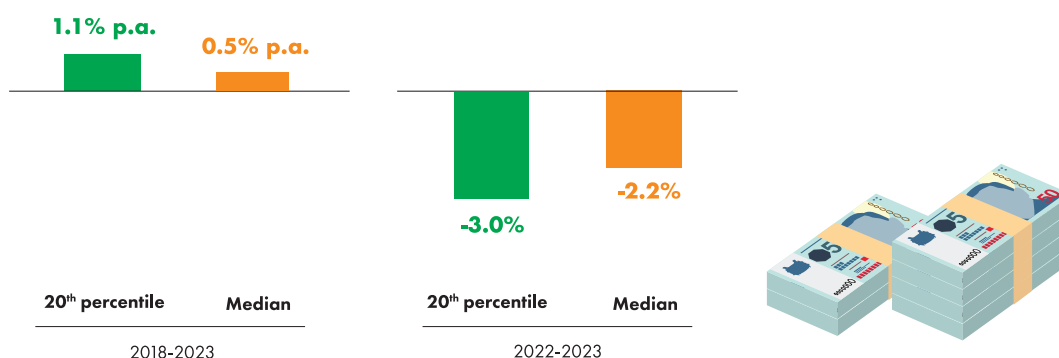
Read more: [Education](#) | [Economy and Labour Market](#)

Improving wages while further reducing wage gaps

We made good progress in uplifting lower-wage workers through close collaboration with employers and unions. Between 2018 and 2023, real income increased faster for workers at the 20th percentile than at the median, even though it fell between 2022 and 2023.

BETWEEN 2018 AND 2023, REAL INCOME INCREASED FASTER FOR WORKERS AT THE 20TH PERCENTILE THAN AT THE MEDIAN, EVEN THOUGH IT FELL BETWEEN 2022 AND 2023

Change in real gross monthly income from employment (including employer CPF contributions) of full-time employed residents*



* 1. Data excludes full-time National Servicemen.

2. Deflated by Consumer Price Index (CPI) for all items at 2019 prices (2019=100).

Source: Ministry of Manpower

- Lower-wage workers are supported through the [Progressive Wage Model \(PWM\)](#), which allows them to earn more and take on more complex job roles through structured progression pathways that improve their skills and productivity.
- To keep pace with rising local wages and ensure lower-wage workers continue to be uplifted alongside the rest of Singapore, we raised the [Local Qualifying Salary \(LQS\)](#) from \$1,400 to \$1,600 in July 2024. This meant that workers in companies that hired foreign workers previously earning below \$1,600 would have seen their wages increase to at least \$1,600.
- To ensure that PWM and LQS requirements do not inadvertently affect the employment prospects of lower-wage workers, transitional co-funding support is provided to employers through the Progressive Wage Credit Scheme. In 2022, we co-funded wage increases for over 345,000 employees, given by over 70,000 employers, with disbursements amounting to about \$1 billion.

Collectively, the PWM, LQS, and Progressive Wage Mark accreditation scheme benefitted up to nine in 10 full-time lower-wage workers.

In addition, lower-wage workers are supported by the [Workfare Income Supplement \(WIS\) scheme](#) and [Workfare Skills Support scheme](#), to meet their retirement and upskilling needs. We enhanced WIS in 2023 to increase the qualifying income cap to \$2,500 a month and the maximum annual payout to \$4,200. In 2023, 388,000 lower-wage employees benefitted from around \$914 million in WIS disbursements.

Read more: [Retirement](#) | [Social Safety Nets](#)

Fostering inclusive and progressive workplaces

As part of the Forward Singapore exercise, Singaporeans highlighted the importance of flexible work arrangements (FWAs) to help them better balance work and caregiving responsibilities. In 2023, 68.1% of establishments offered at least one type of scheduled FWA, higher than the pre-pandemic level of 52.7% in 2019. To establish workplace norms around FWAs, the [Tripartite Guidelines on Flexible Work Arrangement Requests](#) will require all employers to consider and properly assess formal FWA requests from employees from December 2024.



Harmonious workplaces are also key to promoting Singaporeans' well-being at work. We made progress in upholding workplace fairness. Based on the [Fair Employment Practices 2023 report](#), there was a continued decline in the proportion of Singapore residents in the labour force who experienced discrimination at the workplace and during their job search from 2022 to 2023. The number of workplace discrimination complaints received by the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) also fell from 264 in 2022 to 220 in 2023. TAFEP will continue to look into all complaints.

To further strengthen workplace fairness, the Government will be introducing the Workplace Fairness Legislation. When enacted, the law will require employers to establish grievance-handling processes and provide protection for those who report workplace discrimination or harassment.

We introduced measures to support Singaporeans' mental health at the workplace. Based on [iWorkHealth](#) data collected in 2022, one in three employees experienced work stress and/or burnout. Singaporeans can look forward to more support for mental health and well-being at workplaces under our [National Mental Health and Well-being Strategy](#).

Read more: [Health and Wellness](#) | [Retirement](#)

Enabling Singaporeans to pursue successful careers

A lifelong pursuit of new and different skills is essential to remaining relevant and agile in one's career. We will continue to create meaningful opportunities for all Singaporeans, empower Singaporeans to take charge of their careers, and embrace learning new skills in a positive environment. Singaporeans can continue to thrive in multiple, diverse job roles and professions.

FAMILY

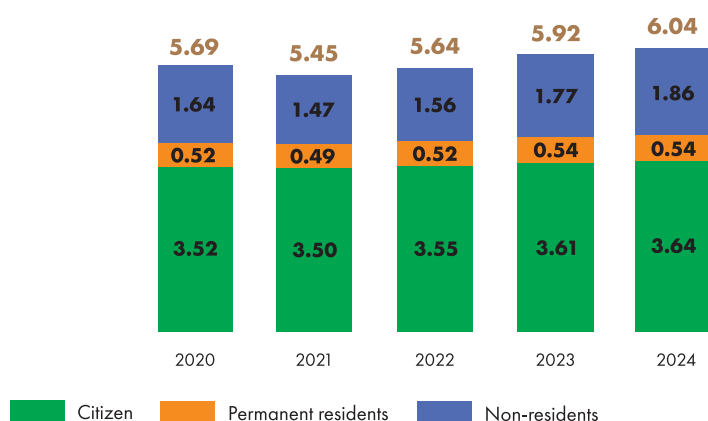
Supporting families and A Singapore Made For Families

Population trends

The annualised population growth rate was slightly higher at 1.1% over the past five years, compared to 0.8% over the previous five-year period. This was mainly due to post-COVID-19 growth in the number of Work Permit Holders in the Construction, Marine Shipyard and Process sectors to catch up on projects impacted by the COVID-19 pandemic. Both citizen and permanent resident populations also increased.

CITIZEN, PERMANENT RESIDENT, AND NON-RESIDENT POPULATIONS INCREASED

Composition of total population* (as at June) (millions)



* Numbers may not add up due to rounding.

Source: Department of Statistics

Marriages, marital dissolutions, and births

Citizen marriages in 2023 saw a slight decrease from the record high in 2022. The high number of marriages observed in 2022 was partly due to couples resuming their marriage plans after disruptions caused by the pandemic. The average number of citizen marriages per year in the last five years was lower than that of the preceding five years.

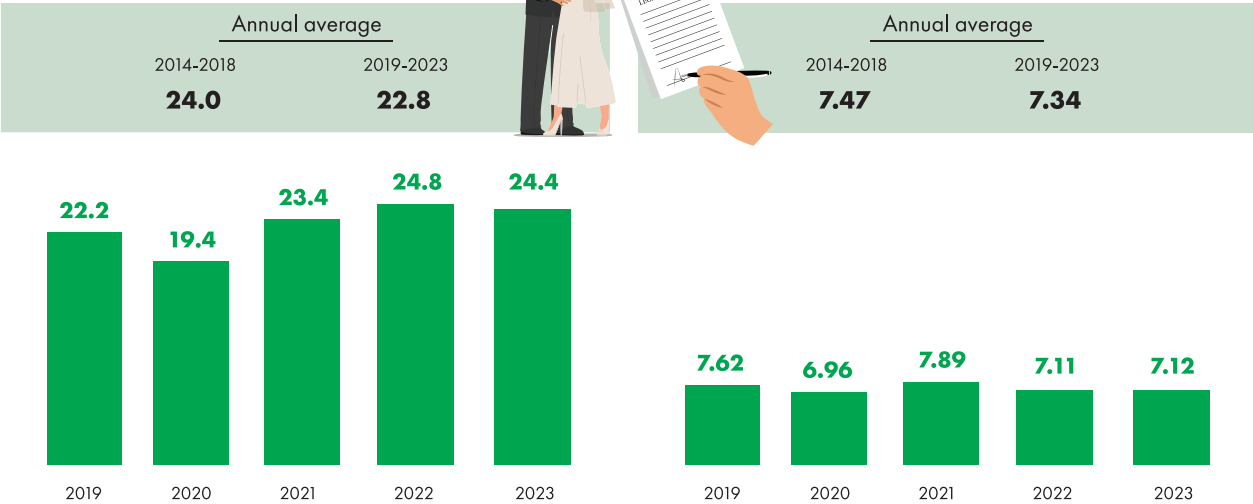
Total marital dissolutions increased slightly in 2023 compared with 2022. Fluctuations were observed from 2020, partly due to the disruption in divorce proceedings as a result of the pandemic. The average number of marital dissolutions per year in the last five years was lower than that of the preceding five years.

CITIZEN MARRIAGES DECREASED SLIGHTLY IN 2023

MARITAL DISSOLUTIONS INCREASED SLIGHTLY IN 2023

Number of citizen marriages*
(thousands)

Total marital dissolutions
(thousands)



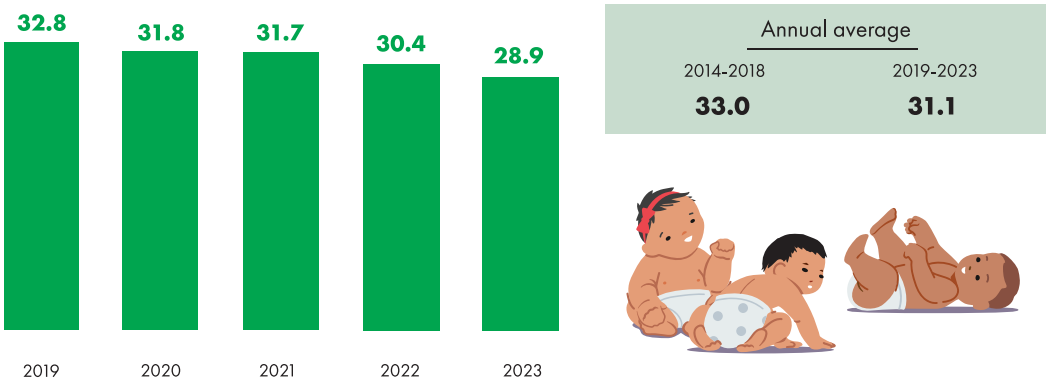
* Citizen marriages refer to marriages involving at least one citizen.

Source: Department of Statistics

Citizen births have decreased since 2019. Resident total fertility rate (TFR), a measure of average births a female would have over her reproductive years, further declined to 0.97 in 2023, due to fewer and later marriages and births. A similar trend of declining TFR was also seen in many other societies.

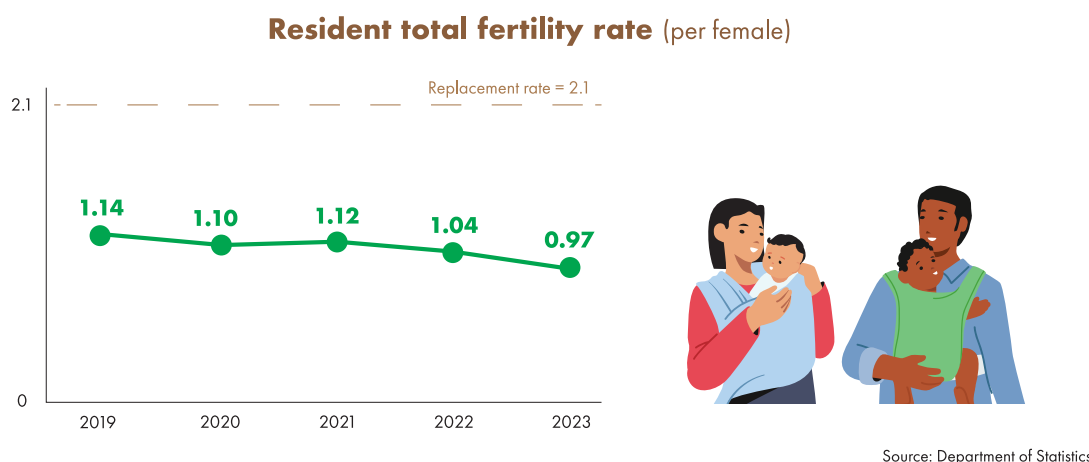
CITIZEN BIRTHS CONTINUED TO DECREASE

Number of citizen births (thousands)



Source: Immigration & Checkpoints Authority

RESIDENT TOTAL FERTILITY RATE REACHED HISTORIC LOW IN 2023



Read more: [Population in Brief 2024](#)

Strengthening support for marriage and family formation

Supporting marriage and parenthood remains our national priority.

From our surveys and Forward Singapore engagements, young Singaporeans still aspire towards marriage and parenthood but are concerned about the financial costs of raising children and difficulties in managing work and family commitments.

Over the years, we have implemented more measures to support Singaporeans across their marriage and parenthood journey.

Starting a family

To help parents manage work and caregiving needs, especially at the infancy stage:

- We announced a [new Government-Paid Shared Parental Leave \(SPL\) scheme](#) that will provide 10 additional weeks of paid parental leave, on top of maternity and paternity leave. The new SPL will be implemented in two phases, starting with six weeks from 1 April 2025 and increasing to 10 weeks from 1 April 2026.
- Since 1 January 2024, we have doubled [Government-Paid Paternity Leave](#) for eligible working fathers from two to four weeks, with the additional two weeks provided on a voluntary basis. The additional two weeks will be made mandatory from 1 April 2025 to encourage more fathers to be involved in child-raising.
- Since 1 January 2024, we have doubled [Unpaid Infant Care Leave](#) to 12 days per parent per year, in their child's first two years.
- The [Tripartite Guidelines on Flexible Work Arrangement Requests](#), which will take effect from 1 December 2024, will help caregivers better tap on flexible work arrangements to support their caregiving needs.

Read more: [Quality Jobs](#)

Beyond leave, we are supporting families' infant caregiving needs by increasing the availability of infant caregiving options:

- To cater to growing demand, the Government has increased the number of full-day infant care places by around 50% in the last five years, from around 9,700 in 2019 to 14,600 in 2023. As announced in the [Forward Singapore report](#), we will add another 9,000 centre-based infant care places by 2030.
- We will launch a three-year childminding pilot for infants by December 2024 to provide affordable, safe, and reliable caregiving services for parents who prefer more personalised home-based care.

We continued to help parents manage the cost of raising children:

- We enhanced the [Baby Bonus Scheme](#) (BBS) for Singaporean children born on or after 14 February 2023, with an increased Baby Bonus Cash Gift disbursed over a longer period, such that parents receive sustained support until their child enters primary school. Government contributions to the Child Development Account were also increased. As at September 2024, around 48,000 children have benefitted from the BBS enhancements.
- With the BBS enhancements and [MediSave Grant for Newborns](#), parents can receive up to \$24,000 for their firstborn, and up to \$37,000 for subsequent children.
- For education, a Singaporean child can receive around \$200,000 in education subsidies from preschool through secondary school.
- For healthcare, the same child can receive subsidies of up to 80% at public healthcare institutions as well as fully-subsidised nationally-recommended childhood vaccinations and developmental screenings at polyclinics and General Practitioner clinics under the [Community Health Assist Scheme](#).

Read more: [Education](#) | [Health and Wellness](#) | [Spirit of Forward Singapore](#)

We made moves under the [Child and Maternal Health and Well-being Strategy and Action Plan](#) to drive better health outcomes for children and their families:

- From November 2022, we progressively launched Family Nexus pilots at four sites to provide families with young children with one-stop health and social services within their communities.
- Families are provided with enhanced health support through pregnancy and parenthood. This includes mental health screenings and support for pregnant women and new fathers at antenatal and postnatal stages, which have been available since end-2022. As at August 2024, these programmes at KK Women's and Children's Hospital and National University Hospital had benefitted over 3,200 women and/or their spouses.

Read more: [Health and Wellness](#)

Further measures were introduced to enable Singaporeans to access affordable homes when they wish to start and raise families. These included the First Timer (Parents & Married Couples) priority category and the one-year Parenthood Provisional Housing Scheme (Open Market) Voucher.

Read more: [Housing and Amenities](#)

Building resilient families

Strong and stable families form the bedrock of a thriving society. To cultivate a society that values and supports families, we expanded the National Family Week into a month-long National Family Festival (NFF) in 2024. The NFF comprised islandwide activities encouraging Singaporeans to strengthen family bonds and celebrate their loved ones. Over 700,000 individuals attended the 2024 NFF.

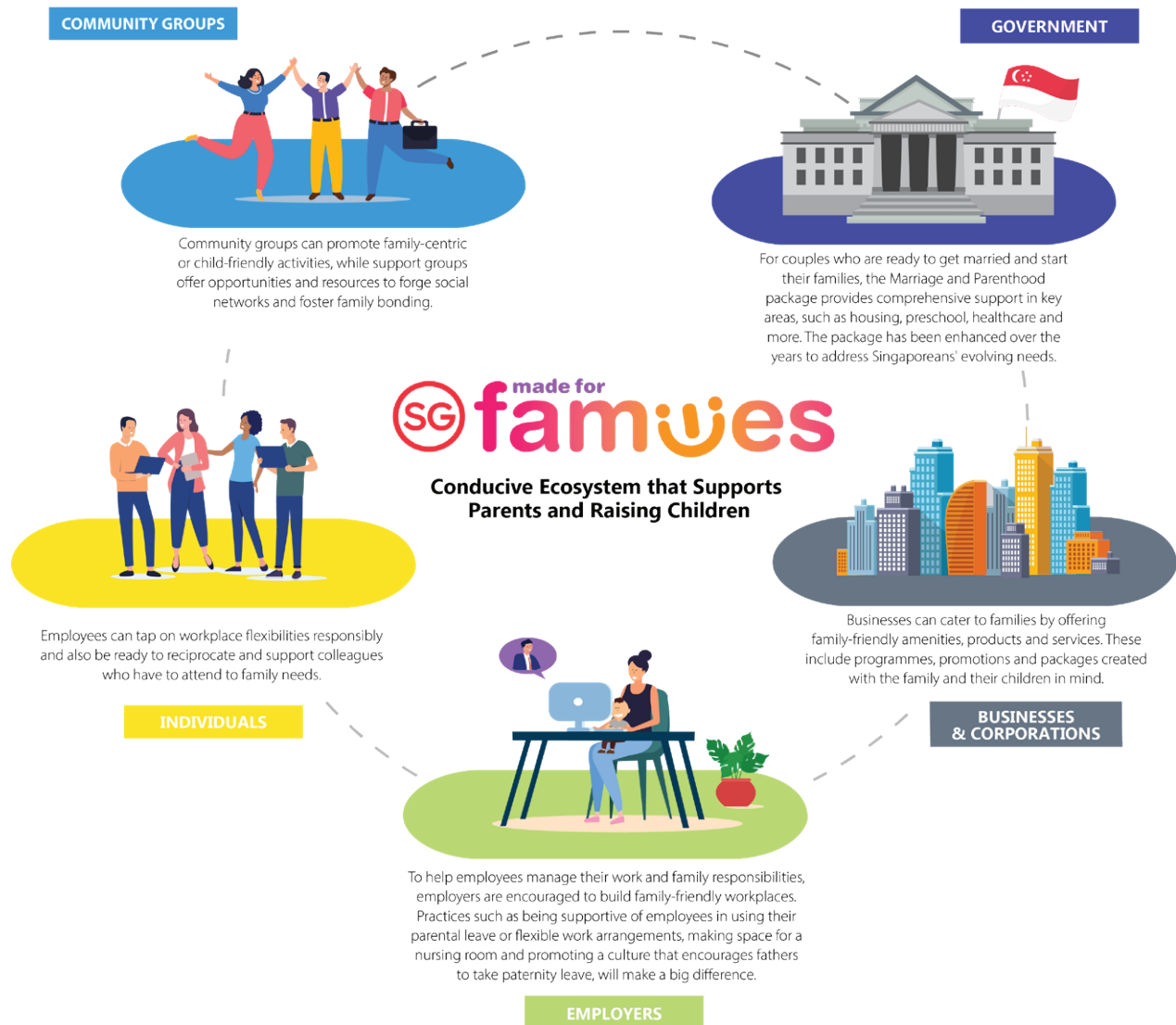


We increased Singaporeans' access to resources to nurture relationships and their marriages under Families for Life:

- Under [Families for Life @ Community](#), families can conveniently access programmes and community support for marriage, parenting, and grandparenting within their neighbourhoods. To benefit more families, Families for Life @ Community will expand from nine to 18 towns by December 2024 and nationwide by 2025.
- Couples, parents-to-be, and parents of children under 12 years old can benefit from resources that equip them with strategies to nurture healthy marriages and children. These include bite-sized marriage tips, a relationship health check tool ('[Our Marriage Journey Quiz](#)'), and resources on the [Families for Life Parenting Portal](#).

Fostering a Singapore Made For Families

The **Made For Families initiative** was launched in 2020 to encourage individuals, businesses, and community groups to contribute towards a culture that values and puts families first, and to assure families of support from the Government and society at large.



Feature Story: Nurturing family-friendly workplaces

As at 1 September 2024, more than 270 businesses had pledged their commitment and implemented family-friendly practices in support of Made For Families.

An example is facility management company ISS Facility Services, which adopted the Tripartite Standard on Work-Life Harmony, alongside other initiatives to cultivate a family-friendly workplace. This included offering both flexi-place and flexi-time working options, allowing employees to work from home or adjust their schedules to fit their family needs.

To better support female employees returning from maternity leave, ISS provided dedicated lactation rooms and regular nursing breaks. ISS also encouraged parents to bring their children to work for events such as Children's Day celebrations and World Cleanup Day, promoting family bonding and shared responsibility for the environment.

Such family-friendly efforts helped to improve staff morale, retention, and productivity, all while fostering a culture of greater work-life balance.



The Government will continue to work with our stakeholders to foster a Singapore Made For Families.

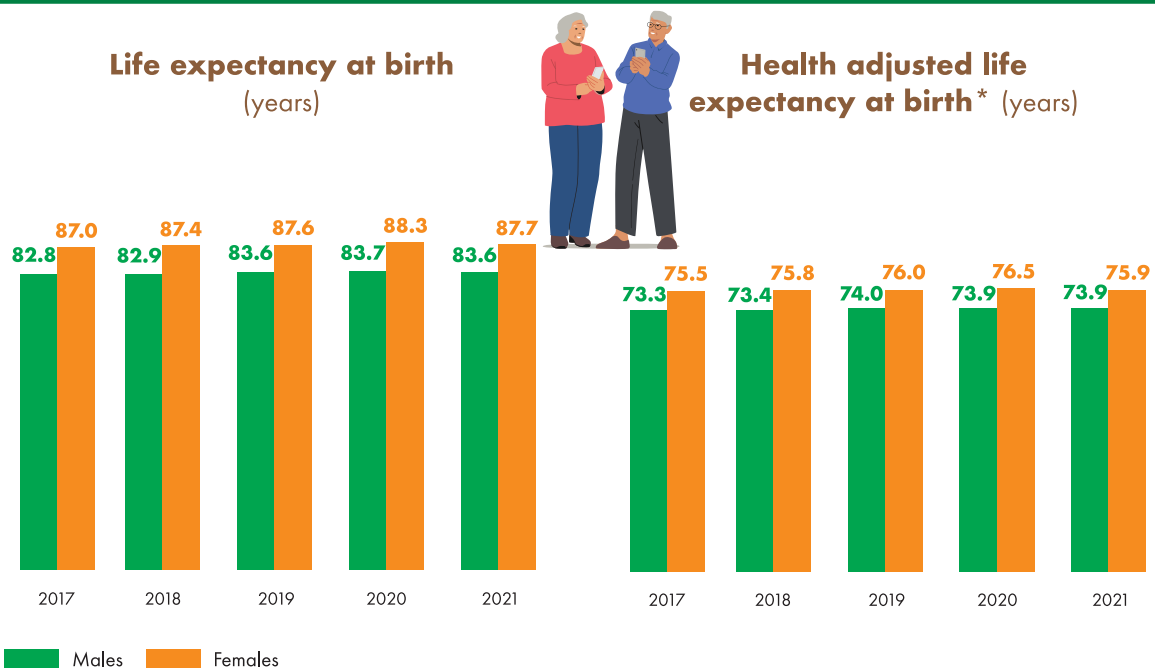
HEALTH AND WELLNESS

Ensuring quality healthcare that remains affordable and accessible for all

Our current health status

Singaporeans enjoy one of the longest life expectancies globally.

SINGAPORE'S LIFE EXPECTANCY AND HEALTHY LIFE EXPECTANCY INCREASED FROM 2017 TO 2020, BUT SAW A SLIGHT DIP IN 2021 LIKELY DUE TO THE COVID-19 PANDEMIC





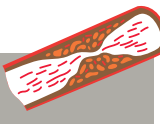

* Health adjusted life expectancy is the number of years a person is expected to live in good health.

Source: Global Burden of Disease Study 2021

We made progress in reducing the prevalence of high cholesterol and diabetes.

PREVALENCE OF OBESITY AND HIGH BLOOD PRESSURE HAVE BEEN INCREASING, BUT WE MADE PROGRESS REDUCING THE PREVALENCE OF HIGH CHOLESTEROL AND DIABETES SINCE 2019

Prevalence of health indicators among residents* (aged 18 to 74 years) (%)

	 Obesity (BMI ≥ 30)	 High blood pressure	 High cholesterol	 Diabetes
2017	8.6	24.2	35.5	8.8
2019-2020	10.5	35.5	39.1	9.5
2021-2022	11.6	37.0	31.9	8.5

- * 1. Prevalence of chronic conditions (high blood pressure, high cholesterol, and diabetes) is based on the total count of surveyed residents who either (i) self-reported their doctor-diagnosed chronic condition or (ii) were found to have the chronic condition during the health examination, under the National Population Health Survey.
2. From 2019, data was collected and aggregated over two survey cycles (i.e., 2019-2020, and 2021-2022).
3. The diagnosis of obesity is made by calculating a person's body mass index (BMI), by taking their weight (kg) divided by the square of their height (m²), i.e. kg/m².

Source: Ministry of Health

Read more: [National Population Health Survey 2023](#)

Preventive health and support for healthier lifestyles

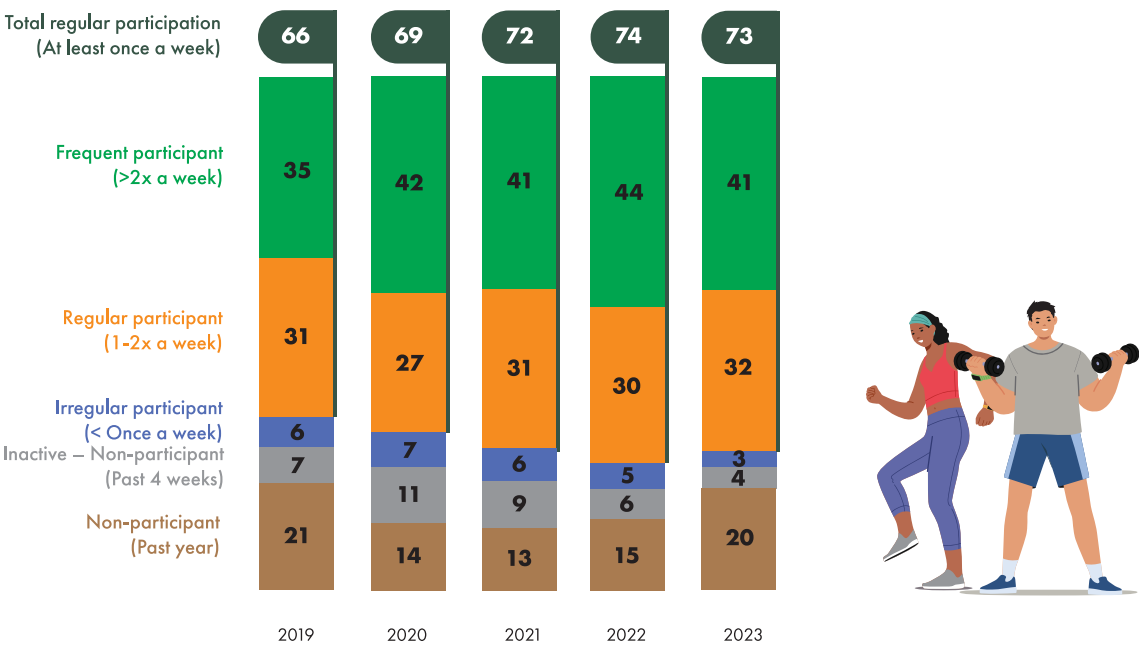
Supporting healthier lifestyles

An active and healthy lifestyle is key to reducing the risk of chronic diseases. To encourage Singaporeans to be active and healthy, a range of [sports facilities](#) and [physical activity programmes](#), including health assessments and coaching workshops, are available islandwide.

In 2023, total regular participation in sport and exercise [increased to 73%](#), up from [66% in 2019](#).

THE NUMBER OF SINGAPORE RESIDENTS PARTICIPATING IN SPORT AND EXERCISE AT LEAST ONCE A WEEK HAS INCREASED SINCE 2019

Sport and exercise participation rate of Singapore residents* (%)



* Percentages may not add up due to rounding.

Source: Sport Singapore

Excessive sugar, sodium, and saturated fat consumption are key risk factors for chronic diseases. We will continue to support Singaporeans in making informed choices.

- **Nutri-Grade** labelling requirements and advertising prohibitions reduced the median sugar level of prepackaged drinks from 7.1% in Financial Year (FY) 2017 to 4.6% in FY2023, and increased the percentage of healthier beverages graded “A” or “B” purchased from 37% in FY2017 to 71% in FY2023.
- Movements such as “**Siu Dai by default**” and “**Less Salt, More Taste**” encourage food and manufacturing sectors to offer food and drinks that are lower in sugar and sodium.
- We plan to extend Nutri-Grade measures to prepacked salt, sauces and seasonings, instant noodles, and cooking oil.



Read more: [Nutrition Hub](#) | [Eat, Drink, Shop Healthy Challenge](#)

Tobacco use is another key risk factor for chronic diseases. We have employed a **multi-pronged strategy** towards a nicotine-free Singapore. Our cigarette smoking prevalence is one of the lowest in the world, dropping from 10.6% in 2019 to 8.8% in 2023.

However, the rise in vaping is an increasing concern worldwide. In Singapore, a high number of vaping-related offences was observed in the last few years, rising from about 7,600 cases in 2021 to 8,000 cases in 2023. We have stepped up **enforcement and education measures** to prevent vaping from taking hold in Singapore. These include:

- Disrupting the sales and supply of e-vaporisers through measures such as tighter border enforcement and restrictions on online sales and advertisements.
- Enhancing preventive education in the community, including through our educational institutions.
- Reviewing legal penalties for e-vaporiser-related offences to ensure continued strong deterrence.

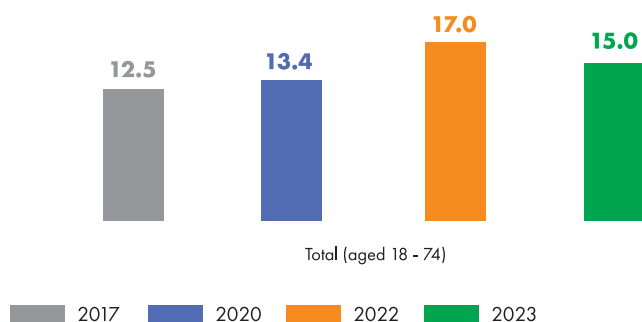
Boosting mental health support

Overall, the prevalence of self-reported poor mental health decreased in 2023, bucking its upward trend since 2017. More residents expressed willingness to seek help over the years. This was contributed by:

- Reductions in stressors related to the COVID-19 pandemic as the nation transitioned to endemicity.
- Public education efforts to encourage seeking help early and reduce stigma towards mental health, such as the [It's OKAY to Reach Out](#) and [Beyond the Label](#) campaigns.
- Enhanced mental health access and support through initiatives such as the [Well-Being Circles](#) and community mental health teams.

OVERALL PREVALENCE OF SELF-REPORTED POOR MENTAL HEALTH IN THE POPULATION DECREASED FROM 2022 TO 2023, ALTHOUGH STILL ABOVE PRE-COVID-19 LEVELS

Prevalence of poor mental health among residents* (aged 18 to 74 years) (%)

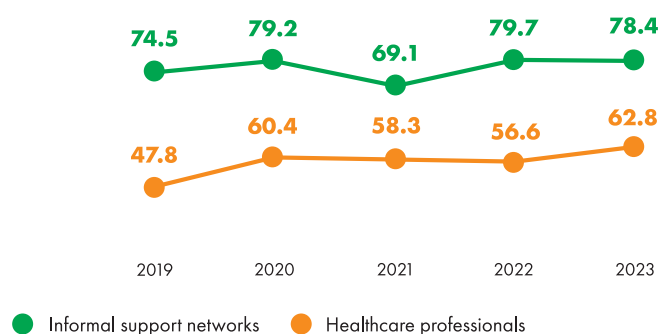


- *1. Poor mental health is defined as having a score of 3 and above based on the 12-item General Health Questionnaire (GHQ-12).
 2. Prior to 2022, the prevalence of poor mental health indicator was reported every two to three years. From 2023 onwards, MOH will be reporting this indicator as part of the National Population Health Survey report annually.

Source: Ministry of Health

GREATER WILLINGNESS TO SEEK MENTAL HEALTH SUPPORT FROM HEALTHCARE PROFESSIONALS

Proportion of Singapore residents who were willing to seek mental health support from healthcare professionals and informal support networks* (aged 18 to 74 years) (%)



- *1. Healthcare professionals refer to counsellors, doctors, psychologists or psychiatrists.
 2. Informal support networks refer to friends, family, religious leaders or teachers in school.

Source: Ministry of Health

We stepped up efforts to support mental health by launching the [National Mental Health and Well-being Strategy](#) in 2023, focusing on four areas.

FOUR FOCUS AREAS UNDER THE NATIONAL MENTAL HEALTH AND WELL-BEING STRATEGY LAUNCHED ON 5 OCTOBER 2023



Expanding Capacity of Mental Health Services

- Expanding acute, long-term, community, and primary care capacities
- Expanded care navigation support via hotlines, in-person, and digital first-stop touchpoints like Mindline.sg and MindSG



Promoting Mental Health and Well-being

- Commenced roll-out of Parenting for Wellness, to equip and empower parents to build strong relationships with their children, strengthen children's mental and emotional resilience, and parent effectively in a digital age
- Expansion of Well-Being Circles in neighbourhoods, to raise awareness of mental health and train volunteers to be peer supporters



Enhancing Capabilities for Early Identification and Intervention

- Rolled-out the National Mental Health Competency Training Framework
- As at December 2023, over 90,000 frontline personnel and volunteers have been trained to support early identification and help-seeking for individuals with mental health needs



Improving Workplace Mental Health and Well-being

- Outreach efforts like the Well-being Champions Network to improve employment and employability of individuals with mental health conditions
- Since inception in November 2023, the Network has grown from 50 to 350 member organisations covering a total workforce size of about 200,000

Source: Ministry of Health

Read more: [Quality Jobs](#) | [Family](#) | [Retirement](#) | [Social Safety Nets](#)

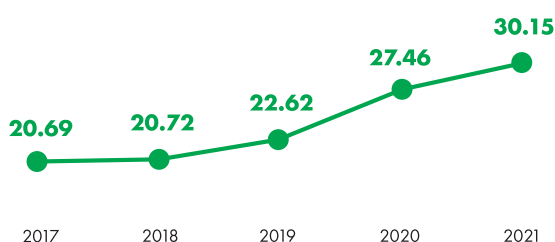
Overcoming healthcare constraints and challenges

Ensuring healthcare affordability

Healthcare expenditure has been rising due to our ageing population, advancements in medical technology, and healthcare cost inflation, with a spike between 2019 and 2021 driven in part by the COVID-19 pandemic.

HEALTHCARE EXPENDITURE ROSE FROM 2017 TO 2021, DRIVEN IN PART BY THE COVID-19 PANDEMIC

Current Health Expenditure (CHE)* (\$ billion)



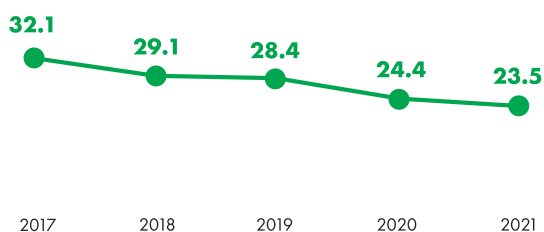
*CHE provides insight into a country's healthcare spending relative to its economic size. It encompasses expenditures on healthcare goods and services, excluding investments and exports.

Source: Ministry of Health

Government subsidies, MediShield Life, and MediSave coverage have helped reduce out-of-pocket (OOP) costs borne by individuals. The share of OOP costs decreased by 8.7 percentage points from 2017 to 2021. From 2020 to 2021, extensive COVID-19 pandemic-related subsidies further defrayed OOP costs.

OUT-OF-POCKET (OOP) COSTS AS A PERCENTAGE OF CURRENT HEALTH EXPENDITURE (CHE) HAVE BEEN ON A STEADY DECLINE SINCE 2017

OOP costs as a percentage of CHE (%)



Source: Ministry of Health

Healthcare remains affordable across care settings through improvements to subsidies, MediShield Life, and MediSave.

- In 2024, we introduced the **Healthier SG Chronic Tier** to provide enhanced subsidies for selected chronic medications at Healthier SG General Practitioner clinics, benefitting approximately two-thirds of Community Health Assist Scheme, Pioneer Generation, and Merdeka Generation chronic enrollees.
- In October 2024, we **revised the monthly per capita household income (PCHI) thresholds** for means-tested healthcare subsidy schemes and grants, taking into consideration changes in household incomes and healthcare costs. Up to 1.1 million residents are expected to benefit from the revised PCHI thresholds.
- As part of the MediShield Life 2024 Review, we will be **increasing claim limits to continue covering nine in 10 subsidised bills**, and expanding outpatient coverage.

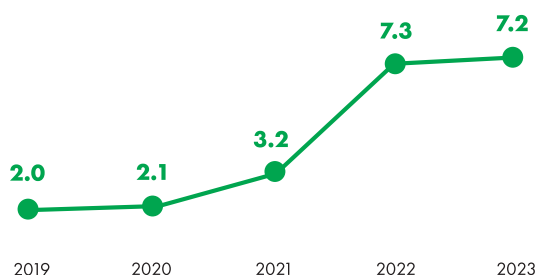
Read more: [Retirement](#) | [Social Safety Nets](#)

Optimising our health system for capacity sufficiency and right-siting

Median wait times for adults in public hospitals have risen sharply since 2021. This was due to our ageing population and the growing number of patients with complex health needs. Delays in healthcare infrastructure projects due to the COVID-19 pandemic also worsened the situation.

MEDIAN WAIT TIMES FOR ADMISSION TO WARD ACROSS PUBLIC HOSPITALS INCREASED TO MORE THAN SEVEN HOURS IN 2022 AND 2023

Median (50th percentile) wait time for admission to ward* (hours)






* These statistics are reported for: Urgent Care Clinic at Alexandra Hospital, Emergency Medicine Departments at Changi General Hospital, Khoo Teck Puat Hospital, National University Hospital (NUH) (Adults), Ng Teng Fong General Hospital, Sengkang General Hospital, Singapore General Hospital, and Tan Tock Seng Hospital. KK Women's and Children's Hospital, NUH (Children), and the Institute of Mental Health are excluded.

Source: Ministry of Health

We continued to [invest in our healthcare infrastructure](#) to ensure sufficient capacity.

INFRASTRUCTURE PLANS ARE WELL UNDERWAY TO INCREASE THE CAPACITY OF HOSPITALS, POLYCLINICS, AND NURSING HOMES

Current and projected capacity of hospitals, polyclinics, and nursing homes

	 Acute and community hospitals	 Polyclinics	 Nursing homes
2019 (as at 31 December 2019)	~ 10,000 public beds	20 polyclinics	~ 16,000 beds
2023 (as at 31 December 2023)	~ 11,000 public beds	25 polyclinics	~ 19,200 beds
2030	~ 15,000 public beds	32 polyclinics	~ 31,000 beds
Projected growth from 2024 to 2030	+ ~4,000 public beds	+ 7 polyclinics	+ ~ 11,800 beds

Source: Ministry of Health

We made better use of our hospital capacity through new models of care, such as the [Mobile Inpatient Care at Home](#) (MIC@Home).

Feature Story: MIC@Home

The MIC@Home sandbox was launched in April 2022 to provide inpatient acute care for patients in their homes through teleconsultations and home visits by healthcare professionals. As at March 2024, more than 2,500 patients opted for this service. Collectively, this reduced patients’ hospital stays by more than 15,000 bed-days.



Transformations for a future-ready healthcare system

Empowering our healthcare professionals

A strong healthcare workforce remains the core of our healthcare system. We have progressively strengthened support for their development and well-being:

- Increased the salaries of public healthcare workers in 2023 and 2024, and published [salary benchmarks for the community care sector](#) in February 2024. We will continue to review the salaries so they remain competitive.
- Launched the [Tripartite Framework for the Prevention of Abuse and Harassment in Healthcare](#) in December 2023, to reinforce safe and conducive working environments for our healthcare workers.

Read more: [Quality Jobs](#)


Implementing smart health initiatives and strong governance

As care needs become more complex, we are integrating services for seamless patient-centric healthcare.

- To facilitate easier access to preventive healthcare, the [Health Appointment System](#) allows patients to make direct bookings for consultations, health screenings, and vaccinations at eligible clinics.

BETWEEN DECEMBER 2022 AND JUNE 2024, MORE PATIENTS BENEFITTED FROM THE HEALTH APPOINTMENT SYSTEM, WITH FLU AND PNEUMOCOCCAL VACCINE BOOKINGS NEARLY TRIPLING IN NUMBER

Number of bookings on the Health Appointment System (HAS)

	December 2022	June 2023	June 2024
All HAS Bookings	24,013	50,486	357,340
All Health Screening Bookings	0	56	2,637
All Vaccination Bookings	24,007	49,270	228,543
 Flu & Pneumococcal Vaccination Bookings (A subset of all vaccination bookings)	24,002	44,785	69,100



Source: Ministry of Health

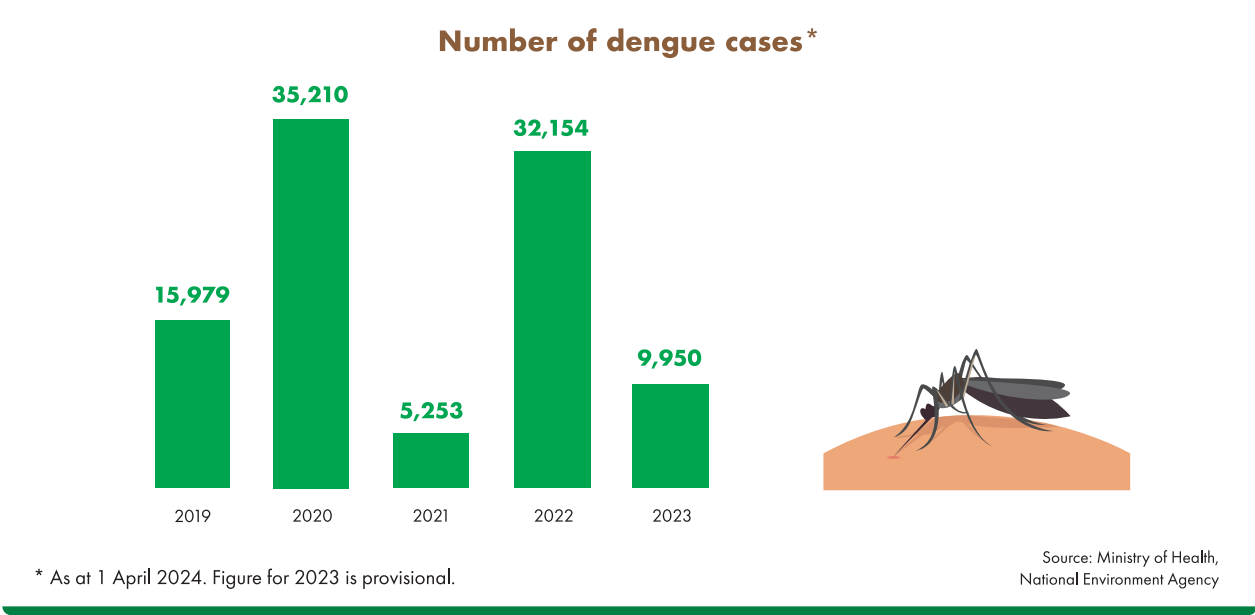
- The [HealthHub app](#) was updated in July 2023 so that Singaporeans can easily enrol and view their Healthier SG Health Plans. As at September 2024, close to 50% of Healthier SG enrolments were carried out via HealthHub.
- Enhancements to public healthcare IT systems will unify [patients' electronic medical records](#), and consolidate our [pharmacy](#) and [billing systems](#) across different care settings. With integrated patient data, healthcare providers can make more informed decisions and provide better care services to their patients.
- The [Health Information Bill](#) will mandate the contribution of selected health information to the National Electronic Health Record to further integrate patient data across the healthcare ecosystem for more seamless care. It also aims to strengthen the cybersecurity and data security of healthcare institutions.

Read more: [Government and Regulations](#) | [Cybersecurity and Digital Resilience](#)

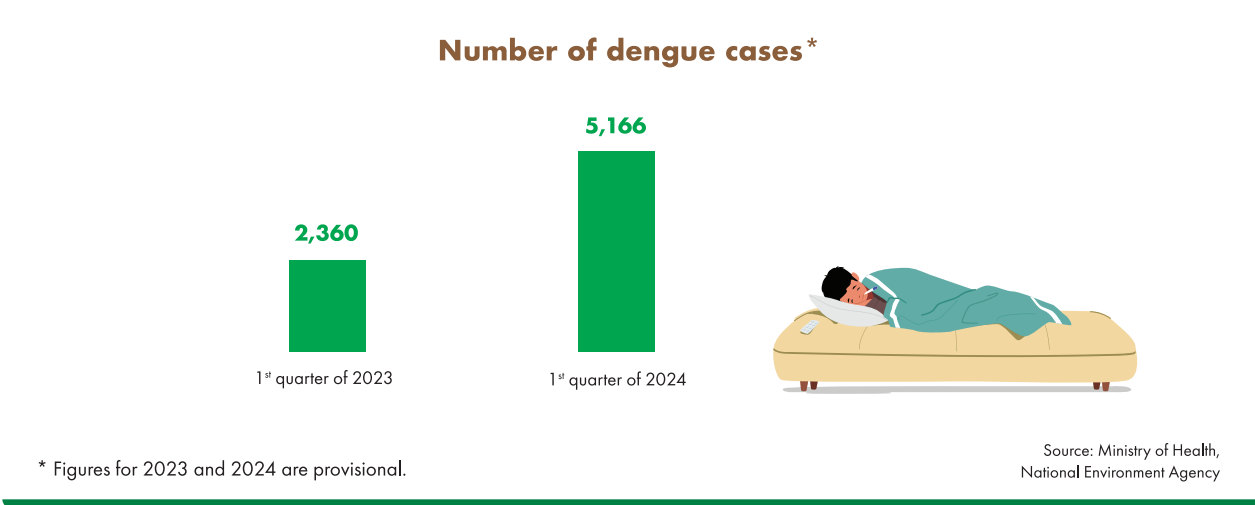
Strengthening public health defences

COVID-19 will not be the last disease outbreak. The recurrence of [dengue](#) and [tuberculosis outbreaks](#) serve as strong reminders.

DENGUE IS ENDEMIC TO SINGAPORE AND THE REGION, WITH THREE MAJOR DENGUE OUTBREAK YEARS IN SINGAPORE IN THE LAST FIVE YEARS



DENGUE CASES IN THE FIRST QUARTER OF 2024 MORE THAN DOUBLED, COMPARED TO THE SAME PERIOD IN 2023

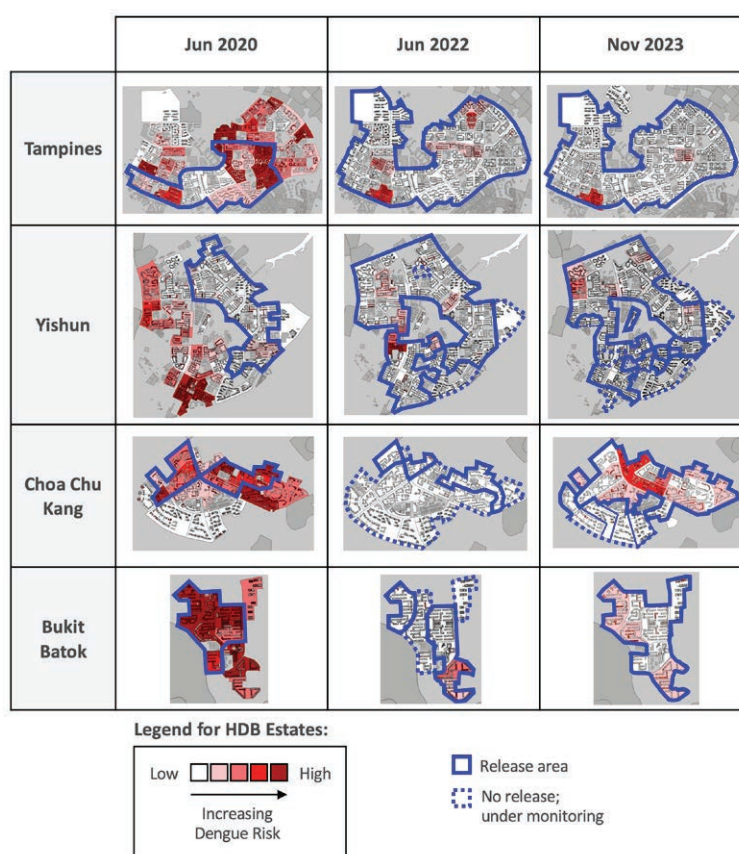


We continued the fight against dengue through an [integrated surveillance and control programme](#), which included source reduction, public outreach, and novel vector control tools like Project Wolbachia.

Feature Story: Project Wolbachia trials at various neighbourhoods across Singapore have seen promising results

- As at August 2024, all study sites observed an 80% to 90% reduction in *Aedes aegypti* population after six to 12 months of Wolbachia releases.
- Between 2019 and 2022, residents living in areas* with at least one year of Project Wolbachia deployment were up to 77% less likely to be infected with dengue.
- Between 2022 and March 2024, Project Wolbachia was expanded to 14 additional sites, covering approximately 35% of households (about 480,000 households) in Singapore.

*Study sites were chosen based on past dengue data and mosquito population.



Read more: [Wolbachia-Aedes Mosquito Suppression Strategy](#)

We will strengthen our readiness against future infectious disease outbreaks.

- The Communicable Diseases Agency will be established in 2025 to lead and consolidate the Government's public health capabilities for preventing and controlling infectious diseases.
- A new volunteer-based Healthcare Reserve Force will be established over the next three years to reinforce operational manpower during a healthcare crisis.

Read more: [White Paper on Singapore's Response to COVID-19](#)

Read more: [Housing and Amenities](#) | [Environment and Sustainability](#)

Going beyond healthcare, to good health for all

Living healthily allows us to enjoy our time with family and loved ones. [Healthier SG](#) and [Age Well SG](#), launched in 2023, reinforce these efforts. With the support of healthcare, social, and community partners, we will continue to strengthen our health system and ensure that quality healthcare remains affordable and accessible for all.

Read more: [Retirement](#) | [Spirit of Forward Singapore](#)

RETIREMENT

Supporting seniors to age well

Ageing well in a super-aged society

With increasing life expectancy, Singapore is expected to reach super-aged status by 2026, where over one in five Singaporeans will be aged 65 and above. This proportion is expected to rise to nearly one in four by 2030.

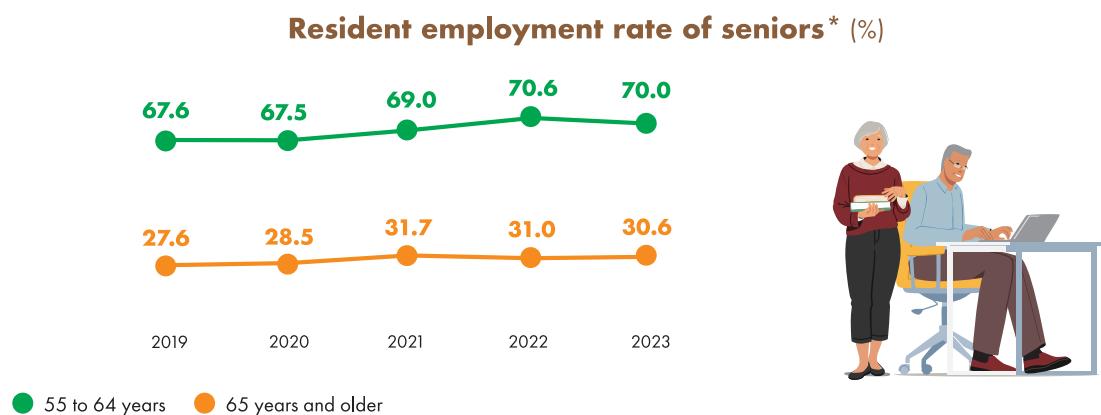
During the Forward Singapore engagements, many Singaporeans expressed concern about supporting themselves and their elderly family members. At the same time, our silver workforce presents new opportunities for seniors who are in good health and want to continue working.

Read more: [Health and Wellness](#) | [Spirit of Forward Singapore](#)

Building a vibrant and productive silver workforce

The employment rate of seniors generally increased in recent years, bolstered by efforts to increase employability and employment opportunities for them.

RESIDENT EMPLOYMENT RATES OF SENIORS INCREASED FROM 2019 TO 2023



* Residents refer to Singapore Citizens and Permanent Residents.

Source: Ministry of Manpower



From July 2022, the retirement and re-employment ages were raised to 63 and 68 respectively, providing the avenue for seniors to continue working if they wish to.

- In 2023, over nine in 10 eligible senior workers were offered re-employment.
- In 2023, 400,000 senior workers were supported by the [Senior Employment Credit](#), which provided wage offsets to 90,000 employers to help them adjust to higher retirement and re-employment ages.

- As at December 2022, more than 5,000 companies have committed to increasing their company-specific retirement and re-employment ages above the minimum statutory requirements under the [Senior Worker Early Adopter Grant](#). This will enable more than 35,000 senior workers to work longer if they are able and wish to.
- As at September 2024, under the [Part-Time Re-employment Grant](#), more than 5,000 employers employing 40,000 seniors have committed to providing part-time re-employment opportunities.

The [Tripartite Guidelines on Fair Employment Practices](#) prohibits workplace discrimination based on age. To further address age discrimination and challenges that may arise at work:

- We encourage employers to adopt the [Tripartite Standard on Age-Friendly Workplace Practices](#). As at August 2024, more than 11,321 companies had adopted the Tripartite Standard, up from 7,000 in September 2022.
- We will strengthen protection of employees and send a strong signal that there is no place for workplace discrimination in Singapore through the upcoming Workplace Fairness Legislation.

Read more: [Education](#) | [Quality Jobs](#) | [Economy and Labour Market](#)

Strengthening retirement adequacy

With [rising labour force participation and income](#), Singaporeans have been able to earn and save more. Through the Central Provident Fund (CPF) system, we continue to support Singaporeans in saving for their needs, including for retirement. In 2023, about seven in 10 active CPF members turning 55 were able to meet their Basic Retirement Sum. This helps to ensure that they will have a baseline level of financial security during their retirement to cover basic living costs.

To improve financial literacy and encourage good financial behaviours across the population, we have in place a series of [MoneySense initiatives](#). Based on the [MoneySense National Financial Capability Survey 2023](#), Singaporeans generally have a good level of financial literacy. We have seen encouraging trends among Singaporeans in strengthening their retirement adequacy:

- In 2023, 317,000 Singaporeans (up from 308,000 in 2022) made voluntary top-ups to their own or their loved ones' CPF retirement savings amounting to \$4.2 billion.
- In 2023, 110,000 eligible CPF members received dollar-for-dollar matching grants from the Government for their CPF cash top-ups totalling \$65 million under the [Matched Retirement Savings Scheme](#). Nine in 10 received the maximum matching grant of \$600, boosting their monthly payouts in retirement.

To enable seniors to improve their financial security:

- We are progressively increasing the CPF contribution rates for seniors aged above 55 to 70, in line with [recommendations from the Tripartite Workgroup on Older Workers](#) in 2019. The increase has been implemented in stages annually since 2022 with full implementation by around 2030.
- We introduced the [Majulah Package](#) in 2024 which provides CPF bonuses to our seniors born in 1973 or earlier.

For vulnerable groups who need more help for their retirement:

- We enhanced the [Workfare Income Supplement \(WIS\) scheme](#) in 2023 to support lower-income workers, including seniors, in building up their CPF savings. This included expanding the eligibility criteria of WIS and providing higher payouts. In 2023, 388,000 lower-income employees were supported under WIS, with disbursements amounting to around \$914 million.
- We continued to support seniors who had lower incomes during their working years and have little or no family support through the [Silver Support Scheme](#). In 2023, 260,000 seniors benefitted from payouts amounting to around \$595 million.

Collectively, these moves provided greater assurance of meeting basic retirement needs for seniors.

Read more: [Quality Jobs](#) | [Social Safety Nets](#)

Supporting seniors in ageing well

Our seniors will continue to be supported in ageing actively and independently in the community through [Age Well SG](#), introduced in November 2023.

Encouraging active ageing

As at October 2024, 214 [Active Ageing Centres](#) (AACs) have been launched islandwide to support seniors in ageing actively and healthily within the community, with a wide range of programmes and activities to cater to their interests and needs. With continued expansion, eight in 10 seniors will have access to an AAC near their home, to participate in programmes such as group exercises, recreational activities, community events, and workshops to help seniors achieve overall wellness.

Social isolation among seniors remains a concern. In 2023, there were about 76,000 citizens aged 65 and above who lived alone. This number is projected to increase to about 122,000 by 2030.

To encourage seniors to stay active through volunteerism, the [Silver Guardian programme](#) enables seniors to volunteer at AACs, where they can befriend other seniors at risk of social isolation. We are on track to recruit, train, and place at least 2,400 volunteers at AACs by 2028, with over 800 volunteers recruited and deployed as at October 2024.



To promote social connectedness, seniors are empowered to access essential services and communicate with loved ones digitally. As at August 2024:

- Under the [Seniors Go Digital](#) programme, more than 340,000 seniors were trained in basic digital skills, such as how to use smartphones to communicate and transact online.
- Under the [Mobile Access for Seniors](#) scheme, more than 13,000 lower-income seniors have benefitted from subsidised smartphones and mobile plans.



Strengthening support for seniors with care needs

Some seniors may be concerned about being adequately cared for in their homes and community. We have strengthened support and developed more options for frailer seniors to receive timely and appropriate care.

- Since February 2021, seniors have been able to access more housing-plus-care options through [Community Care Apartments \(CCA\)](#), which pair senior-friendly housing with on-site social activities and care services that can be customised to individual needs. As at October 2024, four CCA projects had been launched in Bukit Batok, Queenstown, Bedok, and Geylang (MacPherson). Residents of the first CCA project in Bukit Batok will be able to move in by end-2024.
- In 2023, we rolled out the [enhanced Home Personal Care \(HPC+\)](#) pilot, so that seniors living in the community can receive tailored and immediate response services when in need. This included a 24/7 technology-enabled monitoring and response feature to detect falls and incidents. As at July 2024, over 400 seniors have benefitted from this pilot. HPC+ will be rolled out islandwide by end-2025 to benefit more seniors.

Read more: [Health and Wellness](#) | [Housing and Amenities](#) | [Spirit of Forward Singapore](#)

Making our physical living environment senior-friendly

We continued to make homes and our neighbourhoods safer for seniors.

- Since 1 April 2024, seniors have been able to opt for a wider range of fittings under the [Enhancement for Active Seniors \(EASE\) 2.0 programme](#), such as lowered bathroom entrance kerbs and foldable shower seats. As at June 2024, more than 293,000 households had senior-friendly fittings installed in their flats through the EASE programme, up from about 283,900 in April 2023.

- We incorporated more senior-friendly enhancements as part of our upgrading programmes in public and private residential estates. For example, under the [Silver Upgrading Programme](#), seniors can look forward to new active ageing amenities like therapeutic gardens, more rest points along linkways and dementia-friendly features to improve wayfinding. This was launched in four HDB precincts within Ang Mo Kio, and will be expanded to 22 other precincts in Ang Mo Kio, Bukit Merah, Queenstown, and Toa Payoh over the next five years.



Read more: [Housing and Amenities](#)

Embracing longevity as an asset

Seniors are an asset to society and the workforce given their deep experience. As a society, we must continue to reshape attitudes about ageing. Together with tripartite partners and Singaporeans, we will continue to support seniors in ageing well and engaging meaningfully in society.

SOCIAL SAFETY NETS

Creating growth and opportunities for all regardless of starting points and supporting those in need

Refreshing our social compact

Our social compact is the shared understanding of how we relate to each other, which helps us progress together as a nation. Through Forward Singapore, our citizens, regardless of their starting point or current situation, strengthen their sense of agency over their own circumstances. This gives them and their families the confidence to achieve stability, self-reliance, and social mobility.

Key to this is the collective responsibility of different groups, where:

- Individuals resolve to do better for themselves and their families.
- The community contributes and creates opportunities to support families in need.
- The Government creates conditions for growth and opportunity, while continuing to provide social safety nets for those in need.

Read more: [Spirit of Forward Singapore](#)

Supporting lower-income families

Income inequality in Singapore, as measured by the Gini coefficient, fell to a low of 0.371 in 2023, after accounting for taxes and transfers.

HOUSEHOLD INCOME INEQUALITY CONTINUED TO FALL IN 2023



* The Gini coefficient, after accounting for taxes and transfers, declined to a low of 0.375 in 2020 due to extensive COVID-19 pandemic relief measures. The rise in 2021 was due to the cessation of some of these one-off measures. The Gini coefficient is based on household income from work (including employer CPF contributions) per household member among resident employed households.

Source: Department of Statistics

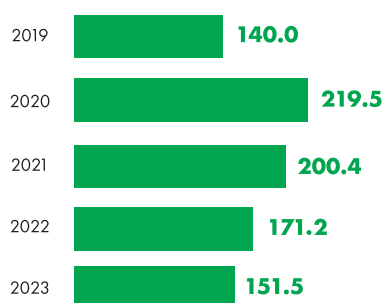
This reflects the redistributive effect of government support measures and taxes, as well as efforts to uplift wages of lower-wage workers. The Government also provided more support to lower-income households through short-term cost-of-living support, and schemes such as Workfare which are permanent components of our social safety nets.

Read more: [Quality Jobs](#) | [Retirement](#)

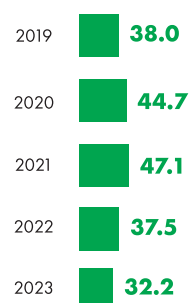
ComCare remains an important social safety net for lower-income families experiencing difficulties in meeting their daily living expenses. In 2023, around \$152 million in ComCare cash assistance was disbursed to help around 32,200 households meet their basic daily living expenses and stabilise their circumstances. This represented a 31% decrease in funds disbursed compared to the peak in 2020, and a 32% decrease in households assisted compared to the peak in 2021, when Singapore was affected by the COVID-19 pandemic. The decrease was in line with economic recovery and more job opportunities.

COMCARE ASSISTANCE FOR THOSE IN NEED

ComCare funds disbursed* (\$ million)



Number of unique households assisted across ComCare schemes* (thousands)



- * 1. Reporting of ComCare figures has changed from a Financial Year basis to a Calendar Year basis.
 2. Disbursements comprise the amounts disbursed through the (i) Short-To-Medium Term Assistance scheme, (ii) Long-Term Assistance scheme, and (iii) Student Care Fee Assistance scheme.
 3. The 2022 ComCare disbursement amount has been corrected from an earlier version of the infographics.

Source: Ministry of Social and Family Development

We made social support more comprehensive, convenient, and coordinated for families in need:

- Since introducing [online applications](#) for ComCare Short-to-Medium-Term Assistance in May 2022, over 70% of applications were made online as at August 2024, providing greater convenience for applicants.
- ComCare scheme bundles were enhanced in October 2022. As at December 2023, more than 8,000 automatic referrals to other support schemes were made, without the need for ComCare clients to make separate applications.
- As at December 2023, about 370 families with complex needs have been supported by the Social Service Systems Office set up in 2019, and by Social Service Offices that coordinate support for them across various areas such as housing, legal, and immigration. These families include those under [ComLink+](#) and/or those receiving ComCare assistance.

To further empower lower-income families, ComLink was enhanced to ComLink+ in July 2023. ComLink+ exemplifies our shift beyond providing just social assistance to longer-term family-centric support. Under ComLink+, families are paired with dedicated family coaches who journey alongside them over the longer term and work with the community to supplement families' efforts to achieve sustained progress in areas such as their children's education, debt clearance, and the building up of savings.

Read more on ComLink+: [Spirit of Forward Singapore](#)

Read more: [Education](#) | [Quality Jobs](#) | [Family](#) | [Retirement](#) | [Housing and Amenities](#)

Strengthening support for vulnerable groups

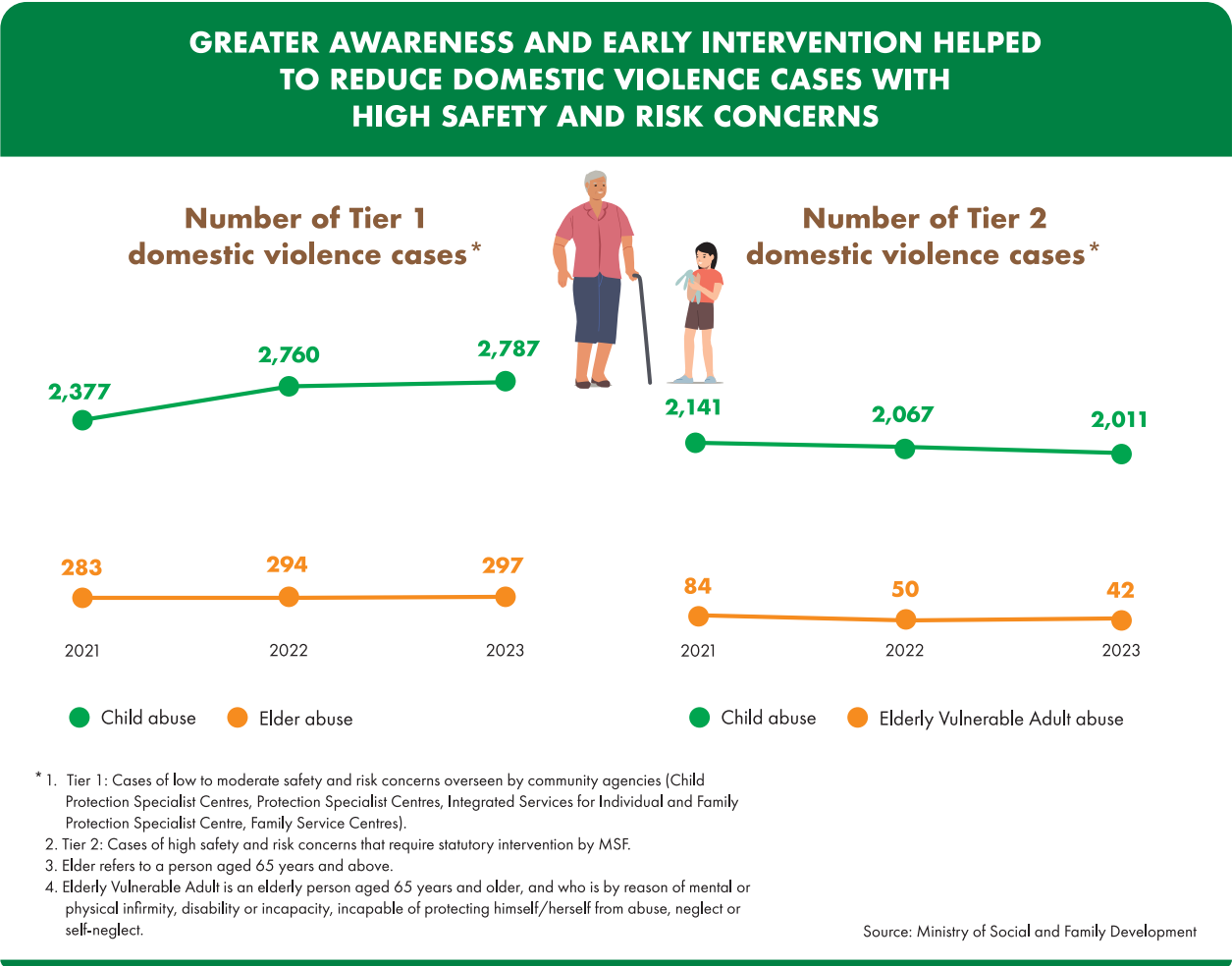
Together with Social Service Agencies and the community, we have established a robust system of legal protection and social service support for various groups of vulnerable individuals and families. These include support for children from lower-income families through [KidSTART](#), [early intervention programmes for children with developmental needs](#) who require different levels of support, and partnering with the community to [help rough sleepers and homeless individuals](#). We also strengthened support for those with multiple and complex needs.

Read more: [Education](#) | [Family](#) | [Health and Wellness](#) | [Retirement](#)

Survivors of domestic violence

Strong and stable families are the bedrock of our society, where family members feel safe and supported. Domestic violence has no place in our society and must not be condoned.

From 2021 to 2023, the number of new cases of low to moderate safety and risk concerns increased, while the number of new cases of high safety and risk concerns decreased.



The Government has strengthened legal protection, worked with community partners to increase public awareness, and improved training and responsiveness to tackle domestic violence.

- The [Women's Charter was amended](#) in July 2023 to strengthen protection for survivors of family violence and enhance rehabilitation and accountability of perpetrators of family violence.
- The 24-hour Domestic Violence Emergency Response Team (DVERT) was launched in April 2023, through which social service professionals respond jointly with the Police to provide more timely intervention for high-risk domestic violence cases with immediate safety concerns. As at July 2024, the DVERT responded to 307 cases referred by the Police. DVERT has been rolled out nationwide since September 2024.
- The new [Break the Silence](#) campaign was launched in June 2024, to raise awareness on the signs of domestic violence and encourage survivors and the community to play their part in detecting domestic violence. As at July 2024, more than 9,300 individuals from various sectors have undergone the Domestic Violence Awareness Training programme to learn how to spot and report signs of domestic violence. Professionals from preschools, schools, and Private Education Institutions have also participated in these training sessions.

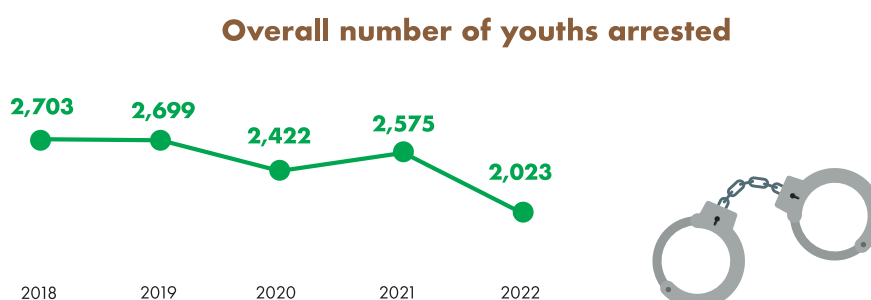
Read more: [Domestic Violence Trends Report 2024](#)

Read more: [Family](#) | [Legal and Diplomacy](#) | [Government and Regulations](#)

Youth offenders

From 2018 to 2022, there were on average 2,500 arrests per year among persons aged 7 to 19 years. The number of youths arrested in 2022 was the lowest since 2018, likely due to the impact of the COVID-19 pandemic and the resulting movement restrictions affecting arrests, as well as youths' responsiveness towards preventive and rehabilitative efforts.

NUMBER OF YOUTHS ARRESTED IN 2022 WAS THE LOWEST SINCE 2018



Source: Singapore Police Force

Where appropriate, youth offenders who commit minor offences are diverted from the Court and placed on [programmes](#), such as the Guidance Programme, Streetwise Programme, Enhanced Streetwise Programme, and Youth Enhanced Supervision Scheme, based on the offences committed and the youth's risks and needs. Youth offenders may also be placed on probation orders for community-based rehabilitation or in MSF Youth Homes for institutional rehabilitation.

Since February 2021, post-care support has been made available to all suitable youth offenders in MSF Youth Homes, with schools, workplaces, and interest groups helping them apply and sustain the skills and knowledge acquired in these homes.

Read more: [Quality Jobs](#) | [Family](#) | [External and Homeland Security](#)

Persons with disabilities

To enable persons with disabilities to participate fully as integral and contributing members of society, the [Enabling Masterplan 2030](#) was launched in 2022. Since then, Singapore has made further progress towards a more caring and inclusive society.

To support learning:

- The total capacity for government-funded early intervention programmes was increased in 2023 and 2024. This benefitted 9,850 children with developmental needs in 2023, up from 5,833 children in 2019.
- Between 2023 and 2024, three new Special Education (SPED) schools began operations, and four new Special Education Teaching and Learning Syllabuses (TLSs) were launched, which completes the seven TLSs that form the National SPED Curriculum. This curriculum seeks to enhance the learning experience and outcomes for children with moderate to severe special educational needs.

To enable independent living:

- The [Enabling Business Hub](#) and [Enabling Services Hub](#) were launched in 2023 to bring training and employment opportunities, and community support services, respectively, closer to persons with disabilities. Between 2022 and 2023, the employment rate of persons with disabilities increased to 33%, up from 30% between 2020 and 2021. This puts us on track to reach our 40% target by 2030.

To ensure inclusive physical and social environments:

- As at July 2024, about 80% of buildings and almost all our public spaces are accessible to persons with disabilities. An example is the effort to make libraries more accessible. Between February 2023 and July 2024, more than 5,500 persons with disabilities have visited or participated in accessible programmes and learning journeys across 13 public libraries.

Feature Story: Empowering persons with disabilities through employment support

Former mechanical engineer Mr Shahul Hameed Abdul Majeed faced challenges finding work after a stroke in 2019. The 54-year-old uses a wheelchair and is learning to walk again.

Mr Shahul sought employment assistance from the Enabling Business Hub @ Jurong (EBH@Jurong), located about 20 minutes from his home. Developed by [SG Enable](#), the hub brings training and employment opportunities closer to the homes of persons with disabilities living in the West, including those with higher work support needs.

With the guidance of a job coach from EBH@Jurong, Mr Shahul attended training sessions and eventually secured part-time employment as a Stations Guide at SBS Transit, supporting customer service and experience since July 2024.



Read more: [Enabling Masterplan 2030 Taskforce Reports](#) | [Enabling Skills and Competencies Framework](#)

Read more: [Education](#) | [Quality Jobs](#) | [Housing and Amenities](#) | [Transport](#)

Empowering change through giving

The community plays an important role in supporting those with greater needs through various forms of giving, including donations and volunteering. According to the [National Giving Study 2023](#) by the National Volunteer and Philanthropy Centre, [overall donation rates](#) remained stable at 62% in 2023 compared to 60% in 2021, though the median amount donated decreased from \$200 to \$100 over the same period.

Through [Community Chest](#), the Government will continue to galvanise community-wide giving through various community fundraising initiatives. This includes matching donations under [SHARE](#), a regular giving programme to support Social Service Agencies, and encouraging consumption-based giving by bringing businesses on board the [Change for Charity initiative](#). Between Financial Years 2019 and 2023, Community Chest netted an average

of \$67.6 million in donations annually. These donations went towards supporting over 200 programmes by more than 100 Social Service Agencies in serving the needs of vulnerable and lower-income groups, including key national priority programmes like ComLink+ and KidSTART. Community funding is essential to sustaining these programmes. Through such acts of giving, both the Government and community can collectively uplift underprivileged groups in society.

In July 2024, the [Sustainable Philanthropy Framework](#) was launched to guide businesses to sustain and deepen their philanthropic efforts. Businesses can use the Framework to review, measure, and enhance their contributions in giving, volunteering, and socially inclusive practices.



Read more: [Building Our Future Together](#)

Looking ahead

Singapore's approach towards social support has evolved over the years, as the Government continues to do more to support disadvantaged and vulnerable groups. However, the challenges of social mobility and inequality will remain as our society develops.

We will continue to work with individuals, families, and the community to strengthen our social support system – shifting our approach from social assistance to social empowerment – to ensure that Singapore remains a society that provides opportunities for all, regardless of our starting points.

CITIZENS

QUALITY AND SUSTAINABLE LIVING

Singapore continues to be a well-connected city with a quality living environment and an endearing home for current and future generations.



HOUSING AND AMENITIES

An endearing home for current and future generations

An endearing home for all

We maintained a quality living environment for Singaporeans:

- Singapore has consistently maintained high liveability standards and retained its ranking in the top quartile among 173 cities in the Economist Intelligence Unit's Global Liveability Index 2023.
- From Financial Years 2020 to 2022, our public housing developments achieved a high [Construction Quality Assessment System \(CONQUAS\)](#) score of 95 out of 100, indicating a high level of construction quality comparable to those of private residential developments. Over 90% of defects reported within the liability period were successfully rectified within 14 working days.
- To transform Singapore into a City in Nature, we are building upon our greening and conservation efforts.

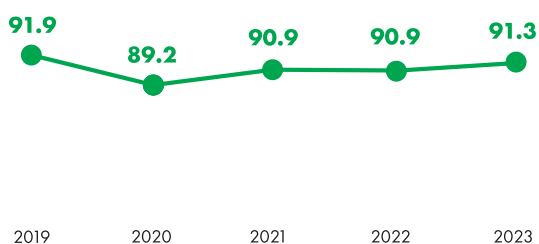
Read more: [Environment and Sustainability](#)

Fulfilling home ownership aspirations

We remain committed to supporting home ownership. In 2023, around 80% of resident households live in HDB flats, more than 90% of whom are homeowners.

OVER 90% OF RESIDENT HOUSEHOLDS IN HDB DWELLINGS ARE HOMEOWNERS

Home ownership rate among
resident households in HDB dwellings (%)



Source: Department of Statistics

Meeting housing demand

The COVID-19 pandemic caused unprecedented supply chain disruptions and labour shortages, resulting in construction delays. Meanwhile, housing demand remained strong.

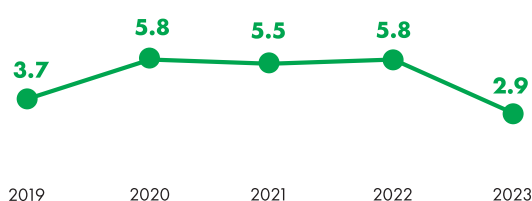
To address this, the Government worked closely with the construction sector to address the challenges faced. This included supplying our contractors with concreting materials at controlled prices amid global price spikes.

- As at September 2024, about 94% of delayed flats have been completed. The remaining delayed projects are on track for completion by early 2025.
- We committed to launching 100,000 new flats between 2021 and 2025. As at October 2024, we have launched over 82,000 new flats.

The application rates of Build-To-Order (BTO) flats have since decreased to lower than pre-COVID-19 levels, supporting home ownership aspirations.

BTO APPLICATION RATES HAVE FALLEN BELOW PRE-COVID-19 LEVELS

Average BTO application rates*



* The average BTO application rate is derived by using simple average, i.e. Sum of BTO application rates offered in the year divided by the number of BTO launches offered in the same year.

Source: Housing and Development Board

Shorter wait times

With the recovery of the construction sector, the median wait time for BTO flats improved from about five years in 2022, to three years and 10 months in 2023. To further reduce wait time, we increased the proportion of [Shorter Waiting Time](#) (SWT) flats in our new flat supply without compromising quality. This was achieved by bringing forward the construction of sites which were ready for development, where possible. We launched 2,800 SWT flats in 2024 (approximately 14% of flat supply in 2024), a year ahead of our targeted timeline.

Families requiring subsidised temporary housing while awaiting flat completion were supported by the [Parenthood Provisional Housing Scheme](#) (PPHS). In July 2024, we introduced a one-year PPHS (Open Market) Voucher, where eligible families renting HDB flats or bedrooms in the open market can apply for a rental voucher of \$300 per month to defray the cost of their rental. We will continue to support PPHS-eligible families by doubling the supply of PPHS flats to 4,000 units by 2025.

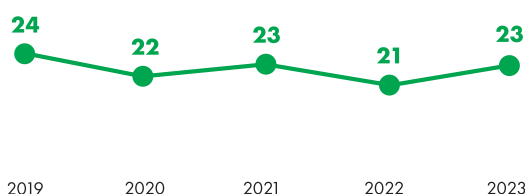
Ensuring home affordability and accessibility

As part of Forward Singapore, Singaporeans shared their hope for public housing to remain affordable and accessible.

- To ensure affordability, four rounds of cooling measures (for example, the lowering of the Loan-to-Value limit for HDB loans) were implemented in December 2021, September 2022, April 2023, and August 2024 to stabilise the housing market.
- With the [increase in the Enhanced CPF Housing Grant](#) from August 2024, first-timer families can receive housing grants of up to \$120,000 for BTO flats and up to \$230,000 for resale flats. In 2023, over eight in 10 first-timers who bought their flats with HDB loans spent less than a quarter of their monthly income servicing their mortgage payments using their CPF contributions, with little to no cash outlay.

NEW HDB FLATS REMAIN AFFORDABLE FOR FIRST-TIME BUYERS

Mortgage servicing ratio for first-timer applicants buying new four-room flats in non-mature estates* (%)



- * 1. The Mortgage Servicing Ratio (MSR) is the portion of a borrower's gross monthly income that goes towards repaying property loans, including the loan being applied for. To calculate a borrower's MSR, use the following formula: (Monthly repayment instalments for all property loans / gross monthly income) x 100%. Monthly instalment and income are based on:
- Median monthly household income of first-timer applicants and the selling price of new four-room flats in non-mature estates offered in the respective years less applicable housing grants;
 - HDB concessionary loan at prevailing interest rate of 2.6% with maximum tenure of 25 years.
2. The 2019 figure has been adjusted following revisions to the methodology for computation of the MSR.

Source: Housing and Development Board

- The [new framework of "Standard, Plus, Prime" flats](#) provides additional subsidies for choicer locations, with tighter restrictions such as subsidy recovery and conditions on resale and rental to ensure fairness and mitigate excessive windfall gain. This helps maintain the affordability and accessibility of flats in more attractive locations.

We provided targeted support for Singaporeans with greater needs.

- For young families, the First-Timer (Parents & Married Couples) (FT(PMC)) priority category was introduced in the October 2023 BTO exercise to help them secure their first homes more quickly. Across our BTO launches up to February 2024, about nine in 10 FT(PMC) applicants, on average, were issued a queue number within the flat supply. This meant that the applicants stood a high chance of securing a flat.
- Today, married children and their parents buying new flats to live with or close to one another get priority access to BTO flats, to make it easier for families to look after one another. From mid-2025, we will extend this priority access to all parents and their children, married or single.

- Low-income citizen households can tap on [highly subsidised public rental housing](#). Over the years, we have expanded rental housing options for low-income singles such as the [Joint Singles Scheme Operator-Run](#) model and the [Single Room Shared Facilities](#). These offered an improved living experience such as through facilitating greater privacy, and support from an on-site operator on tenancy matters. As at September 2024, about 1,200 singles have benefitted from these models.

Shaping our future city

The Government carefully plans and stewards Singapore's limited land, to provide a quality living environment that meets the needs and aspirations of current and future generations of Singaporeans. We do this through the:

- [Long-Term Plan](#), which is reviewed every 10 years and guides the development of Singapore over the next 50 years and beyond.
- [Master Plan](#), which translates the broad strategies under the Long-Term Plan into detailed plans and is reviewed every five years.

The latest Draft Master Plan review is expected to be completed by end-2025.

Rejuvenation of our housing estates

We enhanced the liveability and vibrancy of our existing public housing estates through upgrading at various levels. These included the [Home Improvement Programme](#) (HIP) to address common maintenance issues within ageing flats, the [Neighbourhood Renewal Programme](#) (NRP) to refresh precinct amenities, and the [Remaking Our Heartland](#) (ROH) programme for comprehensive town-wide rejuvenation.

- As at September 2024, about 70% of flats built before 1998 have undergone the HIP, and all eligible blocks built before 1996 have been selected for the NRP. We will extend the NRP to blocks built up to 1999.
- Nine towns and estates have undergone transformation under ROH. In 2023, following extensive engagement with residents, we shared plans to rejuvenate four more towns: Ang Mo Kio, Bukit Merah, Choa Chua Kang, and Queenstown.

Feature Story: Residents can look forward to rejuvenated public spaces under ROH

From March 2020 to July 2022, over 1,000 survey respondents and 700 focus group participants shared their ideas and aspirations for their towns.

At the Queenstown engagement, residents shared their wish for more greenery and spaces for community gardening around their homes. To enhance the well-being of residents through interaction with nature, we will progressively implement wellness landscapes with therapeutic gardens by 2029, as part of the Queenstown ROH.



Building new hawker centres to serve residents' needs

Between 2011 and 2015, the Government announced plans to build 20 new hawker centres, especially in new housing estates that face a relative under-provision of eating options. This will help ensure that residents have access to affordable food options. As at October 2024, 14 new centres have been completed and are in operation, and the locations of the six other new centres have been announced.

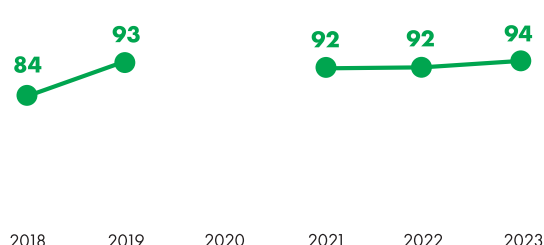
Enhancing public cleanliness

Singapore is known as a "Clean and Green City", with initiatives such as the "Keep Singapore Clean" campaign, the Environmental Sanitation (ES) Regime, mandatory tray return at hawker centres, coffee shops, and food courts, and the strict enforcement on littering.

- In 2023, Singaporeans' [satisfaction with the cleanliness of public spaces remained high at 94%](#).
- As at August 2024, about 6,000 specified high-risk premises have implemented the ES Regime, a robust framework stipulating areas to be cleaned and disinfected regularly including thorough periodic cleaning, thus assuring the public of higher sanitation standards.
- Singaporeans continued to demonstrate civic responsibility, with 90% Tray and Crockery Return Rate observed at hawker centres, coffee shops, and food courts. As a result, although enforcement on table littering has been stepped up since June 2023, only a small number of repeat offenders were issued tickets.

SATISFACTION WITH THE CLEANLINESS OF SINGAPORE'S PUBLIC SPACES REMAINED HIGH

Satisfaction with cleanliness of public spaces* (%)



* No survey in 2020 due to the COVID-19 pandemic.

Source: Singapore Management University

However, more can be done to address littering behaviours and the cleanliness of public toilets, especially in coffeeshops and hawker centres. We designated 2024 as the [Year of Public Hygiene](#), to strengthen collective responsibility of the Government and community in maintaining a clean, safe, and liveable Singapore.

- Anti-littering enforcement blitzes were stepped up to target hotspots with higher offence rates and public feedback reports. The number of these enforcement exercises increased from 21 in 2023 to more than 100 in 2024.
- We incorporated innovative technology into our operations such as trialling thermal imaging cameras for better rat surveillance at outdoor and back-lane areas. This helped premises operators and stakeholders better coordinate cleaning, waste management, and rat control measures to reduce pest issues. We are also exploring using artificial intelligence and video analytics in our performance audits of cleaning companies, which will be more productive in detecting cleaning lapses and providing a cleaner environment for the public.
- To address the issue of toilet cleanliness, we partnered the community and businesses through the Public Toilets Taskforce to study and recommend solutions to bring about cleaner public toilets. With greater clarity on the root causes of dirty public toilets, the taskforce is examining measures that stakeholders can undertake under four key pillars:
 - Design and Infrastructure
 - Cleaning and Maintenance
 - Monitoring, Audit and Enforcement
 - Engagement and Outreach

Read more: [Health and Wellness](#)

Doing our part for a quality living environment

With our collective efforts, Singaporeans can continue to look forward to a quality living environment and an endearing home for ourselves and future generations.

TRANSPORT

Improving connectivity and ensuring sustainability

Making Singapore more liveable – Better convenience and connectivity

We have pressed on with efforts to make Singapore more liveable through the [Land Transport Master Plan \(LTMP\) 2040](#). Core to this vision is our car-lite strategy, where Walk, Cycle, Ride are the main modes of transport. Many participants in the Forward Singapore exercise supported this strategy as the right direction to meet commuting needs sustainably, given land and carbon constraints.

Advancing with Walk, Cycle, Ride

Key to our car-lite strategy is to have 20-minute towns within a 45-minute city. This means that the public can walk, cycle, or ride to the nearest neighbourhood centre within 20 minutes, and complete most peak-period journeys between their homes and workplaces within 45 minutes. In 2023:

- 92% of residents could reach their nearest neighbourhood centre within 20 minutes.
- 67% of residents could commute to work within 45 minutes on Walk-Cycle-Ride (WCR) modes during peak periods.

We also expanded public transport connectivity. The opening of Stage 4 of the [Thomson-East Coast Line \(TEL\)](#) in June 2024 shortened travel times to the east by up to 50%. Works are ongoing for subsequent stages of the TEL, extensions for the Circle Line, Downtown Line, and North East Line, as well as the upcoming Jurong Region Line and Cross Island Line.

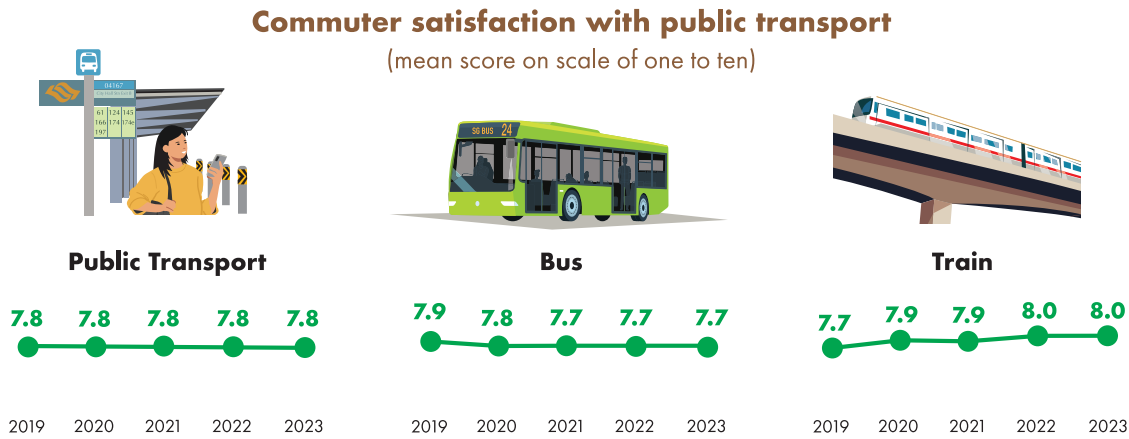


Quality public transport, accessible to all

Quality transport services

Commuter satisfaction with public transport remained high over the last five years.

COMMUTERS REMAIN SATISFIED WITH PUBLIC TRANSPORT



Source: Public Transport Council

Rail reliability remains a top priority. Since 2019, our MRT network has achieved and maintained our target of 1 million Mean Kilometres Between Failure, which indicates the average distance trains travel before experiencing a delay of more than five minutes. We renewed our lines progressively to ensure they remained safe, reliable, and efficient. In 2023, we completed a decade-long programme to renew and upgrade the six core systems of the North-South and East-West Lines.

Public buses continue to play an essential role in our public transport system, providing residents with convenient access to major transport nodes, complementing the rail network with alternative travel options, and serving as a primary mode of daily commute for some.

Feature Story: Enhancing travel experiences for our commuters

As the pace of housing development picks up, we are seeing an increase in demand for bus services. To keep public transport accessible and attractive for all commuters across new and existing estates, the Government will invest up to an additional \$900 million over the next eight years to progressively enhance our public bus network through the [Bus Connectivity Enhancement Programme](#):

- We will bring forward the launch of bus services in new towns to serve early batches of residents moving into the estates. The first of such services was launched in September 2024, benefitting residents of new and upcoming Build-To-Order flat developments in Yishun East. We will also introduce new express feeder services to enhance connectivity to major transport nodes, especially for residents in new estates located farther away from town centres.
- From October 2024, residents can access more peak-hour express bus services as an alternative option, to complement busier MRT lines. This includes the new City Direct Service introduced in Punggol to provide a direct route to the city.

We will continue to review our bus network according to ridership demand and needs.



Keeping public transport fares affordable

Driven by sustained increases in global energy prices, inflation, and wage growth, the cost of operating public transport rose significantly in recent years. In 2024, the Public Transport Council (PTC) granted a fare increase of 6.0%, lower than the maximum allowable quantum of 18.9%. To cover the cost of the deferred fare quantum, the Government will provide \$250 million in additional subsidies in the coming year, on top of the more than \$2 billion annual public transport subsidies to keep bus and train services running. PTC continues to strike a careful balance between the need to keep fares affordable and ensuring that our public transport system remains financially sustainable.

We also introduced targeted support for those with greater needs. This included:

- Discounted monthly passes under the [Workfare Transport Concession Scheme](#) in December 2023.

- Up to 10% [lower concession pass prices](#) for students, seniors, full-time national servicemen, and persons with disabilities in December 2023.
- [Public Transport Vouchers](#) for lower-income households.

Among lower-income households, spending on public transport as a proportion of household income [remained at around 2.4%](#) in the last five years.

Read more: [Family](#) | [Retirement](#) | [Social Safety Nets](#)

Encouraging walking and cycling, towards a more active lifestyle

We enhanced infrastructure to facilitate walking and cycling to amenities and public transport nodes. Singapore's [cycling path network](#) was expanded from 507 kilometres (km) to over 600 km between 2022 and 2024, and is targeted to reach 1,300 km by 2030.

From 2024, we have set aside \$1 billion over the next decade to expand the [Friendly Streets initiative](#) and enhance commuter infrastructure such as covered linkways, elderly-friendly bus stops, and retrofitting more pedestrian overhead bridges with lifts. These improvements, which are co-created with the community, will encourage residents to lead more active lifestyles by making walking and cycling safer, more convenient, and comfortable.

To further enhance the WCR experience, we worked with stakeholders to redesign surface streets along the North-South Corridor for WCR uses.

Feature Story: Designing the North-South Corridor (NSC) as a multi-modal transportation corridor for WCR

The NSC will enhance connectivity from the northern region to the city and has been reimagined to enhance the WCR experience. Since July 2023, we have conducted a series of [visioning workshops](#) and collected ideas on how the freed-up surface streets could be repurposed to benefit the community. These include creating versatile spaces that can be easily repurposed for different activities, and making the corridor cooler, safer, and walkable.

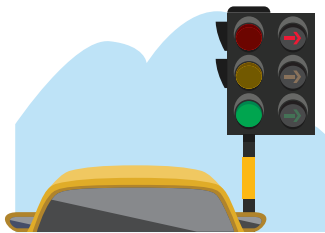
We will consider these ideas when developing the NSC's Surface Streets Master Plan. The repurposing of surface streets will be implemented in stages from 2027.



Promoting safe roads and paths for all

Promoting safe roads and paths for pedestrians, cyclists, and motorists continued to be our paramount priority.

ENHANCING ROAD AND PATH SAFETY



Red-Amber-Green (RAG) Arrows

- Provided clearer right-of-way instructions to drivers
- Implemented RAG arrows at over 1,200 traffic junctions from 2018 to 2024
- Observed 40% reduction in traffic accidents at junctions with RAG arrows
- RAG arrows will be implemented at about 200 more junctions



Silver Zones

- Targeted residential areas with a high proportion of seniors and higher rates of accidents involving seniors
- Increased the number of Silver Zones from 18 in 2020 to 41 as at September 2024, with plans to complete 50 by 2025
- Reduced accident rates among senior pedestrians within Silver Zones by about 80%



School Zones

- Implemented School Zone in the vicinity of all primary and secondary schools to enhance safety of students since 2004



Friendly Streets

- Implemented pedestrian-friendly features and traffic calming measures in neighbourhoods with high pedestrian and cyclist flows
- Launched five pilot sites in 2023 and 10 more sites in 2024
- Initiative will be expanded to all towns by 2030, including private estates with high-activity areas and key amenities nearby



Increased enforcement of active mobility offences

- Stepped up enforcement from 16 to 48 Mobile Surveillance Units between September 2022 and October 2023
- Observed decline in off-road accidents involving active mobility device users from 181 to 77 between 2021 and 2023



New rules for active mobility devices

- Introduced new rules and guidelines for safe use of novel active mobility devices in March 2024
- Accepted recommendations by the Active Mobility Advisory Panel to facilitate proper use of motorised Personal Mobility Aids, which will be implemented after legislative amendments in 2025

Source: Land Transport Authority

Ensuring our transport system meets Singapore's climate goals

We are committed to reducing land transport emissions to meet [Singapore's net zero target by 2050](#). In addition to WCR, another key strategy is [electrifying our vehicle fleet](#).

- In the first half of 2024, about one in three newly registered cars was an electric vehicle (EV), as compared to 18% in 2023. Including hybrid car registrations, over 80% of cars registered in the first half of 2024 were cleaner-energy models.
- From December 2024, we will start deploying 360 more electric buses, in addition to the existing 60 buses. With electric buses expected to comprise half of our public bus fleet by 2030, commuters can look forward to quieter and more environmentally friendly journeys.

We are also improving accessibility to charging points to support greater adoption of EVs.

- There were around 14,000 charging points islandwide as at July 2024.
- Around one in two HDB carparks has been equipped with EV chargers. We are on track to deploy EV chargers at every HDB town by end-2025.

Read more: [Environment and Sustainability](#)

Future-ready transport system

Our transport system is an integral aspect of Singaporeans' daily lives. We will press on with efforts to enhance liveability, improve connectivity, promote road and path safety, and ensure sustainability in our transport system.

ENVIRONMENT AND SUSTAINABILITY

Realising a Clean, Green and Resilient Singapore

A Clean, Green and Resilient Singapore

As we navigate the complex challenges of climate change transition, we remain committed to building a clean, green and resilient Singapore for current and future generations.

Progress under Singapore Green Plan 2030

Our [Singapore Green Plan 2030](#) is a national sustainability movement that charts how the people, private, and public sectors can collaborate to achieve shared sustainability goals over the next decade. We made good progress on our Green Plan targets and initiatives.

Read more: [Singapore Green Plan Progress Updates](#)

Building resource sustainability

Ensuring water resilience

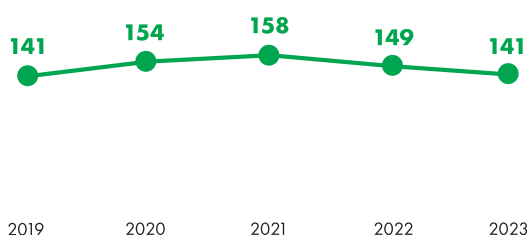
As our population and economy grow, Singapore's water demand is expected to almost double by 2065, with the non-domestic sector accounting for about two-thirds of it. We must manage this growth while expanding our weather-resilient water sources in NEWater and desalination.

Household water consumption in 2023 returned to pre-COVID-19 pandemic levels, as Safe Management Measures were relaxed and more people returned to workplaces. To meet our target of 130 litres per capita per day by 2030, everyone must play their part:

- More than one million water-saving devices such as tap thimbles have been provided to households to help them reduce water usage since the launch of the initiative in 2003.
- By end-2024, smart water meters will be installed in about 300,000 households and businesses to help them track their water consumption and take further water conservation measures.

HOUSEHOLD WATER CONSUMPTION IN 2023 RETURNED TO PRE-COVID-19 PANDEMIC LEVELS

Household water consumption (litres per capita per day)



Source: PUB, Singapore's National Water Agency

To manage water demand for the non-domestic sector:

- Mandatory water recycling requirements were introduced for new projects in water-intensive sectors from 1 January 2024. With the new requirements in place, Singapore is projected to achieve daily water savings equivalent to 15 Olympic-sized swimming pools from 2035 (or nine million gallons of water per day (mgd)).
- Companies can tap on the enhanced [Water Efficiency Fund](#) and the [Industrial Water Solutions Demonstration Fund](#) to receive up to \$5 million in funding to implement initiatives to improve their water efficiency, including water recycling projects. Close to 400 grants have been awarded for water efficiency projects since 2007, collectively saving 15.4 mgd of water.

To expand our water supply, a third NEWater factory in Changi is targeted for completion by end-2026 and will increase our total NEWater production capabilities by 50 mgd.

Bolstering energy resilience

Singapore intends to achieve net zero emissions by 2050. We have made steady progress towards this goal while striking a balance between sustainability, resilience, and cost competitiveness.

- We continued to invest in clean energy sources and pursue all viable decarbonisation pathways. These included:
 - **Maximising domestic solar deployment.** Between 2021 and 2023, we doubled our solar power deployment to over 1,100 Megawatt-peak, placing us on track to achieve our deployment target of at least 2,000 Megawatt-peak by 2030.
 - **Pursuing regional electricity imports.** In 2023, Singapore awarded Conditional Approvals to seven projects to import low-carbon electricity from Cambodia, Indonesia, and Vietnam. If realised, these projects will be building blocks that support the broader ASEAN Power Grid vision of multilateral electricity trading in the region.
 - **Exploring low-carbon alternatives such as hydrogen.** In 2023, we embarked on a pilot project on the use of low-carbon ammonia (a hydrogen carrier) for power generation and marine bunkering to better understand the viability of whether it could be deployed in Singapore at scale. From 2024, all new Combined Cycle Gas Turbines (gas-powered power plants) are also required to be at least 30% hydrogen-ready, with the ability to be retrofitted to become 100% hydrogen-ready.
 - To further support Singapore's decarbonisation ambitions, we established the [Future Energy Fund](#) (FEF) in March 2024, with an initial injection of \$5 billion. The FEF will provide funding to improve the commercial viability of strategic clean energy projects.
- In 2022, we introduced measures to strengthen our electricity market structure and reduce market volatility. These included having:
 - Established a centralised process to facilitate and guide private investments in new generation capacity.
 - Placed more stringent regulatory requirements on electricity retailers to protect consumers better and ensure that retailers are sufficiently resilient against market volatility.
 - Implemented a Temporary Price Cap mechanism to mitigate extreme price volatilities in the wholesale electricity market.

To encourage water and energy conservation, the [Climate Friendly Households Programme](#) was expanded to all HDB households. Every HDB household can claim \$300 in Climate Vouchers to purchase energy- and water-efficient appliances between 2024 and 2027. As at June 2024, more than 50% of the eligible households (about 607,000 households) have claimed their Climate Vouchers, of which about 90,000 households have started using their vouchers.

Businesses continue to be supported with incentives such as the Energy Efficiency Grant (EEG) and Resource Efficiency Grant for Emissions to improve their energy efficiency. In 2024, the EEG, which supports businesses in their sustainability journey by co-funding investment in energy-efficient equipment, was expanded to include four new sectors – Manufacturing, Construction, Maritime, and Data Centres – and their users. EEG applications will also be streamlined under one shopfront on GoBusiness, making it easier for businesses to access support for energy efficiency.

Read more: [Economic Opportunities](#) | [Business Environment](#)

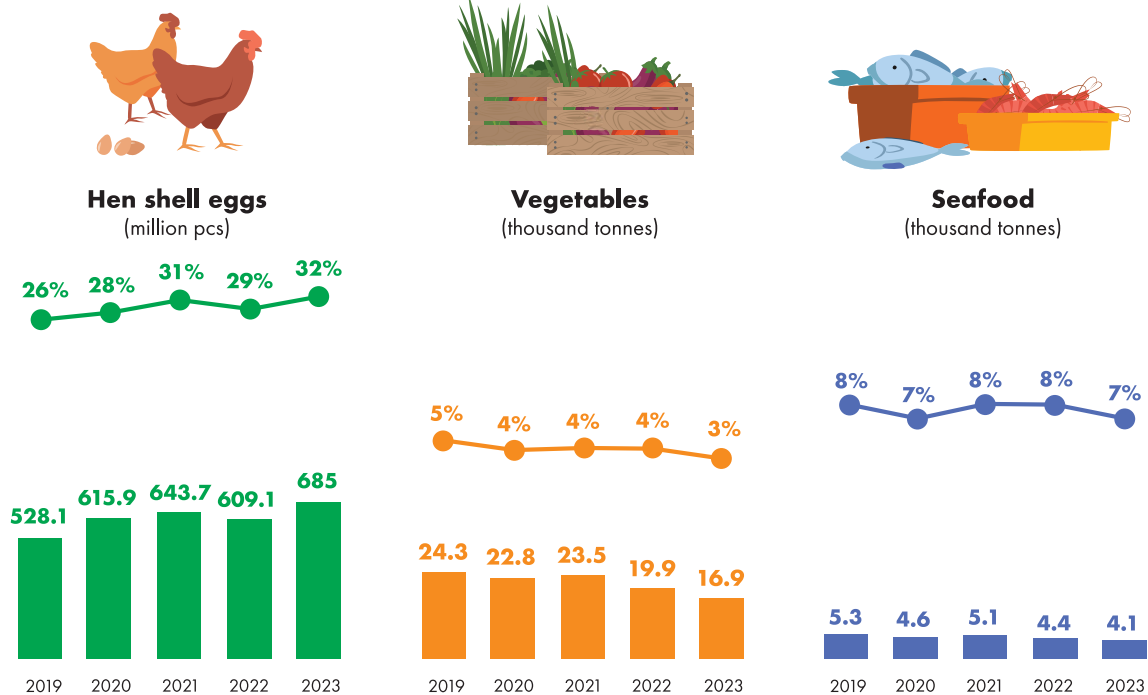
Strengthening food resilience

As Singapore imports more than 90% of its food, we are vulnerable to global food supply chain disruptions such as geopolitical tensions, climate change impacts, and foreign government trade restrictions. To further strengthen our food resilience, we:

- Diversified our food supply sources to 187 countries and regions in 2023, up from 172 in 2019.
- Maintained adequate stockpiles of essential food items to safeguard against emergencies.
- Supported local production, including availing space and infrastructure, driving research and innovation, and encouraging consumption of local produce. However, progress had been uneven across different food types. The local production of hen shell eggs in 2023 increased by three percentage points from 2022, while the local production of vegetables and seafood dropped due to business and macroeconomic factors. These included the impact of delays in farm development due to the COVID-19 pandemic and business headwinds due to inflationary pressures, increases in energy prices, and elevated manpower costs. The Government has been working with our farms to address these challenges.

BUILDING CAPABILITY AND CAPACITY FOR LOCAL PRODUCTION

Local farm production (volume and as % of total consumption)



Source: Singapore Food Agency

Feature Story: Promoting our local produce

In 2023, we launched the [Alliance for Action \(AfA\) on Demand Offtake and Consumer Education](#) to increase support for local produce.

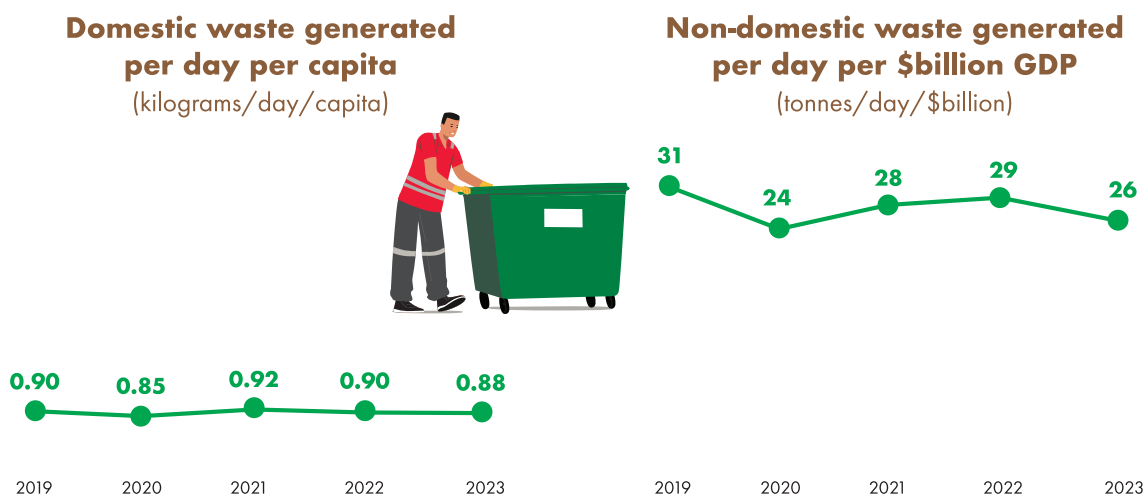
Following the completion of the AfA, the Singapore Agro-Food Enterprises Federation Limited (SAFEF) took on the role of an industry-level supply and demand aggregator, partnering with companies to better align supply with demand.

In May 2024, SAFEF and FairPrice launched a pilot to sell locally farmed vegetables and marine tilapia under the brands "SG Farmers' Market" and "The Straits Fish" at 44 and 20 FairPrice outlets respectively. This helped our local produce gain more visibility among consumers and increased the amount of produce sold.

Towards a Zero Waste nation

We observed a positive shift towards waste reduction. Between 2019 and 2023, domestic waste generated per capita and non-domestic waste generated per dollar Gross Domestic Product (GDP) decreased by more than 2% and 16% respectively.

DOMESTIC AND NON-DOMESTIC WASTE GENERATED DECREASED IN 2023



Source: National Environment Agency

Singapore's overall recycling rate was steady at around 60% but declined sharply around 2020 due to the COVID-19 pandemic. In 2023, the rate was 52%. The domestic recycling rate hovered around 20% before declining in recent years to 12% in 2023. These declines were largely due to structural factors such as higher freight costs, lower demand for recycled materials due to the weaker economy following COVID-19, and trade restrictions imposed by foreign countries towards recyclables.

To achieve the target of 70% overall recycling rate by 2030, we redoubled efforts in line with the overall strategies in our [Zero Waste Masterplan](#) to improve recycling:

- Introduced a mandatory charge on disposable carrier bags in large supermarkets from 2023. As at July 2024, large supermarket operators have reported a reduction in disposable carrier bags provided to consumers of 70% to 80%.
- Introduced [Zero Waste Manager courses](#) in 2024 to support businesses in fulfilling waste-related regulatory requirements such as mandatory waste reporting and integrating reduce, reuse, and recycle practices into their organisations.
- We will launch a beverage container return scheme in April 2026, to foster a culture of recycling and increase the recycling rate of beverage containers.
- As part of the [Recycle Right campaign](#) in 2023, [recycling boxes \(Blooboxes\)](#) were distributed to households to encourage households to recycle right and make recycling a part of their lifestyle.

Building climate resilience and protecting our natural environment

Protecting our coastlines and strengthening flood resilience

As a low-lying island nation, Singapore is vulnerable to rising sea levels due to climate change. In 2022 and 2023, we engaged the public through “[Our Coastal Conversations](#)” to co-create solutions to protect our coastlines while ensuring multifunctionality. We have also embarked on master-planning, strengthened capabilities, and launched research initiatives to safeguard Singapore’s resilience against the impacts of climate change.

- In 2023, we launched the \$125-million [Coastal Protection and Flood Management Research Programme](#) and the [Coastal Protection and Flood Resilience Institute Singapore](#). Since then, 17 research projects to develop solutions and local expertise have commenced. These included projects to develop modular and multi-functional solutions to enhance coastal protection infrastructure by researchers from local Autonomous Universities, in collaboration with the industry.

With climate change, extreme rainfall is expected to intensify. This could overwhelm our drainage system and lead to occasional flash floods.

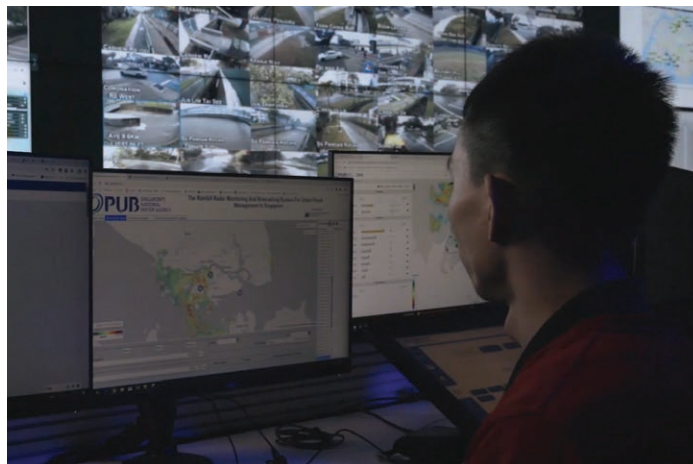
- From January 2022 to June 2024, [drainage improvement works have been completed](#) in over 20 locations to improve the resilience of the drainage system.
- To optimise land use, drainage projects were also designed for multi-functional uses. For example, [Alkaff Lake in Bidadari Park](#), which opened in September 2024, serves as a stormwater retention pond during wet weather, and recreational space during dry weather.
- As at December 2023, flood monitoring has been improved with more than [1,000 water level sensors and 500 CCTV cameras installed](#) across the island.

Feature Story: Swift response to flash floods – PUB's Quick Response Team (QRT)

Flash floods stem from intense rainfall over a short period of time and can pose safety risks to pedestrians and motorists. To manage flood-risk areas:

- A robust monitoring network of water level sensors, closed-circuit televisions, and forecasts from weather radars is used to promptly deploy QRTs to respond to flash floods.
- Flood response vehicles used by QRTs – capable of streaming real-time flood conditions and equipped with tools including portable flood barriers – are deployed quickly to divert floodwaters.

On 3 February 2024, following a Heavy Rain Warning, PUB's QRT responded swiftly to a flash flood incident along Dunearn Road and diverted traffic away from flood-affected lanes. Public alerts on the flash flood were also issued through myENV app and social media channels. The flood subsided within 10 minutes, and normal traffic resumed.



Combating rising temperatures through heat resilience

To combat rising temperatures, we adopted a science-based and proactive heat resilience strategy:

- First, we implement national-level cooling strategies.
- Second, we strengthen our community's resilience to adapt to heat.
- Third, we deepen our scientific understanding of the impact of rising temperatures.

To help the general population make informed decisions on undertaking prolonged outdoor activities, the [Heat Stress Advisory](#) was launched in 2023.

Protecting our natural environment

Urbanisation and climate change present twin threats to our biodiversity. We continued to conserve and make our ecosystems more resilient, as we transform Singapore into a [City in Nature](#).

- As at February 2024, we have implemented species recovery plans for over 80 plant species and over 40 animal species, to conserve these endemic, rare or threatened native species.
- From April 2020 to February 2024, we restored and enhanced [over 40 hectares of forest, coastal, and marine habitats](#), and will restore 80 hectares by 2030.
- As at February 2024, to strengthen ecological connectivity between nature reserves, nature parks, gardens, and parks, we have established [around 210 kilometres \(km\) of Nature Ways and over 380 km of park connectors](#), including the [completion of the 18 km Eastern Corridor](#) in February 2024.

Recognising that climate change cannot be addressed by the Government alone, we actively engaged and encouraged citizens and businesses to integrate sustainable practices into their activities.

Read more: [Housing and Amenities](#)

Feature Story: Annual Go Green SG movement

The inaugural month-long [Go Green SG](#) was launched in 2023 to rally our community towards an environmentally-sustainable and climate-resilient Singapore.

In 2024, Go Green SG garnered close to 51,000 participants across about 400 sustainability-related activities organised by 200 partners from the people, private, and public sectors. These included exclusive behind-the-scenes learning journeys, hands-on workshops, and talks. Majority of participants surveyed in 2024 (96%) agreed that participating in Go Green SG increased their understanding of Singapore's sustainability efforts, while over 90% indicated that they were willing to advocate for and lead a more sustainable lifestyle after participating in Go Green SG.



Towards a Clean, Green and Resilient Singapore

Every Singaporean has a role in realising our vision of a clean, green and resilient Singapore. Through proactive planning and responsible resource usage, we can work towards a thriving future for all.

ARTS AND HERITAGE

Connecting Singaporeans through the arts and heritage

Connecting Singaporeans through arts and heritage

The arts and heritage help to connect Singaporeans, improving our sense of wellness and preserving our unique multi-cultural diversity. In 2023, we launched [Our SG Arts Plan \(2023 – 2027\)](#) and [Our SG Heritage Plan 2.0](#), co-developed with over 17,000 sectoral stakeholders comprising arts practitioners, museum professionals, and community groups. These plans outline our vision to continue expanding access to the arts and heritage to all Singaporeans and foster the development of a vibrant arts and heritage sector.

Expanding access to the arts and heritage

Based on the [2023 Population Survey on the Arts](#), Singaporeans continued to engage actively in and appreciate the arts and culture. Nearly six in 10 attended arts events in person, while close to seven in 10 watched or listened to arts events via digital or online channels.

However, there remain challenges in encouraging and improving attendance at arts events where barriers include family commitments, lack of companions to attend arts and cultural events with, and unfamiliarity with the artists or ongoing activities.

Partnering various stakeholders, we increased opportunities for more Singaporeans across all walks of life to participate in these activities:

- Arts and heritage programmes for and by people across demographics and abilities were provided through the [WeCare Arts Fund](#) and [HeritageCares](#). In Financial Year (FY) 2023:
 - o Through the WeCares Arts Fund, more than 2,500 beneficiaries within the social service and health sectors were engaged across 109 programmes, ranging from drumming and movement to visual arts workshops.
 - o HeritageCares reached out to over 53,000 individuals, including seniors, children and families in need, as well as persons with disabilities, to participate in programmes at national museums, heritage institutions, and heritage sites.

Feature Story: Refresh and Reconnect! at 'Reunion'

To foster inter-generational conversations, we launched '[Reunion](#)' in 2023, the first purpose-built social space for seniors in museums, in the National Museum of Singapore.

'Reunion' offers programmes for seniors to reconnect with the past and share experiences with each other. This includes the Refresh and Reconnect! programme designed for seniors with mild cognitive impairment and dementia. Participants go on guided gallery tours led by the museum's Care Facilitator volunteers, and engage in artist-led hands-on activities to encourage learning among participants.

As at September 2024, more than 6,000 individuals have participated in programmes at 'Reunion', including senior-friendly workshops and tours, and activities catered to seniors with dementia.



- In 2024, we launched the [Performing Arts-Based Learning scheme](#), as part of the lower secondary Music curriculum. This provides every student with the opportunity to experience a live music performance in a professional arts and cultural venue like The Esplanade or Victoria Concert Hall.
- [Arts and Culture Nodes](#) have been set up islandwide for more Singaporeans to enjoy a wider range of arts programmes by emerging and established artists and arts groups. In FY2023, more than 450,000 people attended over 250 activities across 20 locations.

Feature Story: Arts@Singapore Botanic Gardens (SBG): National Arts Council (NAC)-ExxonMobil Concert in the Gardens

In FY2023, the 'Arts@SBG: NAC-ExxonMobil Concert in the Gardens' series featured four music groups at the Shaw Foundation Symphony Stage. More than 6,000 attendees enjoyed performances from local acts like Thomson Swing Band and Thomson Big Band, as well as Hear You Later, a community of freelance musicians, teachers, and pro-hobbyists passionate about music-making.



Partnering our communities to preserve Singapore's cultural heritage

Our cultural heritage is an intrinsic part of our identity and brings us closer together as a nation. Based on the [2022 Heritage Awareness Survey](#):

- 86% of respondents, compared to 75% in 2018, agreed that a better understanding and appreciation of Singapore's heritage and culture helped increase their sense of belonging to Singapore.
- 92% agreed on the importance of the appreciation of heritage at the wider community level.

Building on this interest, we continued co-creating heritage projects with local communities to cultivate interest in our shared heritage:

- In January 2024, we partnered with six participating businesses to launch the [Street Corner Heritage Galleries: Katong-Joo Chiat](#). This is the fifth network for Street Corner Heritage Galleries, which showcases the history of heritage trades in the area and reaffirms the commitment of local business owners to safeguard and pass down their traditions to future generations.
- In April 2024, the first [Heritage Activation Node](#), to foster community engagement in celebrating local heritage, was launched in Katong-Joo Chiat. These nodes encourage Singaporeans to co-develop community projects that highlight the unique cultural and historical aspects of their neighbourhoods.

Promoting our arts and heritage internationally

We continued to promote our arts and heritage internationally and strengthened partnerships with our neighbours as part of cultural diplomacy.

- Singapore partnered with our regional neighbours to showcase Southeast Asian culture to the rest of the world. In March 2023, Brunei, Indonesia, Malaysia, Singapore, and Thailand jointly submitted the multinational nomination to inscribe “[Kebaya: Knowledge, Skills, Traditions and Practices](#)” on the UNESCO Representative List of Intangible Cultural Heritage.
- Our national cultural institutions, such as the Singapore Symphony Orchestra (SSO) and Singapore Chinese Orchestra, perform overseas regularly. The SSO will make its Australian debut in February 2025 with stops in Brisbane, Melbourne, and the iconic Sydney Opera House. This tour will commemorate the 60th anniversary of bilateral relations between Singapore and Australia in 2025.

In 2023, our signature cultural events – [Singapore Art Week](#), [Singapore International Festival of the Arts](#), [Singapore Writers Festival](#), [Singapore Night Festival](#), and [Singapore Heritage Festival](#) – collectively attracted over 3.9 million visitors, an increase from 2.9 million visitors in 2022.

Feature Story: Singapore’s participation in the 60th International Art Exhibition of La Biennale di Venezia

In 2024, we marked Singapore’s 11th participation at the Venice Biennale Arte, which allowed us to showcase the best of our visual arts to the world and connect our artists to the international arts scene.

This year, the Singapore Pavilion featured *Seeing Forest*, an exhibition by Singaporean artist Robert Zhao Renhui in collaboration with curator Haeju Kim. In addition, eight works from the National Gallery Singapore’s collections were featured in the Biennale’s Main Exhibition for the first time.



Supporting the arts sector

The arts sector is a source of livelihoods for many Singaporeans. It is part of the larger creative sector, which includes design and media. Due to the nature of work and business structures in the Arts, Design and Media (ADM) sector, there is a higher proportion of freelancers and Self-Employed Persons (SEPs) compared to other sectors.

- Over the last 10 years, Autonomous Universities' (AU) ADM graduates have seen stable employment outcomes and wage increases. Between 2014 and 2023, the average employment rate for AU ADM graduates was around 88% and the starting salary increased by about 3.4% every year.
- However, the [Joint Autonomous Universities Graduate Employment Survey 2023](#) reported that the gross monthly median salary of AU ADM graduates was \$3,740 in 2023, lower than other sectors.

To enhance industry exposure and internship opportunities for our students, we continued to work with universities and industry partners to provide graduates with a good education and relevant, in-demand skill sets, such as facilitating partnerships between universities and companies.

The Government also continued to support freelancers and SEPs in the arts, who account for one in three arts workers.

- The median nominal gross monthly income for full-time employed residents in the arts sector increased by 26.5% between 2018 and 2023.
- To support SEPs in developing critical skills and career progression, we designed enhanced development pathways to meet the training needs of arts SEPs while accommodating the nature of their work. This led to the launch of new initiatives such as the [Skills Framework for Arts](#) in September 2023.

Realising our shared vision for the arts and heritage

Our unique arts and heritage allow us to unite people from diverse backgrounds and connect through our shared Singaporean identity. As we continue to develop this vision together, we encourage all Singaporeans to engage with our arts and heritage, so we can strengthen the social fabric that connects us all.

CITIZENS

OUR SHARED FUTURE AND PLACE IN THE WORLD

Singapore continues to safeguard our peace and security, and fosters a strong national identity and cohesive community.



EXTERNAL AND HOMELAND SECURITY

Keeping Singapore safe and secure

Keeping Singapore safe and secure

Singapore remains one of the safest countries in the world. We ranked first in the region for the 'Order and Security' category of the [World Justice Project Rule of Law Index 2023](#), the seventh time in a row that we were among the top three.

- Crime rates in Singapore remained low, with the number of reported [physical crimes](#) decreasing by 1.1% from 20,193 in 2022 to 19,966 in 2023.
- Our [recidivism rate](#), at 22% for the 2021 release cohort, was among the lowest in the world. In 2023, 95% of offenders referred to Yellow Ribbon Singapore for employment assistance were able to secure a job.
- We continued to have one of the lowest fire fatality rates globally.

Scams remained a key concern. We saw a 1.3% decline in losses suffered by scam victims, from \$660.7 million in 2022 to \$651.8 million in 2023. As scammers evolved their tactics, losses increased by 24.6% in the first half of 2024 compared to the same period in 2023. 86% of the reported scams in the first half of 2024 involved self-effected transfers, where scammers manipulated the victims into performing the monetary transactions themselves.

The public should remain vigilant and adopt anti-scam measures to safeguard themselves. The Government continued to work closely with the private sector such as banks and our community to fight against scams based on four pillars – **Prevent, Detect, Enforce and Educate**.

OUR FIGHT AGAINST SCAMS – PREVENT, DETECT, ENFORCE AND EDUCATE



Prevent scammers from approaching and stealing monies from potential victims

- Blocked over 178,000 suspicious mobile numbers as at June 2024 with **ScamShield** mobile app
- Introduced **gov.sg SMS Sender ID Registry** to guard against impersonation scams
- Introduced withdrawal limit, enhanced authentication, and 12-hour cooling period to **safeguard Central Provident Fund savings**
- Introduced **anti-malware security features on banking apps** to stem spike in malware-enabled scams
- Rolled out **Money Lock** to safeguard against fraudulent online bank transfers
- Provided **option for users to block calls and SMSes from overseas numbers**



Detect and report scams effectively

- Averted about \$150 million in potential losses through automated sending of SMS alerts to scam victims in 2023
- Disrupted over 42,000 scam sites targeting Singapore as at July 2024, through the **Scam Analytics and Tactical Intervention System**



Enforce and recover lost monies swiftly

- Enacted **legislative changes** to combat scams and money mules¹
- Over 13,600 money mules and scammers are **investigated** from January 2023 to June 2024, with **more than 300 money mules charged** in first half of 2024
- **Six banks and two e-commerce platforms co-located with Anti-Scam Centre** to enable prompt freezing of accounts and recover monies
- Anti Scam Centre froze **over 19,600 bank accounts** and recovered **more than \$100 million** in 2023
- **Took down 19 transnational scam syndicates** in 2023 through collaboration with overseas law enforcement agencies



Educate the public on scams

- Launched **National anti-scam campaign** "I can ACT against scams" to share practical scam prevention tips with public
- Established **Scam Public Education Office** to drive anti-scam public education and outreach

1. Refers to Corruption, Drug Trafficking and Other Serious Crimes (Confiscation of Benefits) Act, Computer Misuse Act, and Online Criminal Harms Act.

Source: Inter-Ministry Committee on Scams

Feature Story: Over \$370,000 recovered in scam foiled by Singapore Police Force (SPF), banks, and Hong Kong Police Force

On 18 April 2024, DBS Bank Ltd (DBS) detected suspicious transactions from the bank account of a 70-year-old victim to a bank account in Hong Kong. The DBS Anti-Scam Team immediately blocked further transactions from the victim's bank account to prevent more losses and notified SPF's Anti-Scam Centre (ASC).

Upon discovering the fraudulent transactions, the ASC immediately worked with the bank and the Hong Kong Police Force's Anti-Deception Coordination Centre to foil the scam attempt, recovering more than \$370,000 for the victim.

While Singapore's [drug situation](#) remained under control, there were worrying trends. The number of drug abusers arrested rose by 10% from 2022 to 2023, and over half of new abusers were below 30 years old.

To deter drug abuse, we continued to adopt an integrated strategy, encompassing preventive education, strict laws, rigorous enforcement, and rehabilitation. In 2023, an [Inter-Ministry Committee](#) was established to focus on drug prevention among youths. For example, preventive drug education materials were included in the Ministry of Social and Family Development's Families for Life parenting programmes since February 2024. These resources help parents start conversations at home about the harms of drugs, and teach their children to be discerning when presented with misinformation on drugs. In May 2024, the inaugural [Drug Victims Remembrance Day](#) was held to raise awareness of the impact of drug abuse on families and society.

Read more: [Government and Regulations](#) | [Cybersecurity and Digital Resilience](#)

Keeping Singapore safe requires a high level of operational readiness to respond to both internal and external security challenges. In 2023, around nine in 10 Singaporeans said they were highly confident of the Home Team's and the Singapore Armed Forces (SAF)'s ability to keep Singapore safe and secure.

- In September 2023, the SAF's Explosive Ordnance Disposal team worked with SPF to [safely dispose of a 100kg World War II aerial bomb relic](#) at a construction site along Bukit Timah Road.



- In October 2023, in response to an [alleged bomb threat on Scoot flight TR16](#), the Republic of Singapore Air Force (RSAF) activated its fighter jets to escort the Perth-bound plane back to Singapore. Upon the plane's arrival in Singapore, the SPF arrested the person who made the false bomb threat.
- To enhance our crisis response, multi-agency exercises such as [Exercise NORTHSTAR XI](#) and other [counter-terrorism exercises](#) were conducted in March 2023 and April 2024.



Beyond our shores, Singapore contributed to international security and humanitarian efforts, demonstrating swift and effective responses to contingencies.

- Following the Türkiye-Syria earthquake in February 2023, the Singapore Civil Defence Force (SCDF) deployed a contingent to Türkiye under [Operation Lionheart](#), to support search and rescue operations.
- From November 2023 to April 2024, the SAF supported the delivery of humanitarian aid. Of note, the RSAF's C-130 aircraft, together with the Army's aerial cargo riggers, [conducted airdrop operations of food supplies into Gaza](#) via Jordan in March 2024. A medical team was also deployed aboard the French hospital ship FS Dixmude to provide care for casualties from Gaza.



- Between January and June 2024, the SAF deployed a team of servicemen to support [Operation Prosperity Guardian](#), a multi-national effort to safeguard maritime traffic from militants targeting ships in the Red Sea, keeping it open and safe.

Read more: [Legal and Diplomacy](#)

Maintaining our operational edge

Homeland security capabilities

The Home Team continued to tap on smart and autonomous solutions to maintain cutting-edge capabilities for homeland security. These solutions allowed us to optimise manpower while enhancing public safety and security.

- The [New Clearance Concept](#) (NCC) was introduced at Changi Airport in April 2024. The NCC uses biometric technology and data analytics to enhance the speed and robustness of immigration clearance at checkpoints. Singapore is among the first countries in the world to allow all foreign visitors to use automated lanes even on their first visit. With the implementation of token-less clearance from August 2024, Singapore residents and departing foreign travellers can clear immigration without presenting their passports. This has reduced clearance time for travellers by about 40%.



- Since 2023, autonomous patrol robots have been deployed at Changi Airport Terminal Four to patrol the arrival and departure halls. The robots provide additional eyes on the ground alongside Airport Police's patrols.



- The SCDF further developed cutting-edge firefighting machinery and rescue equipment. Between June 2022 and May 2023, the Pumper Firefighting Machine and the 6th Generation Light Fire Attack Vehicle (LF6G) were launched with designs leveraging robotics and sensors, to support SCDF's move towards leaner manpower deployment while enhancing operational efficiency. In April 2024, the SCDF and Home Team Science and Technology Agency introduced the [cyborg cockroach](#), which improved search and rescue operations by detecting life in small and tight spaces that may be inaccessible to rescuers, or dangerous for them to access.



Defence capabilities

The SAF made long-term investments in high-end capabilities to address a spectrum of evolving external threats.

- Between November 2023 and April 2024, the SAF inducted new capabilities, such as the [H225M Medium Lift helicopter](#), [ASTER-30 air defence missile system](#), and [Type-218SG Invincible-class submarine](#), for greater effectiveness in a broader spectrum of operations.



- The SAF invested in unmanned capabilities, such as the [Maritime Security Unmanned Surface Vessel](#) and our locally-developed Veloce 15 and Veloce 60 (V60) Unmanned Aerial Vehicles (UAVs). This enhanced the Republic of Singapore Navy's ability to conduct round-the-clock patrols, investigate, and interdict suspicious vessels at sea.



- To ensure the SAF maintains its warfighting edge, more high-end capabilities have been acquired to replace ageing ones. These included the next-generation Howitzers, the next-generation Armoured Track Carriers, and the [F-35 fighter jets](#).



Keeping Singapore secure: A whole-of-nation effort

National Service (NS) is the cornerstone of Singapore's safety and security. An [Institute of Policy Studies survey](#) in 2022 found that support for NS remained high at 93%. The NS system has been constantly reviewed to ensure its continued relevance and effectiveness.

- To maximise the contributions of our servicemen, two additional [Work-Learn Schemes](#) were introduced for our full-time national servicemen (NSFs) to undergo professional upgrading during their NS. More than 520 NSFs have enrolled since the scheme was introduced in 2018. In 2023, about 260 operationally ready national servicemen were actively redeployed to units where they could contribute their civilian expertise in greater capacity. These areas included cyber, data analytics, medicine, law, engineering, and psychology.
- To improve the NS experience, digital transformation efforts were introduced to provide a seamless, one-stop service platform throughout NS. These included [MINDEF's OneNS platform](#) that would be rolled out to all NS units in 2024, and the new [Ministry of Home Affairs \(MHA\) NS Portal](#) launched on 1 July 2024.
- To enhance support and recognition of servicemen, we partnered with NTUC LearningHub and NTUC's Employment and Employability Institute in 2022 to [facilitate NSFs' transition to employment or further studies](#) through SkillsFuture@NS. As at February 2024, more than 21,000 NSFs have signed up to gain access to 75,000 online courses on SkillsFuture@NS Learning Xperience.

Beyond NS, we continued to empower the community to play their part in Singapore's safety and security.

- In today's increasingly complex and volatile environment, the concept of Total Defence – that every Singaporean has a role in keeping Singapore safe – becomes ever more important. In February 2024, we commemorated [40 years of Total Defence](#) with the inaugural Total Defence Exercise, [Exercise SG Ready](#). Over 800 education, community, commercial, and government organisations participated and simulated power, water, food, and cyber disruptions. Over 160 businesses validated their business continuity plans.
- The SGSecure movement launched its campaign, "[What's Your Role?](#)" in July 2023 to encourage Singaporeans to deepen social cohesion and play an active role in countering terrorism and extremism. As part of the movement, we have enhanced emergency preparedness and response at the community level via the Community Response Roundtable (CRRT) since 2019. As at June 2024, 32 CRRTs have been conducted islandwide.
- Through the [SGSecure Responders' Network](#), community responders were mobilised to help the Government deal with emergencies. As at June 2024, over 176,000 members have signed up to join the SGSecure Responders' Network and the Community First Responders. With more individuals committing to be active responders, we observed an encouraging increase in response rates to minor fire and cardiac arrest cases from about 34% in Financial Year (FY) 2019 to about 45% in FY2023.

Contributing to Singapore's safety and security

Singapore's peace and stability cannot be taken for granted. As a small state, we are especially vulnerable to our external environment. While the Home Team and the SAF remain steadfast in our mission and will continue to upgrade our capabilities, we still need every Singaporean to play their part to help keep our country safe and secure.

LEGAL AND DIPLOMACY

Ensuring access to justice and navigating a complex world

Securing our interests and sovereignty

The world faces unprecedented volatility, uncertainty, and fragmentation, posing risks to global order, prosperity, and security. Amid these challenges, Singapore upheld a strong rule of law at home and internationally, broadened our strategic space, and embraced multilateralism to secure our interests and sovereignty.

Strengthening the rule of law and access to justice

Singapore remains committed to upholding the rule of law and ensuring a fair and effective justice system. In 2024, Singapore ranked third globally for Rule of Law and fifth for Justice in the International Institute for Management Development's World Competitiveness Yearbook.

We reviewed our legal frameworks to enhance access to justice.

- In 2023, we amended the Family Justice Reform Act to strengthen therapeutic justice, achieve more sustainable maintenance outcomes for affected parties, and reduce repeat enforcement applications. In 2024, we worked closely with the Family Justice Courts to complete preparations for the operationalisation of the new Maintenance Enforcement Process in early 2025. Under this new process, the Family Justice Courts may refer maintenance enforcement applications to Maintenance Enforcement Officers (MEOs). When an application has been referred, MEOs will investigate the respondent's ability to pay and report to the Court, facilitate discussions between parties to arrive at amicable arrangements, and refer suitable parties for financial assistance.
- In 2024, the Government introduced the [Criminal Procedure \(Miscellaneous Amendments\) Act](#) to protect the public by strengthening our levers to tackle crime and enhance transparency and fairness in our criminal court processes. For example, the Act allows the Police to require accused persons to undergo forensic medical examinations where relevant to the investigation and provides enhanced sentencing options to better protect the public from dangerous offenders. The Act also allows more accused persons to be released on personal bond instead of bail.
- Since its establishment in 2022, the Sentencing Advisory Panel has published [Information Notes on General Sentencing Principles](#), [Guidelines on Reduction in Sentences for Guilty Pleas](#), and [Guidelines for Scams-Related Offences](#). These have allowed the public to better understand sentencing principles and outcomes and promoted greater consistency and transparency in sentencing.

We also partnered with the legal fraternity and community to enhance access to legal resources.

- Between 2023 and 2024, we supported Pro Bono SG (PBSG) in launching the [LawGoWhere Portal](#), to empower Singaporeans facing legal issues with access to legal information, law awareness resources, and legal services.
- In collaboration with local community organisations, two Community Law Centres were launched at Hougang and Woodlands in 2023 and 2024 respectively, bringing legal assistance closer to the heartlands. As at June 2024, these two Centres have served over 1,500 users regarding their legal issues, such as family, estate, mental capacity, and personal injury matters.
- Between January 2023 and June 2024, the Legal Aid Bureau (LAB) helped 5,500 vulnerable Singaporeans and Permanent Residents (PRs) in civil legal matters, including matrimonial, monetary claims, and probate cases. LAB has developed a suite of digital tools to enable applicants to self-help for certain legal processes or queries. One such tool is [eBantu](#), launched in November 2023, to guide users in filling up Syariah Court divorce documents and provides information on Syariah Court divorce issues.
- Criminal defence aid is co-delivered by the Public Defender's Office (PDO), and PBSG's Criminal Legal Aid Scheme (CLAS) for Singaporeans and PRs. Between January 2023 and June 2024, PDO and CLAS represented more than 1,100 eligible accused persons.

Feature Story: Enhancing access to justice, especially for the vulnerable

Mr N, a delivery driver, is the primary caregiver to his two young children with special needs. To urgently cover day-to-day expenses and his children's therapy sessions, he borrowed \$1,000 from an unlicensed moneylender. As threats were made against his children, Mr N felt he had no choice but to assist the unlicensed moneylender in its illegal operations, which resulted in his arrest. PDO provided legal representation and pleaded with the Court for a lighter sentence based on his circumstances. PDO also referred Mr N to a Social Service Agency to develop a care plan for his children. The Court agreed to defer his sentence to allow Mr N to ease his child's transition into Primary 1 at a special needs school.

Read more: [Social Safety Nets](#) | [Government and Regulations](#)

Defending Singapore and Singaporeans

To advance Singapore's strategic security interests, we strengthened cooperation with regional and international defence partners.

- With Indonesia, the Defence Cooperation Agreement (DCA) entered into force in March 2024, as part of the Expanded Framework Agreement between Singapore and Indonesia. The DCA clarifies the arrangements for the Singapore Armed Forces (SAF) to continue to conduct military training in Indonesian waters and airspace, while respecting its sovereignty and in accordance with international law. The armed forces of both countries expanded collaborations in training and exercises. In November 2023, the two air forces conducted joint air-to-air refuelling for the first time during Exercise *Elang Indopura*.
- With Malaysia, we maintained high-level exchanges at the ministerial- and senior official-levels, as well as professional interactions between both militaries. In August 2024, both armies conducted the 28th edition of Exercise *Semangat Bersatu*. Both air forces also successfully conducted Exercise *Sarex Malsing* in May 2024. Both navies will conduct Exercise *Malapura* in November 2024, marking the 40th anniversary of this bilateral naval exercise.
- With the United States, we signed a [Security of Supply Arrangement](#) in December 2023 to better address unanticipated defence supply chain disruptions. We expanded cooperation in new and emerging areas, with the signing of the [Memorandum of Understanding \(MOU\) for Defence Innovation Cooperation](#) in June 2024 to leverage commercial technologies and innovative solutions to address military challenges, and the signing of the Statement of Intent on Data, Analytics and Artificial Intelligence (AI) Cooperation in July 2024.
- With Australia, we renewed the MOU for cooperation in defence science and technology in September 2024. From September to November 2024, we conducted Exercise *Wallaby*, the SAF's largest overseas unilateral exercise. We also made good progress towards successfully completing the first phase of the Shoalwater Bay Training Area's expansion, to better meet long-term training requirements.
- With China, we signed the MOU on the [Establishment of a Secure Defence Telephone Link](#) in June 2023, to enhance communications between defence leaders. We held two ministerial-level dialogues on the sidelines of the Shangri-La Dialogue in 2023 and 2024. The Republic of Singapore Navy (RSN) participated in the bilateral Exercise Maritime Cooperation with the People's Liberation Army (Navy) from April to May 2023, and in September 2024.

We enhanced our defence capabilities through deepened bilateral relations with other key partners.

- With India, we conducted bilateral exercises such as Exercise *Bold Kurukshetra*, and the Singapore-India Maritime Bilateral Exercise, which marked India's longest-running bilateral exercise with any country. We also served as the country coordinator for ASEAN-India Dialogue Relations from 2021 to 2024, during which we co-hosted the [ASEAN-India Maritime Exercise](#) in 2023.
- With Japan, we signed an agreement concerning the [Transfer of Defence Equipment and Technology](#) in June 2023, establishing the legal framework for the import and export of defence equipment and technology.
- With the Philippines, we signed the MOU on Defence Cooperation in July 2024, to promote cooperation in areas of mutual interest such as military education and anti-terrorism.
- With Vietnam, the RSN and Vietnam People's Navy signed the Submarine Rescue Memorandum of Agreement, establishing a framework for mutual submarine rescue support and cooperation.
- With France, we signed an agreement to establish a [Joint Research & Development \(R&D\) Laboratory](#) in April 2023 to develop AI capabilities for defence applications, as well as a Terms of Reference document for [Supply Chain Collaboration](#) in September 2024.
- With the Netherlands, we signed a MOU in November 2023 to deepen defence technology collaboration in areas such as maritime, autonomous systems, dual-use technologies, and R&D.

We contributed in regional and international platforms to strengthen regional security and address transnational threats such as those in emerging technology domains.

- In February 2024, we hosted the inaugural Responsible AI in the Military Domain Regional Consultations (Asia) Workshop with the Republic of Korea and the Netherlands, to foster dialogue on strategies to strengthen responsible AI governance and build consensus on a military AI governance framework.
- In May 2024, Singapore successfully hosted the 12th Five Power Defence Arrangement (FPDA) Defence Ministers' Meeting, where member-states reaffirmed their commitment to the FPDA and committed to enhancing the operational value of its exercises by incorporating next-generation capabilities.
- In July 2024, the ASEAN Defence Ministers' Meeting Cybersecurity and Information Centre of Excellence co-hosted the 2nd Digital Defence Symposium (DDS) in Singapore. The DDS promotes regional and international collaboration in addressing challenges in the cybersecurity and information domains, such as cyber attacks, misinformation, and disinformation.

Read more: [External and Homeland Security](#)

Contributing to the global commons

As a small country, we actively contributed to upholding and shaping global norms and rules in areas such as international maritime law and cybersecurity.

- In March 2023, Singapore's Ambassador for Oceans and Law of the Sea presided over the successful conclusion of negotiations on the [Marine Biodiversity of Areas Beyond National Jurisdiction \(BBNJ\) agreement](#). The BBNJ Agreement was a significant step in managing and regulating the global maritime commons, including capacity building for countries to conserve and sustainably use marine biodiversity.
- Singapore's Permanent Representative to the United Nations (UN) in New York serves as the Chair of the UN Open-Ended Working Group (OEWG) on the security of and in the use of information and communications technologies from 2021 to 2025. This OEWG is mandated to further develop the rules, norms, and principles for responsible behaviour of states in cyberspace.

Through the [Singapore Cooperation Programme](#), we continued to play our role as a constructive partner by supporting capacity-building efforts of fellow developing countries and fostering international collaboration.

Read more: [Environment and Sustainability](#) | [Economic Opportunities](#)

Supporting overseas Singaporeans

In 2024, we developed a Consular Case Management System, enhancing our management of consular cases and coordination of more timely and effective consular assistance to overseas Singaporeans.

With the establishment of the Consular Response Centre in 2021 and a dedicated team of professional first responders operating 24/7, we have responded more swiftly and effectively to consular requests and emergencies involving Singaporeans overseas.

These enhancements have helped us manage over 4,400 consular cases in 2023.



Safeguarding Singapore's future

Amid a volatile global landscape, Singapore reaffirms our commitment to the rule of law and multilateralism, contributing to regional stability and global order while safeguarding our nation's future.

GOVERNMENT AND REGULATIONS

Serving Singaporeans as an effective Government

Effective and trusted Public Service

We are committed to serving Singapore and Singaporeans as an effective Government, based on our core values of Integrity, Service, and Excellence. Building trust with our people is important as it enables effective planning and implementation of policies and services for the present, as well as the future of Singapore.

- Internationally, Singapore continued to rank within the top five in terms of government effectiveness by the World Bank in 2023, and public confidence in the Government by the 2024 Edelman Trust Barometer – an annual global survey on trust and credibility.

Trust in the Public Service is built on the foundations of integrity. Singapore has a well-earned reputation for a high level of incorruptibility and has continued to achieve good international rankings in anti-corruption.

- Corruption in Singapore remained firmly under control. This is a result of strong political will, robust anti-corruption laws, effective enforcement, and an efficient Public Service with a strong ethos of serving our people.
- The Transparency International Corruption Perceptions Index 2023 ranked Singapore the fifth least corrupt country in the world out of 180 countries, and the only Asian country to be ranked in the top 10.
- Locally, public confidence in our fight against corruption has improved over the years. In the 2022 Public Perception Survey, 96% of respondents rated corruption control efforts in Singapore as Good, Very Good or Excellent, up from 94% in 2020 and 92% in 2018.

Read more: [Corrupt Practices Investigation Bureau Annual Statistics Report 2023](#)

Read more: [External and Homeland Security](#) | [Legal and Diplomacy](#)

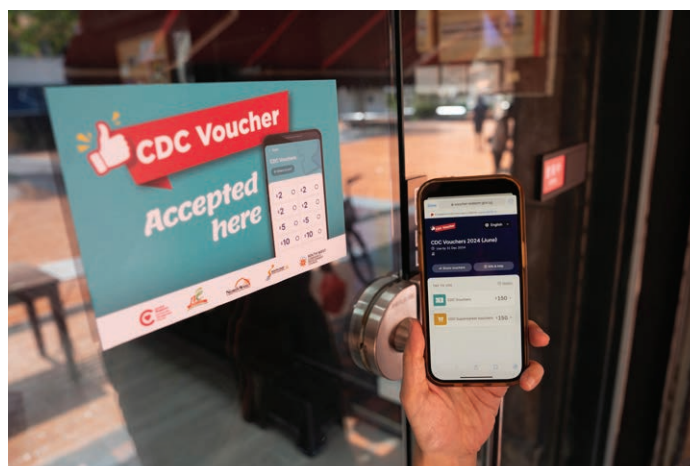
We remain committed to building a sound Public Service, with the means and ability to deliver on commitments and meet the needs of citizens and businesses. Singapore's fiscal system has been well regarded to be financially sound and sustainable. With a strong long-term orientation, we have planned in advance to cater for new spending priorities and needs, including raising the Goods and Services Tax rate to 9% from January 2024.

- Singapore remained among a select group of economies with a triple-A sovereign credit rating.
- During the peak of global inflation in 2021 and 2022, the Government was able to provide support packages to citizens, particularly for lower- and middle-income Singaporeans, due to our sound fiscal base. While inflation has moderated, we stand ready to help citizens with the cost of living, where necessary.

Feature Story: Commitment to serve citizens and alleviate cost-of-living concerns with support measures

To provide our citizens with support for their living expenses:

- The Government addressed cost-of-living concerns through several enhancements to the Assurance Package (AP) since it was first announced in 2022. The \$1.9 billion enhancement to the AP announced at Budget 2024 included additional Community Development Council (CDC) Vouchers for all Singaporean households, cash payments for eligible adult Singaporeans, and additional Utilities-Save (U-Save) and Service and Conservancy Charges (S&CC) rebates for eligible HDB households.



- On average, the enhancements to the AP at Budget 2024 would fully cover the increase in spending due to inflation for lower-income households, and substantially cover the increase in spending due to inflation for middle-income households, in 2024.
- In May 2023, the [BudgetMealGoWhere portal](#) was launched to help residents locate coffee shops offering budget meals easily and conveniently, with the information crowdsourced from members of the public through [CrowdTaskSG](#). Over 2,300 budget meal recommendations were submitted, and more than 3,200 budget meals were verified across 435 coffee shops islandwide. As at September 2024, more than 620,000 visits have been made to the portal.

Read more: [Retirement](#) | [Social Safety Nets](#) | [Building Our Future Together](#)

Accessible and citizen-centric services

We strive to deliver better public services to our citizens by increasing their accessibility and integrating services across agency lines.

To increase the accessibility of services, we enhanced digital public services to meet citizens' day-to-day needs.

- Since 2022, about 99% of government service transactions were completed digitally end-to-end.
- Citizen satisfaction with government e-services remained high at 83% in 2023.

Feature Story: Roll-out of digital birth and death registration process

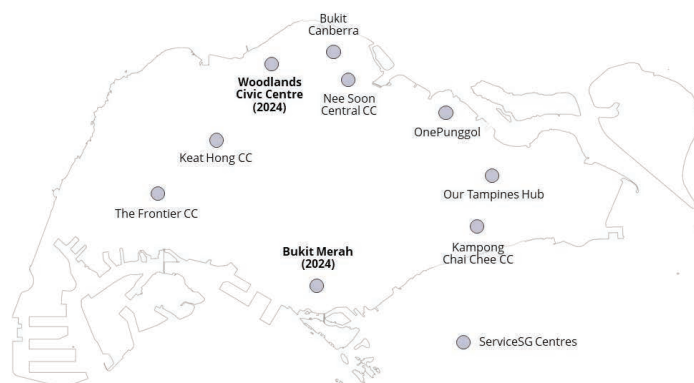
In May 2022, birth and death registrations in Singapore were fully digitalised, reducing time spent by Singaporeans on government administration matters.

- Time spent on birth registration was reduced by 75% (from 60 to 15 minutes). Digital birth certificate application has been automatically linked with the application of a Child Development Account, Baby Bonus Scheme, and National Library membership, providing a one-stop service.
- With digital death certificate issuance, Singaporeans no longer need to perform an additional step of registering a death at a police post or hospital registration counter.
- The digital birth and death certificate download service has had high average customer satisfaction ratings of 4.6 and 4.8 out of five respectively.

Even as we expand digital services, we continued to ensure that public services remain inclusive and accessible to all, especially to those who are less digitally-savvy. To make services more citizen-centric, the Government has been delivering integrated services to citizens.

- In October 2021, [ServiceSG](#) was formed to bring together services across public agencies. Since January 2024, all seven ServiceSG centres are able to serve citizens with close to 600 government services from over 25 agencies. The integration of multiple services at ServiceSG centres has enhanced citizens' experience and convenience.
- ServiceSG has provided convenience for those facing difficulty in accessing digital services, with close to 70% of citizens served at ServiceSG centres above the age of 55 as at August 2024. In addition to addressing citizens' primary queries, ServiceSG officers assess citizens' needs comprehensively and recommend other services that they may need.
- Citizen satisfaction across all ServiceSG Centres were consistently above 90% for the last three years, since the centres' expansion in 2022. As at August 2024, there were seven ServiceSG Centres, with two new centres at Bukit Merah Central and Woodlands Civic Centre opening by December 2024.

ServiceSG Centres A Digital Safety Net for Citizens



We recognise that there can be risks when personal data is collected through our touchpoints. As more government services are digitalised to provide convenience to citizens and businesses, government data incidents had increased from 182 in Financial Year (FY) 2022 to 201 in FY2023 due to the higher volume of data usage.

We are committed to ensuring the security of personal data and will continue to enhance our security measures to mitigate the risk of data compromises.

- For example, we mitigated data leaks by anonymising personal data. In March 2023, Cloak (formerly Central Privacy Toolkit) was launched to allow public officers to anonymise datasets in a standardised and secure manner. The toolkit mitigated the risk of data leaks stemming from data sharing, allowing public officers to securely share data within and outside the public sector. As at August 2024, officers from 99 public sector agencies and six Ministry of Health Holdings entities have used Cloak to anonymise over 28 million datasets, enabling the secure sharing of data.

Read more: [Retirement](#) | [Social Safety Nets](#) | [Cybersecurity and Digital Resilience](#)

A forward-looking Public Service

The Public Service continued to transform to stay ahead of our challenges, partner Singaporeans to co-create a shared future for Singapore, and build a Public Service that all Singaporeans can be proud of.

- First, we review how we organise ourselves to meet future challenges. In July 2024, the [Ministry of Communications and Information \(MCI\) was renamed the Ministry of Digital Development and Information \(MDDI\)](#), to reflect the ministry's role in driving our national digital agenda and the bringing together of Whole-of-Government digital development efforts as part of a coherent national digital strategy.
- Second, we invest in our officers. The rate of skills obsolescence is expected to accelerate as we embrace new technologies and as individuals stay longer in the workforce. To ensure career longevity and resilience, we must continue equipping public officers with the skills necessary for the future. We continued to invest in the growth and development opportunities for all public officers, from structured classroom learning to experiential and peer learning initiatives. These included Short-Term Immersion Programmes and Gig projects in other agencies, Structured Job Rotations, and Talent Attachment Programmes outside the Public Service. We also launched two additional initiatives:
 - o From 2022, all public officers are provided with 40 hours of unrecorded leave (approximately five working days), for them to participate in self-initiated growth and developmental activities outside of the Public Service.
 - o In 2023, the [Public Service for Good movement](#) was launched to help our officers build their capabilities in citizen engagement and reinforce their sense of purpose by enabling them to contribute to doing good beyond their job scope.
 - o As at May 2024, more than 7,000 officers have benefitted from these opportunities. We will continue to strengthen our upskilling ecosystem to support our officer's learning and development.
- Third, the public sector remains committed to leading and pursuing environmental sustainability through the GreenGov.SG initiative. The first GreenGov.SG report was published in 2023, detailing the public sector's progress and plans in environmental sustainability, including the appointment of a Government Chief Sustainability Officer and the adoption of Green Procurement requirements.

Read more: [GreenGov.SG Report](#)

Read more: [Social Safety Nets](#) | [Environment and Sustainability](#)

As we head into a new decade of Singapore's independence, we will face new challenges and opportunities. The Public Service will continue to grow its capabilities, partner and build trust with citizens and businesses, and build a Singapore that we can all be proud of together.

BUILDING OUR FUTURE TOGETHER

Fostering a strong national identity and cohesive community

Fostering national identity in a changing world

In an increasingly interconnected and rapidly changing world, we must continue to invest in fostering a strong national identity and a cohesive community in Singapore.

Three out of four Singaporeans polled in a [2022 Pew Research study](#) felt that “Singapore is more united than before the COVID-19 outbreak”. This was in contrast to most people in other countries surveyed, who felt their country had become more divided.

To further strengthen this unity, we increased our efforts to foster social interaction, mutual respect, and understanding within our society. We also expanded opportunities for the community and businesses to co-create, shape, and own our collective future in Singapore.

Co-creating and shaping aspirations

A close partnership between the Government and citizens is key to ensuring our policies meet the diverse needs of Singaporeans. While various platforms are available for citizens to share their thoughts on key societal issues, we will continue to do more, as based on the 2023 Social Pulse Survey, about four in 10 Singaporeans agreed that “they wish to work with the Government in working towards a better Singapore”.

- To drive partnerships among citizens, community groups, and businesses, we formed more than 35 [Alliances for Action](#) to co-create and prototype ideas in areas of opportunity for Singapore, or address common challenges such as rallying support for local produce and helping employers attract and retain talent.
- During the Forward Singapore exercise, over 200,000 Singaporeans shared their aspirations to shape their communities and co-create policies, public spaces, and services. In response to this, the [Singapore Government Partnerships Office](#) was launched in 2024 to strengthen partnerships and engagements with citizens.

Read more: [Quality Jobs](#) | [Environment and Sustainability](#) | [Spirit of Forward Singapore](#)

Empowering our youths

Youths today are passionate and care deeply about giving back and making a positive impact. We remain committed to partnering with youths to build a better Singapore. The National Youth Council has continued to support and mentor youths through initiatives such as [Young ChangeMakers](#) and [Youth Action Challenge](#), to champion ground-up initiatives in partnership with the Government, businesses, and community organisations.

- Since 2019, more than 1,000 youths have engaged in more than 280 projects. One example is [SpedGrow](#) which uses gamification to offer personalised learning for individuals with special needs. The project benefitted over 500 people and partnered with more than 20 schools and organisations.

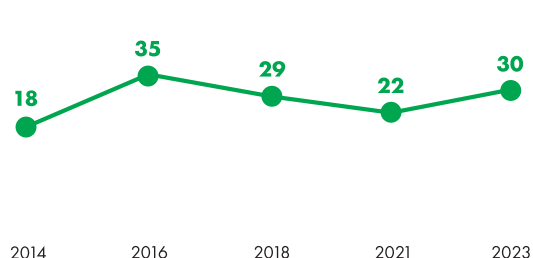
- The [Youth Panels](#) provide a platform for youths to co-create policies with the Government. For the inaugural run that began in November 2023, four panels with about 120 youths explored issues and ideas to improve financial resilience, career and employment opportunities, digital well-being, and environmental sustainability. More than 4,000 youths also contributed their perspectives and feedback through surveys and focus group discussions conducted by the panels, and over 1,000 participants attended the Youth Policy Forum held in August 2024, where they were engaged on the panels' preliminary policy ideas.

Giving back to our society

The [National Giving Study 2023](#) reported a dip in volunteering rates from 29% in 2018, to 22% in 2021 during the COVID-19 pandemic, before increasing to 30% in 2023.

VOLUNTEERING RATES DECREASED FROM 2018 TO 2021 BUT HAVE SINCE INCREASED

National volunteerism rate (%)



Source: National Volunteer & Philanthropy Centre

- To boost community-led volunteerism, [SG Cares Volunteer Centres](#) (SG Cares VCs) create opportunities for citizens to volunteer where they work, study, or live. SG Cares VCs match individuals, organisations, and businesses to volunteering opportunities, and help build the volunteer management capabilities of community partners.
- Between January 2023 and March 2024, more than 72,000 volunteers were engaged and close to 4,000 collaborations were brokered by the SG Cares VCs with community partners, to meet the needs of more than 340,000 beneficiaries locally.
- In 2023, in collaboration with the Ministry of Culture, Community and Youth (MCCY), the Singapore Business Federation established the [Environmental, Social and Governance Coordination Office](#) to support businesses in giving back to society.
- The [Corporate Volunteer Scheme tax incentive](#) was also extended to 2026 to encourage corporate volunteerism.

Feature Story: Community Giveback Programme – Partnering the banking industry to serve the community

The Community Marketplace is a collaboration between the Association of Banks in Singapore (ABS), the SG Cares VCs, and MCCY to distribute daily necessities to 10,000 low-income households at 22 locations across Singapore.

This initiative is part of a larger Community Giveback Programme led by ABS and supported by more than 50 member banks. The programme will channel \$4 million and 6,000 bank staff volunteers to meet community needs over two years starting from June 2024.



Besides volunteering, Singaporeans play an important role in supporting those with greater needs through donations. Post-COVID-19 pandemic, overall donation rates have remained stable at 62% in 2023.

Read more: [Social Safety Nets](#) | [Spirit of Forward Singapore](#)

Maintaining our multi-ethnic and multi-religious harmony

A [2023 Pew Research study](#) reported that “Singaporeans of all faiths are broadly tolerant and accepting of followers of different religions”, with 56% of respondents agreeing that diversity makes our nation a better place to live. While this is a good start, building harmony will continue to be a work in progress.

Over the past 22 years, [Racial and Religious Harmony Circles](#) have brought together various ethnic and religious communities to safeguard and promote racial and religious harmony. In 2024, we reached about 98,000 participants through national- and local-level initiatives led by the Harmony Circles. One such initiative was the collaboration with the National Parks Board’s OneMillionTrees Movement, which provided the platform for interpersonal mixing between participants from diverse cultural and religious groups through the shared goal of environmental stewardship.

Read more: [External and Homeland Security](#)

Shaping our Singapore Story

Our shared culture and heritage contribute to our sense of identity and belonging, drawing Singaporeans together. To build on this, the Founders' Memorial Committee engages and partners Singaporeans from different backgrounds to shape the concept for the Memorial scheduled to launch in 2028. For example, "Semangat yang Baru", the Founders' Memorial 2023 pilot exhibition, featured artefacts and stories contributed by Singaporeans from different walks of life.

Feature Story: Semangat yang Baru – Forging a New Singapore spirit

The "Semangat yang Baru" exhibition aimed to bring to life a new spirit of courage and dynamism, as captured in our National Anthem. Held at the National Museum of Singapore from April to November 2023, it attracted more than 145,000 visitors. Over 8,000 participants engaged in bus tours, film screenings, Scenario Experience, and in-gallery conversations on the Singapore spirit.



Read more: [Arts and Heritage](#)

Building our future as One United Singapore

In the years ahead, we will continue to invest in fostering a strong national identity and a cohesive community by partnering and co-creating meaningful initiatives with citizens, community groups, and businesses. Through these shared efforts, we empower Singaporeans of all ages and from all walks of life to give back to society and explore their passions to build our shared future.

Read more: [Spirit of Forward Singapore](#)

SPIRIT OF FORWARD SINGAPORE

Working together to bring Singapore forward

Our way forward

The [Forward Singapore](#) (ForwardSG) exercise launched in June 2022 brought over 200,000 Singaporeans together to chart a roadmap for Singapore's next stage of development.

Through the ForwardSG conversations, Singaporeans reflected on new elements they wanted for our Singapore dream, and exchanged views with Singaporeans from all walks of life. We identified several key elements for our way forward:

- More opportunities for all Singaporeans to chart our own path, as we pursue diverse aspirations and definitions of success.
- More assurance for Singaporeans that they will be taken care of at every life stage.
- More collective responsibility from all stakeholders, including the Government, businesses, community groups, families, and individuals, doing their part to support and uplift those around us.

United in purpose, stronger in action

Through ForwardSG, the Government is enhancing our social support system. Under [ComLink+](#), we partner and empower lower-income families with children to make progress towards stability, self-reliance, and social mobility. ComLink+ families are supported through:

- Family coaches, who will co-develop action plans, coach, motivate, and journey with families towards achieving their long-term goals. Family coaches also connect families to the appropriate assistance and support programmes across government agencies and the community, such as [KidSTART](#) and [Project DIAN@M³](#).
- Volunteer befrienders, who offer moral support and encouragement to families to overcome their challenges and progress towards their goals. As at December 2023, there were about 1,600 volunteer befrienders journeying with ComLink+ families. Community organisations and corporates also stepped forward to co-create programmes that meet the families' diverse needs.
- Financial top-ups via the ComLink+ Progress Packages, which support preschool education, employment, debt clearance, and home ownership for families that take concrete steps towards their longer-term goals. These packages are funded through the combined efforts of the Government, corporates, and philanthropic organisations.

Feature Story: Empowering families as a community through ComLink+

Mr Zeke is the MSF family coach for Ms Aini, Mr Wali, and two-year-old Laila who live in a public rental flat. Through conversations with the family, Zeke understood their hopes to achieve financial stability and purchase their own Build-To-Order flat. To reach these goals, they first needed to pay off their debts and settle care arrangements for Laila, so that Aini could secure stable employment.

Zeke created an action plan with the family and connected them with Workforce Singapore for employment assistance, as well as Bethesda CARE, Central Singapore Community Development Council, and Etonhouse Community Fund for financial assistance to help with their household expenditure. Ansel and Adele, NUS student volunteers with ComLink+, also provided support by befriending the family and organising outings.

With their near-term challenges addressed, Aini and Wali were able to focus on their longer-term goals. They have since paid off their debts, and Aini recently started a full-time job. The family is now closer to their dream of moving out of rental housing and purchasing their own BTO flat. Ansel and Adele have witnessed the resilience and strength of Aini and Wali, and are humbled to be able to make a positive difference in their lives.



Read more: [Social Safety Nets](#)

Through the [Mentoring SG](#) movement, we partnered individuals, corporates, mentoring organisations, and the community to develop a culture of mentoring and make mentoring more accessible to youths. Mentors, with their life experiences, provide valuable perspectives to support youths to navigate through life. To strengthen the ecosystem of support for mentoring, we enhanced capability building for mentors. This included the introduction of the “Mentoring For Youth” Singapore Workforce Skills Qualifications accredited course from February 2024, to train learners to be confident and effective mentors. As at September 2024, Mentoring SG has engaged over 2,500 skilled mentors and connected more than 6,000 youths to mentoring networks and resources.

Read more: [Building Our Future Together](#)

We have also strengthened our preventive and aged care system:

- [Healthier SG](#) will empower Singaporeans to lead healthier lifestyles through preventive care. As at September 2024, over one million residents have enrolled with a primary care provider. We are working with government agencies, healthcare institutions and community partners to provide support for Singaporeans in their health journey. This includes connecting Singaporeans to [healthy lifestyle programmes](#), organised by government agencies such as the Health Promotion Board, Sport Singapore, and People’s Association.
- [Age Well SG](#) complements Healthier SG by enabling seniors to age well in the community. It anchors ageing in the community by tackling social isolation through a multi-faceted approach, encompassing areas such as housing, transport, active ageing, and care services. This all-rounded approach to managing health and ageing was made possible through close collaboration across multiple government agencies and community partners to enhance the delivery of health and social care services to seniors.

AGE WELL SG BRINGS TOGETHER THE GOVERNMENT AND COMMUNITY TO ENCOURAGE ACTIVE AGEING

We are anchoring community health at our Active Ageing Centres (AACs) by:



1

Encouraging active ageing

Expand the number of AACs islandwide to 220 by 2025, so that eight in 10 seniors will have easy access to an AAC near their home

Provide an enhanced range of evidence-informed programmes at AACs, with programmes organised by various government agencies and grassroots organisations



2

Promoting senior volunteerism

Create opportunities for our seniors to contribute time and expertise at our AACs through the Silver Guardian Programme

This is supported by enhancements to care services and infrastructural upgrades:



3

Strengthened support for seniors with care needs

Build up to 30 Community Care Apartments by 2030 to provide more assisted living options for seniors to age-in-place

Enhance home care for nursing home-eligible seniors through Enhanced Home Personal Care (HPC+)

Partner the community care sector to provide seamless delivery of aged care services



4

Improvements to the living environment

Provide additional senior-friendly features in flats through the Enhancement for Active Seniors (EASE) 2.0 programme

Carry out silver upgrading works through the Neighbourhood Renewal Programme, Silver Upgrading Programme, and Estate Upgrading Programme

Implement traffic calming measures and barrier-free crossings under the Friendly Streets initiative

Source: Ministry of Health, Ministry of National Development, Ministry of Transport

To foster active, green citizenry, we partnered Singaporeans to take ground-up action towards building a sustainable Singapore

Feature Story: Green Action for Communities and SG Eco Fund

The Green Action for Communities movement, launched in 2022, enabled and empowered citizens to take ground-up action within their communities to achieve Singapore's climate and sustainability goals together with the Government.

Over 800 community leaders and sustainability champions in the community co-created green initiatives for their communities. These included initiatives to involve residents to build a community playground using discarded materials, and setting up a green hub to engage residents on energy efficiency, recycling, and exchanging of used goods.



The [SG Eco Fund](#) supports projects that involve the community in advancing environmental sustainability in Singapore. As at April 2024, the SG Eco Fund supported over 250 projects with \$12.8 million across various topics, such as waste reduction and recycling, community growing of food, and education and outreach on sustainability.

One example of an SG Eco Fund project is by the Sustainable Living Lab, which started Repair Kopitiam communities and the Repair Kampung initiative to train community volunteers as local handymen to repair common household items within their community. This has helped to save many useful items from being disposed as waste, while building capabilities and connections among Singaporeans.



Read more: [Environment and Sustainability](#)

Doing our part for our shared future

These examples exemplify the impact that we can make when our social compact is strong, and everyone plays their part. We will continue to collaborate closely with Singaporeans to chart our future.

Read more: [Building our Future Together](#)

BUSINESS

STRONG AND RESILIENT ECONOMY

Singapore's economic fundamentals remain strong, despite uncertainties in the external environment. We continue to help businesses seize opportunities and transform.



ECONOMY AND LABOUR MARKET

Sustaining Singapore's global relevance and competitive edge

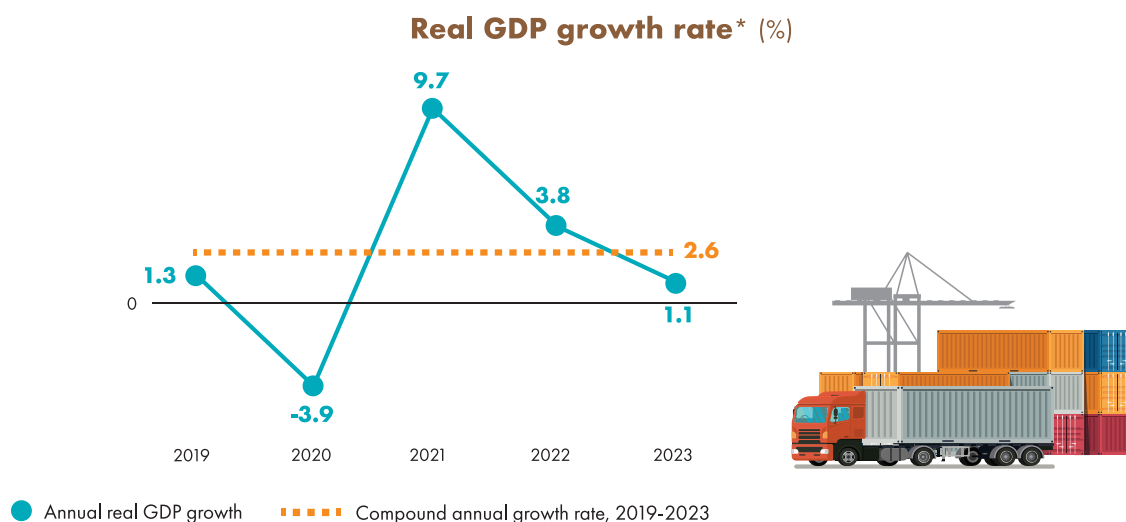
Robust economic fundamentals

As a small and open economy, Singapore is vulnerable to structural shifts in the global economy. Singapore's external operating environment has become more fractured and contested, with a noticeable shift from globalisation to greater economic fragmentation, increasing geopolitical uncertainties, and growing nationalist and protectionist tendencies.

Nevertheless, Singapore continued to strengthen our economic fundamentals to remain competitive, achieve healthy economic growth, and create more opportunities and a better quality of life for all Singaporeans.

- Between 2019 and 2023, Singapore's real Gross Domestic Product (GDP) grew at an annualised rate of 2.6%. In 2023, our economy expanded by 1.1%, with growth mainly driven by the information and communications, transportation and storage, and other services sectors.
- Real GDP is expected to grow by 2.0% to 3.0% in 2024, supported by a gradual pickup in the manufacturing and trade-related sectors on the back of robust electronics demand. The continued recovery in air travel and tourism demand will also support growth in the aviation- and tourism-related sectors, while growth should remain healthy in the finance and insurance sector.

REAL GDP GREW AT AN ANNUALISED RATE OF 2.6% FROM 2019 TO 2023



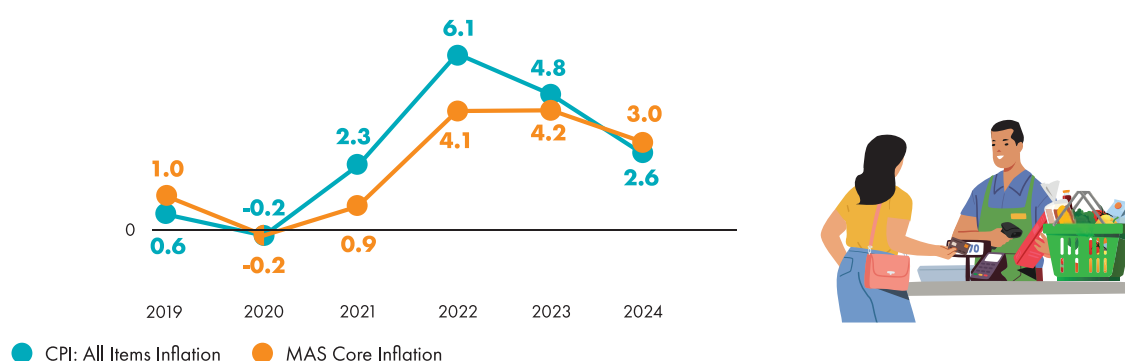
* GDP growth rates from 2019 to 2021 have been updated from SPOR 2022 following data revisions by the Department of Statistics.

Source: Department of Statistics

In 2022, inflation in Singapore surged following sharp increases in global energy and food commodity prices and a tight labour market. Inflation remained elevated in 2023 but slowed significantly over 2024, reflecting the effects of the appreciating Singapore dollar, alongside declines in food commodity prices and the dissipation of labour market tightness.

INFLATION HAS BROADLY TRENDED DOWN FROM 2022

Changes in Consumer Price Index (CPI)* (%)



* 2024 figure is based on data up to September 2024.

Source: Department of Statistics, Monetary Authority of Singapore

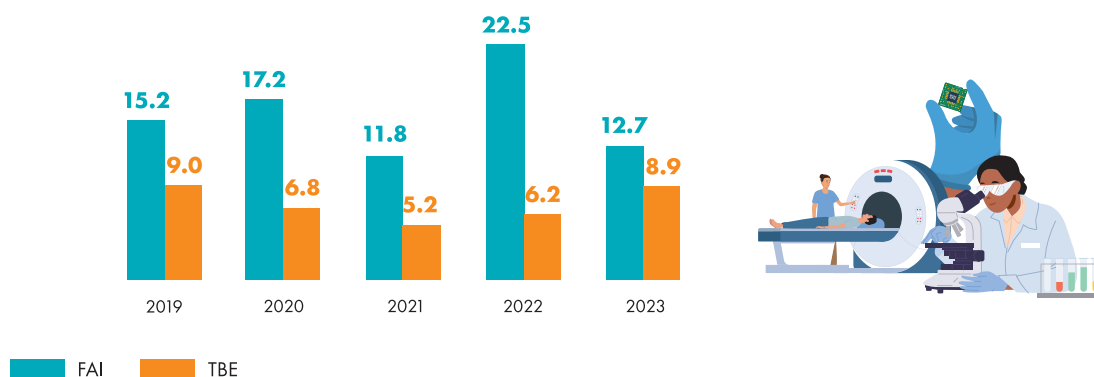
Choice location for investments

Amidst a volatile geopolitical environment and macroeconomic uncertainties, Singapore remained a choice location for new investments and the expansion of business activities.

- Business formation remained strong, with more than 70,000 business entities formed in 2023, higher than the 64,000 yearly average from 2019 to 2022.
- The stock of foreign direct investment (FDI) in Singapore grew by 36.4% between 2019 and 2022, from \$1.9 trillion to \$2.6 trillion. This increase was led by higher FDI flows in the finance and insurance, wholesale and retail trade, and manufacturing sectors. Singapore's FDI inflows in 2022 were the third largest globally, after the United States and China, and the second-largest in Asia after China.
- In 2023, the Economic Development Board (EDB) attracted investment commitments amounting to **\$12.7 billion in fixed asset investment (FAI)** and **\$8.9 billion in total business expenditure (TBE)**. Global manufacturers in various domains such as semiconductors, healthcare, specialty chemicals, and aerospace have continued to invest in Singapore to strengthen their supply chain resilience to serve customers worldwide, especially in Asia. In addition, more Information and Communications Technology (ICT) companies undertook headquarters activities in Singapore. When fully realised, these investments are expected to create more than 20,000 jobs with a projected contribution of \$26.7 billion in Value-Added (VA) per annum. Over time, these investments will attract new capabilities, strengthen our economic resilience, and catalyse more job and business opportunities in Singapore.

FAI AND TBE INVESTMENT COMMITMENTS REFLECT CONTINUED BUSINESS CONFIDENCE IN SINGAPORE

Fixed Asset Investment (FAI) and Total Business Expenditure (TBE) (\$ billion)



Source: Economic Development Board

Singapore has maintained extensive trade ties with many countries and [our key export markets](#) including ASEAN, the United States, China, the European Union, and Hong Kong.

- Between 2019 and 2023, Singapore's merchandise and services exports enjoyed robust growth, increasing at annual average rates of 4.6% and 9.6% respectively.
- However, Singapore's merchandise exports contracted by 10.1% in 2023, as both domestic exports and re-exports fell. Non-oil domestic exports declined by 13.1% due to fewer shipments of electronics and non-electronics products. Similarly, Singapore's services exports fell by 5.1% in 2023, on the back of a decline in the exports of transport services. This was partially offset by increases in the exports of travel services, other business services, and financial services.

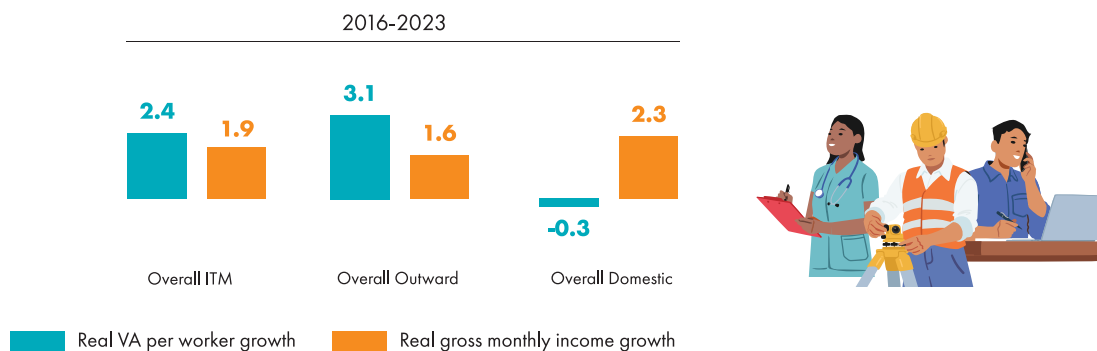
Industry transformation

We pressed on with our industry transformation efforts across 23 sectors through the [Industry Transformation Maps](#) (ITMs), covering about 80% of our economy. While transformation efforts take time, our progress has been encouraging.

- Since the progressive launch of ITMs from 2016, overall labour productivity for the 23 ITM sectors grew by 2.4% per annum (p.a.) between 2016 and 2023, despite economic shocks from the COVID-19 pandemic.
- Nonetheless, productivity trends varied across ITM sectors, with outward-oriented ITM sectors recording stronger gains in labour productivity (3.1% p.a.) compared to the domestically-oriented ITM sectors (-0.3% p.a.). The weaker productivity growth among domestically-oriented sectors was partly due to operational disruptions during the pandemic, and generally manpower-intensive job roles with limited automation potential in the near-term.
- Along with improved labour productivity, wages for resident workers also rose. Between 2016 and 2023, real median gross monthly income of full-time employed residents working in ITM sectors increased by 1.9% annually.

LABOUR PRODUCTIVITY (REAL VA PER WORKER) AMONG ITM SECTORS HAS GENERALLY RISEN ALONGSIDE INCREASES IN REAL GROSS MONTHLY INCOME SINCE THE LAUNCH OF THE ITMS

Real VA per worker growth and annualised change in real median gross monthly income from work (including employer CPF) of full-time employed residents of ITM sectors (% p.a.)



Source: Ministry of Trade and Industry. Estimates are based on data from Department of Statistics, Economic Development Board, and Ministry of Manpower.

Read more on the progress of the ITMs: [Transforming the Singapore Economy Report](#)

A globally competitive workforce

Singapore ranked second on [INSEAD's Global Talent Competitiveness Index](#) in 2023 and [the International Institute for Management Development \(IMD\)'s World Talent Ranking](#) in 2024, underscoring our attractiveness to global talent and strength in developing our local skilled workforce.

To raise Singapore's competitiveness, we invested in our local workforce to take charge of their career health and seize opportunities to upskill and reskill to remain relevant.

We continued to enjoy high employment rates among the various segments of our local workforce, including fresh graduates, mid-career workers, and senior workers. In tandem, we rolled out a slate of broad-based local workforce development initiatives.

Read more: [Quality Jobs](#)

We sharpened our focus on developing our local corporate leadership:

- As at August 2024, more than 200 Singaporeans have benefitted from the [International Postings Programme \(iPOST\)](#). iPOST supports financial institutions (FIs) in sending their Singaporean talent across all levels on overseas postings to acquire new skills, knowledge and networks, and groom them for future leadership roles. This allows FIs to build international capabilities within their workforce and strengthens their ability to better serve regional and global markets.
- From July 2024, more Singaporean middle-to-senior managers with leadership potential will be supported through the [Global Business Leaders Programme \(GBLP\)](#), to access developmental opportunities that will prepare them for regional or global corporate leadership roles. GBLP participants would subsequently be emplaced on the [Singapore Leaders Network Fellowship](#), which was launched in January 2024. They will receive mentoring and access to a community of peers to navigate the complexities of the global business landscape.
- From July 2024, businesses with overseas expansion plans can tap on the [Overseas Markets Immersion Programme](#) to receive financial support to reskill local employees with little to no overseas market experience through overseas postings. This will better position businesses to expand and compete in overseas markets, with a strong globally oriented team.



Even as we invest in developing our local talent, we have enabled our businesses access to a global workforce to support their growth.

- Businesses can leverage on the [Overseas Networks and Expertise \(“ONE”\) Pass](#), launched in 2023, to facilitate access to top global talents with valuable networks, deep skills, and expertise. As at January 2024, businesses had benefitted from our approval of nearly 4,200 ONE Pass applications.
- We continue to attract global talent in growing sectors with skills shortages, such as in the green economy. For instance, Employment Pass applicants with highly specialised skills who can fill acute occupational shortages in areas of economic importance, will receive bonus points under the [Complementarity Assessment Framework](#). This will help support industry needs as the local workforce develops.

Investing in local talent and remaining open to skilled foreign manpower are important for making Singapore an attractive location for businesses.

We partnered with the industry to strengthen the capabilities of businesses to upskill or reskill their workers. In 2023, 23,000 businesses (15% increase from 2022) sent more than 220,000 employees for training programmes

supported by SkillsFuture Singapore, primarily to raise digital capabilities and to help meet business regulatory requirements. These programmes included:

- Skills advisory support and curated training solutions by [SkillsFuture Queen Bees](#) (SFQBs), who are private sector industry leaders taking on a leading role to spearhead skills development within their specific sectors. From the launch of the scheme in 2020 to June 2024, more than 3,500 businesses have benefitted from training programmes delivered by SFQBs.

Feature Story: SFQB – Sheng Siong

As an appointed SFQB for the wholesale trade sector, Sheng Siong partners with its suppliers to uplift their capabilities in digitalisation and sustainability, and accelerate workforce transformation. As at June 2024, Sheng Siong has worked with 115 suppliers to address business needs and skills gaps in digitalisation.

One such beneficiary is Lim Kee Food Manufacturing (LKFM), a local food manufacturer specialising in the manufacturing and distribution of oriental steamed buns. Through Sheng Siong's cross-sharing of industry insights, LKFM was able to streamline and automate business processes such as invoicing, resulting in productivity gains. With Sheng Siong's support, LKFM adopted data analytics to better adapt its products to market demands and identify training needs and areas for capability-building such as Environment, Social, and Governance. This has allowed LKFM to enhance its business resilience and set itself apart from its competitors.

- Building stronger workplace learning capabilities, supported by the [National Centre of Excellence for Workplace Learning](#) (NACE). Since 2018, NACE has supported more than 2,500 businesses in building up and professionalising their workplace learning processes and capabilities, in sectors such as Professional Services and ICT and Media. These companies were able to provide more opportunities for skills upgrading at the workplace. This reduced the downtime needed to send workers for external training. With a stronger workplace learning culture, companies have collectively benefitted from increased productivity and retention of employees.
- Skilling workers for emerging needs. We continued assisting businesses to build capabilities for the Digital, Care, and Green economies. Through [SkillsFuture Series](#) courses, businesses had access to close to 5,000 courses in 2023 for short-form, just in-time training in emerging skills. We have also expanded training capacity to assist businesses in building capabilities in sustainability reporting and green financing. This would equip businesses, especially small and medium enterprises, with the skills to understand and prepare sustainability reports, as well as incorporate sustainable finance into their business and financing strategies.

Read more: [Quality Jobs](#)

The way ahead

We face a rapidly evolving external environment. While major economies are expected to remain resilient, significant downside risks persist in the global economy.

Businesses, workers, unions, and the Government must continue working together to sustain Singapore's global relevance, competitive edge and a productivity-driven economy that creates good jobs for Singaporeans.

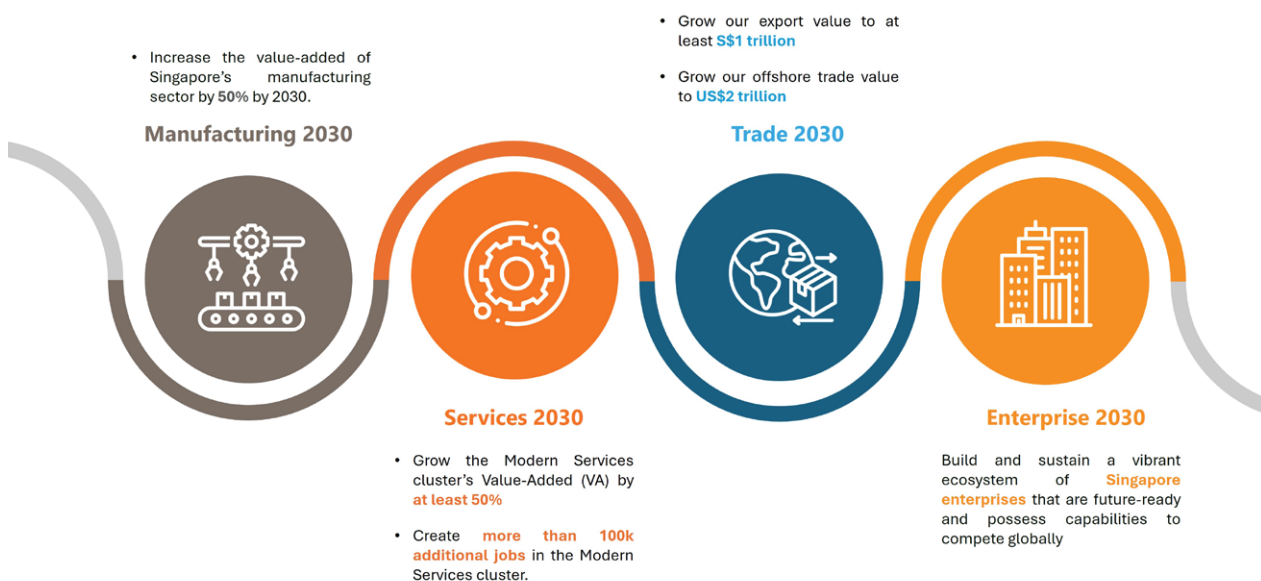
ECONOMIC OPPORTUNITIES

Charting and realising the next phase of growth

Charting our next phase of economic growth

Our [Singapore Economy 2030](#) vision charts our next phase of growth towards a vibrant and resilient economy with opportunities for all. It aims to establish Singapore as a global hub for advanced manufacturing, business and tourism, enhance our global economic connectivity, and build a vibrant ecosystem of future-ready enterprises.

Singapore Economy 2030



To achieve this vision, we pursued four key approaches: Grow, Unlock, Transform, and Connect.

Growing our economy ("Grow")

Seizing opportunities in Manufacturing, Services and Trade

Our Manufacturing sector has achieved good progress towards our [Manufacturing 2030](#) goal of increasing the sector's value-add by 50% in the next decade.

- Despite economic headwinds, manufacturing value-added increased by almost 20% from 2019 to 2023, while total employment in 2023 recovered to around pre-COVID-19 pandemic levels in 2019.
- Singapore remains well-positioned to capture growth opportunities and attract investments from industry leaders.

Feature Story: Siltronic's new 300mm silicon wafer manufacturing facility in Singapore

In June 2024, Germany's Siltronic opened its new 300mm silicon wafer manufacturing facility at Tampines Wafer Fab Park. The new facility represents the largest investment in Siltronic's history, with \$3 billion invested as at end-2024. The wafers manufactured will be used to support complex applications such as high-performance computing and high-speed mobile processors.

This investment is expected to create 600 new jobs by 2028.

To enhance Singapore's attractiveness for investments, we sharpened our investment promotion toolkit to support high-value and substantive economic activities:

- Extended the [Pioneer Certificate, Development and Expansion Incentive, and Investment Allowance tax incentives](#) up till 2028.
- Further topped up \$6 billion to the [National Productivity Fund](#) in 2023 and 2024, with its scope expanded to support investment promotion.
- Introduced the Refundable Investment Credit scheme in 2024.

Read more: [Economy and Labour Market](#) | [Business Environment](#)

Our diverse Services sector similarly made progress towards our [Service 2030](#) goal.

- Between 2019 and 2023, the Modern Services cluster's value-added expanded by about 20% and employment increased by 85,000.
- Singapore's connectivity and favourable location attracted significant Headquarters and Professional Services projects from businesses keen to access growth opportunities in Asia, especially in the Information and Communications Technology sector. These projects comprised 67% of total business expenditure (\$6 billion out of \$9 billion) secured in 2023 and are expected to create over 10,000 jobs when completed over the next five years.
- Our tourism sector showed strong recovery from the COVID-19 pandemic. In 2023, we welcomed 13.6 million international visitors and generated \$27.2 billion in tourism receipts, marking an almost full recovery to the performance in 2019. We rejuvenated and refreshed local experiences and offerings, including attractions such as the Bird Paradise in Mandai. The strong performance was also bolstered by the Taylor Swift and Coldplay concerts in 2024, and blockbuster events such as Formula One Singapore Airlines Singapore Grand Prix. Our Meetings, Incentives, Conventions, and Exhibitions industry performed well as Singapore continued to host prominent global conferences and exhibitions such as the Asia Tech x Singapore and Gastech.

We made good progress towards our [Trade 2030](#) goal, which aims to deepen and widen trade, to embed Singapore more deeply in global supply chains.

- We are home to about 400 global traders, trading in all major classes of commodities from agri-commodities to metals and energy products. These companies continued to grow their business in Singapore. For example, European energy trading company Vitol set up its carbon trading desk in Singapore in the first half of 2022 and recently consolidated its global shipping activities in Singapore.

- Increasingly, global traders are choosing to deepen key activities in digitalisation, innovation, and sustainability in Singapore. For example, Norwegian crop nutrition giant Yara opened its innovation hub in Singapore in May 2024 to pioneer solutions to address food security challenges in Asia and Africa.
- In 2023, these global traders generated about \$50 billion in local business spending and created 16,000 jobs, while helping our local companies scale and access new markets. For example, in 2022, Singapore businesses Teo Garments and Browzwear were better able to access the European market through their partnership with Lidl & Kaufland Asia, a food and retail industry leader in Europe.

Doubling down on key growth sectors and new growth opportunities

To better position Singapore for future growth, we sought to establish our competitive edge early in key growth areas, including artificial intelligence (AI) and Sustainability.

Artificial intelligence

- We launched the first [National AI Strategy in 2019](#) and refreshed it in 2023 ([NAIS 2.0](#)) to further harness AI's transformative potential for our people, businesses, and economy.
- To strengthen the competitiveness of key economic sectors, we established our first sectoral Centre of Excellence (CoE) to tackle sector-wide use cases and build domain-specific capabilities.

Feature Story: Sectoral AI CoE

The Government has been working with industry to set up sectoral-based CoEs to address sector-wide use cases and build domain-specific capabilities in key economic sectors.

One example is the AI in Manufacturing CoE (AIMfg), launched in September 2024.

The AIMfg has worked with industry partners to enhance the manufacturing value chain (in areas like quality assurance and predictive maintenance) through the use of technologies such as Generative AI and Machine Learning.

As of the launch, at least 10 companies have signed agreements to co-innovate with the AIMfg.

Sustainability

- To seize new opportunities in emerging green growth sectors, we have built up our carbon trading and services ecosystem to serve regional and international markets. Leading companies such as The Nature Conservancy and South Pole established their regional headquarters in Singapore, and local traders like Agrocorp set up new carbon trading and origination functions in Singapore.
- To ensure that Singapore has sufficient talent to support the growth in carbon services and trading, we qualified carbon-related roles such as "carbon trader" under [MOM's Shortage Occupation List](#).
- We built on the foundations of Singapore's Energy and Chemicals sector to diversify into and capture the rising demand for greener fuels and chemicals.
- Starting April 2023, Singapore has been home to the world's biggest renewable diesel refinery, capable of producing 1 million tonnes of sustainable aviation fuel, per year.

Supported the growth of our enterprises

In line with our [Enterprise 2030](#) vision, we sustained a vibrant ecosystem for our enterprises to thrive and scale internationally.

- In 2023, more than 18,000 enterprises were supported in growing their revenue and cost-competitiveness. Of these, 3,000 enterprises embarked on transformative projects which are expected to boost their annual revenue by \$16.4 billion and create 21,500 skilled jobs. In addition, 15,000 companies were supported in their capability development and market exploration projects to establish their growth on the local and global stage.
- Since 2010, the Government has set aside \$150 million to support the [Partnerships for Capability Transformation](#) (PACT) scheme, which has benefitted more than 2,500 Singapore-based firms as at Q1 2024. We aim to facilitate 100 new PACT partnerships over the next five years to provide opportunities for small and medium enterprises (SMEs) to level up capabilities and access global and regional value chains for internationalisation and corporate venturing.

Read more: [Economy and Labour Market](#) | [Business Environment](#)

Unlocking our resource potential (“Unlock”)

To overcome domestic resource constraints, we optimised our scarce resources and invested in alternatives.

Energy

To achieve our net-zero ambitions by 2050, we continued to invest in clean energy sources, such as solar power and pursue all viable decarbonisation pathways, while maintaining energy security and ensuring cost-competitiveness.

We have also continued to explore alternative sources of low-carbon energy while balancing sustainability, security, and cost-competitiveness.

- In 2024, we commenced a nationwide non-invasive geophysical study to assess Singapore’s deep geothermal resource potential for power generation.
- Although we have not made a decision on nuclear energy, we signed a civil nuclear cooperation agreement with the United States in July 2024 that supports our efforts to understand advanced nuclear energy technologies, should viable options emerge.

Read more: [Environment and Sustainability](#)

Land

We rejuvenated our industrial estates and infrastructure in a smart and sustainable manner to maximise the productive use of land. This included building innovation and ecosystem-centred hubs, where the full value chain of activities would be within easy reach for businesses. Through the rejuvenation, businesses would be able to access a more vibrant and greener work environment with improved connectivity.

Feature Story: Thriving Industrial Districts

With the new Jurong Innovation District (JID) serving as Singapore's next-generation advanced manufacturing hub, prospective businesses can plug into a thriving ecosystem of over 100 industry players across the full manufacturing value chain. Businesses can also look forward to more efficient transportation of goods and cargo, with a first-of-its-kind Underground District Logistics Network embedded within the district. There is also a car-free Sky Corridor linked to green connectors, where people can enjoy walks and cycle.

When completed, the investments anchored within JID are expected to create about 95,000 jobs in advanced manufacturing and innovation.



Similarly, the Punggol Digital District (PDD), opening in phases from Q3 2024, will be Singapore's first smart and sustainable business district. The investments anchored within PDD are expected to create 28,000 jobs in key growing technology sectors such as cybersecurity, fintech, robotics, AI, and smart living. It also houses the Singapore Institute of Technology, bringing industry and academia together through shared spaces and facilities.

PDD will be conveniently accessible with the upcoming Punggol Coast MRT station, bus interchange, and new bus stops. Vehicular access roads and other service driveways within PDD will also be located underground to reduce vehicular traffic.



Transforming our businesses (“Transform”)

The Government has supported businesses in upgrading and transforming for greater productivity and adapting to changing consumer preferences. Specifically, demand from businesses for digital services remained strong as they increasingly leverage these productivity-boosting solutions.

- We supported the revitalisation and transformation of heartland enterprises to leverage technology to adapt to changing consumer preferences. As at Q2 2024, more than nine in 10 (over 17,000) heartland shops have adopted e-payment solutions, while about two-thirds of shops (over 12,000) have had an online presence.
- In 2024, 15 enterprises were supported in their transformation efforts through the inaugural run of the [Heartland Innovation and Transformation \(HIT\) Programme](#), which offers curated training, networking opportunities, and access to spaces for testing and scaling ideas

Feature Story: Adding vibrancy to our heartlands

Project Enigma is known for its innovative puzzles and toys designed to improve people’s learning and well-being. Under the HIT Programme, Project Enigma set up a pop-up kiosk to showcase its edutainment offerings and workshops to customers.

Through this and networking opportunities, Project Enigma gathered market sentiments on its product and services, as well as developed collaboration opportunities with corporate partners and other participants in the HIT programme. Project Enigma has since scaled up to introduce a puzzle museum and library at Henderson Community Club and is running community workshops.



We supported businesses in the green transition to decarbonise and improve energy efficiency, to remain competitive in a low-carbon economy. These efforts better position businesses to capture new growth opportunities.

- Through the Enterprise Sustainability Programme (ESP), SMEs were supported in all stages of their sustainability capability development. As at end-2023, close to \$350 million in green loans have been catalysed under the [Enterprise Financing Scheme – Green](#), and about 1,500 businesses have benefitted from the ESP, which provided an estimated \$14 million in funding support for capability building courses, programmes and grants.

- Across all support schemes available since 2019, the manufacturing and data centre sectors have collectively reduced emissions by more than 1 million tonnes of carbon dioxide equivalent (akin to about 2.7 million cars taken off the road every year). One scheme example is the Resource Efficiency Grant for Emissions which supports large enterprises to improve their facilities' energy efficiency and adopt emissions reduction effort. This includes switching from carbon intensive energy sources or process gases with higher global warming potential.

Connecting to capture growth opportunities ("Connect")

Singapore's network of [27 Free Trade Agreements \(FTAs\)](#) is testament to our strong economic ties with markets around the world. These FTAs have allowed companies access to global markets by lowering tariff and non-tariff barriers for Singapore's goods, reducing restrictions for our services sectors, and enhancing protection for investments. They have also improved efficiency and helped reduce business costs of trade with Singapore's FTA partners.

To help companies use these FTAs, we worked closely with the Singapore Business Federation to conduct outreach and provide customised advisory support for Singapore companies that require assistance in tapping FTAs for exports and internationalisation. In 2023, more than 1,600 companies benefitted from such outreach efforts.

We diversified our partnerships worldwide, tapping on opportunities in Southeast Asia, the Middle East, Latin America, and beyond. For example:

- Singapore and Malaysia are working towards an [Agreement on the Johor-Singapore Special Economic Zone](#). This will facilitate the cross-border flow of goods and movement of people, and strengthen the overall value proposition of the Singapore-Johor Region to better compete for global investments together.
- Singapore and India are stepping up bilateral cooperation through the India-Singapore Ministerial Roundtable held in August 2024, in areas such as advanced manufacturing, trade and investment, digitalisation, the green economy, and skills development.
- We signed several agreements with Saudi Arabia and the United Arab Emirates in October 2023, including Memorandum of Understandings on recognition of halal certifications. This will benefit local businesses seeking to export halal food products to both countries.
- In December 2023, Singapore signed the [MERCOSUR-Singapore FTA](#). When ratified, this will facilitate greater trade flows with South America and business opportunities in infrastructure development, agrifood trade, oil and gas, and advanced manufacturing.

To complement our FTAs, we have made strides in pioneering new agreements in the digital economy and green economy.

- As at October 2024, we have four [Digital Economy Agreements \(DEAs\)](#). Our DEAs have supported the growth of Singapore's digital economy by easing cross-border data flows and enhancing interoperability between governance frameworks to support businesses engaging in digital trade and electronic commerce in overseas markets. Our digital economy has grown from a gross merchandise value of US\$12 billion in 2019 to US\$22 billion in 2023, and is projected to grow further to US\$29 billion in 2025.

- We also developed Green Economy Agreements (GEAs) to support emissions reduction while spurring economic growth and job creation in the green economy. For example, our GEA with Australia has catalysed collaborations in scientific research, green shipping corridors, and co-innovation programmes for SMEs. We also signed the Clean Economy agreement under the Indo-Pacific Economic Framework for Prosperity (IPEF). The IPEF Clean Economy Investor Forum, held in Singapore in June 2024, was a tangible outcome of this regional cooperation and demonstrated our commitment to tackle climate change.

Singapore also has an extensive network of 93 comprehensive Avoidance of Double Taxation Agreements as at October 2024. These agreements help promote bilateral trade and investments, by lowering tax barriers on certain types of cross-border income and providing greater certainty for Singapore companies operating in these markets.

Seizing opportunities ahead

To seize opportunities and fuel our next bound of growth, we must continue to push for higher value-added growth, double down on established and new growth sectors, maintain a strong core of local enterprises, and connect with our region and beyond.

At the same time, we must unlock our resource potential to broaden our growth pathways and transform for greater productivity gains and value-add.

BUSINESS ENVIRONMENT

Building a conducive environment for business growth and innovation

Sustaining a pro-business environment

Singapore was the world's leading business environment for the 15th consecutive year in the Economist Intelligence Unit's business environment rankings for 2023. We also ranked as the most competitive economy in the International Institute for Management Development's World Competitiveness Yearbook 2024.

Our value proposition lies in our access to a deep pool of local and global talent, robust infrastructure, strong rule of law, efficient government services, and connectivity to a growing Southeast Asia region. These strengths have allowed us to continue attracting businesses across various industries.

Read more: [Government and Regulations](#) | [Economic Opportunities](#) | [Infrastructure and Logistics](#)

Supporting our enterprises

We continuously strive to make Singapore a conducive place for businesses to thrive. From managing business costs to improving regulatory processes and Government-to-Business interactions, we supported companies through a variety of initiatives.

Managing business costs and encouraging transformation

Based on the [Singapore Business Federation's National Business Survey 2023/2024](#), rising business costs remained a key challenge for businesses. The most significant costs were wages, pass-through from suppliers, and electricity costs.

We have helped businesses manage immediate costs and transform.

- To help businesses adjust to the mandatory wage increases for lower-wage workers, we provided transitionary support by co-funding the wage increases through the [Progressive Wage Credit Scheme](#), first introduced in 2022.
- To support training, productivity initiatives, and investment promotion activities, we topped up the National Productivity Fund (NPF) with \$4 billion in 2023. As at September 2023, nearly \$2.7 billion has been committed across 53 NPF programmes and schemes. The completed programmes and schemes have benefitted over 22,000 companies (of which 87% were small and medium enterprises (SMEs)) and about 120,000 individuals.
- To provide near-term relief to businesses while supporting their capability building, we introduced the \$1.3 billion [Enterprise Support Package](#) at Budget 2024.

Read more: [Quality Jobs](#)

Businesses were also supported by existing measures such as the [Enterprise Financing Scheme](#), for which over 23,300 companies have obtained more than \$21 billion in loans from 2021 to 2023.

Feature Story: Facilitating access to project financing through the Enterprise Financing Scheme (EFS)

EFS facilitates enterprises' access to financing in various areas.

Apeiron Bioenergy, a company that produces clean fuel from waste products, is a beneficiary under the EFS. With support from the EFS, Apeiron Bioenergy was able to access bank loans to finance and grow its trades, providing the working capital needed to support feedstock collection activities. Apeiron was able to deliver its first contract of clean biofuel feedstock to the United States and expand feedstock collection operations in Asia and the United Arab Emirates in 2023.



We sought to reduce costs for businesses by streamlining transaction processes, while maintaining an effective and fair regulatory regime that facilitates the growth of good businesses.

Feature Story: Supporting companies via Tender Lite

Under Tender Lite, tenders with estimated value of up to \$1 million have fewer and simpler contract conditions, which is about a 20% reduction in contract conditions compared to a typical tender. The reduction includes the removal of clauses requiring security deposits and liquidated damages by default, which helps to reduce the cost and risks borne by businesses.

With both Tender Lite and Quotation, around 90% of government contracts will be subjected to fewer and simpler conditions. This makes it easier for businesses, especially SMEs, to participate in lower-value contracts to build their capabilities and track records before competing for higher-value contracts.

Read more: [Government and Regulations](#)

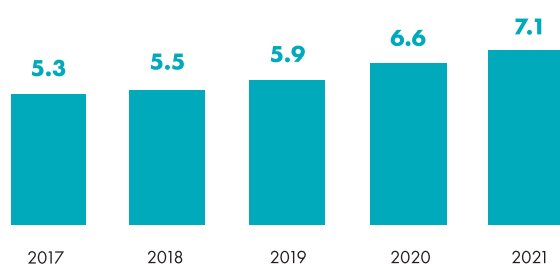
Developing a supportive ecosystem for innovation

A thriving research, innovation and enterprise (RIE) ecosystem is key to unlocking new growth opportunities and helping businesses stay competitive via new Intellectual Property (IP) assets, protection and technological solutions. The \$28 billion [RIE2025 plan](#) has continued to strengthen Singapore's RIE capabilities.

Business expenditure on research & development (R&D), a proxy for measuring corporate innovation, increased from \$5.3 billion in 2017 to \$7.1 billion in 2021. The private sector spent \$1.73 for every dollar spent by the Government on R&D. However, there is still room to encourage more private sector R&D investments and improve the innovative capacity across different enterprise segments.

BUSINESS EXPENDITURE ON R&D REMAINED STRONG

Business expenditure on R&D (\$ billion)



Source: National Research Foundation, A*STAR

Our RIE efforts have enabled Singapore-based businesses to develop, testbed, and commercialise innovative solutions to drive business growth. One way is through our [Centres of Innovation](#) (COIs), which have helped build our companies' innovation capabilities by providing technical expertise and facilities to SMEs. Between 2021 and 2023, we supported more than 300 SMEs in embarking on over 350 innovation projects.

Feature Story: Citicall Communications – Partnering the Centre of Innovation for Electronics & Internet of Things [COI-EIoT]

Communications services provider Citicall Communications was looking to adapt its communication systems products for cable cars to enhance entertainment and safety in the cabins.

Partnering with the COI EIoT enabled Citicall Communications to incorporate IoT and edge computing in its smart server. When integrated into cable cars, this allows passengers to make calls from inside the cabin, ensuring efficient communication and real-time monitoring while in the sky. Citicall Communications plans to bring the product to other markets.

We also created new R&D translation platforms and provided additional resourcing to catalyse key sectors. Recent initiatives included:

- The [National Semiconductor Translation and Innovation Centre](#), which commenced in April 2024, fosters collaboration and boosts R&D translation outcomes in the areas of flat optics and silicon photonics, to enhance the performance, efficiency and functionality of semiconductor devices.
- The [Nucleic Acid Therapeutics Initiative](#), which commenced in June 2023, positions Singapore as the regional node for research, clinical translation, and commercialisation of RNA drugs and vaccines.
- The [Medtech Catapult](#), which commenced in April 2024, is an initiative to accelerate the development of novel Life Science Tools and Medical Devices, by working with companies and product owners to translate research into commercial products.
- A new tranche of funding for the [National Robotics Programme](#) (NRP), which started in 2016. The NRP will step-up the translation of our robotics R&D capabilities, particularly in sectors like manufacturing, logistics, facilities management, and healthcare.

Intellectual Property (IP)

In 2024, Singapore moved up the World Intellectual Property Organization's Global Innovation Index, ranking fourth globally and top in Asia. Through the [Singapore IP Strategy 2030](#), we continued to facilitate our enterprises' use of intangible assets (IA) and IP for growth.

- In September 2023, we introduced the [GoBusiness IP Grow](#) platform to help enterprises connect with IA/IP service providers. As at October 2024, more than 2,500 connections were established, with close to 150 listed service providers providing enterprises with IA/IP solutions such as trademark and patent registration and IP management, to support their business expansion.
- In September 2023, we introduced the "[Intangibles Disclosure Framework](#)" to help enterprises disclose their IA in a comprehensive and consistent manner. This enabled potential investors and business partners to better assess enterprises' business and financial prospects when making investment and collaboration decisions, thereby facilitating enterprises' access to financing and more opportunities for business growth.

Upholding an open and rules-based regional trade architecture

To maintain businesses' confidence in operating and using Singapore as a launchpad to opportunities in the region, we continued to advocate for free and open trade, and a rules-based multilateral trading system.

- We have built an extensive network of 27 Free Trade Agreements (FTAs) that are currently in-force, including regional economic initiatives such as the [Regional Comprehensive Economic Partnership](#) and the [Comprehensive and Progressive Agreement for Trans-Pacific Partnership](#).
- We are also a founding member of novel economic partnerships that are different from the traditional FTAs, but facilitate broader economic cooperation, such as the [Indo-Pacific Economic Framework](#).
- These overlapping and mutually reinforcing concentric trade circles will help to strengthen multilateralism, the rules-based trading order, and enhance Singapore's value proposition as a trade hub for our economic partners.

For our economy to thrive, Singapore must remain a trusted jurisdiction, through strong rule of law and a stable legal system.

- The quality and expertise of legal professionals in Singapore remained highly trusted within and beyond Singapore. In 2023, we achieved \$1.4 billion in our exports of legal services, a 25% increase from \$1.1 billion in 2019.
- In 2023, the Singapore International Arbitration Centre recorded a 38% increase in caseload from 2019, the second highest ever after 2020. The caseloads at the Singapore International Mediation Centre and the Singapore International Commercial Court have also steadily increased, reaching historic highs in 2023. This trend of rising caseloads reflected our strong reputation as an international dispute resolution hub.

We continued to uphold high standards to foster a responsive and forward-looking regulatory environment that supports enterprise and innovation in Singapore.

- Since April 2023, the functions of setting accounting standards for companies, charities, co-operative societies, and societies in Singapore by the Accounting Standards Council and of developing the accountancy sector by the Singapore Accountancy Commission, were merged with the Accounting and Corporate Regulatory Authority (ACRA). The consolidation of these functions in ACRA will strengthen regulation, standards-setting, and sector development to meet evolving needs.
- High-quality audits, financial reporting, and business information underpin transparency and trust. From 1 July 2023, ACRA commenced Quality Control inspections on Public Accounting Entities (PAEs). Together with the tiered assessment framework for audit inspections, this will drive improvements in Public Accountants' and PAEs' compliance with professional standards.
- Given the heightened risks of money laundering and illicit financing activities, ACRA amended the Accountants Act to specify its powers to conduct Anti-Money Laundering and Combating the Financing of Terrorism inspections on PAEs and impose sanctions if they fail to comply with requirements. The Corporate Service Providers (CSP) Bill was passed in July 2024 to expand ACRA's regulatory oversight of CSPs and companies, tighten Singapore's penalty regime, and enhance transparency around nominee arrangements.

From strength to strength

Singapore must continue to adapt to global economic shifts, leverage technological advancements, and uphold good governance, to ensure that our business environment remains conducive for enterprise growth, innovation, and long-term sustainability.

INFRASTRUCTURE AND LOGISTICS

Building a strong foundation ready for the future

Enhancing our connectivity to the world

Singapore's strategic location facilitates efficient trade and transportation. Our extensive connectivity provides access to international markets across Asia and the world. Over the years, we have anchored our status as a leading maritime and aviation hub:

- Singapore was named the Leading Maritime City for the past six iterations of the [Leading Maritime Cities of the World report](#) by DNV and Menon Economics (2012 to 2024). In 2024, Singapore ranked first in three out of five categories – Shipping, Ports and Logistics, and Attractiveness and Competitiveness.
- Our sea port set several records in 2023:
 - Annual vessel arrival tonnage in our sea port [crossed three billion gross tonnage for the first time in 2023](#).
 - Singapore's container [throughput reached a new high of 39.0 million 20-foot equivalent units \(TEUs\) in 2023](#).



- Singapore Changi Airport has consistently ranked among the top three in [Skytrax's World's Best Airport awards](#). Its extensive network connects to over 420 cities through more than 120 airlines. In 2023, passenger traffic was at 58.9 million, which was an increase of 83% from 2022, but about 86% of the pre-COVID traffic recorded in 2019.
- For air cargo, [1.74 million tonnes were handled in 2023](#), a 6.1% decrease from 2022. This was against the backdrop of a [decrease in global air cargo demand in 2023](#), due to factors such as geopolitical instability and high inflation.

Strengthening our competitive advantage through capacity building and innovation

To keep our maritime and aviation hubs competitive, we planned for sufficient capacity to capture future demand.

- The expanded Changi Airport Terminal 2, reopened in November 2022, increased Changi's annual capacity to 90 million passengers across all four terminals. When Terminal 5 is completed in the mid-2030s, it will add another 50 million passengers to Changi Airport's annual capacity.
- When completed in the 2040s, [Tuas Port](#) will be the world's largest automated container terminal, with a handling capacity of 65 million TEUs. Nine berths have been in operation as at July 2024, with two more commencing operations by end-2024.

Maritime

- Establishing a single point of clearance for vessel, immigration and port health clearances, and booking marine services, through [DigitalPort@SG™](#) from 2020. This has helped streamline vessel, immigration and port health clearances, saving the industry up to 100,000 manhours per year.
- Reducing waiting time and streamlining processes for shipping lines and services through innovative solutions. These included the [Just-In-Time \(JIT\) Planning and Coordination platform](#) introduced in October 2023 to reduce vessels' idle time at port and improve the efficiency of vessel journeys through our ports, and digital bunkering to make bunkering of vessels safer, more efficient, and more transparent.
- Providing [full Maritime 5G coverage](#) in our anchorages, fairways, terminals, and boarding grounds by 2025. This will accelerate the development and deployment of new digital applications, such as remotely assisted pilotage advisory, digital bunkering, delivery drones, and telemedicine, to improve service delivery to vessels in our port.

Aviation

- Transforming traditional processes to improve efficiency and increase worker productivity. Following a successful trial supported by the Civil Aviation Authority of Singapore since 2020, dnata has partnered SpeedCargo to scale up the deployment of Computer Vision technology in SpeedCargo's CargoEye and Assemble in 2023. This has allowed dnata to accurately capture the dimensions and images of air cargo as well as digitally plan and build optimal cargo loads, replacing the previous approach of manual measurement and physical sighting processes.

Balancing environmental sustainability and business competitiveness

We sought new ways to reduce carbon emissions and be sustainable, while still facilitating large cargo volumes.

In 2024, we published the [Sustainable Air Hub Blueprint](#) which sets out Singapore's medium-term and long-term sustainability targets, and concrete steps to decarbonise Singapore's aviation sector while remaining competitive.

Singapore Sustainable Air Hub Blueprint

Reduce domestic aviation emissions from airport operations by 20% from 2019 levels in 2030 and achieve net zero domestic and international aviation emissions by 2050



For the maritime sector, we stepped up decarbonisation efforts to meet domestic and international targets. These included:

- Supporting the decarbonisation of the domestic harbour craft sector by facilitating the transition to electric harbour craft. Since 2024, we partnered with the industry and Institutes of Higher Learning to optimise designs of new electric harbour crafts, thereby reducing their cost. To accelerate the adoption of electric harbour crafts, we worked with financial institutions and insurance providers since 2024 to expand financing and insurance solutions, such as through the expanded [Enterprise Financing Scheme – Green](#).
- Developing capabilities to offer a range of alternative fuels, including zero- or near-zero-emission fuels for international shipping. In addition to the existing availability of Liquefied Natural Gas and biofuel bunkering at our port, we are working with the industry to enable the provision of alternative fuels such as methanol and ammonia/hydrogen in our port.
- Establishing the [Maritime Energy Training Facility](#) in April 2024 to equip the maritime workforce with the skills to handle new fuels safely and efficiently. By the 2030s, the facility aims to train around 10,000 maritime personnel, including seafarers and shore-based personnel.

Read more: [Environment and Sustainability](#) | [Economic Opportunities](#)

Building future-ready digital infrastructure

Our digital infrastructure development is highly regarded globally. We ranked second for connectivity in [Economist Impact's Global Digital Cities Index 2022](#) and first for technology infrastructure in the [International Institute for Management Development's World Competitiveness Yearbook 2024](#).

- In June 2023, we launched the [Digital Connectivity Blueprint](#) (DCB) which charts our digital infrastructure plans over the next decade. Under the DCB, we will invest ahead of demand to ensure that our digital infrastructure is future-ready. This will better position Singapore to leverage emerging technologies such as artificial intelligence (AI) and autonomous systems, and enable businesses to innovate and capitalise on opportunities in the evolving digital landscape.
- As announced in February 2024, we will progressively invest up to \$100 million to upgrade the [Nationwide Broadband Network](#) infrastructure, enabling broadband speeds of up to 10Gbps by 2028. Together with our nationwide 5G standalone network and upgraded wireless network standards, this will allow for seamless end-to-end connectivity across our broadband, mobile, and Wi-Fi networks. Households and businesses will be able to access high-speed connectivity with minimal delay and leverage advanced digital technologies and applications that require higher bandwidth.

With 95% nationwide outdoor coverage on our first two 5G standalone networks as at December 2022, we have enabled innovations in areas such as industrial automation and autonomous operations of unmanned vessels.

Read more: [Cybersecurity and Digital Resilience](#)

Feature Story: Building the next generation – Punggol Digital District

Launched progressively from Q3 2024, Punggol Digital District (PDD) is Singapore's first smart and sustainable business district that showcases our Smart Nation ambitions. It is also the first district to offer a living lab for smart solutions.

Through PDD's Open Digital Platform (ODP), data and control functions across buildings and systems will be integrated within the district, to optimise energy and manpower resources. The ODP will enable innovation and test bedding for companies in the district, by allowing companies within the estate to connect with it. Companies can testbed smart solutions, such as robots using PDD's lift systems without needing to engage the lift manufacturer separately or deploy additional hardware or software.

In addition to housing digital leaders in growing tech sectors such as cybersecurity and AI, the co-location of PDD with the Singapore Institute of Technology's new campus will provide students with a full-fledged applied learning environment, while increasing businesses' access to young talent.



Staying connected with the world

We will continue to strengthen our physical and digital connectivity globally, to ensure that we continue to be a primary and trusted choice for others to trade with, and for goods and data to flow through. Investment in capacity, resilience, and efficiency keeps Singapore competitive and allows us to build a strong infrastructural foundation and secure economic opportunities for our future.

CYBERSECURITY AND DIGITAL RESILIENCE

Building a safer cyberspace for businesses and citizens




Reinforcing our cybersecurity and digital resilience

Singapore has benefitted considerably from digitalisation, with technology unlocking many new opportunities for our citizens. Besides contributing to Singapore’s economic growth, technology has improved citizens’ lives across areas like healthcare and education. Emerging technologies such as generative artificial intelligence (AI) present Singapore with greater opportunities to improve our productivity and strengthen the competitiveness of our industries. However, as digital technologies become more ubiquitous, Singapore must also tackle new risks and threats.

Reported cybersecurity incidents remained high. Cybersecurity threats have also grown more sophisticated, intensified by emerging technologies. For example, in Singapore, AI has been used to enhance phishing attacks and perpetuate scams.

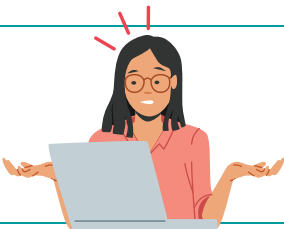
CYBERSECURITY THREATS TO BUSINESSES REMAIN HIGH DESPITE IMPROVEMENTS IN SOME INDICATORS

Key cyber threats*

	 Ransomware cases	 Website defacements	 Phishing attempts
2021	137	419	3,100
2022	132	340	8,500
2023	132	108	4,100

Commonly spoofed sectors in reported phishing attempts

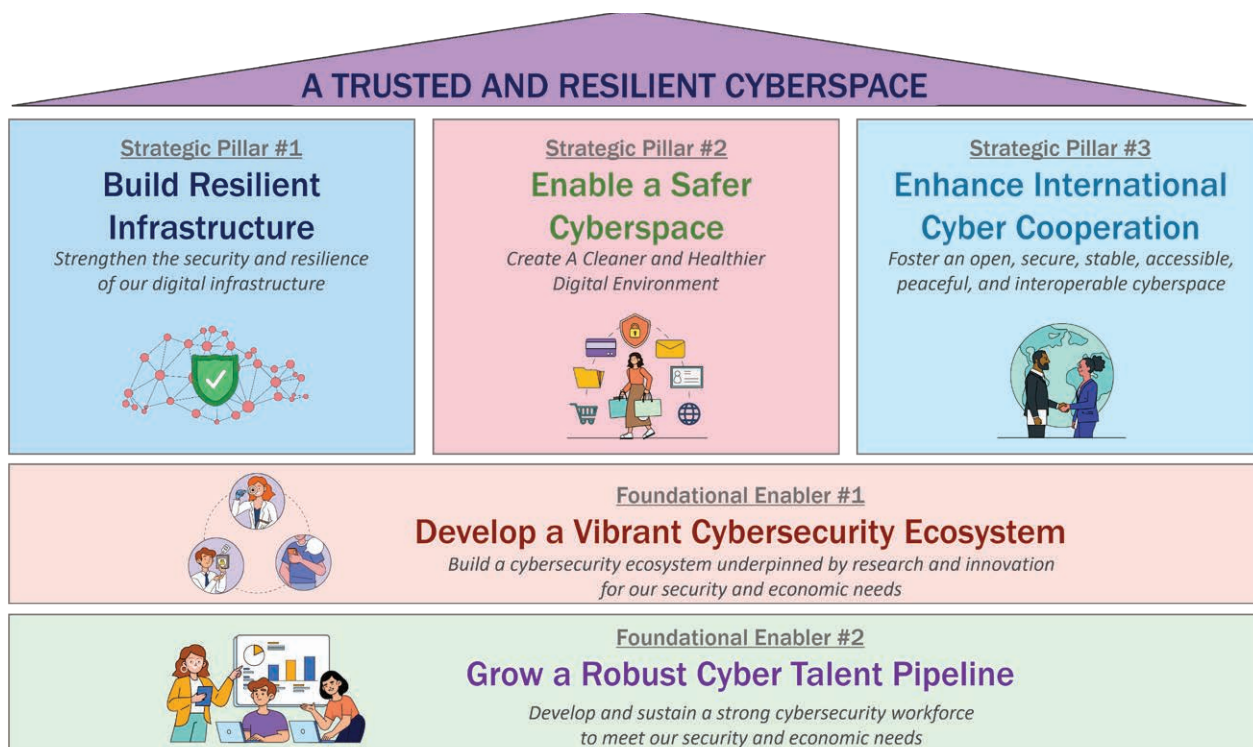
2021: Technology, Financial services, Logistics
2022: Financial services, Government, Logistics
2023: Financial services, Government, Technology



* Figures based on incidents that were reported to or detected by the Cyber Security Agency of Singapore (CSA).

Source: CSA

Through the [Singapore Cybersecurity Strategy](#), the Government remains committed to a multi-pronged approach to defend against cyber threats and build a safer digital domain.



Read more: [External and Homeland Security](#) | [Government and Regulations](#)

Developing a vibrant cybersecurity ecosystem and robust cyber talent pipeline

To protect Singapore from cyber and digital threats, we worked closely with industry and academia to develop a vibrant cybersecurity ecosystem and strong cybersecurity workforce.

- The [National Cybersecurity Research and Development Programme](#) (NCRP), continued to support cutting-edge cybersecurity research in Singapore. An example is the Trustworthy AI Centre (TAICeN) at Nanyang Technological University, where researchers worked to integrate AI with cybersecurity while ensuring system reliability. TAICeN's innovations, such as Large Language Model-based fuzz drivers and critical vulnerability discoveries, were used to strengthen the security of a wide range of devices, from consumer electronics to industrial systems. Between August 2022 and August 2024, TAICeN published over 20 publications, won several international awards, and was globally recognised for its development of AI security technologies.
- We worked with Institutes of Higher Learning to commercialise and export advanced cybersecurity technologies. For example, in 2024, an NCRP-funded research team developed anomaly detection tools for protecting the operational technology systems of water treatment plants.

To enhance our cybersecurity talent pipeline:

- The Government launched the [Talent, Innovation and Growth \(TIG\) plan](#) and the CyberSG TIG Collaboration Centre in September 2023, to integrate and create programmes for industry and talent development in Singapore. As part of the plan, the [SG Cyber Associates programme](#) was launched in October 2023 to provide foundational and targeted cybersecurity training for non-cybersecurity professionals, with more than 350 individuals trained as at August 2024.
- Through the [SG Cyber Youth programme](#), we have developed young talent in cybersecurity skills. As at June 2024, more than 2,100 secondary school students have been trained in the programme. In particular, the Youth Cyber Exploration Programme offers training and opportunities for students to hone their cybersecurity skills through Capture-The-Flag competitions. In 2023, a team of four youths who participated in the SG Cyber Olympians programme emerged as champions in the Cyber SEA Games.

Building resilient digital infrastructure

We depend on Critical Information Infrastructure (CIIs) to support the delivery of essential services such as telecommunications, energy, transport, banking and finance, and healthcare. However, with increasing digitalisation, such important computer systems are exposed to a wider range of cyber threats. To ensure that essential services are not disrupted, we strengthened the cybersecurity and resilience of CIIs.

- To enhance existing protections for CIIs, the Government amended the [Cybersecurity Act 2018](#) in May 2024 to account for changes in the cyber threat landscape.
- While AI can drive efficiency and innovation across various sectors, it can also be misused by threat actors to increase the speed, scale, and sophistication of cyber attacks. To help system owners securely adopt AI, we rolled out the [Guidelines and Companion Guide for Securing AI systems](#) in 2024, which provides best practices on the implementation of security controls to protect AI systems against cyber risks and attacks.
- Quantum computing has the potential to break the encryption algorithms that keep our systems secure today. To build resistance against quantum attacks, we have been developing a national approach to migrate our digital ecosystem to a quantum-safe environment. Through the [National Quantum-Safe Network Plus](#) introduced in 2023, businesses are offered easier access to a quantum-safe network that safeguards their critical data. As at September 2024, two network operators Singtel and SPTel, together with SpeQtral, have each built a nationwide, quantum-safe network to serve businesses.

We invested further in the cybersecurity of our public sector systems.

- Leveraging big data analytics and AI tools, the [Government Cyber Security Operations Centre](#) enhanced the Government info-communications technology infrastructure and its capabilities to detect and respond to attacks against government systems more quickly and accurately, while simplifying and speeding up the investigation of cyber incidents.
- Through our cybersecurity programmes, such as the crowdsourced Vulnerability Discovery Programme, Whole-of-Government Simulated Phishing, and various vulnerability scanning and penetration testing capabilities, we have tracked down infrastructure vulnerabilities upstream and prevented potential attackers from exploiting these vulnerabilities. We will continue to automate and strengthen these capabilities, leveraging the industry to scale our cyber defence efforts.

- CSA introduced the [Cybersecurity Development Programme](#) (CSDP) in July 2020 to address the increasing demand for trained cybersecurity professionals in the public sector. Fresh university graduates, recent graduates, and mid-career professionals who are successfully placed will first undergo a rigorous three-month classroom training at CSA Academy, Ngee Ann Polytechnic, and the Singapore University of Technology and Design, respectively. Subsequently, they will be deployed to a technical CSA division to gain hands-on cybersecurity experience. As at October 2024, about 200 CSDP officers have graduated from the programme, with over 50 deployed across 20 agencies.

Feature Story: Strengthening readiness against cyber threats

The Government conducted exercises such as Exercise Cyber Star and the [Critical Infrastructure Defence Exercise](#) (CIDeX), an Operational Technology critical infrastructure defence exercise.

CIDeX 2023 was organised by CSA and the Digital and Intelligence Service (DIS), and involved over 200 participants from six government agencies and 18 commercial entities. It strengthened inter-agency collaborations and equipped agencies with the knowledge and skills to mount an effective response in the event of a cyber attack. The Singapore Armed Forces' (SAF) Cyber Defence Test and Evaluation Centre built a large, simulated and realistic environment and applied a spectrum of cyber threat scenarios of varying intensity and complexity, to test cyber defenders' skills and responses.

The DIS will be establishing the SAF digital range in the next few years, which will be capable of simulating a wider set of sophisticated scenarios and environments to enable realistic training for a growing digital workforce. This will allow the SAF to train its forces, as well as host bilateral and multilateral exercises.



Enabling a safer cyberspace

Beyond CII, we have raised the cybersecurity posture of other digital systems and infrastructure that could impact businesses and Singaporeans' lives and livelihoods. Through the [Singapore Cyber Emergency Response Team](#) (SingCERT), we facilitated the detection, resolution, and prevention of cybersecurity incidents in Singapore. In 2023, SingCERT published 168 alerts and 23 advisories, alerting organisations and members of the public about the latest cyber threats and recommending protective measures.

Strengthening the cybersecurity of enterprises and organisations

The [Singapore Cybersecurity Health Report 2023](#) showed that in 2023, eight in 10 organisations encountered a cybersecurity incident within a 12-month period. These attacks could cause significant disruption or financial damage, with the cost of a ransomware attack in Singapore estimated to be around \$1.5 million on average in 2022.

To strengthen cybersecurity standards among businesses and organisations:

- We continued to support organisations in implementing cyber hygiene measures. As at September 2024, more than 370 businesses have been certified with [Cyber Essentials](#) and [Cyber Trust](#) marks.
- We also launched self-help resources such as the [Internet Hygiene Portal](#) in 2022, which would help businesses to assess their own security. As at September 2024, the security and hygiene levels of more than 28,000 unique websites and email domains had been scanned and assessed, with more than 8,000 unique domains implementing the recommendations.
- We introduced an online [Cybersecurity Health Check tool](#) in April 2024 for organisations to measure their own cyber hygiene implementation vis-a-vis other organisations in the same industry.
- As at September 2024, more than 500 devices have been labelled under the [Cybersecurity Labelling Scheme](#), which rates the cybersecurity of consumers smart devices. This has enabled consumers to identify products with better cybersecurity provisions and make informed decisions. The scheme gained international traction and has been mutually recognised by other countries such as Germany, Finland, the Republic of Korea, and the Connectivity Standards Alliance's cybersecurity labelling schemes. Such mutual recognition has helped facilitate manufacturers' access to these markets and reduced their cost of compliance.
- Since June 2023, [AI Verify](#) Testing Framework and Toolkit has been open-sourced so that businesses can use it to test the performance of their AI systems against internationally-recognised governance principles, such as those from the EU and OECD. In May 2024, we expanded AI Verify to cover Generative AI through [Project Moonshot](#). Project Moonshot can be used to conduct benchmarking and red teaming of Large Language Models (LLM) and LLM applications.

Practising good cyber hygiene

To encourage individuals to protect themselves against cyber threats, [national cybersecurity campaigns](#) were conducted to raise awareness and drive adoption of good cyber hygiene practices, such as the [four Cyber Tips](#). [CSA's Public Awareness Survey 2022](#) found that compared to 2020, more Singaporeans were prepared to handle cyber incidents and agreed that they had a role to play in cybersecurity.



Recognising that cyber threats are ever-evolving, we have implemented preventive measures to enhance digital defences in the public domain and equip our citizens.

- Since 2023, we have progressively strengthened our authentication for high-risk transactions, reducing the risk of fraudulent, unauthorised transactions being conducted online. We implemented stronger identity authentication measures, such as facial verification, for high-risk Singpass transactions.
- To reduce phishing risk, we worked with major retail banks in Singapore to reduce reliance on SMS One-Time Passwords (OTPs) for authentication. For instance, since July 2024, the banks have progressively phased out the use of SMS OTPs for bank account login by customers who are digital token users.

Feature Story: Sentinel Programme

In 2024, we expanded the [Sentinel Programme](#) to equip more youths with cybersecurity and digital skills such as Python programming, cryptography, and network forensics, to enable them to contribute to Singapore's digital defence.

Since March 2024, programme activities have progressively begun for Year 1 students from secondary schools, junior colleges, polytechnics, and Institutes of Technical Education.



Read more: [External and Homeland Security](#)

Growing public-private-people partnerships

We have grown our public-private-people partnerships to co-create a safer cyberspace.

- In February 2024, the Government worked with Google to roll out an [Enhanced Fraud Protection feature](#) to protect Android users registered in Singapore from likely malicious apps. This feature, the first-of-its kind globally, generated much international interest, with other countries following suit.
- Through the crowdsourced [Vulnerability Disclosure Programme](#) launched in 2018, we worked with the community to identify vulnerabilities in our systems. As at September 2024, over 3,000 white-hat hackers have tested government systems, and uncovered and patched 1,723 valid vulnerabilities. Such efforts ensure that government systems remain secure and resilient for businesses and citizens to use.

Read more: [Government and Regulations](#)

Enhancing international cyber cooperation

Cyber threats are international and cross-border. We continued to collaborate with regional and international partners to tackle transboundary threats, fostering an open, secure, and interoperable cyberspace for our businesses and citizens.

Bilaterally, we worked with key partners to enhance our operational readiness, stay abreast of evolving cyber developments and threats, and address common cybersecurity threats.

- In June and July 2024, we held bilateral cyber dialogues with the United Kingdom (UK) and Malaysia respectively.
- In July 2024, we hosted a delegation from the Cyberspace Administration of China.
- In October 2024, the Government hosted the 3rd US-Singapore Cyber Dialogue.

These dialogues have facilitated information sharing and exchange of best practices among countries, to enhance our cyber resilience and foster cooperation to tackle common threats in cyberspace.



Multilaterally, we participated in international and regional fora to strengthen the rules-based international order.

- Singapore continued to chair the [United Nations Open-Ended Working Group on Security of and in the use of Information and Communications Technologies \(2021 – 2025\)](#), and convene the annual [ASEAN Ministerial Conference on Cybersecurity](#) to foster cooperation on rules and norms, confidence-building measures, and capacity building.
- As the ASEAN Voluntary Lead Shepherd on Cybercrime, Singapore organised several capacity-building initiatives. This included the 9th ASEAN Senior Officials' Roundtable on Cybercrime in October 2023 and the ASEAN Plus Three Cybercrime Conference in November 2023, to improve coordination among ASEAN member states and enhance ASEAN's overall cybercrime response.
- Established since June 2021, the [ASEAN Defence Ministers' Meeting Cybersecurity and Information Centre of Excellence](#) (ACICE) opened its physical centre in July 2023 to promote cooperation among ASEAN member states in the defence sector against cyber attacks, disinformation, and misinformation through information sharing and capacity building. ACICE co-organised the 2nd Digital Defence Symposium in July 2024 with the S. Rajaratnam School of International Studies (RSIS).
- Since 2022, the Singapore Government and the UK Home Office have co-led the Policy Pillar under the International Counter Ransomware Initiative to counter threats by criminal ransomware groups, focusing on disrupting the ransomware ecosystem.

Read more: [Legal and Diplomacy](#)



Securing our digital future

While the Government continues to lead cybersecurity initiatives, building a safe and secure cyberspace requires a collective effort from businesses, the industry, and Singaporeans. This will allow Singaporeans to embrace opportunities offered by digitalisation with confidence, for a thriving digital future.

RESOURCES

Looking for more information? Check out the range of resources below on Singapore's Public Sector Outcomes and relevant information.



INFOGRAPHICS

Get a quick overview of the key SPOR 2024 findings through our infographics on Singaporeans' access to opportunities at every stage in life, how we are working towards quality and sustainable living, our efforts to safeguard our shared future and place in the world, as well as how we are sustaining a strong and resilient economy.

[OPPORTUNITIES FOR ALL](#)

[QUALITY AND SUSTAINABLE LIVING](#)

[OUR SHARED FUTURE](#)

[STRONG AND RESILIENT ECONOMY](#)



USEFUL LINKS

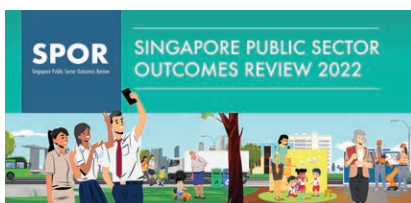
Here are some resources where you can find out more on our latest Budget measures and keep updated on government announcements, public data, and other useful information. Discover opportunities to participate in partnerships and citizen-led initiatives, where you can chart our nation's future together as part of the Forward Singapore movement.

[SINGAPORE BUDGET](#)

[GOV.SG](#)

[DATA.GOV.SG](#)

[OUR SG](#)



PAST EDITIONS

Find out how we've progressed through the previous SPOR editions.

[2022](#) [2020](#) [2018](#) [2016](#)

[2014](#) [2012](#) [2010](#)

PHOTO CREDITS

This page serves to acknowledge the organisations and photographers whose images are featured in the SPOR 2024 report.

Photos courtesy of :

A D Lab Pte Ltd	Nanyang Polytechnic
Agency for Integrated Care	National Environment Agency
Apeiron Bioenergy	National Heritage Board
Association of Banks in Singapore	National Museum of Singapore
Civil Aviation Authority of Singapore	National Parks Board
Community Chest	Project Enigma
Cyber Security Agency of Singapore	Public Service Division
Darren Soh	PUB, Singapore's National Water Agency
Digital and Intelligence Service	Robert Zhao Renhui
Families for Life	Singapore Civil Defence Force
Health Promotion Board	Singapore Police Force
Housing and Development Board	SG Digital Office
Human Capital Leadership Institute	SG Enable
Immigration & Checkpoints Authority	Sustainable Living Lab
ISS Singapore	Tower Transit Singapore
JTC Corporation	Workforce Singapore
Land Transport Authority	
Made For Families	
Maritime and Port Authority of Singapore	
Ministry of Defence	
Ministry of Education	
Ministry of Finance	
Ministry of Foreign Affairs	
Ministry of Health	
Ministry of Manpower	
Ministry of Social and Family Development	
Ministry of Sustainability and the Environment	
Ministry of Trade and Industry	



**This report is reproduced from content on SPOR 2024's microsite
based on information available as at 11 November 2024.**



For the latest report, please visit go.gov.sg/SPOR.