

SPOR

Singapore Public Sector Outcomes Review

SINGAPORE PUBLIC SECTOR OUTCOMES REVIEW 2022



ABOUT THE SINGAPORE PUBLIC SECTOR OUTCOMES REVIEW (SPOR)



go.gov.sg/SPOR

The biennial SPOR takes stock of how Singapore has fared in key areas of national interest. It focuses on whole-of-government outcomes and indicators that reflect current and emerging policy concerns and issues. Coordinated by the Ministry of Finance with inputs from all ministries, SPOR provides a report on the strategies, programmes, and resources that are employed by our public agencies to achieve these outcomes.

SPOR
Singapore Public Sector Outcomes Review

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AT A GLANCE

The biennial Singapore Public Sector Outcomes Review (SPOR) takes stock of how Singapore has fared in key areas of national interest from a citizen's and business' perspective. This review takes a look at Singaporeans' access to opportunities at every stage in life, how we are working towards quality and sustainable living, and our efforts to safeguard our shared future and place in the world. The review also shows how we are sustaining a strong and resilient economy.

Progress has been made to equip Singaporeans throughout life. Schools continue to work with parents and the community to help students develop holistically and shift away from an over-emphasis on academic results. New pathways were introduced for polytechnic and ITE students. More working Singaporeans are taking up training to acquire new skills.

Employment rebounded in 2021 from the COVID-19-induced contraction in 2020. Unemployment rates improved but remained elevated in 2021, especially among residents aged 40 years and older.

Despite higher inflation dampening improvements in income growth, real median income grew in 2021 after a decline in 2020. Together with unions and employers, we have made good progress in uplifting lower-wage workers.

Income inequality, based on the Gini coefficient, has been falling in the past decade, due in part to the measures that support more individuals to be in employment and enhanced social policies. The Gini coefficient, before accounting for taxes and transfers, fell in 2021 due to stronger income recovery among lower-income groups.

Our public health measures have helped to keep Singapore's COVID-19 death rate one of the lowest in the world. However, Singaporeans continue to face challenges to their physical health, with an increase in chronic diseases in 2021. Singaporeans faced additional stressors during the pandemic but have access to support for their mental wellness.



Family formation was adversely impacted by the pandemic initially with the number of marriages dipping in 2020 when COVID-19 restrictions on weddings were in place. However, marriages increased in 2021 with the easing of restrictions. Families have access to affordable, quality education and programmes like the Families for Life movement to promote strong and resilient families.

Singapore has maintained high liveability standards, with affordable and accessible housing, vibrant districts, and easy access to green spaces and nature. Satisfaction with public transport and the cleanliness of public spaces have remained high.

Singapore has raised our climate ambition to achieve net-zero carbon emissions by 2050. We have made good progress on our targets and initiatives.



Through the collective efforts of the citizenry, businesses, community, and the Government, Singapore continues to enjoy peace and security. Our streets remain safe with physical crimes declining in 2021. Housebreaking and theft fell to a 37-year low. However, the overall crime rate rose, driven by an increase in scam cases. Efforts are ongoing to fight scams, including anti-scam operations and the ScamShield mobile application.

Singaporeans continue to have high levels of confidence in the Singapore Armed Forces and Home Team and are stepping forward to contribute in many ways. The Government has continued to strengthen ties

with our defence partners and enhance international cooperation, to maintain regional peace and stability and address transnational security challenges, including threats from terrorism and in cyberspace.

Singaporeans have been stepping up to share their ideas and aspirations with each other and with the Government, and to turn these into action. The Forward Singapore exercise is ongoing as Singaporeans share their views on our social compact, new opportunities, and emerging challenges for Singapore.

Singapore's economy has emerged strongly from the COVID-19 pandemic. The pandemic severely disrupted global economic activity, with significant impact on businesses and livelihoods. We experienced the worst full-year recession since independence in 2020. Strong economic fundamentals and extensive connectivity to the world provided the ballast to ride out the storm and our economy expanded in 2021.

Businesses and workers received support through an extensive range of schemes to help them weather the immediate impact of the pandemic and seize medium-to-longer-term opportunities in an endemic world. Businesses have also digitalised their activities to capitalise on the opportunities brought about by COVID-19.



Our efforts at strengthening Singapore's reputation as a trusted and reliable partner, diversification of sources, and connectivity have all helped us prepare for supply disruptions. Ongoing work including the stockpiling of essential supplies, anchoring production and research capabilities domestically, and building up our financial resources have helped us tide over the effects of temporary supply shocks. However, these strategies cannot entirely prevent disruptions and have to be supported by a resilient and united population.

The world ahead may be fraught with uncertainty, yet it is also filled with opportunity. In the face of a rapidly evolving external environment, it is more important than ever that citizens and businesses come together to reflect and act on both our aspirations and our anxieties so that we can strengthen our solidarity and mutual responsibility as one united people.

INFOGRAPHICS

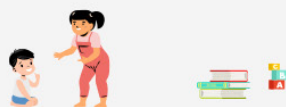
OPPORTUNITIES FOR ALL, AT EVERY STAGE OF LIFE

Singapore is a place where everyone can continually learn, grow, and achieve their potential regardless of their starting points.



A nation of lifelong learners

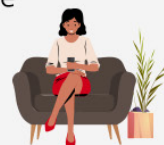
Over **60%** enrolled in government-supported preschools



97% of Primary 1 cohort progressed to post-secondary education programmes



About **660,000** benefitted from SkillsFuture initiatives in 2021



Improving lives of those in need

460,000 lower-wage workers benefitted from Workfare Income Supplement payouts



2,140 new child protection cases



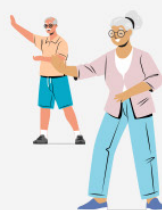
Longer and healthier lives

Life expectancy of Singaporeans among highest in the world while COVID-19 death rate among lowest



Empowering families across chapters of life

Baby Support Grant assisted parents of more than **63,000** Singaporean children



7 in 10 active CPF members set aside the Basic Retirement Sum at the age of 55



QUALITY AND SUSTAINABLE LIVING

Singapore continues to be a well-connected and liveable city, with Singaporeans doing their part for a greener and more sustainable future.



Our endearing home

80% of residents live in HDB flats with **90%** owning their homes

93% of households live within a 10-minute walk from a park



92% satisfied with cleanliness of public spaces



Resilient, inclusive, and sustainable transport

92% satisfied with public transport services



About **half** of Singaporean residents benefit from concessionary fares



More than **3 in 4** peak hour journeys made via walking, cycling, and public transport



A city of green possibilities

Singapore's climate ambition raised to achieve net-zero carbon emissions by **2050**



More than **450,000** trees planted under OneMillionTrees movement



OUR SHARED FUTURE AND PLACE IN THE WORLD

Singaporeans continue to work together to build a safe and secure home, and a brighter future for all.



Keeping Singapore peaceful and secure

Physical crimes declined while scam cases rose



Coordinated efforts by private and public sectors to fight scams

Digital and Intelligence Service to bolster defence against digital threats and aggressors



Over **16,000** volunteers with SAF and Home Team volunteer schemes

Co-creating and shaping aspirations

More than **140,600** individuals brought together by Alliances for Action



Over **30,000** volunteers mobilised through SG Cares Volunteer Centres

Strengthening supply chain and food resilience



Food imports from about **180** countries and regions and food stockpiles expanded

About **260** food farms produce commonly consumed items including eggs, seafood, and leafy vegetables



STRONG AND RESILIENT ECONOMY

Strong economic fundamentals have helped Singapore ride out the challenges from the pandemic, seize opportunities, and transform.



Emerging strongly from the pandemic

Economy shrank by 4.1% in 2020 – the worst full-year recession since independence – before expanding by **7.6%** in 2021



91% of firms adopted digital technologies

\$2.4 billion inaugural sovereign green bond issued



Stable and business friendly environment

3rd most competitive economy in IMD's World Competitiveness Yearbook 2022



27 Free Trade Agreements encompassing 90% of our trade

6.1 million PayNow corporate transactions in April 2022

Connectivity to the world



Container throughput reached **37.5 million** 20-foot equivalent units in 2021

Air cargo volumes recovered to **1.95 million** tonnes

Singapore is the most connected country in the region with **26** submarine cables



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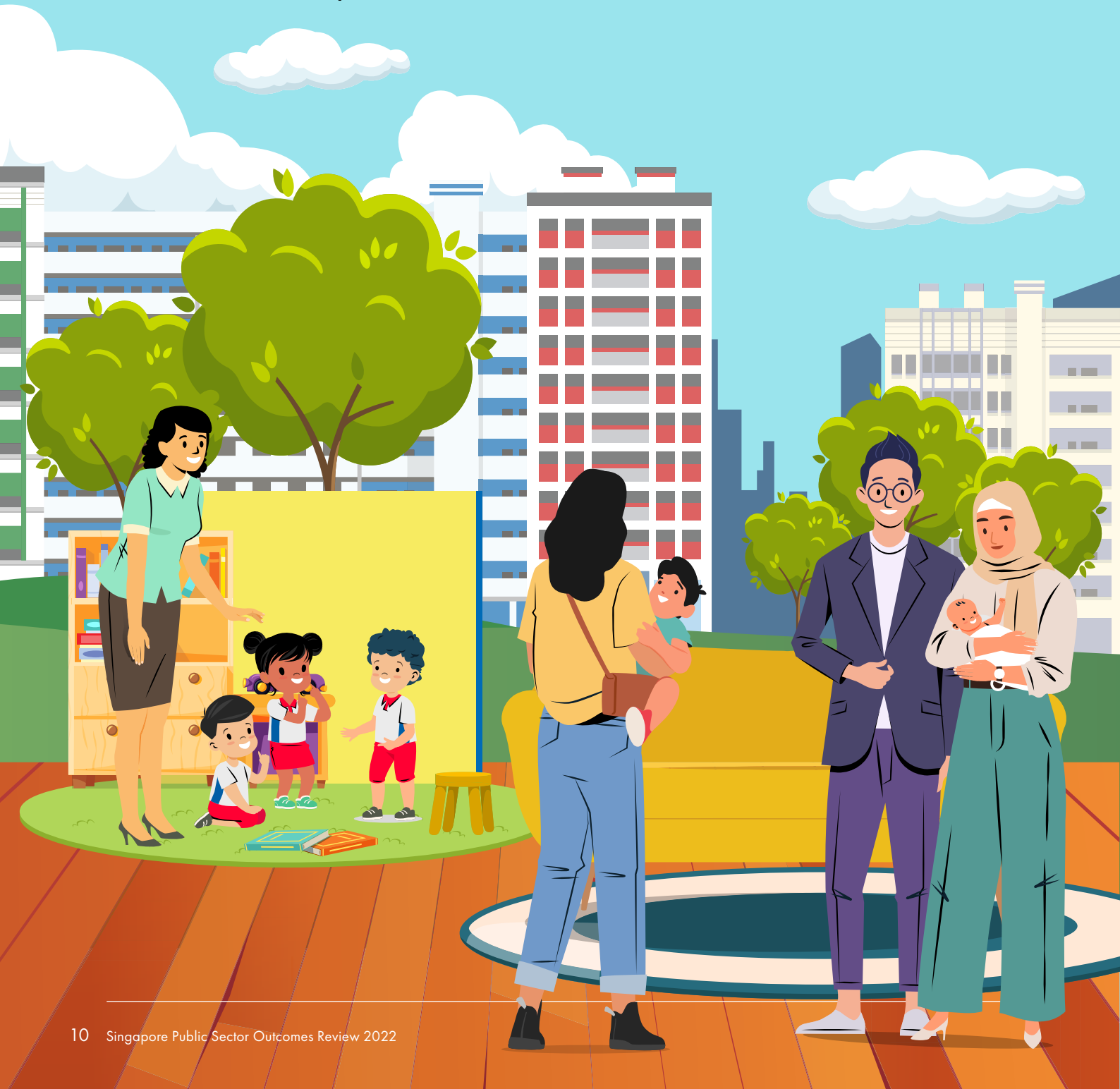
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Last updated on 6 December 2022



CITIZENS

Opportunities for All, at Every Stage of Life

Singapore is a place where everyone can continually learn, grow, and achieve their potential regardless of their starting point in life.



EDUCATION

Equipping Singaporeans for the future

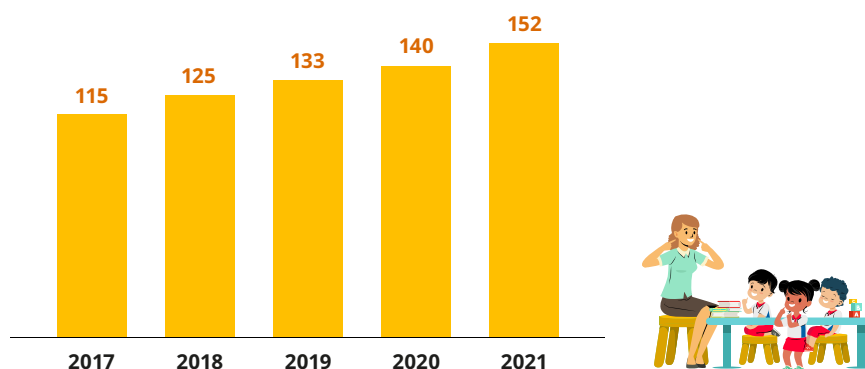
Equipping Singaporeans to confidently navigate a complex and changing world starts from ensuring that every child has access to quality education, regardless of background. Through multiple education pathways, Singaporeans have opportunities to acquire the knowledge, skills, and perspectives they need throughout life.

Early learners

The Government is committed to improving the quality, affordability, and accessibility of preschools. We are on track to provide government-supported preschool places for 80% of children by around 2025, via the Anchor Operator and Partner Operator schemes and Ministry of Education (MOE) Kindergartens. As at March 2022, over 60% of children were enrolled in government-supported preschools, up from 50% in 2017. Demand has also shifted towards full-day preschool programmes, with 152,000 children enrolled in full-day preschools in 2021. This was a 30% increase from 2017.

Demand for full-day preschool has increased

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



* Refers to full-day infant and child care programmes for children aged two months to six years in Early Childhood Development Agency-licensed preschools and MOE Kindergartens with Kindergarten Care services.

Source: Early Childhood Development Agency

Preschool education has become more affordable. In 2020, means-tested subsidies were enhanced across all eligible income tiers and the gross monthly household income ceiling for the subsidies was raised from \$7,500 to \$12,000. Around 92,000 families received such subsidies in 2021, up from about 48,000 in 2019. The fee caps at all government-supported preschools will be lowered from January 2023.

As at December 2021, about 5,900 children with developmental needs were supported through a range of [government-funded early intervention programmes](#). The Government will continue to increase the number of places in such programmes to meet the growing demand. In addition, about 4,300 children from lower-income families have benefited from [KidSTART](#) since 2016. The programme aims to give children from these families a good start in life through upstream support. It will be progressively expanded nationwide from 2023 to benefit more families.

Read more: [Family](#)

Schooling years

Students benefit from a high-quality and holistic education and have consistently performed well internationally. For example, Singapore's students across all socio-economic backgrounds outperformed their Organisation for Economic Co-operation and Development (OECD) peers in the [Programme for International Student Assessment \(PISA\) 2018 study](#). Notably, students from lower socio-economic backgrounds outperformed the average OECD student in the PISA core domains of reading, mathematics, and science. Our students also performed well in [21st Century Competencies](#) like global competence and creative problem solving. The study, however, also highlighted areas for improvement. Compared to their OECD peers, fewer of our students reported having a growth mindset (60%; OECD average: 63%) and more expressed a fear of failure (72%; OECD average: 56%).

We will continue to work with parents and the community to help students develop holistically, shift away from an over-emphasis on academic results, adopt a growth mindset, and take greater ownership of their own learning.

- The [new Primary School Leaving Examination \(PSLE\) scoring system](#), implemented in 2021, aims to reduce the fine differentiation of examination results and encourages students to focus on their own learning instead of how they compare to others. Under the new scoring system, more students from the 2021 PSLE cohort who were posted to the Normal courses had the opportunity to study at least one subject at a more demanding level at Secondary 1. The majority, around 85% of eligible students, chose to take up the offer.
- Mid-year examinations for all primary and secondary levels will be removed by 2023. This will reduce excessive focus on testing and academic results and offer students more time and space to develop 21st Century Competencies.
- [Full Subject-Based Banding \(Full SBB\)](#) is being progressively rolled out to secondary schools and will be fully implemented in 2024. As at January 2022, 59 schools have implemented Full SBB. Under Full SBB, students have greater flexibility to take a wider variety of subjects at different subject levels, based on their strengths, interests, and learning needs. They also have more opportunities to interact and develop friendships with schoolmates of different backgrounds and learner profiles. Students from the Full SBB pilot schools have been observed to develop a wider network of friends and a stronger growth mindset.
- Riding on the momentum of full home-based learning during the pandemic, technology has been embraced more widely to enhance teaching and learning.
- A refreshed [Character and Citizenship Education](#) curriculum has been progressively introduced to schools since 2021, with greater emphasis on contemporary issues, [cyber wellness](#), and mental health education and support.
- Schools have also set aside dedicated time each term for teachers to check in on their students' well-being. In addition, all schools have introduced peer support structures where all students are taught to look out for one another and to encourage peers to seek help when needed. Schools appoint and train at least 5% of students as peer support leaders.
- Despite travel limitations, students were able to develop cross-cultural awareness through internationalisation programmes conducted locally and [virtual student exchanges](#). As at September 2022, seven in 10 schools had partnerships with overseas schools. We are working towards every school having at least one overseas partnership for student exchanges so that our students build more connections with the region and the world.

Students from disadvantaged backgrounds continued to receive improved wraparound support, including after-school support, school resourcing, and community partnerships under UPLIFT (Uplifting Pupils in Life and Inspiring Families Taskforce). Through these efforts, about eight in 10 students with attendance issues in 2020 improved their attendance to 90% or better in 2021.



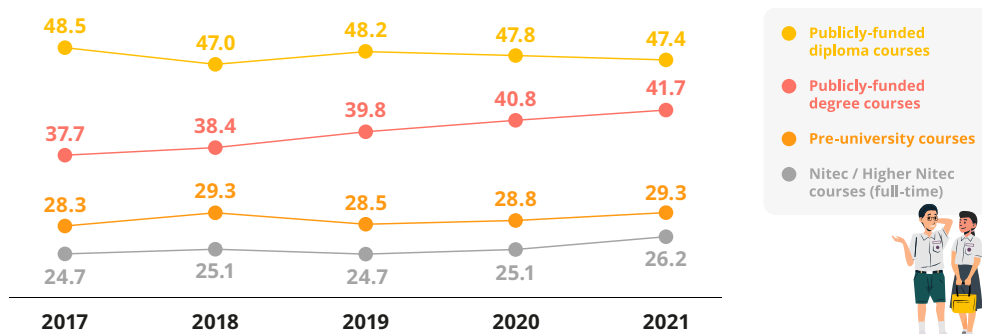
Read more: [Social Safety Nets](#)

Post-secondary years

In 2021, 97% of the Primary 1 cohort progressed to post-secondary education programmes. For students from the lowest socio-economic status quintile, this was 94%.

Proportion of students progressing to post-secondary programmes has remained stable over the past five years

Primary 1 cohort admitted to various post-secondary programmes* (%)



* (1) The 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 Primary 1 10 years ago. For publicly-funded degree courses, it is the cohort admitted 12 years ago.
 (3) Publicly-funded diploma courses refer to full-time courses offered by the five Polytechnics, Institute of Technical Education, LASALLE College of the Arts, and Nanyang Academy of Fine Arts (NAFA). Publicly-funded degree courses refer to full-time courses offered by NUS, NTU, SMU, SUTD, SIT, SUSS, LASALLE, and NAFA.

Source: Ministry of Education

Students have greater means to chart their learning through various post-secondary pathways.

- Common Entry Programmes (CEPs) were expanded in 2019, allowing polytechnic students to select from 17 CEPs and explore their interests over one to two semesters before selecting their specialisation. In 2021, over 4,000 students, or around 30% of the intake in clusters with CEPs, were admitted via CEPs. Student feedback has been positive, with nine in 10 students indicating that CEPs enabled them to discover their interests and strengths before deciding on their diploma course.
- Starting from Academic Year 2022, selected National Institute of Technical Education (ITE) Certificate (Nitec) and Higher Nitec programmes are being streamlined into three-year programmes, from four years originally. Students also benefit from two linked industry attachments to develop deeper industry-relevant skills for employment. All courses will transit to the three-year curricular structure by 2026.
- ITE graduates have more opportunities to upgrade their skills through ITE's diploma offerings. Since 2019, over 1,600 students have been admitted to ITE's [Work-Study Diploma](#) and Technical Diploma programmes. More than half of the Work-Study Diploma trainees continued employment with their partner companies upon graduation.

Education at publicly-funded Institutes of Higher Learning (IHLs) remains affordable with heavy subsidies at all levels – over 90% of the cost of education for ITE, about 85% for Polytechnics, and about 75% for undergraduates in Autonomous Universities. Financial assistance schemes have also been made available for those in need. More than 70,000 full-time IHL students benefit from [government bursaries](#) every year.

Read more: [Education Statistics Digest 2022](#)

Continuing education

More working Singaporeans are taking up training to acquire new skills. Since [SkillsFuture](#) was launched in 2015, the overall training participation rate among the resident labour force has increased from 35.5% to 49.9% in 2021. 96% of trainees surveyed in the 2021 Training Quality and Outcomes Management Survey indicated they could perform their work better after receiving training.

The pandemic and concerns over the economic situation increased interest in learning and training. For example:

- Over 247,000 Singaporeans used their SkillsFuture Credit in 2021 – the highest since 2015.
- The proportion of trainees who participated in online training more than doubled, from 26% in 2019 to 58% in 2021.

The pandemic gave additional momentum to ongoing SkillsFuture efforts. About 660,000 individuals and 24,000 enterprises benefited from SkillsFuture-supported initiatives in 2021.

- As part of COVID-19 support measures, close to 27,000 individuals enrolled in the SGUnited Skills and SGUnited Mid-Career Pathways Programme – Company Training as at April 2022.
- From 2020 to 2021, 245,000 training places were supported under the [Enhanced Training Support Package](#) to better prepare Singaporeans for emerging roles and capabilities as the economy recovers.



Read more: [Quality Jobs](#)

A nation of lifelong learners

As a society, we must continue to broaden the definition of success beyond academic and material achievement and include how we help improve the lives of others. The Government will continue to partner parents and the community to support every child's development, including their values and social-emotional well-being.

Education and learning must also continue even after one graduates from school and starts work. As Singapore's economy grows and transforms, Singaporeans must adapt by upskilling and reskilling throughout life. The Government will support them in this journey and work with industry partners to strengthen the ecosystem for lifelong learning so that Singaporeans are well-equipped for the future.

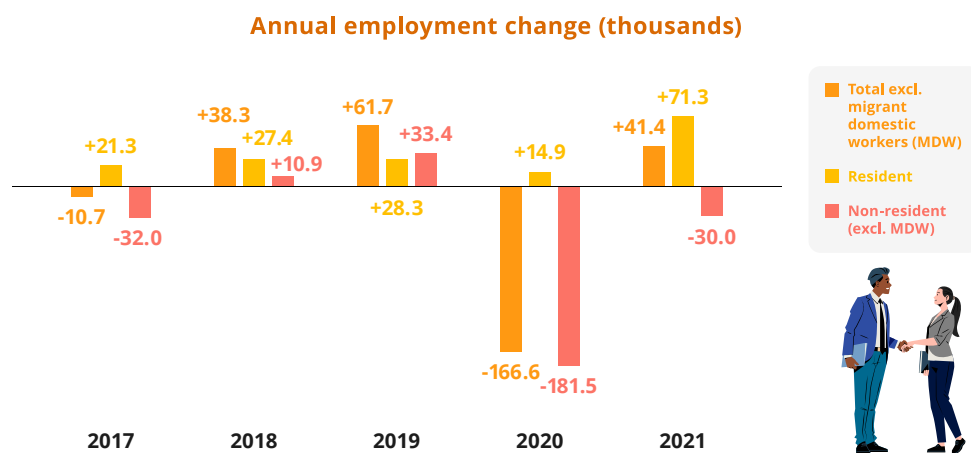
QUALITY JOBS

Labour market recovering

Alongside increased business activity, employment rebounded in 2021 from the COVID-19-induced contraction in 2020.

Unemployment rates improved but remained elevated in 2021, especially among residents aged 40 years and older. Retrenchments among residents fell substantially to 6,430 in 2021, after reaching an 11-year high of 14,380 in 2020. The overall employment rate of graduates from local Autonomous Universities, Polytechnics, and the Institute of Technical Education for 2020 and 2021 was also comparable to 2018 and 2019, cushioned by support measures such as the SGUnited Traineeships programme.

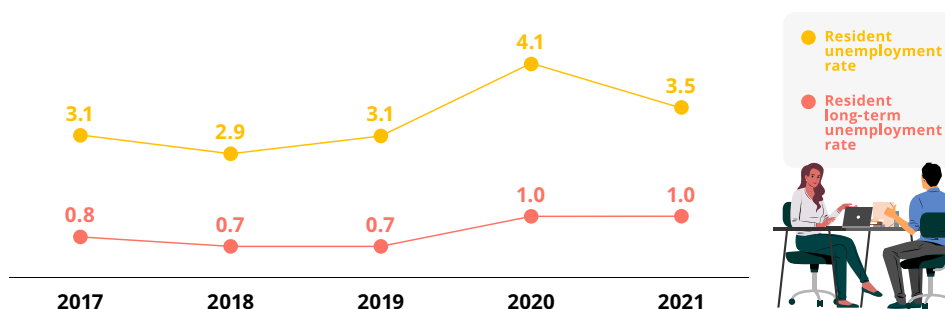
Total employment rebounded in 2021



Source: Ministry of Manpower

Unemployment rates have improved but remained elevated in 2021

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



* Long-term unemployed refers to persons aged 15 years and older who have been unemployed for 25 weeks or more.

Source: Ministry of Manpower

In 2021:

- The share of professionals, managers, executives, and technicians (PMETs) among employed residents rose at a faster pace compared to previous years. More residents were hired into PMET roles, reflecting demand from sectors such as healthcare, financial and insurance services, and professional services.
- Non-PMET employment declined as sectors with a higher share of non-PMETs such as administration and support services, transportation and storage, and accommodation continued to be affected by the prevailing travel and safe management measures. Nonetheless, unemployment rates for resident non-PMETs improved by 1.3 percentage points compared to 2020.

Read more: [Labour Force in Singapore 2021](#)

The SGUnited Jobs and Skills package supported Singaporean jobseekers during the pandemic.

- As at April 2022, more than 203,000 jobseekers have been placed into jobs and skills opportunities.
- The Jobs Growth Incentive complemented this by providing salary support to businesses to expand local hiring. About 709,000 Singaporeans benefitted from the incentive between September 2020 and February 2022.

The package helped local job seekers in various stages of their careers build up their skillsets and networks with industry-relevant experience, improving employment outcomes.

Read more: [Assessment of the Impact of Key COVID-19 Budget Measures](#)

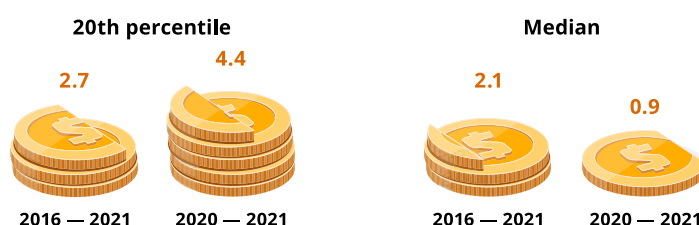
Improving wages to achieve higher standards of living

Despite higher inflation dampening improvements in income growth, real median income grew in 2021 after a decline in 2020.

Together with unions and employers, we have made good progress in uplifting lower-wage workers. From 2016 to 2021, the real income growth of 20th percentile earners was 2.7% per annum, which was faster than the 2.1% per annum growth for median earners.

Real income grew more at the 20th percentile than at the median

Annualised change in real gross monthly income from work (including employer CPF contributions) of full-time employed residents* (% per annum)



* (1) Deflated by Consumer Price Index-All Items at 2019 prices (2019 = 100).

(2) Data excludes full-time National Servicemen.

Source: Ministry of Manpower

- Since 2021, the Government has been in the process of implementing the 18 [recommendations](#) by the Tripartite Workgroup on Lower-Wage Workers to refresh the societal consensus on uplifting lower-wage workers. These include expanding Progressive Wage efforts to cover more than nine in 10 full-time lower-wage workers by 2023, up from one in 10 workers in 2021.
- The [Progressive Wage Credit Scheme](#) was introduced in February 2022, providing government co-funding for the wage increases of lower-wage workers from 2022 to 2026. This supports sustained and better wage increases for lower-wage workers and helps to reduce the cost burden on employers. The scheme was enhanced in June 2022 with the Government taking on a larger proportion of the wage increase in 2022.
- In 2021, 460,000 lower-wage workers benefitted from \$850 million in [Workfare Income Supplement \(WIS\)](#) payouts. The payouts supplement their incomes and help them save for retirement. WIS [will be enhanced](#) from 2023 with a higher qualifying income cap of \$2,500 per month and a higher maximum annual payout of \$4,200.

Read more: [Social Safety Nets](#)

Enabling a skilled and future-ready workforce

With accelerating digitalisation and growing emphasis on environmental, social, and governance factors among businesses, we continue to invest significantly in Singaporeans to equip them with the necessary skills to seize these and other opportunities.

There is a wide range of programmes offered by Workforce Singapore, SkillsFuture Singapore (SSG), and the various sectoral agencies to help employers and workers upskill and reskill. For example:

- From 2016 to 2021, over 1,500 individuals have benefitted from leadership development programmes under the [SkillsFuture Leadership Development Initiative](#).
- In 2021, 163,000 Singaporeans in their 40s and 50s benefitted from the SkillsFuture Mid-Career Enhanced Subsidy that provided higher subsidies of up to 90% of course fees for SSG-supported courses and at least 90% of the programme cost for Ministry of Education-subsidised full qualification programmes.

SkillsFuture Credit

Mr Jon Chan was developing education software for more than 10 years before the pandemic. He attempted to move into other fields but did not have the relevant skills or qualifications to secure a job.

To improve his employability, Jon tapped on the SkillsFuture Credit (Mid-Career Support) to sign up for the i.am-vitalize programme, a SGUnited Mid-career Pathways Programme – Company Training led by IBM. The programme exposed him to the current digital technologies and enabled him to apply his new skills.

With the additional support of the programme staff in his job search, he clinched a role as a Security Operations Center Analyst at IBM, where he deals with cybersecurity threats and supports enterprises by establishing global cybersecurity monitoring disciplines.



Building on the progress since 2016, the [Future Economy Council](#) is refreshing all 23 Industry Transformation Maps (ITMs), under ITM 2025, to meet the accelerated changes brought about by COVID-19, with a greater focus on jobs and skills.

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

Nurturing progressive workplaces

It is important that employees and jobseekers have access to fair opportunities to succeed in the workplace. Through continuous efforts in education and enforcement, we have seen employment standards improve. Based on the [Fair Employment Practices Survey 2021](#):

- Workplace discrimination among resident employees fell sharply from 24% in 2018 to 8% in 2021.
- The most common form of discrimination was by age (4.6%), followed by pregnancy status (3.7%), mental health condition (3.2%), race (2.8%), gender (2.1%), and disability (2.1%).
- One in five employees who faced workplace discrimination sought help from avenues such as their organisation, union, friends and family, and the Government. Those who remained silent were more concerned over possible repercussions at work or in their careers, or felt that the issue was not severe enough to warrant a report.

We will continue with our efforts in strengthening workplace fairness, guided by the [Tripartite Guidelines on Fair Employment Practices](#).

- The [Tripartite Alliance for Fair and Progressive Employment Practices](#) (TAFEP) has been raising awareness on the importance of workplace fairness and available resources through mass media, collaborations with industry and community partners, and workshops. For example, the “[Workplace Discrimination. Know it to end it.](#)” campaign was launched in March 2022, raising awareness of unconscious biases at the workplace through its multi-media approach.
- Employees and jobseekers who face workplace discrimination are encouraged to approach TAFEP for advice and assistance. TAFEP received about 310 workplace discrimination complaints per year from 2017 to 2021 and investigated all complaints.
- We are taking a stronger stance against unfair employment practices by introducing workplace fairness legislation. The Tripartite Committee on Workplace Fairness is working on the scope of legislation.

We are also mindful of growing risks from blurred work-life boundaries. Findings from [iWorkHealth](#) – a free online, company-administered psychosocial health assessment tool – showed that between March 2021 and July 2022, about 34% of employees experienced work stress and 33% of employees felt burnout from work.

- To support mental well-being at workplaces, the [Tripartite Advisory on Mental Well-being at Workplaces](#) was released in November 2020. The advisory sets out practical guidance for employers, including establishing clear policies on after-hours work communication.

Flexible Work Arrangements (FWAs) including telecommuting and staggered work hours, have become more prevalent. The proportion of employees who were working in establishments offering at least one FWA on a regular and sustained basis increased from 65% in 2015 to 86% in 2020. Among employees aged 25 to 64 years who required FWAs, nine in 10 had access to the FWA they needed in 2020, up from six in 10 in 2014.

- Tripartite partners are encouraging the adoption of the voluntary [Tripartite Standard on FWAs](#) and equipping more employers to make FWAs more pervasive.
- Tripartite Guidelines on FWAs will be introduced by 2024 to make it a requirement for employers to fairly and properly consider FWA requests.

Read more: [Conditions of Employment 2020](#)

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

Building a resilient workforce

Rising inflation, geopolitical tensions, and uneven economic recovery are challenges that employees and jobseekers will face. Some segments, including older jobseekers and those who have been out of the workforce for a while, need more support. The Government will continue to partner employers and jobseekers to grow, adapt, and build resilience, and to create opportunities at all levels of the workforce.

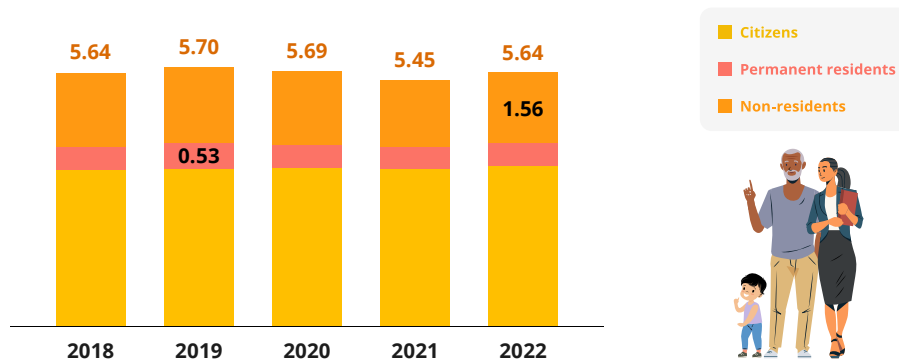
FAMILY

Population trends

Singapore's total population stood at 5.64 million as at June 2022. The total population grew by 3.4% from June 2021 to June 2022 but remained slightly lower than the pre-COVID-19 level of 5.70 million as at June 2019. The citizen and permanent resident (PR) populations increased, mainly due to the easing of travel restrictions related to the pandemic as more citizens and PRs, who previously remained overseas continuously for 12 months or more, returned to Singapore. The non-resident population also increased, largely driven by Work Permit holders in the construction, marine shipyard, and process sectors with the easing of travel restrictions.

Population trends influenced by COVID-19-related travel restrictions

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



* Numbers may not add up due to rounding.

Source: Department of Statistics

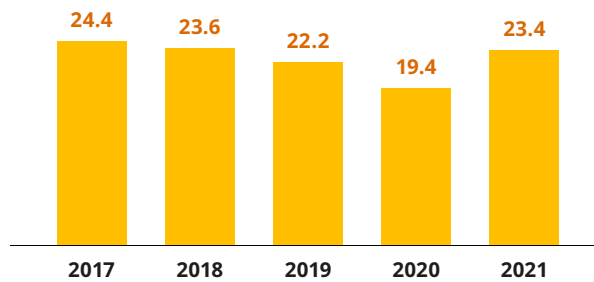


Family formation was adversely impacted by the pandemic initially. The number of citizen marriages dipped in 2020 when COVID-19 restrictions on weddings were in place. However, marriages increased in 2021 with the easing of these restrictions.

The number of divorces increased in 2021, in part due to the resumption of divorce proceedings that were previously adjourned due to the pandemic.

More marriages in 2021 than 2020

Number of citizen marriages* (thousands)



Annual average

2007 - 2011: 21.3

2012 - 2016: 23.3

2017 - 2021: 22.6

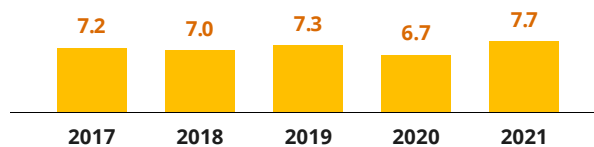


* Citizen marriages refer to marriages involving at least one citizen.

Source: Department of Statistics

More divorces in 2021 than 2020

Number of divorces (thousands)



Annual average

2007 - 2011: 6.9

2012 - 2016: 7.0

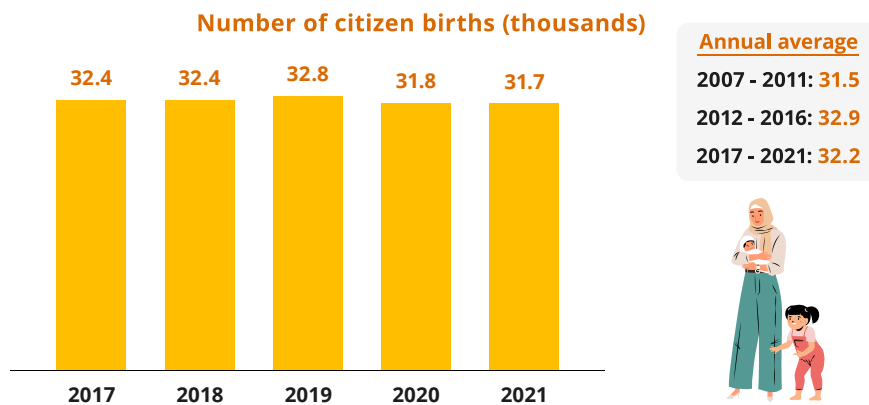
2017 - 2021: 7.2



Source: Department of Statistics

The lower number of citizen births in 2020 and 2021, could be due in part to some couples delaying their plans to have a child given the uncertainties brought about by COVID-19.

Citizen births in 2021 remained lower than pre-COVID-19 levels

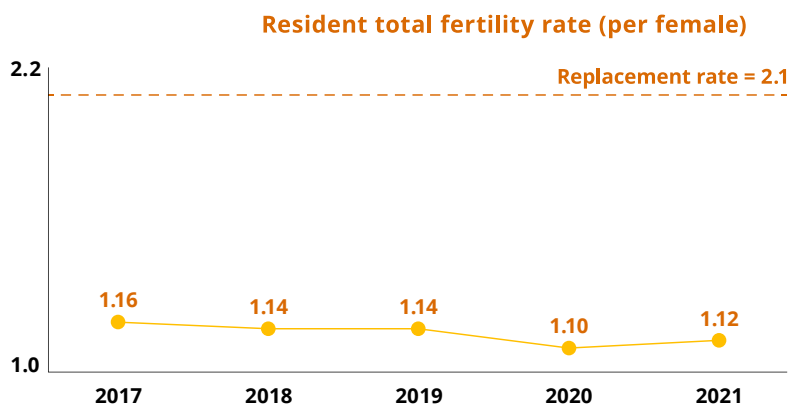


Source: Immigration & Checkpoints Authority

Resident total fertility rate, a measure of births per female of childbearing age (aged 15 to 49 years), has been declining for the past few decades. This was largely due to the rising proportion of singles marrying later and married couples having fewer children. Such trends have been observed in other developed societies and may have intensified amidst the pandemic.

In 2021, total fertility rate increased slightly to 1.12 after a historic low of 1.10 in 2020. This was driven by a fall in the number of females of childbearing age.

Resident total fertility rate increased slightly in 2021 from a historic low in 2020



Source: Department of Statistics

Read more: [Population in Brief 2022](#)

Empowering families across chapters of life

Aspirations for marriage and parenthood remain high:

- Based on the [Marriage and Parenthood Survey in 2021](#), eight in 10 young singles aspired to get married and have children. Among married Singaporeans, nine in 10 hoped to have at least two children.
- Through the above survey and the Emerging Stronger Conversations, as well as the “A Singapore Made For Families 2025” engagements in 2022, Singaporeans shared their hopes for a Singapore where families could thrive across different chapters of life and also raised concerns about securing housing, the financial costs of raising children, access to quality and affordable childcare, and juggling work and family commitments.

Starting a family

The Government continues to enable access to affordable housing, even amidst construction delays due to COVID-19, to meet Singaporeans’ aspirations to have their own home before they start a family.

- With effect from August 2022, at least 85% of three-room Build-To-Order (BTO) flats and 95% of four-room and larger flats in non-mature estates have been set aside for first-timer families, up from 70% and 85% respectively.

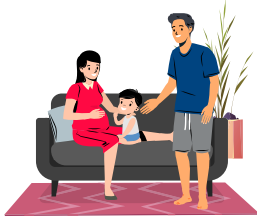
Families receive support to defray the costs of having and raising children.

- Under the MediSave Maternity Package, parents of Singaporean newborns can tap on their MediSave to offset pre-delivery and delivery expenses.
- Parents of Singaporean children receive up to \$18,000 for their firstborn through the Baby Bonus Cash Gift, Child Development Account, and MediSave Grant for Newborns, with subsequent children receiving more. The Government augmented these measures with a one-off Baby Support Grant of \$3,000 to support families during the pandemic. Parents of more than 63,000 Singaporean children born from 1 October 2020 to 30 September 2022 received the grant.
- Couples at risk of transmitting serious inheritable diseases can now benefit from new funding support for pre-implantation genetic testing for monogenic/single gene defects and chromosomal structural rearrangements.

The Government has [enhanced support](#) to improve access to affordable, quality preschools.

- From January 2023, about 100,000 citizen children will benefit from lowered fee caps at centres appointed under the Anchor Operator and Partner Operator schemes.

Marriage and Parenthood benefits for a family with Singapore Citizen children



- Mr and Mrs Tan are a married couple in their late-20s.
- They had their first child in 2019 and are expecting their second in December 2022.
- Both are working with a monthly household income of \$7,000.
- They are waiting for their BTO flat to be completed.



Parental leave

- **16 weeks** of paid maternity leave
- **Two weeks** of paid paternity leave (with up to four weeks of shared parental leave)
- **Six days** of paid childcare leave per year
- **Six days** of unpaid infant care leave per year for newborn's first two years



Support for child-raising costs

- Up to **\$39,000** in Baby Bonus Cash Gift, Government contributions to the Child Development Account, and the MediSave Grant for Newborns for the two children
- Childcare and infant care subsidies at Anchor Operator preschools*
 - **\$550** a month for full-day childcare
 - **\$970** a month for full-day infant care

* Assumes the children are enrolled in Anchor Operator preschools, where fees will be capped at \$734 and \$1,334 (after GST) for full-day childcare and infant care respectively from January 2023 onwards.

Source: National Population and Talent Division



Housing

- Enhanced CPF Housing Grant of **\$25,000**
- Subsidised HDB flat rental rates through the Parenthood Provisional Housing Scheme while waiting for their BTO flat



Healthcare

- MediSave for pre-delivery and delivery expenses
- MediShield Life coverage for serious pregnancy and delivery-related complications

Read more: [Marriage & Parenthood Booklet](#)

Read more: [Education](#) | [Health and Wellness](#) | [Housing and Amenities](#)

Supporting family life

We are supporting Singaporeans in building more resilient families. The Government works closely with tripartite partners to foster family-friendly workplaces so Singaporeans can better manage their work and family commitments.

- The [Tripartite Standard on Work-Life Harmony](#) was introduced in 2021 to help entrench good work-life harmony practices in the workplace.
- We are also encouraging the adoption of the voluntary [Tripartite Standard on Flexible Work Arrangements](#). The public sector has taken the lead in making flexible work arrangements permanent, with all public agencies having adopted the standard since December 2021.

Ageing together as a family

Singaporeans are better able to take charge of their golden years in the care and company of their loved ones.

- The number of Singaporeans with registered Lasting Power of Attorney (LPA) has increased over the years, from around 1,000 as at 2011 to around 150,000 as at October 2022. The LPA legally empowers trusted persons such as one's family members to make decisions and act on one's behalf should they lose their mental capacity one day. The [Office of the Public Guardian Online](#) system enables Singaporeans to make their LPA online.
- Singaporeans can plan ahead on matters such as CPF nomination via the [My Legacy](#) portal.

Families for Life movement

Families for Life (FFL) is a people-sector movement that brings together like-minded individuals, families, and organisations to champion and promote strong and resilient families. More than 150,000 families have taken part in one or more FFL activities, events, or programmes while FFL online platforms have had more than 9.5 million engagements since 2014.

- FFL @ Community is growing a community-based ecosystem that makes marriage, parenting, and grandparenting support more widely accessible. Since its launch in June 2021, more than 15,000 families in Choa Chu Kang and Nee Soon have benefitted from its programmes, parent peer support groups and family bonding activities. FFL @ Community has expanded to Punggol and Tampines in 2022, with more regions to come in future.
- The annual “Celebrating Our Grands” campaigns encourage Singaporeans to show their appreciation for their grandparents and other elderly family members. In 2022, over 330,000 preschool and primary school students crafted gifts for their grandparents, up from 15,000 students in 2018 when it was first inception.
- Campaigns such as “My Family Weekend” encourage organisations to promote work-life harmony and families to set aside dedicated time to bond. The National Family Week 2022 was also launched in support of the [Year of Celebrating Singapore Families](#). More than 20,000 participants joined the family carnivals held at Suntec City and in the heartlands from 4 to 12 June 2022.



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

Uplifting families in need

A study conducted by the Ministry of Social and Family Development in 2021 showed that familial relationships generally improved during COVID-19 despite less frequent physical meet-ups with family members living separately. Nonetheless, some groups experienced worsened familial relationships. Stress and isolation caused by the pandemic could have amplified existing familial tension, leading to more conflicts, violence, or mental health issues.

- The Adult Protective Service and Child Protective Service received about 8,500 enquiries in 2021, a 32% increase from 2020.
- The Institute of Mental Health's helpline received 64,000 calls in Financial Year (FY) 2021, a 39% increase from FY2020.
- The National CARE Hotline was launched in April 2020 to provide emotional and psychological support for those affected by COVID-19. The hotline has managed over 65,000 calls since its launch.

The Government continues to monitor the trends on family violence and offer assistance and [helplines](#) through the community. More accessible, integrated, and holistic support services have been introduced in the past two years:

- The Strengthening Families Programme @ Family Service Centre (FAM@FSC) was launched in October 2021 to consolidate marriage and divorce support services, and provide a new family counselling service, so that stresses faced by families can be addressed holistically. Within six months of the launch of the first five FAM@FSCs, 3,280 individuals received support, of which 243 accessed the new family counselling service. As at December 2022, there were 10 FAM@FSCs to support families nationwide.
- Families can also seek help through online platforms. For example, Online Counselling by the Community Psychology Hub has benefitted around 4,100 clients as at October 2022. For those open to strengthening their marriage or have decided to proceed with divorce, the [Family Assist](#) portal provides information and support for them to make informed decisions in the best interest of everyone involved.

Read more: [Social Safety Nets](#)

Celebrating and supporting families

Strong families are the bedrock of our society. To recognise their importance, Singapore has dedicated 2022 as the [Year of Celebrating Singapore Families](#) to galvanise everyone from the people, public, and private sectors to jointly celebrate their families and nurture a family-friendly society. “[A Singapore Made For Families 2025](#)” plan sets out our nation’s continued commitment to create a society where all families are valued and supported across different chapters of life. As individuals, co-workers, employers, and community organisations, we can all do our part to make Singapore a great place for families.

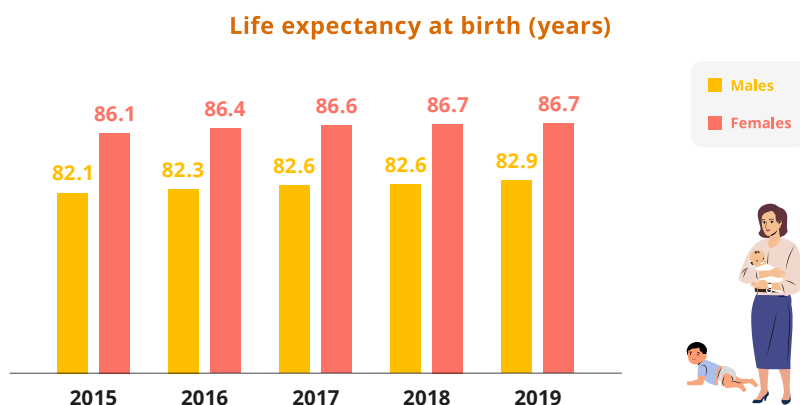


HEALTH AND WELLNESS

Our current health status

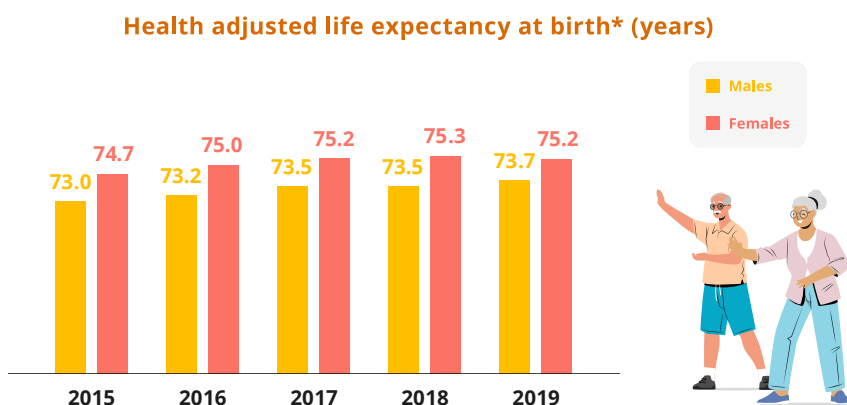
Singaporeans' life expectancy and health adjusted life expectancy are among the highest in the world.

Singapore's life expectancy increased from 2015 to 2019



Source: Global Burden of Disease 2019

Singapore's health adjusted life expectancy rose from 2015 to 2019



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

Source: Global Burden of Disease 2019


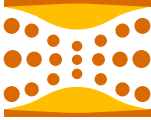

Our public health measures have helped to keep Singapore's COVID-19 death rate one of the lowest in the world.

Read more: [Report on excess mortality during the COVID-19 pandemic](#)

Singaporeans continue to face challenges to their physical health, with an increase in chronic diseases in 2021.

Prevalence of high blood pressure and high cholesterol has been increasing since 2010, while prevalence of obesity has moved back up to its 2010 level

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

	 High blood pressure	 High cholesterol	 Obesity (BMI ≥ 30 kg/m ²)
2010	19.8	26.2	10.5
2017	24.2	35.5	8.6
2019 - 2020	35.5	39.1	10.5

* From 2019, data was collected and aggregated over two survey cycles (i.e. 2019 and 2020).

Source: Ministry of Health

Singaporeans faced additional stressors during the pandemic, including the fear of infection, changes in daily routines, and social isolation brought about by the safe management measures and economic uncertainty. In a [study by the Institute of Mental Health](#) to assess the population's psychological response and mental well-being during the pandemic, 13% of those surveyed indicated symptoms of depression or anxiety between May 2020 to June 2021.

Adopting a healthy lifestyle and support for mental health

There was an increase in the number of Singapore residents engaging in leisure exercise from 29.4% in 2017 to 33.4% in 2020. However, participation in at least 150 minutes of moderate-intensity physical activity per week, as a reflection of the desired sustained intensity of physical activity, has been declining since 2017. Singaporeans who engaged in a moderate to high level of physical activity dropped from 80.9% in 2017 to 76.4% in 2020, even prior to the pandemic.

To overcome the disruptions brought by the pandemic, active lifestyle programmes were moved to virtual or hybrid platforms. Singaporeans can continue to take charge of their health by leveraging existing health promoting programmes and infrastructure as part of the healthy community ecosystem.

Healthy community ecosystem



Source: Department of Statistics

- The [National Steps Challenge™](#) continued to motivate and support Singaporeans in keeping active. Season 6, which ran from October 2021 to March 2022 against a COVID-19 backdrop, saw more than 670,000 sign ups. The weekly moderate to vigorous physical activity duration among participants rose from 87 minutes in Season 5 to 93 minutes in Season 6.

- The [ActiveSG Circle](#) launched in April 2020 has enabled Singaporeans to access health and wellness programmes and remain active during the pandemic. The platform has developed more than 3,000 hours of digital content since its launch, with more than 67 million views. More than 1,800 persons from vulnerable segments, including children, youths, persons with disability, and isolated seniors have also continued to connect with their coaches and peers via these programmes.
- As at June 2022, over 320,000 Singaporeans have improved their understanding of their health status and adopted a more active lifestyle through the Fitness and Health Assessments and other workshops at the Active Health Labs.
- The MOVE IT programmes, including the Community Physical Activity Programme and Sunrise in the City, encouraged close to 630,000 participants in 2021.



- A multi-pronged approach is also being taken to curb smoking amongst Singaporeans, including public education, smoking cessation programmes, legislation, and taxation. For example, the minimum legal age for tobacco use has been raised to 21 years since January 2021, to discourage young people from taking up smoking. In 2020, 10.1% of Singapore residents were daily smokers, down from 11.8% in 2017.

Singaporeans receive support to take care of their mental health. The percentage of Singaporeans aged 18 to 74 years willing to seek help when they feel mentally unwell was 39.8% in 2019, 53.1% in 2020, and 46.2% in 2021.

- As at 2021, 68 community outreach teams have been set up to enable the early identification of mental health needs and linking to relevant services. The teams have reached out to over 500,000 persons and assisted more than 30,000 persons at risk of developing mental health conditions or dementia.
- The “[It’s OKAY to Reach Out](#)” campaign was held from October 2021 to March 2022 to raise awareness and encourage Singaporeans to seek support. The campaign engaged more than 124,000 Singaporeans through initiatives such as community dialogue sessions and webinars.
- There were over 300 General Practitioners (GP) partners under the [Mental Health GP Partnership Programme](#) as at 2021, trained to diagnose and support persons with mental health conditions.

Read more: [Active Lifestyle Programmes](#) | [National Population Health Survey 2019/2020](#)

Read more: [Retirement](#)

More accessible, affordable, and better care for Singaporeans

As care needs evolve, Singaporeans can be assured of continued access to quality and affordable healthcare services.

- The number of acute hospital beds and community hospital beds increased by 1.4% and 0.5% respectively from 2020 to 2021, providing sufficient capacity to cater to the more than 560,000 acute hospital and 21,000 community hospital admissions in 2021.
- Three polyclinics in Bukit Panjang, Kallang, and Eunos were opened in 2021, providing increased access to primary care services with more than 50,000 visits made in that year.
- There were over 1,200 GP clinics and 800 dental clinics on the Community Health Assist Scheme (CHAS) as at 2021. 95% of cardholders have at least one CHAS GP clinic within 400 metres of their home. In 2021, about one million patients utilised CHAS for their healthcare needs.

COVID-19 Virtual Ward

Increasingly, healthcare providers are able to support patients beyond the physical boundaries of hospitals and clinics.

Under the COVID-19 Virtual Ward programme, stable COVID-19 patients requiring closer monitoring due to their complex medical history could recover at home. Daily check-ins were made via chatbot or phone. Where needed, medications were couriered or mobile care teams activated to treat the patients. As at April 2022, the programme has helped more than 1,700 patients recover from COVID-19 at home and saved more than 8,500 physical bed-days.

Healthcare expenditure has risen significantly and is projected to continue rising due to the ageing population. There is a need for increased individual responsibility to contribute towards this cost and to take care of one's own health. Nevertheless, efforts are ongoing to increase healthcare affordability:

- Over the past five years, initiatives in evaluating health technologies and negotiating with manufacturers to achieve fair prices have delivered savings of more than \$400 million. This has benefitted over 500,000 patients.
- Eligible patients can receive up to 80% subsidy for inpatient treatment. In 2020, about eight in 10 subsidised inpatient bills had out-of-pocket payments of less than \$100.
- For outpatient treatments, eligible patients receive up to 75% subsidy at polyclinics and public specialist outpatient clinics.
- CHAS cardholders are able to tap on subsidies of up to \$500 per year at participating private GP clinics to manage chronic diseases.

Vaccinations

The uptake of our nationally recommended vaccinations for adults has been increasing steadily. The percentage of residents aged 65 to 74 years vaccinated against influenza increased from 14% in 2017 to 23% in 2020.

From November 2020, subsidies were enhanced for vaccinations in both the [National Adult Immunisation Schedule](#) and [National Childhood Immunisation Schedule](#) at all CHAS GP clinics and polyclinics. Between November 2020 and December 2021, around \$50 million in subsidies were provided to Singaporeans for these vaccinations.

Read more: [Social Safety Nets](#) | [Housing and Amenities](#)

Investing in our healthcare workforce

Through the multiple waves of the pandemic, the core of Singapore's healthcare system – healthcare workers – stood steadfast. Our healthcare workers must continue to be well-supported as their operating environment remains challenging.

- Almost \$1.3 billion has been committed to public healthcare institutions and publicly-funded community care organisations for salary enhancements from July 2021 to June 2023 and payment of a COVID-19 Healthcare Award of \$4,000 from December 2021 onwards.
- We continued to build up the capabilities of our healthcare workforce. For example:
 - Competency frameworks have been developed for nurses in the areas of community, palliative, and geriatric nursing, to guide them in acquiring knowledge and skills in these areas to meet future health needs.
 - The Development Framework for Pharmacists and Pharmacy Technicians Entry to-Practice Competency Assessment Framework has been implemented to strengthen the core competencies of the pharmacy workforce.
 - National standards for the undergraduate training of allied health professionals have been set through the incorporation of Entrustable Professional Activities in the undergraduate allied health curriculum.
 - New national medical school standards for doctors are being rolled out to ensure that the curriculum and clinical training are aligned with evolving national healthcare needs.

- The National Wellness Committee for Junior Doctors was set up in December 2021 to address issues such as workload, career development, and mental wellness.
- A Tripartite Workgroup was also set up in 2022 to address the abuse and harassment of healthcare workers.

Read more: [Quality Jobs](#)

Transforming the healthcare system for a healthier you

We have made good progress in strengthening our healthcare system, but as care needs evolve, we must continue transforming our healthcare system. Singaporeans can look forward to the roll-out of [Healthier SG](#). The regional health clusters are brought together with GPs, social and community partners, and other agencies to build an integrated health and social ecosystem that promotes good health for all. The Government is committed to strengthening assurances for Singaporeans by ensuring that healthcare remains accessible and affordable for everyone, regardless of income level or starting points in life.

RETIREMENT

Successful ageing with purpose and dignity

Singaporeans are living and staying healthier for longer. The number of Singaporeans aged 65 years and older is expected to reach 900,000 by 2030, with the number of centenarians having doubled from 700 in June 2010 to 1,500 in June 2020.

Various engagements, through focus group discussions and surveys, found that Singaporeans generally had a positive outlook towards life. However, there remain some concerns as they age. These include areas on health, job and financial security, and social connections.

Most respondents indicated that it was important to know how to stay healthy, and that remaining active at work or in the community helped with a more positive perception towards ageing. Those who were employed or volunteering were less likely to describe themselves as old. Most seniors also expressed that they would like to continue working.

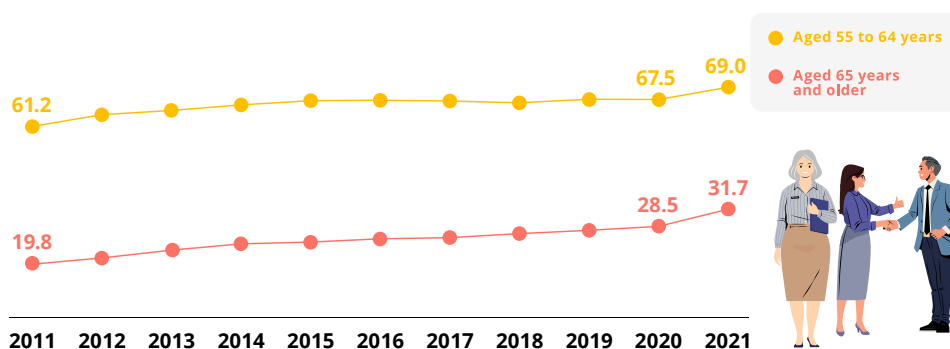
This calls for a holistic approach to build a Singapore that meets the needs of Singaporeans of all ages. This means individuals contributing meaningfully, at work or in the community, staying healthy, and building up resources for retirement.

Enabling a vibrant workforce

The employment rate of seniors rose at a faster pace in 2021 to above pre-pandemic levels, buoyed by continued efforts to raise their employability.

Employment rate of senior residents continues to rise

Resident employment rate (aged 55 years and older) (%)



Source: Ministry of Manpower

- The retirement and re-employment ages have been raised to 63 and 68 respectively since July 2022.
- As at May 2022, more than \$300 million of Senior Employment Credit has been disbursed, benefitting 93,000 employers and 430,000 senior workers.
- As at July 2022, more than 5,400 firms have successfully applied for the [Senior Worker Early Adopter Grant](#) to implement retirement and re-employment ages above the prevailing statutory ages. This is expected to benefit more than 46,000 senior workers.
- Similarly, more than 4,300 firms have successfully applied for the Part-time Re-employment Grant as at July 2022, committing them to offer part-time re-employment to eligible senior workers who request for it. This is expected to benefit over 38,000 senior workers.

Nonetheless, we recognise that age discrimination was the most common form of discrimination faced by employees according to the [Fair Employment Practices Survey 2021](#). We have taken steps to nurture age-friendly workplaces. For example:

- More than 7,000 companies have adopted the [Tripartite Standard on Age-Friendly Workplace Practices](#) as at September 2022, a three-fold increase from March 2020. This signifies more employers taking steps to be progressive and inclusive. The standard specifies desirable age-friendly workplace practices including treating all workers fairly regardless of age and providing senior workers with support in areas such as training and workplace health programmes.

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

Staying connected in the community

We want to support seniors to age in place, independently within their own homes, while staying connected to their loved ones and society through support networks that embody the kampung spirit.

Supporting seniors during the pandemic

Many seniors were acutely affected by the COVID-19 pandemic. The people, private, and public sectors all stepped forward to support them.

For example, in late February 2020 before the Circuit Breaker, the Silver Generation Office (SGO)'s ambassadors reached out to about 27,000 vulnerable seniors to help them cope with the situation. This included reminding them to stay home, educating them on precautionary measures, and connecting them with relevant support and services for their daily living needs.

When the Circuit Breaker began, food packs were distributed to more than 30,000 vulnerable seniors who lived alone, to help them avoid exposure to the virus. As safe management measures subsequently tightened, the office switched to tele-engagements to continue ensuring the well-being of about 21,000 vulnerable seniors.

Read more: [#SGOCares: Behind-the-scenes of SGO COVID-19 Outreach](#)

Meaningful engagement with technology has become key to a person's quality of life. Seniors need to be digitally literate so that they can access services, participate in the community, and stay connected with their loved ones.

- Since the launch of SG Digital Office in 2020, Digital Ambassadors have trained more than 190,000 seniors in basic digital skills such as using a smartphone to access government services and to communicate and transact online.
- The [Mobile Access for Seniors scheme](#) was introduced in June 2020 to support lower-income seniors who could not afford mobile digital access. More than 9,000 seniors have benefitted from subsidised smartphone and mobile plans as at September 2022.
- The [SG Cyber Safe Seniors Programme](#) provides seniors with tips on good cyber hygiene practices to stay safe online. As at October 2022, more than 45,000 seniors have been engaged under the programme.
- The [Digital for Life](#) movement was launched in 2021 to galvanise support from the people, private and public sectors on ground-up initiatives to help Singaporeans gain confidence in going digital. For example, at the Majestic Smart Seniors Applied Centre managed by RSVP Singapore, seniors learn to identify and avoid scams and protect their digital identity, through curated modules and webinars conducted in partnership with Google.
- Seniors can also access an array of [online resources](#) in the four official languages.

Beyond these efforts, seniors who are unable or may need more time to transit to digital services can visit [ServiceSG centres](#) at various heartland locations.



Read more: [Government and Regulations](#) | [Cyber and Data Security](#)

Ageing well

Seniors today have different needs and aspirations. We are ensuring that there are sufficient opportunities and support to empower them to age well.

Based on Population Census 2020, 11.2% of seniors faced difficulty in performing basic activities and might require assistance to carry out everyday tasks. To cater to seniors' healthcare needs, the capacity and range of [eldercare services](#) have expanded over the years.

- Home care capacity has more than tripled, expanding from 3,800 places in 2011 to around 12,000 places in 2021.
- Day care places have increased close to four-fold from 2,100 in 2011 to 8,300 in 2021.
- Nursing home capacity has also expanded from about 9,600 beds in 2011 to 17,000 beds in 2021, an 80% increase.
- As at June 2022, 119 Active Ageing Centres provide active ageing programmes, befriending and buddying, and referrals to care services for seniors in the community.

Read more: [I Feel Young SG](#)



We have also increased the support for caregivers of seniors.

- Launched in October 2019, the [Home Caregiving Grant](#) provides monthly cash payouts to defray caregiving costs for those with at least permanent moderate disability. As at September 2022, the grant has supported more than 45,000 beneficiaries.
- In February 2022, the [Seniors' Mobility and Enabling Fund](#) was expanded to cover the purchase of customised and specialised devices, as well as the replacements of used devices. More than 103,000 seniors have benefitted from the fund as at September 2022.

Read more: [Health and Wellness](#)

Retirement adequacy

Singaporeans have adopted good financial behaviours to build up their financial security as they age. Based on the MoneySense National Financial Capability Survey 2021:

- Seven in 10 indicated they maintained at least three months of expenses as emergency savings;
- About three in five indicated they preferred saving money for the long term, compared with spending money; and
- Nine in 10 indicated they avoided borrowing and saved actively.

With rising income and labour force participation, Singaporeans in general have also been able to earn and save more for old age. In 2021, about seven in 10 active Central Provident Fund (CPF) members were able to set aside the Basic Retirement Sum at the age of 55, compared to only four in 10 a decade ago. This was so even as the Basic Retirement Sum had been adjusted to keep pace with inflation and the standard of living.

CPF LIFE monthly payouts based on retirement sums for CPF members turning 55 in 2021



	Amount set aside at age 55	CPF LIFE monthly payouts at age 65
Basic Retirement Sum \$	93,000	\$770 to \$830
Full Retirement Sum	\$186,000	\$1,430 to \$1,530
Enhanced Retirement Sum	\$279,000	\$2,080 to \$2,230

Source: Central Provident Fund Board

Read more: [CPF Retirement payouts and withdrawals](#)

More Singaporeans are taking steps to enhance their retirement security. In 2021:

- 294,000 members made additional top-ups to their own or their loved ones' savings, amounting to \$4.8 billion. More than half did so for the first time.
- 117,000 out of 440,000 eligible seniors received government matched CPF top-ups totalling \$68 million, for cash top-ups made under the [Matched Retirement Savings Scheme](#).

A retirement planning guide has also been developed to help Singaporeans reach their retirement goals.

Read more: [Be Ready with CPF](#)

At the same time, the Government has continued to provide targeted support to improve retirement adequacy for vulnerable groups. For example:

- The Workfare Income Supplement scheme encourages lower-income Singaporeans to work and build up their CPF savings, by supplementing their income through cash payments and CPF contributions. Since 2007, over \$8.6 billion has been paid out to 964,000 Singaporeans.
- The Silver Support Scheme provides quarterly cash supplements to seniors who had lower incomes during their working years and now have little or no family support. Close to 250,000 seniors received payouts amounting to \$600 million in 2021.
- In 2019, the Tripartite Workgroup on Older Workers recommended raising the CPF contribution rates for seniors aged 55 to 70 years over the next decade. The first increase was implemented in 2022, with the next increase slated for 2023. When the increase is fully implemented around 2030, a 55-year-old CPF member currently earning the median income can expect monthly retirement payouts to be boosted by around 10%.

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

Longevity is opportunity

As a society, we must rethink our attitudes towards ageing and see longevity as opportunity. Singapore will be a place where everyone, including seniors, can continually learn, grow, and achieve their fullest potential. Together with employers, unions, training institutions, and Singaporeans of all ages, the Government will continue to support seniors to have longer careers, contribute meaningfully to society, and age confidently.

SOCIAL SAFETY NETS

Our social compact

Singapore is a society with opportunities for all, regardless of background and starting point in life. This is enabled by a social compact anchored on individual responsibility, family as the first line of support, and the community complementing the Government's efforts to provide additional support to those in need.

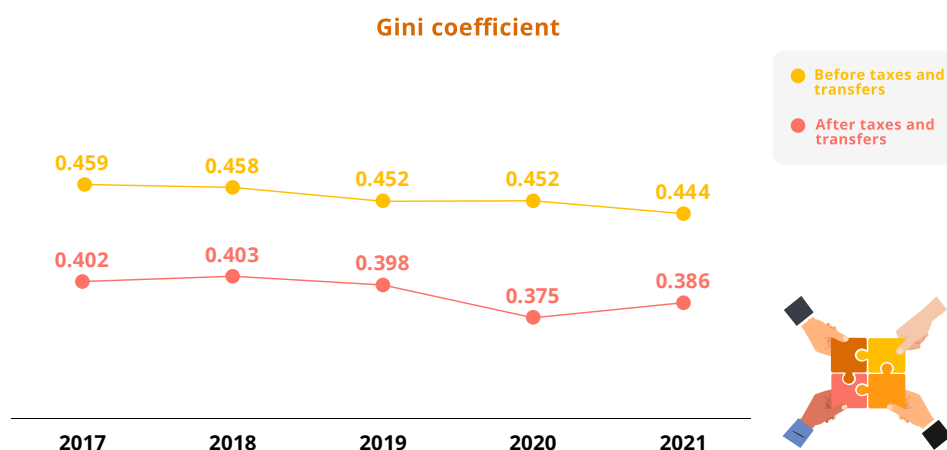
This compact broadly comprises five enablers:

- Education as a social enabler
- Extensive subsidies for healthcare and housing
- Support to keep Singaporeans employable and uplift wages for the lower-income and broad middle
- Support for retirement needs
- Social and community assistance for the lower-income and vulnerable groups

Improving lives of those in need

Income inequality, based on the Gini coefficient, has been falling in the past decade, due in part to the measures that support more individuals to be in employment and enhanced social policies. The Gini coefficient, after accounting for taxes and transfers, declined to a historical low of 0.375 in 2020 due to the extensive COVID-19 relief measures, before rising slightly in 2021 with the cessation of some one-off COVID-19 measures. The Gini coefficient, before accounting for taxes and transfers, also fell in 2021 due to stronger income recovery among lower-income groups.

Income inequality fell

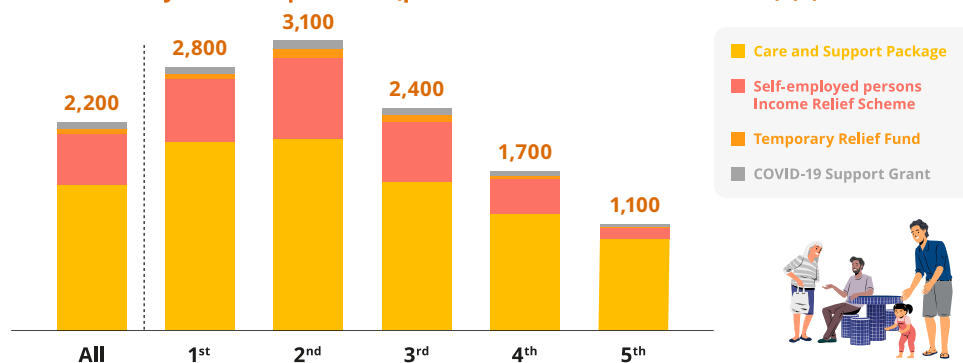


Source: Department of Statistics

COVID-19 and rising cost pressures have put a strain on households, especially the lower-income. Targeted COVID-19 social support schemes were launched to provide help to lower and middle-income groups, in addition to broad-based measures to support workers and jobseekers.

Lower-income households received more COVID-19 social support per member

Average support from COVID-19 Budget measures in 2020 by income quintile* (per citizen household member) (\$)



* Income quintiles are based on ranking of citizen households by monthly household income from work per household member (including employer CPF contribution).

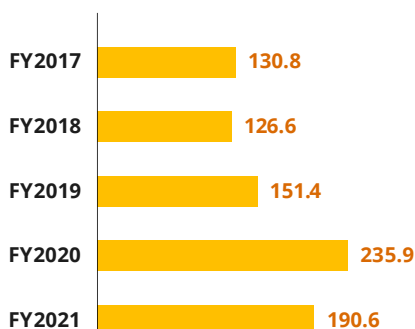
Source: Ministry of Finance estimates

Read more: [Assessment of the Impact of Key COVID-19 Budget Measures](#)

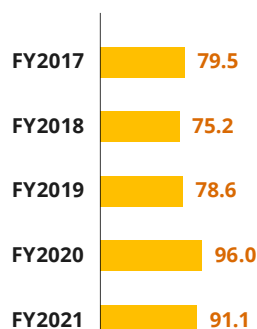
Around 91,100 individuals received about \$191 million in ComCare cash assistance in Financial Year (FY) 2021, a 5% and 19% decrease respectively from FY2020. This reflected an improvement in the economy in 2021, compared to 2020 when Singapore was still in the thick of the pandemic. However, the number of ComCare beneficiaries has yet to return to pre-pandemic levels.

ComCare assistance for those in need

ComCare funds disbursed (\$ million)



Number of unique individuals assisted across ComCare schemes (thousands)



Source: Ministry of Social and Family Development

Note: The FY2021 ComCare disbursement amount has been corrected from an earlier version of the infographics.

Read more: [ComCare Annual Report FY2021](#)

Ensuring safety of children, youths, and vulnerable adults

In 2021, there were about 2,140 new child protection cases and 200 cases involving the abuse of vulnerable adults, up from about 1,300 and 170 respectively in 2020. This was driven by the increased stress experienced by families during the pandemic, greater public awareness of family violence, and reduced stigma of reporting.

- The refreshed “[Break the Silence](#)” campaign was launched in November 2021 to build greater awareness of the different types of abuse, including psychological and sexual abuse. The campaign had a total reach of more than 22.2 million views as at February 2022. As part of the campaign, training on family and domestic violence awareness has been delivered to over 3,100 participants from more than 40 organisations across the people, public, and private sectors.
- To make reporting simpler and more accessible, the 24-hour National Anti-Violence Helpline was expanded in May 2022 to cover sexual violence and sexual harassment. As at September 2022, the expanded helpline has handled 16,300 calls.
- We have developed five Specialist Centres which adopt a trauma-informed and family-centric approach to support and empower survivors of family and domestic violence, and at-risk children. For 2020 and 2021, about 4,700 new cases received support from these centres. More than 2,000 sector partners have also been trained to better detect safety concerns and offer timely support to families.

We are also supporting youth offenders in their rehabilitation journey. The three-year recidivism rate of youth offenders who have gone through the [Guidance Programme](#), probation, or the Ministry of Social and Family Development (MSF) Youth Homes decreased from 14.9% for the 2016 cohort to 12.2% for the 2017 cohort.

- In 2021, the Youth Advisory Group and SG Cares Volunteer Centres partnered the Government to engage youth probationers in community service projects. With the collective support of families, volunteers, and community partners, 87% of the probationers discharged in 2021 completed their probation – the highest since 2012.
- Since 2021, youth offenders have received post-care support from social sector professionals after leaving the MSF Youth Homes. Through schools, workplaces, and interest groups, the support has helped them sustain skills and habits learnt in the youth homes and helps them maintain stable and healthy relationships.



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

Strengthening support for persons with disabilities

Singapore has made good progress towards being a fairer and more inclusive society through the initiatives under the [3rd Enabling Masterplan \(2017-2021\)](#).

- The average employment rate of resident persons with disabilities aged 15 to 64 years rose from 28.2% for 2018 and 2019 to 30.1% for 2020 and 2021.
- Over 3,500 persons with disabilities were placed into new jobs through the [Open Door Programme](#) as at 2021.
- In 2021, 27,000 students with special educational needs were supported in mainstream schools while 7,000 were supported in 21 government-funded special education schools.
- 5,900 children with developmental needs benefited from a range of affordable early intervention services in 2021 under the Development Support – Learning Support and Development Support Plus programmes, as well as the Early Intervention Programme for Infants and Children.
- The 31 Day Activity Centres supported over 1,300 persons with disabilities and their caregivers with day care and community living skills training in 2021.
- 100% of public buses were wheelchair-accessible as at December 2020, with 100% of bus interchanges and 98% of bus stops also barrier-free.

In August 2022, the [Enabling Masterplan 2030](#) was launched following extensive consultation with persons with disabilities and caregivers, as well as community partners and the public. The masterplan sets out the vision for Singapore as an inclusive society in 2030. The Government has accepted all the recommendations in the masterplan and will work with the people and private sectors to implement them.

Read more: [Education](#) | [Transport](#)

Building a strong social service sector

Social Service Agencies (SSA) are key community partners in building a more inclusive and caring Singapore. As at October 2022, over 500 SSAs support and complement the Government's efforts to provide a social safety net for those in need, with over 84,000 beneficiaries served through community-funded programmes in 2021. We have also been working closely with the social service sector to support their capability and capacity building.

- In the last two years, over 270 SSAs received support for technology solutions, as well as advisory and consultancy services. These SSAs achieved productivity gains of between 10% to 30% and at least 70% client satisfaction in service delivery for supported projects.

Digitalising the way SSAs work

Cerebral Palsy Alliance Singapore (CPAS) deployed the Robot Ella to better care for and support clients with autism spectrum disorder in honing their social skills, through interactive lessons with simplified language, visual icons, and clear emotional expressions.

All the service users who regularly engaged with Robot Ella saw a significant improvement in social interaction, with 80% reporting a smooth and comfortable experience. CPAS also saw a 14.7% improvement in staff productivity after Ella's deployment, with the staff working with Ella reporting a satisfactory user experience.

- Over 260 SSAs benefitted from The Invictus Fund, which marshalled \$29 million of support between June 2020 and September 2022 to help them pivot, digitalise, and transform their operations.
- The Social Service SkillsFuture Tripartite Taskforce has supported social service professionals to strengthen their relevance and be better equipped to uplift those in need. Efforts include enhancements to the competency roadmaps and professional development pathways for Early Intervention and Family Counselling professionals, benefiting over 580 professionals and counsellors.
- The [Community Capability Trust](#), a long-term fund of up to \$480 million, was set up in April 2022. The fund expands on the work of the previous VWOs-Charities Capability Fund especially in capability areas such as innovation and productivity, volunteer management, and financial sustainability.

Read more: [Report by the Social Service SkillsFuture Tripartite Taskforce](#)

COVID-19 donations and volunteerism

While there was a decline in overall volunteerism and the donation rate during the COVID-19 pandemic, there were promising developments in the giving landscape.

- Volunteering with the social service sector increased by 8% between 2018 and 2021.
- Fundraising by ComChest averaged \$56 million yearly from FY2016 to FY2019. For FY2020 and FY2021, ComChest raised about \$87 million and \$61 million respectively due to increased contributions for COVID-19-related causes.
- In FY2021, the Community Foundation of Singapore raised \$46.6 million. This was a 31% increase from FY2019. The foundation also established the Sayang Sayang Fund in February 2020 to support individuals affected by the pandemic, raising \$9.6 million in donations to support 360,000 beneficiaries as at April 2021.

In addition, online donations and volunteering sign ups grew 29% and 37% between 2018 and 2021. The [Giving.sg](#) donation platform raised \$98.3 million in FY2021, a 148% increase from FY2019.

Read more: [Individual Giving Study 2021](#)

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

Refreshing our social compact

Even as we tackle the challenges of today, Singapore must consider the needs of tomorrow. As part of the ongoing [Forward Singapore](#) exercise, we look to refresh our social compact for Singapore's next bound of development, and review the shared responsibilities that individual Singaporeans, families, communities, and businesses should uphold under this refreshed compact. We want to build a more caring and inclusive society where individuals and families are committed to care for one another and do the best for themselves. In addition, the Government will work closely with businesses and community support groups to strengthen support for disadvantaged families so that they can achieve stability, self-reliance, and social mobility.

CITIZENS

Quality and Sustainable Living

Singapore continues to be a well-connected and liveable city, with Singaporeans doing their part for a greener and more sustainable future.



HOUSING AND AMENITIES

Our endearing home, in a sustainable and resilient city

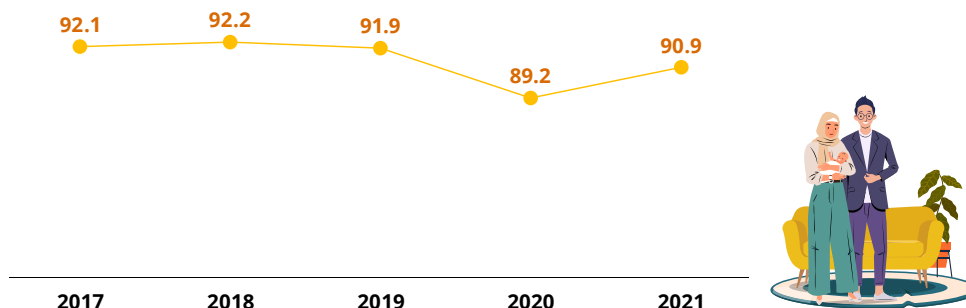
Singapore has continued to maintain high liveability standards. It ranked in the top quartile among 173 cities in the Economist Intelligence Unit's Global Liveability Index 2022. This ranking recognises Singapore's efforts to provide Singaporeans with a quality living environment which meets their needs.

Affordable and accessible housing

Supporting home ownership for Singaporeans remains a key priority. 80% of residents live in Housing & Development Board (HDB) flats, of whom 90% own their homes.

90% of HDB dwellers own their home

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



Source: Department of Statistics

Managing housing delays

The COVID-19 pandemic affected global supply chains and manpower flows, which in turn disrupted the construction industry.

Since April 2020, extensive assistance has been in place to help Build-To-Order (BTO) flat contractors complete ongoing projects. Delays for most BTO projects were kept within six months to a year while flat keys were delivered to 9,400 and 14,500 flat buyers in 2020 and 2021 respectively.

Support provided for BTO projects



Cashflow

\$218 million in advance payments to ease cashflow



Manpower

\$139 million to co-share manpower cost increases



Construction materials

Steel price protection for nine months for 35 BTO projects

Source: Housing & Development Board

Flat buyers affected by the BTO construction delays received help with temporary housing where needed. The [Parenthood Provisional Housing Scheme](#) was finetuned to give priority to families in need of temporary housing. From June 2020 to May 2022, more than half (290 out of 510) of the available flats under the scheme were allocated to help families affected by the delays.

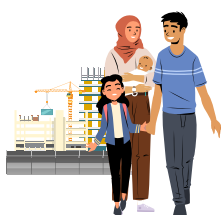
Read more: [Family | Strengthening Our Supply Chain Resilience](#)

Ensuring affordability and accessibility

HDB flat resale prices rose by 5% in 2020 and 13% in 2021, due to strong demand driven by marriage and family formation as well as changing social norms and aspirations which have led to a growing trend of smaller households.

Public housing has remained affordable due to the grants provided to eligible families buying their first home. Those buying BTO flats can receive up to \$80,000 in housing grants on top of the subsidised flat price while resale flats buyers can receive up to \$160,000 in grants.

Example of support for first-timer families buying four-room flats in a non-mature estate *



BTO

- Price: \$338,000
- Monthly household income: \$4,700
- Housing grants received: Around **\$45,000**



Resale

- Price: \$465,000
- Monthly household income: \$6,800
- Housing grants received: Around **\$80,000**

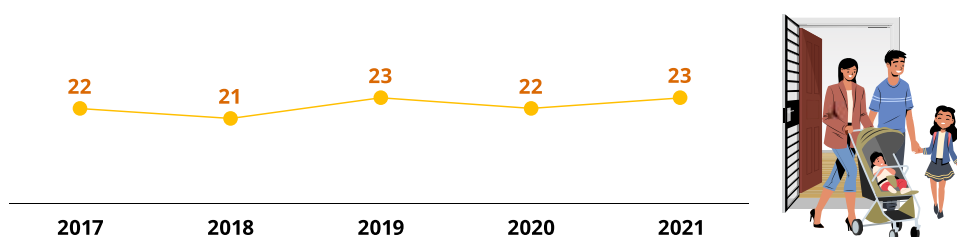
* Prices of flats and monthly household income are based on median data in 2021.

Source: Housing & Development Board

Median income first-timer applicant households who purchase a new four-room flat in a non-mature estate spend less than a quarter of their monthly income servicing their mortgage payments.

New HDB flats remain affordable for first-time home buyers

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



* Monthly instalments and income are based on:
 (1) 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; and
 (2) HDB concessionary loan at the prevailing interest rate of 2.6% with the maximum tenure of 25 years.

Source: Housing & Development Board



To meet the strong demand for housing, the BTO supply has been ramped up to 23,000 flats in 2022, with a further 23,000 flats in 2023. This is a 35% increase from the 17,000 flats launched in 2021.

Read more: [Social Safety Nets](#)

Lively districts, vibrant communities

We have been working with the community to enhance the vibrancy of Singapore's precincts.

- Since 2017, six pilot Business Improvement Districts have engaged the community on more than 50 initiatives in areas such as public space activation, precinct branding and marketing, and events and programming. For example, the Marina Bay alliance organised a series of complimentary art workshops and trails under Marina Bay ARToday while Singapore River One organised the Singapore River Signatures which showcased top dishes in the precinct and encouraged the public to explore the diverse food and beverage offerings along the river.
- In 2021, over 1,200 residents stepped forward to implement 16 [Lively Places Fund](#) projects that enlivened their neighbourhoods, allowed the community to bond, and spread care and support to their neighbours during the difficult time. Over 17,000 residents enjoyed group projects, such as setting up pet parks, book exchange corners, aquaponics community farms, as well as virtual mask-making and cook-a-long sessions.



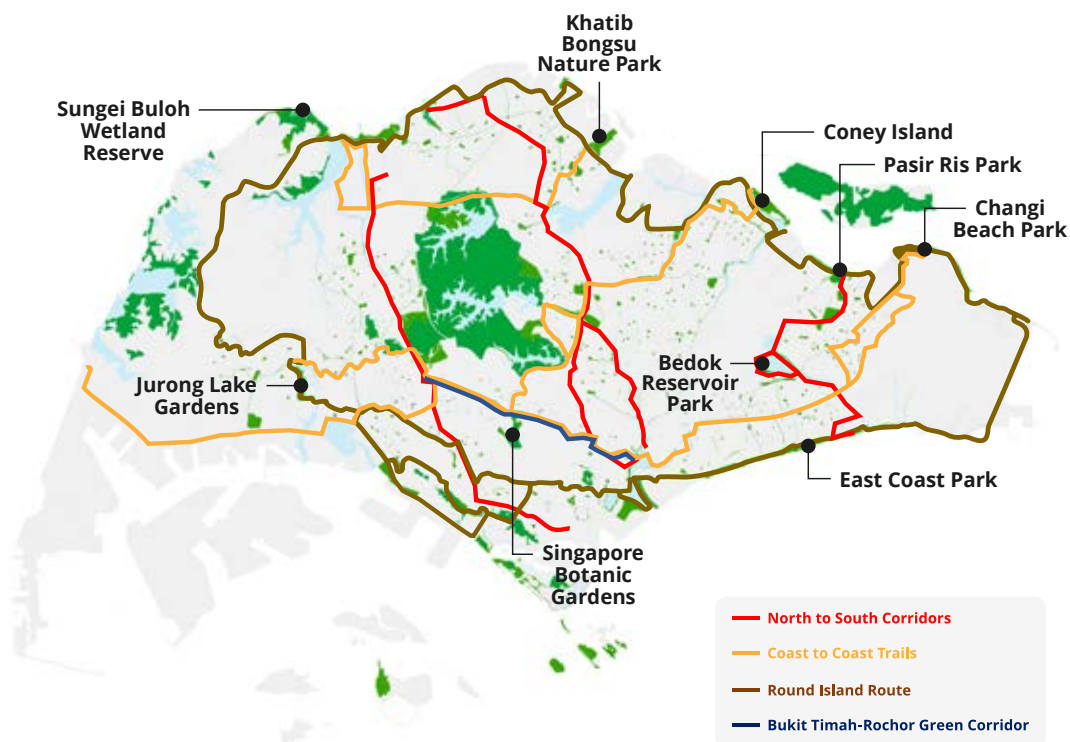
Read more: [How to make a great place](#)

Read more: [Arts and Heritage | Building Our Future Together](#)

Transforming Singapore into a city in nature

Singaporeans enjoy easy access to green spaces and nature. 93% of households live within a 10-minute walk from a park and have access to over 370 km of park connectors. This network of green spaces continues to be expanded.

Strengthening connectivity between Singapore's green spaces



Read more: [Transport](#)

Despite being a small city-state, Singapore is rich in biodiversity. More is being done to conserve natural habitats and native species. To date, over 12 hectares of forest, marine, and coastal habitats have been restored.

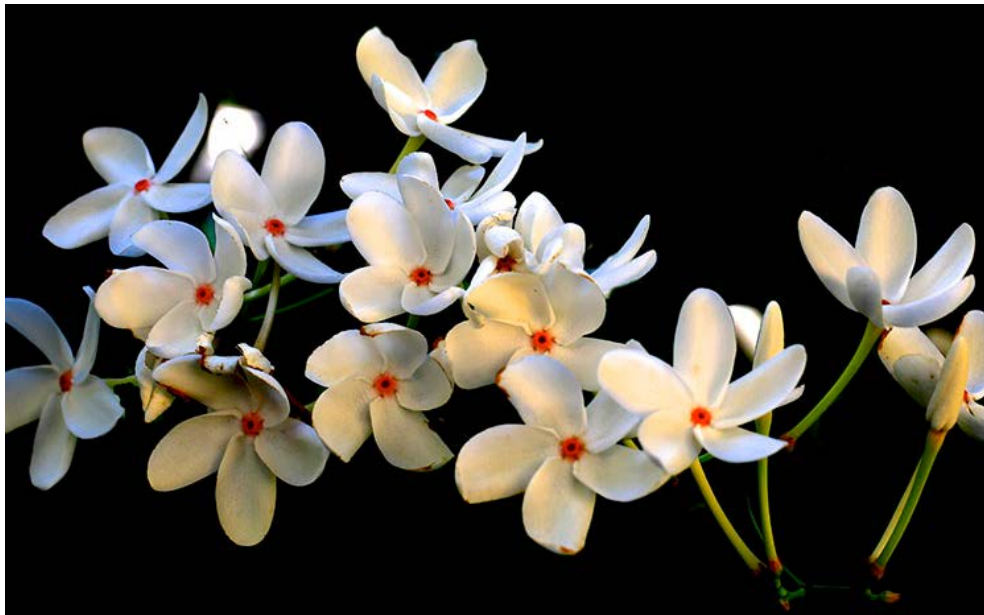


We have adopted a science-based approach toward biodiversity conservation, involving stakeholders such as the nature community, academic experts, and the public in our efforts. For example, the Ecological Profiling Exercise was launched in 2021 to study the ecological profile of green spaces across Singapore and to better understand their role in ecological connectivity. Through this, the Clementi Nature Corridor and Khatib Nature Corridor were identified as important ecological connectors that enhance the connectivity between core biodiversity sites. Findings from the profiling exercise will also be used to guide land use planning efforts.

Species Recovery Programme

The Species Recovery Programme aims to conserve native species under threat through efforts such as reintroducing and propagating them into their original habitats. By 2030, recovery efforts will be increased to 160 species of flora and fauna.

Singaporeans can now enjoy once-rare species of flora and fauna in our gardens, parks, and streetscapes. This includes the Singapore Kopsia and the Cinnamon Bush Frog which inhabit the Singapore Botanic Gardens' Rain Forest.



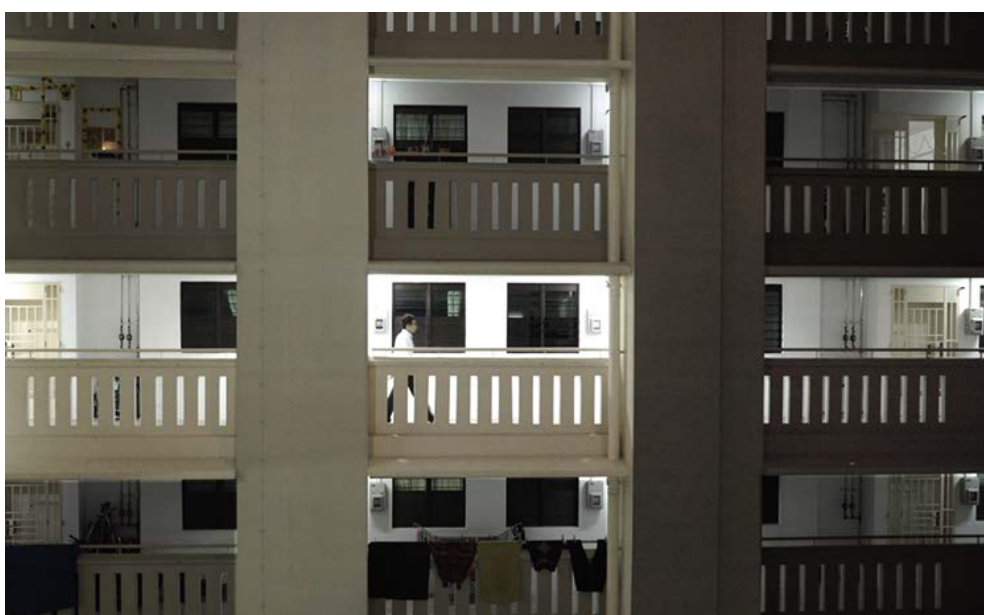
Smart and sustainable living

We are also greening living spaces. Under the [Green Towns Programme](#), existing HDB towns will become more sustainable. For example:

- Solar panels have been installed on top of more than 2,900 HDB blocks, equivalent to powering about 32,000 four-room flats with solar energy. We aim to install 540 megawatt-peak solar panels on as many HDB blocks as possible by 2030.



- Smart LED lightings have been installed at 81 blocks in three estates, Ang Mo Kio (Teck Ghee), Bukit Batok, and Punggol, and will be rolled out to more than 9,000 existing blocks progressively from the end of 2022. This further reduces energy consumption by up to 60%.



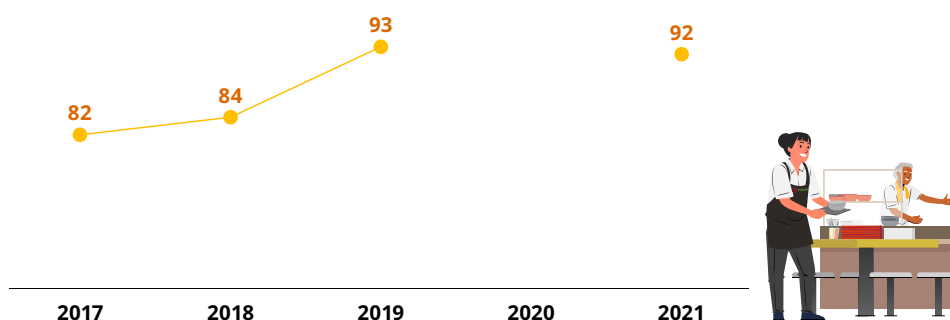
Read more: [Environment and Sustainability](#)

Strengthening public health defences

The pandemic has focused attention on the cleanliness of public spaces and good personal hygiene to prevent disease transmission. Cleaning efforts were stepped up in partnership with the community. Satisfaction with the cleanliness of Singapore's public spaces has remained high at 92% in 2021.

Satisfaction with the cleanliness of public spaces remained high

Singaporeans satisfied with the cleanliness of public spaces* (%)



* No survey was conducted in 2020 due to COVID-19 safe management measures.

Source: Singapore Management University

- Under the [Environmental Sanitation Regime](#), which was progressively implemented from July 2021, high-risk premises such as eldercare and school facilities, coffeeshops, food courts, and shopping malls are required to adhere to higher sanitation standards. For example, coffeeshops are required to carry out thorough cleaning quarterly, on top of routine cleaning, to ensure high standards of cleanliness. As at October 2022, Singaporeans can enjoy higher sanitation standards at about 6,400 premises that have implemented the regime.
- Singaporeans play an important role in keeping our public spaces clean. With the launch of the [Clean Tables Campaign](#) in February 2021, the national average Tray and Crockery Return Rate in June 2022 has reached 89% at hawker centres, 90% at coffeeshops, and 92% at food courts respectively.

Read more: [Health and Wellness](#)

A small island with great potential

Singapore's urban transformation is always a work in progress. We will continue to partner the community to enliven public spaces, conserve built heritage, and cultivate community stewardship in building a distinctive city and endearing home that every Singaporean has a stake in and feels proud of.

TRANSPORT

Emerging stronger as a resilient, inclusive, and sustainable transport hub

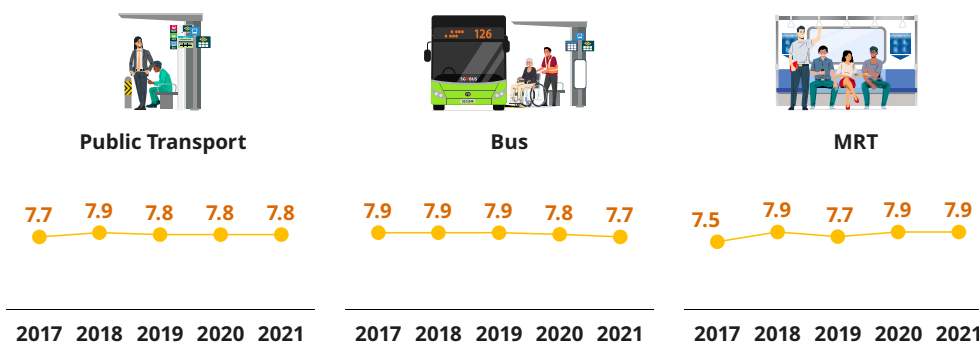
Despite challenges brought about by COVID-19, we have made good progress on the [Land Transport Master Plan 2040](#). We target to have a convenient, well-connected, and fast transport network to enable residents to commute to work within 45 minutes during peak periods and get to their nearest neighbourhood centre within 20 minutes ("45-minute city and 20-minute towns"). We are also fostering a gracious and caring commuting culture, with healthy lives and safe journeys for all.

Maintaining high-quality transport services during COVID-19

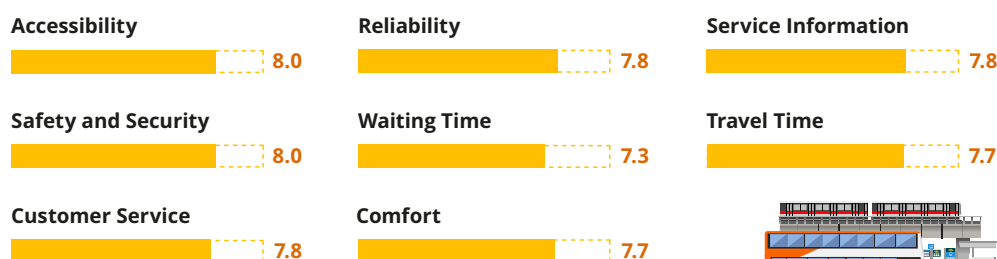
Whole-day public transport ridership numbers fell to around 25% of pre-COVID-19 levels during the Circuit Breaker from April to June 2020 and has since recovered to about 83% as at September 2022. [Commuter satisfaction with public transport](#) remained high, even though the proportion of commuters satisfied with public transport services fell from 99.4% in 2019 to 92.0% in 2021.

Commuters continued to be satisfied with public transport

Commuter satisfaction with public transport
(mean score on a scale of one to ten)



Commuter satisfaction with public transport service attributes
(mean score on a scale of one to ten)



Source: Public Transport Council

Commuters benefit from over \$2 billion in annual subsidies borne by taxpayers to cover the operating costs of public transport, with every journey taken subsidised by more than \$1. About half of all Singapore residents also benefit from concessionary fares, which are up to 70% lower than adult fares.

Every journey subsidised by more than \$1

Commuter	Typical card fare for a 10 km basic bus and/or train journey*
Adult	\$1.51
Lower-wage worker	\$1.15 (24% less than adult fare)
Senior	\$0.93 (38% less than adult fare)
Person with disabilities	\$0.93 (38% less than adult fare)
Student	\$0.64 (58% less than adult fare)

* (1) Card fares are based on fares as at 6 December 2022.

(2) Students include primary, secondary, junior college, Institute of Technical Education, polytechnic, and other diploma students.

Source: Public Transport Council

Commuter satisfaction with Point-to-Point (P2P) transport also remained high. In 2021, P2P transport received a mean satisfaction score of 8.4 (out of 10) in 2021, slightly higher than the 2019 score of 8.1. Across service attributes, commuters were most satisfied with the safety of P2P transport.

Accessible transport for all

Commuter satisfaction was generally high amongst persons with disabilities and their caregivers, with 84.6% satisfied with public transport services in 2021. We continue to work with the community to provide greater support to commuters with diverse needs.

- Commuters with visual challenges benefit from bigger signages with better contrast, larger font sizes, and clearer symbols at Thomson-East Coast Line stations. These will continue to be rolled out to all new MRT stations.
- Since 2019, Dementia Go-To Points at MRT stations and bus interchanges have been helping commuters with dementia reunite with their loved ones more quickly if they lose their way on public transport. As at December 2022, all MRT stations and bus interchanges have been listed as Dementia Go-To Points. A listing of these points is available [here](#).

Dementia Go-To Points

MRT station staff have been receiving training to better identify and assist people with dementia. One staff who put her skills to good use was station manager Ms Suriani Lestution Ja'afar. In 2021, observing that Mr Wong Mun Leong, 77, appeared lost and showed signs of dementia, Ms Suriani brought him to the staff room to be cared for while working with the Public Transport Security Command to locate his next-of-kin. Thanks to her efforts, Mr Wong was reunited with his family after six hours.



- Since January 2021, [Heart Zone](#) community spaces have been added to five bus interchanges and one MRT station for commuters to assist others who need help on their public transport journeys. There were 10 Heart Zones at bus interchanges and MRT stations across the island as at September 2022.



- As at September 2022, 26 Silver Zones have been completed to enhance road safety for senior pedestrians through reduced speed limits and traffic calming measures. The measures include narrower and meandering lanes, more prominent road markings, raised crossings, and speed humps. Another 24 Silver Zones will be implemented by 2025.
- As at August 2022, audio tactile devices have been implemented at 83 pedestrian crossings to help persons with visual impairments navigate independently.
- As at September 2022, there were more than 1,000 volunteer [Caring Commuter Champions](#) trained on various disabilities and assistive tools to render help to commuters with special needs.

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

Accelerating the green movement for our land transport system

We are committed to significantly reducing land transport emissions, aligned with Singapore's net-zero target. To do so, we will press on with efforts to promote walking, cycling, and riding with public transport. As at 2021, more than three in four of all journeys during peak hours were completed by walking, cycling, and using public transport. [Walk-Cycle-Ride](#) journeys are also becoming more convenient. The proportion of such peak hour journeys completed within 45 minutes has increased from 66% in 2019 to 71% in 2021.

- Over the last two years, the [Islandwide Cycling Network](#) has increased by 40 km to 500 km in 2022. There are also 27,000 bicycle parking lots across MRT stations and bus interchanges islandwide.
- By 2030, we will have increased our rail network by 50% from 2021 levels, to reach a total of 360 km. We have opened Stages 1 to 3 of the [Thomson-East Coast Line](#) between 2020 and 2022, expanding the rail network by 30 km. When fully opened, the Thomson-East Coast Line will enhance rail connectivity between the northern, central, and eastern parts of Singapore – a commuter can save up to 25 minutes travelling from Springleaf estate to Great World City. Construction of the Jurong Region Line, Cross Island Line, and Circle Line 6 are also well underway.
- Singaporeans can enjoy seamless Walk-Cycle-Ride journeys along four [Transit Priority Corridors](#) (TPCs) spanning 5.9 km. These TPCs are roads integrated with bus lanes, wider footpaths, and dedicated cycling paths. By 2030, there will be an additional 60 km of TPCs, including the longest corridor which will be located along the North-South Corridor.

Our ambition to electrify the vehicle population is also gaining momentum.

- In the first eight months of 2022, electric cars accounted for 9.7% of new car registrations, more than twice of last year's 3.8%. Hybrid cars accounted for 39% of new car registrations during the same period. These trends put Singapore in good stead towards having all new car registrations be of cleaner energy models from 2030 onwards.
- As at August 2022, there were around 960 electric taxis and private hire cars while 60 electric public buses have been deployed. With half our public bus and taxi fleets going electric by 2030, commuters can look forward to quieter and more environmentally friendly journeys.

For motorists, a key factor in considering a switch to electric vehicles is access to a nearby charging point. It is therefore important to ensure a comprehensive network of charging points.

- There were about 3,400 charging points islandwide as at August 2022, 1,000 more than a year ago. We are working towards deploying charging points at over 2,000 Housing & Development Board carparks by 2025.
- Singaporeans can use the [MyTransport.SG](#) application to locate over 1,300 public charging points in around 200 locations such as public carparks, malls, and petrol stations.

Read more: [Environment and Sustainability](#)

Connectivity with the world

The pandemic decimated international passenger travel. Since the gradual easing of border measures in 2022, we have seen a recovery of passenger volumes at our air and sea transport nodes. With further reopening globally, recovery is expected to strengthen.

- Changi Airport's passenger volumes dropped to less than 20% of pre-COVID-19 levels in 2020 but has recovered to around 60% as at August 2022. We have since reopened Terminals 2 and 4. Changi Airport was recognised in 2022 as the "Best Airport" for the 16th time by DestinAsian Readers' Choice Awards and the "Best International Airport in the World" for the 10th time by the Travel + Leisure US World's Best Awards Survey.
- Regional ferry and cruise passenger volumes declined to 15% and 23% of their pre-COVID-19 levels respectively in 2020. As at August 2022, regional ferry and cruise passenger volumes have recovered to 36% and 40% of pre-COVID-19 levels.

To secure our capacity for future growth, we have restarted work on [Terminal 5](#), following a comprehensive review to enhance its resilience and sustainability. Construction works for the Johor Bahru-Singapore Rapid Transit System Link are also ongoing, as we work with our Malaysian counterparts to commence services by 2026.

Reopening our borders, carefully and safely

Throughout the pandemic, we continued to ensure that Singapore remained connected to the world while safeguarding both lives and livelihoods. We took a calibrated approach of launching Vaccinated Travel Lanes (VTLs) and Quarantine-Free Travel for Vaccinated Travellers. With these schemes, Singaporeans were able to unite with their loved ones and family members.

The [first VTLs](#) with Germany and Brunei commenced on 8 September 2021, to allow fully vaccinated travellers from these two countries to enter Singapore without quarantine requirements. As we gained more confidence and experience managing the VTLs, we expanded the scheme to include 32 countries and regions.

In March 2022, we shifted from the VTL scheme to a framework offering [quarantine-free travel for vaccinated travellers](#).

Read more: [Infrastructure and Logistics](#)

A future-ready transport system

Our transport system is a part of the daily lived experience of all Singaporeans. Everyone has a part to play in choosing an environmentally sustainable way of getting around, including walking, cycling, and taking public transport. At the same time, we have invested consistently to improve connectivity within Singapore and to the world. It is important that we continue to do so, to ensure that our transport system is reliable, resilient, and sustainable by design, to serve the needs of Singapore and Singaporeans.

ENVIRONMENT AND SUSTAINABILITY

A sustainable, climate-resilient, and resource-efficient Singapore

Climate change poses one of the largest challenges globally and Singapore is particularly vulnerable as an island nation. We have pledged to do more, making plans to advance Singapore's climate change and sustainability goals.

Singapore Green Plan 2030

Launched in February 2021, the [Singapore Green Plan 2030](#) charts the path to a cleaner and greener nation for future generations. Working together with Singaporeans, we have made good progress towards our [Green Plan targets and initiatives](#). Such whole-of-nation efforts will accelerate our sustainability journey.



- Those who have ideas for community projects that advance environmental sustainability can tap on the [SG Eco Fund](#). From November 2020 to April 2022, we have funded 105 ground-up projects which promote sustainable living, including zero waste initiatives and community farms.

- In schools, the [Eco Stewardship Programme](#) is nurturing a generation of citizens prepared to take responsibility and action. Environmental and climate change education has been integrated into the curriculum at various levels.



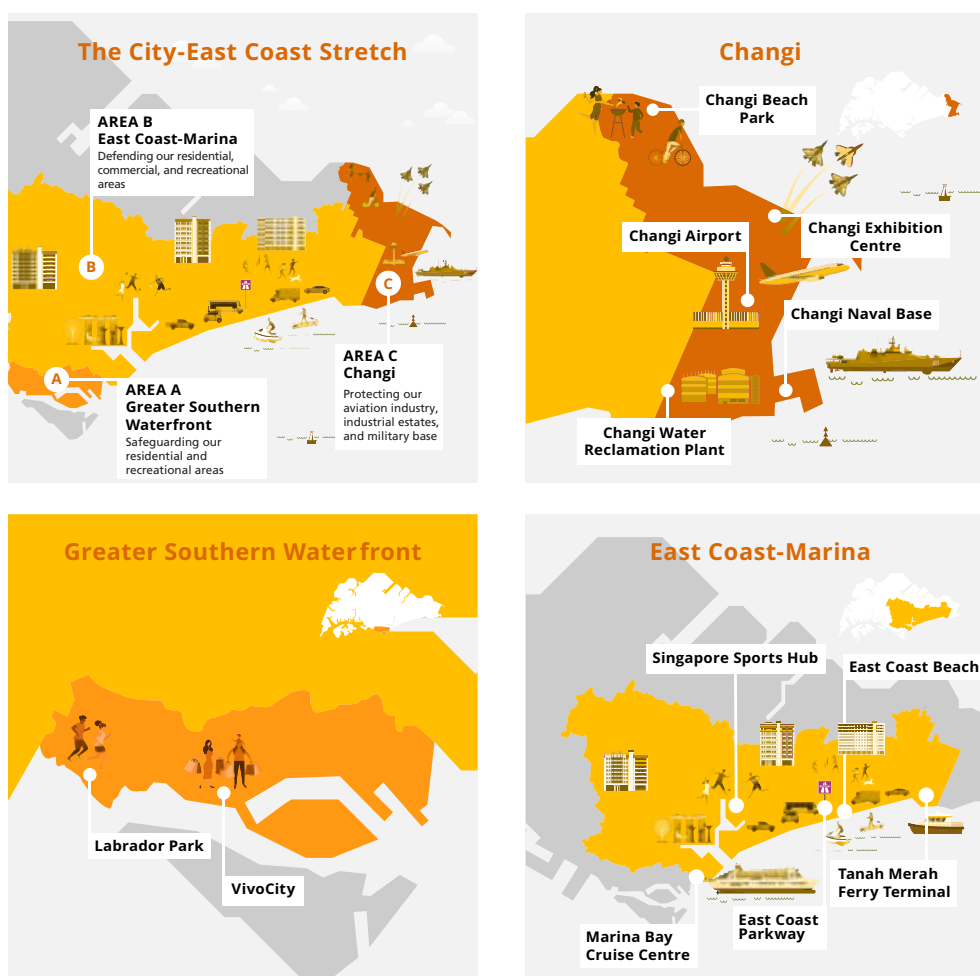
Read more: [Education](#) | [Building Our Future Together](#)

Building climate resilience

Combating climate change

We have commenced [coastal protection](#) studies at the City-East Coast and North-West Coast and embarked on the development of the Coastal-Inland Flood Model to assess flood risks holistically. These will inform [our plans](#) to protect Singapore from the rising sea levels.

Ongoing coastal protection study at City-East Coast



Source: PUB, the national water agency

To mitigate floods, the drainage system has been improved over the last few decades. Flood prone areas have reduced significantly from 3,200 hectares in the 1970s to about 27 hectares today. We have also expanded our [communication channels](#) and fleet of flood response vehicles to provide timely information and assistance to the public during flooding incidents.

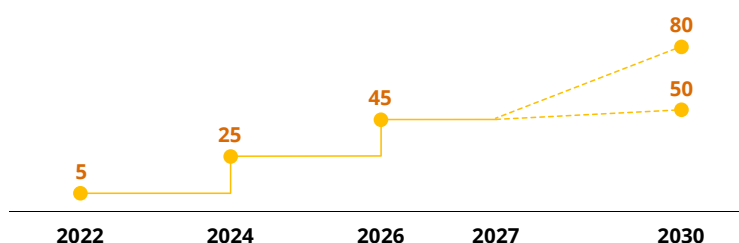
To address urban heat, we are piloting the use of cool paints on about 130 Housing & Development Board (HDB) blocks in Tampines. Past trials have shown its effectiveness in reducing surrounding temperatures by up to two degrees Celsius. Under the [OneMillionTrees movement](#), more than 450,000 trees have been planted with the community islandwide since April 2020. The movement contributes to our carbon sequestration capacity by sequestering an estimated 78,000 tonnes of carbon dioxide. This capacity will increase over time as the trees grow and mature.

Towards a low-carbon future

In consultation with citizens and businesses, Singapore's climate ambition has been raised to achieve net-zero carbon emissions by 2050. The carbon tax will be raised progressively to \$25 per tonne of carbon dioxide equivalent (tCO₂e), in 2024 and 2025, and \$45 per tCO₂e in 2026 and 2027, with a view to reach \$50 to \$80 per tCO₂e by 2030. The carbon tax serves two objectives. Firstly, it helps individuals and organisations internalise the true cost of their emissions. Secondly, the tax revenue supports our decarbonisation journey, including emission reduction measures.

Carbon price will be raised to enable bolder climate ambition

Carbon price (\$ per tCO₂e)



Source: National Climate Change Secretariat

We are working closely with businesses to decarbonise the economy. For example:

- In November 2021, we released the [Sustainable Jurong Island report](#) which outlines plans to transform Jurong Island into a sustainable energy and chemicals park. The plans aspire for the energy & chemicals sector to increase its output of sustainable products by four times from 2019 levels and achieve more than six million tonnes of carbon abatement per annum from low-carbon solutions by 2050.
- We are also accelerating solar deployment. The Tengeh Reservoir floating solar farm, one of the world's largest inland solar farms, has been operational since July 2021. It generates sufficient energy to power all five of our water treatment plants – equivalent to powering about 16,000 four-room HDB flats.

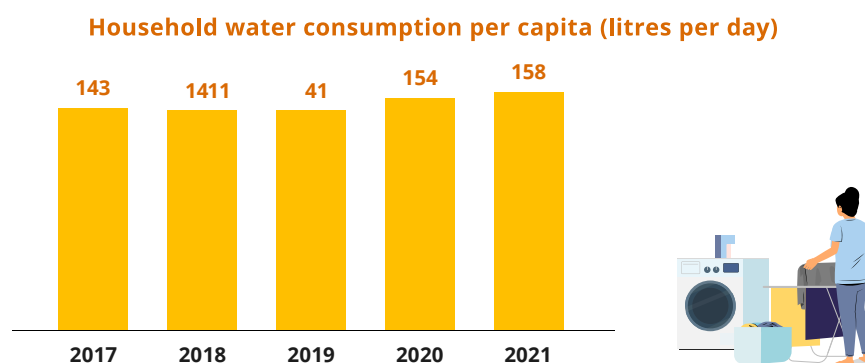
Read more: [Government and Regulations](#) | [Economic Opportunities](#)

Strengthening resource resilience

Ensuring water resilience

Water demand in Singapore is about 440 million gallons per day. Household water consumption increased from 141 litres per capita per day (LPCD) in 2019 to 158 LPCD in 2021, due to people spending more time at home and an increased emphasis on hygiene arising from the COVID-19 pandemic. For the non-domestic sector, water consumption is expected to pick up with the economic recovery, after a 6% drop from 2019 to 2021 due to lower economic activity during the pandemic. By 2065, Singapore's total water demand could almost double, with the non-domestic sector accounting for the majority of the growth.

Household water consumption increased due to people spending more time at home and an increased emphasis on hygiene



Source: Ministry of Sustainability and the Environment

We continue to drive water conservation efforts and develop weather-resilient sources:

- Smart water meters are being progressively implemented at 300,000 residential, commercial, and industrial premises to help households and businesses conserve water. As at July 2022, some 3,000 households had access to daily and hourly water consumption data through the [MySmartWaterMeter](#) portal. The portal also provides alerts on suspected leaks and water-saving tips. Based on the smart water meter trials conducted in Punggol and Yuhua in 2016 and 2018 respectively, the participating households were able to achieve average water savings of about 5% due to early leak detection and the adoption of good water-saving habits.
- Singapore's fourth and fifth desalination plants, Keppel Marina East and Jurong Island Desalination Plants, were officially opened in February 2021 and April 2022 respectively. The Keppel Marina East Desalination Plant was recognised as "Desalination Plant of the Year" at the Global Water Awards 2021 for its innovative dual-mode capability to treat both seawater and freshwater.

Strengthening water security

Jurong Island Desalination Plant is approximately 5% more energy-efficient compared to conventional desalination plants as it is co-located with an existing power plant. This allows the desalination plant to harness synergies and share infrastructure with the power plant.



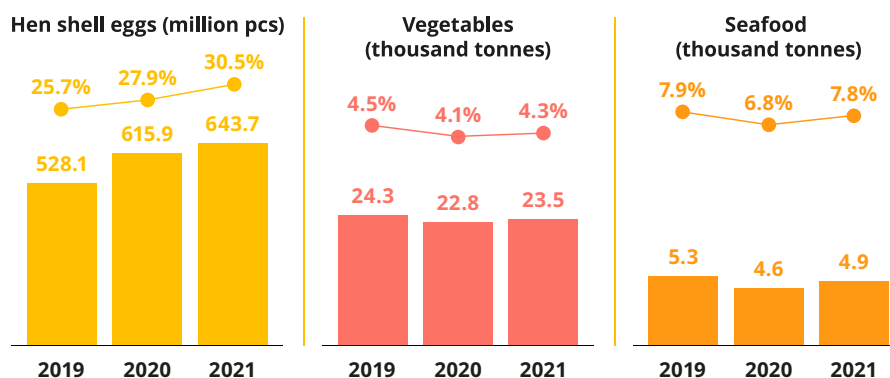
Bolstering our food resilience

Food security is a critical issue for Singapore. With global food supply chains being highly interlinked, Singapore, like many other countries, faces disruptions from time to time due to climate change, disease outbreaks, and geopolitical developments. To mitigate food supply risks, we employ a multi-pronged food security approach that involves source diversification and growing food locally:

- We have a wide food import network. In 2021, more than 90% of the food supply was imported from about 180 countries and regions, up from 172 countries and regions in 2019.
- Our “30 by 30” goal aims to build the capability and capacity of the agri-food industry to produce 30% of our nutritional needs locally and sustainably by 2030. This is up from less than 10% today. Local production has been rising steadily through the years. There are currently about 260 food farms producing commonly consumed items such as eggs, seafood, and leafy vegetables.

Local production contributes to Singapore's nutritional needs

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



Source: Singapore Food Agency



We have put in place strategies to anchor productive, innovative, and sustainable agri-food players in Singapore. For example:

- More spaces have been made available for local food production. From February 2018 to March 2022, more than 43 hectares of farmland were tendered successfully to 19 companies for agri-food production while 16 multi-storey carpark rooftops were made available for urban farming.
- As at March 2022, the Agriculture Productivity Fund has disbursed \$30 million and contributed to increased production of fish by 700 tonnes and leafy vegetables by more than 1,700 tonnes.

Read more: [Singapore Food Statistics 2021](#)

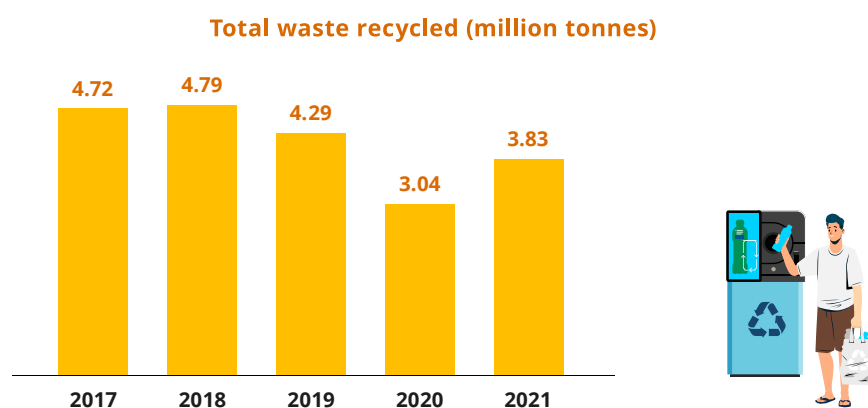
Read more: [Infrastructure and Logistics | Strengthening Our Supply Chain Resilience](#)

Towards zero waste

We continue to work with Singaporeans towards realising the vision of being a [Zero Waste Nation](#).

In 2021, waste disposed was the highest in the past five years with six out of 14 waste streams seeing double-digit percentage increases year-on-year. While 2020 was an anomalous year with lower waste generation and recycling rates due to the impact of COVID-19, the resumption of activities and changes in lifestyles have led to the use of more disposable items and packaging materials. This has been matched with a corresponding increase in waste recycled, with 26% more waste recycled in 2021 compared to 2020.

More waste recycled in 2021 with the resumption of activities and changes in Singaporeans' lifestyles



Source: National Environment Agency

Our overall recycling rate increased from 52% in 2020 to 55% in 2021. To meet our target of 70% overall recycling rate by 2030, we are ramping up our efforts to improve recycling:

- An [Extended Producer Responsibility system](#) has been established to recover valuable resources from e-waste and to ensure the proper handling of hazardous substances from it that may harm the environment and public health. More than 600 e-waste collection points have been deployed islandwide as at October 2022 to make recycling e-waste more convenient. The system has collected more than 7,300 tonnes of consumer e-waste since its implementation in July 2021, about 13% of the consumer electrical and electronic equipment supplied in 2021.
- Operators of more than 100 premises, including industrial buildings, commercial buildings, and hawker centres, have been supporting efforts to minimise food waste or convert food waste to energy or other products such as animal feed, compost, and non-potable water. In 2021, about 154,000 tonnes of food waste were recycled. From 2024, it will be mandatory for the operators of commercial and industrial premises that generate large amounts of food waste to segregate their food waste for treatment.

- More than 11 million plastic drink bottles and aluminium drink cans have been collected by reverse vending machines as at June 2022 under [RecycleNSave](#). Initiatives such as this encourage recycling and aggregate a clean stream of recyclables that can be more easily recycled. A proposed beverage container return scheme, to be implemented by mid-2024, is expected to significantly increase the recycling rate of beverage containers.
- To reduce the contamination of recycling bins, transparent recycling bin trials were launched at selected HDB blocks in Bukit Batok, Bedok, and Upper Changi. Transparent recycling bins enable people to see what is inside the recycling bin, deterring improper use of the bins.



Read more: [Waste and Recycling Statistics 2021](#)

Read more: [Housing and Amenities](#)

A city of green possibilities

The Government will continue to partner all stakeholders as we strive towards a greener and better future, propelled by clean energy, sustainable consumption, and innovative sustainability solutions. We can all do our part by adjusting our lifestyles and participating in green initiatives. Our collective action will make a difference.

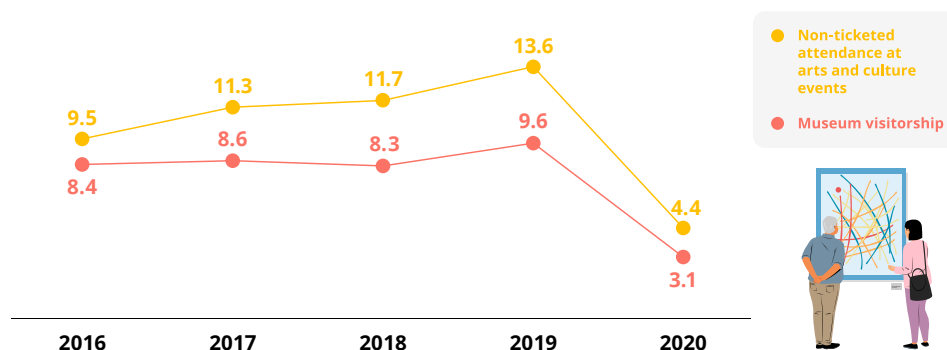
ARTS AND HERITAGE

A resilient arts and culture sector

COVID-19 significantly affected the arts and culture community. Based on the [Singapore Cultural Statistics Report 2021](#), attendance at non-ticketed arts and culture events and visitorship to museums dropped to 32% of 2019 levels.

COVID-19 significantly affected arts and culture event attendance and museum visitorship

Attendance and visitorship for arts and culture (millions)



Source: National Arts Council, National Heritage Board, People's Association

Despite this, the arts and culture community demonstrated creativity, innovation, and resilience throughout the pandemic, engaging their audiences in novel ways using technology. Singaporeans have long been consuming the arts digitally but the pandemic saw a much higher level of digital consumption. Based on the [arts consumption trends](#) identified by the National Arts Council (NAC), 80% of Singaporeans consumed arts digitally during the pandemic, exceeding levels before the Circuit Breaker in March 2020.

The #SGCultureAnywhere campaign brought together the best of Singapore's arts and culture digital offerings at [The A-List.sg](#), a one-stop integrated online platform with event listings and content. More than 97% of the content was user-generated by local artists and personalities, the arts community, cultural institutions, and members of the public who showed their support for the arts in their own way. Since the launch of the campaign in April 2020, there have been more than 10 million views on The A-List.sg and NAC's online channels.

Towards the end of 2020, arts audiences began to return to physical events. Amidst safe distancing restrictions, the Arts in Your Neighbourhood initiative, which brings engaging and immersive art to the heartlands every March and November, featured a range of virtual performances, pop-up art experiences, and visual arts installations. The November 2021 edition of the event was held in Bukit Merah, Jurong, Marine Parade, Serangoon, and Tampines and saw more than 77,000 physical visitors and 123,000 digital attendees participating in the wide range of activities.



Celebrating our cultural heritage

More Singaporeans are celebrating their cultural heritage as we collectively continue to safeguard this heritage for future generations. [Roots.gov.sg](https://roots.gov.sg), a rich online repository of resources on Singapore heritage covering over 370 stories, 113,900 collections, and 980 places, has received more than 12 million visits as at March 2022 since it was launched in 2016.

Our built heritage celebrates our unique identity and collective memories. A heritage impact assessment framework was introduced in 2022 to further strengthen efforts to take the heritage significance of sites into consideration early in development projects. The Padang was gazetted as a National Monument on 9 August 2022 – our 75th National Monument since 1973.

Our intangible cultural heritage (ICH) is no less important to our sense of identity. An [ICH inventory](#) containing 101 elements was established to serve as a repository of the traditions and living expressions inherited from our ancestors such as traditional music, craftsmanship, and oral expressions. Singapore's hawker culture was successfully inscribed on the [UNESCO Representative List of the Intangible Cultural Heritage of Humanity](#) in December 2020.

Read more: [Housing and Amenities](#) | [Building Our Future Together](#)

Developing a vibrant arts and culture scene

Arts and culture activities have since progressively resumed in a safe manner. The recovery of the arts and culture sector was supported by the \$75 million Arts and Culture Resilience Package introduced in April 2020. The package supported over 900 arts and culture organisations, generated over 20,000 work and training opportunities, and encouraged collaborative transformation efforts within the sector. More than 7,000 self-employed persons in the community were involved in projects supported by the package, such as under the Digital Presentation Grant for the Arts and the Self-Employed Person Grant, as well as regular grant schemes in the past two years.

The Government is also strengthening our efforts to foster a resilient and sustainable arts and culture ecosystem, learning from recent experiences.

- There are more exciting spaces where communities can access the arts and support artmaking by artists and arts groups. Tanjong Pagar Distripark, a former industrial warehouse-cum-arts cluster for exhibitions and programmes including those of the Singapore Art Museum, attracted more than 17,000 visitors during the Singapore Art Week in January 2022. In addition, 42 Waterloo Street, with renovations completed in June 2021, now serves as the main site for the [Arts Resource Hub](#) to broaden support for arts freelancers. 2022 also saw the opening of the Singtel Waterfront Theatre, a mid-sized and multi-format performance venue at Esplanade – Theatres on the Bay.
- Efforts are also ongoing to refurbish and pilot arts and culture sandbox spaces at Kampong Java, offering arts practitioners an affordable space to focus on creative experimentation and incubation.
- Arts and heritage charities have received over \$300 million in [Cultural Matching Fund](#) grants, reflecting donations catalysed by the fund since its inception in 2013. To encourage greater private and public ownership of our arts and culture, and to sustain positive momentum in cultural philanthropy, the Government topped up the fund by \$150 million in 2022.

Our Cultural Medallion Story

Cultural Medallion recipients are beacons of artistic excellence and how arts can bring significant social impact, as well as role models for the arts community. Our Cultural Medallion Story was launched in November 2021 at The Arts House, to honour their contribution, and to enable the public to learn more about the medallion recipients through an interactive and informative showcase. The medallion recipients also helped to further enliven the space. For example, Madam Som Said held her publication launch and an exhibition on Malay Dance in Singapore at the venue.



Read more: [Quality Jobs](#) | [Business Environment](#)

Charting our future direction together

We will continue to work closely with the arts and culture community to develop a thriving, innovative, and forward-looking landscape that all Singaporeans can enjoy. Arts and culture are critical in our development and progress as a people and a nation – they inspire and uplift us, foster a more cohesive community, and forge a stronger national identity that reflects our shared values. Singaporeans can look forward to [Our SG Arts Plan \(2023 – 2027\)](#) and [Our SG Heritage Plan 2.0](#), which will build upon the vital role played by the arts and culture.

CITIZENS

Our Shared Future and Place in the World

Singaporeans continue to work together to build a safe and secure home, and a brighter future for all.



EXTERNAL AND HOMELAND SECURITY

Keeping Singapore peaceful and secure

Singaporeans continue to enjoy peace and security through the collective efforts of the citizenry, businesses, community, and Government in [Total Defence](#).

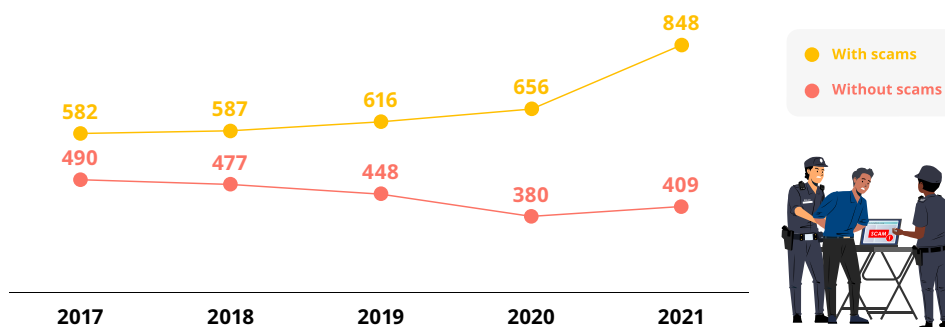


- Singaporeans continue to have high levels of confidence in the Singapore Armed Forces (SAF) and Home Team. In surveys conducted by the Ministry of Defence and Ministry of Home Affairs (MHA) in 2021, around 90% of respondents indicated confidence in the SAF's ability, and felt the Home Team performed well in keeping Singapore safe and secure.
- Singapore was ranked first in Gallup's Global Law and Order Index 2022. Our streets remain safe with physical crimes declining in 2021. In particular, housebreaking and theft fell to a 37-year low.
- Singapore also had the joint lowest fire fatality rate per 100,000 population in the world according to the World Fire Statistics 2022.
- The two-year recidivism rate among ex-offenders remained low at 20% for those released in 2019. This is amongst the lowest in the world. In 2021, 94% of ex-offenders referred to Yellow Ribbon Singapore for employment assistance were able to secure a job.

However, a 52.9% rise in scam cases between 2020 and 2021 drove the overall crime rate higher.

Overall crime rate rose, driven by an increase in scam cases

Overall crime rate (per 100,000 population)



Source: Singapore Police Force

In 2021, there were almost 24,000 reported scams, with losses of over \$632 million. Scammers were using more sophisticated tactics to target victims. The Inter-Ministry Committee on Scams was formed in April 2020, to coordinate efforts by MHA, the Ministry of Communications and Information, and the Monetary Authority of Singapore, and work with partners such as the Association of Banks in Singapore, telecommunication companies, and internet service providers, to fight scams.

- In 2021, the Singapore Police Force (SPF) conducted 26 islandwide anti-scam operations, leading to over 7,500 money mules and scammers being arrested or investigated. The SPF also worked with foreign counterparts to dismantle 16 transnational scam syndicates. We have also blocked over 12,000 scam websites, frozen over 12,600 bank accounts, and recovered over \$102 million.
- The SPF's [Anti-Scam Command](#) was operationalised in March 2022. It achieves greater synergy among the force's scam-fighting units, by integrating scam investigation, incident response, intervention, enforcement, and sense-making capabilities under a single command.
- Since its launch in 2020, the [ScamShield](#) mobile application has been downloaded more than 456,000 times as at October 2022. Previously only available for iOS users, ScamShield for Android users was launched in September 2022. ScamShield has filtered out about 6.5 million SMSes as potential scams and about 12,900 unique scam-tainted numbers have been blacklisted and blocked.
- In partnership with the National Crime Prevention Council, a new anti-scam public education campaign "Spot the Signs. Stop the Crimes." was launched. Members of the public can learn about scams on the [ScamAlert](#) website.



The increase in sexual offences was another area of concern. In 2021, outrage of modesty (OM) and voyeurism cases increased by 11.6% and 18.5% respectively from 2020. OM cases made up 42.3% of all sexual crimes reported in 2021. Steps have been taken to tackle this.

- The penalties under the Penal Code for certain sexual crimes including OM have been increased. To enhance deterrence and allow the courts to deal with egregious cases more severely, the maximum imprisonment term for OM was increased from two years to three years from March 2022.
- The community plays an important role in helping Police prevent and detect crimes such as OM. In 2021, over 50,000 Riders on Watch served as the “eyes and ears” on the ground to enhance the safety and security of fellow commuters. The [Community Watch Scheme](#) was also launched in 2021 for community volunteers to contribute to safety and security.

With the significant growth in e-commerce, we have stepped up vigilance against cross-border smuggling. In 2021, the Immigration & Checkpoints Authority detected 5,860 contraband cases among imports of low-value goods, a 40% increase from 2020.

The Government has also remained steadfast in our comprehensive drug control strategy, which tackles both supply and demand. In 2021, 25 drug syndicates were dismantled with over \$18 million worth of drugs seized. 2,729 drug abusers were also arrested. The proportion of new drug abusers arrested remained high at 34% of all abusers arrested and 60% of new drug abusers were under 30 years old. We continue to engage and educate youths on the dangers of drug abuse through our [preventive drug education programmes](#), which is a key component of our strategy.

Read more: [Annual Crime Brief 2021](#) | [Central Narcotics Bureau Annual Statistics 2021](#) | [Immigration & Checkpoints Authority Annual Statistics 2021](#) | [Singapore Civil Defence Force Annual Statistics 2021](#) | [Singapore Prison Service Annual Statistics Release for 2021](#)

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

Strengthening defence and homeland security

The SAF and Home Team have been constantly reviewing and refreshing our structures and capabilities in view of the ever-evolving threats to Singapore's homeland security and defence.

- The [Digital and Intelligence Service](#) was established in October 2022 to bolster the SAF's capability to defend Singapore against a full spectrum of threats and potential aggressors in a porous digital environment.



- To respond to an increasing spectrum of non-conventional threats in the maritime domain, a new naval unit, the [Maritime Security and Response Vessels](#), was established in 2021 to develop and provide more calibrated maritime capabilities and options.
- Against more conventional threats, the 3rd Generation Combined Arms Division was operationalised in 2021 to enhance the SAF's ability to fight as an integrated and networked force. New sensors and shooters were also incorporated into our Island Air Defence System in 2020 to better defend Singapore's skies against a wider range of air threats.



- Unmanned systems have also been deployed in a variety of operational settings. For example, the [Xavier Robot](#) augments patrols, Unmanned Firefighting Machines and Red Rhino Robots enhance firefighting operations, unmanned surface vessels provide more persistent coverage along Singapore's borders, and unmanned aerial systems have been used for crowd management and search operations. In one case in March 2021, unmanned aerial systems helped locate a lost hiker in the Clementi Forest.

Watch: [Maritime Security Unmanned Surface Vessels](#)



- The installation of more police cameras islandwide, coupled with the use of video analytics, has significantly enhanced public safety and security. From its introduction in 2012 to 2021, the PolCam network has helped solve over 6,000 cases. By 2030, the network is expected to have over 200,000 cameras islandwide. Smart cameras and video analytics have also been deployed within prisons to enable officers to detect and respond quickly to incidents and medical emergencies.
- The [Next-Generation Fast Response Car](#) is being rolled out progressively, with 110 vehicles operational as at 2021. It is a purpose-built vehicle for Ground Response Force operations and integrates both technology and functional design to improve officers' operational effectiveness and safety.
- The Police Coast Guard's 5th Generation PT Class Patrol Craft was commissioned in June 2022. The craft is equipped with improved surveillance and armament systems to increase the Police Coast Guard's effectiveness in detecting and neutralising maritime threats.



- The Multi-Modal Biometrics System has been implemented at all automated and manual immigration lanes at Singapore's checkpoints since July 2020. Compared to fingerprints, this touch-free verification of iris and facial features offers a more secure and hygienic immigration clearance experience. This is part of our plans under the [New Clearance Concept](#) where all residents will eventually be able to clear immigration at our checkpoints without presenting their passport, offering a smoother and faster clearance.
- The [Operational Medical Networks Informatics Integrator](#), launched in August 2021, enables Singapore Civil Defence Force paramedics and hospitals' emergency department to share vital information in real time during conveyance, to achieve better patient care and outcomes.
- The Gambling Regulatory Authority was reconstituted from the Casino Regulatory Authority on 1 August 2022 to regulate the entire gambling landscape in Singapore. This enables the Government to better stay ahead of gambling trends and products.

The terrorism threat remains high. We continue to educate the public while continuing to enhance our operational readiness through combined counter-terrorism and contingency exercises such as Exercise Heartbeat and Exercise Highcrest.

The [SGSecure](#) movement continues to sensitise, train, and mobilise the community to prevent and deal with terror attacks. There were more than 116,000 members in the SGSecure Responders' Network as at July 2022.

Watch: [Broadened Scope of SGSecure Responders' Network](#)

Read more: [Singapore Terrorism Threat Assessment Report 2022](#)

Read more: [Legal and Diplomacy](#) | [Business Environment](#) | [Cyber and Data Security](#)

Safeguarding Singapore through strong partnership with our community

The National Service (NS) system is [constantly being reviewed](#) to ensure its relevance in fulfilling Singapore's defence and security demands, along with the needs of a new generation of National Servicemen.

- To maximise the contributions of our servicemen, 1,000 operational roles were redesigned in 2021 to enable full-time National Servicemen of varying physical abilities to perform their duties more effectively and safely. We also expanded the re-deployment of National Servicemen to skills-based roles that make better use of their civilian expertise.
- To improve the NS experience, the NS FIT programme was launched in April 2021 to better support National Servicemen in incorporating fitness and exercise into their daily routine while fulfilling their annual fitness requirements. The automated computation of Make-Up Pay, alongside the Base NS Pay, was also implemented in September 2022 and would benefit over 100,000 National Servicemen and 25,000 employers.
- To enhance recognition and support for our National Servicemen, the NS Housing, Medical, and Education (NS HOME) awards have been enhanced with an additional \$2,000 in cash to be disbursed to each servicemen cumulatively across the three NS HOME milestones. This benefits 54,000 National Servicemen every year.

Singaporeans are also stepping forward to contribute in many ways.

- There are over 16,000 volunteers in the SAF Volunteer Corps, Police Volunteer Special Constabulary, Civil Defence Auxiliary Unit and other Home Team volunteer schemes. With the easing of COVID-19 restrictions, we have stepped up our volunteer outreach efforts.
- The [Safety and Security Watch Group](#) network fosters partnerships between the SPF and business stakeholders to enhance the safety and security of private premises through increased vigilance, target hardening, and the conduct of contingency readiness exercises. There were over 1,600 members in the network as at August 2022.
- Every year, over 5,000 uniformed cadets receive CPR-AED certification and volunteer in initiatives such as the Community Watch Scheme through the Total Defence badge programme for uniformed groups.

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

Reaffirming our commitment to safeguard our way of life

The peace, security, and harmony that Singapore enjoys today cannot be taken for granted. All Singaporeans have a part to play in safeguarding our way of life. Amidst the challenges in an increasingly troubled world, we must stay united, commit to Total Defence, and continue to support the sustenance of a strong and credible SAF and Home Team.

LEGAL AND DIPLOMACY

Securing Singapore's interests

Uncertainty lies ahead in a world that is more complex and volatile. Small states like Singapore value the rules-based multilateral order where all sovereign states have equal rights and disputes can be resolved peacefully according to international law and agreed rules. To safeguard our interests, we embrace multilateralism and strengthen our relationships with regional and global partners while upholding the rule of law and robust legal systems at home.

Defending Singapore and Singaporeans

The Government has continued to strengthen ties with our defence partners, building up our defence capabilities, training overseas, and cooperating on strategic issues critical to our security.

- Within the immediate region, Singapore and Indonesia signed a [Joint Statement](#) in January 2022 to reaffirm both governments' agreement to bring into force the 2007 Defence Cooperation Agreement and its Implementing Arrangement. This will strengthen cooperation by facilitating the discussion of new areas of defence cooperation between both countries' defence establishments. It also provides clarity on the arrangements for the Singapore Armed Forces' training in the Indonesian archipelagic and territorial waters and airspace, with full respect for Indonesia's sovereignty over its territory while preserving Singapore's rights.
- With the United States (US), we concluded a Memorandum of Understanding concerning cooperation in cyberspace with the US Department of Defense in August 2021. The Memorandum of Understanding formalises cyberspace cooperation between both countries' defence establishments and facilitates information sharing and capability building efforts.



- With China, the Republic of Singapore Navy conducted two contactless joint naval exercises with the People's Liberation Army Navy in 2021. The two navies conducted a series of drills practising the Code for Unplanned Encounters at Sea in international waters and worked together to respond to a simulated joint search and rescue mission. Such exercises enhance mutual understanding and strengthen friendships between both countries.



We have worked on enhancing international cooperation to maintain regional peace and stability and address transnational security challenges, including threats from terrorism and in cyberspace.

- In 2021, we set up the Counter-Terrorism Information Facility and the 15th Association of Southeast Asian Nations (ASEAN) Defence Ministers' Meeting (ADMM) approved the establishment of the ADMM Cybersecurity and Information Centre of Excellence in Singapore. These will facilitate information sharing and greater cooperation among countries against common security threats. The Counter-Terrorism Information Facility enables countries to jointly monitor and analyse regional terrorist threats, adding to our early warning capabilities. Similarly, the ADMM Cybersecurity and Information Centre of Excellence contributes to ASEAN's understanding of the potential threats in the region through research, training, and personnel exchanges.
- In 2022, Singapore hosted the Shangri-La Dialogue as an in-person event after a two-year hiatus due to the pandemic. The dialogue serves as the premier defence and security conference in the Asia-Pacific region. It provides a valuable platform for the exchange of defence and security perspectives and for constructive dialogue between defence officials from countries such as the US and China.

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

Working with the international community

The COVID-19 pandemic continued to preoccupy many countries. The emergence of new variants is a sobering reminder that no one is safe until everyone is safe. Singapore has been a staunch supporter of regional and multilateral efforts to respond to the pandemic. For example, Singapore contributed:

- 722,400 vaccine doses under mutually beneficial dose sharing arrangements with Australia, Thailand, and Brunei, as well as 342,400 doses of Singapore's vaccine allocation under the COVAX initiative and COVID-19 ASEAN Response Fund;
- Medical supplies such as oxygen concentrators and ventilators, diagnostic tests, Polymerase Chain Reaction machines, and face masks to more than 10 countries and the ASEAN Regional Reserve of Medical Supplies; and
- \$6.67 million to the COVAX Advance Market Commitment and \$134,900 to the COVID-19 ASEAN Response Fund.



Singapore has also provided humanitarian assistance to countries in need.

- We contributed to the Singapore Red Cross' fundraising for disaster relief and recovery efforts in Malaysia, Philippines, Afghanistan, Sri Lanka, and Ukraine.
- We contributed a humanitarian assistance package comprising ambulances, fire engines, firefighting and rescue equipment, mine detectors, and medical supplies, in response to a request from Ukraine.

Singapore is committed to combating climate change. We have stepped up capacity building with like-minded partners, aligned with the United Nations Sustainable Development Goals.

- Under the [Singapore Cooperation Programme](#), we have worked to promote sustainable development and share climate mitigation strategies with developing countries through efforts such as a dedicated Climate Action Package. Despite the pandemic, the programme has conducted 37 courses on sustainability and climate action for over 1000 mid to senior level government officials from 119 countries in the past two years.

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

Strengthening the rule of law and access to justice

Singapore continues to undertake legal reforms to strengthen the rule of law and enhance access to justice. Singapore was ranked seventh for justice and fourth for rule of law in the International Institute for Management Development's World Competitiveness Yearbook 2022.

- The dedicated [Protection from Harassment Court](#) was established in June 2021 to deal with harassment matters and falsehoods. The Court provides effective and expedient relief to victims by allowing certain types of cases to be heard via simplified proceedings. Between June 2021 and June 2022, 650 applications for civil remedies were made in the Court. Of which, slightly more than nine in 10 tapped on the simplified proceedings.
- Following a universal revision of the Acts of Parliament, the 2020 Revised Edition of Acts came into force in December 2021. The [Revised Edition](#) comprises 510 Acts of Parliament. It modernises the statute book with plain English, ensuring that our laws are readily accessible and easily understood.
- The Public Defender's Office has been set up in December 2022, institutionalising public defence within the criminal justice system. The office will be staffed by full-time officers to deliver quality legal representation to vulnerable persons.
- The Public Defender's Office will also work in partnership with the Criminal Legal Aid Scheme to co-deliver criminal defence aid. Income coverage will be expanded up to the 35th percentile of households and offences widened to cover all criminal offences with specific exceptions. These exceptions include offences which are not punishable by death, regulatory offences, gambling and betting, terrorism, organised and syndicated crime, and private prosecutions. This is expected to increase the number of Singapore residents receiving criminal legal aid by more than 50%.

Ensuring access to justice during the pandemic

The pandemic created challenges to ensuring access to justice for Singaporeans. For example, in 2021, the number of monthly online queries and registrations for mediation services doubled to 5,000 and 2,000 respectively from 2019. This accelerated the roll-out of digital tools and services.

- Legislation was introduced to ensure that court proceedings could continue with the use of technology. For example, judges can hear cases remotely from outside a courtroom while witnesses can give evidence from overseas.
- With online means testing and statement taking for various subject matters, including Letters of Administration and Probate matters, applicants no longer have to travel to the Ministry of Law (MinLaw) Services Centre to do so.



- Services such as applying for legal aid and addressing case-related matters on individual insolvency or community mediation are accessible through video conferencing counters at community centres at Nee Soon Central, Kampong Chai Chee, and Frontier, in addition to the MinLaw Services Centre.
- Those seeking legal advice can do so safely and securely via telephone and video conferencing at various Social Service Offices, Family Service Centres, and prisons.

Read more: [Social Safety Nets](#)

Supporting Singaporeans living abroad

Singaporeans overseas have 24-hour access to consular assistance.

Over the course of the pandemic, we have helped to bring home more than 4,600 Singaporeans. We launched initiatives such as the Death and Critical Illness Emergency Visits scheme with Malaysia in May 2021 to facilitate cross-border family visits during emergencies.

Dedicated vaccination channels were made available for those overseas to receive their vaccinations in Singapore when they were not readily available in most countries. Between September 2021 and April 2022, 73 Singaporeans returned to receive their vaccinations.



Beyond COVID-19, Singaporeans have continued to receive consular assistance overseas. With the help of our 50 overseas missions, we handled more than 15,000 cases in 2020 and more than 11,000 cases in 2021. We facilitated the return of more than 70 unaccompanied Singaporean minors, seniors, and persons with mobility issues from Johor Bahru. This included an 81-year-old Singaporean who was half-paralysed and wheelchair-bound due to a stroke. After his family sought consular assistance, we arranged for him and his caregiver to be ferried across the Causeway back to Singapore.

Read more: [Government and Regulations](#)

Standing firm for peace, sovereignty, and rule of law

Faced with an uncertain and rapidly changing external environment, the Government will continue to defend Singapore's interests, enlarge our strategic space, and uphold the rule of law to serve the needs of all Singaporeans.

GOVERNMENT AND REGULATIONS

Serving the nation with competence and commitment

We strive to serve Singapore and Singaporeans as an effective Government marked by integrity, service, and excellence. Overall, Singapore maintained the top ranking for government effectiveness by the World Bank in 2021.

Upholding trust

A key pillar of being an effective government is the trust we build and uphold with our people.

Corruption remains firmly under control, with the number of public sector corruption cases remaining low over the years. Internationally, our anti-corruption efforts continue to be well regarded. Singapore was ranked the fourth least corrupt country out of 180 countries by Transparency International's Corruption Perceptions Index 2021.

Read more: [Corrupt Practices Investigation Bureau Annual Statistics Report 2021](#)

Singapore's fiscal system is globally recognised and trusted, being among a select group of countries with a triple-A credit rating. According to Moody's Issuer In-Depth Report on Singapore's Credit Outlook in September 2022, we scored highly for institutions and governance, fiscal strength, and insusceptibility to event risk. The Government demonstrated this financial resilience during the COVID-19 pandemic, rapidly rolling out eight budgets over a period of two years. In total, \$72.3 billion has been spent in the fight against COVID-19 for Financial Years 2020 and 2021, with up to \$36.9 billion of this drawn from past reserves.

High standard of integrity

During the pandemic, there were initial cases where public officers divulged confidential information to the public. This included the premature release of information on daily COVID-19 case numbers and the leak of a press statement on school closures. The officers involved were promptly taken to task and prosecuted under the Official Secrets Act. This reflects the high standard of integrity that we expect of public officers.

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

Pursuing excellence

The second pillar of being an effective government is the pursuit of excellence and delivering quality outcomes. We continually review our regulations, policies, and programmes to ensure that they remain relevant and do not impose unnecessary costs on individuals. Throughout the pandemic, the Government adopted an agile approach of continual improvement. Our policies and control measures evolved as the situation changed. We swiftly rolled out a series of new digital tools, such as TraceTogether, SafeEntry, and the National Appointment System for vaccination,

which were key in our fight against the pandemic. According to the Pew Research Center's Spring 2022 Global Attitudes Survey, 88% of respondents felt that Singapore had done a good job handling the COVID-19 outbreak.

- From the introduction of the COVID-19 (Temporary Measures) Act in April 2020, there were 15 amendments between June 2020 to September 2020 to adapt the regulations to the changing public health situation and to safeguard lives and livelihoods. These amendments covered areas such as rental reliefs, temporary reliefs from the inability to fulfil contractual obligations, and alternative arrangements for meetings.
- With the introduction of digital contact tracing tools such as TraceTogether and SafeEntry, the average time to identify and quarantine close contacts was reduced from four days to less than one and a half days.
- The [SupplyAlly](#) application facilitated the process of logistical distribution, playing a significant role in managing hundreds of volunteers in the rapid distribution of reusable masks and physical credit vouchers. With the help of SupplyAlly, over 4.2 million reusable masks and over \$20 million in physical credit vouchers were distributed.

Examples of COVID-19 digital products



Source: GovTech

Roll-out of the Home Recovery Programme

The COVID-19 measures were not always smooth and seamless from the start. For example, the Home Recovery Programme, which enabled those with mild or no symptoms to isolate and recover safely at home, faced teething issues in its initial roll-out as daily caseloads rose to 3,500 within a month and a large backlog of cases built up.

Over 500 personnel, consisting of the Singapore Armed Forces and volunteers from the Public Service Division (PSD), were mobilised to help scale up the programme. The Central Provident Fund Board, GovTech, and PSD also jointly set up a temporary call centre to address the surge in calls. Call abandonment fell from 30% to 1% and wait times improved from three minutes to 27 seconds.

Since then, the programme has been adapted for better scalability and resilience against subsequent COVID-19 surges. As the default mode of care, the programme has facilitated the recovery of more than 270,000 people as at September 2022.

The public sector has stepped up our commitment to environmental sustainability. The sector aims to achieve net zero emissions around 2045, slightly earlier than the national target. In addition, the sector will reduce energy and water usage by 10% by 2030, compared to an average of 2018 to 2020 levels, and cut the amount of waste disposed of by 30% by 2030, compared to 2022 levels. To achieve these targets, the following practices will be adopted:

- The energy and water efficiency of buildings will be improved. For example, government data centres are to achieve the Green Mark Platinum standard by 2025.
- Public agencies will purchase products, such as electrical appliances, water fittings, building materials, and vehicles, that meet high efficiency or sustainability standards.
- Sustainability features will be incorporated at public spaces such as hawker centres and community clubs to raise public awareness.

The public sector is working towards releasing a report on our sustainability performance.

Read more: [GreenGov.SG](https://www.green.gov.sg)

To ensure that we have the fiscal resources to deliver on our plans, we have enhanced our fiscal toolkit:

- The Significant Infrastructure Government Loan Act (SINGA) passed in 2021 enables the Government to borrow to finance nationally significant infrastructure. This will spread large expenditures equitably across the generations who will directly benefit from these long-term developments.
- The Government announced plans to increase various taxes at Budget 2022. These revenue measures are expected to generate about \$4 billion per year when fully implemented. The moves will ensure that each generation and all segments of society contribute a fair share to meet Singapore's rising structural spending needs. Everyone contributes towards the collective good, but those with more will contribute more taxes than the benefits they receive, while those with less will receive more benefits than the taxes they contribute.

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

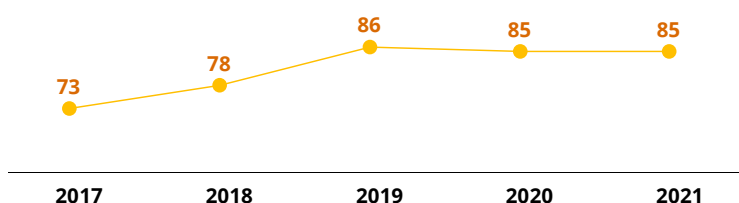
Improving service delivery

The third pillar of an effective government is delivering better services to individuals.

A key effort has been to improve our services through digitalisation, with the [Digital Government Blueprint](#) focusing on making transactions easy, seamless, and secure. Since 2019, over 95% of government transactions have been completed digitally from end-to-end. 85% of citizens were very or extremely satisfied with our digital services.

Satisfaction with government e-services continues to be high

Citizens who are overall very or extremely satisfied with the quality of e-services (rated at least "five" out of a six-point scale) (%)



Source: GovTech

- The [Singpass](#) application was enhanced to enable users to access their identity cards digitally, including the National Registration Identity Card and Driving Licence. The digital cards are accepted at all public agencies. As at March 2022, there were over 3.7 million Singpass application users, up from 2.4 million users in 2021.
- Singaporean households can claim and spend their digital Community Development Council (CDC) Vouchers with ease via [RedeemSG](#). As at October 2022, 1.19 million (97.6%) households have claimed their CDC Vouchers for 2021 while 1.12 million (92.1%) have claimed their vouchers for 2022. Over 19,000 participating heartland merchants and hawkers have benefitted from the voucher scheme and system, with close to \$198 million spent.
- [GovWallet](#) has been integrated with various government applications to enable Singaporeans to receive and use government benefits seamlessly. For example, over a million National Servicemen have received their NS55 Recognition Package credits via [LifeSG](#). The credit can be spent via the application at over 164,000 PayNow and 43,000 NETS registered merchants. Workfare and Goods & Services Tax Voucher recipients without bank accounts can withdraw their payouts at automated teller machines integrated with GovWallet. Since November 2021, more than 6,200 Workfare recipients have been able to do so.

While we push for digitalisation to improve services, we recognise that digital access can be challenging for some segments of the population. There are currently six [ServiceSG centres](#) islandwide providing citizens with one-stop access to key government services across multiple agencies. One more centre will be launched at Bukit Canberra by March 2023. As at August 2022, the ServiceSG centres achieved an average customer satisfaction score of 98%.

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

One Public Service

As Singapore emerges from the pandemic, there will be new opportunities and emerging challenges. There will be increased pressures on scarce public resources as Singapore's needs grow and the population ages. The public service will renew and reinvent ourselves, acting together as One Public Service to achieve more.

BUILDING OUR FUTURE TOGETHER

Singapore Together

We aspire for Singapore to be a democracy of deeds. A society that forges strong bonds, a strong Singapore spirit, and partnership in addressing complex problems. Singapore Together started in 2019 to mark a shift towards deeper partnerships between the Government and Singaporeans, and among Singaporeans. The movement has provided more opportunities to:

- Co-create and shape aspirations;
- Turn ideas and aspirations into action; and
- Build a united and cohesive society together.

Co-creating and shaping aspirations

The Government has been actively creating more opportunities for Singaporeans to share their views and aspirations on issues they care about.

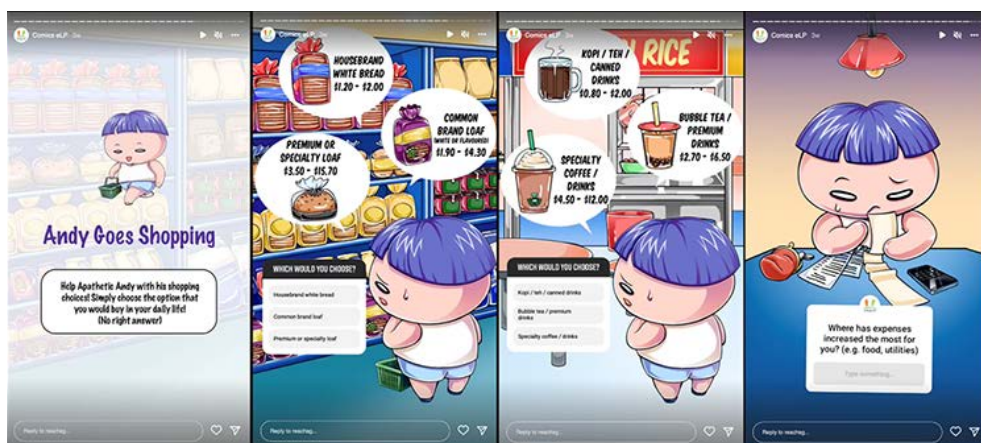
- 16,900 Singaporeans shared their aspirations for a post-pandemic Singapore through the [Singapore Together Emerging Stronger Conversations](#) between June and December 2020.
- Nearly 6,000 people – women and men – contributed to the nationwide Conversations on Singapore Women's Development, held over 160 sessions between September 2020 and September 2021. This culminated in the [White Paper on Singapore Women's Development](#), which has set out 25 action plans by the Government and the community, to build a fairer and more inclusive society. These included introducing workplace fairness legislation, encouraging and enabling flexible work arrangements as a workplace norm, forming community-based peer support networks for caregivers, and enhancing protection for victim-survivors of family violence.



- More than 15,000 Singaporeans participated in the public engagement sessions on [Long-Term Plan Review](#) between July 2021 and May 2022. They contributed their views and ideas on how to shape a liveable and sustainable built environment over the next 50 years, and to steward our environment for future generations. These ideas and views were exhibited around Singapore and on the Urban Redevelopment Authority's website for further feedback between June and August 2022, reaching close to 200,000 people.



- [REACH](#) has expanded its engagements through e-Listening Points on mobile applications, virtual dialogues, and interactive comics. These, together with existing efforts, gathered feedback from over 70,000 Singaporeans in 2021, up from 59,000 in 2020. REACH has also worked with corporate and community partners to reach out to groups such as healthcare workers and food delivery riders to understand their concerns.



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

Turning ideas and aspirations into action

In response to the Emerging Stronger Conversation themes and other issues, 35 Singapore Together Alliances for Action (AfAs) were formed between June 2020 to July 2022. The AfAs have brought together more than 140,600 individuals and 1,590 organisations to co-create and implement over 160 projects.

- To position Singapore as the regional and global leading carbon services and trading hub, the AfA on Sustainability engaged more than 70 organisations, including carbon credit buyers and sellers and academia, to identify gaps in the voluntary carbon market that Singapore could plug. This led to the development of Climate Impact X, a carbon marketplace to facilitate price discovery, improve liquidity, and verify the integrity and source of carbon credits; and GreenPass, a one-stop solution for companies to measure, mitigate, and offset their carbon footprint.
- The AfA for Lower-Wage Workers brought together 50 individuals from different backgrounds including the unions, businesses, community groups and youths, and launched 13 projects as at July 2022 to improve opportunities and support for lower-wage workers. One of these projects was the “[Makan&Shine](#)” programme for volunteers to learn about the lives of lower-wage workers over casual meals and offer them guidance on jobs and skills.
- The Youth Stewards for Nature AfA had more than 80 youth stewards aged 18 to 25 years undertake 16 biodiversity, conservation, and horticultural projects in 2021. One such project, “Responsible Interactions with Wildlife”, sought to understand the public perception of wildlife feeding through surveys and development of education and outreach initiatives.



Read more: [Progress of Singapore Together Movement](#)

The Government has supported Singaporeans to lead their own initiatives in response to national and community challenges.

- Through the annual [Youth Action Challenge](#), more than 700 youths have formed about 180 project teams since 2019 to tackle issues related to the environment, future of work, mental well-being, and vulnerable groups. For example, Urban Origins, which registered as a company after the challenge, raises awareness about the SG Green Plan, food security, and local producers through events and community outreach sessions. They have partnered over 50 merchant partners and over 20 partner organisations on solutions for more sustainable activities in the workplace.
- Singaporeans have initiated many ground-up efforts to show everyday acts of care to their neighbours and to care for vulnerable groups, with support from [Our Singapore Fund](#). In 2020 and 2021, \$2.35 million was committed to support 118 ground-up projects. Another \$5.1 million has been set aside to support 400 new projects over the next three years.

Engaging seniors during the Circuit Breaker

3Pumpkins, a non-profit arts company, developed “[Say Louder Teahouse](#)” to encourage seniors living alone during the Circuit Breaker period, with support from Our Singapore Fund. This radio programme series, available in Chinese dialects, Malay, and Tamil, was loaded onto donated radios and distributed by volunteers.



The COVID-19 pandemic has animated a strong spirit of care, cohesion, and active citizenry. The Government continues to support Singaporeans in strengthening their “gotong royong” spirit by facilitating avenues to donate and volunteer for causes they are passionate about.

- [SG Cares](#) Volunteer Centres have been appointed progressively since November 2018 to cover all 24 towns. The centres help to grow and coordinate town-based volunteerism, build volunteer management capabilities and broker partnerships to meet community needs. This includes channeling donations-in-kind such as masks, sanitisers, and essential items to vulnerable households, and matching corporates to serve rental flats through donations and volunteering. Since the initiative started, over 30,000 volunteers have been mobilised to serve 240,000 beneficiaries.

Map of SG Cares Volunteer Centres



Source: Ministry of Culture, Community and Youth

- Many Singaporeans have stepped forward to partner our public agencies, with more than 100,000 volunteers supporting various national causes led by agencies such as Sport Singapore and the National Arts Council.
- To encourage philanthropy through matching grants for donations, the [Cultural Matching Fund](#) for arts and heritage causes, and the [One Team Singapore Fund](#) for sports causes were extended to Financial Years 2024 and 2026 respectively.

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

Building a united and cohesive society

Based on the Ministry of Culture, Community and Youth's Social Pulse Survey in 2021, about four in five Singaporeans felt that we are one united people. Nevertheless, achieving our vision of unity in diversity remains a work in progress. Incidents of racial and religious intolerance continue to persist, with police reports on incidents involving racial or religious friction.

All of us have an important part to play in building a united and cohesive society.

- To strengthen racial and religious harmony, more than 700 religious organisations have affirmed the Commitment to Safeguard Religious Harmony since it was launched in 2019.
- In 2021, the National Integration Council launched four AfA projects involving 20 partners and 15 organisations from the public and private sectors, to address issues from supporting diversity and inclusion in the workplace, to helping foreign professionals settle into and contribute to the community.
- 140 Singaporeans participated in citizen workgroups on our [National Symbols](#) and the [Singapore Citizenship Journey](#) in 2020 and 2021. Some suggestions from the participants include promoting the appreciation of our history and values through the use of national symbols and reviewing the content of the citizenship journey to better help new citizens settle in and understand our values and norms.

Read more: [Arts and Heritage](#) | [External and Homeland Security](#) | [Economy and Labour Market](#)

Taking Singapore forward together

The journey ahead will not be easy. The [Forward Singapore](#) exercise, which started in June 2022, will help us to reflect and act on both our aspirations and our anxieties so that we can strengthen our solidarity and mutual responsibility as one united people. If we have a strong sense of belonging to our nation, and continue to maintain strong bonds with each other, we will be able to build a better and stronger Singapore for many generations to come.

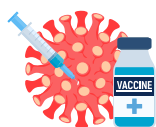
STRENGTHENING OUR SUPPLY CHAIN RESILIENCE

A global city in uncertain times

Singapore is an open and connected economy that has benefitted from access to goods, talent, and ideas from around the world. This has enabled us to prosper and grow into a world-class city.

At the same time, we are vulnerable to the impact of global developments. The COVID-19 pandemic has laid bare the fragility of international supply chains. Restrictions on the movement of people, as well as stoppages to production and logistic flows, threatened to severely disrupt the supply of goods and services. As the pandemic abates, countries still face significant supply shocks stemming from a myriad of factors ranging from geopolitical tensions to climate change.

Global uncertainties and examples of their impact on supply chains



COVID-19

The **pandemic** resulted in high shipping costs and delays caused by port congestions and freight capacity constraints.

Countries faced shortage of medical supplies including personal protection equipment and vaccines.



Geopolitical Tensions

The **Russia-Ukraine conflict** has led to global shortages and price spikes for grains and fertilisers as the two countries are key global exporters of both.

Russia is one of the world's largest oil and gas exporters. The conflict has contributed to elevated and volatile global energy prices.



Climate Change

Erratic weather such as droughts and floods has affected food production and economic activity around the world.

Being prepared for disruptions

Scarcity and supply shocks are not unfamiliar to Singapore. Much effort has been invested by the public and private sectors to strengthen the resilience and diversity of our supply chains and to build deep competencies within the country in this area.

- First, we uphold Singapore's reputation as a reliable and trusted partner among businesses and the international community. Throughout the pandemic, Singapore was one of the few countries which did not impose export controls, even at the height of the pandemic when masks, respirators, and vaccines were scarce. We actively worked with like-minded countries to sustain the smooth and timely flow of goods and open supply chains.

- Second, Singapore practises diversification to ensure a reliable supply of critical goods. This enables us to adapt when a source is disrupted and work together with a wide range of trusted partners to ensure supplies flow even under difficult circumstances.
- Third, we continue to invest in new and existing connectivity infrastructure as we reinforce Singapore's status as a major logistics and trading hub. By expanding connections across the world for resources and markets with strong capabilities to sustain these connections at home, we can reduce the risk of disruptions and keep trade flows going.

Joint statement on action plans to facilitate the flow of goods and services

In May 2020, Singapore signed a joint statement with Australia, Canada, Republic of Korea, and New Zealand to reaffirm commitment to cross-border flows and concrete actions to alleviate the impact of COVID-19. The statement agreed on the following:

- Expedite customs procedures and refrain from introducing export restrictions on essential items such as food and medical supplies. There was also agreement to ensure the continued operation of logistics networks via air, sea, and land freight.
- Facilitate the resumption of essential cross-border travel, while balancing public health considerations in line with efforts to combat the pandemic.
- Minimise the impact of COVID-19 on trade and investment and facilitate an inclusive and sustainable economic recovery from the pandemic.

Read more: [Singapore reaffirms commitment to facilitate cross-border flows with Australia, Canada, Republic of Korea, and New Zealand](#)

Read more: [Legal and Diplomacy](#) | [Infrastructure and Logistics](#)

In addition, measures are in place to help Singaporeans and businesses tide over the effects of temporary supply shocks.

Essential goods

The Government, in partnership with the private sector, stockpiles food and other essential items. For example:

- Under the Rice Stockpile Scheme, rice importers are required to hold an inventory buffer equivalent to twice of their monthly imports. This helps to ensure an adequate supply of rice in the market even during supply disruptions. The items and target amounts for our food stockpiles are assessed and re-calibrated periodically, to ensure that they remain relevant and sufficient to address the anticipated risks in an increasingly uncertain environment. Since 2020, when we began to experience greater disruptions to our food supply chain, the Government has expanded our food stockpiles.
- There is a national stockpile of drugs and medical supplies such as personal protective equipment and N95 masks. Besides the fight against COVID-19, the N95 mask stockpile was utilised in 2013 when the transboundary haze reached hazardous levels.

- Power generation companies are required by law to stockpile at least 60 days of fuel. In response to the ongoing global energy crisis, temporary crisis management measures were put in place to safeguard energy security since October 2021. These included requiring the companies to maintain sufficient fuel stockpiles for power generation and establishing a standby liquefied natural gas facility which the companies can draw from if there are fuel disruptions. Essential construction supplies including [sand](#) and granite are also stockpiled.

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

People and capabilities

We have anchored essential production and research capabilities, as well as talent, in Singapore, giving us increased agility in times of supply disruptions. For example:

- The Fortitude diagnostic test kit was developed locally within three weeks in 2020 and has been implemented across public and private hospitals as well as clinical labs since February 2020 to support COVID-19 testing in Singapore.
- On top of sourcing for new suppliers and stockpiling, the domestic production of masks was ramped up from February 2020 to meet the needs of healthcare workers and the population. A*STAR partnered local textile company Ramatex, to develop and manufacture reusable masks. ST Engineering also started the local production of medical-grade surgical masks, in addition to existing N95 mask production.

Read more: [Food supply chain resilience during and beyond the pandemic](#)

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

Financial

Over the decades, Singapore has built up a significant financial advantage, compared to other countries, which has provided the fiscal space to safeguard our interests.

For example, we were able to mount a timely and decisive response to COVID-19 because of Singapore's financial reserves. Between Financial Years 2020 and 2021, the Government spent \$72.3 billion to protect jobs, provide social assistance, and maintain a multi-layered public health defence, including vaccinating Singaporeans. Up to \$36.9 billion of this was funded from past reserves, enabling us to provide significant support without incurring a huge debt for future generations.

The investment returns of Singapore's reserves supplement the Government's annual budget through the Net Investment Returns Contribution (NIRC). NIRC will contribute an estimated \$21.6 billion in Financial Year 2022, which is about 20% of the budget.

Read more: [How do Singaporeans benefit from our reserves](#)

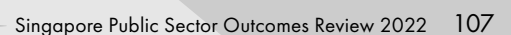
Read more: [Government and Regulations](#)

Whole-of-nation effort

We must contribute collectively to strengthen supply chain resilience. While the strategies above help to mitigate the risks and impact of supply shocks, it would not be practical to prevent disruptions entirely nor insulate ourselves fully.

As a nation, our resilience is reflected in how we collectively adapt to overcome new challenges, forge cohesiveness, help others in times of need, and emerge stronger from crisis.

Strong and Resilient Economy

A white Singapore Airlines airplane with a blue and yellow tail, flying against a light blue background. The text "SINGAPORE AIRLINES" is visible on the side of the fuselage.

ECONOMY AND LABOUR MARKET

Overcoming challenges as one

The COVID-19 pandemic has severely disrupted global economic activity, with significant impact on businesses and livelihoods. In 2020, Singapore's economy shrank by 4.1%, its worst full-year recession since independence.

- Consumer-facing sectors such as retail, food services, and tourism-related sectors were badly affected by the border closures and cutback in domestic consumption amidst the implementation of safe management measures.
- Outward-oriented sectors such as manufacturing and wholesale trade were affected by the fall in external demand and supply chain disruptions.

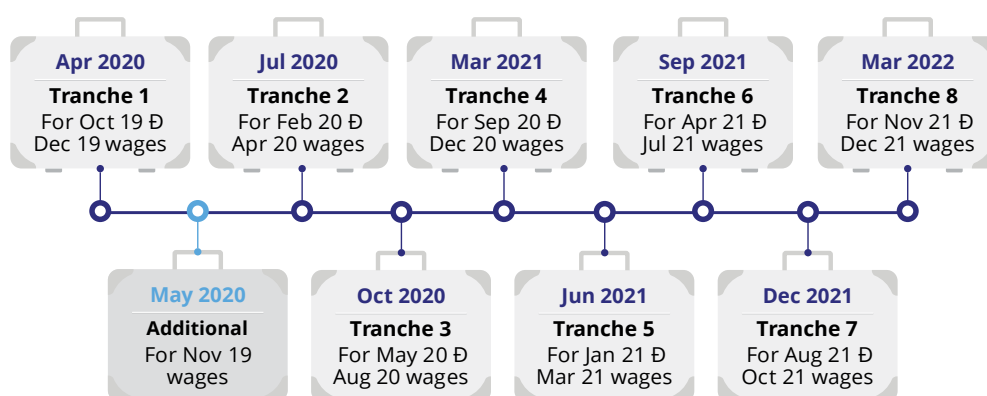
Businesses received support through an extensive range of schemes to help them weather the immediate impact of the pandemic and seize medium-to-longer-term opportunities in an endemic world.

- More than \$28.1 billion has been disbursed to 180,000 employers over eight tranches from 2020 to 2022 under the [Jobs Support Scheme \(JSS\)](#).

Jobs Support Scheme

JSS was introduced during the Unity Budget in February 2020 to provide wage support to employers to retain their local employees during the period of economic uncertainty due to the pandemic. It was subsequently enhanced to support businesses and workers during the Circuit Breaker and other periods of restrictions. Eligible employers received support of up to 75% of the first \$4,600 in gross monthly wages paid to each local employee. JSS support levels were determined by the industry sector, with firms in sectors that were more affected by COVID-19 accorded higher support. The last tranche for JSS was distributed in March 2022. The scheme was effective in helping locals retain their jobs in sectors that were more severely affected by the pandemic and also helped to support local workers' wages. It was estimated to have saved around 165,000 local jobs between March and December 2020.

Timeline of JSS tranches with payout months and basis periods



Source: Ministry of Finance

- The Jobs Growth Incentive (JGI) provided salary support for eligible employers to expand local hiring, supporting 83,000 firms between September 2020 and February 2022. JGI has been extended till March 2023.
- \$8.6 billion worth of loans were extended to 12,600 enterprises in 2021, mainly under the [Temporary Bridging Loan Programme](#) and the [Enterprise Financing Scheme – Trade Loan](#). These helped enterprises to manage immediate cashflow needs and support their trading activities.
- Over 10,000 enterprises were supported through the E-Commerce and Food Delivery Booster Packages that were reintroduced in 2021, to enable them to go digital and sell online during the Phase 2 Heightened Alert period.
- In 2021, more than 18,000 enterprises utilised the [SkillsFuture Enterprise Credit](#) to invest in enterprise and workforce transformation efforts, such as job redesign, career conversion programmes, and training aligned to the Skills Framework.
- The [Enhanced Training Support for small and medium enterprises \(SMEs\)](#) offered additional funding support of up to 90% of course fees when SMEs send their employees for training. In 2021, 13,000 SMEs benefitted from the scheme, training more than 49,000 workers.

These measures alleviated the impact of the pandemic and kept businesses going. An analysis by the Monetary Authority of Singapore (MAS) found that the COVID-19 Budget measures over 2020 and 2021, buttressed by accommodative monetary policy, supported Singapore's real Gross Domestic Product (GDP) growth by 6.6 percentage points and 0.8 percentage points in 2020 and 2021 respectively.

Business formation remained strong. On average, more than 64,000 business entities were formed per year in 2020 and 2021, slightly higher than the 62,000 formed in 2019.

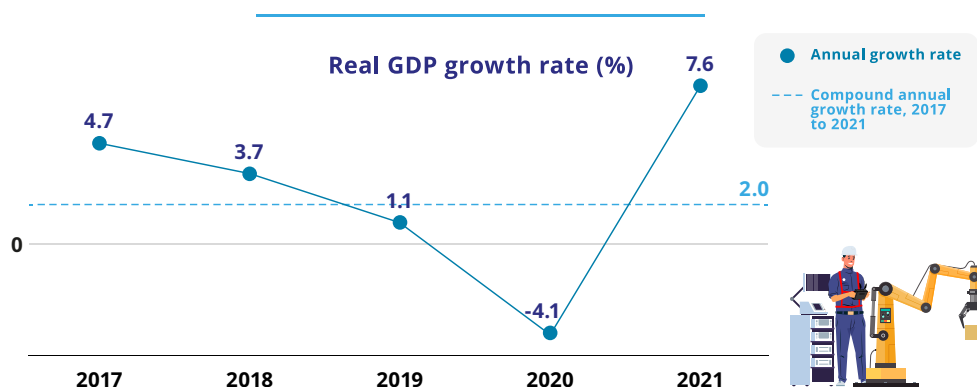
Read more: [Assessment of the Impact of Key COVID-19 Budget Measures](#)

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

Emerging strongly from the pandemic

The global economy has rebounded strongly from the COVID-19-induced contraction in 2020. Singapore's strong economic fundamentals and extensive connectivity to the world provided the ballast to ride out the storm encountered in 2020. In 2021, our economy expanded by 7.6% with growth mainly driven by manufacturing, finance and insurance, and wholesale trade sectors.

Real GDP grew by 2.0% per year from 2017 to 2021

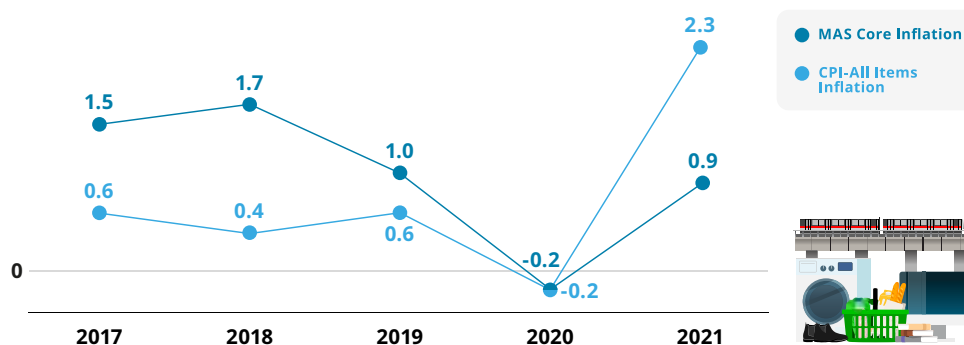


Source: Department of Statistics

In tandem with the economic recovery, labour productivity, measured by real value-added per actual hour worked, rose by 5.2% in 2021. Labour market conditions also improved considerably compared to 2020. Total employment expanded by 1.1% (40,200) in 2021 and unemployment declined, backed by strong resident employment growth. Inflation in Singapore also rose alongside the economic recovery. MAS' Core Inflation measure picked up to 0.9% in 2021, from the mild deflation of 0.2% experienced in 2020.

Inflation stepped up in 2021

Changes in Consumer Price Index (CPI) (%)



Source: Department of Statistics, Monetary Authority of Singapore

Inflationary pressures have since intensified in 2022. This reflects the sharp increases in key commodity prices and global supply chain disruptions, as well as a tightening domestic labour market. Inflation in Singapore has therefore picked up, with MAS Core Inflation projected to be around 4%. To slow the momentum of price increases, MAS began tightening [monetary policy](#) in October 2021.

Read more: [Infrastructure and Logistics | Strengthening Our Supply Chain Resilience](#)

Reinforcing Singapore's global attractiveness

Businesses continued to be confident in Singapore as a choice location for new investments and the expansion of business activities.

Despite the economic headwinds and border restrictions between 2020 and 2021, the Economic Development Board (EDB) attracted investment commitments amounting to \$11.8 billion in fixed asset investments (FAI) and \$5.2 billion in total business expenditure per annum in 2021. While investments from semiconductor and biotech companies accounted for more than half the commitments secured, new investments were seen across sectors such as agri-food, chemicals & materials, and electronics. In 2020, EDB recorded a 12-year high of \$17.2 billion in FAI commitments.

These investments will translate into more opportunities for our people. For example, when the investment commitments in 2021 are fully implemented, they are expected to create over 17,000 new jobs in the coming years with a projected contribution of \$16.8 billion in value-added per annum.

Continued performance in education, such as in the Programme for International Student Assessment study, and the ability to stimulate diversity in the workforce remain Singapore's strengths. In INSEAD's Global Talent Competitiveness Index 2022, Singapore clinched second position, behind Switzerland, and the top position in Asia-Pacific.

Read more: [Economic Survey of Singapore 2021](#)

Read more: [Economic Opportunities](#)

Building a future-ready workforce and industries

Since the launch of the 23 Industry Transformation Maps (ITMs) in 2016, we have made good progress. From 2016 to 2019:

- Labour productivity grew by 2.7% per year, up from 2.3% in the preceding three years.
- Real median income of full-time employed residents grew by 3.4% per year, up from 3.1% in the preceding three years.

While the pandemic disrupted the progress of the ITMs, it has accelerated trends such as digital transformation, risks to globalisation, and a focus on sustainability. The [Future Economy Council](#) is refreshing all 23 ITMs, under ITM 2025, to meet the accelerated changes brought about by COVID-19 and ensure that Singapore's economy adapts to stay ahead of the competition. As at October 2022, 12 refreshed ITMs have been launched.

We have continued to update our foreign workforce policies to ensure that businesses have access to complementary foreign manpower while keeping Singapore's reliance on foreign manpower sustainable. For example:

- In the past few years, we have progressively raised the quality of Employment Pass (EP) and S Pass holders.
- We have improved the processing time for all EP applications since August 2022 and restored the [Fair Consideration Framework](#) job advertising duration from 28 to 14 days since September 2022, to help companies be more responsive to business needs.
- Further updates to the qualifying salaries and levies have been progressively implemented since September 2022. These benchmark EP and S Pass holders against the top one-third of local professionals, managers, executives, and technicians wages and associate professionals and technicians wages respectively.
- A points-based [Complementarity Assessment Framework \(COMPASS\)](#) will take effect from September 2023. COMPASS will enable companies to select high-quality foreign professionals while improving workforce diversity and building a strong Singaporean core.

With the intensifying competition for talent across the world, we are in the midst of enhancing our work pass framework to better attract top talent and experienced tech professionals in areas with skills shortages.

- A new [Overseas Networks & Expertise Pass](#) has been introduced for top talent across all sectors, comparable to the top 5% of EP holders. The pass will be open for applications in January 2023.
- A new benchmark pegged to the top 10% of EP holders will be implemented from September 2023. EP applicants of this quality will continue to be exempted from the Fair Consideration Framework job advertising requirement and COMPASS.

- A longer five-year duration EP will be offered to experienced professionals filling specific tech occupations on the COMPASS Shortage Occupation List from September 2023. This will give greater certainty to experienced tech professionals and the businesses hiring them, and allow Singapore to anchor tech capabilities while we develop our local pipeline.

Read more: [Quality Jobs](#) | [Business Environment](#)

Charting a new path forward

Against the backdrop of recovery, real GDP is expected to expand between 3.0% and 4.0% in 2022. Nonetheless, we face a rapidly evolving external environment. Major trends in technology, geopolitics, and climate change will fundamentally affect how Singapore makes a living going forward. Businesses, workers, unions, and the Government must work together to press on with economic transformation to ensure that all Singaporeans are empowered to seize new opportunities while being assured of support in difficult times. This spirit is the backbone to continued economic growth and an equitable and progressive society.

ECONOMIC OPPORTUNITIES

Seizing opportunities, energising enterprises

As Singapore transits towards COVID-19 resilience, new economic forces have emerged globally. Businesses are positioning themselves to adapt and seize opportunities in the face of these changing forces, to grow locally and internationally. The Government is committed to helping them do so.

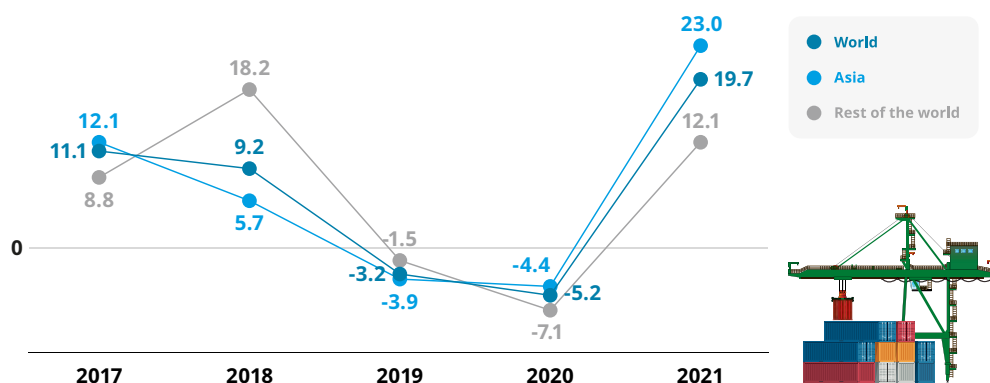
Enhancing Singapore's connectivity and relevance

The pandemic has posed challenges to our businesses' internationalisation efforts with border closures and travel restrictions. It has also accelerated the push to deepen Singapore's linkages with the world, particularly Asia.

For example, Singapore's total merchandise trade with Asian partners saw a 13.0% increase from \$738 million in 2018 to \$834 million in 2021. In particular, merchandise trade with ASEAN expanded by 6.4% over the same period, making our recovery substantially faster than with the rest of the world at 2.6%.

Merchandise trade with Asia was less affected by COVID-19 and recovered more quickly compared to trade with the rest of the world

Total merchandise trade growth rate* (%)



* Data presented are in nominal terms.

Source: Department of Statistics

Asia remained the top region for [Direct Investment Abroad](#) (DIA), making up 50.5% of Singapore's DIA as at end 2020. In turn, ASEAN (18.4%) and China (14.4%) accounted for more than half of Singapore's DIA in Asia.

Businesses continued to pursue their international ambitions. In 2021, 1,600 enterprises received support such as in-market facilitation, advisory services, and internationalisation tools. Of note, more than 300 overseas projects were facilitated in the same period. These projects helped the enterprises secure new business and establish new partnerships and markets. For example, the eco-tourism company, Big Tiny, was introduced to Australian authorities to help the company expand into three new states, doubling its portfolio of Australian properties to more than 100.

We are growing a strong core of innovative Singapore Global Traders who have the potential to command global scale and partner enterprises in going international through the [Global Trader Programme](#). There are over 400 global traders in Singapore today that generated over US\$1.6 trillion in international trade flows in 2021. These include traders in the energy, agri-commodities, and metals sectors. Singapore is also the world's largest natural rubber trading hub, managing about 80% of global trade.

Read more: [Economic Survey of Singapore 2021](#)

Read more: [Infrastructure and Logistics | Strengthening Our Supply Chain Resilience](#)

Embracing digitalisation

The digital economy remains a strong source of economic growth. Many businesses have rapidly digitalised their activities to capitalise on the opportunities brought about by COVID-19. For example, the proportion of firms adopting digital technologies increased from 74% in 2018 to 91% in 2021. These firms have adopted at least one digital solution from nine categories of digital technologies - cybersecurity, cloud, e-payment, e-commerce, data analytics, artificial intelligence, internet of things, blockchain, and immersive media.

The Government continues to support businesses to give them the confidence to go digital and reap the benefits.

- More than 85,000 small and medium enterprises (SMEs) have leveraged solutions and services under [SMEs Go Digital](#) as at June 2022. These included SMEs that benefitted from solutions such as remote working tools, visitor management systems, and teleconsultations, to ensure business continuity during the pandemic.
- The [Chief Technology Officer-as-a-Service](#) (CTO-as-a-Service), a one-stop platform for SMEs to access digitalisation resources at their convenience, was introduced in 2021. As at September 2022, more than 10,000 SMEs have used CTO-as-a-Service to access resources and support. This included over 500 SMEs that have engaged digital consultants.
- More than 60% of hawker stalls have adopted e-payments with assistance from [Hawkers Go Digital](#) as at September 2022. This translates to more than 11,000 stallholders.

One in two hawkers are on online ordering platforms

During the pandemic, many hawkers faced poor business due to safe management measures and changes in consumer habits. The Alliance for Action (AfA) on Online Ordering for Hawkers collaborated with online ordering platforms to develop an integrated interface to manage orders across all platforms. As at September 2022, 17 hawker centres have adopted the solution. The AfA also set up Digital Support for Hawkers groups at 26 hawker centres to provide peer support for the less digitally savvy hawkers. These efforts saw an increase from 34% to 47% of hawkers subscribing to at least one online ordering platform in 2021.



- Since the launch of [Heartlands Go Digital](#) in October 2020, the programme supported more than 9,000 enterprises in digital adoption, storefront enhancement, and marketing to remain competitive. The number of heartland businesses that have gone online rose from 36% to 65% as at August 2022. Nearly nine in 10 heartland businesses accept e-payments.

Breaking boundaries of brick-and-mortar retail stores

Heng Foh Tong is a family-run traditional Chinese medicine hall that has expanded beyond their brick-and-mortar retail store into an international business online. The heartland business set up their own e-commerce site and integrated e-payments. The 65-year old shop also underwent a shopfront refresh, and the business owners upgraded their digital marketing capabilities through the Visual Merchandising programme under Heartlands Go Digital. Online sales now make up 20% of the shop's revenue. Heng Foh Tong observed a 10% uptick in footfall to its physical store and a 20% increase in revenue, compared to before COVID-19.



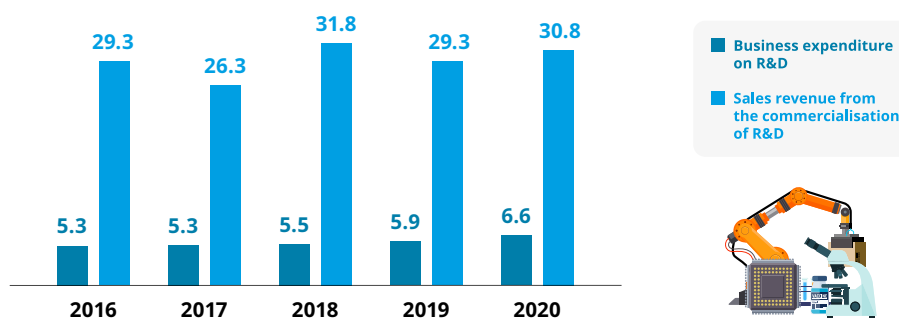
Read more: [Building Our Future Together | Cyber and Data Security](#)

Strengthening our innovation capabilities

Singapore is a global innovation node. Business expenditure on research and development (R&D) increased from \$5.3 billion in 2016 to \$6.6 billion in 2020, at a four-year compound annual growth rate of 5.6%. The private sector spent \$1.73 for every dollar spent by the Government on R&D. In the same period, sales revenue from the commercialisation of R&D by businesses in Singapore reached \$30.8 billion in 2020, compared to \$29.3 billion in 2016. Singapore was also ranked seventh in the world by the World Intellectual Property Organisation's Global Innovation Index 2022.

Increasing business expenditure on R&D and sustained sales revenue from the commercialisation of R&D from 2016 to 2020

Business expenditure on R&D and sales revenue from the commercialisation of R&D performed in Singapore by the private sector (\$ billion)



Source: National Research Foundation, A*STAR

The \$25 billion [Research, Innovation and Enterprise \(RIE\) 2025](#) plan continues to build Singapore's capabilities to tackle a broad spectrum of national imperatives and enhance our economic competitiveness.

- Sustained investments in biomedical sciences have nurtured a strong base of globally competitive research capabilities, talent, and networks. This has enabled Singapore to develop a quick and effective response to the COVID-19 outbreak. For example, the Fortitude diagnostic test kit was developed locally within three weeks to support COVID-19 testing in Singapore. Over seven million kits have been deployed to more than 45 countries.
- Businesses receive support to leverage technology for innovation, so that they can develop new products and solutions. The [Centres of Innovation](#) provide SMEs with one-stop support including lab facilities, consultancy and training, and development and testing of technology projects. As at October 2022, nearly 300 innovation projects have been completed. Three more centres, launched in October 2022, will support up to 1,500 SMEs in the next five years.

Developing new products with the Centres of Innovation

Organic7days started out as a distributor for baby food. With the support of the Food Innovation & Resource Centre at Singapore Polytechnic, the company was able to conceptualise, develop, and mass produce locally flavoured, ready-to-eat baby food products, which are now carried by major retailers in Singapore.

Our startup landscape remained resilient and vibrant despite the pandemic. Based on the Global Startup Ecosystem Report 2022 by Startup Genome, Singapore performed well in three success factors of funding, talent & experience, and market reach, and was ranked 18th globally as a startup ecosystem.

- In 2021, more than 2,300 tech startups were supported through [Startup SG](#) initiatives, gaining access to funding, incubation, and mentorship opportunities. This was a 10% increase compared to 2020.
- Through [SEEDS Capital](#), \$48.6 million was invested into 46 early-stage tech startups in 2021, catalysing close to \$334 million worth of private sector investments.

Supporting startups throughout their growth journey

PatSnap, a business specialising in patent data search and analytics, is a notable startup within Singapore's innovation and enterprise ecosystem. It achieved unicorn status, landing US\$300 million in funding in March 2021. The startup received government support through its growth journey. For example, the Government supported PatSnap to develop and enhance its R&D centre in Singapore, which has served as the hub for the development of new innovations such as "Discovery", a product which combines business intelligence with intellectual property data.

Read more: [National Survey of RIE 2021](#)

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

Supporting businesses to capture growth areas in sustainability

Sustainability is a key priority of our economic strategy in the next bound of growth. We have been making steady progress in our commitment to transit to a robust, low-carbon green economy.

- From 2017 to 2021, over \$65 billion of green, social, sustainability, and sustainability-linked bonds and loans were issued in Singapore. The inaugural \$2.4 billion sovereign green bond was issued under the [Singapore Green Bond Framework](#) in August 2022. The Government will issue up to \$35 billion of green bonds by 2030 to finance public sector green infrastructure projects. This will help deepen market liquidity for green bonds, attract green issuers, capital and investors, and anchor Singapore as a green finance hub in Asia.

- A total of US\$1.9 billion under the [Green Investments Programme](#) has also been deployed from October 2019 to February 2022 to catalyse the growth of sustainable investment capabilities in Singapore and to support green efforts in the region.
- Under the [Enterprise Sustainability Programme](#), the [Enterprise Financing Scheme – Green](#) was launched in October 2021 to provide companies developing green technologies and solutions with better access to green financing. 19 local enterprises, such as solar energy developer Terrenus Energy and Durapower Group, have taken up close to \$60 million in such loans.

Leveraging green financing to capture new opportunities in sustainability

Durapower Group was extended a green trade loan of \$6 million, enabling the development and distribution of its high-tech energy storage solutions for the Tuas Port's automated guided vehicle fleet.



Read more: [Environment and Sustainability](#)

Opportunities ahead

A vibrant innovation system, extensive connectivity to the region and the world, and a trusted regulatory system have positioned Singapore strongly to capture future opportunities. There are many exciting developments in emerging areas through internationalisation, digitalisation, innovation, and sustainability. The Government will continue to strengthen our partnership with tripartite partners and help Singaporeans compete strongly and fairly. At the same time, Singaporeans must take charge of their growth and seize these new opportunities.

BUSINESS ENVIRONMENT

A stable and business-friendly country

Singapore continues to be one of the most stable and business-friendly countries in the world. We have been steadfast advocates of free and open trade and a rules-based global multilateral trading system. Our strong legal system and fiscally sustainable approach to governance have been critical enablers of a stable and business-friendly environment.

- Singapore was ranked the third most competitive economy in the International Institute for Management Development (IMD)'s World Competitiveness Yearbook 2022. Singapore improved by two places compared to the previous year and remained Asia's top performing economy.
- Singapore also ranked first for its legal and regulatory framework for the second year running in IMD's yearbook. This indicator measures the extent to which countries' legal systems encourage the competitiveness of enterprises.

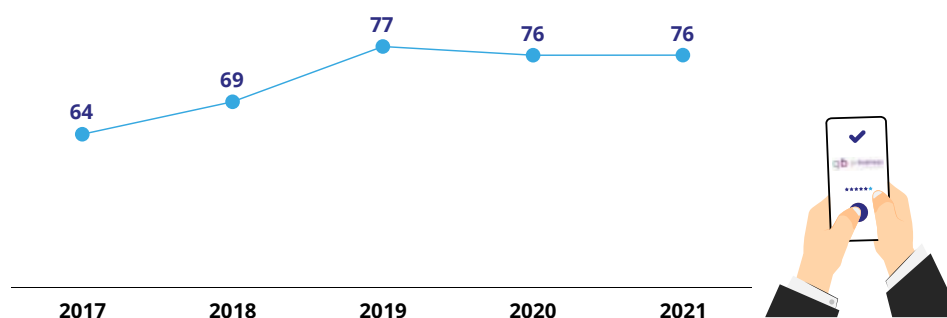
Supporting businesses in their journey

Quality government services

Businesses continued to be satisfied with government digital services, with 76% of respondents to the Government-to-Business (G2B) survey on e-services in 2021 indicating that they were very satisfied or extremely satisfied.

Businesses continue to be satisfied with government e-services

Businesses who are overall very or extremely satisfied with the quality of e-services (rated at least "five" out of a six-point scale) (%)



Source: GovTech

- The [GoBusiness portal](#) provides businesses with integrated, seamless, and personalised access to over 300 G2B services via a consolidated dashboard, as well as relevant information and resources across all stages of their business journey. In 2021, 43,000 users used GoBusiness to apply for government assistance while 56,000 users benefitted from customised recommendations via the e-Adviser feature such as on starting their business and available assistance schemes.

Seamless business processes via GoBusiness

Co-founder of bespoke tailor Stitched Custom and Korean eatery Seoulmate, Mr Sim Joe Yee used GoBusiness to apply for licences, get updates on COVID-19 safe management measures, and find grants and other useful resources such as information on imports and exports.

"The platform is easy to use, and it allows me to find reliable information and services from different government agencies all in one place. This helps me save time on researching and reaching out to individual agencies," said Joe Yee.

"For someone who manages multiple businesses, I sometimes lose track of deadlines. The new GoBusiness dashboard provides me with a clear overview of the status of my licences to help me stay on top of things and ensure that there are no regulatory lapses that will affect my business operations. If there is a need to amend or renew my licences, I can simply get it done online via GoBusiness too."



- PayNow corporate transactions increased from 1.2 million in April 2020 to 6.1 million in April 2022. e-Wallets, such as GrabPay, Shopee Pay, and Singtel Dash, have started accepting PayNow top-ups. This provides more instant e-payment options for businesses and consumers.

eGIRO

The private sector is taking significant steps towards making Singapore a leading digital economy in the world. For example, eGIRO was introduced in November 2021 by the Association of Banks in Singapore to digitalise the GIRO debit application process. eGIRO shortened the application processes from about three weeks to just minutes, enabling businesses to start collections almost immediately at lower cost and at lower risk of human error.

- Businesses can file returns to the Inland Revenue Authority of Singapore (IRAS) and the Accounting and Corporate Regulatory Authority directly from their accounting and payroll software, saving time and hassle. These include submissions such as corporate income tax and goods & services tax returns, employees' salary information, annual returns, and financial statements.

Seamless filing from software to IRAS

Around 6,000 businesses have adopted seamless filing as at March 2022. Businesses have enjoyed up to 95% time savings, from eight hours to 15 minutes, using accounting software to prepare and file [Form C-S for corporate income tax returns](#) to IRAS.

Director of SM2 Consulting, Ms Janice Yap shared that "filing [AIS](#) seamlessly from payroll software allowed us to minimise human errors in reporting and helped us achieve digitalisation. The infographic guide from IRAS is easy to follow."

Facilitating innovation and risk-taking

Businesses could tap on more opportunities for innovation and risk-taking. These included regulatory sandboxes covering areas such as fintech, transport, energy, and data, as well as expedited regulatory approvals.

- The Ministry of Health (MOH) ran a regulatory sandbox for telemedicine and mobile medicine between 2018 and 2021 to better understand the risks of these service delivery models and to co-create risk mitigation measures with the industry. There are currently over 800 hospitals and clinics that provide telemedicine services listed on MOH's website. One such company that benefitted from the sandbox and regulatory framework was Doctor Anywhere which provides services in Singapore, Thailand, Vietnam, Malaysia, and Philippines.
- The licensing framework for microbreweries was updated in 2019 to lower the barriers to entry for innovative and aspiring local microbreweries and to introduce new products to the market. Local microbreweries have benefitted from the pro-rated licensing fee of \$2,100 per quarter as compared to \$8,400 per annum. Businesses receive a refund for the remaining period of the licence if they decide to exit the market.

- The [OneMap3D](#) platform was launched in September 2021, providing opportunities for businesses to develop and test geospatial solutions in fields such as real estate and mobility. From January 2022 to September 2022, OneMap3D has received more than 28,000 visits, with more than 20,000 new visits and 8,000 returning visits. The Singapore Land Authority has also signed Memorandums of Understanding with the top five real estate agencies in Singapore to experiment and collaborate using OneMap3D data to bring better experiences for their customers.

Real estate agencies and the developers

Real estate firms seek detailed location information to better serve the needs of their clients for their property purchases or rentals. This includes information on nearby amenities, travelling distance, height of adjacent buildings, and orientation. These firms are working to digitally incorporate such information in their services, leveraging on the OneMap platform. For example, the “Window View” function on OneMap3D allows users to view the surrounding landscape at a particular floor from a property.



Intellectual property protection

Singapore is highly regarded for its intellectual property (IP) protection. We were ranked top in Asia and second globally for IP protection in the World Economic Forum’s Global Competitiveness Report 2019. We continue to strengthen our IP regime to better support businesses, especially in an environment where rapid technological advancements have changed how businesses operate.

- The Copyright Act 2021 updates our copyright regime to take into account how creative works are created, distributed, and used today. The changes provide stronger protection for creators, such as a stronger moral right for creators to be credited when their works are used and a change to provide creators with default copyright ownership of commissioned work. There are also changes to consider the needs of users, such as to allow copyright works to be used for computational data analysis without requiring the copyright owner’s consent. This gives businesses more freedom when engaging in the development of data-driven innovation such as artificial intelligence, which is crucial in catalysing digital innovation in Singapore.

- The Intellectual Property (Amendment) Act 2022 enhances the business-friendliness and operational efficiency of our IP registration processes. One improvement is the introduction of partial acceptance for a trade mark application filed. Applicants no longer need to re-file the entire application if it is rejected only in part, thereby saving time, effort, and costs. In tandem with the changes, the new national IP filing system, [IPOS Digital Hub](#) was launched in June 2022.

Read more: [Government and Regulations](#) | [Economic Opportunities](#) | [Cyber and Data Security](#)

Upholding a rules-based international order

Over the years, we have forged an extensive network of 27 [Free Trade Agreements \(FTAs\)](#) encompassing 90% of Singapore's trade. With increasing geopolitical instability, it is important to support the continued rule of law and rule-based international order. At the Government-to-Government level, we work with like-minded partners to broaden and deepen our partnerships in trade and other areas of growth. This is aimed at enabling our enterprises to seize regional and global opportunities as the world economy reopens.

- We have concluded negotiations for the Pacific-Alliance Singapore FTA and the United Kingdom-Singapore FTA. The Regional Comprehensive Economic Partnership Agreement between 15 countries, comprising 30% of the global Gross Domestic Product and about a third of the world's population, entered into force on 1 January 2022. Singapore also chaired the Commission of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership in 2022. These FTAs facilitate mutually beneficial partnerships that will bolster the expansion of regional trade and investment, and contribute to global economic growth and development.
- We have concluded negotiations on [Digital Economic Agreements](#) with the United Kingdom and Korea, adding to existing agreements with Australia, Chile, and New Zealand. These agreements will enable companies in Singapore to connect digitally with their overseas partners more seamlessly.
- We signed a first-of-its-kind [Green Economy Agreement](#) with Australia in October 2022. The agreement will contribute to the global transition towards a green and sustainable future while supporting economic growth and job creation in green sectors.

Singapore is highly regarded as an international commercial dispute resolution hub. In the Queen Mary University of London and White & Case's International Arbitration Survey 2021, Singapore was ranked as the most preferred seat of arbitration globally, alongside London. The Singapore International Arbitration Centre was ranked as the most preferred arbitral institution in the Asia-Pacific and second in the world in the same survey.

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

Onwards and upwards

Businesses are seizing opportunities by harnessing growth in Asia, going digital, and driving innovation. The Government remains committed in our efforts to provide a conducive, pro-enterprise environment that supports businesses in growth and transformation.

INFRASTRUCTURE AND LOGISTICS

Connecting businesses

Global trade is enabled by connectivity, bringing together people, goods, and ideas. COVID-19 disrupted global supply chains – with overseas port congestion and closures, as well as vessel delays. Importantly, our air and sea ports remained open throughout the pandemic, cementing Singapore’s status as a key transshipment hub in keeping global supply chains functioning and ensuring the flow of essential supplies.

Singapore’s sea port has links to more than 600 ports in over 120 countries. In 2021, our port was recognised as the “Best Global Seaport” for the first time at the Asian Freight, Logistics and Supply Chain Awards. Our port received the award again in 2022.

We handled healthy volumes of air and sea cargo:

- Container throughput at our sea port reached a new high of 37.5 million 20-foot equivalent units (TEUs) in 2021.
- Air cargo volumes largely recovered to pre-COVID-19 levels by 2021 with 1.95 million tonnes.

Safeguarding our connectivity and keeping supplies flowing

Throughout the pandemic, the Government worked closely with port operators and unions to implement contactless operations, prioritise aviation and maritime frontline workers for vaccination, and devise crew change protocols for maritime vessels and foreign air crew laying over in Singapore.

Pivoting to support national needs

The sharp decline in passenger flights resulted in a significant loss of cargo capacity that is typically carried in the bellyhold of passenger aircraft. To ensure the flow of essential goods such as fresh foods, personal protective equipment, medical supplies, and pharmaceuticals, passenger airlines operated Passenger Aircraft for Cargo Conveyance services. The Singapore Airlines Group worked with aviation industry partners to retrofit four of its aircraft to carry cargo in the passenger cabin.



The hard-hit aviation sector received significant assistance under various government support packages between 2020 and 2022. These included the Aviation Sector Assistance Package (\$112 million), One Aviation Support Package (\$870 million), and One Aviation Resilience Package (\$500 million). Through these, aviation companies received manpower support, cost reliefs, and support for public health safeguards and industry transformation.

The maritime sector received more than \$36 million in support through the MaritimeSG Together Package. The package provided relief for the operators of ferry terminals and services which experienced a sharp decline in passenger volumes due to the pandemic. The package also supported our seafarers facing difficulties in securing shipboard employment due to border control measures and crew change restrictions.

Read more: [Strengthening Our Supply Chain Resilience](#) | [Economy and Labour Market](#)

Building aviation and maritime hubs of the future

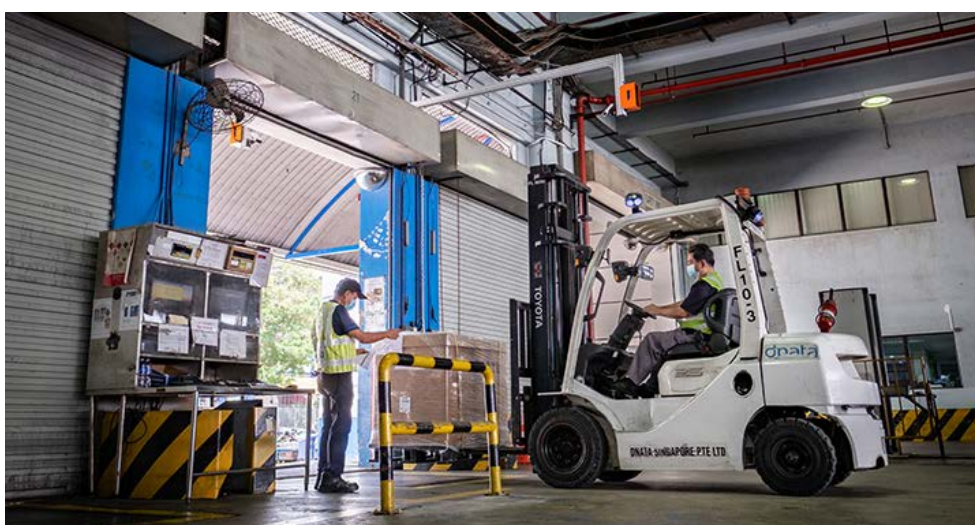
For the longer term, we need to build sufficient capacity ahead of demand and future-proof our infrastructure. This will keep us competitive.

- We have pressed on with the construction of Tuas Port. The first two berths commenced operations on schedule in 2021. When completed in the 2040s, Tuas Port will have a handling capacity of 65 million TEUs a year, almost double the volume handled in 2021 (37.5 million TEUs).
- The [Singapore Trade Data Exchange \(SGTraDex\)](#), a national data sharing digital infrastructure for the supply chain ecosystem, started operations in June 2022 with more than 70 participants representing stakeholders across the supply chain ecosystem such as bunker suppliers and hauliers. SGTraDex addresses long-standing inefficiencies by allowing the systems and parties in the ecosystem to easily exchange data in a trusted and secure environment. It is focused on three initial use cases: trade finance fraud detection, container flow node decongestion, and bunker optimisation.

Digitalising air cargo handling

The Government supported SPEEDCARGO in the development of the world's first artificial intelligence powered robotic air cargo system, to automate laborious operations and assist workers in cargo space planning and placement.

SPEEDCARGO's CargoEye and CargoMind solutions are now being trialled at Changi Airport by logistics companies such as dnata, Swissport, and Ethihad Cargo. CargoEye uses image processing to enable ground handlers to seamlessly process incoming cargo and digitally verify cargo records, while CargoMind uses the data to optimise the build-up of cargo pallets for various parameters such as space utilisation, revenue maximisation, and shipment prioritisation.



Read more: [Transport](#) | [Business Environment](#)

Digital connectivity to the world

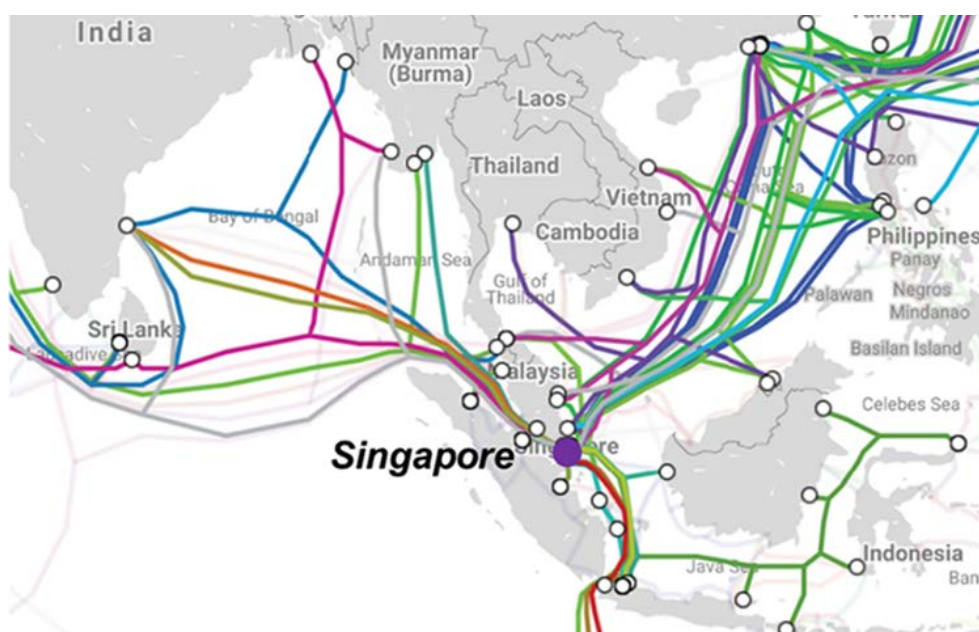
Singapore is regarded as one of the leading smart cities in the world. In the International Institute for Management Development (IMD) – Singapore University of Technology and Design Smart City Index 2021, Singapore ranked top for the third consecutive year.

- We scored well for most components of the index, especially in areas like health and safety, work and education opportunities, and government efficiency. Respondents also rated us highly for information accessibility, free public Wi-Fi, internet speed and reliability, and public services online such as health appointments and traffic information.
- There were a few areas for improvement, such as e-payment adoption, environmental sustainability, and the overall trust in digital technology. The Government has been working on these areas.

Singapore ranked first for the technological infrastructure sub-factor in IMD's World Competitiveness Yearbook 2022, maintaining the position since 2019. The ranking is driven by our internet bandwidth speed, public sentiments on communications technology, availability of qualified engineers, and cybersecurity of enterprises.

Singapore as the centre of key undersea cables

As Southeast Asia's submarine cable hub, Singapore is the most connected country in the region with 26 submarine cables connected to global financial hubs in Asia, Europe, Middle East, and North America. This boosts our digital connectivity and international data flows for local businesses and consumers.



5G deployment, innovation and adoption

Singapore's 5G network is on track for the roll-out of three standalone networks. Singtel announced that it has achieved over 95% standalone 5G nationwide coverage in July 2022, while M1 has reported 75% standalone 5G nationwide coverage in March 2022.

Businesses and public agencies have been exploring 5G commercialisation and adoption opportunities. Notably, since October 2021, businesses and agencies have had access to 5G open testbeds at Maritime Drone Estate, Singapore Science Park, PIXEL, and Sentosa to develop, adopt, and commercialise 5G solutions.

- Singapore is extending its standalone 5G network coverage to the sea with the [world's first public and largest 5G maritime testbed](#). This testbed is intended to trial, innovate, and commercialise maritime use cases such as remote assisted pilotage advisory, maritime autonomous surface ships, shore-to-ship delivery, and telemedicine.
- The Building and Construction Authority and Gammon Pte Ltd, the builder of the North-South Link Project in Sentosa, trialled the use of drones, augmented reality (AR), and autonomous robots for the remote tracking of construction work.
- The National Environment Agency partnered Nanyang Technological University to trial an [autonomous environmental service vehicle](#) for road sweeping.



- Three new 5G projects were launched in 2022 with support from the \$30 million [5G Innovation](#) grant. The projects, conducted in collaboration with the National University Health System, Infinite Studios and Keppel Offshore Marine, look at spearheading AR and extended reality in entertainment experiences, surgeries, and shipyard operations.

Singapore's first 5G industry 4.0 trial at IBM's manufacturing sites

Some early industry trials in 5G have enjoyed strong commercial interest and deployment overseas, showcasing Singapore as a leading innovation hub for 5G use case implementation.

The Infocomm Media Development Authority partnered IBM, Samsung, and M1 for trials on how AR could leverage 5G to speed up assembly processes and automate inspection processes in manufacturing. The trials indicated the solution could save training costs by up to 20%, improve training efficiency by up to 50%, and improve overall productivity. This has led to the AR solution being deployed by IBM globally, starting with its Poughkeepsie New York plant.

Read more: [Economic Opportunities](#) | [Cyber and Data Security](#)

The world at our fingertips

Strong connectivity, both physical and digital, is essential to facilitate global trade and ensure that supplies and data flow through Singapore. The infrastructure and systems for this connectivity must be planned and developed many years in advance. We will continue to plan ahead, invest in increasing capacity, and strengthen our connectivity to keep Singapore competitive and allow us to access opportunities all over the world.




CYBER AND DATA SECURITY

Cyber and data security a necessity for the digital economy

Going digital is now an imperative for businesses across all sectors. While it has generated growth opportunities, it has also introduced more entry points for attackers and thereby more vulnerabilities.

Cybersecurity threats to businesses have been occurring at an increasing frequency and scale, with ransomware being one of the most significant threats.

Cybersecurity threats to businesses have been increasing

	Key cyber threats	2019	2020	2021
	Ransomware cases	35	89 (154% ▲)	137 (54% ▲)
	Website defacements	873	495 (43% ▼)	419 (15% ▼)
	Phishing URLs	47,500	47,000 (1% ▼)	55,000 (17% ▲)
Commonly spoofed sectors				
		<ul style="list-style-type: none"> • E-mail services • Financial • Technology 	<ul style="list-style-type: none"> • Financial • Social networking • Technology 	<ul style="list-style-type: none"> • Financial • Online and cloud services • Social networking

Source: Cyber Security Agency

A refreshed [Singapore Cybersecurity Strategy](#) was launched in 2021, outlining Singapore's updated goals and approach to adapting to a rapidly evolving strategic and technological environment, and increased geopolitical tensions in cyberspace.

Read more: [Singapore Cyber Landscape 2021](#)

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

Ensuring the continued delivery of essential services

Businesses rely on Critical Information Infrastructure (CII) to provide essential services such as telecommunications, energy, healthcare, and banking. The Government has been working with CII owners to strengthen their cybersecurity posture and improve their resilience so that they can respond effectively to and recover quickly from cyber incidents. New initiatives were launched to uplift cybersecurity capabilities across our CII sectors.

- The inaugural Operational Technology Cybersecurity Expert Panel Forum was conducted in September 2021, drawing over 800 attendees. The panel provides cybersecurity stakeholders from the public and private sectors, including relevant CII owners, direct access to internationally renowned experts, discussing issues including key technologies and emerging cyber threats, and recommending best practices to address cybersecurity challenges and gaps.
- The Operational Technology Cybersecurity Competency Framework was launched in October 2021 to enhance the skillsets and competencies of Ops-Tech professionals.
- The Guidelines for CII Owners to Enhance Cyber Security for 5G Use Cases was published in April 2022 to provide recommendations to CII owners on connecting their systems to 5G services securely.
- The Cybersecurity Code of Practice for Critical Information Infrastructure – Second Edition was launched in July 2022 to help CII owners better address emerging risks, combat sophisticated cyber attacks, and build coordinated defences between the public and private sectors.

The Government works with the community to identify vulnerabilities in our systems through the crowdsourced [Vulnerability Disclosure Programme](#). Since 2018, over 1,000 white-hat hackers have tested government systems and helped uncover 700 valid vulnerabilities which have been patched. Such efforts ensure that government systems are secure and resilient for businesses and citizens to use.

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

Helping businesses stay cyber safe

In partnership with the infocomm technology (ICT) and cybersecurity industries, the Government has been making the adoption of cyber and data security solutions easy and convenient for businesses.

Keeping businesses cyber safe

Raising awareness and building confidence



Singapore Common Criteria Scheme
to provide a cost-effective regime for the evaluation and certification of IT products



Cybersecurity Labelling Scheme
to enable identification of products with higher levels of cybersecurity provision

Alliance of Public Private Cybercrime Stakeholders
to tackle cybercrimes through public-private partnerships

Internet Hygiene Portal
to facilitate "health checks" of digital domains

Better Data Driven Business Programme
to help SMEs gain deeper consumer insights and scale their businesses through responsible data use

Raising businesses' cybersecurity posture



SG Cyber Safe Programme
to enable businesses to better protect themselves online



Data Protection Essentials Programme
to support SMEs in acquiring a basic level of data protection and security practices

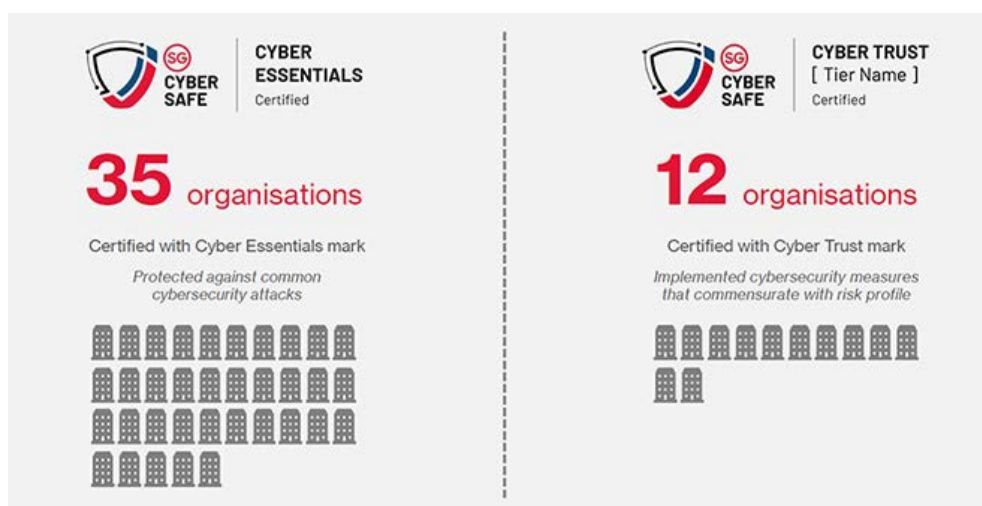


Source: Cyber Security Agency, Infocomm Media Development Authority

- The [Cybersecurity Labelling Scheme](#) is the first of its kind in Asia-Pacific. Since its inception in October 2020, more than 200 smart devices, including Wi-Fi routers and smart home hubs, have been rated according to their levels of cybersecurity provisions. This enables businesses and consumers to identify products with better cybersecurity provisions and make informed decisions.



- Under the SG Cyber Safe Programme, tailored cybersecurity toolkits have been developed to simplify cybersecurity for businesses to encourage adoption. The programme also seeks to drive adoption of good cybersecurity practices by recognising organisations' efforts through the launch of the [Cybersecurity Certification Scheme](#) in March 2022. The Cyber Trust and Essential Marks highlight businesses that have put in place measures to protect their operations and customers against cyber attacks. Within the first six months of launch, 47 organisations were certified and recognised for their efforts.



To strike a balance between harnessing data for innovation and growth and having proper safeguards and accountability, the Personal Data Protection Act was amended in 2020.

- Businesses can now collect, use, or disclose personal data for legitimate interests and business improvement purposes. Examples include fraud detection and security monitoring, enhancing their products and services, improving operational efficiencies, and better understanding customer preferences in order to offer more personalised services. Businesses can also rely on the expansion of deemed consent – by contractual necessity and by notification. This helps to reduce compliance costs.
- Consumers' interests are safeguarded. Use of data for business improvement is limited to use of data already in the company's possession and limited for use within the company or its group. To rely on the legitimate interests exception, an assessment must be conducted to reduce the risks associated with the proposed data processing. Businesses must disclose when they rely on this exception.

The Personal Data Protection (PDP) Week is held annually. It is a marquee event that data protection practitioners, regulators, and policymakers attend for thought leadership and continuing education on data innovation and protection. In July 2022, over 1,100 local and international attendees participated in the PDP Seminar and partners' workshops and thought leadership sessions.



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

Strengthening the global cybersecurity posture

There are no borders in cyberspace. As a small country, Singapore must engage and collaborate with international partners to foster an open, secure, stable, accessible, peaceful, and interoperable cyberspace, which would in turn enable our businesses to thrive online.

To this end, Singapore seeks to advance the development of cyber rules, norms, principles, and standards through international platforms and discussions. Building on our earlier contributions at the United Nations (UN) Group of Government Experts, Singapore now chairs the UN Open-Ended Working Group on Security of and in the Use of ICTs (2021 – 2025). We also continue to facilitate multi-stakeholder dialogues on cybersecurity by hosting the annual Singapore International Cyber Week and ASEAN Ministerial Conference on Cybersecurity.

We contribute to strengthening the global cybersecurity posture through capacity building and supporting international efforts to combat cross-border cyber threats.

- Established in 2019, the ASEAN-Singapore Cybersecurity Centre of Excellence has trained close to 1,500 senior officials from ASEAN and beyond as at October 2022 in areas such as cybersecurity policy and legislation issues, international law, and computer emergency response team related technical training. This supports a coordinated build-up of cyber capacities across ASEAN.



- In July 2021, Singapore organised the fourth ASEAN Plus Three Cybercrime Conference attended virtually by representatives from ASEAN member states plus the People's Republic of China, Japan, and the Republic of Korea. The conference is a platform aimed at strengthening existing multilateral ties, encouraging learning from one another, and enhancing ASEAN's overall cybercrime response.
- In May 2022, the Ministry of Defence and the Estonian Ministry of Defence signed a Memorandum of Understanding to strengthen defence cooperation in areas of mutual interest, with cybersecurity included amongst other areas such as exchanges in defence policy, personnel training, and citizen engagement.

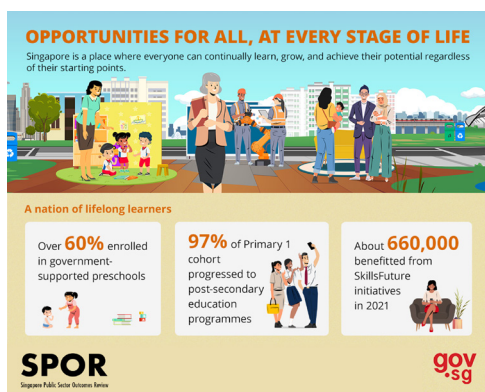
Read more: [Legal and Diplomacy](#)

A secure and resilient digital economy

Singapore's success in the digital economy hinges on our ability to create and maintain a secure cyberspace for all to transact in. Businesses, individuals, the community, and the Government need to work together to build a trusted and resilient cyberspace.

RESOURCES

Hungry for more knowledge? 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 2022 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.

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