



HSA Annual Report

FY2025/2026



CHAIRMAN'S MESSAGE

2025 was a consequential year for HSA as the intensified national response to vaping placed the agency squarely in the public eye. That visibility underscored that safeguarding public health cannot be the work of any one agency alone. It requires sustained partnership among government agencies, healthcare professionals, industry, communities and individuals.

Yet HSA's contributions extend far beyond any single issue. Across health products regulation, forensic and analytical science, the National Blood Programme and digital transformation, HSA continued to strengthen capabilities that Singapore relies on every day. These functions may be diverse, but they are linked by one purpose – to protect health, ensure safety and uphold public trust.

Earning Global Trust Through Regulatory Excellence

Regulatory excellence is both a national responsibility and a global asset. In 2025, HSA strengthened the systems, expertise and partnerships that anchor Singapore's reputation as a trusted regulatory hub. That momentum continued into 2026, when HSA became the world's first national authority to achieve the WHO's highest maturity level for medical device regulation, building on its WHO Listed Authority status for medicines.

In March 2026, HSA was redesignated as a World Health Organization (WHO) Collaborating Centre for Medicines Quality Assurance, and Singapore hosted the opening session of the 29th International Medical Device Regulators Forum (IMDRF), welcoming over 400 global delegates. The launch of the IMDRF Reliance Playbook marked a significant step toward reducing regulatory duplication and accelerating patient access to medical devices.

These milestones matter not just as accolades, but because trusted, internationally aligned regulation improves access, strengthens confidence in health products, and reinforces Singapore's role as a gateway for biomedical innovation.



“We are committed to supporting management in strengthening capabilities, anticipating risks, developing our people and building partnerships that amplify HSA's impact.”

Professor
Benjamin Ong
Chairman

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Reimagining How We Work

Across HSA, teams have deliberately harnessed technology and redesigned processes to make services more seamless for stakeholders while preserving the rigour and accountability expected of a scientific authority.

For the industry, the electronic Common Technical Document (eCTD) portal created a single environment for pharmaceutical dossier submissions and lifecycle tracking. The Singapore Health Product Access and Regulatory E-System (SHARE) similarly streamlined medical device submissions and product lifecycle management. Together, these platforms reduce administrative friction and provide businesses with clearer end-to-end visibility of their product portfolios.

For blood donors, a harmonised Queue Management System (QMS) was introduced across all five Bloodbanks, enabling real-time queue tracking and a more predictable donation experience. It also strengthens donor safety by allowing nurses to alert medical personnel promptly when assistance is needed. Behind the scenes, algorithm-enabled management of walk-in and appointment flows supports fairer and more efficient queue allocation.

Within HSA's laboratories, automation has delivered substantial gains without compromising scientific integrity. Robotic Process Automation (RPA) now supports equipment data processing, test record compilation and reporting for etomidate testing. A new UiPath workflow reduced Clinical Chemistry External Quality Assessment (EQA) reporting time from 48 hours to two hours, while end-to-end automation in the Analytical Toxicology Laboratory shortened the processing time for a batch of 20 common drugs-of-abuse samples from 1.5 days to about five hours. These improvements allow scarce scientific expertise to be deployed where professional judgement adds the greatest value.

Safeguarding Singapore's Blood Supply

Blood is a precious national resource that cannot be manufactured. Its continued availability depends on the generosity of donors, the commitment of blood services professionals, and close coordination across the healthcare system. During the year, all public and private hospitals were onboarded to the Next-Generation Blood Supply Management (NBSM) system, giving HSA real-time visibility of national blood stocks and strengthening our collective ability to respond to supply fluctuations.

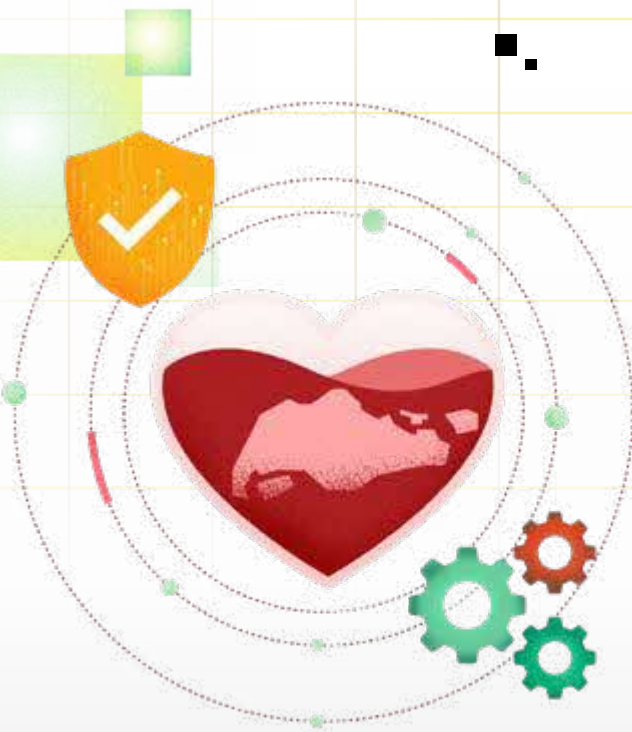
As the National Blood Programme entered its 80th anniversary year in 2026, HSA continued to widen participation responsibly. In January 2026, following a rigorous evidence-based review, the upper age limit for first-time donors was raised from 60 to 65 years. This built on earlier science-led refinements to donor eligibility and reflects HSA's commitment to securing a safe, sufficient and sustainable blood supply for every patient who needs it.

Stewarding Trust for the Future

The Board recognises that HSA's mandate is continually growing more complex as science advances, technology accelerates and public expectations rise. We are committed to supporting management in strengthening capabilities, anticipating risks, developing our people and building partnerships that amplify HSA's impact.

I extend the Board's deep appreciation to every HSA officer for your professionalism, resilience and unwavering sense of mission. We also thank our partners across government, healthcare, industry and the community – and especially blood donors. Your trust makes HSA's work possible.

Over 25 years, HSA has built a strong and trusted foundation. We will continue to steward it with discipline, foresight and humility, ensuring the Authority stays ready for the challenges ahead.



CEO'S MESSAGE

As HSA entered its 25th anniversary year in 2026, we did so with gratitude for the generations of officers and partners who built this institution, and with confidence drawn from the progress made in 2025. The environment in which we operate is changing rapidly – shaped by artificial intelligence (AI), advanced therapeutics, digital healthcare, evolving consumer behaviour and increasingly complex cross-border risks. Amid these changes, our purpose remains constant: protecting health, ensuring safety and upholding trust.

Our 5P strategic framework – Products, Platforms, People, Partnerships and Profiling – developed since 2025, guides how we prepare for this future. These are not separate workstreams. Together, they enable HSA to strengthen the products and services we regulate and provide, modernise the platforms through which we operate, develop and grow our people, multiply our impact through partnerships, and profile and position HSA as a trusted scientific agency among our stakeholders and international community.

Harnessing Innovation and AI Responsibly

AI is already reshaping how HSA works. Our focus is not on technology for its own sake, but on applying it responsibly to improve decisions, enhance stakeholder experience and enable our officers to concentrate on work requiring expert judgement.

Within forensic science, HSA developed an in-house generative AI-powered Moot Court Bot to help forensic scientists prepare for expert testimony. In medical device regulation, an AI-enabled Medical Device Risk Classification Tool is being developed and piloted to help companies identify the likely classification of their devices and understand the corresponding regulatory requirements.



“With a strong foundation built over 25 years, HSA will continue to evolve with focus and conviction – protecting health, ensuring safety and upholding trust for Singapore and the communities we serve.”

Adj Prof (Dr)
Raymond Chua
Chief Executive Officer

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The AI-Software as a Medical Device Exemption Sandbox, jointly developed by the Ministry of Health (MOH) and HSA and launched in May 2025, provides public healthcare institutions with a controlled environment to deploy lower-risk AI-enabled medical devices more quickly. This flexibility is matched by robust safeguards, including clinical oversight, quality management requirements and post-market obligations. Beyond product regulation, the updated AI in Healthcare Guidelines 2.0 (AIHGle 2.0), also co-developed with MOH, further supports the safe development, deployment and use of AI in healthcare, with patient benefit and public trust at its centre.

These initiatives reflect the approach we will continue to take: enabling innovation where it creates public value, while remaining clear-eyed about risk, accountability and the continued importance of human oversight.

Advancing the Science That Protects

HSA's role as a trusted scientific authority was affirmed in several ways during the year. Our contribution to expedited DNA profiling and forensic science was recognised through the Minister for Home Affairs Operational Excellence Award 2025. Agencies including the Auditor-General's Office and the Ministry of Defence also sought HSA's scientific support in detecting digital document fraud, demonstrating the breadth and relevance of our capabilities.

The emergence of etomidate-laced vaporisers required an urgent and coordinated national response. Working under the leadership of the MOH and the MHA, HSA partnered more than 30 agencies to strengthen legislation, expand enforcement and testing, support rehabilitation measures, and intensify public education.

From 1 September 2025, HSA led enhanced enforcement operations involving more than 13,000 officers. Three digital platforms were developed and rolled out within compressed timelines: the Vaping Information System to support enforcement and inter-agency

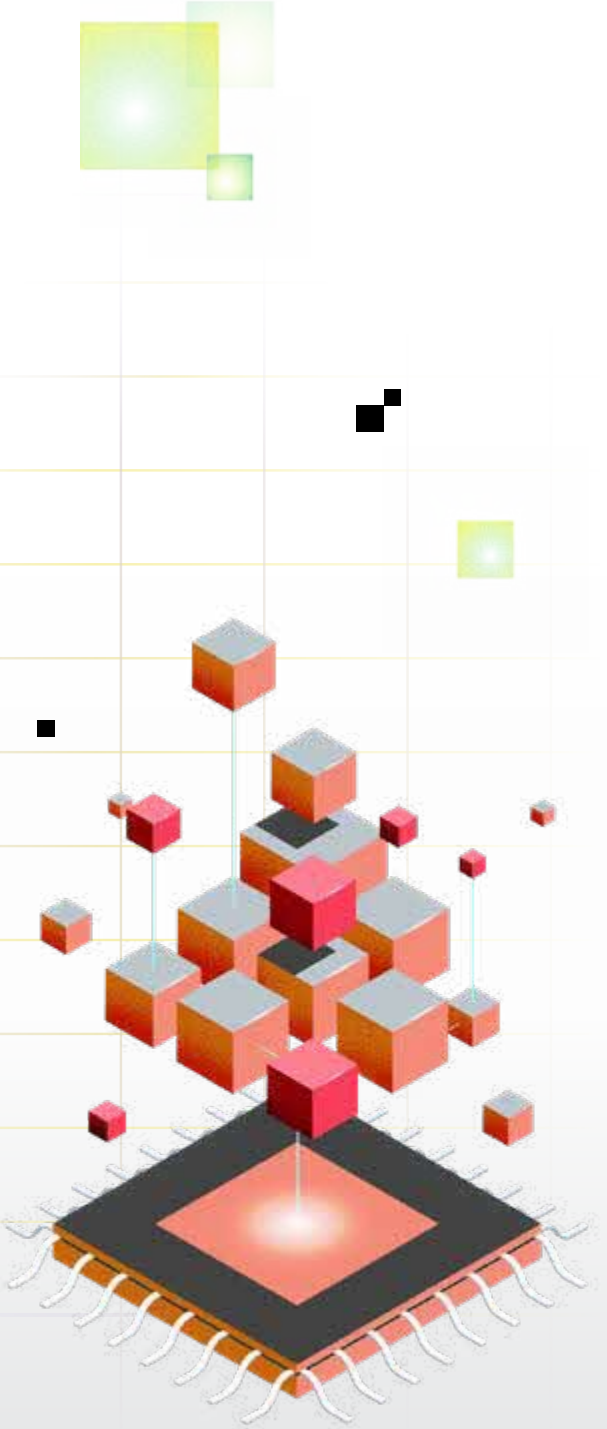
coordination, the Health Appointment System repurposed to support the booking of rehabilitation appointments and the Vaping System for Enforcement and Registry to track offences and penalties. HSA's laboratories also developed a pioneering urine analysis method for etomidate and automated workflows to meet the rapid turnaround required by frontline operations.

Between September 2025 and March 2026, more than 6,100 individuals were apprehended, over 77,000 vaporisers were seized at checkpoints, and more than 1,600 illicit online listings were removed. These figures demonstrate the scale and resolve of the whole-of-government effort. They also remind us that enforcement is only one part of a sustained response, which must continue to combine prevention, education, rehabilitation, surveillance and community responsibility.

Extending Our Reach, Deepening Our Roots

HSA's ability to protect public health depends increasingly on how effectively we collaborate – internationally, regionally and at home. During the year, besides the WHO Maturity Level 4 (ML4) recognition for medical devices which the team worked hard and achieved in March 2026, HSA deepened cooperation through new and renewed bilateral arrangements with counterparts in the United Kingdom (UK), Australia, Ireland, Malaysia, Hong Kong, Indonesia and Uzbekistan.

A major development was the establishment of a Regulatory Innovation Corridor with the UK's Medicines and Healthcare products Regulatory Agency (MHRA). By enabling companies to engage regulators in both jurisdictions earlier in the development process, the corridor creates opportunities to align expectations, reduce avoidable delays and accelerate the pathway from innovation to patient access. Similarly, we successfully rolled out a six-month Medical Devices Mutual Reliance pilot with Malaysia's Medical Device Authority (MDA) in September 2025 to leverage each agency's product approval to reduce duplicate reviews and



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expedite market access. It was mainstreamed in March 2026 after 15 HSA-registered products were approved by MDA for the Malaysian market during the pilot phase.

Across ASEAN, HSA continued to strengthen scientific quality infrastructure. We completed two joint proficiency testing programmes involving 84 laboratories across five economies and initiated two further programmes covering ethoxyquin in chicken meat and toxic elements in coffee powder. Such practical cooperation strengthens laboratory confidence, comparability and public health protection across the region.

At home, HSA and the Agency for Science, Technology and Research (A*STAR) launched ASCENT – the Centre for Advancing Regulatory Science Research in Next-Generation Therapeutics – to build capabilities in emerging therapeutic areas. The reinvigorated Health Products Regulatory Conference in October 2025 also brought regulators and industry together to better align regulatory requirements with development and commercial pipelines. Both initiatives reflect our intention to be not only a gatekeeper, but also a collaborative and forward-looking regulatory partner that enables safe innovation.

A Shared Responsibility for the National Blood Supply

The sustainability of Singapore's blood supply rests on shared ownership. Building on the partnerships developed during 2025, the National Blood Programme's 80th anniversary in 2026 provided an opportunity to mobilise even broader participation. The "80 for 80" Blood Marathon encouraged organisations to lead group donations and blood drives, while the enhanced "Adopt a Bloodbank" programme invited organisations to make a longer-term commitment to supporting a Bloodbank.

These initiatives go beyond increasing donation numbers. They seek to build a culture in which organisations and communities see blood donation as part of their social responsibility and collective contribution to Singapore's resilience.

The HSAians Behind the Progress

Every achievement in this report was made possible by every HSAian, past and future. In 2025, HSA received the Gold award for Best HR Digital Transformation Strategy at the Employee Experience Awards and was ranked among Singapore's Top 300 Employers in the inaugural Singapore Opportunity Index. We are encouraged by these recognitions, but our ambition goes beyond awards.

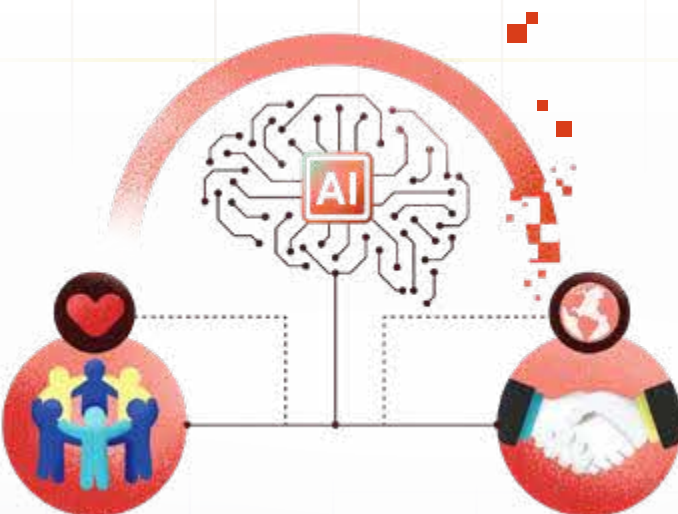
We want HSA to be an organisation where every officer can build a meaningful career in service of something larger than themselves – with opportunities to deepen professional expertise, work across disciplines, lead change and contribute to national outcomes. As our work evolves, we will invest not only in new technical and scientific skills, but also in leadership, change management, collaboration and the confidence to redesign how we work and add value to the public and stakeholders.

Carrying the Torch Forward

The past year has shown what is possible when we combine scientific rigour with agility, technology with human judgement, and institutional capability with strong partnerships. As we carry HSA's legacy into its next chapter, our success will not be defined by technology alone. It will be defined by how responsibly we use it, how confidently we collaborate, how well we develop our people, and how consistently we continue to earn trust.

I thank our Chairman and Board for their guidance; our partners for their confidence and collaboration; our blood donors for their selfless contribution; and every HSAian for bringing commitment, professionalism and purpose to the work each day.

With a strong foundation built over 25 years, HSA will continue to evolve with focus and conviction – protecting health, ensuring safety and upholding trust for Singapore and the communities we serve.



BOARD MEMBERS



1. Prof Benjamin Ong

Chairman
Health Sciences Authority

2. Prof Tai Lee Siang

Deputy President
Chief Innovation and
Enterprise Officer
Singapore University of
Technology and Design

3. Mr Jimmy Phoon

Chief Executive Officer
Seviora Holdings Pte Ltd

4. Ms Carmen Wee

Founder & CEO
Carmen Wee & Associates

5. Mr Robert Chew

Managing Partner
iGlobe Partners

6. Prof Lim Chwee Teck

NUS Society Professor
Department of
Biomedical Engineering
National University of Singapore

7. Mr Terence Quek

Partner, CEO & Board of
Directors practice
Heidrick & Struggles

8. Mr Lin Qinghui

Principal Private
Secretary to Prime
Minister

**9. Distinguished Prof
Chen Tsuhan**

Deputy President
Innovation and Enterprise
National University of
Singapore

10. Ms Kala Anandarajah

Head, Competition &
Antitrust and Trade
Rajah & Tann Singapore
LLP and Asia

11. Ms Lisa Yeoh

President
International Coaching
Federation
Singapore Chapter

Career Coach
Ingeus Pte Ltd

Director
Institute for Health Innovation and
Technology
National University of Singapore

Founding Director
Singapore Health Technologies
Consortium

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ANTI-VAPING EFFORTS

July 2025

- Launched “Bin the Vape” programme to place e-vapouriser disposal bins across Singapore, including at more than 20 Community Clubs, Residents’ Network Centres and Institutes of Higher Learning.



December 2025

- More than 16,000 public reports were received in 2025.

August 2025

- Launched online reporting platform for illegal vapouriser activities.
- Tested and deployed instant urine test kits for enforcement use onsite against suspected offenders.



March 2026

- Extended vaping-related reporting hotline from 9am – 9pm to 7am – midnight daily.



September 2025

- More than 13,000 officers from 49 frontline enforcement and partner agencies were mobilised to expand enforcement reach.
- Strengthened legislative powers to deal with vaping-related online content, such as on e-commerce and social media platforms.



- Implemented Vaping System for Enforcement & Registry (VaSER) and Vaping Information System (VIS) to track and manage types of offences, frequency and corresponding penalties.



- Developed a comprehensive sentencing framework with the Attorney-General's Chambers to cover all vaping-related offences.
- Developed and implemented a test method for detecting etomidate in urine samples, vapourisers and pods, strengthening law enforcement investigations and enabling timely identification and treatment of misuse cases.



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Enforcement Activities

Overall

More than

▪ **12,000**

offenders were caught
for possession,
use or purchase of
vaporisers in 2025

▪ **520**

offenders placed
in rehabilitation
programmes



Etomidate Vaporisers – Possession, Use & Purchase Cases



Jan –
Aug 2025

▪ **78**

suspected PUP
cases

Sep 2025 –
Mar 2026

▪ **718**

suspected PUP
cases

Apr 2025 to Mar 2026

Etomidate Vaporisers – Supply & Trafficking Cases

Before
1 Sep 2025

▪ **30**

cases of suspected
supply, 2 cases of
suspected import

Sep 2025 –
Mar 2026

▪ **18**

cases of
suspected
trafficking

Vaporisers – 178 Offenders Prosecuted

▪ **31**

sellers prosecuted

▪ **24**

suppliers charged for
large-scale cross-border
smuggling

▪ **123**

offenders prosecuted and convicted for defaulting
on Notice of Composition (NOC) payment

78 Offenders Prosecuted for Etomidate Vaporisers

Suppliers/Traffickers

Jan – Aug 2025

▪ **25**

subjects prosecuted
for suspected
supply of etomidate

▪ **2**

subjects prosecuted
for suspected
import of etomidate

Sep 2025 – Mar 2026

▪ **15**

subjects prosecuted
for suspected
trafficking of
etomidate

▪ **2**

subjects prosecuted
for suspected
import of etomidate

Abusers

▪ **21**

first-time abusers
prosecuted for
defaulting on
interview or
rehabilitation

▪ **13**

repeat abusers
prosecuted

AWARDS AND ACCOLADES



EMPLOYEE EXPERIENCE AWARDS (EXA) 2025

- Received a Gold award for Best HR Digital Transformation Strategy at EXA 2025, in recognition of our digitalisation efforts, particularly for Moments@HSA.
- It is a one-stop platform that provides seamless access to HR information, enhances internal communication and employee engagement, and streamlines HR operations through self-service functionality and efficient knowledge management.



NTUC MAY DAY AWARDS 2025

- Awarded the Plaque of Commendation at the NTUC May Day Awards 2025 Ceremony, recognising HSA's commitment to employee development through strong union partnership.
- The partnership has resulted in stronger communication between leadership and employees, driving more staff-centric initiatives such as enhanced compensation packages and comprehensive wellness programmes.
- These achievements reflect our shared vision with the Union in building an engaging, nurturing and healthy workplace where our employees can thrive and grow professionally.



AWARD FOR EXCELLENCE IN WORKPLACE CULTURE & ENGAGEMENT AT THE 18TH SINGAPORE HUMAN RESOURCES AWARDS

- Received the Silver Award for Excellence in Workplace Culture & Engagement at the 18th Singapore Human Resources Awards, organised by the Singapore Human Resources Institute.
- This award is a significant milestone in our ongoing journey to build a positive, resilient, and high-performing workplace – affirming our belief that true engagement begins when we empower our people to shape their own workplace experience, while upholding the highest standards as Singapore's national authority.



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SINGAPORE HEALTH QUALITY SERVICE AWARDS 2026

- **8** STAR AWARDS
- **3** GOLD AWARDS
- **22** SILVER AWARDS



OUTSTANDING SERVICE TO CUSTOMERS AWARD 2026

- **14** GOLD AWARDS
- **15** SILVER AWARDS
- **35** BRONZE AWARDS
- **12** TEAM AWARDS



2025 SINGAPORE OPPORTUNITY INDEX

- HSA has been ranked among Singapore's Top 300 Employers in the inaugural Singapore Opportunity Index launched in January 2026.
- This recognition affirms HSA's commitment to nurturing diverse talent, structured career development and long-term workplace stability.
- It also reflects our dedication to empowering every staff to reach their fullest potential and contribute meaningfully to Singapore's healthcare system.

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ML4 RATING FOR MEDICAL DEVICES REGULATORY SYSTEMS

- HSA became the first national regulatory authority globally to be awarded ML4, the highest Maturity Level rating for medical device regulatory systems, by the WHO.
- This landmark achievement recognises HSA's role in supporting Singapore at the forefront of healthcare innovation.
- Reinforces HSA's commitment to fostering Singapore's biomedical sector and maintaining the highest safety standards as regulatory frameworks evolve for emerging technologies such as AI.



NURSES MERIT AWARD 2025

- Ms Rohaidah Binte Ramli received the prestigious Nurses Merit Award 2025 for her exceptional contribution to Blood Resources. As Head of Operations, Rohaidah:
 - Oversaw the operations of the nation's five Bloodbanks, blending innovation with care;
 - Drove productivity improvements through digitalisation;
 - Managed training programmes to ensure team readiness during emergencies;
 - Was involved in the implementation of the harmonised QMS to enhance donor experience.



BLOODBANK@WESTGATE TOWER CELEBRATES 10TH ANNIVERSARY

- Celebrated the 10th anniversary of Bloodbank@ Westgate Tower (BB@WT) with Guest-of-Honour Mdm Rahayu Mahzam, Minister of State for the Ministry of Digital Development and Information and the Ministry of Health.
- Since opening in June 2015, BB@WT has:
 - Welcomed over 62,600 donors;
 - Collected more than 215,000 units of blood;
 - Contributed to approximately 17% of Singapore's blood supply.



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ENTERPRISE SINGAPORE'S QUALITY & STANDARDS PARTNERS APPRECIATION

- Dr Teo Tang Lin, Director of the Chemical Metrology Division, and Ms Cheow Pui Sze, Consultant Analytical Scientist, received Commendation Awards from the Singapore Standards Council and the Singapore Accreditation Council.
- The awards recognise their contributions to strengthening Singapore's laboratory accreditation landscape, including reinforcing the rigour of laboratory practices, providing guidance on accreditation outcomes, and actively contributing to the development of Singapore Standards.



MINISTER FOR HOME AFFAIRS (MHA) OPERATIONAL EXCELLENCE AWARD 2025

- HSA and the Singapore Police Force jointly received the prestigious MHA Operational Excellence Award 2025, recognising the swift inter-agency response which led to the identification and arrest of the perpetrator in a rape case.
- This award reaffirms HSA's expertise in supporting the administration of justice through forensic science, including expedited DNA profiling methodologies and database search.



REDESIGNATION OF WHO COLLABORATING CENTRE (WHO CC)

- Redesignated as WHO CC for Medicines Quality Assurance for a new four-year term starting March 2026.
- It is a testament to HSA's sustained professional and technical excellence and reflects our continued commitment to working with WHO in upholding global pharmaceutical quality standards.



COMPLIANCE WITH ISO/IEC 17025:2017 STANDARDS

- Achieved full compliance with ISO/IEC 17025:2017 standards following the Singapore Laboratory Accreditation Scheme (SAC-SINGLAS) surveillance assessment conducted from March to April 2025.
- This is a recognition of the technical competence of HSA's laboratories across the testing of pharmaceuticals, biologics, cosmetics and cigarettes.



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GROWING PARTNERSHIPS

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COMPREHENSIVE HEALTHCARE PARTNERSHIP WITH HONG KONG'S DEPARTMENT OF HEALTH

- Formalised a comprehensive partnership agreement with Hong Kong's Department of Health for collaboration in healthcare regulation.
- This includes technical cooperation and the mutual exchange of information, best practices and expertise in health products regulation.
- The partnership also encompasses collaboration in training courses, joint projects and participation in meetings and scientific conferences.



August 2025



COLLABORATION WITH MALAYSIA'S MDA ON MEDICAL DEVICE REGULATORY RELIANCE PILOT

- Signed a Memorandum of Understanding (MOU) with Malaysia's MDA to run a Medical Device Regulatory Reliance pilot from 1 September 2025 to 28 February 2026.
- Following the successful pilot, HSA and Malaysia's MDA announced the full implementation of the programme from 1 March 2026.
- Medical devices registered with HSA can now undergo faster reviews for access to the Malaysian market, and vice versa.



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LAUNCH OF ASCENT

- Launched ASCENT, in partnership with A*STAR.
- The Centre will aim to develop advanced regulatory science capabilities in messenger ribonucleic acid (mRNA) therapeutics, digital technologies and biologics.
- ASCENT is supported by MOH through the National Medical Research Council (NMRC) Office, MOH Holdings Pte Ltd (MOHH), under the NMRC Research, Innovation and Enterprise 2025 ASCENT Funding Initiative.



September 2025



MOU WITH AUSTRALIA'S THERAPEUTIC GOODS ADMINISTRATION AND IRELAND'S HEALTH PRODUCTS REGULATORY AUTHORITY IN DUBLIN

- Renewed MOUs with Australia's Therapeutic Goods Administration and Ireland's Health Products Regulatory Authority in Dublin, Ireland.
- The MOU with Australia covers information exchange, regulatory approvals, work-sharing arrangements and joint staff development programmes.
- HSA's MOU with Ireland enhances areas such as information exchange across regulatory policies, practices, standards, pre-market assessments and post-market vigilance.

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MOU SIGNING WITH THE NATIONAL FORENSIC SERVICE OF SOUTH KOREA

- Signed a MOU with the National Forensic Service of the Republic of Korea to explore joint research, technical exchanges, study visits and other collaborative programmes aimed at advancing forensic capabilities.



September 2025



FIRST-EVER NATIONAL BLOOD DIALOGUE

- Organised the inaugural National Blood Dialogue, "Let's Talk Drip", with Mdm Rahayu Mahzam, Minister of State for the Ministry of Digital Development and Information and the Ministry of Health.
- Some 500 youths gathered to discuss ways to make blood donation more meaningful and stem the decline in donations among youths.
- One key topic raised was the fear of pain as a barrier to blood donation. However, fellow youth donors at the event were able to address this concern firsthand, assuring their peers that such fears were unfounded.



September 2025



TECHNOLOGY PARTNERSHIP ON PROBABILISTIC GENOTYPING SOFTWARE

- Partnered with a vendor to beta test a newly developed Probabilistic Genotyping Software that leverages AI and statistical modelling to interpret DNA profiles.
- Organised a joint workshop for over 90 participants during the 17th Asian Forensic Science Network Symposium to share findings and experience working with the software.

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October 2025



STRATEGIC PARTNERSHIP WITH SINGAPORE MANUFACTURING FEDERATION MEDICAL TECHNOLOGY INDUSTRY GROUP

- Strategic partnership with the Singapore Manufacturing Federation Medical Technology Industry Group to establish a comprehensive regulatory support ecosystem for Singapore's MedTech sector.
- Provides a seamless connection between HSA Innovation Office's regulatory expertise and SME Centre@SMF's business advisory services, enabling companies to leverage Singapore's expanding international regulatory influence while receiving guidance in the registration and clinical development processes.



Adopt a Bloodbank

October 2025



ADOPT A BLOODBANK

- HSA and the Singapore Red Cross launched an enhanced "Adopt a Bloodbank" programme in October 2025 that introduces a four-tiered partnership framework to recognise organisations that support blood donation efforts.

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January 2026



REGULATORY COOPERATION WITH INDONESIAN FOOD AND DRUG AUTHORITY

- Signed an MOU with the Indonesian Food and Drug Authority to share information on regulatory matters pertaining to medicines and complementary health products, and to strengthen public health protection through shared safety monitoring and quality assurance of these products between Singapore and Indonesia.



March 2026



PARTNERSHIP WITH THE UK'S MEDICINES AND HEALTHCARE PRODUCTS REGULATORY AGENCY ON REGULATORY COLLABORATION

- Renewed agreement with the UK's Medicines and Healthcare products Regulatory Agency (MHRA) to continue exploring collaboration in regulatory reliance, encourage work sharing, and develop joint projects on innovative regulatory pathways.
- The agreement also deepens collaboration on regulatory innovation through the Regulatory Innovation Corridor, a pioneering initiative that enables companies developing innovative medicines, advanced diagnostics and emerging therapies to engage regulators in Singapore and the UK earlier in product development.
- HSA and the UK's MHRA are partnering with Flagship Pioneering as the first industry participant to pilot the initiative, strengthening regulatory readiness for emerging technologies and supporting earlier patient access to breakthrough health innovations.



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March 2026



MOU WITH UZBEKISTAN'S MINISTRY OF HEALTH CENTRE FOR PHARMACEUTICAL PRODUCTS SAFETY

- In a new MOU with Uzbekistan's Ministry of Health Centre for Pharmaceutical Products Safety, the two agencies established regulatory collaboration in pharmaceuticals, medical devices and advanced therapeutics through key areas such as regulatory science and technical cooperation.
- In addition, there will be knowledge sharing on digitalisation and innovation, laboratory practices and testing cooperation, post-market surveillance, and regulatory reliance mechanisms.



March 2026



HSA HOSTS IMDRF

- Hosted the 29th Session of IMDRF in March 2026 as the current Chair.
- Nearly 600 participants gathered in Singapore for the stakeholder forum and industry workshop.
- Launched the IMDRF Reliance Playbook to reduce duplicative regulatory efforts and improve patient access to medical devices worldwide.



March 2026



BUILDING AI IN HEALTHCARE THROUGH COLLABORATIVE PARTNERSHIPS

- HSA co-developed the revised AIHGle 2.0 with the Ministry of Health, working alongside key partners including Synapse, the Infocomm Media Development Authority, the Personal Data Protection Commission, the Academy of Medicine Singapore, the College of Family Physicians Singapore, and various professional boards and associations.
- AIHGle 2.0 addresses emerging developments in AI such as Generative AI, and provides healthcare institutions with the guidance needed to build and implement clinically safe and effective AI solutions.
- The partnership also produced complementary resources, including a deployers' toolkit to support new adopters with internal governance and the selection of appropriate AI solutions, as well as an infographic summarising the roles and responsibilities for developers, deployers and users.

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DIGITAL INNOVATIONS

SINGAPORE HEALTH PRODUCT ACCESS AND REGULATORY E-SYSTEM (SHARE)

- Completed transition from the Medical Device Information & Communication System (MEDICS) platform to SHARE in July 2025.
- SHARE aims to streamline medical device regulatory submissions and product lifecycle management through enhanced capabilities, such as larger file uploads, automated reminders, flexible payment options and improved third-party collaboration tools.



LAUNCH OF ELECTRONIC COMMON TECHNICAL DOCUMENT (eCTD) FOR THERAPEUTIC PRODUCT DOSSIER SUBMISSION

- HSA launched eCTD with a fully integrated eSubmission Portal on 30 September 2025, enabling 24/7 dossier submission from anywhere.
- The eCTD is an internationally recognised standard format that enables pharmaceutical companies to submit application dossiers to health authorities.
- The key advantages of eCTD include:
 - Enabling reuse of dossiers submitted to other regulatory agencies, thereby reducing duplicative effort in dossier preparation for global submissions;
 - Allowing faster transfer of data by industry to HSA;
 - Enabling efficient product lifecycle management for industry and HSA.



IOCTB LEARN

- HSA's Innovation Office and Clinical Trials Branch (IOCTB) developed a dedicated online learning platform to help the clinical research community better understand the regulatory requirements for conducting clinical trials in Singapore.
- This flexible, self-paced platform consists of the following four foundational topics:
 1. Regulatory Requirements for Clinical Trials of Therapeutic Products and Class 2 Cell, Tissue and Gene Therapy Products;
 2. Regulatory Requirements for Clinical Research Materials;
 3. Expedited Safety Reporting Requirements for HSA Authorised/Notified Clinical Trials;
 4. Good Clinical Practice Inspections.
- New training modules will be progressively developed to keep pace with the evolving clinical trial landscape and support the needs of the clinical research community.

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RPA FOR ETOMIDATE TESTING

- Implemented automated equipment data processing, compilation of test records, and reporting using RPA for etomidate testing.
- Enhanced work efficiency by reducing overall analysis time by 30%, thereby achieving a shorter turnaround time of two days for etomidate testing.



AI-DRIVEN MOOT COURT SIMULATION TRAINING

- Developed a Generative AI-powered Moot Court Bot to help forensic scientists prepare for expert testimony, courtroom readiness and evidence delivery.
- The on-demand platform simulates the roles of the Prosecutor, Defence Counsel and Judge, enabling scientists to practise expert testimony and receive real-time feedback.
- Reduced senior staff man-hours and logistics previously required to conduct manual mock trials.



AI COURT JUDGEMENT ASSISTANT – JUST

- Launched an AI-powered assistant, JUST, to enable instant search and analysis of drug-related court judgements within seconds.
- It forms a consistent knowledge base by offering accurate referencing with exact quotations and citations.
- JUST assists scientists with court preparation by summarising judgements, identifying case details, highlighting key legal issues, and providing access to the court's assessments of expert evidence.



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SCIENTIFIC ADVANCEMENTS



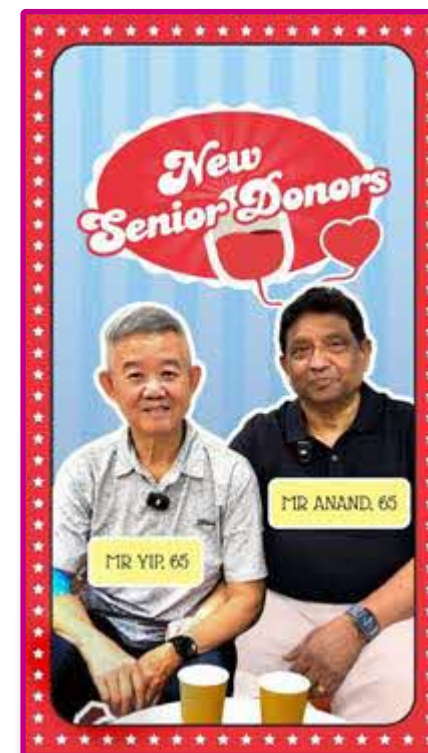
GLOBAL PLATELET MANAGEMENT STUDY

- Contributed to the 2024 International Survey of Platelet Products and Practice, providing global insights on the latest technologies for platelet manufacturing, preservation and transfusion risk reduction.
- The study was published in the February 2025 issue of *Transfusion and Apheresis Science*, an international journal for physicians and healthcare professionals in transfusion medicine, haemostasis and apheresis.



INCREASED BLOOD DONATION UPPER AGE LIMIT

- The upper age limit for first-time blood donors was raised from 60 to 65 years in January 2026.
- This change mirrors international practices of blood services in territories such as Hong Kong SAR, Taiwan, Ireland, the Netherlands, South Korea and the UK.



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PUBLISHED REVIEW ON ADVANCING KIDNEY DISEASE DIAGNOSTICS

- Published a review article in the Korean open-access journal, *Annals of Laboratory Medicine*, addressing the critical role of standardised biomarker measurements in chronic kidney disease care.
- The review emphasised the need to develop and implement reference materials and measurement procedures for key biomarkers of chronic kidney disease, like creatinine, albumin, cystatin C and urea, to support better diagnostic consistency across laboratories and platforms.



INTER-AGENCY COLLABORATION ON DIALYSIS SAFETY

- Conducted a proficiency testing survey and programme to support laboratories in meeting the requirements for testing electrolytes in dialysate.
- Collaborated with the MOH and the Singapore Accreditation Council to enhance safety for dialysis patients in Singapore.



FORENSIC IDENTIFICATION OF CANNABIS USING DNA

- Developed a new capability to identify cannabis in challenging plant material samples to support Singapore's strong stance of zero tolerance for drugs.
- Using a combination of plant DNA barcodes and cannabis-specific DNA markers, this methodology has shown high sensitivity, specificity and robustness while only requiring trace amounts of plant DNA. It has been published in the international open-access journal, *MDPI Genes*.



NEW METHOD FOR FORENSIC SOIL ANALYSIS

- Developed a new method to measure and describe soil colours in a more precise and consistent manner.
- This methodology, which has been published in the international journal, *Forensic Chemistry*, reduces the subjectivity of traditional visual comparison in forensic investigations that can be affected by lighting conditions and individual perception.

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PROCESS TRANSFORMATIONS



RFID-ENABLED NBSM SYSTEM

- Since February 2026, all public and private hospitals in Singapore have been onboarded to the NBSM system.
- This gives HSA full visibility of national blood stock levels, with automatic alerts when stock levels run low, allowing for timely calls for donations and swift mobilisation of blood supply across hospitals.



HARMONISED QMS AT BLOODBANKS

- The QMS was successfully harmonised across all five Bloodbanks and mobile drives in July 2025.
- This allows donors to track waiting times in real time, while enabling HSA to manage donor flow during peak periods and adjust capacity and resources as needed.
- The system's robust cloud-based Software-as-a-Service infrastructure ensures minimal service disruption and seamless scalability.



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NEW SUBMISSION PATHWAY FOR STANDARD ESSENTIAL MEDICINES

- If assessed by HSA to be eligible, unregistered medicines that contain one or more chemical entities with documented long-standing local clinical use and a well-established efficacy and safety profile may be submitted as a generic drug application for a therapeutic product.

NEW INSPECTION REQUEST PROCEDURE FOR OVERSEAS DRUG SUBSTANCE MANUFACTURING SITES

- Companies can now submit an Expression of Interest form via the HSA website to request consideration for GMP inspection of an overseas drug substance manufacturing site at least three months before a planned new drug application submission for a therapeutic product.

VERIFIABLE ELECTRONIC LICENCES AND CERTIFICATES

- Replaced legacy paper-based licences and certificates (estimated total of 1,000 issued annually) with electronic documents which can be verified securely using GovTech's TrustDocs and FileSG systems.
- Rolled out in phases starting with Certificates of a Pharmaceutical Product and Free Sale Certificates in June 2025, followed by licences/approvals for import/export of controlled drugs, psychotropic substances and restricted substances in October 2025.
- The initiative supported industry by enabling faster regulatory submission through instant online verification by overseas authorities, improved sustainability by transitioning to paperless processes, and increased operational efficiency through streamlined workflows.



AUTOMATED SAMPLE PREPARATION FOR QUANTITATIVE ANALYSIS

- Developed a robotic system to automate the preparation of diamorphine sample solutions for quantitative analysis.
- Achieved 164 man-hours of annual time savings.



UIPATH AUTOMATION FOR CLINICAL CHEMISTRY EQA REPORTING

- Developed and implemented a UiPath automation script to streamline the External Quality Assessment (EQA) reporting process.
- Reduced data processing time from 48 hours to 2 hours per year, achieving a 24-fold improvement in efficiency and saving around 46 man-hours annually.



HIGH PERFORMANCE THIN LAYER CHROMATOGRAPH (HPTLC)

- Developed and implemented a fully automated method for identifying cannabinoids on the HPTLC system.
- Achieved a five-fold improvement in efficiency and up to 224 man-hours of annual time savings.



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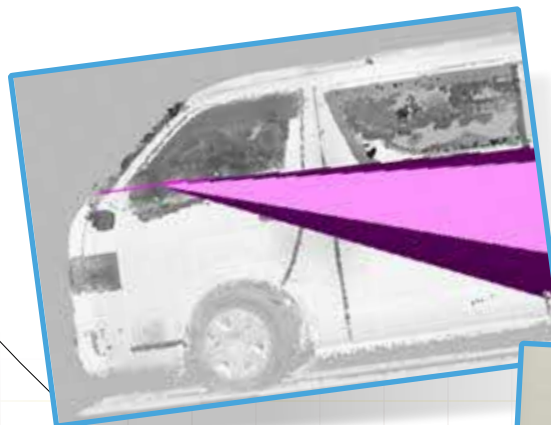
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RAPID DNA TECHNOLOGY ON UNIDENTIFIED DECEASED PERSONS

- Implemented advanced Rapid DNA instrumentation to generate DNA profiles from body tissue samples of deceased persons.
- Reduced the time taken to generate a DNA profile from six hours to less than 90 minutes, enabling more timely identification and notification of next-of-kin to support urgent investigations.



SEMI-AUTOMATED MIRROR BLIND ZONES PLOTTING

- Developed an AutoLISP script to automate the plotting of mirror blind zones for visibility analysis in traffic crash reconstruction cases.
- Reduced the time required to plot points for each mirror from 20 minutes to less than five minutes.



AUTOMATED URINARY BENZOYLECGONINE (COCAINE METABOLITE) ANALYSIS

- Enhanced laboratory automation by integrating urinary benzoylecgonine testing into the Multi-Purpose Sampler coupled with Liquid Chromatography Tandem Mass Spectrometry (MPS-LC-MS/MS) platform, which already supports the analysis of major drugs of abuse in urine samples, such as amphetamines, ketamine, benzodiazepines, monoacetylmorphine and cannabinoid metabolites.
- The streamlined analytical workflow reduced batch processing time for urinary benzoylecgonine analysis from 1.5 days to less than 3 hours, achieving annual savings of over 90 man-hours.



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FUTURE- READY PEOPLE AND WORKFORCE



UPDATE ON HSA'S NEW BUILDING

- In November 2025, HSA, MOHH, Kajima Overseas Asia (Singapore) Pte Ltd and Zap Piling Pte Ltd marked the successful completion of piling works for the new HSA building.
- The appreciation ceremony at the HSA Project Site Office was attended by key stakeholders and underscored the strong collaboration and dedication of the New Building Project Team.
- The team has advanced to sub-structure construction and remains on track for building completion by the end of 2028.
- A strong safety culture and rigorous site management have been maintained throughout the construction phases, ensuring safe and orderly progress on site.
- Notably, the project achieved one million safe man-hours in March 2026, alongside consistently high standards of housekeeping.



CAREER FITNESS MOVEMENT

- The Career Fitness Movement consists of a series of programmes for Public Service officers that empower them to take ownership of their careers and build the future they aspire towards.
- These programmes form an integral part of HSA's Career Milestone Programmes Framework and are offered through the Civil Service College and LifeWorkz.
- Five sessions of the Career Fitness Foundation Programme were held in 2025 and 2026 to equip officers with the fundamentals of career development, enabling them to develop personalised development plans and identify clear progression pathways.



DIGITAL FRAMEWORK AND SKILLS DEVELOPMENT

- Implemented the Core Digital Competency Framework based on the Whole-of-Government model, emphasising enhanced AI literacy among staff.
- Provided officers with practical upskilling support and improved their navigation of complex digital platforms.
- Promoted digital awareness through two AI and Digitalisation Series webinars and in-house training programmes, covering AI tools and practical applications such as READ, Co-pilot, VICA (Virtual Intelligent Chat Assistant), ChatGPT and Large Language Models (LLMs).



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SECOND TERM AS CHIEF EXPERT FOR WORLD SKILLS COMPETITION

- Senior Scientist, Dr Benny Tong, served as Chief Expert for WorldSkills Singapore's Chemical Laboratory Technology Competition for the second time, developing test questions and assessment criteria for the prestigious biennial national competition held in April 2025.
- Twelve promising young talents showcased their expertise in organic synthesis and analytical chemistry, with the winner representing Singapore at the 2026 International WorldSkills Competition in Shanghai, China.



COMPATIBILITY MATTERS: A DEEP DIVE INTO HISTOCOMPATIBILITY FOR SUCCESSFUL TRANSPLANTATION

- Co-organised a two-day regional symposium on histocompatibility and transplantation with the Singapore General Hospital (SGH) in April 2025, bringing together delegates from Southeast Asia to foster regional connections and advance expertise in transplantation medicine.
- The scientific programme was run by overseas experts and included plenary lectures by SGH, as well as case-based clinical discussions and a hands-on wet-lab workshop facilitated by HSA's Tissue Typing and Platelet Reference Laboratory using real patient cases.



GIAC CERTIFIED ADVANCED DIGITAL FORENSICS CERTIFICATION

- Five staff members obtained the Global Information Assurance Certification Certified Forensic Analyst (GCFA) Advanced Digital Forensics Certification.
- GCFA is an advanced-level certification that focuses on core competencies in collecting and analysing data from computer systems, aligned with global cybersecurity governance and compliance standards.
- These capabilities directly support and strengthen HSA's ability to handle digital forensic investigations, such as detecting "timestamping" anti-forensics and advanced data recovery.

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COLLABORATION WITH HEALTH PROMOTION BOARD (HPB) FOR NURSING PROFESSIONAL DEVELOPMENT

- HSA and HPB’s Youth Preventive Health Service established a mutual knowledge-sharing partnership through regular Journal Club sessions, with reciprocal inclusion in each other’s sessions for Continuing Professional Education (CPE) points.
- This keeps nurses from both organisations current on the latest developments in health and medicine, while helping them meet Singapore Nursing Board’s requirements for the practising certificate renewal.
- CPE points also count towards phlebotomy training during attachment programmes under the National Blood Programme Emergency Preparedness.

AI INCUBATOR PLATFORM

- Medical Device Branch staff now have access to production-grade LLMs, enabling them to move beyond experimentation and towards building scalable solutions.
- Equipped staff with hands-on experience in operational AI use cases, and better preparing them to translate high-potential ideas into transformative applications that align with organisational growth.

Use Cases Focus

Project Category	Use Cases	Problem Statement	Proposed Solution
Document Classification (Technical)	HSA Singapore Adverse Event (AE) Classification	Our specialist officers are tasked with reviewing adverse events (AEs) related to medical devices and in-vitro diagnostics. Each AE must be manually mapped to a three-level IMDRF code across seven annexes, a cognitively demanding process requiring extensive taxonomy lookup and cross-referencing. This manual approach is slow, inconsistent, and subjective.	To develop an Generative AI / LLM based solution that automates the classification of Adverse Event reports into Hierarchical IMDRF codes (7 Annexes), providing documented reasoning and confidence scores to assist HSA reviewers. Hierarchical IMDRF Classification • Multi-Annex Mapping: Classify AE reports across all 7 IMDRF Annexes (e.g., Device, Type of Investigation, Component, etc.). • Hierarchy Depth: Assign codes up to 3 levels of hierarchy where data allows. • Top-N Recommendations: Provide the top 3 recommended IMDRF codes per annex, each with an associated confidence score. • High-Confidence Logic: If a single code recommendation exceeds 90% confidence, present it as the primary result while nesting alternatives in the "Reasoning" section. Explainable AI (Reasoning) • Evidence Extraction: The solution must provide a clear, text-based justification for why a specific code was chosen, citing relevant sections from the AE report and IMDRF terminology. Batch Processing & UI (Nice to Have) • Multi-File Upload: Allow users to upload multiple PDF AE reports (up to 15 pages each) and receive a consolidated classification table.

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HSA CARES

HAIR FOR HOPE (JUNE 2025)

- Since 2013, HSA has proudly supported the Hair for Hope Campaign. This year marks the 5th MOH-HSA-HPB joint event to support children with cancer.
- A total of 13 HSAians among 17 colleagues from the MOH Family (including MOH, HSA and HPB), shaved their heads in solidarity.
- More than \$45,000 was raised through the Hair for Hope event.



VOLUNTEERING WITH SENIORS

- Volunteered at NTUC Health Active Ageing Centre (Care) (Bukit Batok West) and Thong Kheng Active Ageing Centre (Jalan Bukit Merah), contributing to the health and social well-being of seniors in the community.
- Supported a range of activities including blood pressure monitoring, meal distribution and social programmes such as bingo, karaoke and birthday celebrations.
- Conducted door-to-door outreach across neighbouring residential blocks to raise awareness of the centres' programmes and encourage senior participation.



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“

Effective transformation requires us to think critically, challenge legacy norms, and make decisions that are backed by data – but it truly takes hold when your people believe in the mission and have the confidence to drive change themselves.

This is why I place great importance on creating a culture where people feel psychologically safe and wellness is taken seriously, so that every team member can contribute meaningfully to the National Blood Programme, HSA and the wider Public Service.”



Ms Shalini Sunder
Deputy Division Director
Strategic Operations
Blood Services Group

“

Innovation is not just about adopting new tools – it is about cultivating a mindset that constantly seeks better ways of doing things. In our division, we have pushed beyond traditional forensic disciplines by integrating digital tools into our work, developing AI-augmented solutions, and exploring new frontiers in forensic analysis, such as the extraction of crash data from vehicles for accident investigations.

I am most proud to see my team embrace this spirit of innovation themselves – through ground-up initiatives including the development of AI tools, sharing our journey with international peers, and inspiring fellow HSAians to do the same.”



Dr Alaric Koh
Division Director
Forensic Science Division
Applied Sciences Group

“

My leadership philosophy centres on accessibility and empowerment – working alongside my team through the most challenging periods to provide strategic direction and emotional support.

This has seen us through some of HSA's most complex initiatives and continues to guide how we approach our work. Because at the end of the day, HR touches every employee, and every officer deserves to feel supported and valued in their journey with HSA.”



Ms Low Wan Ve
Director
Human Resources
Corporate Services Group

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HSA ENVIRONMENTAL SUSTAINABILITY REPORT

This section presents HSA's environmental sustainability performance and initiatives for the reporting period from 1 April 2025 to 31 March 2026.

HSA PREMISES

HSA headquarters is located at 11 Outram Road. It also operates across Singapore as a tenant in several premises, including Block 9 Outram Road, Synapse @ Biopolis Drive, Helios @ Biopolis Way, Capricorn @ Science Park II, and four satellite Bloodbanks located at Woodlands, Westgate Tower, Dhoby Xchange and One Punggol.

GOVERNANCE

In 2025/2026, HSA continued to reduce its environmental and carbon footprint as part of our efforts towards achieving the GreenGov.SG targets for the public sector. This included efforts in reducing energy usage and achieving greater efficiency in water usage.

The HSA Sustainability Committee, chaired by Group Director of the Corporate Services Group, meets twice yearly and provides periodic updates to HSA's senior management and the Board. HSA continues to strengthen the governance processes needed to sustain improvements and support the longer-term environmental objectives as it transitions to the new building.

Board Oversight and CEO

Sustainability Committee

Chaired by the Group Director of Corporate Services Group, this committee is responsible for planning and decision-making on HSA's sustainability initiatives, as well as overseeing HSA's organisational efforts in this area.

HSA ENVIRONMENTAL SUSTAINABILITY METRICS AND PERFORMANCE

In 2025/2026, HSA continued its commitment to reducing its environmental and carbon footprint in support of the GreenGov.SG targets for the public sector. Its goals include reducing carbon emissions from the peak in 2025, reducing its Energy Utilisation Index (EUI) and improving on its Water Efficiency Index (WEI) by 10 per cent from the 2018–2020 baseline average, and reducing its Waste Disposal Index (WDI) by 30 per cent from 2022 levels by 2030.

Greenhouse Gas Emissions

HSA tracks Scope 1 Direct Carbon Emissions and Scope 2 Indirect Carbon Emissions. Scope 2 accounts for 99.9 per cent of total emissions across all premises, the majority of which are laboratories.

HSA's energy improvement initiatives implemented in FY2025 resulted in total emissions of 3.98 kt CO₂e, representing a 7.2 per cent reduction compared to FY2024 (4.288 kt CO₂e).

Target: Peak emissions around 2025

Performance kt CO ₂ e [% of total]	FY2021	FY2022	FY2023	FY2024	FY2025
Scope 1	0.004 (0.1%)	0.003 (0.1%)	0.004 (0.1%)	0.003 (0.1%)	0.003 (0.1%)
Scope 2	4.672 (99.9%)	4.356 (99.9%)	4.502 (99.9%)	4.285 (99.9%)	3.977 (99.9%)
Total emissions	4.676	4.359	4.506	4.288	3.98

Notes:

- Scope 1 emissions refer to direct emissions from sources owned or controlled by HSA.
- Scope 2 emissions refer to indirect emissions resulting from the use of electricity across all premises.
- HSA purchases electricity from the power grid, and the grid emission factors (GEF) are obtained from Singapore Energy Market Authority. FY2025 carbon emissions are calculated based on 2024 GEF of 0.402.

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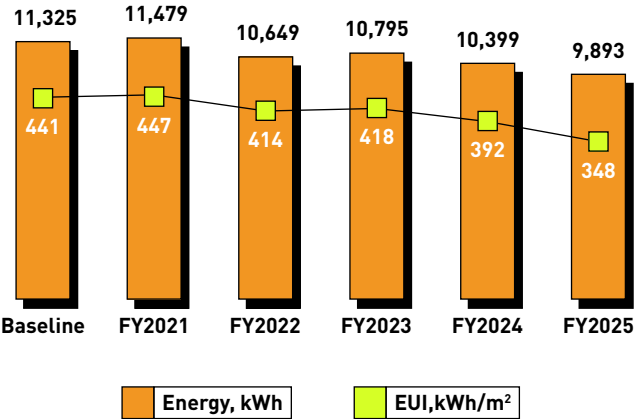
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Energy Consumption

Target: 10% reduction in EUI by 2030, compared against the baseline (average of 2018 – 2020 levels).



Notes:

- 4 The formula used to calculate the EUI is as follows: Agency EUI in Year N = (Total amount of electricity consumed for all Agency premises in EUI in Year N) / (Total GFA for all Agency premises in EUI in Year N).

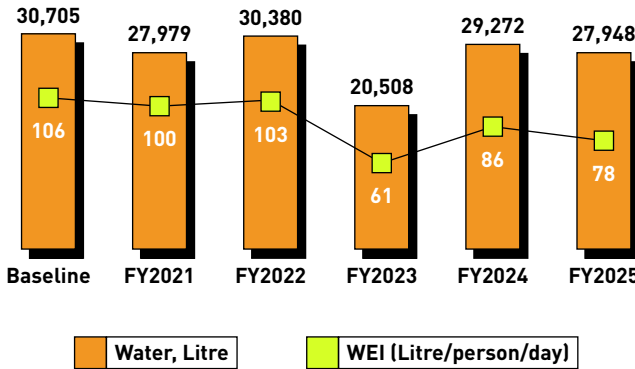


Electricity consumption decreased by 4.9% in FY2025 compared to FY2024, with the EUI improving by 21% from the baseline.

This decrease was attributed to energy efficiency improvements from the replacement of traditional Alternating Current (AC) fan motors with Electronically Commutated (EC) in the Air Handling Units (AHUs) in HSA Building, as well as an increase in Gross Floor Area (GFA) following the takeover of the SGH Blk 9 Building.

Water Consumption

Target: 10% reduction in WEI by 2030, compared against the baseline (average of 2018 – 2020 levels).



Notes:

- 5 The formula used to calculate WEI is as follows:
Agency WEI in Year N
= [Total amount of water consumed for all Agency premises in Year N × 1000] / [Average number of operational days in Year N for all Agency premises × (Average number of staff per day for all Agency premises + (0.25 × Average number of visitors per day for all Agency premises))].



Water consumption decreased by 4.5% in FY2025 compared to FY2024, with the WEI improving by 26.4% from the baseline.

The FY2025 performance reflects a normalised consumption pattern following the replacement of a faulty water meter in FY2024.

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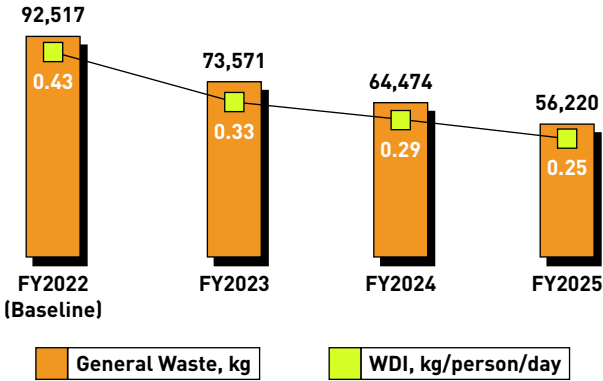
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Waste Disposal

Target: 30 per cent reduction in WDI by 2030, compared against the baseline (average of 2022 levels).



Notes:

- 6 WDI is defined as the total waste disposed of per day divided by the total number of public officers, and visitors to the premises.
- 7 The data presented pertains solely to HSA Outram Building, for which HSA is the accountable owner.
- 8 The waste generation data was obtained from the Public Waste Collector appointed by the National Environmental Agency.
- 9 The average number of operational days in HSA Outram Building is taken as 276 days per year.

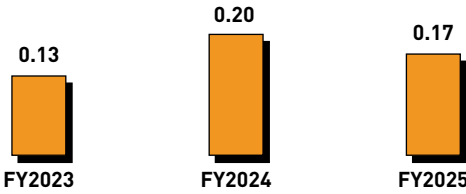


General waste generated at HSA Outram Building in FY2025 decreased by 12.8 per cent from FY2024, with the WDI improving by 42 per cent from the baseline.

Recycling in HSA

In addition to reducing total waste generation, HSA has been enhancing its waste segregation and recycling practices across its premises.

In FY2025, HSA's recycling rate decreased by 15 per cent from 0.20 in FY2024 to 0.17 in FY2025. The lower recycling rate in FY2025 was primarily attributable to lower disposal of metal and non-regulated e-waste. These waste streams typically contribute significantly to recycled materials.



Notes:

- 10 Recycling Rate of Year N = Total waste recycled divided by the total waste disposed of in Year N.
- 11 The weight of recycled materials was provided by the appointed waste collector.

Recycling rates may vary from year to year due to the types and quantities of recyclable materials generated. HSA will continue to review its processes and, where possible, replace materials used with recyclable alternatives to minimise waste. Recycling rates will be tracked to reflect HSA's ongoing efforts to divert recyclable materials from general waste and support responsible waste management.



In FY2025, textiles were introduced as a new tracked recycling stream, with segregated materials diverted from general waste for recycling.



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OPERATIONAL SUSTAINABILITY INITIATIVES

HSA continues to implement sustainability initiatives across its workplaces and operations to enhance environmental performance and drive sustainable practices.



April 2025

Centralised general waste bins have been placed in shared offices and senior management offices to encourage waste segregation practices.



July 2025

The HSA building at Outram achieved the 4-LEAF Eco-Office certification, the highest tier in the Eco-Office certification scheme, valid from 31 July 2025 to 30 July 2027.



November 2025

HSA Building achieved BCA Green Mark GoldPlus certification under GM: 2021 In-Operation scheme.



March 2026

The retirement of HSA's van after 15 years of service will contribute to a reduction of an estimated 200L of diesel usage a year.

HSA will use a delivery service to cut the need for a dedicated vehicle. This is also a more efficient use of existing transport resources.

BUILDING SUSTAINABLE CULTURE

Sustainability Week – November 2025

As part of Sustainability Week 2025, HSA organised a series of staff engagement initiatives to strengthen sustainability awareness and behaviours across the organisation. These included a sustainability workshop, a park clean-up activity at Gardens by the Bay, and a donation drive in support of migrant workers, which collected 161.7 kg of reusable items.

Collectively, these efforts strengthened staff awareness, encouraged responsible behaviours, and reinforced HSA's commitment to social and environmental responsibility.



28 March 2026

HSA supported Earth Hour by switching off non-essential lights at the HSA building for one hour.



Seasonal fruits from the HSA compound were shared with staff to raise awareness of sustainable food supply.

Through collective efforts across the organisation, HSA will continue to pursue opportunities that will reduce environmental impact, improve resource efficiency and foster a culture of sustainability across the organisation.

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Health Products Regulation Group

Key Statistics as at end-Mar 2026

Medicinal Products Pre-market Cluster

Therapeutic Products

- **27**
Therapeutic Products
Containing New Chemical/
Biological Entities Approved
- **296**
Therapeutic Products
Registrations Approved
(New Drug Applications and
Generic Drug Applications)
- **4,873**
Therapeutic Products
Variation Applications
Approved
- **5,536**
Approved Products
on the Register of
Therapeutic Products

Cell, Tissue and Gene Therapy Products

- **328**
New Class 1 Cell,
Tissue and Gene Therapy
Products Notified
- **2,146**
Class 1 Cell, Tissue and
Gene Therapy Products
Notification Updates
- **27**
Class 2 Cell, Tissue and Gene
Therapy Products Variation
Applications Approved
- **1,625**
Class 1 Cell, Tissue and
Gene Therapy Products
Notified
- **8**
Approved products on the
Register of Class 2 Cell, Tissue
and Gene Therapy Products
- **1**
New Class 2 Cell,
Tissue and Gene Therapy
Products Approved

Chinese Proprietary Medicines

- **903**
New Chinese Proprietary
Medicines Listed
- **14,048**
Chinese Proprietary
Medicines Listed

Cosmetic Products

- **46,972**
New Cosmetic Products
Notified
- **170,490**
Cosmetic Products
Notified

Clinical Trials

- **140**
New Clinical Trial
Applications Processed
- **129**
New Clinical Trial
Applications Approved

Medical Devices Cluster

■ 1,330 Medical Device Product Registrations Approved	■ 1,126,476 Medical Device Product Listings Notified	■ 4,239 Medical Device Change Notification Applications Approved	■ 1,156 Licences for Importers of Medical Devices	■ 1,109 Licences for Wholesalers of Medical Devices
■ 20,795 Approved Products on the Singapore Medical Device Register	■ 1,052 Applications for Import of Medical Devices for Personal Use Processed	■ 200 Licences for Manufacturers of Medical Devices	■ 258 Certificates for Exporters of Medical Devices	■ 623 Field Safety Corrective Actions Assessed
■ 1,380 Adverse Events Assessed	■ 298 Post-market Feedback Received (Relating to Potential Contravention of Medical Devices Regulations)	■ 8 (witness audit: 7, compliance audit: 1) Medical Device Witness and Compliance Audits Conducted		

Vigilance, Compliance and Enforcement Cluster

■ 348 Licences/Certificates for Manufacturers of Health Products* Approved	■ 1,665 Licences/Certificates for Importers of Health Products* Approved	■ 698 Licences/Certificates for Wholesalers of Health Products* Approved	■ 380 Licences for Retail Pharmacies Approved	■ 397 Licences/Certificates for Exporters of Health Products* Approved
■ 393 Site Audits Conducted for Good Manufacturing & Good Distribution Practices and Pharmacies	■ 20,509 Applications and Enquiries for Import of Medicinal Products for Personal Use Processed	■ 2,559 Medical Advertisement Permits Approved	■ 16,092 Spontaneous Adverse Drug Reaction Reports Captured	■ 39 Safety Signals (Therapeutic Products and Cell, Tissue and Gene Therapy Products) Assessed
■ 263 Locally Registered Therapeutic Product Defects Assessed	■ 3,779 Post-market Feedback Received (Relating to Potential Contravention of Health Product Legislation)	■ 446 Tobacco Retail Licences Approved	■ 4,241 Licensed Tobacco Retail Outlets	■ 12,869 Vaporiser Cases Handled by HSA

*except medical devices

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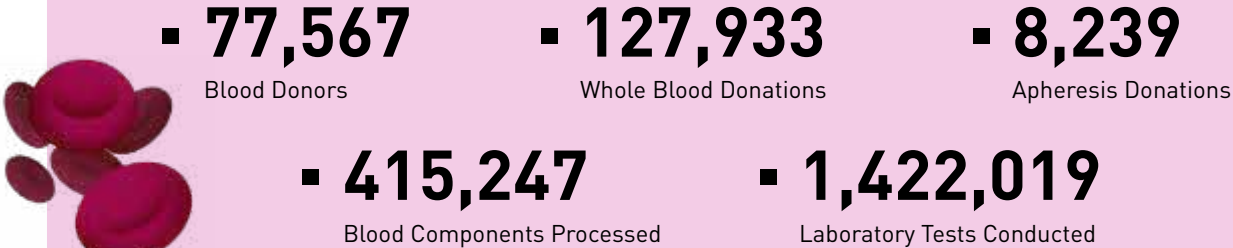
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Blood Services Group

Key Statistics as at end-December 2025



Applied Sciences Group

Key Statistics as at end-March 2026



HSA's total actual staff strength as at 30 Sep 2025 was **1,015**

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Statement of Financial Position

	FY25/26	FY24/25	Increase / (Decrease)	
	\$'000	\$'000	\$'000	%
Property, Plant & Equipment	72,576	78,414	(5,838)	(7)
Intangibles	11,132	11,072	60	1
Right-of-Use Assets	20,381	12,721	7,660	60
Current Assets	337,222	299,124	38,098	13
Total Assets	441,311	401,331	39,980	10
Equity	319,157	293,542	25,615	9
Non-Current Liabilities	20,329	13,295	7,034	53
Current Liabilities	101,825	94,494	7,331	8
Total Equity and Liabilities	441,311	401,331	39,980	10

Statement of Comprehensive Income

The Authority achieved an overall net surplus of \$31.0m for FY25/26.

	FY25/26	FY24/25	Increase / (Decrease)	
	\$'000	\$'000	\$'000	%
Operating Income	179,258	175,960	3,298	2
Operating Expenditure	(300,790)	(290,602)	10,188	4
Deficit before Government Grants	(121,532)	(114,642)	6,890	6
Government Grants	159,035	135,584	23,451	17
Surplus before Contribution to Consolidated Fund	37,503	20,942	16,561	79
Contribution to Consolidated Fund	(6,376)	(3,560)	2,816	79
Net Surplus	31,127	17,382	13,745	79
Other Comprehensive Income	(90)	(77)	(13)	17
Net Surplus and Comprehensive Income for the Year	31,037	17,305	13,732	79

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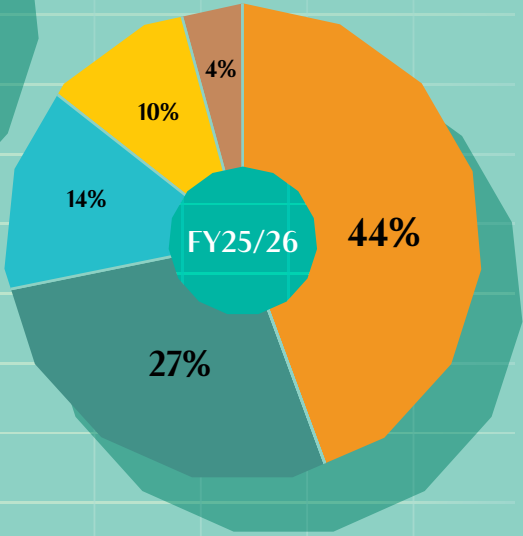
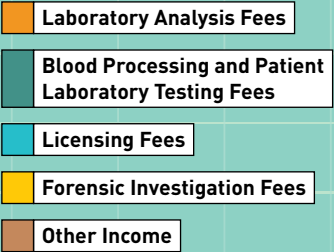
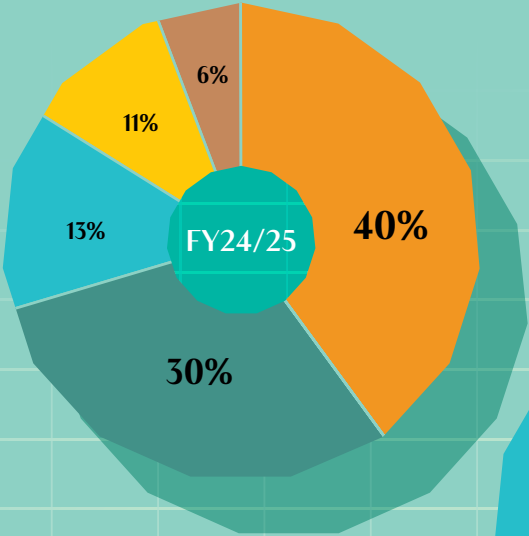
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Operating Income

The Authority earned a total operating income of \$179.3m in FY25/26, an increase of \$3.3m (2%) from FY24/25's revenue of \$176.0m.

	FY25/26	FY24/25	Increase / (Decrease)	
	\$'000	\$'000	\$'000	%
Laboratory Analysis Fees	79,587	70,688	8,899	13
Blood Processing and Patient Laboratory Testing Fees	48,940	53,025	(4,085)	(8)
Licensing Fees	24,857	23,566	1,291	5
Forensic Investigation Fees	18,279	18,601	(322)	(2)
Other Income	7,595	10,080	(2,485)	(25)
Total Operating Income	179,258	175,960	3,298	2



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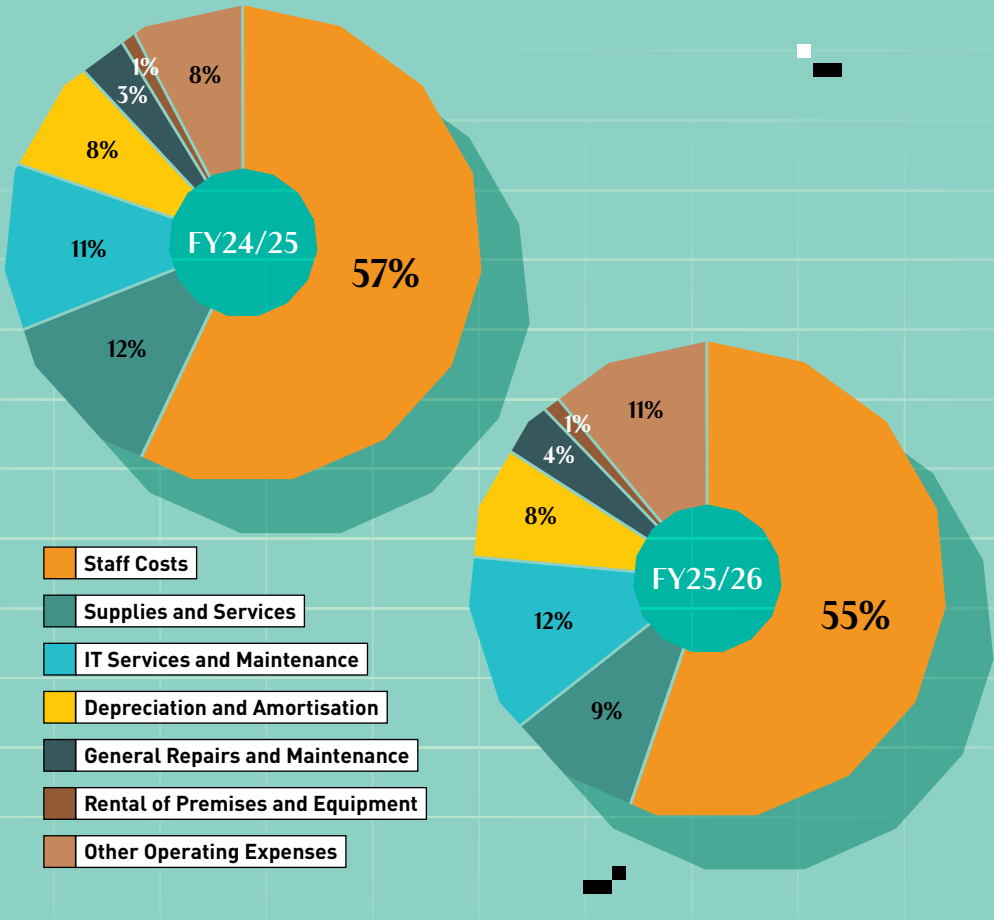
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Operating Expenditure

The Authority incurred a total operating expenditure of \$300.8m in FY25/26, an increase of \$10.2m (4%) from FY24/25's expenditure of \$290.6m.

	FY25/26	FY24/25	Variance	
	\$'000	\$'000	\$'000	%
Staff Costs	165,895	165,717	178	0
Supplies and Services	27,911	34,826	(6,915)	(20)
IT Services and Maintenance	36,112	32,752	3,360	10
Depreciation and Amortisation	23,206	22,928	278	1
General Repairs and Maintenance	10,889	9,184	1,705	19
Rental of Premises and Equipment	3,526	2,970	556	19
Other Operating Expenses	33,251	22,225	11,026	50
Total Operating Expenditure	300,790	290,602	10,188	4



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