

Shaping the Next Chapter: Building Skills, Growing Careers

Annual Report 2024/2025



SKILLS *future* SG

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Foreword by Chairman & Chief Executive



Mr Tan Kai Hoe
Chairman



Mr Tan Kok Yam
Chief Executive

Singapore stands at a critical juncture. The pace of transformation is accelerating, driven by technology, climate change, and shifting demographics. As these changes take hold, the urgency to equip our people with future-ready skills has never been more pressing.

Amid these changes, the SkillsFuture movement will need to forge ahead with focus and intent, to better support Singaporeans, help them upskill and reskill, and seize new opportunities.

SkillsFuture Singapore (SSG), the agency responsible for driving the SkillsFuture movement, will focus on doing four things well: first, support every individual's skills journey; second, involve employers in building a future-ready workforce; third, raise quality and relevance of the training sector; and finally, strive for excellence within our own organisation.

Supporting Every Individual's Skills Journey

A decade of promoting SkillsFuture has reaped results. Singaporeans proactively engage in learning. Last year, **550,000 individuals participated in, and benefitted from, SSG-supported training**. Among these learners, more are pursuing industry-relevant courses. In areas such as Artificial Intelligence, cybersecurity and digital marketing, training participation went up from 34,000 in 2023 to 96,000 in 2024.

In response to the rising need to further upskill our workforce, we provided mid-career transition workers with a **SkillsFuture Credit (Mid-Career) top-up of \$4,000** in May 2024. So far, over 28,000 individuals have tapped this new source of support.

We are committed to giving as much information as we can to individuals, so that they make the best upskilling decisions for themselves. **The latest Skills Demand for the Future Economy Report**, complete with interactive dashboards, offers Singaporeans the tools to identify in-demand skills, and make informed training and career decisions.

Our medium-term ambition is to make available personalised career and skills guidance on demand, to every Singaporean. Together with the Ministry of Manpower (MOM) and Workforce Singapore (WSG), we took the first step of launching the **Careers & Skills Passport** to consolidate employment data, academic qualifications, and professional certifications from government-verified sources. This personal "skills account" will guide individuals in their upskilling and career journey, and also serve as a verified document of their competencies and experiences to current and potential employers.

Involving Employers in Building a Future-Ready Workforce

Employer involvement in the SkillsFuture movement has also gained momentum. In 2024, over **24,000 companies – 95% of them SMEs – invested in training 241,000 employees**.

The SkillsFuture Queen Bee network plays a crucial role in rallying companies within their sector, or their supply chain, to upskill their workers. Through advisories, masterclasses and mentorships, Queen Bees help companies in their sphere of influence link up business outcomes with worker training and capability development. Last year, we appointed **four new Queen Bees** – AETOS Holdings, FoodServices Inc, Sembcorp Solar, and ST Engineering Land Systems.

We are confident that the growing network of Queen Bees will effectively engage over 5,000 enterprises in acquiring the skills needed for business transformation.

Our medium-term ambition is to complement the Queen Bee network with a digital channel to effectively engage more employers. This will help them better track the skills stock and skills gaps in their workforce, and take proactive steps to upskill their workers in support of their businesses.

Raising Quality and Relevance of the Training Sector

A high-quality training sector that delivers industry-relevant training is one that builds confidence among learners and employers. Over the last year, learner validation scores, captured by a centrally administered post-course quality survey (the Training Quality and Outcome Measurement (TRAQOM) Course Quality survey), have steadily risen, indicating that the learning experience is improving. But more can be done.

At the training provider level, we are in our second year of implementing the Training Provider Quality Assessment (TPQA), which ensures that providers adopt a systematic approach to implement good processes and training methods, to continue to receive training subsidies.

At the course level, starting from late 2024, we implemented early exit measures to expire courses that perform poorly in their TRAQOM Course Quality Survey scores. Going into 2026, we will introduce new criteria for course renewal such as requiring courses to attract sufficient trainees from companies, as a sign of industry relevance, and to meet a minimum TRAQOM Course Quality Survey score.

Finally, at the trainer level, we continue to invest in the Institute of Adult Learning (IAL) as the national centre of excellence to uplift trainer standards, and drive innovation and research in adult learning.

Strive for Excellence in our Organisation

SSG's success is built on the commitment and capability of our employees. In turn, SSG strives to be a workplace that helps our employees succeed.

We are deliberate and systematic in upskilling our employees. We strive to simplify work processes, and support employees' physical, mental, and emotional well-being. Most importantly, we want to build a

workplace where colleagues are trusted, managers are respected, and every officer regardless of rank feels safe to raise their views, even if contrarian to the majority. Being recognised as a Great Place to Work™ for the second consecutive year affirms our commitment to these objectives.

We will also press on with the use of digital tools as a force multiplier, to improve our decision making and serve the public better.

Where we lack capabilities, we partner others. In particular, we work closely with MOM and WSG under the Career Health banner to help Singaporeans with both jobs and skills, such as the enhanced Careers and Skills Passport.

Finally, we stay committed to our Environmental, Social, and Governance goals as a responsible public agency.

Shaping Our Next Chapter, Together

It is now ten years since SkillsFuture was launched by then-Deputy Prime Minister Tharman Shanmugaratnam, with the vision of providing Singaporeans with the opportunity to develop their fullest potential throughout life, regardless of their starting points.

The progress we have made so far has laid a strong foundation for the next chapter of SkillsFuture. But this is only the beginning. For the decade ahead, we will work closely with WSG to deepen the impact of SkillsFuture as a national movement and as a key pillar of Singapore's refreshed social compact.

Sustaining the lifelong learning momentum requires a whole-of-nation effort, and we call upon individuals, employers, unions, training providers, and partners to join us with renewed purpose as we shape this future together.

We extend our gratitude to our partners and stakeholders. Your steadfast commitment has brought us this far. We count on your continued support as we embark on the next phase of SkillsFuture.



Board Members

TERM OF APPOINTMENT: 1 Oct 2024 – 30 Sep 2026

1	Mr Tan Kai Hoe (Chairman)¹ Group President & Chief Executive Officer Accuron Technologies Limited	9	Ms Eleanor Seet President/Head of Asia ex Japan Nikko Asset Management Asia
2	Mr Abdul Samad Bin Abdul Wahab Vice President National Trades Union Congress (NTUC), Central Committee General Secretary Union of Power and Gas Employees	10	Ms Feon Ang Managing Director, APAC LinkedIn
3	Ms Adeline Sim Executive Director & Chief Corporate Officer HRnetGroup	11	Ms Susan Chong Chief Executive Officer Greenphyto Pte Ltd
4	Mr Albert Pek Divisional Director, Higher Education (Planning, Skills and Academic Research) Ministry of Education (MOE)	12	Mr Tan Kok Yam Chief Executive SkillsFuture Singapore (SSG)
5	Mr Ang Zhongren Divisional Director, Infrastructure Facility & Services Ministry of Education (MOE)	Retired Board Members²	
6	Mr Chang Sau Sheong Deputy Chief Executive Government Technology Agency of Singapore (GovTech)	1	Ms Joan Moh Divisional Director, Higher Education (Planning, Skills and Academic Research) Ministry of Education (MOE)
7	Mrs Deborah Ong SkillsFuture Singapore (SSG) Board Member	2	Mr Leong Keng Thai SkillsFuture Singapore (SSG) Board Member
8	Ms Dilys Boey Chief Executive Workforce Singapore (WSG)	3	Ms Lim Hee Joo Executive Director Wah Son Engineering
		4	Mr Suihaimi Zainul-Abidin Chief Executive Officer Quantedge Capital Pte Ltd

1 Appointed from 1 Jan 2023 – 30 Sep 2025
2 Retired with effect from 1 Oct 2024

Board Committees

TERM OF APPOINTMENT: 1 Oct 2024 to 30 Sep 2026

Audit and Risk Committee Ms Deborah Ong Mr Albert Pek Mr Chang Sau Sheong Chairman Member Member	Learning Gateway Board Ms Susan Chong Mr Foo Piao Zhou Mr Tan Kok Yam
Investment Committee Ms Eleanor Seet Mr Hou Wey Fook ³ Ms Liew Tzu Mi ³ Chairman Co-Opted Member Co-Opted Member	Lifelong Learning Institute Board Ms Adeline Sim Ms Catherine Lau Mr Edward Leong Ms Jaelle Ang Mr Gino Tan Mr Tan Kok Yam ⁴ Mr Tan Tow Koon
Grants Committee Mr Tan Kai Hoe Ms Dilys Boey Ms Susan Chong Chairman Member Member	Remuneration Committee Mr Tan Kai Hoe Mr Abdul Samad bin Abdul Wahab Mr Ang Zhongren Ms Feon Ang Chairman Member Member Member

3 Appointed from 1 Nov 2024 – 30 Sep 2026
4 Appointed from 14 Oct 2024 – 30 Sep 2026



Corporate Governance

FUNCTIONS OF THE SSG BOARD The SSG Board provides guidance and advice to SSG Management on all matters under SSG’s purview, including its policy, regulatory and promotional roles. It also reviews and approves the strategic plans and budgets of SSG. SSG Board members come from diverse backgrounds such as unions, and private and public sectors. This allows SSG to tap their varied experiences and perspectives.

SSG BOARD COMMITTEES:

Audit and Risk Committee

The Audit and Risk Committee reviews and endorses SSG’s audited financial statements, including the performance and independence of the external auditors. It provides oversight and guidance to ensure the effectiveness of the internal audit function, as well as reviews audit reports and management actions to strengthen the rigour of the system of internal controls. The Committee also provides oversight and guidance on risk management, including the review of updates and reports on matters relating to fraud and abuse management.

Investment Committee

The Investment Committee formulates investment strategy and policy, including the setting of objectives, risk tolerance, investment horizon, target return and investment cap, in accordance with the investment clause of the Skills Development Levy Act, for SSG’s Board approval. The Committee oversees the implementation of these investment strategies and provides strategic guidance to the management of investments in line with investment strategy and policy. It also evaluates and approves SSG’s investment instruments and their allocation, manages the appointment and termination of SSG’s fund managers, as well as monitors and reports on the performance of SSG’s investments and fund managers.

Grants Committee

The Grants Committee provides advice on funding principles and grant policies for SSG administered funds, and approves funding proposals valued up to \$30 million. It also reviews the proposed fund allocation for SSG-administered funds before they are tabled for the approval of the SSG Board and the Minister for Education.

Remuneration Committee

The Remuneration Committee endorses SSG’s corporate performance grade before submitting its recommendation for SSG Board’s approval.

It also approves staff remuneration policies, including major changes to schemes of service, early exit schemes, and the appointment, promotion and performance bonuses for SSG senior management (i.e., Director and above). The Remuneration Committee further reviews and deliberates on staff appeals related to personnel matters.

SSG Board Meeting Attendance for FY2023 (Apr 2023 – Mar 2024)

There were a total of four meetings held in this period. (May 2024, Aug 2024, Nov 2024, Feb 2025)

NO	BOARD MEMBER	TOTAL
1	Mr Tan Kai Hoe (Chairman)	4
2	Mr Abdul Samad Bin Abdul Wahab	3
3	Ms Adeline Sim	3
4	Mr Albert Pek	2
5	Mr Ang Zhongren	3
6	Mr Chang Sau Sheong	1
7	Mrs Deborah Ong	2
8	Ms Dilys Boey	3
9	Ms Eleanor Seet	1
10	Ms Feon Ang	3
11	Ms Susan Chong	3
12	Mr Tan Kok Yam	4
13	Ms Joan Moh	2
14	Mr Leong Keng Thai	2
15	Ms Lim Hee Joo	2
16	Mr Suhaimi Zainul-Abidin	2

Internal Audit

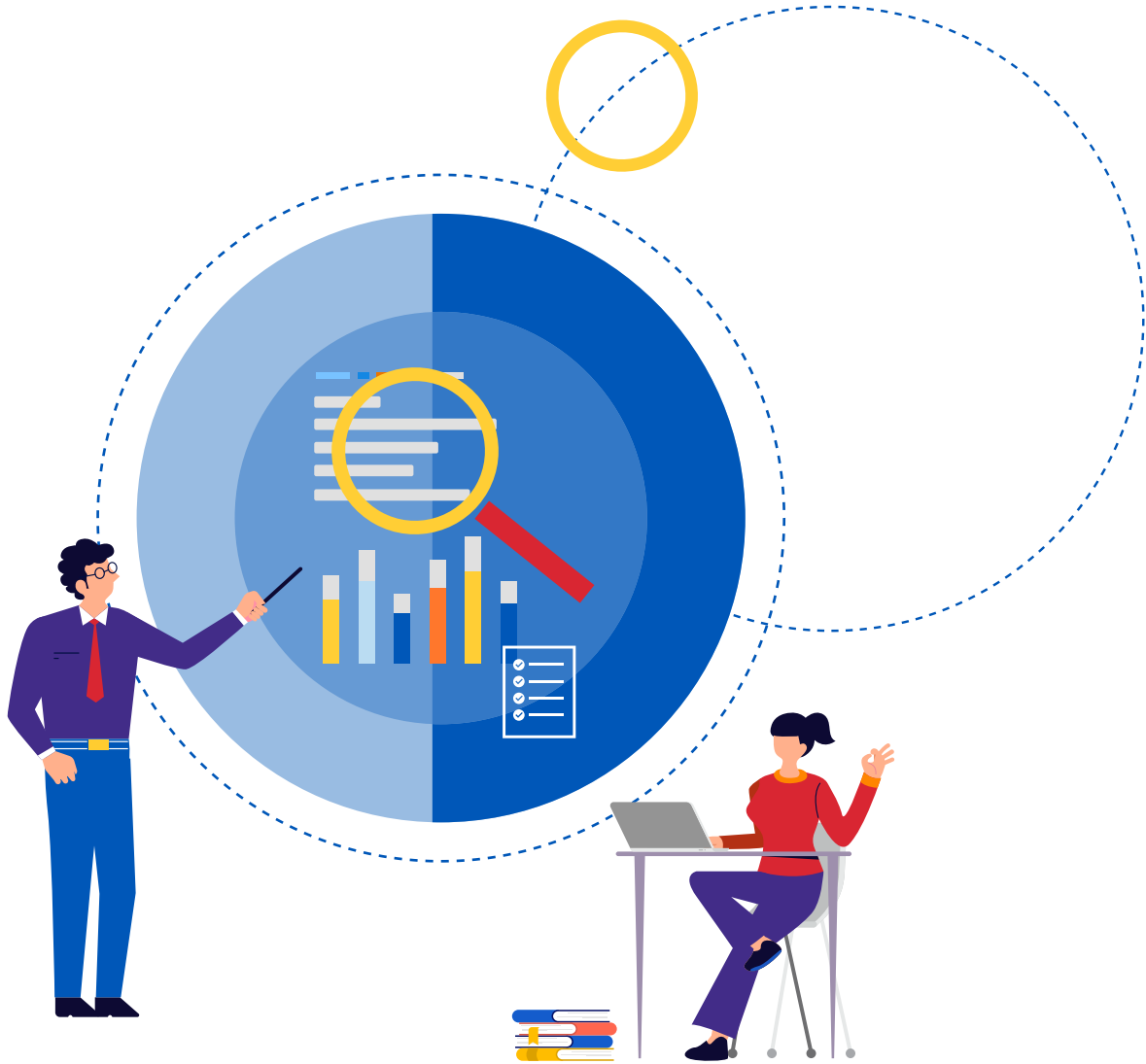
The Internal Audit Division (IAD) seeks to improve the effectiveness of SSG’s governance, risk management and internal controls through its evaluation of the adequacy and effectiveness of internal controls, and compliance with established policies, procedures and regulatory requirements.

Risk Statement

The national SkillsFuture movement aims to empower individuals to embrace lifelong learning, pursue skills mastery, and build fulfilling careers for a future-ready Singapore. Achieving this vision depends on sustained public trust and confidence in our Continuing Education and Training (CET) sector.

The CET sector must continually innovate to anticipate and respond to the evolving needs of employers and job seekers, while leveraging technology to do so effectively. To mitigate risks associated with being at the forefront of change, SSG will implement appropriate measures, including active monitoring of learner feedback and learning outcomes, and improving or discontinuing programmes as necessary.

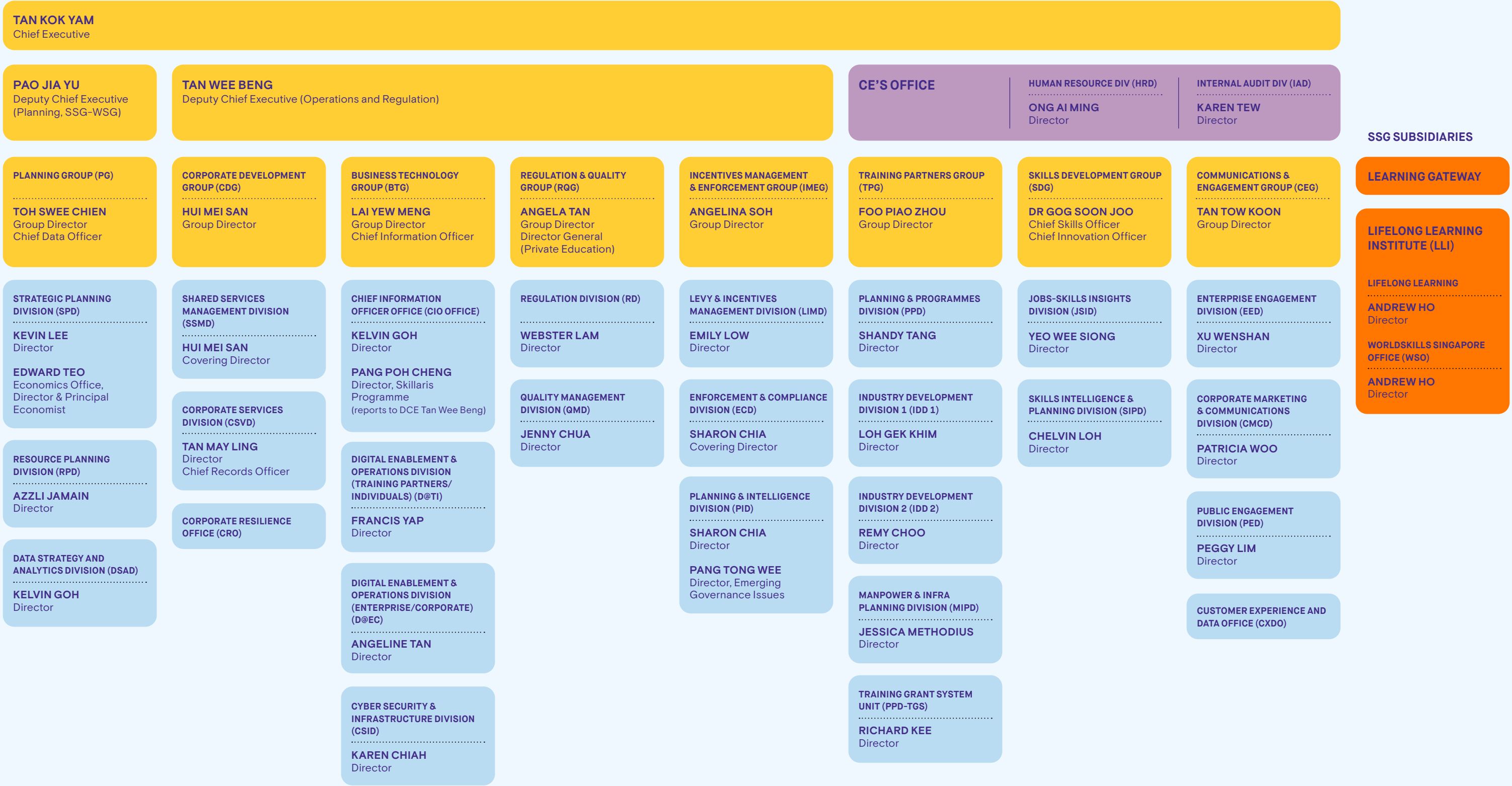
SSG does not tolerate any incident or behaviour that undermines the credibility of the CET ecosystem, such as actions by training providers or other parties that mislead learners or misuse public funds. We will implement robust control measures to prevent such incidents and deter misconduct. If such an incident occurs, we will act decisively and initiate recovery actions without delay.





Organisation Chart

AS AT 31 MARCH 2025



Leadership Group (LG)

A Decade of Milestones

2015 — 2025





2015

SkillsFuture Movement inaugurated to promote lifelong learning and skills development for all Singaporeans

The national SkillsFuture movement was launched by the then Workforce Development Agency (WDA)* to provide Singaporeans with opportunities to develop their skills, achieve skills mastery, and reach their fullest potential throughout life, regardless of their starting points.

In line with the movement, all Singaporeans aged 25 and above received a \$500 SkillsFuture Credit to encourage lifelong learning.

* The former Workforce Development Agency (WDA) was established in 2003 to lead workforce development efforts in Singapore.

2016

SkillsFuture Singapore established as a statutory board under MOE

SkillsFuture Singapore (SSG) was formed as a new statutory board to drive and coordinate the SkillsFuture movement and promote a culture of lifelong learning. At the same time, WDA was reconstituted into a new statutory board, Workforce Singapore (WSG), to focus on job facilitation and supporting enterprises to become manpower-lean while remaining competitive.

First Skills Framework developed to meet demand in emerging skills and jobs

The first **Skills Framework**, developed for the Hotel and Accommodation industry, was launched to guide individuals seeking to enter or progress within the sector. It helped users assess their career interests, identify relevant training programmes, and prepare for their desired job roles.

2017

Launched resources to provide Singaporeans with better access to learning and career opportunities

The **MySkillsFuture portal** was launched as a one-stop platform for Singaporeans to make informed learning and career plans.

The **Enterprise Portal for Jobs and Skills (EPJS)** was also introduced to help businesses access information and resources on relevant jobs and skills initiatives under SkillsFuture Singapore (SSG) and Workforce Singapore (WSG).

SkillsFuture Advice for Individuals was rolled out as a community outreach initiative to help Singaporeans understand the importance of skills upgrading and career planning.

First SkillsFuture Fellowships and Employer Awards conferred to recognise individuals and enterprises as Skills Champions and Advocates

The inaugural **SkillsFuture Fellowships** and **SkillsFuture Employer Awards** were conferred on 27 individuals and 14 employers. These awards recognised exemplary efforts in skills mastery and advocacy. The Fellowships honour Singaporeans who have achieved mastery in their fields, while the Employer Awards recognise organisations committed to employee development.

The President of Singapore serves as Patron of the Awards.



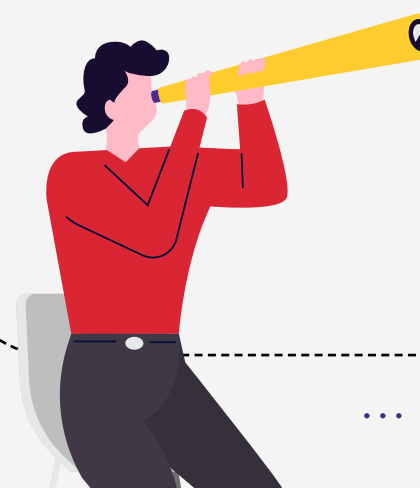
2018

National Centre of Excellence for Workplace Learning (NACE) launched to strengthen workplace learning and ecosystem partnerships

The centre aims to strengthen workplace learning capabilities in Singapore by helping companies develop and implement effective training systems for their workforce.

Annual SkillsFuture Festival launched to promote a culture of lifelong learning

The Inaugural festival saw more than 350 learning activities across the island, which included forums with industry leaders and skills demonstrations.



2020

Activated SGUnited and SkillsFuture Credit measures to support individuals and Enterprises during the pandemic

SGUnited Jobs and Skills Package and a **one-off SkillsFuture Credit top-up** were introduced to support workers during the COVID-19 pandemic.

First SkillsFuture Queen Bees appointed to support SMEs in their skills and talent development

The **Next Bound of SkillsFuture** enhanced support for mid-career workers and enterprise development through the **SkillsFuture Enterprise Credit** and **SkillsFuture Queen Bee** initiative, which particularly helped SMEs scale their development efforts.

Bosch Rexroth, SAP, SMRT Corporation Ltd, and SP Group announced as the first companies onboarded as SkillsFuture Queen Bees to influence and support other companies to scale up their employer-initiated skills development efforts.

2019

Institute of Adult Learning (IAL) joined University of Social Sciences (SUSS) as an autonomous institution

IAL became an autonomous institute of the SUSS, enabling more synergistic collaboration by combining IAL's expertise in adult learning and Continuing Education and Training (CET) with SUSS's academic resources and expertise.

2022

Supported mid-career transitions through the SkillsFuture Career Transition Programme (SCTP)

The programme helps mid-career individuals gain industry-relevant skills to improve employability and pivot to new roles.

Strengthened workplace learning and ecosystem partnerships

Nine companies received the inaugural **National Workplace Learning Certificate**, which recognises progressive Singapore-based companies with well-developed structures and processes to promote good training practices in the workplace.

Skills Development Partners appointed to strengthen skills ecosystem

Memoranda of Understanding (MOUs) were signed with Trade Associations & Chambers (TACs) and Professional Bodies, to appoint them as “Skills Development Partners” to enhance skills articulation, aggregation and recognition.

2024

Mid-career workers supported to pursue skills reboot through the SkillsFuture Level-Up Programme

The programme supports mid-career workers by offering a substantive skills reboot through a SkillsFuture Credit (Mid-Career) top-up and training allowance.

Careers & Skills Passport launched to help Singaporeans take charge of their career health

The **Careers & Skills Passport** is a personal digital repository to help Singaporeans take charge of their career health and better track their career and skills development.

2025

Celebrated 10 years of SkillsFuture with stronger jobs-skills nexus

SkillsFuture marks its 10th anniversary with a renewed promise of growing skills for fulfilling careers, with initiatives to strengthen the jobs-skills connection as a key pillar of Singapore's refreshed social compact and whole-of-nation effort.

2021

Published first national skills report for the future economy

The first edition of the **Skills Demand for the Future Economy Report** provided insights into priority skills needed in the Digital, Green, and Care economies.

2023

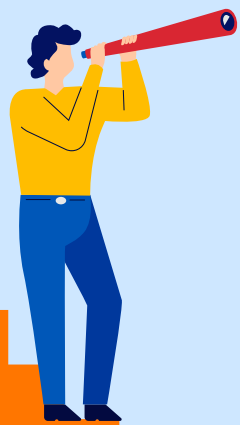
Training and Adult Education (TAE) Industry Transformation Map 2025 launched to position TAE sector as a strategic workforce development partner

The roadmap strengthens partnerships between training providers and industries to drive workforce development and enterprise transformation.

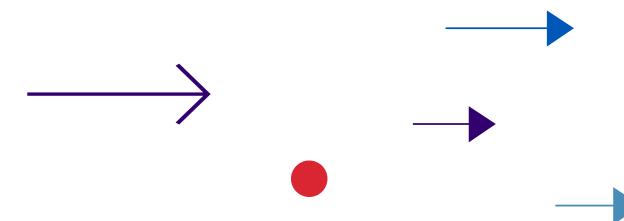
Inaugural SkillsFuture SME Conference organised to inspire SMEs to take charge of workforce development

Over 250 Small and Medium Enterprises (SMEs) representatives participated in the inaugural conference, which focused on skills investment.

Key Achievements



Key Achievements for FY2024



28 May 2024

First firm certified under New Workplace Learning Recognition Framework

JUMBO Group of Restaurants was the first firm to fast-track the skills certification of its employees under the Workplace Skills Recognition (WPSR) Programme. This initiative is led by Nanyang Polytechnic's National Centre of Excellence (NACE) for Workplace Learning and supported by SkillsFuture Singapore (SSG).



9 July 2024

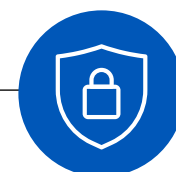
Scaled nationwide outreach through SkillsFuture Festival 2024

The SkillsFuture Festival 2024 was launched with the theme "Recognising Skills, Building Careers". The Festival marked a significant push to improve career health for Singaporeans and strengthen industry capabilities through skills recognition and continuous upskilling.

17 July 2024

Expanded work-study options with 10 new programmes in key sectors

The Polytechnics, supported by SSG, launched 10 new Work-Study Programmes, including courses in Growth Economies.



24 July 2024

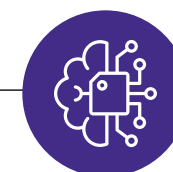
Appointed first SkillsFuture Queen Bee for the security sector

AETOS Holdings appointed as the first SkillsFuture Queen Bee for the security sector, to accelerate digital and workforce transformation within the industry.

27 July 2024

Strengthened ground-up support for upskilling via SkillsFuture@CDC

SkillsFuture@CDC was launched by five Community Development Councils (CDCs), in partnership with the Lifelong Learning Institute with support from SSG, to "level up" engagement and support for residents seeking to upskill for career opportunity and progression.



29 July 2024

Drove public learning on AI and skills at SkillsFuture Festival x SMU

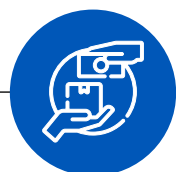
The Singapore Management University (SMU), in partnership with SSG and with support from the Institutes of Higher Learning (IHLs), hosted SkillsFuture Festival x SMU 2024 to drive public learning on AI and skills. Collectively, the IHLs announced offerings of eight new AI programmes to cater to different learning and job needs.

Key Achievements for FY2024

5 August 2024

- Introduced new integrator programme to support workforce shifts in Wholesale Trade

The Jobs-Skills Integrator for Wholesale Trade (JSIT-WST) was launched at the inaugural Workforce Transformation for Wholesale Trade Sector event to provide a centralised touchpoint for companies and workers to access training and talent-related resources for the Wholesale Trade sector.



21 August 2024

- Engaged SMEs on upskilling and Skills-First practices at the SkillsFuture Human Capital Conference

Representatives from SMEs attended the SkillsFuture Human Capital Conference 2024, which highlighted the importance of workforce upskilling and the network of support available for enterprises seeking to develop their workforce.



23 September 2024

- Extended CapitaLand Queen Bee Partnership to Uplift Retail Workforce

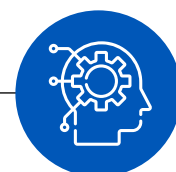
SSG extended its partnership with CapitaLand Investment Limited (CLI) under the SkillsFuture Queen Bee initiative to January 2026. The extension aims to leverage CLI's deep industry expertise to onboard an additional 120 small and medium-sized retail partners in its network and upskill at least 600 of their employees.



1 October 2024

- Contributed to global dialogue on lifelong learning and AI

Over 400 global industry leaders and practitioners gathered to discuss the impact of Artificial Intelligence (AI) to lifelong learning at the Global Lifelong Learning Summit (GLLS) organised by IAL and SSG.



7 October 2024

- Appointed first SkillsFuture Queen Bee for the Energy and Power sector

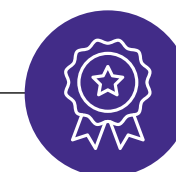
Sembcorp Solar Singapore (Sembcorp Solar) was appointed as the SkillsFuture Queen Bee to lead skills development for the Energy and Power sector.



4 November 2024

- 13 individuals and 22 employers recognised for skills excellence

At the 8th edition of the SkillsFuture Fellowships and SkillsFuture Employer Awards ceremony, 13 Singaporeans and 22 employers were honoured for their commitment towards skills mastery and skills development.



Key Achievements for FY2024

10 December 2024

- Release of Singapore's rankings in Programme for the International Assessment of Adult Competencies (PIAAC)

Based on the findings of Cycle 2 of the Organisation for Economic Cooperation and Development (OECD)'s Programme for the International Assessment of Adult Competencies (PIAAC), Singaporean adults improved in literacy and numeracy rankings compared to 30 other countries assessed.



13 January 2025

- Piloted integrated model between SkillsFuture Queen Bee and CTC initiatives

A first-of-its kind tripartite Memorandum of Understanding (MOU) was signed with the National Trades Union Congress (NTUC) and ST Engineering, integrating NTUC's Company Training Committee (CTC) initiative with the SkillsFuture Queen Bee programme.

22 January 2025

- Released skills report and dashboards to guide upskilling decisions

SSG published the Skills Demand for the Future Economy Report (Skills Report), sharing insights on priority skills and job roles in growth economies to support Singaporeans in making informed upskilling decisions. Interactive dashboards were also released to empower individuals and organisations to discover contextualised insights relevant to their skills development needs.



11 February 2025

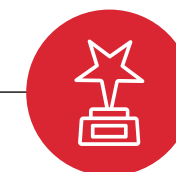
- Advanced Career Health SG initiative through Strategic Partnership

A strategic partnership was established with Ministry of Manpower (MOM) and JobStreet by SEEK to advance the Career Health SG initiative. The initiative aims to empower workers to achieve their career aspirations and build resilient, fulfilling careers, while enabling employers to adopt skills-first hiring and invest in human capital development.

24 March 2025

- Made maritime careers more accessible through improved training award

The enhanced Tripartite Maritime Training Award (TMTA) was launched in partnership with the Maritime and Port Authority of Singapore (MPA), the Singapore Maritime Officers' Union (SMOU), and NTUC's Employment and Employability Institute (e2i), with support from the Singapore Shipping Association. The enhancements include increased allowance and reduce training duration, making seafaring careers more attractive to mid-careerists.



ESG Report



Our Approach

SSG is committed to Environmental, Social and Governance Sustainability to support an effective, responsive and inclusive CET ecosystem. We strive to instill mindsets and practices in our people and organisation to care for the environment and our community.

LEGEND

Environmental
Social
Governance



External

- Building an inclusive training and adult education sector
- Lifelong Learning System to provide Singaporeans with opportunities to develop their fullest potential throughout life

- Enhancing the quality of training providers through assessment and monitoring (new)
- Encouraging partners to adopt sustainable practices

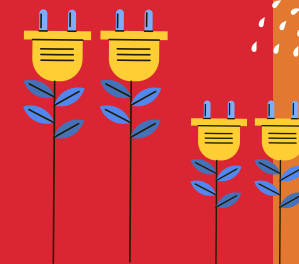


- Equipping Singaporeans to drive the Green Economy



Internal

- Corporate Social Responsibility
- Ensuring colleagues' health and safety (new)
- Learning and Development for ESG
- ESG Workforce Metrics



- Sustainability Taskforce
- Board diversity (new)



- Environmentally Sustainable Practices
- Opportunities in Green Buildings (new)





Environmental Targets and Performance

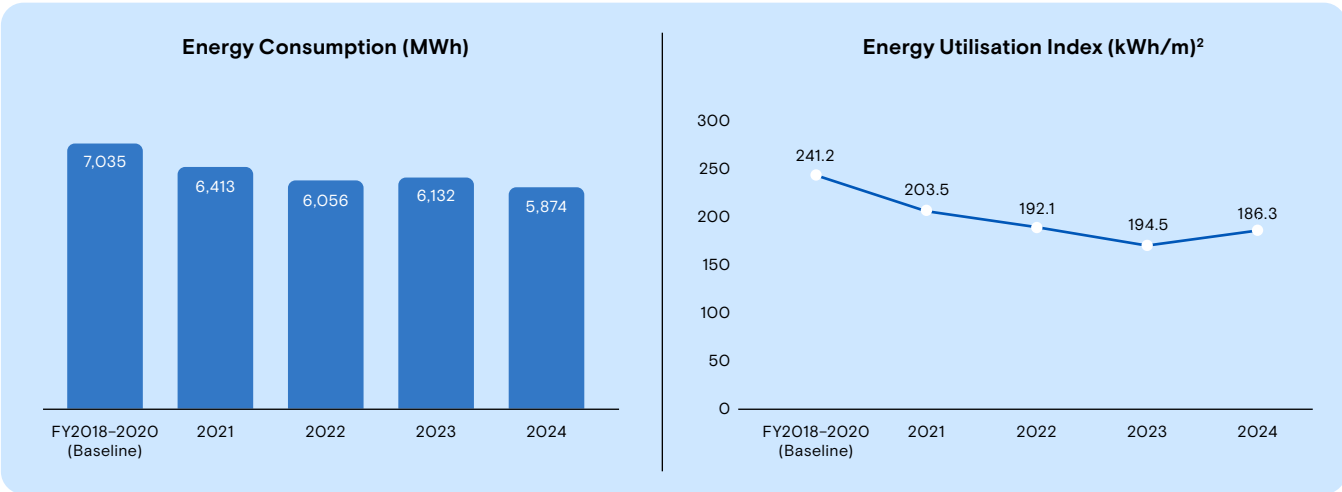


Continuing the satisfactory performance of Financial Year (FY) 2023, we are pleased to report that SSG is on track to meet GreenGov.SG’s 2030 targets in energy utilisation, water efficiency and waste disposal indices. SSG will continue to maintain its strong performance to achieve environmental outcomes.

	Energy Utilisation Index	Water Efficiency Index	Waste Disposal Index	Greenhouse Gas Emission
GreenGov.SG’s 2030 Target	10% reduction, compared to average baseline of 2018–2020	10% reduction, compared to average baseline of 2018–2020	30% reduction, compared to 2022 levels	Net zero emissions around 2045
SSG FY2024 Performance (vs baseline)	16.5% reduction	23.1% reduction	27.1% reduction	3 tonnes CO ₂ e

Energy

Total energy consumption for SSG includes purchased electricity and diesel consumption for the backup generator at office spaces in Paya Lebar Quarter 2 and landlord-controlled areas at its two campuses: Devan Nair Institute for Employment and Employability, and Lifelong Learning Institute. SSG achieved a reduction of 16.5% compared to the FY2018–FY2020 baseline, and a 4.2% reduction from FY2023. This reduction is attributed to our commitment to implementing energy conservation measures.



Restatement of Electricity Consumption Data (FY2018–FY2024) for Devan Nair Institute for Employment and Employability and Lifelong Learning Institute

In accordance with the Ministry of Sustainability and the Environment’s guidelines, electricity consumption attributable to tenants has been excluded, as SSG does not exert operational control over tenant activities.

Restatement of Electricity Consumption Data (FY2021–FY2024) for SSG Office in Paya Lebar Quarter 2

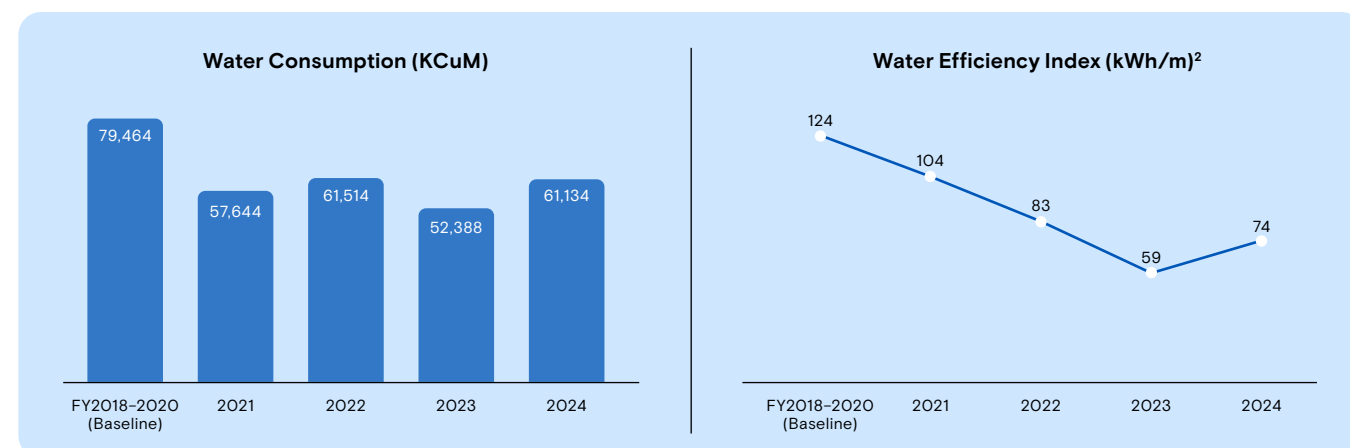
Electricity consumption attributable to SSG—amounting to 30% of the total electricity consumption of the office space co-occupied with Workforce Singapore—has been included, reflecting our shared use of the space since January 2021.



Water

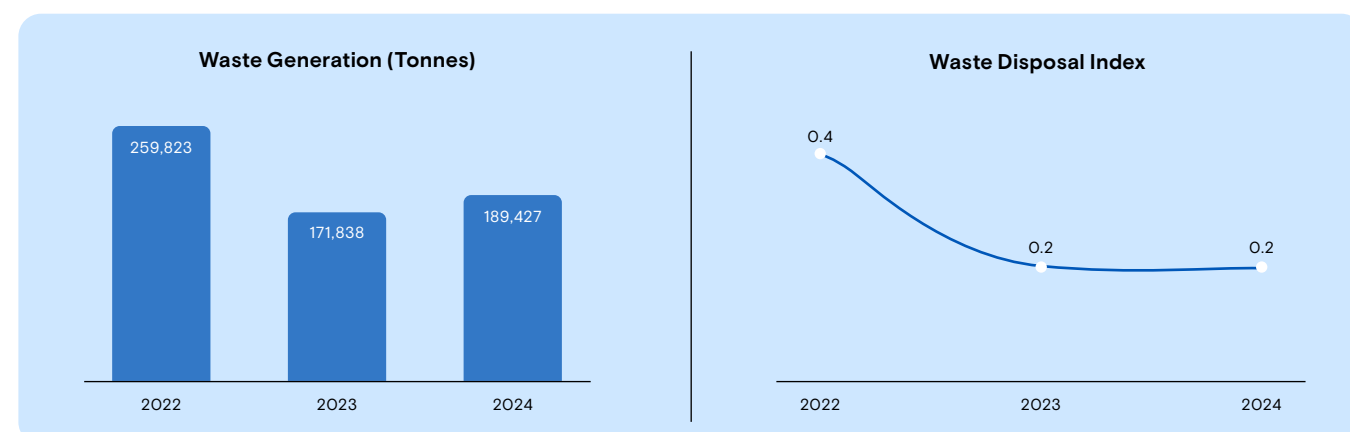
SSG's total water consumption decreased by 23.1% compared to the FY2018–FY2020 baseline, but increased by 16.7% from FY2023. The increase is due to higher human occupancy resulting from the return to office, as well as more physical events and business activities at SSG offices in Paya Lebar Quarter 2 and the Lifelong Learning Institute.

We have included 30% of the water consumption for the office space co-occupied with Workforce Singapore at Paya Lebar Quarter 2 since January 2021.



Waste

SSG's total waste generation decreased by 27.1% compared to the FY2022 baseline, but increased by 10.5% from FY2023. This increase is due to higher office occupancy, increased visitor traffic, and more events at SSG offices at Paya Lebar Quarter 2 and the Lifelong Learning Institute, contributing to increased packaging waste from pantry and office supplies.



SSG Environmental Sustainability Initiatives

Energy Management

As part of our ongoing commitment to energy conservation and cultivating responsible habits, SSG implemented the following initiatives at PLQ:

- A one-time switch-off of all workstation power sockets after business hours on 31 May 2024, now maintained as standard practice.
- Lights, power sockets, and electrical devices are switched off in unoccupied rooms during and after office hours.
- On the last Friday of every month, lighting is switched off one hour earlier to promote energy savings.
- Energy optimisation initiatives have been implemented across our digital infrastructure.

KEY ACHIEVEMENTS INCLUDE:



Regular deactivation of unused cloud services in the Government on Commercial Cloud (GCC), reducing energy consumption.



Scheduled shutdowns of non-production environments during off-peak hours, decreasing carbon footprint.



Alignment with Singapore's Green Plan 2030, demonstrating responsible resource management and sustainable digital infrastructure.




Water Management

Water is a precious resource. SSG is committed to its conservation through:

- Routine checks to promptly detect leaks as well as repair faulty taps and flushing buttons.
- Adjustment of pantry tap flow rates to ensure optimal use.
- Display of water conservation posters in toilets to remind users of responsible usage.




Waste Management

SSG remains committed to minimising waste generation and diverting waste from incineration and landfill through:





-  Recycling bins for paper, plastic, glass and metal in pantries.
-  Engagement of NEA-licensed waste collectors for confidential document shredding and recycling.
-  Participation in ChopValue's initiative to recycle used chopsticks into sustainable products since July 2024.

Conservation Measures in Devan Nair Institute for Employment and Employability


Energy

-  Tenants encouraged to switch off fan coil units after business hours; six tenants supported the initiative.
-  Increased chiller set-point from 8 degrees.
-  Replaced T5 fluorescent lighting with LED fittings in common corridors and pay-per-use training rooms.

Water

-  Use of water-efficient label fittings in toilets.
-  Display of water conservation posters in toilets to remind users of responsible usage.
-  Implementation of drip irrigation for landscaping.
-  Reduced frequency of jet washing in toilets and car parks with spot cleaning using buckets of water where feasible.






Waste

-  Deployed recycling bins for paper, plastic, and metal in common areas.






Conservation Measures in Lifelong Learning Institute

Energy



Since June 2021, the Energy Management System (EMS) has enabled real-time energy tracking, identified inefficiencies, and supported targeted energy savings. By analysing usage trends and controlling equipment, we have reduced energy consumption, optimised operations, and achieved long-term cost savings.

-  Ambient temperature sensors were installed in all Pay-Per-Use Facilities, such as event halls and training rooms, to strike a balance between occupants' comfort levels and energy consumption.
-  Implemented LED lighting in common areas.
-  Streamlined chiller usage based on analysis of building cooling load to optimise performance and efficiency.
-  Reduced tenant air-conditioning operating hours by two hours per working day.
-  Upgraded air-conditioning equipment to more efficient models.

Water

-  Use of water-efficient label fittings in toilets.
-  Display of water conservation posters in toilets to remind users of responsible usage.
-  Manually discharging and dosing the Cooling Tower Treatment System to optimise chiller operations.
-  Implemented a leak detection system to identify and address water leakage promptly, ensuring efficient water management and minimising water wastage.
-  Fine-tuned irrigation timing for landscape planters.

Waste

-  Recycling bins deployed in common areas.
-  Reuse of coffee grounds as fertiliser in landscaping.

Instilling Sustainability Mindsets and Practices in Our Officers

Sustainability in Corporate Events and Daily Operations

SSG promotes sustainability through various initiatives. For instance, our Townhall was deliberately themed “Breathe, Live, Eat Sustainably”, highlighting practical sustainability in everyday life. This included a partnership with MoNo Food, an organisation that aims to reduce Singapore’s food waste. Officers gained insights into safe consumption of food beyond its best-before date and shared how they adopt simple and practical sustainability measures in their daily lives, including within the office environment.



Integrating sustainability at the workplace. Top: bookdrop corner for pre-loved books. Bottom: Recycled red packets transformed into a festive decorations.

We have also integrated sustainability into our daily operations and workplace through thoughtful changes. These include planning precise food quantities for events to minimise waste, providing cutlery sets and headphones only when necessary, and reducing the use of packaging materials such as paper bags when distributing items to staff. These are in addition to existing practices such as the discontinuation of bottled water at meetings and regular reminders to staff to use resources mindfully (e.g. when using paper towels). These deliberate adjustments demonstrate our commitment to environmental responsibility in day-to-day operations.

Staff engagement has been further encouraged through internal staff communications to raise awareness of SSG’s journey towards zero waste. Topics included International Food Waste Awareness and Reducing Waste during Festive Celebrations—initiatives that promote environmental consciousness among staff. A bookdrop corner was set up at the Level 9 discussion area to encourage reusing and reducing waste by facilitating the exchange of pre-loved books, promoting a culture of sharing and collective learning within the organisation.

Training and Learning Journeys

The Sustainability Primer for Public Officers was introduced as a foundational training module to help SSG officers better appreciate sustainability initiatives and understand how they can contribute to Singapore’s green goals.

Learning journeys were organised to enrich staff knowledge on sustainability issues. For example, during a visit to Ento Industries, staff learned about innovative waste management solutions, such as the use of Black Soldier Flies to convert food waste into valuable agricultural feed ingredients.

Sustainability tours at Gardens by the Bay were held in March 2025, offering staff an opportunity to explore the interconnections between the natural environment, biodiversity and climate change through guided tours.



Enhancing sustainability knowledge through immersive learning journeys. Left: Staff at Gardens by the Bay. Right: Visiting Ento Industries.

A Learning Over Lunch session was also held in March 2025, focusing on Singapore’s e-waste management system, proper recycling methods, and available support for responsible disposal.

Driving Green Skills Adoption and Talent Growth

Guided by the Green Skills Committee, SSG and the Ministry of Trade and Industry (MTI) are partnering with the Energy Market Authority (EMA), Enterprise Singapore (EnterpriseSG), and the Accounting and Corporate Regulatory Authority (ACRA) to develop and implement a comprehensive end-to-end skills plan. The skills plan focuses on green growth areas such as Sustainability Reporting and Assurance, as well as Energy, and highlights key jobs and skills to support the rollout of green skills training, thus driving talent growth in these emerging sectors.

SSG also worked closely with the Institution of Engineers Singapore (IES) to develop the SkillsFuture Jobs-Skills Insights (SFJSI) report titled “Preparing the Workforce for the Future of Electric Vehicles” in September 2024. This initiative focused on emerging job roles and the development of skills needed to support the maintenance of electric vehicles.

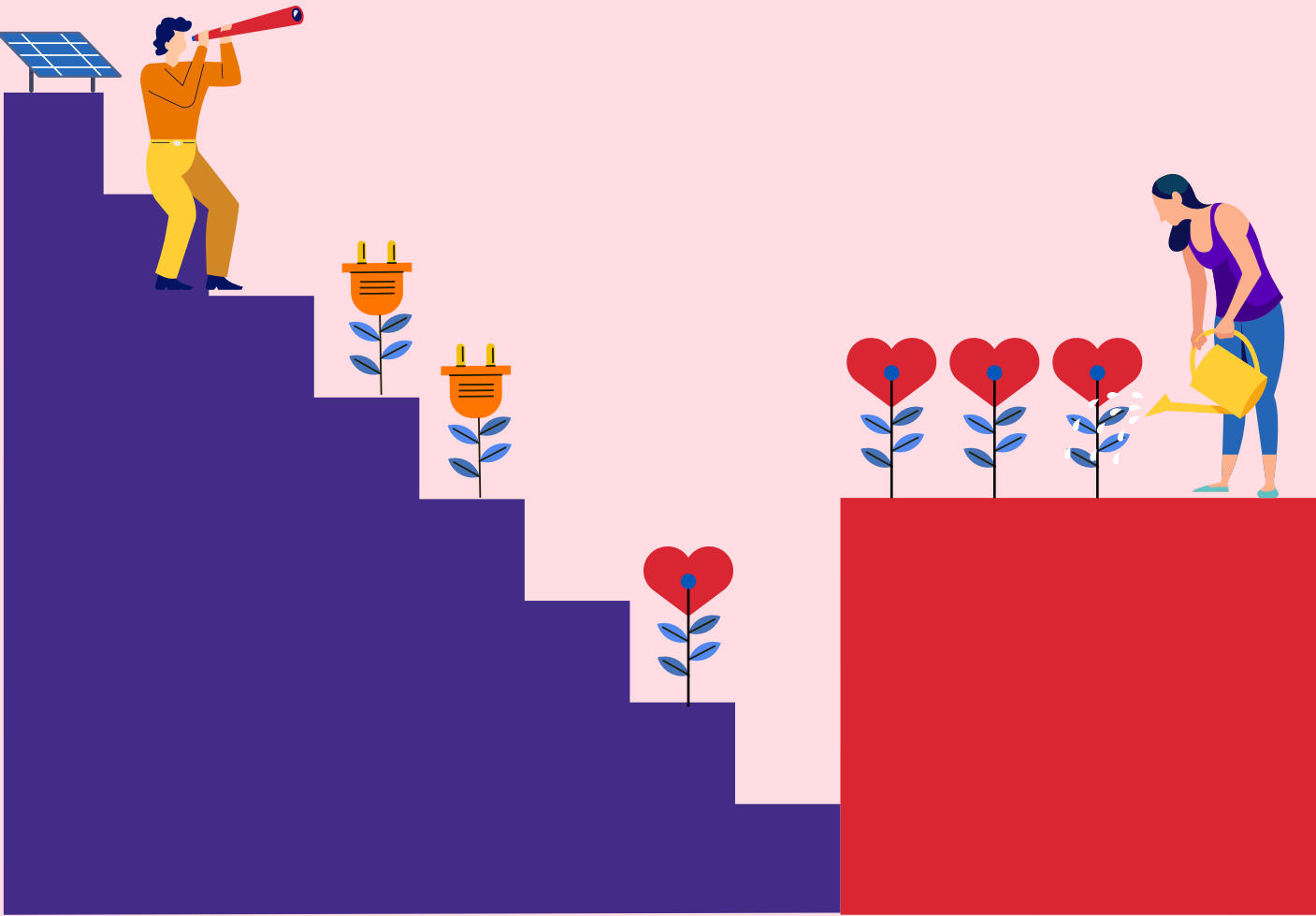
In collaboration with the Civil Aviation Authority of Singapore (CAAS), Economic Development Board (EDB), EnterpriseSG, National Environment Agency (NEA), and Maritime and Port Authority of Singapore (MPA), SSG developed jobs and skills content for existing Skills Frameworks as well as the new Skills Framework for Carbon Trading and Services to support emerging areas in the green economy. These include sustainable aviation, carbon services and trading, circular economy practices such as waste-to-resource management, novel food solutions to support food security and sustainability, and sustainable maritime practices including electrification.

Adoption of Sustainable Procurement

SSG remains committed to sustainable procurement, addressing both environmental and social dimensions. From 31 January 2025, environmental sustainability considerations will account for up to 5% of evaluation points in large construction services and selected Information and Communication Technology (ICT) contracts, enabling the selection of greener solutions and suppliers.

SSG has also incorporated evaluation criteria for responsive and inclusive recruitment practices in outsourcing tenders. This promotes Diversity, Equity and Inclusion (DEI) among participating vendors and further demonstrates SSG’s commitment to driving social causes among our stakeholders.

Social Sustainability



Lifelong Learning System to Provide Singaporeans with Opportunities to Develop Their Fullest Potential Throughout Life

SSG-WSG Joint Roadshows

SSG and WSG jointly organised a series of SSG-WSG roadshows to engage the public and raise awareness of key programmes and initiatives from both agencies.



SSG-WSG joint roadshow featuring programmes and initiatives from both agencies

Enabling Sharper Curation of CET Courses

- At the national level, we have played a key role in advancing sustainability efforts through active participation in the Green Skills Committee (GSC), particularly in two sub-workgroups:



The Energy sub-workgroup with the Energy Market Authority (EMA), identifying emerging jobs and skills under Singapore's energy transition, and developing technical capabilities in subsectors such as solar, energy storage systems, imports and smart grid technologies.



The Sustainability Reporting and Assurance (SRA) sub-workgroup, in partnership with ACRA and EnterpriseSG, which focuses on skills and training required for climate and sustainability reporting aligned to international standards, and for assurance providers to audit greenhouse gas emissions reports.

- The pan-economic CET Support Plan for Green Skills Training was completed and presented at the GSC in November 2024. This outlined our national strategy to build green capabilities across the workforce. Where sustainability is a key driver, associated training and job-skills insights have been integrated into sector-specific CET Support Plans under development by SSG.
- SSG launched a strategic partnership with the Institute of Banking and Finance (IBF) to strengthen sustainable finance capabilities across financial and non-financial sectors, supporting Singapore's ambitions as a sustainable finance hub. This collaboration was announced at IBF's 50th Anniversary Gala Dinner in September 2024. Additionally, a new sustainability programme is currently under development, in consultation with sector agencies, beginning with a focus on Sustainability Reporting and Sustainable Finance.
- At the programme level, we have implemented 18 placement programmes—comprising 6 Work-Study Programmes (WSPs) and 12 SkillsFuture Career Transition Programme (SCTP) courses—to facilitate the transition of graduates and mid-career individuals into sustainability roles. As at December 2024, more than 13,000 individuals have enrolled in over 640 sustainability-related CET courses supported by SSG.
- We continue to support employers in their sustainability journey through key partnerships:



Partnered with the Singapore Manufacturing Federation (SMF) to deliver the Chief Sustainability Officer-as-a-Service (CSOaaS) programme. Under this initiative, the Singapore Institute of Manufacturing Technology (SIMTech) conducts the 'Train-the-Consultant: Green Excellence for Manufacturing' course.



Appointed HP as a SkillsFuture Queen Bee to uplift sustainable manufacturing and procurement practices. HP works with the Singapore Institute of Management (SIM) to provide mentorship and training.



Onboarded Sembcorp Solar Singapore as the SkillsFuture Queen Bee for the Energy and Power sector, providing workforce upskilling and business transformation through training and proof-of-concept projects.

- The engagement event Accelerating Your Green Growth and Smart Tech Innovations, organised with selected SFQBs on 6 November 2024, showcased strong industry interest. Nearly 100 participants from 47 enterprises attended, generating 30 immediate leads for green transformation programmes.

Growing Skills-First HR Practices and Scaling Outreach through Industry Partnerships

SkillsFuture Queen Bees (SFQBs)

AT A GLANCE

37 SFQBs
partnered
to date



>5,200
companies engaged
(80% SMEs)

Exceeded the
national target of
4,000
companies ahead of
December 2025



In 2024:



- More than 2,500 enterprises (83% SMEs) undertook SSG-supported training curated or delivered by SFQBs – a 104% increase from 2023
- Year-on-year improvement in enterprise training adoption sustained through SFQB facilitation

Since early 2025, the Enterprise Engagement Division (EED) has also collaborated with NTUC's Company Training Committee to more responsively address enterprise needs through shared expertise and coordinated resources.

Engagement Platforms and Conferences



Developed additional engagement platforms, such as participation in the SkillsFuture SME Conference, to enhance mission alignment and highlight partnerships between SkillsFuture Queen Bees (SFQBs), Skills Development Partners (SDPs), Jobs-Skills Integrators (JSITs) and industry stakeholders.






Organised the second edition of the SkillsFuture Human Capital Conference in partnership with the Singapore Business Federation (SBF), under the SkillsFuture Festival, to promote upskilling and human capital development.



The partnership with SBF significantly enhanced the event's outreach, design, and execution—achieving a turnout of over 650 participants (a >200% increase over 2023) and maintaining a 100% positive feedback rating.




Skills Development Partners (SDPs)

SSG has equipped four SDPs—SGTech, Singapore Computer Society (SCS), Institute of Human Resource Professionals (IHRP), and The Institution of Engineers, Singapore (IES)—to champion national skills development across their sectors in three key areas:

-  **Skills Articulation** – Identifying and defining job roles and skill changes arising from significant trends
-  **Skills Aggregation** – Developing and disseminating insights, tools and resources to drive enterprise and individual skills adoption
-  **Skills Recognition** – Establishing recognised credentialing pathways that validate skills attained through formal, non-formal, and informal learning

Under the **Skills Articulation and Aggregation** pillars, the SDPs collectively developed 12 jobs-skills insights, which were shared through 18 industry outreach events.

Under the **Skills Recognition** pillar, the SDPs launched the following initiatives during the SkillsFuture Festival 2024:

-  **Singapore Computer Society (SCS)** – Skills Pathway for Cybersecurity, with 13 founding employers
-  **The Institution of Engineers, Singapore (IES)** – Chartered Engineering Technologists certification for the Built Environment and Infrastructure sectors, using workplace learning and train-and-assess modalities
-  **Institute of Human Resource Professionals (IHRP)** – IHRP Skills Badges and Role Badges through Workplace Learning and Train-and-Assess Modes

AT A GLANCE



1,017

1,017 enterprises impacted



2,276

employees/self-sponsored individuals channelled to SSG training programmes

Promoting Inclusive Learning: Enabling Vulnerable Communities Through Skills Development and Lifelong Learning

AT A GLANCE

>100

courses spanning Food & Beverage, Hospitality, Early Childhood, and Information and Communications Technology sectors



67

67 customised Train-and-Place and Sheltered Workshop programmes



85

85 independent Living and Work Skills courses to build foundational capabilities among PwDs



>1,500

>1,500 PwDs trained, with more than 450 securing employment after training



Improved training accessibility for vulnerable groups— Individuals with Mental Health Conditions (IMHCs) and Persons with Disabilities (PwDs)—by customising courses for them and making mainstream courses more inclusive.



Partnered social service agencies to provide mental health literacy and disability awareness workshops (Disability 101), equipping adult educators with knowledge to manage IMHC and PwD learners.



Formalised a collaboration between the Institute for Adult Learning (IAL) and SG Enable to co-develop three specialised courses deepen the skills of adult educators to better support learners with disabilities.



Established a new Inclusive Training microsite on TPGateway to raise awareness of inclusive training practices and provide easy access to workshops and resources for adult educators.

Learning and Development

Employment, Development and Training Metrics

Employment



Total turnover: 36 resignees (i.e. 8% turnover)
Total number of employees: 443 (as at 31 March 2025)

Development and Training



Average training hours per employee: 72

Sustainability is a key component under SSG's Foundational Knowledge and Skills, launched in mid-2024. All SSG officers are expected to complete basic sustainability awareness programmes to better appreciate sustainability initiatives and understand why and how they can contribute to Singapore's green goals. A roadmap is being developed to support officers who require deeper sustainability and ESG knowledge and skills.

Supporting Social Sustainability



To better understand inclusivity in public commuting, our officers visited Tower Transit and participated in hands-on training sessions, learning techniques to assist passengers boarding and alighting from public buses—contributing to a more inclusive public transport environment.

In partnership with SG Enable, we conducted disability awareness training to foster a more inclusive workplace and society. The programme equipped

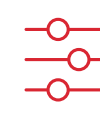
officers with essential knowledge about various types of disabilities, appropriate interaction etiquette, and available support resources. Through this initiative, participants gained confidence in engaging with persons with disabilities (PwDs) and developed a deeper understanding of their needs and concerns. This training reinforces our commitment to cultivating an inclusive culture where everyone can contribute meaningfully to SSG and the broader community.

SSG officers participated in hands-on training at Tower Transit to better understand inclusivity in public commuting

Building an Organisational Digitalisation Strategy

In May 2024, SkillsFuture Singapore (SSG) launched Skillaris (SkillsFuture Digitalisation Polaris (NorthStar)), to define our digitalisation vision and align stakeholders around a shared direction. Our vision is to inspire lifelong learning through impactful digitalised experiences. To promote stakeholder buy-in across the Continuing Education and Training (CET) ecosystem, Skillaris was presented at various platforms, including the January 2025 TAE Conference, regular forums with key training providers, and government agencies.

Skillaris outlines SSG's digitalisation vision, ambition, and outcomes through three key enablers:



Engaging services
Fuss-free processes
Fleet-footed staff

Examples of Skillaris projects include improving customer experience (course search, enquiry, and enrolment), increasing grant management speed, enhancing course approval agility, and delivering more personalised support for learners and enterprises.

To support these initiatives, SSG is aligning its data strategy with digitalisation goals and fostering cross-divisional synergies. Building on our existing Ops-Tech framework, we institutionalised an ODT (Ops-Data-Tech) structure to ensure that operations, data, and technology leads collaborate from the outset to deliver sustainable outcomes.

We have rolled out initiatives to equip SSG officers to embrace Skillaris and become proactive change-makers. These include fostering a service design culture to address the right problems, map current and future processes, and identify technology and data needs. We are also encouraging the use of central tools and platforms for rapid prototyping and proof-of-concepts (PoCs). Additionally, the SSG AI Leap (SAIL) team has been formed to help business divisions stay informed of the latest AI developments and adopt AI to enhance policymaking, operations, and service delivery.

Besides conducting programmes and engagements, SSG also mobilised the entire organisation by embedding data and technology into its structure to support long-term, sustainable success. SSG restructured itself to draw greater synergies across business processes and took the opportunity to strengthen the Data and Analytics (DnA) Hub-and-Spokes model. In addition to each Division having Data Champions and Data Stewards, data and analytics capabilities were also built at the Group level (a Group comprises several Divisions). This enables us to scale our efforts to harness cross-cutting data and analytics opportunities within and across Groups, making coordination between the Hub and Groups more effective. Groups, in turn, help coordinate efforts across their respective Divisions. Clear role definitions (e.g. Data Owners, Stewards, Champions) also support the identification of staff for appropriate training and development.




By aligning data and digitalisation strategies and having both the Chief Data Officer (CDO) and Chief Information Officer (CIO) report to the SSG Chief Digital Strategy Officer (CDSO), SSG aims to transform its operating and service delivery models through structural enablers, a service design culture, and modern tools. This reflects SSG's commitment to building and strengthening staff capabilities in digital upskilling, staying at the forefront of the evolving education and training landscape, and ensuring it can effectively meet the future needs of Singapore's workforce.

Corporate Social Responsibility Events and Activities

The SSG-WSG Staff Welfare Action & Learning Team (SWALT), comprising officers from both agencies, organises annual Corporate Social Responsibility (CSR) events under the SG Cares movement.

In 2024, SWALT adopted the theme “Empowering Resilience: From Global Crises to Local Communities”, aligning with Singapore’s focus on building a resilient society through initiatives such as Total Defence and Smart Nation.

CSR sharing sessions included:

-  A presentation by Ix Shen on emergency preparedness and building resilience
-  A sharing session by Lions Befrienders (SG Cares Volunteer Centre) on volunteering opportunities and community engagement
-  A presentation by Memory Lane on AI applications in elderly care



SSG-WSG colleagues, you are invited to the upcoming

CSR ACTIVITIES!

CSR that transcends boundaries:
From war zones to neighbourhoods

Day 1: CSR Sharing Series
6 March 2025
10:00AM-12:00PM
Venue: LLI Event Hall

- Hear first hand from Ix Shen on the inspiring stories of **resilience** living in the Ukraine war*
- Sharing by Lions Befrienders on **local volunteering opportunities**
- Sharing by Jason (Co-Founder of Memory Lane) on **leveraging Generative AI to turn seniors' memories into lasting legacies**
- Check out Ix Shen's book sale (Impressions of an Invasion) and engage with Lions Befrienders after the talks

*With support from WSG-CSVD (EPU) team

Guest Speaker: Ix Shen (Former MediaCorp artiste who lived through the Russian invasion in Kyiv)

Sign up for Day 1's sharing session here




CSR events featuring sharing sessions on emergency preparedness, volunteering, and AI applications in elderly care



SSG-WSG staff volunteered at Lions Befrienders Active Ageing Centre, engaging with seniors, assisting with AI-powered life stories, and conducting well-being checks.



SWALT organised a hands-on volunteering session at the Lions Befrienders Active Ageing Centre (AAC) in Ang Mo Kio, where 35 SSG-WSG staff participated in this meaningful initiative. The session comprised of three main activities:

-  Building meaningful connections with seniors through befriending activities and casual conversations to better understand their needs and interests.
-  Assisting seniors in creating personal life stories using Memory Lane's AI tool, which were subsequently compiled and printed into individual keepsake books.
-  Conducting door-to-door visits to approximately 100 households in Ang Mo Kio where seniors reside, to check on their well-being, distribute vouchers and rations, and raise awareness of Lions Befrienders' support services.

SSG divisions play an active role in giving back to the community through various initiatives:



The **Corporate Development Group** collaborated with Red Shield Industries (RSI)—the social enterprise arm of The Salvation Army—to sort donated goods into categories such as clothing and toys for re-use, recycling, restoration, and resale. RSI generates much-needed income to fund The Salvation Army’s social and community welfare programmes, which support a wide range of individuals and families each year. These include vulnerable children and youth, frail elderly persons, isolated migrant workers, ex-offenders, and individuals and families facing hardship.



The **Public Engagement Division** spent a meaningful day at Equal-Ark Singapore, getting hands-on experience in caring for therapy horses. Equal is an Institution of a Public Character (IPC) charity that partners with animals to deliver experiential and educational programmes aimed at empowering vulnerable individuals.



Giving back to the community through various initiatives.

Opposite: The Public Engagement Division caring for therapy horses at Equal-Ark Singapore.

This page: The Corporate Development Group sorting donated goods with Red Shield Industries.



Employee Engagement and Communications

SSG maintained an Employee Engagement Score of 84.3%, reflecting our efforts to build a caring, inclusive, and engaging workplace.

Key initiatives include:

- Organisation-wide events such as Family Day and Lunchtime Connect sessions tied to occasions like May Day, National Day, and SSG’s anniversary
- Group-level HR Roadshows and workshops
- A weekly HR newsletter to update officers on key activities and staff movements
- A dedicated internal sharing channel (‘SSG SkillsFuturists Workplace’) for helpful resources, including common acronyms—particularly useful for new hires

Ensuring Colleagues’ Health and Safety

Health and Wellness

SSG supports officer well-being through health and eye screenings, flu vaccinations, health subsidies, and sports/wellness activities. Under Wellness Wednesday, officers may leave work earlier to participate in such activities. These efforts promote healthier lifestyles and early health issue detection. Officers may also access Intellect, a Whole-of-Government (WOG) wellness app offering coaching and mental wellness resources.

The PLQ office renovation was designed to meet the BCA Green Mark (Gold) for Healthier Workplaces. Facilities include height-adjustable laptop risers and bike tables to encourage movement and improve ergonomic comfort.

Flexible Working Arrangements

SSG continues to offer flexible work arrangements to support work-life balance, enhance productivity, and attract and retain talent. A one-time telecommuting claim was also available for eligible officers to defray the cost of setting up a conducive work arrangement at home. Updated work protocols enable officers to collaborate purposefully while supporting one another.

Welfare Benefits

We introduced enhanced benefits such as health screening subsidies and vending machine credits for healthy pantry snacks and refreshments. These are on top of corporate passes available for staff to bond with their loved ones and the New Officer Lunch Allowance for new officers to assimilate quickly into SSG’s culture.

Emergency Preparedness

In February 2025, 122 SSG colleagues participated in the Dispatcher-Assisted First Responder (DARE) programme conducted by the Unit for Pre-hospital Emergency Care (UPEC). The programme trains participants in emergency response, including calling 995, administering bystander CPR, and using an AED.

Including previous cohorts and our Certified First Aiders, approximately 60% of SSG officers have completed their emergency preparedness training.

SSG also actively participates in half-yearly fire drills and has appointed Certified First Aiders to provide on-site assistance during emergencies.

Occupational Health and Safety Metrics

Fatalities	0
High-consequence injuries	0
Recordable injuries	0
Work-related ill health cases	0

SSG is pleased to report zero workplace-related fatalities, high-consequence injuries, recordable injuries, or ill health cases for FY2024.



Above: SSG colleagues participating in the Dispatcher-Assisted First Responder (DARE) programme, learning essential emergency response skills like CPR.



Ensuring readiness for emergencies.
Top right: Gathering at an assembly point.
Bottom right: Staff evacuating during a fire drill.

Sustainability Governance



Sustainability Taskforce

The SSG Sustainability Taskforce oversees and implements sustainability strategies and initiatives, with the Leadership Group providing strategic direction. Officers from various divisions are appointed as Sustainability Representatives, playing a critical role in fostering mindsets and embedding practices that support care for the environment and the community.



Board Composition

Board Independence





- 67% of SSG's Board members are from organisations not affiliated with SSG.
- The Board comprises members from diverse private sector backgrounds, including audit, investment, employment facilitation and green technology. 50% of members are from the private sector.

Board Diversity





- Women comprise 50% of the Board, reflecting SSG's commitment to gender balance in leadership.
- Age diversity is demonstrated by 25% of members being under the age of 50, bringing fresh perspectives alongside seasoned experience.
- The Board also benefits from minority representation, ensuring a diversity of viewpoints that reflect Singapore's multicultural society.

Enhancing the Quality of Training Providers

SSG seeks to uplift the overall quality of SSG-funded training and improve training experiences and outcomes for learners and enterprises through the following:

-  Phased implementation of enhanced course renewal criteria and new measures for Registered Courses to ensure consistent quality standards.
-  Enhanced course renewal criteria – Registered Courses must meet the following requirements: achieve at least 75% for the Course Attendance Score (CAS) (effective from 1 January 2025); attain a response rate of at least 75% for the TRAQOM Quality survey and not fall within the lowest quantile of TRAQOM Quality ratings (effective from 1 June 2026); and remain relevant to industry needs, in line with prevailing criteria.
-  New measures – Registered Courses with low TRAQOM Quality ratings will be expired ahead of their validity end date. A three-month improvement period will be imposed on Registered Training Providers (RTPs) with any course expired ahead of its validity (from 1 October 2024 onwards) and not renewed (from 1 June 2026 onwards). These phased implementations give RTPs time to adapt while ensuring that Registered Courses consistently demonstrate robust activity, quality and relevance.
-  Training Provider Quality Assessment (TPQA) – All SSG-funded RTPs are subject to the TPQA to ensure a systematic approach towards delivering industry-relevant training. This includes sound processes, effective training methods, good administration, and strong corporate governance to achieve positive learner outcomes. In 2024, SSG conducted more than 120 TPQAs. To support the training provider sector, SSG held sharing sessions and introduced the TPQA self-assessment checklist to guide RTPs in their preparation. Feedback from RTPs indicated that the checklist was a useful resource.

Sharpening the Curation of Providers to Boost Training Quality

-  Improved assessment of training quality through enhanced representativeness of the TRAQOM Quality Survey, enabling more effective feedback collection.
-  Since the introduction of QR codes as a channel for administering the TRAQOM Quality Survey in October 2023, response rates have significantly improved.
-  Survey response rates averaged 50% before the change and rose to exceed the 75% threshold by mid-2024.
-  High response rates ensure data representativeness and lend credibility to the results. This, in turn, enables SSG, Training Providers and learners to make more informed decisions.

Annexes

Environmental Data Table

Performance Indicators	Measurement	FY2018–FY2020 (Baseline)	FY2021	FY2022	FY2023	FY2024
Greenhouse Gas (GHG) Emissions						
Scope 1 Emissions:						
Standby Generators (Diesel)	tonnes CO ₂ e		0	0	0	0
Scope 2 Emissions:						
Electricity Purchased	tonnes CO ₂ e		3	3	3	3
Total Scope 1 & 2 Emissions	tonnes CO ₂ e		3	3	3	3
Electricity Consumption ¹						
Electricity Consumption	kWh	7,035,141	6,412,829	6,055,552	6,131,670	5,873,529
Energy Utilisation Index (EUI)	kWh/m ²	241.2	203.5	192.1	194.5	186.3
Water Consumption ²						
Water Consumption	litre	79,463	57,644	61,514	52,388	61,134
Water Efficiency Index (WEI)	litre/person/day	123.5	104	83	59	74
Waste Generation						
Waste Disposed	kg			(Baseline) 258,823	171,383	189,427
Waste Disposal Index (WDI)	kg/person/day			0.4	0.2	0.2

Note

1. Electricity consumption for the Devan Nair Institute for Employment and Employability and the Lifelong Learning Institute from FY2018 to FY2024 has been restated to accurately reflect the landlord’s electricity usage, in accordance with MSE’s guidelines to exclude tenants. This is because SSG does not have control over tenants’ consumption. The figures also include 30% of the electricity consumption from the office space co-occupied with Workforce Singapore at Paya Lebar Quarter 2, effective from January 2021.

2. Water consumption includes 30% of the water usage from the office space co-occupied with Workforce Singapore at Paya Lebar Quarter 2, effective from January 2021.

Greenhouse Gas Emission

Organisational Control

SSG reports its greenhouse gas (GHG) emissions in accordance with the GHG Protocol Corporate Standard, adopting the operational control approach. This includes SSG’s leased office space at Paya Lebar Quarter 2 and its two Continuing Education and Training (CET) Centres – the Devan Nair Institute for Employment and Employability and the Lifelong Learning Institute.

Emissions Factor for Scope 1

- Scope 1 emissions refer to direct emissions arising from sources owned or controlled by SSG. This includes the standby generator (diesel) used at the Lifelong Learning Institute.
- The emission factor for the standby generator (diesel) is obtained from the GHG Protocol's Emission Factors from Cross-Sector Tools (gas/diesel oil category).

Emission Factor for Scope 2

- Scope 2 emissions refer to indirect emissions resulting from the consumption of purchased electricity.
- The emission factor for Scope 2 was derived from the Energy Market Authority's Grid Emission Factor for FY2023, calculated at 0.412 kg CO2/kWh.

Energy Consumption

Definition of Energy Utilisation Index (EUI):

Baseline EUI:
Total energy consumption of SSG agency premises between FY2018 and FY2020 (kWh)

Total floor area of SSG agency premises between FY2018 and FY2020 (m²)

EUI (FY2024):
Total energy consumption of SSG agency premises in FY2024 (kWh)

Total floor area of SSG agency premises in FY2024 (m²)

FY	Landlord Floor Area (m2)
FY2018–2020	29,168
2021	31,520
2022	31,520
2023	31,520
2024	31,520

- Note**
1. SSG officially relocated its headquarters from One Marina Boulevard (OMB) to Paya Lebar Quarter (PLQ) in January 2021, resulting in an increase in floor area of 2,352 m².
 2. Electricity consumption for the Devan Nair Institute for Employment and Employability and the Lifelong Learning Institute from FY2018 to FY2024 has been restated to accurately reflect the landlord's electricity usage, in line with MSE's guidelines to exclude tenant usage, as SSG does not exercise control over tenants' consumption.
 3. Electricity consumption includes 30% of the Level 8 office space at Paya Lebar Quarter 2, which is co-occupied with Workforce Singapore since January 2021.

Water Usage

Definition of Water Efficiency Index (WEI):

Baseline WEI:
Total water consumption of SSG agency premises between FY2018 and FY2020 × 1,000 (litres)

Avg number of operational days per year in FY2024 for SSG Agency premises × [Avg number of staff per day + (0.25 × Total number of visitors per day for SSG Agency premises)]

WEI (FY2024):
Total water consumption of SSG agency premises in FY2024 × 1,000 (litres)

Avg number of operational days per year in FY2024 for SSG Agency premises × [Avg number of staff per day + (0.25 × Total number of visitors per day for SSG Agency premises)]

- Note**
1. SSG officially relocated its headquarters from One Marina Boulevard (OMB) to Paya Lebar Quarter (PLQ) in January 2021.
 2. Water consumption includes 30% of the usage from the office space co-occupied with Workforce Singapore at Paya Lebar Quarter 2 since January 2021.

Waste Disposal

Definition of Waste Disposal Index (WDI)

Baseline WDI:
Total waste disposed from SSG agency premises in FY2022 × 1,000 (tonnes)

Avg number of operational days per year in FY2022 for SSG Agency premises × [Avg number of staff per day + (0.25 × Total number of visitors per day for SSG Agency premises)]

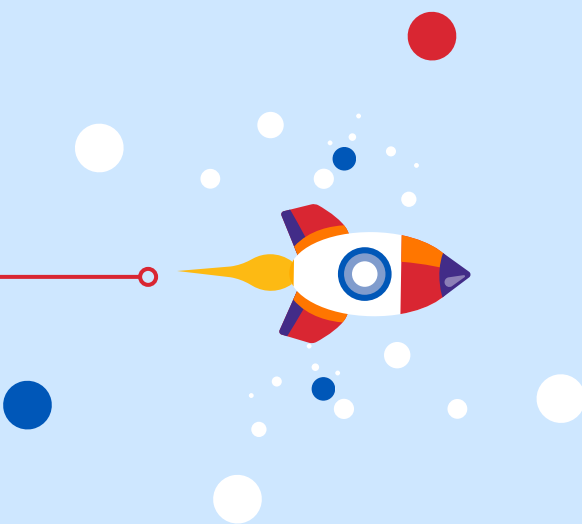
WDI (FY2024):
Total waste disposed from SSG agency premises in FY2024 × 1,000 (tonnes)

Avg number of operational days per year in FY2024 for SSG Agency premises × (Average number of staff per day + 0.25 × Total number of visitors per day for SSG agency premises)]

FY	Avg Operational Days	Avg Occupants per day	Avg Visitors per day
2018–2020	274	1,348	4,003
2021	276	1,375	2,553
2022	276	1,488	4,750
2023	273	1,663	6,256
2024	273	1,672	5,491

SkillsFuture Singapore Agency and its Subsidiaries

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


In our opinion:

- (a) the accompanying financial statements of SkillsFuture Singapore Agency ("the Agency") and its subsidiaries (the "Group"), set out on pages 64 to 137 are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018 (the "PSG Act"), SkillsFuture Singapore Agency Act 2016 ("the Act"), and Statutory Board Financial Reporting Standards ("SB-FRS") so as to present fairly, in all material respects, the state of affairs of the Group and the Agency as at 31 March 2025, and the results and changes in equity of the Group and the Agency and cash flows of the Group for the financial year ended on that date;
- (b) the receipt, expenditure, investments of moneys and the acquisition and disposal of assets by the Agency during the financial year have been in accordance with the provisions of the Act; and
- (c) proper accounting and other records have been kept, including records of all assets of the Agency whether purchased, donated or otherwise.

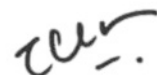
The Board of Directors has, on the date of this statement, authorised these financial statements for issue.

On behalf of the Board of Directors



Tan Kai Hoe
Chairman

7 August 2025



Tan Kok Yam (Chen Guyan)
Chief Executive

Report on the Audit of the Financial Statements

Our Opinion

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position, statement of comprehensive income and statement of changes in equity of the Agency are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018 (the "PSG Act"), SkillsFuture Singapore Agency Act 2016 ("the Act"), and Statutory Board Financial Reporting Standards ("SB-FRS") so as to present fairly, in all material respects, the state of affairs of the Group and the Agency as at 31 March 2025 and the results and changes in equity of the Group and the Agency and cash flows of the Group for the financial year ended on that date.

What we have audited

The financial statements of the Group and the Agency comprise:

- the consolidated statement of comprehensive income of the Group for the financial year ended 31 March 2025;
- the statement of comprehensive income of the Agency for the financial year then ended;
- the statements of financial position of the Group and the Agency as at 31 March 2025;
- the consolidated statement of changes in equity of the Group for the financial year then ended;
- the statement of changes in equity of the Agency for the financial year then ended;
- the consolidated statement of cash flows of the Group for the financial year then ended; and
- the notes to the financial statements, including material accounting policy information.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditors' responsibilities for the audit of the financial statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code.

Report on the Audit of the Financial Statements (continued)**Other Information**

Management is responsible for the other information. The other information comprises the Statement by the Board of SkillsFuture Singapore Agency but does not include the financial statements and our auditors' report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Act and SB-FRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

A statutory board is constituted based on its constitutional act and its dissolution requires Parliament's approval. In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless there is intention to wind up the Group or for the Group to cease operations.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Report on the Audit of the Financial Statements (continued)**Auditor's Responsibilities for the Audit of the Financial Statements** (continued)

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.
- Obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal controls that we identify during our audit.

Report on Other Legal and Regulatory Requirements**Our Opinion**

In our opinion:

- (a) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Agency during the year are, in all material respects, in accordance with the provisions of the PSG Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Agency; and
- (b) proper accounting and other records have been kept, including records of all assets of the Agency whether purchased, donated or otherwise.

Basis for Opinion

We conducted our audit in accordance with SSAs. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Compliance Audit* section of our report. We are independent of the Group in accordance with the ACRA Code together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.

Responsibilities of Management for Compliance with Legal and Regulatory requirements

Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the PSG Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Board. This responsibility includes monitoring related compliance requirements relevant to the Board, and implementing internal controls as management determines are necessary to enable compliance with the requirements.

Report on Other Legal and Regulatory Requirements (continued)**Auditors' Responsibility for the Compliance Audit**

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the PSG Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Agency.

Our compliance audit includes obtaining an understanding of the internal control relevant to the receipts, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the Agency's internal control. Because of the inherent limitations in any internal control system, non-compliances may nevertheless occur and not be detected.



PricewaterhouseCoopers LLP
Public Accountants and Chartered Accountants

Singapore
7 August 2025

Group	Note	General Fund		Restricted Funds		Total	
		2025	2024	2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating income	3	1,482	1,667	-	-	1,482	1,667
Other income	4	2,370	4,335	20,876	18,383	23,246	22,718
Other (losses)/gains	5	(4)	149	(2)	-	(6)	149
		3,848	6,151	20,874	18,383	24,722	24,534
Expenditure							
Amortisation of intangible assets	11	(8,668)	(7,885)	(12,796)	(11,351)	(21,464)	(19,236)
Depreciation expense	10	(4,087)	(5,021)	(10,515)	(9,347)	(14,602)	(14,368)
Staff costs	6	(75,499)	(66,206)	(6,206)	(2,922)	(81,705)	(69,128)
Reimbursement expenses	7	-	-	(11,566)	(12,964)	(11,566)	(12,964)
Campus management fee	8	-	-	(1,266)	-	(1,266)	-
Grant (disbursements)/refunds		(4,121)	(7,433)	2,761	(26,018)	(1,360)	(33,451)
Rental of office premises and property taxes		(2,537)	(2,353)	(402)	-	(2,939)	(2,353)
Professional services		(35,704)	(32,078)	(2,011)	(679)	(37,715)	(32,757)
Maintenance expenses		(43,443)	(45,258)	(12,264)	(9,347)	(55,707)	(54,605)
Public relations		(15,331)	(19,000)	(60)	(17)	(15,391)	(19,017)
Others		(15,732)	(15,077)	(2,402)	(2,475)	(18,134)	(17,552)
		(205,122)	(200,311)	(56,727)	(75,120)	(261,849)	(275,431)
Deficit before government grant		(201,274)	(194,160)	(35,853)	(56,737)	(237,127)	(250,897)

Group	Note	General Fund		Restricted Funds		Total	
		2025	2024	2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Add							
Grants from government	25	195,932	191,437	13,935	36,160	209,867	227,597
Deferred capital grants amortised	22	9,396	8,633	23,406	20,465	32,802	29,098
		205,328	200,070	37,341	56,625	242,669	256,695
Surplus/(deficit) before contribution to Consolidated Fund		4,054	5,910	1,488	(112)	5,542	5,798
Contribution to Consolidated Fund	24	(537)	(810)	-	-	(537)	(810)
Income tax expense	9	-	-	(373)	(82)	(373)	(82)
Net surplus/(deficit), representing total comprehensive income for the year		3,517	5,100	1,115	(194)	4,632	4,906

	Note	General Fund		Restricted Funds		Total	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Agency							
Operating income	3	1,482	1,667	-	-	1,482	1,667
Other income	4	3,687	5,388	17,407	13,786	21,094	19,174
Other (losses)/gains	5	(4)	149	-	-	(4)	149
		5,165	7,204	17,407	13,786	22,572	20,990
Expenditure							
Amortisation of intangible assets	11	(8,668)	(7,885)	(12,796)	(11,351)	(21,464)	(19,236)
Depreciation expense	10	(4,065)	(4,999)	(10,504)	(9,326)	(14,569)	(14,325)
Staff costs	6	(66,069)	(59,329)	(5,569)	(2,369)	(71,638)	(61,698)
Reimbursement expenses	7	-	-	(11,566)	(12,964)	(11,566)	(12,964)
Campus management fee	8	-	-	(4,534)	-	(4,534)	-
Grant (disbursements)/refunds		(24,057)	(22,863)	2,980	(25,978)	(21,077)	(48,841)
Rental of office premises and property taxes		(2,540)	(2,592)	-	-	(2,540)	(2,592)
Professional services		(34,113)	(30,374)	(1,925)	(612)	(36,038)	(30,986)
Maintenance expenses		(42,708)	(44,719)	(9,280)	(6,563)	(51,988)	(51,282)
Public relations		(10,242)	(15,266)	-	-	(10,242)	(15,266)
Others		(14,875)	(14,485)	(1,335)	(1,208)	(16,210)	(15,693)
		(207,337)	(202,512)	(54,529)	(70,371)	(261,866)	(272,883)
Deficit before government grant		(202,172)	(195,308)	(37,122)	(56,585)	(239,294)	(251,893)

	Note	General Fund		Restricted Funds		Total	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Agency							
Add							
Grants from government	25	195,932	191,437	13,716	36,120	209,648	227,557
Deferred capital grants amortised	22	9,396	8,633	23,406	20,465	32,802	29,098
		205,328	200,070	37,122	56,585	242,450	256,655
Surplus before contribution to Consolidated Fund		3,156	4,762	-	-	3,156	4,762
Contribution to Consolidated Fund	24	(537)	(810)	-	-	(537)	(810)
Net surplus, representing total comprehensive income for the year		2,619	3,952	-	-	2,619	3,952

SKILLSFUTURE SINGAPORE
AGENCY AND ITS SUBSIDIARIESSTATEMENTS OF FINANCIAL POSITION
AS AT 31 MARCH 2025

	Note	Group		Agency	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Non-current assets					
Trade and other receivables	14	-	-	1,000	-
Property, plant and equipment	10	149,359	164,948	149,342	164,896
Intangible assets	11	26,774	32,518	26,774	32,518
Deferred tax assets	12	86	86	-	-
Investments in subsidiaries	13	-	-	-	-
		176,219	197,552	177,116	197,414
Current assets					
Trade and other receivables	14	23,102	14,646	89,728	79,859
Cash and cash at bank	15	125,505	155,799	43,903	80,751
Deposits and prepayments	16	6,597	4,889	5,307	4,704
		155,204	175,334	138,938	165,314
Total assets		331,423	372,886	316,054	362,728
Equity attributable to shareholders of the Agency					
Share capital	17	4,145	4,145	4,145	4,145
Capital reserves	18	17,678	17,678	18,028	18,028
Accumulated surplus:					
General Fund		66,673	67,108	61,738	63,071
Restricted Funds	19	1,317	202	-	-
Total equity		89,813	89,133	83,911	85,244
Non-current liabilities					
Lease liabilities	20	2,116	7,029	2,116	7,029
Provision for reinstatement costs	21	5,092	6,562	5,092	6,562
Deferred capital grants	22	167,026	183,862	167,026	183,862
Other payables	23	1,104	784	-	-
		175,338	198,237	174,234	197,453
Current liabilities					
Lease liabilities	20	4,913	4,688	4,913	4,688
Other payables	23	59,816	52,208	52,365	48,234
Provision for contribution to Consolidated Fund	24	537	810	537	810
Income tax payable	9	391	171	-	-
Government grants received in advance	25	615	27,639	94	26,299
		66,272	85,516	57,909	80,031
Total liabilities		241,610	283,753	232,143	277,484
Total equity and liabilities		331,423	372,886	316,054	362,728
Net assets/(liabilities) of trust and agency funds					
Skills Development Fund	26	1,493,902	1,403,478	1,493,902	1,403,478
Lifelong Learning Endowment Fund	27	1,824	1,706	1,824	1,706
National Productivity Fund	28	(104,339)	(212)	(104,339)	(212)
SkillsFuture Jubilee Fund	29	21,790	21,212	21,790	21,212

SKILLSFUTURE SINGAPORE
AGENCY AND ITS SUBSIDIARIESCONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

	Note	Share capital \$'000	Capital reserve \$'000	Accumulated surplus General fund \$'000	Restricted fund \$'000	Total \$'000
Group						
2025						
Beginning of financial year		4,145	17,678	67,108	202	89,133
Net surplus for the year, representing total comprehensive income for the year		-	-	3,517	1,115	4,632
Dividend paid	33	-	-	(3,952)	-	(3,952)
End of financial year		4,145	17,678	66,673	1,317	89,813
2024						
Beginning of financial year		4,145	17,678	62,008	396	84,227
Net surplus/(deficit) for the year, representing total comprehensive income for the year		-	-	5,100	(194)	4,906
End of financial year		4,145	17,678	67,108	202	89,133

SKILLSFUTURE SINGAPORE
AGENCY AND ITS SUBSIDIARIESSTATEMENT OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

	Note	Share capital \$'000	Capital reserve \$'000	Accumulated surplus General fund \$'000	Restricted fund \$'000	Total \$'000
Agency						
2025						
Beginning of financial year		4,145	18,028	63,071	-	85,244
Net surplus for the year, representing total comprehensive income for the year		-	-	2,619	-	2,619
Dividend paid	33	-	-	(3,952)	-	(3,952)
End of financial year		4,145	18,028	61,738	-	83,911
2024						
Beginning of financial year		4,145	18,028	59,119	-	81,292
Net surplus for the year, representing total comprehensive income for the year		-	-	3,952	-	3,952
End of financial year		4,145	18,028	63,071	-	85,244

SKILLSFUTURE SINGAPORE
AGENCY AND ITS SUBSIDIARIESCONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

	Note	2025 \$'000	2024 \$'000
Cash flows from operating activities			
Deficit before government grant		(237,127)	(250,897)
Adjustments for:			
Amortisation and depreciation		36,066	33,604
Loss on disposal of property, plant and equipment	5	2	-
Intangible assets expensed off		69	-
Write-off property, plant and equipment		-	4,269
Interest expenses		679	679
Interest income	4	(3,883)	(4,670)
Reversal of overprovision for reinstatement costs	5	-	(148)
		(204,194)	(217,163)
Changes in:			
Trade and other receivables		(3,129)	5,940
Deposits and prepayments		(1,708)	(390)
Other payables		(8,011)	(15,776)
Provision for reinstatement costs		-	(4,223)
Restricted cash		(1,561)	-
Cash used in operations		(218,603)	(231,612)
Contribution to Consolidated Fund		(810)	(3,095)
Income tax paid		(153)	(64)
Net cash used in operating activities		(219,566)	(234,771)
Cash flows from investing activities			
Purchase of property, plant and equipment (Note A)		(713)	(173)
Purchase of intangible assets	11	(15,789)	(19,091)
Interest received		2,848	2,993
Net cash used in investing activities		(13,654)	(16,271)
Cash flows from financing activities			
Grants received from government	25	210,456	247,507
Payment of lease liabilities	20	(4,688)	(4,334)
Interest paid	20	(451)	(378)
Dividend paid	33	(3,952)	-
Net cash generated from financing activities		201,365	242,795
Net decrease in cash and cash equivalents		(31,855)	(8,247)
Cash and cash equivalents at beginning of the year		155,799	164,046
Cash and cash equivalents at end of the year		123,944	155,799
Note A			
Addition of property, plant and equipment	10	923	14,524
Less: Lease assets additions	20	-	(14,351)
Less: Reinstatement cost provided	21	(210)	-
		713	173

These notes form an integral part of the financial statements and should be read in conjunction with the accompanying financial statements.

1. General

The SkillsFuture Singapore Agency ("the Agency") was established in the Republic of Singapore under the SkillsFuture Singapore Agency Act 2016. The address of the registered office and principal place of operations of the Agency is 1 Paya Lebar Link, #08-08 Paya Lebar Quarter 2, Singapore 408533.

The Agency, under the Ministry of Education ("MOE") has been formed to drive and coordinate the implementation of the national SkillsFuture movement, promote a culture and holistic system of lifelong learning through the pursuit of skills mastery, and strengthen the ecosystem of quality education and training in Singapore.

The Agency absorbed the Council for Private Education ("CPE"), previously a statutory board under MOE.

The principal activities of the subsidiaries are described in Note 13 to the financial statements.

The principal activities of the Agency are:

- (a) to plan and develop policies, programs and services that provide, or support the provision, of adult education and further education;
- (b) to promote, facilitate and assist in the identification, development and upgrading of skills and competencies for the current, emerging and future needs of the Singapore workforce;
- (c) to develop, in consultation with employers and relevant representatives of commerce or industry, models for the provision of adult education or further education for the purposes of developing skills;
- (d) to promote a national approach to the provision of adult education and further education through collaboration and cooperation between universities, public sector post-secondary education institutions and other providers of adult education or further education;
- (e) to provide funding for the provision or promotion of, or taking part in, or to encourage participation in, adult education and further education (wherever held) that is responsive to the needs of commerce or industry or employers;

1. General (continued)

The principal activities of the Agency are: (continued)

- (f) to defray or subsidise any costs or expenses incurred or to be incurred in connection with any absence from work of any person to take part in any adult education or further education;
- (g) to promote public awareness in Singapore of the importance of adult education and further education and encourage enthusiasm for lifelong learning;
- (h) to collect, compile and analyse data about the provision of adult education or further education;
- (i) to accredit, or facilitate accreditation by others in Singapore, of providers of or courses in adult education or further education (even if the course is developed outside Singapore);
- (j) to facilitate the improvement of quality of courses in adult education or further education provided in Singapore, including the standard of teachers and trainers in Singapore of these courses;
- (k) to promote or undertake research in Singapore into matters relating to adult education and further education;
- (l) to facilitate public availability of meaningful and accurate information relating to the quality of courses in adult education or further education provided in Singapore (even if the course is developed outside Singapore);
- (m) to provide career guidance services and facilities to assist students prepare to enter the labour market and to other people;
- (n) to administer the Private Education Act 2009 in accordance with that Act and the Skills Development Fund in accordance with the Skills Development Levy Act 1979;
- (o) to cooperate and collaborate with the Workforce Singapore Agency ("WSG") in the discharge of its functions under the Workforce Singapore Agency Act 2003; and
- (p) to perform such other functions as may be conferred on the Agency by any other Act.

In carrying out its principal activities, the Agency disburses grants received from MOE and administers grant disbursements under other trust funds as disclosed in Notes 26 to 29.

2. Material accounting policy information**2.1 Basis of preparation**

The financial statements have been prepared in accordance with the Statutory Board Financial Reporting Standards ("SB-FRS"), including interpretations of SB-FRS ("INT SB-FRS") and SB-FRS Guidance Notes as promulgated by the Accountant-General under the historical cost convention, except as disclosed in the accounting policies below.

The preparation of the financial statements in conformity with SB-FRS requires management to exercise its judgement in the process of applying the Group's accounting policies. There are no areas involving a higher degree of judgement or complexity, or areas where estimates and assumptions are significant to the financial statements.

Interpretations and amendments to published standards effective in 2025

On 1 April 2024, the Group adopted the new or amended SB-FRS and Interpretations to SB-FRS ("INT SB-FRS") that are mandatory for application for the financial year. Changes to the Group's accounting policies have been made as required, in accordance with the transitional provisions in the respective SB-FRS and INT SB-FRS.

The adoption of these new or amended SB-FRS and INT SB-FRS did not result in substantial changes to the Group's accounting policies and had no material effect on the amounts reported for the current or prior financial periods.

2.2 Currency translation**(a) Functional and presentation currency**

The financial statements of each entity in the Group are measured using the currency of the primary economic environment in which each entity operates ("functional currency"). The financial statements are presented in Singapore Dollars, which is the Agency's functional currency. All information presented in Singapore dollars have been rounded to the nearest thousand, unless otherwise stated.

(b) Transactions and balances

Transactions in a currency other than the functional currency ("foreign currency") are translated into the functional currency using the exchange rates at the dates of the transactions. Currency exchange differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the balance sheet date are recognised in statement of comprehensive income. Monetary items include primarily financial assets (other than equity investments) and financial liabilities.

2. Material accounting policy information (continued)**2.2 Currency translation (continued)****(b) Transactions and balances (continued)**

Non-monetary items measured at fair values in foreign currencies are translated using the exchange rates at the date when the fair values are determined. Non-monetary items in a foreign currency that are measured in terms of historical cost are translated using the exchange rate at the date of the transaction. Foreign currency differences arising on translation are generally recognised in statement of comprehensive income.

2.3 Income

(a) Income from services rendered in the ordinary course of the Agency's operations is recognised when the Agency satisfies a performance obligation ("PO") to the customer. Invoices issued are payable within 30 days.

(i) Application fees

Income from application fees are recognised at a point in time when the application for Singapore Workforce Skills Qualifications ("WSQ") credential have been approved.

(ii) Annual fees

Income from annual fees are recognised over time, being the period (2 years) over which the EduTrust Certificates issued to Private Education Institutes are applicable.

(iii) Income from rendering of services

Income from rendering of services (including EduTrust certification fees – application and assessment fees) are recognised at a point in time when the services have been rendered.

(b) Interest income comprises interest income on deposits held with Accountant-General's Department ("AGD"). Interest income is recognised as it accrues in statement of comprehensive income, using the effective interest rate method.

2. Material accounting policy information (continued)**2.4 Employee benefits***(a) Defined contribution plans*

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution plans are recognised as an employee benefit expense in the statement of comprehensive income in the periods during which related services are rendered by employees. Contributions on the employees' salaries are made to the Central Provident Fund ("CPF") as required by law. The CPF contributions are recognised as expenses in the period when the employees rendered their services.

(b) Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(c) Employee leave entitlements

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the unconsumed leave as a result of services rendered by employees up to the reporting date.

2.5 Grant disbursement

Grant disbursements are recognised as an expense in the statement of comprehensive income when there is an obligation to disburse.

2. Material accounting policy information (continued)**2.6 Government grants received**

The Group receives various types of grants to meet its operating and development expenditure.

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and the grants will be received. Government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets are recognised as deferred capital grant in the statement of financial position and transferred to income or expenditure on a systematic and rational basis over the useful lives of the related assets.

Other government grants are recognised as income over the periods necessary to match them with the costs for which they are intended to compensate, on a systematic basis. Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in income or expenses in the period in which they become receivable.

2.7 Trust funds

Trust funds are set up to account for funds held in trust where the Agency is not the owner and beneficiary of the funds received from the Government and other organisations.

Skills Development Fund ("SDF")

The net asset of the fund is presented at the bottom of the Statement of Financial Position as prescribed by SB-FRS Guidance Note 3 *Accounting and Disclosures for Trust Funds*. Income and expenditure relating to the fund are accounted for directly in the fund to which they relate using accruals basis of accounting. Details of the purpose, income, expenditure, assets and liabilities relating to the trust fund are disclosed separately in Note 26.

2. Material accounting policy information (continued)**2.7 Trust funds (continued)**Lifelong Learning Endowment Fund ("LLEF")

The net asset of the fund is presented at the bottom of the Statement of Financial Position as prescribed by SB-FRS Guidance Note 3 *Accounting and Disclosures for Trust Funds*. Income and expenditure relating to the fund are accounted for directly in the fund to which they relate using cash basis of accounting. Details of the purpose, income, expenditure, assets and liabilities relating to the trust fund are disclosed separately in Note 27.

National Productivity Fund ("NPF")

The net asset of the fund is presented at the bottom of the Statement of Financial Position as prescribed by SB-FRS Guidance Note 3 *Accounting and Disclosures for Trust Funds*. Income and expenditure relating to the fund are accounted for directly in the fund to which they relate using accruals basis of accounting. Details of the purpose, income, expenditure, assets and liabilities relating to the trust fund are disclosed separately in Note 28.

SkillsFuture Jubilee Fund ("SFJF")

The net asset of the fund is presented at the bottom of the Statement of Financial Position as prescribed by SB-FRS Guidance Note 3 *Accounting and Disclosures for Trust Funds*. Income and expenditure relating to the fund are accounted for directly in the fund to which they relate using accruals basis of accounting. Details of the purpose, income, expenditure, assets and liabilities relating to the trust fund are disclosed separately in Note 29.

2.8 Restricted funds

These are funds earmarked for specific purposes and for which separate disclosure is necessary as these funds are material. There are legal and other restrictions on the ability of the Agency to distribute or otherwise apply its funds. The treatment is in accordance with Guidance Note 1 issued by the AGD. Restricted funds are accounted for on an accrual basis. They are accounted for separately in the Statements of Comprehensive Income and the assets and liabilities are disclosed separately in Note 19 of the financial statements.

2. Material accounting policy information (continued)**2.9 Contribution to Consolidated Fund**

In lieu of income tax, the Agency is required to make contribution to the Consolidated Fund in accordance with the Statutory Corporations (Contributions to Consolidated Fund) Act 1989. The provision is based on the guidelines specified by the Ministry of Finance. It is computed based on the net surplus of the Agency for each of the financial period at the prevailing corporate tax rate for the Year of Assessment. Contribution to consolidated fund is provided for on an accrual basis.

2.10 Income taxes

Current income tax for current and prior periods is recognised at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a tax authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Deferred income tax is recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profit or loss at the time of the transaction.

A deferred income tax liability is recognised on temporary differences arising on investments in subsidiaries, except where the Group is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

A deferred income tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised.

2. Material accounting policy information (continued)**2.10 Income taxes** (continued)

Deferred income tax is measured:

- (i) at the tax rates that are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date; and
- (ii) based on the tax consequence that will follow from the manner in which the Group expects, at the balance sheet date, to recover or settle the carrying amounts of its assets and liabilities.

Current and deferred income taxes are recognised as income or expense in statement of comprehensive income, except to the extent that the tax arises from a business combination or a transaction which is recognised directly in equity. Deferred tax arising from a business combination is adjusted against goodwill on acquisition.

2.11 Group accounting

Subsidiaries

(a) Consolidation

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date on that control ceases.

In preparing the consolidated financial statements, transactions, balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment indicator of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

2. Material accounting policy information (continued)**2.11 Group accounting** (continued)

Subsidiaries (continued)

(b) Acquisitions

The acquisition method of accounting is used to account for business combinations entered into by the Group.

The consideration transferred for the acquisition of a subsidiary or business comprises the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred also includes any contingent consideration arrangement and any pre-existing equity interest in the subsidiary measured at their fair values at the acquisition date.

Acquisition-related costs are expensed as incurred.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date.

(c) Disposals

When a change in the Group's ownership interest in a subsidiary results in a loss of control over the subsidiary, the assets and liabilities of the subsidiary including any goodwill are derecognised. Amounts previously recognised in other comprehensive income in respect of that entity are also reclassified to statement of comprehensive income or transferred directly to retained earnings if required by a specific SB-FRS.

Any retained equity interest in the entity is remeasured at fair value. The difference between the carrying amount of the retained interest at the date when control is lost and its fair value is recognised in statement of comprehensive income.

2. Material accounting policy information (continued)**2.12 Property, plant and equipment****(a) Measurement**

Property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

(b) Components of cost

The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. The projected cost of dismantlement, removal or restoration is also recognised as part of the cost of property, plant and equipment if the obligation for the dismantlement, removal or restoration is incurred as a consequence of either acquiring the asset or using the asset for purpose other than to produce inventories.

(c) Depreciation

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately.

Depreciation is recognised as an expense in the statement of comprehensive income on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment, unless it is included in the carrying amount of another asset.

Depreciation is recognised from the date that the property, plant and equipment are installed and are ready for use, or in respect of internally constructed assets, from the date that the asset is completed and ready for use.

Work-in-progress included in property, plant and equipment are not depreciated as these assets are not available for use.

2. Material accounting policy information (continued)**2.12 Property, plant and equipment (continued)****(c) Depreciation (continued)**

The estimated useful lives for the current and comparative years are as follows:

Furniture and fittings	8 years
Office equipment	5 years
Computer equipment	3 to 5 years
Leasehold land	25 years
Mechanical and electrical equipment	10 years
Building	25 years

Depreciation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted as appropriate.

(d) Subsequent expenditure

Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in the statement of comprehensive income when incurred.

(e) Disposal

On disposal of an item of property, plant and equipment, the difference between the disposal proceeds and its carrying amount is recognised in the statement of comprehensive income.

2. Material accounting policy information (continued)**2.13 Intangible assets**

Computer software are initially capitalised at cost which includes the purchase prices (net of any discounts and rebates) and other directly attributable costs of preparing the asset for its intended use. Direct expenditures including employee costs, which enhance or extend the performance of computer software beyond its specifications and which can be reliably measured, are added to the original cost of the software. Costs associated with maintaining the computer software are expensed off when incurred.

Computer software are subsequently carried at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is calculated based on the cost of the asset, less its residual value. Amortisation is recognised in the statement of comprehensive income on a straight-line basis over the estimated useful lives of intangible assets from the date that they are available for use.

Computer software pertains to systems developed for the Agency's operations.

The estimated useful lives for the current and comparative period are as follows:

Computer software	3 to 5 years
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The amortisation period and amortisation method of intangible assets are reviewed at the end of each reporting period. The effects of any revision are recognised in the statement of comprehensive income when the changes arise.

An item of intangible assets is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset is included in the statement of comprehensive income in the year the asset is derecognised.

2.14 Impairment of non-financial assets

The carrying amounts of the Group's non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit ("CGU") exceeds its estimated recoverable amount.

2. Material accounting policy information (continued)**2.14 Impairment of non-financial assets (continued)**

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs of disposal. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGUs.

Impairment losses are recognised in statement of comprehensive income. Impairment losses recognised in respect of CGUs are allocated to reduce the carrying amounts of the other assets in the CGU (group of CGUs) on a *pro rata* basis.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

2.15 Investment in subsidiaries

Investment in subsidiaries are carried at cost less accumulated impairment losses in the Agency's balance sheet. On disposal of such investments, the difference between disposal proceeds and the carrying amounts of the investments are recognised in statement of comprehensive income.

2.16 Financial instrumentsFinancial assets**(i) Classification and measurement**

The Group classifies its financial assets as measured at amortised cost.

The classification is based on the Group's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset.

2. Material accounting policy information (continued)**2.16 Financial instruments** (continued)Financial assets (continued)

(ii) At initial recognition

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVTPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried FVTPL are expensed in the statement of comprehensive income.

(iii) At subsequent measurement

Debt instruments mainly comprise of cash and cash at bank, deposits other receivables.

There is one subsequent measurement categories based on the Group's business model for managing the asset and the cash flow characteristics of the asset:

- Amortised cost: Debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in the statement of comprehensive income when the asset is derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest rate method.

(iv) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date – the date on which the Group commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

On disposal of a debt instrument, the difference between the carrying amount and the sale proceeds is recognised in the statement of comprehensive income.

2. Material accounting policy information (continued)**2.16 Financial instruments** (continued)Financial assets (continued)

(v) Impairment

The Group assesses on a forward-looking basis the expected credit losses associated with its debt financial assets carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk. Note 34 details how the Group determines whether there has been a significant increase in credit risk.

For trade receivables, the Group applies the simplified approach permitted by the SB-FRS 109, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

Financial liabilities

(i) Recognition and derecognition

Financial liabilities are recognised when, and only when, the Group becomes a party to the contractual provision of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled, or expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in respective carrying amounts is recognised in the statement of comprehensive income.

(ii) Initial and subsequent measurement

All financial liabilities are recognised initially at fair value, in the case of financial liabilities not at FVTPL, directly attributable transaction costs.

After initial recognition, financial liabilities are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in the statement of comprehensive income when the liabilities are derecognised, and through the amortisation process.

2. Material accounting policy information (continued)**2.17 Offsetting of financial instruments**

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

2.18 Cash and cash equivalents

Cash and cash equivalents comprise cash balances and deposits held with the AGD which are subject to an insignificant risk of changes in value, and are used by the Group in the management of its short-term commitments.

2.19 Other payables

Other payables represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). Otherwise, they are presented as non-current liabilities.

Other payables are initially recognised at fair value less directly attributable transaction costs, and subsequently carried at amortised cost using the effective interest method.

2.20 Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

Provision for restoration cost

A provision for site restoration is recognised when there is a projected cost of dismantlement, removal or restoration as a consequence of using a leased property and land during a particular period. The provision is measured at the present value of the restoration cost expected to be paid upon termination of the lease agreement.

2. Material accounting policy information (continued)**2.21 Leases****(a) When the Group is the lessee:**

- **Right-of-use assets**

The Group recognises a right-of-use asset and lease liability at the date which the underlying asset is available for use. Right-of-use assets are measured at cost which comprises the initial measurement of lease liabilities adjusted for any lease payments made at or before the commencement date and lease incentives received. Any initial direct costs that would not have been incurred if the lease had not been obtained are added to the carrying amount of the right-of-use assets.

These right-of-use assets are subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Right-of-use assets are presented within "Property, plant and equipment".

- **Lease liabilities**

The initial measurement of a lease liability is measured at the present value of the lease payments discounted using the interest rate implicit in the lease, if the rate can be readily determined. If that rate cannot be readily determined, the Group shall use its incremental borrowing rate.

Lease payments include the following:

- Fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that are based on an index or rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under residual value guarantees;
- The exercise price of a purchase option if the Group is reasonably certain to exercise the option; and
- Payment of penalties for terminating the lease, if the lease term reflects the Group exercising that option

2. Material accounting policy information (continued)**2.21 Leases** (continued)

(a) When the Group is the lessee: (continued)

- Lease liabilities

For a contract that contain both lease and non-lease components, the Group allocates the consideration to each lease component on the basis of the relative stand-alone prices of the lease and non-lease components. The Group has elected to not separate lease and non-lease components for property leases and account these as one single lease component.

Lease liabilities are measured at amortised cost using the effective interest method. Lease liabilities shall be remeasured when:

- There is a change in future lease payments arising from changes in an index or rate;
- There is a change in the Group's assessment of whether it will exercise an extension option; or
- There is a modification in the scope or the consideration of the lease that was not part of the original term.

Lease liabilities are remeasured with a corresponding adjustment to the right-of-use asset, or is recorded in statement of comprehensive income if the carrying amount of the right-of-use asset has been reduced to zero.

- Short term and low value leases

The Group has elected to not recognise right-of-use assets and lease liabilities for short-term leases that have lease terms of 12 months or less and leases of low value leases, except for sublease arrangements. Lease payments relating to these leases are expensed to statement of comprehensive income on a straight-line basis over the lease term.

2. Material accounting policy information (continued)**2.21 Leases** (continued)

(b) When the Group is the lessor

Lessor – Operating leases

Leases where the Group retains substantially all risks and rewards incidental to ownership are classified as operating leases. Rental income from operating leases (net of any incentives given to the lessees) is recognised in statement of comprehensive income on a straight-line basis over the lease term.

Initial direct costs incurred by the Group in negotiating and arranging operating leases are added to the carrying amount of the leased assets and recognised as an expense in statement of comprehensive income over the lease term on the same basis as the lease income.

2.22 Share capital

Shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognised as a deduction from equity, net of any tax effects.

3. Operating income

	Group and Agency	
	2025	2024
	\$'000	\$'000
Application fees	1,206	1,439
Annual fees	146	131
Income from rendering of services	130	97
	1,482	1,667

Operating income is generated in Singapore.

4. Other income

	Group		Agency	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Interest income from:				
- Centralised Liquidity Management ("CLM") deposits held with AGD	3,883	4,670	3,459	4,209
Rental income	9,338	13,395	9,825	12,416
Pay per use facilities income	4,153	-	4,486	-
Service income	3,806	2,871	-	-
Carpark fee income	795	245	795	-
Others	1,271	1,537	2,529	2,549
	23,246	22,718	21,094	19,174

5. Other (losses)/gains

	Group		Agency	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Loss on disposal of property, plant and equipment	(2)	-	-	-
Reversal of overprovision for reinstatement costs	-	148	-	148
Currency translation (losses)/gains	(4)	1	(4)	1
	(6)	149	(4)	149

6. Staff costs

	Group		Agency	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Wages, salaries and staff related costs	70,967	59,371	62,350	52,970
Contributions to defined contribution plans	8,680	7,563	7,420	6,621
Staff training and benefits	1,995	2,135	1,814	2,056
Skills Development Levy	63	59	54	51
	81,705	69,128	71,638	61,698

7. Reimbursement expenses

	Group and Agency	
	2025	2024
	\$'000	\$'000
Net rental returned to SDF	11,566	12,964

The Agency received grant from SDF for the development of two Continuing Education and Training ("CET") campuses. Rental income collected from the operation of the CET campuses, after deduction of relevant costs, have been given back to SDF.

8. Campus management fee

	Group		Agency	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Campus management fee	1,266	-	4,534	-

Campus management fee relates to the amount retained by the two CET Campus Operators to fund their operating expenses.

9. Income taxes

(a) Income tax expense

	Group	
	2025 \$'000	2024 \$'000
Current tax expense		
Current year	397	170
Over provision in prior years	(24)	(2)
	<u>373</u>	<u>168</u>
Deferred tax credit		
Current year	-	(23)
Over provision in prior years	-	(63)
	<u>-</u>	<u>(86)</u>
Tax expense	<u>373</u>	<u>82</u>

The tax on profit before tax differs from the theoretical amount that would arise using the Singapore standard rate of income tax as follows:

	Group	
	2025 \$'000	2024 \$'000
Reconciliation of effective tax rate		
Profit before income tax of subsidiaries	<u>2,475</u>	<u>1,025</u>
Tax calculated using Singapore tax rate of 17% (2024: 17%)	421	174
Statutory stepped income exemption	(30)	(29)
Non-taxable income	(14)	-
Non-deductible expenses	20	2
Over provision in prior years	(24)	(65)
	<u>373</u>	<u>82</u>

9. Income taxes (continued)

(b) Movements in current income tax liabilities

	Group	
	2025 \$'000	2024 \$'000
Beginning of financial year	171	67
Income tax paid	(153)	(64)
Tax expense	397	170
Over provision in prior years	(24)	(2)
End of financial year	<u>391</u>	<u>171</u>

10. Property, plant and equipment

	Furniture and fittings \$'000	Office equipment \$'000	Computer equipment \$'000	Leasehold land \$'000	Mechanical and electrical equipment \$'000	Building \$'000	Construction- in-progress \$'000	Total \$'000
Group 2025								
Cost								
Beginning of financial year	14,380	2,795	3,819	29,868	3,845	208,666	-	263,373
Additions	210	-	653	-	-	-	60	923
Disposals/Write-off	(36)	(51)	(9)	-	(3)	(1,908)	-	(2,007)
End of financial year	14,554	2,744	4,463	29,868	3,842	206,758	60	262,289
Accumulated depreciation								
Beginning of financial year	11,367	2,579	3,605	8,786	2,349	69,739	-	98,425
Depreciation	857	104	208	1,193	355	11,885	-	14,602
Disposals/Write-off	(36)	(49)	(9)	-	(3)	-	-	(97)
End of financial year	12,188	2,634	3,804	9,979	2,701	81,624	-	112,930
Net book value								
End of financial year	2,366	110	659	19,889	1,141	125,134	60	149,359

10. Property, plant and equipment (continued)

	Furniture and fittings \$'000	Office equipment \$'000	Computer equipment \$'000	Leasehold land \$'000	Mechanical and electrical equipment \$'000	Building \$'000	Construction- in-progress \$'000	Total \$'000
Group 2024								
Cost								
Beginning of financial year	14,688	2,874	16,334	29,868	3,845	198,276	-	265,885
Additions	-	52	121	-	-	14,351	-	14,524
Disposals/Write-off	(308)	(116)	(12,636)	-	-	(3,961)	-	(17,021)
Derecognition of right-of-use assets	-	(15)	-	-	-	-	-	(15)
End of financial year	14,380	2,795	3,819	29,868	3,845	208,666	-	263,373
Accumulated depreciation								
Beginning of financial year	10,574	2,484	15,964	7,592	1,931	58,279	-	96,824
Depreciation	793	226	277	1,194	418	11,460	-	14,368
Disposals/Write-off	-	(116)	(12,636)	-	-	-	-	(12,752)
Derecognition of right-of-use assets	-	(15)	-	-	-	-	-	(15)
End of financial year	11,367	2,579	3,605	8,786	2,349	69,739	-	98,425
Net book value								
End of financial year	3,013	216	214	21,082	1,496	138,927	-	164,948

10. Property, plant and equipment (continued)

	Furniture and fittings \$'000	Office equipment \$'000	Computer equipment \$'000	Leasehold land \$'000	Mechanical and electrical equipment \$'000	Building \$'000	Construction- in-progress \$'000	Total \$'000
Agency 2025								
Cost								
Beginning of financial year	14,380	2,589	3,717	29,868	3,813	208,666	-	263,033
Additions	210	-	653	-	-	-	60	923
Disposals/Write-off	(36)	(32)	(3)	-	(3)	(1,908)	-	(1,982)
End of financial year	14,554	2,557	4,367	29,868	3,810	206,758	60	261,974
Accumulated depreciation								
Beginning of financial year	11,367	2,404	3,521	8,786	2,320	69,739	-	98,137
Depreciation	857	83	197	1,193	354	11,885	-	14,569
Disposals/Write-off	(36)	(32)	(3)	-	(3)	-	-	(74)
End of financial year	12,188	2,455	3,715	9,979	2,671	81,624	-	112,632
Net book value								
End of financial year	2,366	102	652	19,889	1,139	125,134	60	149,342

10. Property, plant and equipment (continued)

	Furniture and fittings \$'000	Office equipment \$'000	Computer equipment \$'000	Leasehold land \$'000	Mechanical and electrical equipment \$'000	Building \$'000	Construction- in-progress \$'000	Total \$'000
Agency 2024								
Cost								
Beginning of financial year	14,688	2,653	16,232	29,868	3,813	198,276	-	265,530
Additions	-	52	121	-	-	14,351	-	14,524
Disposals/Write-off	(308)	(116)	(12,636)	-	-	(3,961)	-	(17,021)
End of financial year	14,380	2,589	3,717	29,868	3,813	208,666	-	263,033
Accumulated depreciation								
Beginning of financial year	10,574	2,324	15,892	7,592	1,903	58,279	-	96,564
Depreciation	793	196	265	1,194	417	11,460	-	14,325
Disposals/Write-off	-	(116)	(12,636)	-	-	-	-	(12,752)
End of financial year	11,367	2,404	3,521	8,786	2,320	69,739	-	98,137
Net book value								
End of financial year	3,013	185	196	21,082	1,493	138,927	-	164,896

11. Intangible assets

	Group and Agency		
	Computer software \$'000	Assets under development \$'000	Total \$'000
2025			
Cost			
Beginning of financial year	119,232	2,922	122,154
Additions	14,936	853	15,789
Transfer	2,330	(2,330)	-
Disposals/Expensed-off	(202)	(69)	(271)
End of financial year	136,296	1,376	137,672
Accumulated amortisation			
Beginning of financial year	89,636	-	89,636
Amortisation	21,464	-	21,464
Disposals/Write-off	(202)	-	(202)
End of financial year	110,898	-	110,898
Net book value			
End of financial year	25,398	1,376	26,774
2024			
Cost			
Beginning of financial year	184,704	1,302	186,006
Additions	16,285	2,806	19,091
Transfer	1,186	(1,186)	-
Disposals/Write-off	(82,943)	-	(82,943)
End of financial year	119,232	2,922	122,154
Accumulated amortisation			
Beginning of financial year	153,343	-	153,343
Amortisation	19,236	-	19,236
Disposals/Write-off	(82,943)	-	(82,943)
End of financial year	89,636	-	89,636
Net book value			
End of financial year	29,596	2,922	32,518

12. Deferred income taxes

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current income tax assets against current income tax liabilities and when the deferred income taxes relate to the same taxation authority.

	2025 \$'000	2024 \$'000
Deferred tax assets	363	641
Deferred tax liabilities	(277)	(555)
Net deferred tax assets	86	86

Movement in deferred tax assets and liabilities of the Group (prior to offsetting of balances) during the year are as follows:

	Beginning of financial year \$'000	Recognised in profit or loss \$'000	End of financial year \$'000
2025			
Deferred tax assets			
Lease liabilities	586	(287)	299
Provisions	55	9	64
	641	(278)	363
Deferred tax liabilities			
Property, plant and equipment	(9)	6	(3)
Right-of-use assets	(546)	272	(274)
	(555)	278	(277)
Net deferred tax assets	86	-	86
2024			
Deferred tax assets			
Lease liabilities	-	586	586
Provisions	-	55	55
	-	641	641
Deferred tax liabilities			
Property, plant and equipment	-	(9)	(9)
Right-of-use assets	-	(546)	(546)
	-	(555)	(555)
Net deferred tax assets	-	86	86

Deferred tax assets in respect of deductible temporary differences have been recognised because Management assessed that it is probable that future taxable profit will be available against which the Company can utilise these benefits. The deductible temporary differences do not expire under current legislation.

13. Investments in subsidiaries

	Agency	
	2025 \$'000	2024 \$'000
Equity investments at cost	-	-

Details of the subsidiaries are as follows:

Name of subsidiaries	Principal place of business/ Country of incorporation	Effective equity held by the Agency	
		2025 %	2024 %
<u>Held by the Agency</u>			
Learning Gateway Ltd ("LG") ⁽ⁱ⁾	Singapore	100	100
<u>Held by LG</u>			
Lifelong Learning Singapore Pte. Ltd. (formerly known as Lifelong Learning Institute Pte. Ltd.) ("LLSG") ⁽ⁱⁱ⁾	Singapore	100	100

⁽ⁱ⁾ LG was incorporated on 17 May 2013 as a board limited by guarantee, with no share capital.

⁽ⁱⁱ⁾ LLSG is a wholly-owned subsidiary of LG, incorporated on 12 August 2013. With effect from 1 July 2025, the name of the company was changed from Lifelong Learning Institute Pte. Ltd. to Lifelong Learning Singapore Pte. Ltd.

14. Trade and other receivables

	Group		Agency	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Trade receivables	-	1,118	-	945
Other receivables	7,610	4,314	5,595	2,763
Amount due from related parties:				
- WSG	5,761	3,116	5,761	3,116
- NPF	583	1,026	583	1,026
- LLEF	46	-	46	-
- MOE	9,102	5,072	9,102	5,072
Amount due from subsidiaries				
- Other receivables	-	-	7,206	9,559
- Grants disbursed in advance ⁽ⁱ⁾	-	-	62,435	57,378
	23,102	14,646	90,728	79,859
Current portion	23,102	14,646	89,728	79,859
Non-current portion	-	-	1,000	-
	23,102	14,646	90,728	79,859

(i) Grants disbursed in advance to LG serves as a sinking fund to finance major campus improvement, replacement and tenancy renovation works for the two CET campus. Grants are disbursed to LLSG for their role as organiser of lifelong learning activities. In accordance with the Agreement for Lease, LG is required to pay all or part of the monies received to the Agency upon request.

The credit period on rendering of services is 30 days (2024: 30 days).

The amount due from subsidiaries and related parties are unsecured, interest-free and repayable within a credit period of 30 days.

Credit risks and impairment losses

The Group and the Agency's exposure to credit risks, and impairment losses for trade and other receivables, are disclosed in Note 34.

15. Cash and cash at bank

	Group		Agency	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
CLM deposits held with AGD	125,505	155,799	43,903	80,751

Deposits are placed with AGD in accordance with AGD Circular 4/2009. Deposits, which are interest-bearing, are centrally managed by AGD under the CLM and are available to the statutory boards upon requests, earning interest at the average rate of 3.09% (2024: 3.38%) per annum.

For the purpose of presenting the consolidated statement of cash flows, cash and cash at bank comprise the following:

	Group		Agency	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Cash and cash at bank (as above)	125,505	155,799	43,903	80,751
Less: Restricted cash	(1,561)	-	-	-
Cash and cash equivalents per statement of cash flows	123,944	155,799	43,903	80,751

Restricted cash relates to amounts held on behalf of the WorldSkills Singapore Council ("WSSC") by LLSG. WSSC oversees the conduct of WorldSkills Singapore and Singapore's participation in the WorldSkills Competition.

The WSSC Common Fund restricted cash was set up to fund common expenses relating to WorldSkills Singapore ("WSS"), WorldSkills Competition ("WSC"), WorldSkills ASEAN ("WSA") and WorldSkills-related activities.

16. Deposits and prepayments

	Group		Agency	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Deposits	1,511	1,539	1,419	1,467
Prepayments	5,086	3,350	3,888	3,237
	6,597	4,889	5,307	4,704

17. Share capital

	2025		2024	
	Number of shares '000	\$'000	Number of shares '000	\$'000
Issued and fully-paid:				
Ordinary shares				
At beginning and end of the year	4,145	4,145	4,145	4,145

Injection of capital is part of the Capital Management Framework for Statutory Boards outlined in Finance Circular Minute No. M2/2024. The shares have been fully paid and are held by the Minister for Finance, a body corporate incorporated by the Minister for Finance (Incorporation) Act 1959. The holder of these shares, which has no par value, is entitled to receive dividends.

18. Capital reserves

Capital reserves represent the carrying amount of the net value of assets and liabilities transferred from the former Singapore Workforce Development Agency ("WDA") and Council for Private Education ("CPE") when the Agency was established on 3 October 2016.

19. Restricted funds

Group	MOE - RF	MOE - TGS	MOE - ATB	Operations funded by SDF	Operations funded by NPF	MOE - SATB	Total
	2025	2025	2025	2025	2025	2025	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income							
Other income	33	-	562	20,278	-	3	20,876
Other losses	-	-	-	(2)	-	-	(2)
	33	-	562	20,276	-	3	20,874
Expenditure							
Amortisation of intangible assets	-	(10,806)	-	-	(1,990)	-	(12,796)
Depreciation expense	(437)	-	-	(10,078)	-	-	(10,515)
Staff costs	(1,959)	(426)	(281)	(637)	(2,903)	-	(6,206)
Reimbursement expenses	-	-	-	(11,566)	-	-	(11,566)
Campus management fee	-	-	-	(1,266)	-	-	(1,266)
Grant (disbursements)/refunds	-	-	3,578	(219)	-	(598)	2,761
Rental of office premises and property taxes	-	-	-	(402)	-	-	(402)
Professional services	-	(668)	-	(86)	(1,257)	-	(2,011)
Maintenance expenses	-	(7,306)	-	(2,984)	(1,974)	-	(12,264)
Public relations	-	-	-	(60)	-	-	(60)
Others	-	(819)	-	(1,213)	(372)	2	(2,402)
Total expenditure	(2,396)	(20,025)	3,297	(28,511)	(8,496)	(596)	(56,727)
Surplus/(deficit) before government grant	(2,363)	(20,025)	3,859	(8,235)	(8,496)	(593)	(35,853)

19. Restricted funds (continued)

Group	MOE - RF	MOE - TGS	MOE - ATB	Operations funded by SDF	Operations funded by NPF	MOE - SATB	Total
	2025	2025	2025	2025	2025	2025	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Add							
Grants from/(refund to) government	1,959	8,910	(3,859)	(174)	6,506	593	13,935
Deferred capital grants amortised	404	11,115	-	9,897	1,990	-	23,406
	2,363	20,025	(3,859)	9,723	8,496	593	37,341
Surplus before contribution	-	-	-	1,488	-	-	1,488
Income tax expense	-	-	-	(373)	-	-	(373)
Net deficit for the year	-	-	-	1,115	-	-	1,115
Accumulated surplus at the beginning of the year	-	-	-	202	-	-	202
Accumulated surplus at the end of the year [#]	-	-	-	1,317	-	-	1,317

[#] The above balances predominantly comprise cash balances and accruals.

19. Restricted funds (continued)

Group	MOE - RF 2024 \$'000	MOE - TGS 2024 \$'000	MOE - ATB 2024 \$'000	Operations funded by SDF 2024 \$'000	Operations funded by NPF 2024 \$'000	MOE - SATB 2024 \$'000	Total 2024 \$'000
Income							
Other income	-	-	-	18,383	-	-	18,383
Expenditure							
Amortisation of intangible assets	-	(9,654)	-	-	(1,438)	(259)	(11,351)
Depreciation expense	-	-	-	(9,347)	-	-	(9,347)
Staff costs	-	(586)	(146)	(553)	(802)	(835)	(2,922)
Reimbursement expenses	-	-	-	(12,964)	-	-	(12,964)
Grant disbursements	-	-	(1,228)	(40)	-	(24,750)	(26,018)
Professional services	-	(612)	-	(67)	-	-	(679)
Maintenance expenses	-	(4,632)	-	(2,784)	(1,863)	(68)	(9,347)
Public relations	-	-	-	(17)	-	-	(17)
Others	-	(635)	-	(1,612)	(217)	(11)	(2,475)
Total expenditure	-	(16,119)	(1,374)	(27,384)	(4,320)	(25,923)	(75,120)
Deficit before government grant	-	(16,119)	(1,374)	(9,001)	(4,320)	(25,923)	(56,737)

19. Restricted funds (continued)

Group	MOE - RF 2024 \$'000	MOE - TGS 2024 \$'000	MOE - ATB 2024 \$'000	Operations funded by SDF 2024 \$'000	Operations funded by NPF 2024 \$'000	MOE - SATB 2024 \$'000	Total 2024 \$'000
Add							
Grants from/(refund to) government	-	6,465	1,374	(225)	2,882	25,664	36,160
Deferred capital grants amortised	-	9,654	-	9,114	1,438	259	20,465
	-	16,119	1,374	8,889	4,320	25,923	56,625
Deficit before contribution	-	-	-	(112)	-	-	(112)
Income tax expense	-	-	-	(82)	-	-	(82)
Net deficit for the year	-	-	-	(194)	-	-	(194)
Accumulated surplus at the beginning of the year	-	-	-	396	-	-	396
Accumulated surplus at the end of the year[#]	-	-	-	202	-	-	202

[#] The above balances predominantly comprise cash balances and accruals.

19. Restricted funds (continued)

	MOE - RF 2025 \$'000	MOE - TGS 2025 \$'000	MOE - ATB 2025 \$'000	Operations funded by SDF 2025 \$'000	Operations funded by NPF 2025 \$'000	MOE - SATB 2025 \$'000	Total 2025 \$'000
Agency							
Income							
Other income	33	-	562	16,809	-	3	17,407
Less: Expenditure							
Amortisation of intangible assets	-	(10,806)	-	-	(1,990)	-	(12,796)
Depreciation expense	(437)	-	-	(10,067)	-	-	(10,504)
Staff costs	(1,959)	(426)	(281)	-	(2,903)	-	(5,569)
Reimbursement expenses	-	-	-	(11,566)	-	-	(11,566)
Campus management fee	-	-	-	(4,534)	-	-	(4,534)
Grant (disbursements)/refunds	-	-	3,578	-	-	(598)	2,980
Professional services	-	(668)	-	-	(1,257)	-	(1,925)
Maintenance expenses	-	(7,306)	-	-	(1,974)	-	(9,280)
Others	-	(819)	-	(146)	(372)	2	(1,335)
Total expenditure	(2,396)	(20,025)	3,297	(26,313)	(8,496)	(596)	(54,529)
Deficit before government grant	(2,363)	(20,025)	3,859	(9,504)	(8,496)	(593)	(37,122)

19. Restricted funds (continued)

	MOE - RF 2025 \$'000	MOE - TGS 2025 \$'000	MOE - ATB 2025 \$'000	Operations funded by SDF 2025 \$'000	Operations funded by NPF 2025 \$'000	MOE - SATB 2025 \$'000	Total 2025 \$'000
Agency							
Add							
Grants from/(refund to) government	1,959	8,910	(3,859)	(393)	6,506	593	13,716
Deferred capital grants amortised	404	11,115	-	9,897	1,990	-	23,406
	2,363	20,025	(3,859)	9,504	8,496	593	37,122
Surplus before contribution	-	-	-	-	-	-	-
Income tax expense	-	-	-	-	-	-	-
Net surplus for the year	-	-	-	-	-	-	-
Accumulated surplus at the beginning of the year	-	-	-	-	-	-	-
Accumulated surplus at the end of the year	-	-	-	-	-	-	-

19. Restricted funds (continued)

	MOE - RF 2024 \$'000	MOE - TGS 2024 \$'000	MOE - ATB 2024 \$'000	Operations funded by SDF 2024 \$'000	Operations funded by NPF 2024 \$'000	MOE - SATB 2024 \$'000	Total 2024 \$'000
Agency							
Income							
Other income	-	-	-	13,786	-	-	13,786
Less: Expenditure							
Amortisation of intangible assets	-	(9,654)	-	-	(1,438)	(259)	(11,351)
Depreciation expense	-	-	-	(9,326)	-	-	(9,326)
Staff costs	-	(586)	(146)	-	(802)	(835)	(2,369)
Reimbursement expenses	-	-	-	(12,964)	-	-	(12,964)
Grant disbursements	-	-	(1,228)	-	-	(24,750)	(25,978)
Professional services	-	(612)	-	-	-	-	(612)
Maintenance expenses	-	(4,632)	-	-	(1,863)	(68)	(6,563)
Others	-	(635)	-	(345)	(217)	(11)	(1,208)
Total expenditure	-	(16,119)	(1,374)	(22,635)	(4,320)	(25,923)	(70,371)
Deficit before government grant	-	(16,119)	(1,374)	(8,849)	(4,320)	(25,923)	(56,585)

19. Restricted funds (continued)

	MOE - RF 2024 \$'000	MOE - TGS 2024 \$'000	MOE - ATB 2024 \$'000	Operations funded by SDF 2024 \$'000	Operations funded by NPF 2024 \$'000	MOE - SATB 2024 \$'000	Total 2024 \$'000
Agency							
Add							
Grants from/(refund to) government	-	6,465	1,374	(265)	2,882	25,664	36,120
Deferred capital grants amortised	-	9,654	-	9,114	1,438	259	20,465
	-	16,119	1,374	8,849	4,320	25,923	56,585
Surplus before contribution	-	-	-	-	-	-	-
Income tax expense	-	-	-	-	-	-	-
Net surplus for the year	-	-	-	-	-	-	-
Accumulated surplus at the beginning of the year	-	-	-	-	-	-	-
Accumulated surplus at the end of the year	-	-	-	-	-	-	-

20. Lease liabilities

	Group and Agency	
	2025	2024
	\$'000	\$'000
Non-current		
Lease liabilities	2,116	7,029
Current		
Lease liabilities	4,913	4,688

Reconciliation of movements of liabilities to cash flows arising from financing activities

	Group Lease Liabilities
	\$'000
2025	
Beginning of financial year	11,717
Changes from financing cash flows	
Payment of lease liabilities	(4,688)
Interest paid	(451)
Total changes from financing cash flows	(5,139)
Other changes	
Interest expense	451
Total liability-related charges	451
End of financial year	7,029
2024	
Beginning of financial year	1,700
Changes from financing cash flows	
Payment of lease liabilities	(4,334)
Interest paid	(378)
Total changes from financing cash flows	(4,712)
Other changes	
Interest expense	378
Lease additions	14,351
Total liability-related charges	14,729
End of financial year	11,717

21. Provision for reinstatement costs

	Group and Agency
	\$'000
2025	
Beginning of financial year	6,562
Provision made during the year	210
Reversal of provision during the year	(1,908)
Unwinding of discount	228
End of financial year	5,092
2024	
Beginning of financial year	10,632
Reversal of provision during the year	(4,371)
Unwinding of discount	301
End of financial year	6,562

Provision for reinstatement costs is the estimated costs to restore any or all parts of the Group's and the Agency's leased premises and land to their state and condition. Management's estimate for reinstatement costs of land included expenditures to carry out demolition works, distress prestressed tendon, imported earth backfilling and turfing. The provision is expected to be utilised upon return of the Group's and the Agency's leased premises and land.

22. Deferred capital grants

	Group and Agency
	\$'000
2025	
Beginning of financial year	183,862
Amounts transferred from government grants	15,050
Amounts paid by National Productivity Fund	916
Amortisation of deferred capital grants	(32,802)
End of financial year	167,026
2024	
Beginning of financial year	193,743
Amounts transferred from government grants	18,524
Amounts paid by National Productivity Fund	693
Amortisation of deferred capital grants	(29,098)
End of financial year	183,862

Note

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23. Other payables

	Group		Agency	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Other payables				
- Related parties	24,288	13,374	24,231	13,127
- Third parties	6,764	6,150	3,458	4,200
Amount due to SDF	12,344	14,235	12,344	14,235
Amount due to LLEF	-	269	-	269
Accruals	14,708	16,111	11,910	14,593
Deferred revenue	2,816	2,853	422	1,810
	60,920	52,992	52,365	48,234
Less: Deposits due after 12 months	(1,104)	(784)	-	-
	59,816	52,208	52,365	48,234
Current portion	59,816	52,208	52,365	48,234
Non-current portion	1,104	784	-	-
	60,920	52,992	52,365	48,234

The amount due to subsidiaries and related parties are unsecured, interest-free and repayable within a credit period of 30 days.

24. Contribution to Consolidated Fund

The total contribution for the year can be reconciled to the net surplus as follows:

	Group and Agency	
	2025	2024
	\$'000	\$'000
Surplus of the Agency before contribution to Consolidated Fund	3,156	4,762
Contribution at 17% (2024: 17%)	537	810

25. Government grants received in advance

	MOE - RF ⁽ⁱ⁾	MOE - TGS ⁽ⁱⁱ⁾	MOE - ATB ⁽ⁱⁱⁱ⁾	Operations funded by SDF ^(iv)	Operations funded by NPF ^(v)	MOE - SATB ^(vi)	Operating grant	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Group								
2025								
Beginning of financial year	-	-	8,813	1,340	-	17,486	-	27,639
Grants received/(refunded) during the financial year, net	1,794	7,565	3,011	(933)	7,422	(16,883)	208,480	210,456
Grants receivable in the next financial year	165	1,350	-	-	-	-	2,777	4,292
Transfer to statement of comprehensive income	(1,959)	(8,910)	3,859	174	(6,506)	(593)	(195,932)	(209,867)
Transfer to other payables	-	-	(15,599)	-	-	-	(340)	(15,939)
Transfer to deferred capital grants	-	(5)	-	(60)	(916)	-	(14,985)	(15,966)
End of financial year	-	-	84	521	-	10	-	615
2024								
Beginning of financial year	-	-	9,830	1,000	-	14,829	622	26,281
Grants received/(refunded) during the financial year, net	-	12,721	357	288	3,575	28,321	202,245	247,507
Grants receivable in the next financial year	-	663	-	-	-	-	2	665
Transfer to statement of comprehensive income	-	(6,465)	(1,374)	225	(2,882)	(25,664)	(191,437)	(227,597)
Transfer to deferred capital grants	-	(6,919)	-	(173)	(693)	-	(11,432)	(19,217)
End of financial year	-	-	8,813	1,340	-	17,486	-	27,639

25. Government grants received in advance (continued)

	MOE - RF ⁽ⁱ⁾ \$'000	MOE - TGS ⁽ⁱⁱ⁾ \$'000	MOE - ATB ⁽ⁱⁱⁱ⁾ \$'000	Operations funded by SDF ^(iv) \$'000	Operations funded by NPF ^(v) \$'000	MOE - SATB ^(vi) \$'000	Operating grant \$'000	Total \$'000
Agency								
2025								
Beginning of financial year	-	-	8,813	-	-	17,486	-	26,299
Grants received/(refunded) during the financial year, net	1,794	7,565	3,011	(333)	7,422	(16,883)	208,480	211,056
Grants receivable in the next financial year	165	1,350	-	-	-	-	2,777	4,292
Transfer to statement of comprehensive income	(1,959)	(8,910)	3,859	393	(6,506)	(593)	(195,932)	(209,648)
Transfer to other payables	-	-	(15,599)	-	-	-	(340)	(15,939)
Transfer to deferred capital grants	-	(5)	-	(60)	(916)	-	(14,985)	(15,966)
End of financial year	-	-	84	-	-	10	-	94
2024								
Beginning of financial year	-	-	9,830	-	-	14,829	622	25,281
Grants received/(refunded) during the financial year, net	-	12,721	357	(92)	3,575	28,321	202,245	247,127
Grants receivable in the next financial year	-	663	-	-	-	-	2	665
Transfer to statement of comprehensive income	-	(6,465)	(1,374)	265	(2,882)	(25,664)	(191,437)	(227,557)
Transfer to deferred capital grants	-	(6,919)	-	(173)	(693)	-	(11,432)	(19,217)
End of financial year	-	-	8,813	-	-	17,486	-	26,299

25. Government grants received in advance (continued)

(i) MOE - Reinvestment Funds

Reinvestment Funds ("RF") are provided by Ministry of Finance ("MOF") through Ministry of Education ("MOE") to supplement the Agency's operating grant and/or project funds.

(ii) MOE - Training Grant System ("MOE - TGS")

Co-funding between Smart Nation and Digital Government Office and MOE to support the development of Whole-Of-Government Training Grant System.

(iii) MOE - Above-The-Block ("MOE - ATB")

MOE-ATB is a funding source for both operating and development budget, and jobs and skills programme budget. ATB is provided by MOF through MOE as a funding source to supplement the existing funds.

(iv) Operations funded by Skills Development Fund ("SDF")

In areas permissible, the Agency taps on the SDF to meet the increasing demands and needs of the Agency's workforce development efforts. These expenditures pertain to manpower and operating overheads related to the delivery of specific CET programmes.

(v) Operations funded by NPF

National Productivity Fund ("NPF") is a government fund administered by Productivity Fund Administration Board ("PFAB") to fund initiatives related to productivity enhancement and continuing education.

The Agency taps on the NPF to deliver SkillsFuture initiatives limited to specific projects approved by PFAB.

(vi) MOE – Special Above-The-Block ("MOE - SATB")

Special Above-The-Block are provided by MOF through MOE to support the expenditures on training allowances, placement incentive and provision for skills and training advisory service, arising from the following programs:

- Enhanced Training Support Package;
- SG United Skills Programme; and
- SG United Mid-Career Pathways Programme-Company Training.

26. Net assets of Skills Development Fund

The Skills Development Fund ("SDF") was established in the Republic of Singapore on 1 October 1979 as a Government fund under the Skills Development Levy Act 1979. SDF was administered by Singapore Workforce Development Agency ("WDA") from 1 September 2003 to 2 October 2016. The administration of the SDF was transferred from WDA to SkillsFuture Singapore Agency ("the Agency") with effect from 3 October 2016.

The Agency and WSG have established a mutually agreed allocation framework on the usage of SDF to fund programmes and projects that are consistent with the objects of SDF. As the Agency and WSG's activities and operations have expanded rapidly to react to greater economic downturns and uncertainties impacting the Singapore workforce, management has obtained approval from the Board of the Agency to fund expenditures on manpower, other operating expenditures and development costs for selected CET functions using SDF. Upon dissolution of SDF, the treatment of the remaining balance would be guided by the Government.

The SDF is established for the following purposes:

- (i) the promotion, development and upgrading of skills and expertise of persons preparing to join the workforce, persons in the workforce and persons re-joining the workforce;
- (ii) the retraining of retrenched persons; and
- (iii) the provision of financial assistance by grants, loans or otherwise for the above-mentioned purposes.

26. Net assets of Skills Development Fund (continued)

The following financial information represents SDF as presented below, are prepared on an accrual basis.

	Group and Agency 2025 \$'000	2024 \$'000
Income		
Operating income	326,139	317,188
Interest income	47,287	53,376
Other income	11,566	12,964
Fair value gain	48,090	72,091
	433,082	455,619
Expenditure		
Net disbursements	(664,493)	(459,883)
Reversal of impairment loss on receivables	10,332	369
Bad debts recovered/(written off)	3	(6)
	(654,158)	(459,520)
Grants from government	311,500	168,634
Surplus for the year	90,424	164,733
Accumulated surplus at the beginning of the year	532,339	367,606
Accumulated surplus at the end of the year	622,763	532,339
Represented by:		
Current assets		
Cash and cash equivalents	1,691,166	726,249
Levy and other receivables	174,605	62,563
Grants disbursed in advance	126	-
Financial assets, at amortised cost	-	800,000
Financial assets, at FVTPL	1,471,001	1,525,905
	3,336,898	3,114,717
Current liabilities		
Trade and other payables	(94,185)	(150,928)
Grants received in advance	(559,000)	(286,700)
	(653,185)	(437,628)
Non-current liability		
Grants received in advance	(1,189,811)	(1,273,611)
Equity		
Capital account	871,139	871,139
Accumulated profits	622,763	532,339
	1,493,902	1,403,478
Net assets	1,493,902	1,403,478

27. Net assets of Lifelong Learning Endowment Fund

The Lifelong Learning Endowment Fund ("LLEF") is set up by the Singapore Government under the Lifelong Learning Endowment Fund Act 2001 for the acquisition of skills and expertise by persons and the development and upgrading of skills and expertise of persons to enhance their employability; and the promotion of the acquisition, development and upgrading of skills and expertise to enhance the employability of persons. The distribution of any residual amounts in the fund would be guided by the Government.

The financial statements of LLEF, as presented below, are prepared by MOE on a cash basis.

	Group and Agency	
	2025	2024
	\$'000	\$'000
Receipts		
Refund of unused grant from programme manager	172	43
Interest income	513	477
	685	520
Expenditure		
Grants disbursed	(72,431)	(69,297)
Grants from government	71,864	69,912
Surplus for the year	118	1,135
Accumulated surplus at the beginning of the year	1,706	571
Accumulated surplus at the end of the year	1,824	1,706
Represented by:		
Current asset		
Cash and cash equivalents	1,864	24,564
Current liability		
Amount due to related parties	(40)	(22,858)
Net assets	1,824	1,706

28. Net assets of National Productivity Fund

Singapore Workforce Development Agency ("WDA") administers the National Productivity Fund ("NPF") on behalf of Productivity Fund Administration Board ("PFAB"). The administration of NPF was transferred from WDA to the Agency with effect from 3 October 2016. NPF provides funding initiatives endorsed by the Future Economy Council ("FEC"), which could include sector-specific Industry transformation Maps ("ITM") to uplift productivity as well as initiatives and programmes supporting lifelong learning. The distribution of any residual amounts in the fund would be guided by the Government. In the current financial year, deficit in NPF is mainly due to payable to SDF that will be recovered from PFAB.

The following financial information represents NPF, as presented below, are prepared on an accrual basis.

		Group and Agency	
	Note	2025	2024
		\$'000	\$'000
Income			
Government grants received/(refunded)		79,782	(3,552)
Other income		4	99
		79,786	(3,453)
Expenditure			
Grants disbursements		(182,994)	(9,821)
Others		(3)	(1)
Purchase of plant and equipment	22	(916)	(693)
		(183,913)	(10,515)
Deficit for the year		(104,127)	(13,968)
Accumulated (deficit)/surplus at the beginning of the year		(212)	13,756
Accumulated deficit at the end of the year		(104,339)	(212)
Represented by:			
Current assets			
Cash and bank balances		45,812	2,925
Trade and other receivables		183	389
		45,995	3,314
Current liabilities			
Current payables		(150,334)	(3,521)
Accruals		-	(5)
		(150,334)	(3,526)
Net liabilities		(104,339)	(212)

29. Net assets of SkillsFuture Jubilee Fund

The SkillsFuture Jubilee Fund ("SFJF") was established in the Republic of Singapore as part of the Skills Development Fund ("SDF") established under section 5 of the Skills Development Levy Act 1979. SFJF was approved by the Cabinet on 11 February 2015 and was administered by Singapore Workforce Development Agency ("WDA") from 11 February 2015 to 2 October 2016. The administration of the SFJF was transferred from WDA to SkillsFuture Singapore Agency ("the Agency") with effect from 3 October 2016. Upon dissolution of SFJF, the treatment of the remaining balance would be guided by the Government.

The financial statements of SFJF, as presented below, are prepared on an accrual basis:

	Group and Agency	
	2025	2024
	\$'000	\$'000
Income		
Interest income	<u>703</u>	<u>720</u>
Expenditure		
Grants disbursements	<u>(125)</u>	<u>(220)</u>
Surplus for the year	578	500
Accumulated surplus at the beginning of the year	21,212	20,712
Accumulated surplus at the end of the year	<u>21,790</u>	<u>21,212</u>
Represented by:		
Current assets		
Cash and cash equivalents	21,427	20,859
Interest receivables	363	353
	<u>21,790</u>	<u>21,212</u>
Net assets	<u>21,790</u>	<u>21,212</u>

30. Capital commitments

Capital expenditure contracted for at the end of each reporting period but not recognised in the financial statements are as follows:

	Group and Agency	
	2025	2024
	\$'000	\$'000
Commitments for the acquisition of:		
Intangible assets	<u>19,620</u>	<u>20,664</u>

31. Leases**The Group as a lessee**

The Group leases office premises and office equipment. The lease of office premises typically run for a period 3 years with option to extend or renew the lease. Lease payments are renegotiated every three years to reflect market rentals.

The lease of office equipment typically run for a period of 1 to 5 years. For leases that are short-term and/or leases of low-value items, the Group has elected not to recognise right-of-use assets and lease liabilities.

Information about leases for which the Group is a lessee is presented below.

Right-of-use assets**(a) Carrying amounts**

Right-of-use assets related to leased office spaces and office equipment are presented as property, plant and equipment (see Note 10).

	Leasehold land \$'000	Building \$'000	Total \$'000
2025			
Group and Agency			
Cost			
Beginning of financial year	29,868	32,554	62,422
Disposal/Write-off	-	(1,908)	(1,908)
End of financial year	<u>29,868</u>	<u>30,646</u>	<u>60,514</u>
Accumulated depreciation			
Beginning of financial year	8,786	17,254	26,040
Depreciation charge for the year	1,193	4,888	6,081
End of financial year	<u>9,979</u>	<u>22,142</u>	<u>32,121</u>
Net book value			
End of financial year	<u>19,889</u>	<u>8,504</u>	<u>28,393</u>

31. Leases (continued)**The Group as a lessee** (continued)**Right-of-use assets** (continued)

(a) Carrying amounts (continued)

	Leasehold land \$'000	Building \$'000	Office equipment \$'000	Total \$'000
2024 Group Cost				
Beginning of financial year	29,868	22,164	15	52,047
Additions to right-of-use assets	-	14,351	-	14,351
Disposal/Write-off	-	(3,961)	-	(3,961)
Derecognition of right-of use assets	-	-	(15)	(15)
End of financial year	29,868	32,554	-	62,422
Accumulated depreciation				
Beginning of financial year	7,592	12,792	13	20,397
Depreciation charge for the year	1,194	4,462	2	5,658
Derecognition of right-of use assets	-	-	(15)	(15)
End of financial year	8,786	17,254	-	26,040
Net book value End of financial year	21,082	15,300	-	36,382
	Leasehold land \$'000	Building \$'000	Total \$'000	
2024 Agency Cost				
Beginning of financial year	29,868	22,164	52,032	
Additions to right-of-use assets	-	14,351	14,351	
Disposal/Write-off	-	(3,961)	(3,961)	
End of financial year	29,868	32,554	62,422	
Accumulated depreciation				
Beginning of financial year	7,592	12,792	20,384	
Depreciation charge for the year	1,194	4,462	5,656	
End of financial year	8,786	17,254	26,040	
Net book value End of financial year	21,082	15,300	36,382	

31. Leases (continued)**The Group as a lessee** (continued)**Right-of-use assets** (continued)

(b) Amounts recognised in statement of comprehensive income

	Group \$'000	Agency \$'000
2025 – Leases under SB-FRS 116		
Interest on lease liabilities	451	451
Expenses relating to leases of low-value assets	496	496
Operating lease income from building	9,338	9,825
2024 – Leases under SB-FRS 116		
Interest on lease liabilities	378	378
Expenses relating to short-term leases	16	16
Expenses relating to leases of low-value assets	452	452
Operating lease income from building	13,395	12,416
(c) Total lease payments during the financial year		
	Group	
	2025 \$'000	2024 \$'000
Short-term lease	-	16
Low value leases	496	452
Principal and interest payments for lease liabilities	5,139	4,712
	5,635	5,180

(d) Extension options

The lease for office building contains extension options, for which the related lease payments had not been included in lease liabilities as the Group is not reasonably certain to exercise these extension options. The Group negotiates extension options to optimise operational flexibility in terms of managing the assets used in the Group's operations. The extension options are exercisable by the Group and not by the lessor.

31. Leases (continued)**The Group as a lessor**

The Group leases out its owned building (see Note 10) and has classified these leases as operating leases, because they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets. Rental income from the building recognised by the Group and the Agency during 2025 was \$9,338,000 (2024: \$13,395,000) and \$9,825,000 (2024: \$12,416,000).

The following table sets out a maturity analysis of lease payments, showing the undiscounted lease payments to be received after the reporting date.

	Group \$'000	Agency \$'000
2025 – Operating leases under SB-FRS 116		
Less than one year	13,024	8,797
One to two years	9,130	6,352
Two to three years	4,847	3,443
Three to four years	748	714
Total undiscounted lease receivable	27,749	19,306
2024 – Operating leases under SB-FRS 116		
Less than one year	15,851	9,884
One to two years	9,342	5,731
Two to three years	5,262	3,161
Three to four years	4,205	2,483
Four to five years	1,426	890
Total undiscounted lease receivable	36,086	22,149

32. Related party transactions

Some of the Group's transactions and arrangements are with related parties and the effects of these on the basis determined between the parties are reflected in these financial statements. The intercompany balances are unsecured, interest-free and repayable on demand unless otherwise stated.

Other than disclosed in the respective notes to the financial statements, the following transactions took place between the Agency and related parties during the year:

	Parent Ministry \$'000	Other Ministries \$'000	Other Statutory Boards \$'000	Total \$'000
Group and Agency				
2025				
Operating income	-	-	(185)	(185)
Grant disbursement	-	-	3,765	3,765
Other expenditure	2,304	1,505	32,112	35,921
Payments made on behalf of WSG by the Agency:				
- Shared services ⁽¹⁾	-	-	14,334	14,334
- Other expenditure	-	-	1,186	1,186
Payments made on behalf of the Agency by WSG:				
- Shared services ⁽¹⁾	-	-	1,471	1,471
- Other expenditure	-	-	1,857	1,857
2024				
Operating income	-	-	(206)	(206)
Grant disbursement	-	-	32,624	32,624
Other expenditure	708	702	40,761	42,171
Payments made on behalf of WSG by the Agency:				
- Shared services ⁽¹⁾	-	-	15,333	15,333
- Other expenditure	-	-	173	173
Payments made on behalf of the Agency by WSG:				
- Shared services ⁽¹⁾	-	-	1,324	1,324
- Other expenditure	-	-	321	321

⁽¹⁾ The Agency and WSG have the shared goal of helping individuals grow their skills in the course of seeking fulfilling careers, and enabling Singapore's enterprises to develop their workforce to remain globally competitive. The Agency and WSG provide various services ("shared services") to each other at cost, including outsourcing, technological and facility services to deliver the shared goal.

32. Related party transactions (continued)**Compensation of key management personnel**

The remuneration of key management personnel during the financial year were as follows:

	2025 \$'000	2024 \$'000
Group and Agency		
Board of director fees	133	152
Wages and salaries	5,621	5,217
Employers' contribution to Central Provident Fund	210	192
	<u>5,964</u>	<u>5,561</u>

Wages and salaries and employer's contribution to Central Provident Fund include amounts for key management personnel seconded from other government bodies.

33. Dividends

	2025 \$'000	2024 \$'000
Group and Agency		
Dividend paid in respect of the previous financial year	<u>3,952</u>	<u>-</u>

The Group declared and paid a dividend of \$3,952,000 (2024: \$nil) in accordance with the Capital Management Framework for Statutory Boards outlined in Finance Circular Minute No. M2/2024.

34. Financial risk management**(a) Overview**

The Group has exposure to the following risks arising from financial instruments:

- credit risk
- liquidity risk
- market risk

This note presents information about the Group's exposure to each of the above risks, the Group's objectives, policies and processes for measuring and managing risk, and the Group's management of capital.

34. Financial risk management (continued)**(a) Overview (continued)****Risk management framework**

The Group has documented financial risk management policies. These policies set out the Group's overall business strategies and its risk management philosophy. The Group's overall financial risk management objective seeks to minimise potential adverse effects on its financial performance.

It is the Group's policy not to hold derivative financial instruments for speculative purposes although such instruments may be used for hedging exposure.

The Group provides written principles for overall financial risk management, which covers specifically on market risk (including interest rate risk), credit risk and liquidity risk. Such written policies are reviewed periodically by the Group and periodic reviews are undertaken to ensure that the Group's policy is relevant and complied with.

The Group monitors its risk exposure regularly. There has been no change to the Group's exposure to these financial risks or the manner in which it manages and measures the risk.

(b) Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, as and when they fall due.

At the reporting date, the Group's credit risk is limited as the major classes of financial assets are cash and deposits with AGD and trade and other receivables. The maximum exposure to credit risk for each class of financial assets is the carrying amount of that class of financial instruments as presented on the statement of financial position, before taking into account any collateral held. The Group does not hold any collateral in respect of its financial assets, except for balances with customers where security deposits are obtained.

34. Financial risk management (continued)

(b) Credit risk (continued)

Cash and cash at bank

The Group held cash and cash at bank of \$125,505,000 at 31 March 2025 (2024: \$155,799,000). The cash and cash at bank are held with AGD which has low credit risk based on external credit ratings of the counterparties.

Impairment on cash and cash at bank has been measured on the 12-months expected loss basis and reflects the short maturities of the exposures. The amount of allowance on cash and cash at bank was negligible. No forward-looking factors are used in the computation as the balances are measured on the 12-months expected loss basis (i.e. short-term).

Trade receivables

The Group and the Agency has applied the simplified approach to measure the loss allowance based on lifetime expected credit losses. The Group and the Agency considers the differences between economic conditions during the period over which the probabilities of default are computed mainly based on actual historical credit experience and expected future economic conditions, along with a consideration of the amount of security deposits obtained, if any. The residual outstanding exposure primarily relates to a government agency, with low credit risk. The loss allowance has been determined to be immaterial as at 31 March 2025 and 2024.

Amount due from related parties and subsidiaries

Impairment on amount due from related parties and subsidiaries has been measured on a 12-months expected loss. The Group and the Agency considers that the amount due from related parties and subsidiaries have low credit risk based on the credit standing of the counterparties.

Other receivables

The other receivables is not considered to be material and the amount of the allowances on these balances is expected to be insignificant. Forward-looking factors are used in the computation. The amount of allowance on other receivables was negligible.

34. Financial risk management (continued)

(c) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

The Group manages liquidity risk by receiving grants from the Government to finance its operations and to mitigate the effects of fluctuations in cash flows.

The following are the expected undiscounted contractual cash outflows of financial liabilities, including estimated interest payments and excluding the impact of netting agreements:

	Cash flows			
	Carrying amount \$'000	Contractual cash flows \$'000	Within 1 year \$'000	Between 2 to 5 years \$'000
Group				
31 March 2025				
Non-derivative financial liabilities				
Lease liabilities	7,029	7,280	5,138	2,142
Other payables*	58,104	58,104	57,000	1,104
	65,133	65,384	62,138	3,246
31 March 2024				
Non-derivative financial liabilities				
Lease liabilities	11,717	12,418	5,138	7,280
Other payables*	50,139	50,139	49,355	784
	61,856	62,557	54,493	8,064
Agency				
31 March 2025				
Non-derivative financial liabilities				
Lease liabilities	7,029	7,280	5,138	2,142
Other payables*	51,943	51,943	51,943	-
	58,972	59,223	57,081	2,142
31 March 2024				
Non-derivative financial liabilities				
Lease liabilities	11,717	12,418	5,138	7,280
Other payables*	46,424	46,424	46,424	-
	58,141	58,842	51,562	7,280

* Excludes deferred revenue

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier or at significantly different amounts.

34. Financial risk management (continued)

(d) Market risk

Market risk is the risk that changes in market prices, such as interest rates, will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rates.

The Group has cash balances placed with reputable banks and financial institutions and deposits held with AGD and are variable rate interest-bearing.

Sensitivity analysis

A change of 100 basis points in interest rates would have increased or decreased surplus and deficit by the amounts shown below. This analysis assumes that all other variables remain constant.

	Group		Agency	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Centralised Liquidity Management ("CLM") deposits held with AGD	1,255	1,558	439	808

(e) Fair value measurement

Other financial assets and liabilities

The carrying amounts of financial assets and liabilities with a maturity of less than one year (including trade and other receivables, deposits, cash and cash at bank, and other payables) approximate their fair values because of the short period to maturity.

34. Financial risk management (continued)

(f) Financial instruments by category

The carrying amount of the different categories of financial instruments are as follows:

	Financial assets at amortised cost \$'000	Financial liabilities at amortised cost \$'000	Total carrying amount \$'000
Group			
31 March 2025			
Cash and cash at bank	125,505	-	125,505
Trade and other receivables [#]	23,102	-	23,102
Deposits	1,511	-	1,511
	150,118	-	150,118
Lease liabilities	-	7,029	7,029
Other payables [*]	-	58,104	58,104
	-	65,133	65,133
31 March 2024			
Cash and cash at bank	155,799	-	155,799
Trade and other receivables [#]	14,646	-	14,646
Deposits	1,539	-	1,539
	171,984	-	171,984
Lease liabilities	-	11,717	11,717
Other payables [*]	-	50,139	50,139
	-	61,856	61,856

[#] Excludes grants disbursed in advance

^{*} Excludes deferred revenue

34. Financial risk management (continued)

(f) Financial instruments by category (continued)

	Financial assets at amortised cost \$'000	Financial liabilities at amortised cost \$'000	Total carrying amount \$'000
Agency			
31 March 2025			
Cash and cash at bank	43,903	-	43,903
Trade and other receivables [#]	28,293	-	28,293
Deposits	1,419	-	1,419
	73,615	-	73,615
Lease liabilities	-	7,029	7,029
Other payables [*]	-	51,943	51,943
	-	58,972	58,972
31 March 2024			
Cash and cash at bank	80,751	-	80,751
Trade and other receivables [#]	22,481	-	22,481
Deposits	1,467	-	1,467
	104,699	-	104,699
Lease liabilities	-	11,717	11,717
Other payables [*]	-	46,424	46,424
	-	58,141	58,141

[#] Excludes grants disbursed in advance^{*} Excludes deferred revenue

(g) Capital management

The Group manages its capital to ensure that it will be able to continue as a going concern while fulfilling its objective as a statutory board.

The capital structure of the Group consists of accumulated surplus, capital reserves and share capital. The overall strategy remains unchanged from the previous financial period.

35. New standards and interpretations not adopted

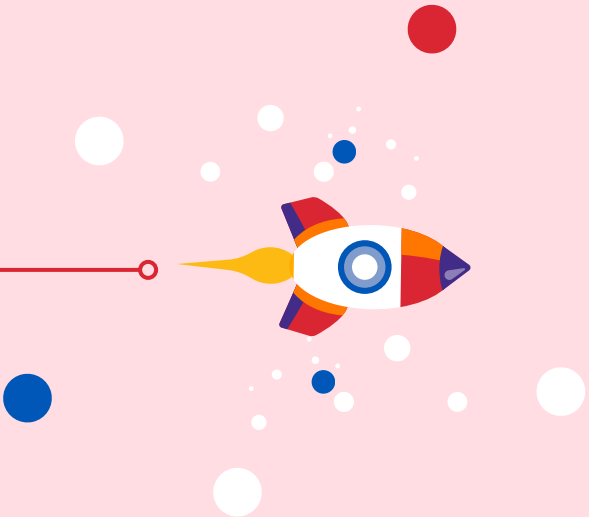
Certain new accounting standards and interpretations have been published that are not mandatory for 31 March 2025 reporting periods and have not been early adopted by the Group. These standards are not expected to have a material impact on the Group in the current or future reporting periods and on foreseeable future transactions.

36. Authorisation of financial statements

These financial statements were authorised for issue by the Board of the Agency on 7 August 2025.

Skills Development Fund

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In our opinion:

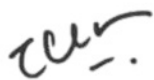
- (a) the accompanying financial statements of Skills Development Fund (“the Fund”), set out on pages 146 to 169 are properly drawn up in accordance with the provisions of the Skills Development Levy Act 1979 (the “Act”) and Statutory Board Financial Reporting Standards (“SB-FRS”) so as to present fairly, in all material respects, the financial position of the Fund as at 31 March 2025, and the financial performance, changes in equity and cash flows of the Fund for the financial year ended on that date;
- (b) the receipts, expenditure and investment of moneys of the Fund and the acquisition and disposal of assets by the Fund during the financial year have been in accordance with the provisions of the Act; and
- (c) proper accounting and other records have been kept in accordance with the provisions of the Act.

On behalf of SkillsFuture Singapore Agency, which administers the Fund



Tan Kai Hoe
Chairman

7 August 2025



Tan Kok Yam (Chen Guyan)
Chief Executive

Report on the Audit of the Financial Statements

Our Opinion

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Skills Development Levy Act 1979 (the “Act”) and Statutory Board Financial Reporting Standards (“SB-FRS”) so as to present fairly, in all material respects, the financial position of the Fund as at 31 March 2025 and the financial performance, changes in equity and cash flows of the Fund for the financial year ended on that date.

What we have audited

The financial statements of the Fund comprise:

- the statement of comprehensive income for the financial year ended 31 March 2025;
- the statement of financial position as at 31 March 2025;
- the statement of changes in equity for the financial year then ended;
- the statement of cash flows for the financial year then ended; and
- the notes to the financial statements, including material accounting policy information.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing (“SSAs”). Our responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Fund in accordance with the Accounting and Corporate Regulatory Authority (“ACRA”) *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* (“ACRA Code”) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Fund in accordance with the Accounting and Corporate Regulatory Authority Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (“ACRA Code”) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code.

Other Information

Management is responsible for the other information. Other information comprises the Statement by SkillsFuture Singapore Agency which administers the Fund but does not include the financial statements and our auditors’ report thereon.

Other Information (continued)

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Act and SB-FRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Fund's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Fund or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Fund's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Fund's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Fund's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Fund to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In our opinion:

- (a) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Fund during the year are, in all material respects, in accordance with the provisions of the Act; and
- (b) proper accounting and other records have been kept, in accordance with the provisions of the Act.

Basis for Opinion

We conducted our audit in accordance with SSAs. Our responsibilities under those standards are further described in the *Auditors' responsibilities for the compliance audit* section of our report. We are independent of the Fund in accordance with the ACRA Code together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.

Responsibilities of Management for Compliance with Legal and Regulatory requirements

Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act and the requirements of any other written law applicable to moneys of or managed by the Board. This responsibility includes monitoring related compliance requirements relevant to the Board, and implementing internal controls as management determines are necessary to enable compliance with the requirements.

Report on Other Legal and Regulatory Requirements (continued)

Auditors' Responsibility for the Compliance Audit

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act and the requirements of any other written law applicable to moneys of or managed by the Fund.

Our compliance audit includes obtaining an understanding of the internal control relevant to the receipts, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the Fund's internal control. Because of the inherent limitations in any internal control system, non-compliances may nevertheless occur and not be detected.

PricewaterhouseCoopers LLP
Public Accountants and Chartered Accountants
Singapore, 7 August 2025

SKILLS DEVELOPMENT FUND

STATEMENT OF COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

	Note	2025 \$'000	2024 \$'000
Operating income	3	326,139	317,188
Interest income	4	47,287	53,376
Other income	5	11,566	12,964
Fair value gain		48,090	72,091
		433,082	455,619
Expenditure			
Net disbursements		(664,493)	(459,883)
Disbursements		(669,250)	(470,771)
Less: Disbursement refunds		4,757	10,888
		10,332	369
Reversal of impairment loss on receivables		3	(6)
Bad debts recovered/(written off)		(654,158)	(459,520)
		(221,076)	(3,901)
Deficit before government grant			
Add			
Grants from government	6	311,500	168,634
Surplus for the year, representing total comprehensive income for the year		90,424	164,733

SKILLS DEVELOPMENT FUND

STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2025

	Note	2025 \$'000	2024 \$'000
Asset			
Cash and cash equivalents	7	1,691,166	726,249
Levy and other receivables	8	174,605	62,563
Grants disbursed in advance	9	126	-
Financial assets, at amortised cost	10	-	800,000
Financial assets, at fair value through profit or loss	11	1,471,001	1,525,905
Current assets		3,336,898	3,114,717
Total assets		3,336,898	3,114,717
Equity			
Capital account	12	871,139	871,139
Accumulated profits		622,763	532,339
Total equity		1,493,902	1,403,478
Liabilities			
Grants received in advance	6	1,189,811	1,273,611
Non-current liability		1,189,811	1,273,611
Trade and other payables	13	94,185	150,928
Grants received in advance	6	559,000	286,700
Current liabilities		653,185	437,628
Total liabilities		1,842,996	1,711,239
Total equity and liabilities		3,336,898	3,114,717

SKILLS DEVELOPMENT FUND

STATEMENT OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

	Capital account \$'000	Accumulated profit \$'000	Total \$'000
2025			
Beginning of financial year	871,139	532,339	1,403,478
Surplus for the year, representing total comprehensive income for the year	-	90,424	90,424
End of financial year	871,139	622,763	1,493,902
2024			
Beginning of financial year	871,139	367,606	1,238,745
Surplus for the year, representing total comprehensive income for the year	-	164,733	164,733
End of financial year	871,139	532,339	1,403,478

SKILLS DEVELOPMENT FUND

STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

	Note	2025 \$'000	2024 \$'000
Cash flows from operating activities			
Deficit before government grant		(221,076)	(3,901)
Adjustments for:			
Reversal of for impairment loss on receivables		(10,332)	(369)
Bad debts (recovered)/written off		(3)	6
Fair value gain		(48,090)	(72,091)
Interest income	4	(47,287)	(53,376)
Operating cash flow before movements in working capital		(326,788)	(129,731)
Changes in:			
Levy and other receivables		(98,319)	(18,581)
Grants disbursed in advance		(126)	15
Trade and other payables		(56,743)	19,861
Net cash used in operating activities		(481,976)	(128,436)
Cash flows from investing activities			
Proceeds on maturity of financial assets, at amortised cost		800,000	-
Proceeds on maturity of financial assets, at fair value through profit or loss		102,994	-
Interest received		43,899	54,380
Purchase of financial assets, at amortised cost		-	(800,000)
Net cash generated from/(used in) investing activities		946,893	(745,620)
Cash flows from financing activity			
Grants received from government	6	500,000	-
Net cash generated from investing activity		500,000	-
Net increase/(decrease) in cash and cash equivalents		964,917	(874,056)
Cash and cash equivalents at beginning of the year	7	726,249	1,600,305
Cash and cash equivalents at end of the year	7	1,691,166	726,249

1. General information

The Skills Development Fund (“the Fund”) was established in the Republic of Singapore on 1 October 1979 as a Government fund under the Skills Development Levy Act 1979. The Fund was administered by Singapore Workforce Development Agency (“WDA”) from 1 September 2003 to 2 October 2016. The administration of the Fund was transferred from WDA to SkillsFuture Singapore Agency (“SSG”) with effect from 3 October 2016. The registered office and principal place of operations of SSG, being the administrator of the Fund, is 1 Paya Lebar Link, #08-08 Paya Lebar Quarter 2, Singapore 408533.

The Fund was established for the following purposes:

- (a) the promotion, development and upgrading of skills and expertise of persons preparing to join the workforce, persons in the workforce and persons re-joining the workforce;
- (b) the retraining of retrenched persons; and
- (c) the provision of financial assistance by grants, loans or otherwise for the above-mentioned purposes.

The Fund is exempted from income tax under Section 13(1)(e) of the Income Tax Act.

SSG provides Workforce Singapore Agency (“WSG”) grants from the Fund to finance programmes and projects that are consistent with the objects of the Fund. SSG and WSG have established a mutually agreed allocation framework on the share of grants disbursed from the Fund to be managed by SSG and WSG respectively. Upon dissolution of the Fund, the treatment of the remaining balance would be guided by the Government.

2. Material accounting policy information**2.1 Basis of preparation**

The financial statements have been prepared in accordance with the provisions of the Act, and Statutory Board Financial Reporting Standards (“SB-FRS”), including Interpretations of SB-FRS (“INT SB-FRS”) and Guidance Notes as promulgated by the Accountant-General. The financial statements have been prepared on the historical cost basis except as otherwise described in the notes below.

The preparation of the financial statements in conformity with SB-FRS requires management to exercise its judgement in the process of applying the Fund’s accounting policies. It also requires the use of accounting estimates and assumptions. There are no areas involving a higher degree of judgement or complexity, or areas where estimates and assumptions are significant to the financial statements.

2. Material accounting policy information (continued)**2.1 Basis of preparation (continued)****Interpretations and amendments to published standards effective in 2025**

On 1 April 2024, the Fund adopted the new or amended SB-FRS and Interpretations of SB-FRS (“INT SB-FRS”) that are mandatory for application for the financial year. Changes to the Fund’s accounting policies have been made as required, in accordance with the transitional provisions in the respective SB-FRS and INT SB-FRS.

The adoption of these new or amended SB-FRS and INT SB-FRS did not result in substantial changes to the Fund’s accounting policies and had no material effect on the amounts reported for the current or prior financial years.

2.2 Functional and presentation currency**(a) Functional and presentation currency**

These financial statements are presented in Singapore dollars, which is the Fund’s functional currency. All information presented in Singapore dollars have been rounded to the nearest thousand, unless otherwise stated.

(b) Transactions and balances

Transactions in a currency other than the functional currency (“foreign currency”) are translated into the functional currency using the exchange rates at the dates of the transactions. Currency exchange differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the balance sheet date are recognised in profit or loss. Monetary items include primarily financial assets (other than equity investments) and financial liabilities.

2.3 Government grants received

The Fund receives various types of grants to meet its operating expenditure.

Government grants are not recognised until there is reasonable assurance that the Fund will comply with the conditions attaching to them and the grants will be received. Government grants are recognised as income over the periods necessary to match them with the costs for which they are intended to compensate, on a systematic basis. Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Fund with no future related costs are recognised in income or expenses in the period in which they become receivables.

2. Material accounting policy information (continued)**2.4 Finance Income**

The Fund's finance income comprises interest income on deposits held with Accountant-General's Department ("AGD") and financial assets measured at amortised cost. Interest income is recognised as it accrues in profit or loss, using the effective interest rate method.

2.5 Grant disbursement

Grant disbursements are recognised as an expense in the statement of comprehensive income when there is an obligation to disburse.

2.6 Revenue

Income from Skills Development Levy ("SDL") is recognised on a monthly basis, in accordance to the month that SDL is paid for and payable by the employers.

2.7 Financial instrumentsFinancial assets**(i) Classification and measurement**

The Group classifies its financial assets in the following measurement category:

- Amortised cost;
- Fair value through profit or loss

The classification is based on the Fund's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset.

2. Material accounting policy information (continued)**2.7 Financial instruments (continued)**Financial assets (continued)**(ii) At initial recognition**

At initial recognition, the Fund measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVTPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed in the statement of comprehensive income.

(iii) At subsequent measurementDebt instruments

Debt instruments mainly comprise of cash and cash equivalents, levy and other receivables and unlisted debt securities.

There are 2 subsequent measurement categories based on the Fund's business model for managing the asset and the cash flow characteristics of the asset:

- **Amortised cost:** Debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in the statement of comprehensive income when the asset is derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest rate method.
- **FVTPL:** Debt instruments that are held for trading as well as those that do not meet the criteria for classification as amortised cost or fair value through other comprehensive income ("FVOCI") are classified as FVTPL. Movement in fair values and interest income is recognised in profit or loss in the period in which it arises and presented in "other gains and losses".

2. Material accounting policy information (continued)**2.7 Financial instruments** (continued)Financial assets (continued)

(iv) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date - the date on which the Fund commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Fund has transferred substantially all risks and rewards of ownership.

On disposal of a debt instrument, the difference between the carrying amount and the sale proceeds is recognised in the statement of comprehensive income.

(v) Impairment

The Group assesses on a forward-looking basis the expected credit losses associated with its debt financial assets carried at amortised cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk. Note 16 details how the Fund determines whether there has been a significant increase in credit risk.

For trade receivables, the Fund applies the simplified approach permitted by the SB-FRS 109, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

Financial liabilities

(i) Recognition and derecognition

Financial liabilities are recognised when, and only when, the Fund becomes a party to the contractual provision of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled, or expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in respective carrying amounts is recognised in the statement of comprehensive income.

2. Material accounting policy information (continued)**2.7 Financial instruments** (continued)Financial liabilities (continued)

(ii) Initial and subsequent measurement

All financial liabilities are recognised initially at fair value, in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs.

After initial recognition, financial liabilities are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in the statement of comprehensive income when the liabilities are derecognised, and through the amortisation process.

2.8 Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Fund currently has a legally enforceable right to set off the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

2.9 Cash and cash equivalents

Cash and cash equivalents comprise cash balances and deposits held with the AGD which are subject to an insignificant risk of changes in value, and are used by the Fund in the management of its short-term commitments.

SKILLS DEVELOPMENT FUND

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025**3. Operating income**

	2025 \$'000	2024 \$'000
SDL from:		
- Private sector	301,758	292,486
- Statutory boards	8,644	9,393
- Ministries and Organs of State	15,541	15,300
Others	196	9
	326,139	317,188

SDL contribution is payable by employers for all employees up to the first \$4,500 (2024: \$4,500) of gross monthly wages at the rate of 0.25% or \$2 (2024: 0.25% or \$2), whichever is higher.

Recovery actions are taken on employers who have estimated outstanding SDL collections and this may allow the Fund to recover additional operating income in future years.

4. Interest income

	2025 \$'000	2024 \$'000
Interest income from:		
- Centralised Liquidity Management ("CLM") deposits held with AGD	39,927	31,296
- Financial assets, at amortised cost	7,360	22,080
	47,287	53,376

5. Other income

The Fund provided a grant for the development of two Continuing Education and Training ("CET") campuses. Rental income collected from the operation of the CET campuses, after deduction of relevant costs, have been given back to the Fund.

SKILLS DEVELOPMENT FUND

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025**6. Grants received in advance**

	Grants received from Ministry of Finance ⁽ⁱ⁾	
	2025 \$'000	2024 \$'000
Beginning of financial year	1,560,311	1,728,945
Grants received during the financial year	500,000	-
Transfer to statement of comprehensive income	(311,500)	(168,634)
End of financial year	1,748,811	1,560,311
Classified as		
- Current	559,000	286,700
- Non-current	1,189,811	1,273,611
	1,748,811	1,560,311

⁽ⁱ⁾ The Fund has obtained a grant from Ministry of Finance and is a funding source for the jobs and skills programme budget. The Fund was established to provide financial incentives to employers to upgrade the skills of their workforce. The Fund primarily funds training subsidies and may also be used to support other components such as absentee payroll, salary support and training allowance.

7. Cash and cash equivalents

	2025 \$'000	2024 \$'000
CLM deposits held with AGD ⁽ⁱ⁾	1,691,166	726,249

⁽ⁱ⁾ The Fund participates in the CLM by the AGD under AGD Circular 4/2009. Deposits, which are interest-bearing, are centrally managed by AGD and are available to the Fund upon request and earn interest at the average rate of 3.09% (2024: 3.38%) per annum.

8. Levy and other receivables

	2025 \$'000	2024 \$'000
Levy receivables	2,423	2,965
Interest receivables from bonds & CLM	22,925	19,537
Other receivables		
- National Productivity Fund	136,878	980
- Lifelong Learning Endowment Fund	-	23,127
- Workforce Singapore Agency	-	138
- SSG	12,344	14,235
- Others	35	1,581
	174,605	62,563

Other receivables, which are with related parties, are unsecured, interest-free and repayable within 12 months from balance sheet date.

Credit risk and impairment losses

The Fund's exposure to credit risk and impairment losses for interest and other receivables, are disclosed in Note 16.

9. Grants disbursed in advance

	2025 \$'000	2024 \$'000
Third parties	126	-

10. Financial assets, at amortised cost

	2025 \$'000	2024 \$'000
Singapore Government bonds	-	800,000
Represented by Current portion	-	800,000

The quoted bonds had fixed interest rates of 3.68% per annum and had matured on 1 July 2024.

11. Financial assets, at fair value through profit or loss

	2025 \$'000	2024 \$'000
Fund investments	1,471,001	1,525,905

Information about fair value measurement of fund investments is included in Note 16.

12. Capital account

The capital account represents the Singapore Government's capital contribution for the establishment of the Skills Development Fund.

13. Trade and other payables

	2025 \$'000	2024 \$'000
Related parties	39,810	66,680
Third parties	54,375	84,248
	94,185	150,928

The amounts due to related parties are unsecured, interest-free and repayable within a credit period of 30 days.

14. Related party transactions*Other related party transactions*

Related companies in these financial statements refer to members of SSG's group of companies, or where the parties are subject to common control or common significant influence.

Some of the transactions and arrangements are with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements. The balances are unsecured, interest-free and repayable on demand unless otherwise stated.

14. Related party transactions (continued)*Other related party transactions (continued)*

Other than disclosed in the respective notes to the financial statements, the Fund entered into the following significant transactions with its related parties during the year:

	2025 \$'000	2024 \$'000
Disbursements to related parties	187,497	161,006
Disbursements to WSG	37,547	-
Receipts from related parties in relation to payments made on behalf of related parties by the Fund	(10)	(1,230)
	2025 \$'000	2024 \$'000
Beginning of financial year	68	7,508
Grants disbursed to WSG	37,547	-
Amount utilised/returned by WSG	(37,142)	(7,440)
Unutilised grant held by WSG as at end of financial year	473	68

Key management personnel compensation

The Fund relies on SSG for management and administrative support.

None of the key management personnel earned any fees or other remuneration in respect of their appointment for the Fund during the current year and prior year. The key management personnel are not paid directly by the Fund but receive remuneration from SSG, in respect of their services to the larger group which includes the Fund. No consideration was paid to SSG for the service rendered by the key management personnel to the Fund.

15. Commitments

The following represents the training assistance grants committed by the Fund at the end of the financial reporting period. The actual disbursement of the training assistance grant commitments are subject to the fulfilment of the agreed conditions by the grant recipients.

	2025 \$'000	2024 \$'000
Training assistance committed for disbursement	2,038,793	1,100,040

Training assistance grant commitment are administered through Training Grants System and are derived from gross commitments less grant disbursed.

16. Financial risk management

Financial risk factors

The Fund has exposure to the following risks arising from financial instruments:

- credit risk
- liquidity risk
- market risk

Risk management framework

The Fund has adopted risk management practices, which set out its general risk management framework as discussed below. In addition, the SSG Board is also involved in formulating investment policies and guidelines, reviewing investment strategy and performance of the fund managers and monitoring the results of the investments. The investment report is also reviewed on a monthly basis by the SSG Chief Executive.

Fund investments

In connection with the funds placed with fund managers, the funds placed with fund managers are exposed to a variety of financial risk: credit risk, liquidity risk and market risk (including fair value interest rate risk, cash flow interest rate risk and price risk).

The fund managers appointed are held responsible in achieving the investment objectives set forth in their respective investment management agreements. All income and realised capital gains are to be reinvested by the fund managers unless otherwise instructed by SSG.

16. Financial risk management (continued)**Risk management framework (continued)****Fund investments (continued)**

These financial assets are invested through the AGD Demand Aggregation Scheme, which consists of funds placements with five (2024: six) fund managers under the AGD panel of approved fund managers. The underlying financial assets of these funds include fixed income instruments, equities and commodities which are of high credit ratings as determined by recognised rating agencies.

The Fund manages risk via investments with fund managers under the AGD Demand Aggregation Scheme. The investment mandates, which include the investment objective, investment universe, asset allocation and risk tolerance, are set by the AGD, and as such the Fund does not have control over these investments. The investment managers are required to submit a monthly report to the Fund and ongoing monitoring is undertaken by the Fund to ensure that all investment activities are in compliance with the guidelines.

(a) Credit risk

Credit risk is the risk of financial loss to the Fund if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Fund's receivables from customers.

The Fund's major classes of financial assets are cash and deposits with AGD, interest and other receivables and financial assets at amortised costs. The maximum exposure to credit risk for each class of financial assets is the carrying amount of that class of financial instruments presented on the statement of financial position.

Cash and cash equivalents

The Fund held cash and cash equivalents of \$1,691,166,000 at 31 March 2025 (2024: \$726,249,000). The cash and cash equivalents are held with AGD have which has low credit risk based on the external credit ratings of the counterparties.

Impairment on cash and cash equivalents has been measured on the 12-month expected loss basis and reflects the short maturities of the exposures. Forward-looking factors are used in the computation. The amount of allowances on cash and cash equivalents was negligible.

Financial assets at amortised costs

The Fund's investments classified as financial assets at amortised costs consist of Singapore Government bonds. The Fund's exposure to credit risk relating to its bonds are classified into AAA rating (based on public ratings assigned by Standard & Poor's).

16. Financial risk management (continued)**(a) Credit risk (continued)****Financial assets at amortised costs (continued)**

The Fund monitors the credit risk of its financial assets at amortised costs by tracking published external credit ratings. To determine whether published ratings remain up to date and to assess whether there has been a significant increase in credit risk at the reporting date that has not been reflected in published ratings, the Fund supplements this by reviewing changes in the probability of default of the issuers.

Impairment on AAA rated bonds has been measured on the 12-month expected loss basis. The Fund considers that its AAA rated bonds have low credit risk based on the external credit ratings of the counterparties.

Interest and other receivables

The Fund's most significant receivables due from a counterparty amounts to \$136,878,000 (2024: \$23,127,000) which pertained to amounts to be received from National Productivity Fund (2024: Lifelong Learning Endowment Fund).

A breakdown of the Fund's interest and other receivables are disclosed under Note 8. Apart from the significant receivables above, the Fund believes the concentration of credit risk in interest and other receivables are mitigated.

The Fund does not obtain or hold collaterals in respect of interest and other receivables.

Impairment on interest and other receivables has been measured on the 12-month expected loss basis and reflects the short maturities of the exposures. Interest and other receivables are considered to have low credit risk as there have been no significant increase in the risk of default on the receivables since initial recognition. The amount of the allowance was assessed to be immaterial.

(b) Liquidity risk

Liquidity risk is the risk that the Fund will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial assets. The Fund manages liquidity risk by maintaining sufficient funds from collection of SDL to enable it to meet its operational requirements.

16. Financial risk management (continued)

(b) Liquidity risk (continued)

The non-derivative financial liabilities of the Fund are presented in the statement of financial position. The undiscounted cash flows of the Fund's non-derivative financial liabilities (comprising trade payables) at the reporting approximate their carrying amounts and are expected to be settled within the next 12 months and are classified as current liabilities.

Capital management

The Fund's objectives when managing capital are to ensure that it is adequately capitalised and that it fulfils the objects for which moneys of the Fund may be applied under the Skills Development Levy Act 1979.

The Fund is not subject to any capital requirements under the Skills Development Levy Act 1979 or any other externally imposed capital requirements.

(c) Market risk

Market risk is the risk that changes in market prices, such as interest rates and equity prices will affect the Fund's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

Price risk

Risk management policy

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate arising from changes in market prices (other than those arising from interest rate risk or currency risk, which are further discussed below), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting similar financial instruments traded in the market.

The Fund is exposed to price risk arising from its investments with fund managers. The management monitors the price fluctuations of the investments and assesses the valuation on a monthly basis.

16. Financial risk management (continued)

(c) Market risk (continued)

Price risk (continued)

Sensitivity analysis

Investments at fair value through profit or loss

If prices of fund investments had been 10% higher with all other variables held constant, the fair value of these financial instruments for the year ended 31 March 2025 would have been higher by \$147,100,000 (2024: \$152,591,000). Correspondingly, the surplus would have been higher by \$147,100,000 (2024: \$152,591,000). Conversely, if prices of fund investments had been 10% lower with all other variables held constant, the fair value of the financial instruments and the surplus would have been lower by an equal amount.

The 10% represents management's assessment of the possible change in market prices. The sensitivity analysis is for illustrative purposes only. In practice, prices rarely change in isolation and are likely to be interdependent with other market variables.

Interest rate risk

The Fund's fixed rate instruments relate primarily to financial assets at amortised costs, which consist of Singapore Government bonds. The Fund does not account for any fixed rate financial assets and liabilities at FVTPL. Therefore, in respect of the fixed rate instruments, a change in interest rates at the reporting date would not affect profit or loss.

The Fund's exposure to changes in interest rates relates primarily to deposits held with AGD. Surplus funds are placed with AGD as disclosed in Note 7.

At the reporting date, the interest rate profile of the interest-bearing financial instruments was:

	2025 \$'000	2024 \$'000
Fixed rate instruments		
Financial assets, at amortised cost	-	800,000
Variable rate instruments		
CLM deposits held with AGD	1,691,166	726,249
	<u>1,691,166</u>	<u>1,526,249</u>

16. Financial risk management (continued)**(c) Market risk (continued)****Interest rate risk (continued)**

As at 31 March 2025, if the interest rates had increased/decreased by 1% per annum (2024: 1% per annum), with all other variables including tax rate being held constant, the profit after tax for the year would have been higher/lower by \$16,912,000 (2024: \$7,262,000) as a result of higher/lower interest income on these cash and cash equivalents.

(d) Accounting classifications and fair values

The carrying amounts and fair values of financial assets and financial liabilities are as follows. It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

	Note	Carrying amount				Fair value \$'000
		Mandatory at FVTPL \$'000	Financial assets at amortised cost \$'000	Other financial liabilities \$'000	Total carrying amount \$'000	
2025						
Financial assets measured at fair value						
Fund investments at FVTPL	11	<u>1,471,001</u>	-	-	<u>1,471,001</u>	<u>1,471,001</u>
Financial assets not measured at fair value						
Cash and cash equivalents	7	-	1,691,166	-	1,691,166	-
Interest and other receivables	8	-	172,182	-	172,182	-
		-	<u>1,863,348</u>	-	<u>1,863,348</u>	-
Financial liabilities						
Trade payables	13	-	-	94,185	94,185	-

16. Financial risk management (continued)**(d) Accounting classifications and fair values (continued)**

	Note	Carrying amount				Fair value \$'000
		Mandatory at FVTPL \$'000	Financial assets at amortised cost \$'000	Other financial liabilities \$'000	Total carrying amount \$'000	
2024						
Financial assets measured at fair value						
Fund investments at FVTPL	11	<u>1,525,905</u>	-	-	<u>1,525,905</u>	<u>1,525,905</u>
Financial assets not measured at fair value						
Cash and cash equivalents	7	-	726,249	-	726,249	-
Interest and other receivables	8	-	59,598	-	59,598	-
Financial investments at amortised cost	10	-	800,000	-	800,000	-
		-	<u>1,585,847</u>	-	<u>1,585,847</u>	-
Financial liabilities						
Trade payables	13	-	-	150,928	150,928	-

The following methods and assumptions are made to estimate the fair value of each class of financial instruments (where it is practicable to estimate that value):

Fund investments at FVTPL

The Fund's investments at fair value through profit or loss represent financial assets carried at fair value through profit or loss on inception. The Fund's investments at fair value through profit or loss are managed externally by professional fund managers within discretion of the investment guidelines mandated by AGD under the Demand Aggregation Scheme. The Fund manages and evaluates the performance of such investments on a fair value basis in accordance with the Fund's investment policy and strategies.

The fair values of unquoted fund investments are determined based on the closing net asset value provided by the fund managers as at 31 March 2025.

16. Financial risk management (continued)

- (d) Accounting classifications and fair values (continued)

Other financial assets and liabilities

The carrying amounts of interest and other receivables, cash and cash equivalents and, financial investments at amortised cost and trade payables approximate their respective fair values due to the short-term to maturity.

Fair value hierarchy

The Fund classifies fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- (a) Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities;
- (b) Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- (c) Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The following table stipulates investments measured at fair value by fair value hierarchy:

	Level 2 \$'000	Total \$'000
2025		
Fund investments at FVTPL	<u>1,471,001</u>	<u>1,471,001</u>
2024		
Fund investments at FVTPL	<u>1,525,905</u>	<u>1,525,905</u>

The Fund does not have any investments in the Level 3 category and there were no transfers between Level 1 and Level 2 in 2025 and 2024.

Valuation techniques and inputs used to derive Level 2 fair values

Level 2 fair values of the fund investments at FVTPL were derived using the net asset value approach.

17. New standards and interpretations not adopted

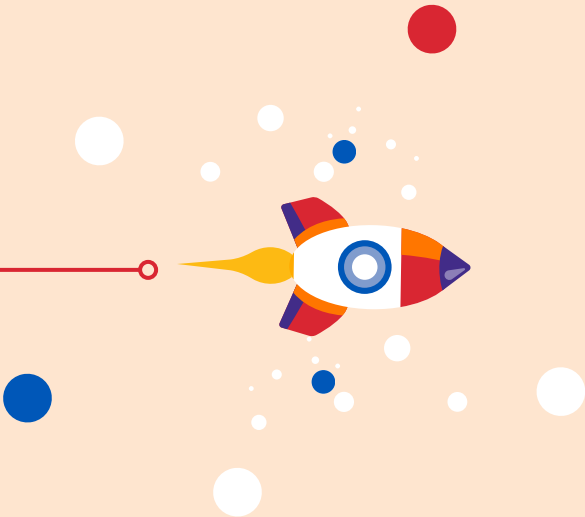
Certain new accounting standards and interpretations have been published that are not mandatory for 31 March 2025 reporting periods and have not been early adopted by the Fund. These standards are not expected to have a material impact on the Fund in the current or future reporting periods and on foreseeable future transactions.

18. Authorisation of financial statements

These financial statements were authorised for issue by the Board of SSG on 7 August 2025.

SkillsFuture Jubilee Fund

Statement by SkillsFuture Singapore Agency, which administers SkillsFuture Jubilee Fund	172
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In our opinion,

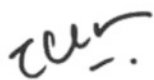
- (a) the accompanying financial statements of SkillsFuture Jubilee Fund (“the Fund”), set out on pages 178 to 189 are properly drawn up in accordance with the provisions of the Skills Development Levy Act 1979 (the “Act”), the Charities Act 1994 and other relevant regulations (the “Charities Act and Regulations”) and Statutory Board Financial Reporting Standards (“SB-FRS”) so as to present fairly, in all material respects, the financial position of the Fund as at 31 March 2025, and the financial performance, changes in accumulated surplus, and cash flows of the Fund for the financial year ended on that date;
- (b) the receipts and expenditure by the Fund during the financial year have been in accordance with the provisions of the Act;
- (c) proper accounting and other records have been kept in accordance with the provisions of the Act, the Charities Act and Regulations.

On behalf of SkillsFuture Singapore Agency, which administers the Fund



Tan Kai Hoe
Chairman

7 August 2025



Tan Kok Yam (Chen Guyan)
Chief Executive

Report on the Audit of the Financial Statements

Our Opinion

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Skills Development Levy Act 1979 (the “Act”), the Charities Act 1994 and other relevant regulations (the “Charities Act and Regulations”) and Statutory Board Financial Reporting Standards (“SB-FRS”) so as to give a true and fair view of the financial position of the Fund as at 31 March 2025, and the financial performance, changes in accumulated surplus and cash flows of the Fund for the financial year ended on that date.

What we have audited

The financial statements of the Company comprise:

- the statement of comprehensive income for the financial year ended 31 March 2025;
- the statement of financial position as at 31 March 2025;
- the statement of changes in accumulated surplus for the financial year then ended;
- the statement of cash flows for the financial year then ended; and
- the notes to the financial statements, including material accounting policy information.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing (“SSAs”). Our responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Financial Statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Fund in accordance with the Accounting and Corporate Regulatory Authority Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (“ACRA Code”) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code.

Other Information

Management is responsible for the other information. Other information comprises the Statement by SkillsFuture Singapore Agency which administers the Fund but does not include the financial statements and our auditor’s report thereon.

Report on the Audit of the Financial Statements (continued)

Other Information (continued)

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act, the Charities Act and Regulations and SB-FRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Fund's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Fund or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Fund's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Report on the Audit of the Financial Statements (continued)

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Fund's internal controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Fund's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Fund to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In our opinion:

- (a) the receipts and expenditure by the Fund during the year are, in all material respects, in accordance with the provisions of the Act;
- (b) proper accounting and other records have been kept in accordance with the provisions of the Act, the Charities Act and Regulations.

Basis for Opinion

We conducted our audit in accordance with SSAs. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Compliance Audit* section of our report. We are independent of the Fund in accordance with the ACRA Code together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.

Responsibilities of Management for Compliance with Legal and Regulatory requirements

Management is responsible for ensuring that the receipts and expenditure, are in accordance with the provision of the Act applicable to moneys of or managed by the Fund. This responsibility includes monitoring related compliance requirements relevant to the Board, and implementing internal controls as management determines are necessary to enable compliance with the requirements.

Auditor's Responsibilities for the Compliance Audit

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts and expenditure, are in accordance with the provision of the Act applicable to moneys of or managed by the Fund.

Report on Other Legal and Regulatory Requirements (continued)

Auditor's Responsibilities for the Compliance Audit (continued)

Our compliance audit includes obtaining an understanding of the internal control relevant to the receipts and expenditure; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the Fund's internal control. Because of the inherent limitations in any internal control system, non-compliances may nevertheless occur and not be detected.

PricewaterhouseCoopers LLP
Public Accountants and Chartered Accountants

Singapore
7 August 2025

	Note	2025 \$	2024 \$
Income			
Interest income		<u>703,355</u>	719,980
Expenditure			
Other expenses	3	<u>(125,000)</u>	(220,000)
Surplus for the year, representing total comprehensive income for the year		<u>578,355</u>	499,980

	Note	2025 \$	2024 \$
Current assets			
Other receivable	4	362,980	353,164
Cash and cash equivalents	5	<u>21,427,211</u>	<u>20,858,672</u>
		<u>21,790,191</u>	<u>21,211,836</u>
Total current assets representing total assets		<u>21,790,191</u>	<u>21,211,836</u>
Total accumulated surplus		<u>21,790,191</u>	<u>21,211,836</u>

SKILLSFUTURE JUBILEE FUND

STATEMENT OF CHANGES IN ACCUMULATED SURPLUS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

	Accumulated surplus \$
2025	
Beginning of financial year	21,211,836
Surplus for the year, representing total comprehensive income for the year	<u>578,355</u>
End of financial year	<u>21,790,191</u>
2024	
Beginning of financial year	20,711,856
Surplus for the year, representing total comprehensive income for the year	<u>499,980</u>
End of financial year	<u>21,211,836</u>

SKILLSFUTURE JUBILEE FUND

STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

	Note	2025 \$	2024 \$
Cash flows from operating activities			
Surplus for the year		578,355	499,980
Adjustments for:			
Interest income		<u>(703,355)</u>	(719,980)
Net cash used in operating activities		<u>(125,000)</u>	<u>(220,000)</u>
Cash flows from investing activity			
Interest received		<u>693,539</u>	644,750
Net cash generated from investing activity		<u>693,539</u>	<u>644,750</u>
Net increase in cash and cash equivalents		568,539	424,750
Cash and cash equivalents at beginning of the year	5	<u>20,858,672</u>	20,433,922
Cash and cash equivalents at end of the year	5	<u>21,427,211</u>	<u>20,858,672</u>

1. General information

The SkillsFuture Jubilee Fund (“the Fund”) was established in the Republic of Singapore as part of the Skills Development Fund (“SDF”) in accordance with Section 5 of the Skills Development Levy Act 1979. The Fund was administered by Singapore Workforce Agency (“WDA”) from 11 February 2015 to 2 October 2016. The administration of the Fund was transferred from WDA to SkillsFuture Singapore Agency (“SSG”) with effect from 3 October 2016. Upon dissolution of the Fund, the treatment of the remaining balance would be guided by the Government.

As the Fund will be administered and governed in accordance with the objects of the Skills Development Levy Act 1979, the objects for which moneys of the Fund may be applied are as follows:

- a) the promotion, development and upgrading of skills and expertise of persons preparing to join the workforce, persons in the workforce and persons re-joining the workforce;
- b) the retraining of retrenched persons; and
- c) the provision of financial assistance by grants, loans or otherwise for the above-mentioned purposes.

The intent for the Fund is to use the moneys to administer SkillsFuture Fellowships and SkillsFuture Employer Awards. These are awards given to:

- a) recognise and develop Singaporeans who embody characteristics aligned with the SkillsFuture objectives and support them in developing skills mastery in their respective fields of work; and
- b) recognise employers who made significant effort to invest in employee training and supported the SkillsFuture effort to develop structured skills-based career pathways for their employees.

The Fund’s registered office and principal place of operations is 1 Paya Lebar Link, #08-08 Paya Lebar Quarter 2, Singapore 408533. The Fund is a registered charity under the Charities Act 1994.

2. Material accounting policy information**2.1 Basis of preparation**

The financial statements have been prepared in accordance with the provisions of Skills Development Levy Act 1979, the Charities Act 1994 and other relevant regulations (“the Acts and Regulations”), and Statutory Board Financial Reporting Standards (“SB-FRS”), including Interpretations of SB-FRS (“INT SB-FRS”) and Guidance Notes as promulgated by the Accountant-General. The financial statements have been prepared on the historical cost basis except as otherwise described in the notes below.

The preparation of these financial statements in conformity with SB-FRS requires management to exercise its judgement in the process of applying the Fund’s accounting policies. It also requires the use of accounting estimates and assumptions. There are no areas which involve a higher degree of judgement or complexity, or areas where estimates and assumptions are significant to the financial statements.

Interpretations and amendments to published standards effective in 2025

On 1 April 2024, the Fund adopted the new or amended SB-FRS and Interpretations of SB-FRS (“INT SB-FRS”) that are mandatory for application for the financial year. Changes to the Fund’s accounting policies have been made as required, in accordance with the transitional provisions in the respective SB-FRS and INT SB-FRS.

The adoption of these new or amended SB-FRS and INT SB-FRS did not result in substantial changes to the Fund’s accounting policies and had no material effect on the amounts reported for the current or prior financial years.

2.2 Functional and presentation currency**(a) Functional and presentation currency**

These financial statements are presented in Singapore dollars, which is the Fund’s functional currency.

(b) Transactions and balances

Transactions in a currency other than the functional currency (“foreign currency”) are translated into the functional currency using the exchange rates at the dates of the transactions. Currency exchange differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the statement of financial position date are recognised in the statement of comprehensive income. Monetary items include primarily financial assets, contract assets and financial liabilities.

2. Material accounting policy information (continued)**2.3 Interest income**

Interest income is recognised using the effective interest method.

2.4 Financial instrumentsFinancial assets**(i) Classification and measurement**

The Fund classifies its financial assets as measured at amortised cost.

The classification is based on the Fund's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset.

(ii) At initial recognition

At initial recognition, the Fund measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVTPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed in the statement of comprehensive income.

(iii) At subsequent measurement

Debt instruments mainly comprise of cash and cash equivalents and other receivable.

There is one subsequent measurement categories based on the Fund's business model for managing the asset and the cash flow characteristics of the asset:

- Amortised cost: Debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in the statement of comprehensive income when the asset is derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest rate method.

2. Material accounting policy information (continued)**2.4 Financial instruments (continued)**Financial assets (continued)**(iv) Recognition and derecognition**

Regular way purchases and sales of financial assets are recognised on trade date – the date on which the Fund commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Fund has transferred substantially all risks and rewards of ownership.

On disposal of a debt instrument, the difference between the carrying amount and the sale proceeds is recognised in the statement of comprehensive income.

(v) Impairment

The Fund assesses on a forward-looking basis the expected credit losses associated with its financial assets carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk. Note 6 details how the Fund determines whether there has been a significant increase in credit risk.

2.5 Cash and cash equivalents

Cash and cash equivalents comprise cash balances and deposits held with the Accountant-General Department ("AGD") which are subject to an insignificant risk of changes in value, and are used by the Fund in the management of its short-term commitments.

3. Other expenses

Other expenses pertain to disbursements via SkillsFuture Fellowship and SkillsFuture Employer Awards to citizens and employers respectively.

4. Other receivable

	2025 \$	2024 \$
Interest receivable from Centralised Liquidity Management ("CLM") deposits held with AGD	<u>362,980</u>	<u>353,164</u>

5. Cash and cash equivalents

	2025 \$	2024 \$
CLM deposits held with AGD ⁽ⁱ⁾	<u>21,427,211</u>	<u>20,858,672</u>

⁽ⁱ⁾ The Fund participates in the CLM by the AGD under AGD Circular 4/2009. Deposits, which are interest-bearing, are centrally managed by AGD and are available to the Fund upon request and earns interest at the average rate of 3.09% (2024: 3.38%) per annum.

6. Financial risk management**Financial risk factors**

The Fund's activities expose it to a variety of financial risks: credit risk and market risk.

Risk management framework

The Fund has documented financial risk management policies. These policies set out the Fund's overall business strategies and its risk management philosophy. The Fund's overall financial risk management objective seeks to minimise potential adverse effects on its financial performance.

6. Financial risk management (continued)

The Fund provides written principles for overall financial risk management, which covers specifically on market risk (including interest rate risk) and credit risk. Such written policies are reviewed periodically by the Fund and periodic reviews are undertaken to ensure that the Fund's policies are relevant and complied with.

The Fund monitors its risk exposure regularly. There has been no change to the Fund's exposure to these financial risks or the manner in which it manages and measures the risk.

(a) Credit risk

Credit risk refers to the risk that counterparty will default on its contractual obligation, resulting in financial loss to the Fund.

Cash and cash equivalents

The Fund held cash and cash equivalents of \$21,427,211 as at 31 March 2025 (2024: \$20,858,672). The cash and cash equivalents are held with AGD which has low credit risk based on the external credit ratings of the counterparties.

Impairment on cash and cash equivalents has been measured on the 12-month expected loss basis and reflects the short maturities of the exposures. Forward-looking factors are used in the computation. The amount of allowance on cash and cash equivalents was negligible.

Other receivable

Impairment on other receivable has been measured on the 12-month expected loss basis and reflects the short maturities of the exposures. Other receivable is considered to have low credit risk as there have been no significant increase in the risk of default on the receivables since initial recognition. The amount of the allowance was assessed to be immaterial.

6. Financial risk management (continued)**(b) Market risk***Interest rate risk*

The Fund's exposure to interest rate risk for changes in interest rate environment relates mainly to its interest income from cash and cash equivalents held with AGD.

Exposure to interest rate risk

At the reporting date, the interest rate profile of the interest-bearing financial instruments, as reported to the management, was as follows:

	2025 \$	2024 \$
Variable rate instruments		
Cash and cash equivalents	21,427,211	20,858,672

As at 31 March 2025, if the interest rates had increased/decreased by 1% per annum (2024: 1% per annum), with all other variables including tax rate being held constant, the profit after tax for the year would have been higher/lower by \$214,000 (2024: \$209,000) as a result of higher/lower interest income on these cash and cash equivalents.

(c) Categories of financial instruments

The following table sets out the financial instruments as at the end of the reporting period:

	2025 \$	2024 \$
Financial assets at amortised cost		
Other receivable	362,980	353,164
Cash and cash equivalents	21,427,211	20,858,672
	21,790,191	21,211,836

The financial assets with a maturity of less than one year (including other receivable and cash and cash equivalents) are assumed to approximate their fair values because of the short period to maturity.

7. Key management personnel compensation

The Fund relies on SSG for management and administrative support.

None of the key management personnel earned any fees or other remuneration in respect of their appointment for the Fund during the current year and prior year. The key management personnel are not paid directly by the Fund but receive remuneration from SSG, in respect of their services to the larger group which includes the Fund. No consideration was paid to SSG for the service rendered by the key management personnel to the Fund.

8. New standards and interpretations not adopted

Certain new accounting standards and interpretations have been published that are not mandatory for 31 March 2025 reporting periods have not been early adopted by the Fund. These standards are not expected to have a material impact on the Fund in the current or future reporting periods and on foreseeable future transactions.

9. Authorisation of financial statements

These financial statements were authorised for issue by the Board of SSG on 7 August 2025.

