



GOVTECH
SINGAPORE

Building a trusted digital future → together

ANNUAL REPORT 2024/2025



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Who we are

Established in 2016, the Government Technology Agency of Singapore (GovTech Singapore) is one of the lead agencies driving Singapore's Smart Nation initiative and public sector digital transformation. We develop technological solutions for the public good, improving the lives of citizens, supporting businesses, and enabling a more effective public service.

Our mission

**Engineering Digital Government,
Making Lives Better.**



Our goal for 2025

Building a trusted digital future together

Even with 99 per cent of government transactions completed digitally and most in the cloud, our work is far from done. Progress is not just about making things simpler, faster, and more secure — it's about building capabilities, earning trust, and laying the foundation for what's next. With the support of our communities, we are creating a digital nation that works for everyone.



From our Chairman's desk

FY24 marked a milestone in Singapore's Smart Nation journey. Ten years after launching Smart Nation 1.0, we entered a new phase of digitalisation guided by the three pillars of Trust, Growth, and Community under Smart Nation 2.0.

Our progress is made possible with the collective effort of public officers, industry partners, and citizens — all contributing to stronger digital capabilities and greater adoption of technology in our daily lives.

Building the future, today

As part of our ongoing efforts to digitalise Singapore's future, we continued to strengthen the infrastructure that supports government services. The successful migration to the **Government on Commercial Cloud (GCC and GCC+)** enabled more scalable, secure, and cost-efficient service delivery across government agencies. With 99 per cent of government transactions now completed digitally, access is near-universal for everyone, but our focus remains on making digital services inclusive and easy for all.

We are still in the early stages of harnessing artificial intelligence's (AI) capabilities for public

good. There is much more for us to discover and achieve as AI rapidly advances, opening new opportunities to transform public service. We introduced tools such as **AlBots**, which enables officers to create and share customised chatbots without any coding knowledge; **Pair**, which saves an average of 50 minutes per task in coding, writing, and data analysis; **Plumber**, a no-code platform that has already saved more than 10,600 working days across the public sector; and **Transcribe**, which automatically records and converts meetings into transcripts, improving collaboration and productivity. Transcribe's partnership with ServiceSG has made a real difference at our government call centres. With automatic transcription, it has reduced case documentation time for call agents by 72 per cent, saving about 99 seconds per call. Collectively, these innovations free up resources, boost efficiency, and allow officers to focus on what matters most — serving Singaporeans better.



Building trust with every line of code

AI advancements also mean that our work on maintaining a trusted digital government is more critical than ever. We launched **Litmus** and **Sentinel** to guide developers in building safe and



Joseph Leong

Chairman,
Government Technology Agency
of Singapore

reliable AI applications for government agencies and citizens. The **Government Cybersecurity Operations Centre (GCSOC)** expanded its coverage to monitor cloud infrastructure, while we enhanced **StackOps** to empower government agencies with a suite of monitoring tools to improve system resiliency.

We solidified this trust by successfully delivering critical digital services — from the distribution of **CDC Vouchers** to every household, to the continuous enhancements of anti-scam defences through **SATIS+**, an advanced system that integrates with government and industry partners to detect, disrupt and prevent scams across online platforms and payment channels. These products demonstrate our ability to deliver mission-critical systems with confidence and reliability, ensuring that Singaporeans can depend on GovTech Singapore's technology at pivotal moments.

We also strengthened everyday digital safety. The enhanced **ScamShield app** now enables users to check and report scam calls, messages, and URLs across WhatsApp and Telegram. This is complemented by a 24/7 anti-scam helpline — giving citizens greater assurance and peace of mind in their digital lives.

Building with citizens

A digital government succeeds only when it is built with the people it serves. In FY24, we expanded our efforts to engage citizens more deeply in shaping digital services.

Our **Tech Kaki** community grew to 6,000 members, offering feedback on services like Singpass and LifeSG, so that it better meets the needs of Singaporeans. The **Government Bug Bounty Programme** engaged ethical hackers to uncover 138 valid vulnerabilities across 18 systems, strengthening our defences. Our **Build for Good** hackathon, launched in 2023, has since drawn nearly 2,000 participants from the public and generated 74 community-driven solutions to tackle public challenges.

Within GovTech Singapore, over 600 staff co-created prototypes in the inaugural **Build hackathon**. Beyond GovTech Singapore, the whole-of-government **LAUNCH!** innovation funnel nurtured more than 600 new ideas which resulted in 26 prototypes co-developed with government agencies.

Together, these initiatives underscore our belief that innovation is most impactful when it is co-created with citizens, partners, and the wider community — ensuring digital government remains relevant, trusted, and inclusive.

Building sustainability as standard

As Singapore advances towards our goal of achieving net zero emissions around 2045, we are committed to minimising our digital footprint and creating solutions that endure.

In FY24, we began implementing the **SS 697:2023 (Tropical Data Centre standard)** in central government data centres. Early results suggest

energy savings of up to 40 per cent through temperature optimisation measures. We also extended the life-cycle of government IT assets with secure data erasure, reduced e-waste, and adopted greener workplace practices.

For us, sustainability goes beyond carbon savings. It means designing systems that are resilient, adaptable, and reliable — ensuring Singapore's digital infrastructure remains future-ready for generations to come.

A shared effort for a Smart Nation

While much progress has been made, many chapters remain to be written in Singapore's digital journey. We remain steadfast in our commitment to harness technology for public good — to improve lives today, and to build a resilient, future-ready nation for tomorrow.

We invite all citizens, partners, and communities to join us in this shared mission of shaping Singapore into a Smart Nation.



Joseph Leong

Chairman
Government Technology Agency of Singapore

Building tech for → tomorrow

GovTech Singapore powers the nation's digital government by leveraging technology, data, and design to drive transformation and advance the Smart Nation vision. By streamlining processes and enhancing accessibility, we deliver better services for residents today — and building a stronger, more resilient Singapore for tomorrow.

**All statistics in this annual report are as of March 2025.*



Check and Pay e-Service

THE CHALLENGE

Managing foreign worker levies was a complex and time-consuming process. Employers had to navigate up to nine separate FormSG procedures for a single employee, leading to inefficiencies, errors, and delayed levy payments. This created challenges for both employers and the Ministry of Manpower (MOM). A scalable, user-friendly platform was needed to streamline services, improve accuracy, and support faster decision-making.

OUR ROLE

We partnered with MOM to design and build the Check and Pay e-Service, a digital-first platform tailored to the needs of more than 300,000 business and domestic employers. Guided by user research, iterative testing and data analytics, we consolidated multiple workflows into one integrated system.

Key features include support for PayNow QR payments, eGIRO transactions with instant approval, and real-time error validation, which cut monthly rejections due to erroneous entries by 53 per cent. Processing times for key applications were significantly shortened, saving employers over 20,000 hours annually and reducing MOM's internal workload by 200 man-hours a year. Since launch, the platform has processed over two million transactions, contributed \$6.2 billion in revenue, and achieved over 90 per cent user satisfaction. Its impact has been recognised with both the MOM and Public Service Transformation Service Delivery Awards in 2025.

“Working with the Foreign Worker Levy System team to develop intuitive levy solutions has been truly fulfilling, with each challenge transforming complex processes into accessible services that empower our citizens.”



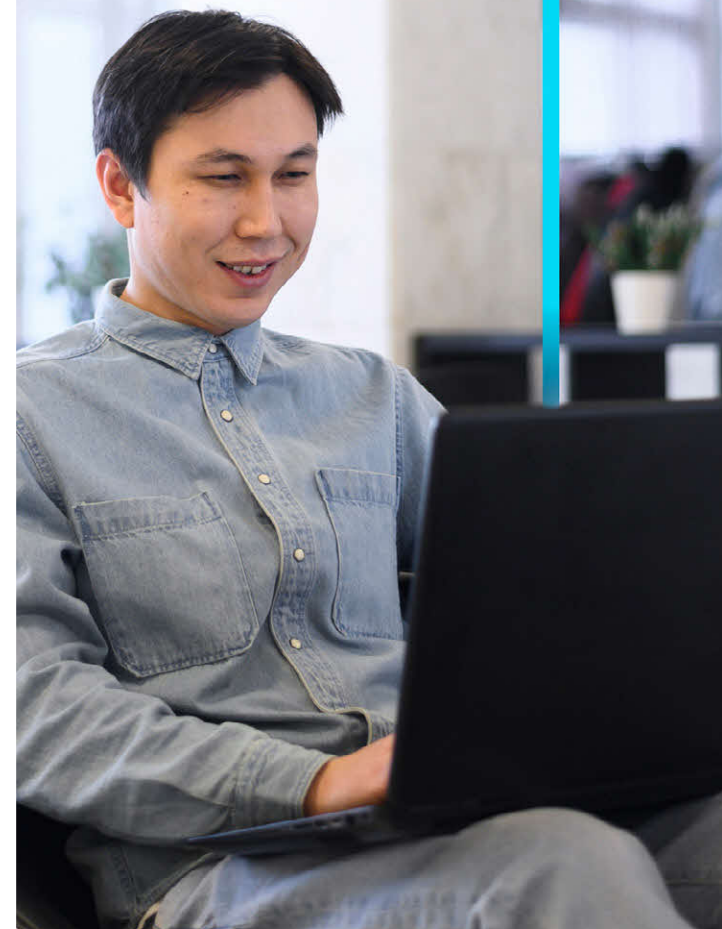
Vaidehi Kanthale

Digital Business Analyst,
Economic & National Development,
Government Digital Transformation

Outside of work, I stay active with Zumba and community workouts, and love experimenting with new recipes.

See Vaidehi on our Annual Report cover.

**LEVY PAID USING
PAYNOW QR**



PARTICIPATING
CDC MERCHANT
LOCATED



GO

BUDGET MEAL
LISTED

BudgetMealGoWhere

THE CHALLENGE

With rising cost-of-living pressures, residents needed an easy way to find affordable meal options, yet information on budget-friendly choices across coffee shops was not easily accessible.

OUR ROLE

We developed BudgetMealGoWhere to help residents locate budget meals priced at \$3.50 or less, and drinks at no more than \$1.20. Since launch, the platform has recorded 680,000 visits and more than 6,000 citizen-contributed listings, making budget meals more visible while fostering community participation in keeping dining options inclusive.

> **6K** citizen-contributed
listings



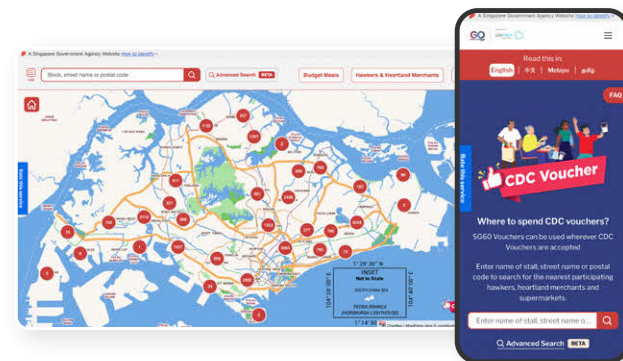
CDCVouchersGoWhere

THE CHALLENGE

Residents needed an easy way to locate nearby merchants accepting Community Development Council (CDC) Vouchers. Without a central resource, finding participating outlets was time-consuming and inconvenient.

OUR ROLE

We launched CDCVouchersGoWhere to help residents easily find over 20,000 participating hawkers, heartland shops, and supermarkets. With its location-based search, the platform makes it simple for households to use their vouchers where it matters most: in their own communities.



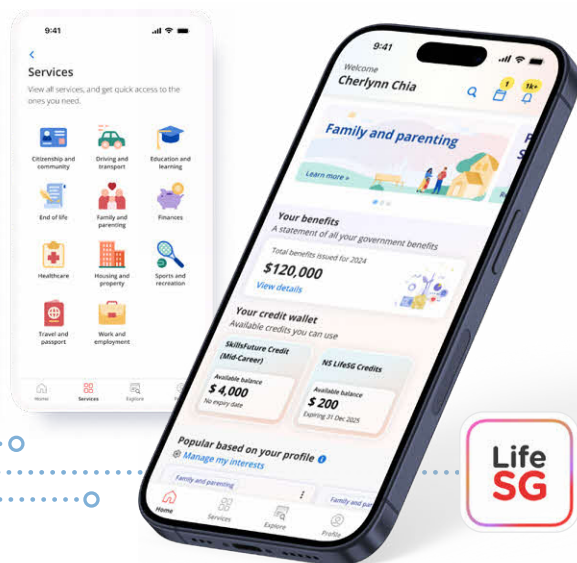
(LifeSG) Your Benefits

THE CHALLENGE

Government benefits were spread across multiple platforms, making it difficult for individuals to track what they had received. There was a need for a simple, centralised solution.

OUR ROLE

We developed *Your Benefits* on LifeSG to give citizens a clear, personalised view of the government benefits they receive. Accessible via both the web and the app, it helps individuals track support across the current and previous year – all in one place.



iBudget 3 and Budget 2025 Website

THE CHALLENGE

Singapore's budgeting process and public-facing Budget information needed to be more efficient and accessible. Public officers required better tools to submit budgets, while citizens needed clearer, more inclusive access to Budget updates.

OUR ROLE

We partnered with the Ministry of Finance to modernise the iBudget 3 system, boosting productivity by 50 per cent for over 500 public officers and improving accuracy of information available. We also redesigned the Budget 2025 website with user-friendly features and intuitive design, driving a 50 per cent increase in engagement. Together, these efforts created a more efficient process for public officers and a more inclusive Budget experience for citizens.

50%  **increase in productivity**



50%  **increase in engagement**



FileSG

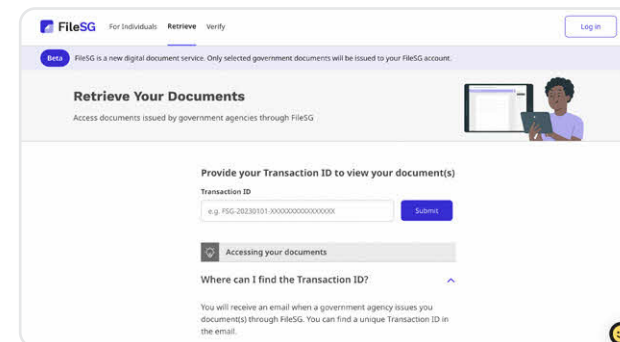
THE CHALLENGE

Manual and email-based delivery of key police documents – such as Certificates of Clearance (COC) and police reports – had its challenges and posed risks to data security and user experience. A more secure and streamlined digital solution was needed.

OUR ROLE

We collaborated with the Singapore Police Force to digitalise the issuance of COC and police reports via FileSG. Successful COC applicants will receive a digital certificate that is also verifiable on FileSG by government agencies in other countries, removing the need for physical mail and ensuring that police reports are delivered only to verified recipients.

This digital-first approach enhances efficiency, improves user experience, and strengthens document security.



Careers & Skills Passport

THE CHALLENGE

Employers and jobseekers face challenges in Singapore's labour market due to fragmented career and skills information. There was no single platform that consolidated an individual's verified career history, qualifications, and skills across multiple sources. This made it harder for employers to identify talent, for individuals to showcase their full capabilities, and for data-driven workforce development planning.

OUR ROLE

Under the Career Health SG programme, we launched the Careers & Skills Passport in partnership with the Ministry of Manpower, SkillsFuture Singapore, and Workforce Singapore, as Singapore's first authoritative source of government-verified jobs and skills data. Integrated with leading job portals such as JobStreet and FastJobs, the Passport is transforming workforce development and talent management. It enables organisations to develop their workforce with greater precision, while helping employees access career opportunities that better match their skills and potential.

Giving individuals quick and easy access to their verified credentials



Enabled >146K Singaporeans and PRs to access their verified Workforce Skills Qualification certificates and qualifications for promotions and job applications



Used by >262K individuals



>642K file downloads facilitated

VERIFIED RECORDS
DOWNLOADED





AI-DRIVEN TOOLS
IMPLEMENTED

CUSTOMER
SATISFACTION
ENHANCED

ServiceSG Contact Centre tech-stack

THE CHALLENGE

Contact centre agents needed better tools to serve citizens efficiently as callers expect faster and more personalised service. Legacy systems limited productivity and caller experience across government hotlines.

OUR ROLE

In partnership with the Public Service Division, we developed the ServiceSG Contact Centre tech-stack to equip agents with AI-driven tools and seamless integrations. Supporting 26 hotlines and counting, it features artificial intelligence (AI)-powered transcription and call summarisation – reducing after-call work time by 72 per cent – and secure Singpass authentication for seamless identity verification. This evolving solution continues to drive efficiency and enhance caller satisfaction across government services.

>26 hotlines supported



AI-powered transcription
and call summarisation



Reduced 72% of after-call work time

VISION (VITAL Integrated Shared Services All In-One)

THE CHALLENGE

Existing processes across Whole-of-Government (WOG) were fragmented and sub-optimised, leading to inefficiencies in the delivery of human resource, finance, and procurement shared services. A unified and streamlined solution was needed to improve productivity and service quality.

OUR ROLE

Together with VITAL, the central agency for corporate shared services for the public service, we co-developed VISION, an integrated platform that consolidates more than 200 corporate processes and Lines of Service into a single shopfront and service catalogue. Built on a hybrid Cloud/Software-as-a-Service and on-premise architecture, VISION enhances service delivery and user experience for more than 100 government agencies and service teams, supporting over 100,000 public officers. Today, it serves as VITAL's core platform for delivering streamlined, end-to-end corporate shared services across WOG.



How VISION reduces processing time by 30% and boosts operational efficiency by 40%

- > No Wrong Door approach
- > Intelligent case prioritisation with bot integration
- > Performance monitoring + predictive analytics
- > Playbooks
- > Optimising workforce
- > Straight-through processing
- > Automated workflows + data analytics

AISAY

THE CHALLENGE

Public officers often spent anywhere from minutes to an hour manually reviewing and extracting data from each document, reducing operational efficiency. A solution was needed to automate this process, reduce manual effort, and improve productivity.

OUR ROLE

Through our Digital Incubator Programme, we developed AISAY: an AI-powered document parser that automates data extraction and analysis from documents submitted to government agencies. Its name is a wordplay on both "AI says" and "aiseh", a Singlish expression of pleasant surprise. AISAY is available as a web application for easy browser access, as well as APIs for seamless system-to-system integration. Already implemented across five government agencies, AISAY has processed more than 289,000 pages, significantly reducing manual workload and improving productivity.



Maritime Digital Twin powered by the ODP

THE CHALLENGE

Singapore's port needed smarter, more connected tools to meet evolving demands for safety, efficiency, and sustainability. Fragmented data limited real-time coordination, scenario planning, and emergency response, hindering efforts to future-proof our port operations.

OUR ROLE

We collaborated with the Maritime and Port Authority of Singapore to develop Singapore's first Maritime Digital Twin, powered by the Open Digital Platform (ODP) to accelerate development. The digital twin is a dynamic, integrated virtual model of Singapore's port that consolidates data from drones, satellites, and sub-sea sources. It enhances navigation safety, operational efficiency, and environmental outcomes, while enabling shared situational awareness and cross-agency collaboration for better planning and response.



“As a Systems Engineer, I was responsible for integrating data from multiple sources into the central middleware layer that serves as the data backbone of the digital twin, enabling seamless and consistent access to real-time information across the platform.”



Keith Lim

Systems Engineer,
Smart City Technology Division,
Government Digital Products

Outside work, I enjoy winding down with leisurely strolls and catching up on the latest shows — a simple way to recharge and stay energised for the challenges ahead.

The great migration from GPC to GCC+ and GCC

THE CHALLENGE

With the planned retirement of the Government Private Cloud (GPC), systems needed to be migrated to newer cloud platforms to ensure continuity, improved scalability, and modernised infrastructure, all without service disruptions.

OUR ROLE

We worked closely with 41 government agencies to successfully migrate 213 systems to the Government on Commercial Cloud Plus (GCC+) and Government on Commercial Cloud (GCC). This effort, which took more than two years, demonstrated strong cross-team collaboration across GovTech Singapore and helped government agencies modernise their systems while embracing cloud-first capabilities for the future.

“I led the team that provided operational support for migrating systems from GPC to GCC+ and GCC 2.0. By working closely with industry partners and our engineering teams, I ensured that any operational issues raised by government agencies were resolved quickly. My focus on smooth operations helped complete the migration with minimal disruption to agency services.”



Jayme Hu

Lead Cloud
Infrastructure Engineer,
Core Engineering Products,
Government Digital Products

I love binge-watching Netflix series as it's a perfect way to unwind and recharge.

SafeSite

THE CHALLENGE

Monitoring safety at construction sites across government projects was labour-intensive, and lacked scalable technology to prevent on-site incidents and improve operational efficiency.

OUR ROLE

In partnership with the construction industry, we piloted SafeSite, a centralised platform that uses video analytics to detect safety violations in real time. SafeSite helps benchmark safety standards and promotes the wider adoption of video analytics in public sector construction, supporting safer and more efficient infrastructure development for all.



GovTech Singapore and MOM 'invigilators' during a benchmarking exercise for tender evaluation in February 2025.

SSG Mid-Career Training Allowance System

THE CHALLENGE

SkillsFuture Singapore (SSG) needed a flexible digital system to efficiently process, manage, and disburse training allowances for its new mid-career training initiative. The solution needed to handle complex eligibility criteria while being adaptable to future policy changes.

OUR ROLE

Together with SSG, we developed the Mid-Career Training Allowance System to administer the new initiative, supporting mid-career workers in upgrading their skills and transitioning into new roles with confidence. The platform will manage applications and disburse more than \$280 million in training allowances planned over four years. Eligible Singaporeans aged 40 and above can receive between \$300 and \$3,000 per month for up to 24 months while they pursue full-time training. Designed with flexibility in mind, the system can be quickly adapted to support future allowance schemes or policy changes.

Integrated Processing System (IPS) e-Services

THE CHALLENGE

Members of public applying for multiple Immigration & Checkpoints Authority's (ICA) services for their family had to submit separate applications across different systems. This fragmented approach created inconvenience for users and made it difficult for ICA officers to process cases holistically.

OUR ROLE

Working with ICA and the Home Team Science and Technology Agency, we launched Phase 1 of Integrated Processing System (IPS) e-Services, which unifies applications for Singapore Citizenship, Permanent Residence, Long-Term Visit Pass and other ICA services onto a single platform. This enables users to submit a consolidated application for multiple ICA services while giving ICA officers a holistic overview for more efficient processing. Over the next three years, more ICA e-Services will be onboarded to IPS e-Services, which is expected to handle over 10 million transactions a year.



ECDA Preschool Subsidy Service Journey

THE CHALLENGE

Applying for preschool subsidies was a complex, paper-based process that placed administrative strain on both families and childcare operators. A simpler, more user-friendly digital experience was needed.

OUR ROLE

We partnered with the Early Childhood Development Agency (ECDA) to transform the preschool subsidy application into a streamlined digital journey on LifeSG. Parents can now enjoy a more convenient experience with pre-filled forms using MyInfo. They can also track preschool availability in real-time and receive automated notifications for key milestones and pending actions on LifeSG. With this transformation, parents no longer need to rely on preschool operators to manage subsidy applications. The platform has processed more than 36,000 applications since its launch, improving service delivery for families while reducing administrative workload for childcare operators.

National Platform for Healthcare Claims (NPHC)

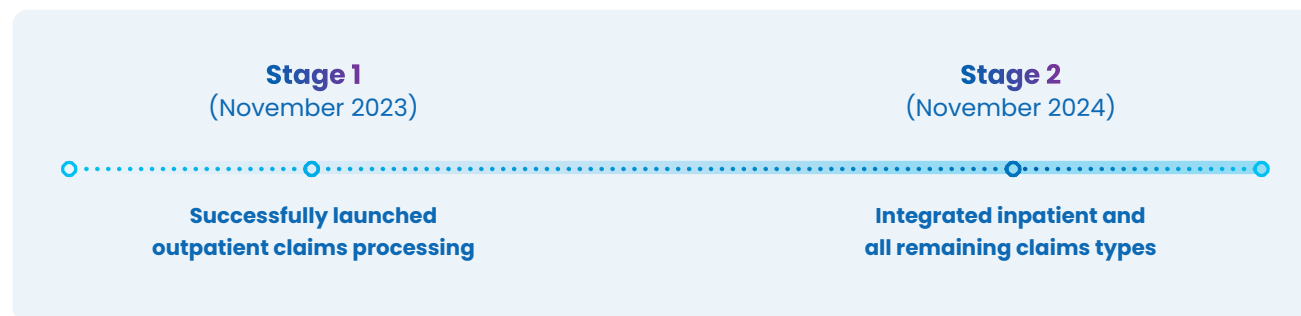
THE CHALLENGE

Singapore's national healthcare financing schemes, MediSave and MediShield Life/Integrated Plans, were supported by ageing and fragmented claims systems, some in use for four decades. These legacy systems slowed policy rollouts, hindered data-driven decision-making, and limited the Ministry of Health's (MOH) ability to implement new policies to help citizens manage rising healthcare costs. A faster and unified approach was needed to manage claims efficiently and deliver better patient services.



OUR ROLE

In partnership with MOH, we modernised three legacy systems into the new National Platform for Healthcare Claims (NPHC), implemented through a carefully phased two-stage approach:



Today, the NPHC serves as a robust central platform, processing around 30,000 healthcare claims and 200,000 MediSave balance enquiries daily across over 1,500 healthcare institutions. This modernisation has dramatically improved policy agility. Initiatives like HealthierSG can now be deployed within two to three months, compared to up to a year previously. The result is a more responsive, data-driven, and efficient healthcare financing system that better supports Singaporeans and Permanent Residents.

30K daily claims



200K daily MediSave balance enquiries



Large Families Scheme

THE CHALLENGE

Large families needed quicker, more convenient access to new grants meant to ease their healthcare and early-childhood costs. Delivering this support required a seamless digital journey across multiple platforms.

OUR ROLE

We launched Phase 1 of the Large Families Scheme, adding bigger Child Development Account First Step and new MediSave grants. By embedding the process into the LifeSG Baby Bonus form and tapping the Baby Bonus Online rules engine, eligible families are automatically identified and paid, benefitting close to 800 households.



myResponder 2.0

THE CHALLENGE

Out-of-hospital cardiac arrests claim many lives each year, and survival depends on rapid CPR and defibrillation, often before paramedics arrive. A faster and more reliable way to empower Community First Responders (CFRs) to act quickly was needed.

OUR ROLE

In partnership with the Singapore Civil Defence Force (SCDF), we launched myResponder 2.0, a modernisation of the mobile platform that alerts more than 215,000 CFRs to nearby cardiac arrests and minor fires. The new architecture enables seamless emergency response across 23 fire stations and more than 10,000 automated external defibrillators (AEDs).

Enhanced through extensive user-testing and service-design, the platform improves response coordination and community engagement, supporting approximately 3,500 cardiac arrest cases each year and strengthening Singapore's life-saving network.

“Faced with an urgent platform migration and the need for new features, our team adopted a two-phased approach: moving myResponder 1.0 to the new platform, while building version 2.0 with enhancements. This ensured uninterrupted emergency services, thorough user testing, and a smooth transition, enabling SCDF to unveil the revamped app at its Workplan Seminar in July 2024.”



Low Guoliang

Digital Business Analyst,
Central Administration & Social,
Government Digital Transformation

I enjoy spending time with my family, watching anime, and gaming.

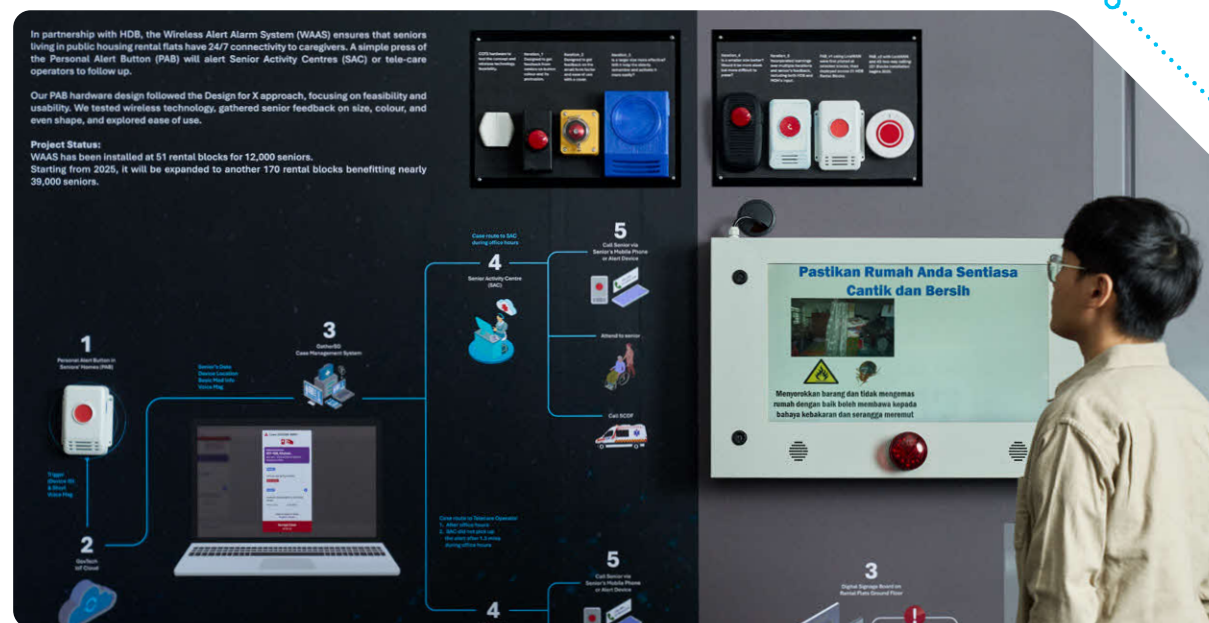
Wireless Alert Alarm System upgrade to reach more seniors

THE CHALLENGE

As Singapore's population ages, more seniors in public rental housing need access to reliable emergency support. Existing alarm devices also required upgrades to improve performance and reduce false triggers.

OUR ROLE

Under the Age Well SG initiative, we began a five-year effort with the Housing & Development Board (HDB) to expand the wireless Alert Alarm System to an additional 170 HDB rental blocks, reaching 26,800 more seniors. We are also upgrading existing devices in 51 rental blocks with improved durability – such as water and dust resistance – and remote firmware update capabilities, enhancing safety and reliability for vulnerable residents.



Smart District Operating System, powered by the ODP

THE CHALLENGE

District operations are typically supported by multiple systems that run in isolation, making monitoring and maintenance more complex for district managers.

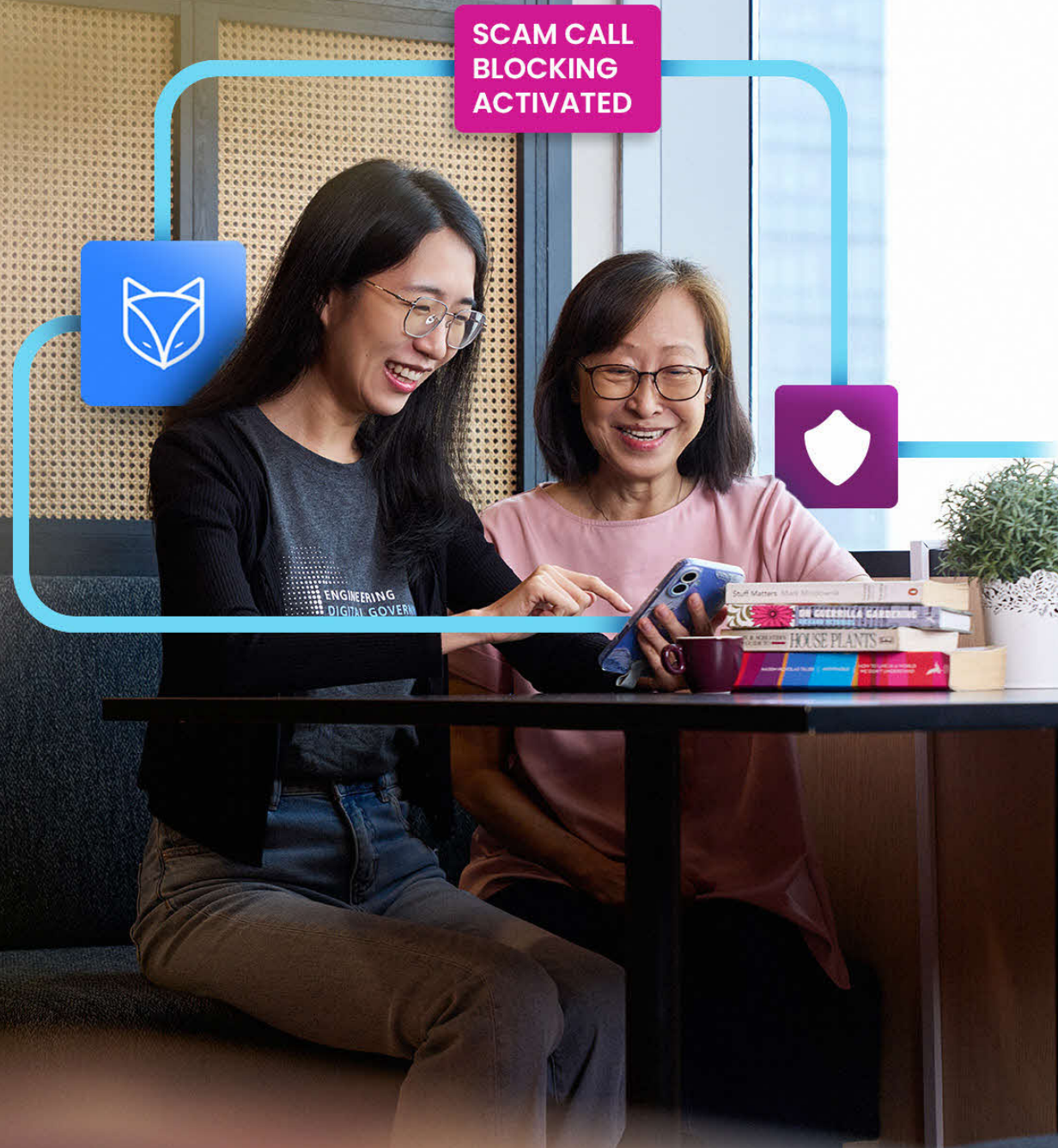
OUR ROLE

In partnership with JTC Corporation, we co-developed the Open Digital Platform (ODP) for Singapore's first smart district: the Punggol Digital District. The ODP integrates various building systems – such as pneumatic waste conveyance, district cooling, robotics, and smart lifts – into a single central hub that consolidates data and communication between these systems.

Coupled with a real-time 3D digital twin of the district, the ODP gives JTC easy command and control of these systems, supports accurate simulations, and enables more efficient management of power consumption.

Building trust with tech

From Zero Trust work devices and scam-busting AI to deepfake detectors, fraud checks, and nation-wide healthcare and outbreak-response platforms, we ensure data stays safe and services remain resilient. By embedding security and accountability into every layer of our digital services, we strengthen public trust in Singapore's Smart Nation. That trust empowers citizens, businesses, and officers to embrace our Smart Nation with confidence.



LionGuard and responsible use of AI in Government

THE CHALLENGE

As artificial intelligence (AI) becomes increasingly embedded in government services, we must ensure that AI systems are safe, fair, and robust, to maintain public trust.

OUR ROLE

We pioneered safety testing and guardrails for large language model chatbots across the Government, curating safety tests contextualised to Singapore's unique needs. We developed LionGuard – the first Singlish-specific safety guardrail – alongside Litmus and Sentinel, which make safety and reliability features easily accessible to developers.

To complement these tools, we published the Responsible AI Playbook, helping public officers understand responsible AI concepts and apply practical methods to assess, monitor, and refine AI products. Together, these initiatives give government teams the confidence to deploy innovative AI technologies that citizens can trust.



National AI Group, AI Guardian and responsible AI teams at a jointly organised event on responsible AI usage



A member of the LionGuard team presenting the Singlish-specific safety guardrail for LLMs at the 31st International Conference for Computational Linguistics 2025

Cybersecurity Playbook for LLM applications

THE CHALLENGE

As government agencies adopt artificial intelligence (AI) language tools, they need clear and practical guidance to keep data secure and systems reliable throughout procurement, development, and deployment. Without a common reference, security gaps can easily appear.

OUR ROLE

We published a Cybersecurity Playbook, offering step-by-step safeguards for procuring, building, and running large language model (LLM) applications. Already cited by industry partners such as Cloudsine and approved by Enterprise Singapore for development into a national Technical Reference, the playbook helps government agencies and the wider market to adopt AI responsibly while protecting confidentiality, integrity, and availability.

Eileen Goh

Lead Cybersecurity Policy Developer,
Cybersecurity Group,
Trusted Infrastructure & Systems

In my free time, I enjoy exploring new technologies, reading about the latest trends in cybersecurity and AI, and hacking boxes. I also enjoy attending Zumba classes!



“One major hurdle was the rapidly evolving cybersecurity landscape, especially around AI. With LLMs still in their early stages of adoption, the lack of best practices created uncertainty. To address this, we collaborated with AI practitioners, cybersecurity experts, and government agencies to refine a flexible, future-ready playbook. We engaged our Cybersecurity Group’s red team to rigorously test security controls and uncover vulnerabilities. Regular feedback and close collaboration with stakeholders helped us stay ahead of emerging challenges and keep the playbook robust.”

Introducing Comet to Singapore's Public Service

THE CHALLENGE

Public officers needed a faster, more secure work device that keeps pace with cloud-first workflows while reducing reliance on on-premise infrastructure and strengthening cyber defences.

OUR ROLE

We are progressively rolling out Comet, a cloud-native work device that replaces the Government Standard Image Build laptop. Comet boots faster, connects seamlessly to cloud applications, and supports sustainability by trimming on-premise hardware.

Built on Zero Trust architecture with real-time monitoring and artificial intelligence (AI)-driven threat detection, it enhances public officers' productivity while safeguarding government networks against evolving cyber threats.

INDEPTH – Integrated Hub for Deepfake Analysis

THE CHALLENGE

Rapid advances in generative artificial intelligence (AI) have made deepfakes harder to spot, posing new risks to public trust, social cohesion, and national security. Government agencies needed faster, more reliable tools to detect fabricated audio-visual content.

OUR ROLE

We launched INDEPTH, a central platform that equips officers with curated deepfake-detection models. The hub enables quick analysis of suspected media and continuously adds new detection capabilities as threat tactics evolve, helping safeguard Singapore's digital ecosystem and uphold public confidence.



Meet the INDEPTH team

“Given the speed and ease of AI-generated content, there has been mounting urgency for detection tools. In the past year, my team has worked with relentless dedication to roll out a platform that strategically analyses content for signs of manipulation to better equip policy, enforcement and operational divisions across the government.”



Yvonne Chia

Lead Product Manager,
AI Programme,
Government Digital Products

Spending time with my two kids has fuelled my passion for building a safer digital future.

SCAM ENABLERS DISRUPTED



SATIS+ online monikers module

THE CHALLENGE

Scam operators are constantly creating new accounts across social media, e-commerce, and messaging apps, making it challenging to track and shut them down before they scam victims.

OUR ROLE

In partnership with the Singapore Police Force, we launched the SATIS+ online monikers module in May 2024. The module empowers investigators to proactively hunt, assess, and take down scam-linked accounts at scale and speed, supporting the implementation of the Online Criminal Harms Act.

Since its introduction, the number of scam enablers disrupted has more than doubled from over 33,300 in 2023 to over 74,100 in 2024, sharply curbing scammers' reach.

“While the increasing scale of scams and its fast-changing nature are a challenge, we overcame this by fostering open communication to build trust and breaking down traditional silos between policy, operations, and tech teams — aligning everyone as one team working towards a shared goal. Our collaborative approach between the tech and ops teams also drove policy shifts, such as automating site blocking for high-confidence scams, showcasing how technology can reshape policies.”

Annabelle Ng

Senior Product Manager,
GovTech Anti-Scam Products, Government Digital Products

Outside of work, my hands are full with a two-year-old toddler and I pivot any bits of free time while commuting to listen to audio books and podcasts ranging from work related topics, like strategy and product, to child development and theology.



Strengthening anti-fraud capabilities to protect Singpass accounts

THE CHALLENGE

As threats constantly evolve, sharper and faster tools were needed to spot unusual Singpass account activities early, disrupt fraudulent activities, and support law enforcement efforts to protect Singpass users.

OUR ROLE

Over the past year, we rebuilt the Singpass data platform, enhanced fraud signals, and deployed advanced machine learning (ML) models that enable round-the-clock monitoring and detection of unusual activities. The new unified system provides enhanced intelligence, improves operational efficiency, and streamlines anti-fraud operations.

These improvements have already shown significant impact. Within the first two months of ML deployment, we escalated 200 suspicious accounts to the Singapore Police Force (SPF), and worked with them to disrupt multiple money mule operations. Over the past year, our efforts contributed to the termination of more than 2,000 MyInfo-created financial accounts and over 600 fraudulently-obtained SIM cards.

Notably, our collaboration with the police helped two victims of government impersonation scams recover significant sums totalling \$289,000. The team's efforts also supported wider law enforcement successes, leading to 10 arrests tied to the illegal sale of Singpass accounts and 46 arrests in SPF-led operations targeting government impersonation and investment scams.



**Escalated
200 suspicious
accounts**



**Recovered
\$289,000**



**Aided in
46 arrests**

Enhancements to the Fraud Detection Platform (FDP)

THE CHALLENGE

Government grant management, finance, and procurement teams needed a simpler, faster way to identify high-risk companies or individuals. Siloed data and manual checks made it difficult to detect shell companies, phantom employees, and other red flags in time.

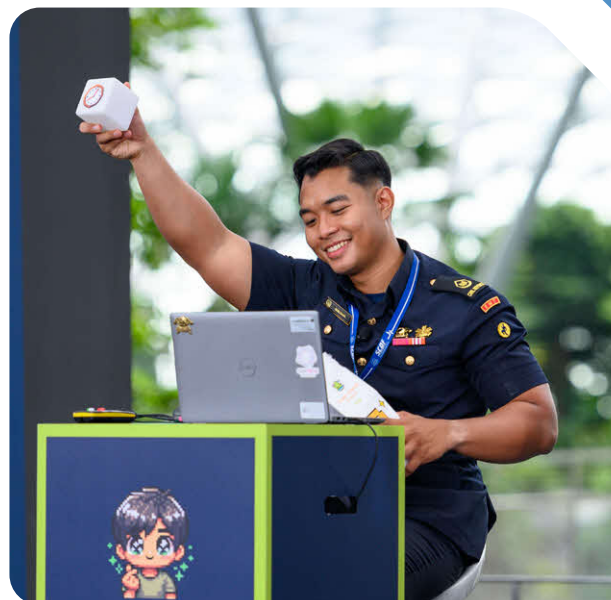
OUR ROLE

We enhanced the Fraud Detection Platform (FDP) — a Whole-of-Government investigations and intelligence-sharing system — with new warning indicators that enable faster, more reliable background checks. These improvements safeguard public funds and strengthen trust in government processes.

Building tech together

GovTech Singapore builds technology in partnership with the people it serves. Through usability labs, beta testing, and open feedback channels, we co-create services with citizens and businesses to address real needs. The insights we collect drive inclusive features — from multilingual interfaces to assistive tools and accessibility-by-design standards — making our Smart Nation more inclusive and ensuring it works for everyone.





Prompt Royale x Innovation Day 2024

THE CHALLENGE

Public officers needed practical use cases and hands-on opportunities to build prompt engineering skills through engaging and meaningful challenges, and a platform for ideas to turn into real artificial intelligence (AI)-powered tools that improve public service work.

OUR ROLE

We launched Innovation Day to showcase public sector innovation, featuring prototypes from the LAUNCH! innovation programme and AI Champions Bootcamp that addressed real agency needs.

As part of the event, we also hosted the finale of the Prompt Royale – the largest government-wide prompt engineering competition. More than 1,000 officers from 75 government agencies took part, with finalists competing live on stage to solve five tasks using AI tools.

The event also featured “human-library” conversations on product and design. Through showcasing multi-agency talent and use cases, the event proved that anyone can pick up AI skills and contribute ideas towards building an AI-enabled public sector.



AI Champions Bootcamp

THE CHALLENGE

Public officers needed hands-on skills to prototype artificial intelligence (AI) solutions with large language models. However, many were unfamiliar with the tools, safeguards, and frameworks required to apply AI responsibly in a government environment.

OUR ROLE

We piloted the 12-week AI Champions Bootcamp, training more than 1,000 officers from 87 government agencies. Participants took part in modules on prompt design, Personally Identifiable Information (PII) detection, Retrieval-Augmented Generation (RAG), AI agents, and rapid prototyping through Streamlit, an open-source platform.

The programme resulted in over 100 working AI prototypes, laying the foundation for more public officers to build AI solutions and accelerate responsible AI adoption across the Government.

“I lead the Digital Capabilities & Innovation team behind programmes such as the Data & AI Champions Bootcamp, Prompt Royale prompt-engineering competition and LAUNCH! innovation programmes. Our mission is to supercharge the digital skills of public officers through fun and engaging challenges, and to transform bold ideas into impactful innovations that shape the future of public service!”



Kenneth Ong

Deputy Director, Digital Capabilities & Innovation, Government Technology Office

I enjoy listening to podcasts and watching online videos on tech, finance and home improvement. Currently working on a vertical garden wall with smart irrigation.

SG AI Capture-the-Flag (CTF)

THE CHALLENGE

Singapore needs more talent with the skills to secure artificial intelligence (AI) systems, yet opportunities to practise real-world AI security are rare. Capture-the-Flag (CTF) competitions provide a dynamic, controlled setting for researchers to hone these skills in preparation to defend against real-world cyber threats.

OUR ROLE

We ran Singapore's first government-organised AI CTF, featuring a 48-hour online preliminary round, followed by in-person finals for the top 10 Open and Pre-University teams.

More than 1,600 participants tackled challenges across seven AI-security domains, while the on-site CTF Village offered technology talks, demos, and career guidance from partners including Workforce Singapore, SkillsFuture Singapore, and Infocomm Media Development Authority. The event sparked greater interest in AI security and built momentum for careers in this critical field.

GovWallet Suite at STACK Developer Conference 2024

THE CHALLENGE

The STACK Developer Conference is GovTech Singapore's bi-annual hallmark event, bringing together a diverse community of developers and industry players.

As Singapore's largest government-led developer conference, STACK 2024 attracted nearly 2,500 in-person and virtual participants from the public service and technology industry over three days (5–7 November 2024). To maximise impact, we needed a compelling programme that fostered active participation, sparked meaningful collaboration, and created networking opportunities to drive innovation and growth in the ecosystem.

Equally important, we sought a seamless way to track participation, sustain attendee engagement throughout the event, and demonstrate GovTech Singapore's digital products in action.

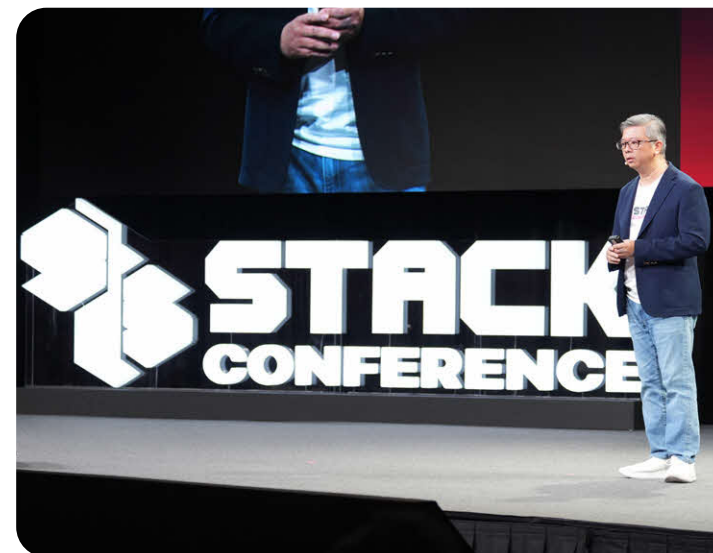


OUR ROLE

Held at the Marina Bay Sands Expo and Convention Centre, STACK 2024 adopted a hybrid format themed "Supercharge Your Digital Engineering Productivity." The programme featured keynote presentations, plenaries, lightning talks, product demos, and hands-on technical workshops.

To enhance the attendee experience, we deployed the GovWallet Suite end-to-end across the event. As an integrated event management technology solution, the Suite enabled smooth check-ins, embedded gamification to encourage engagement, and awarded points for participation through GovRewards. Attendees redeemed prizes at vending machines powered by GovSupply, with over 1,000 successful redemptions.

This live demonstration showcased the real-world impact of the GovWallet Suite, reinforcing its potential to support other large-scale events across government and industry.





Digital Services Awards 2024

OUR ROLE

We hosted the Digital Services Awards 2024, our annual celebration of outstanding public-sector digital services. The fourth edition drew almost 2,000 physical and virtual attendees under the theme “Sparking Co-creation, Igniting Innovation.”

This year, we introduced two new award categories — *Most Mobile-Optimised Website* and *Most User-Centric Website* — to recognise teams that co-create with users to enhance usability and accessibility across government platforms.





Digital Government Exchange (DGX) 2024

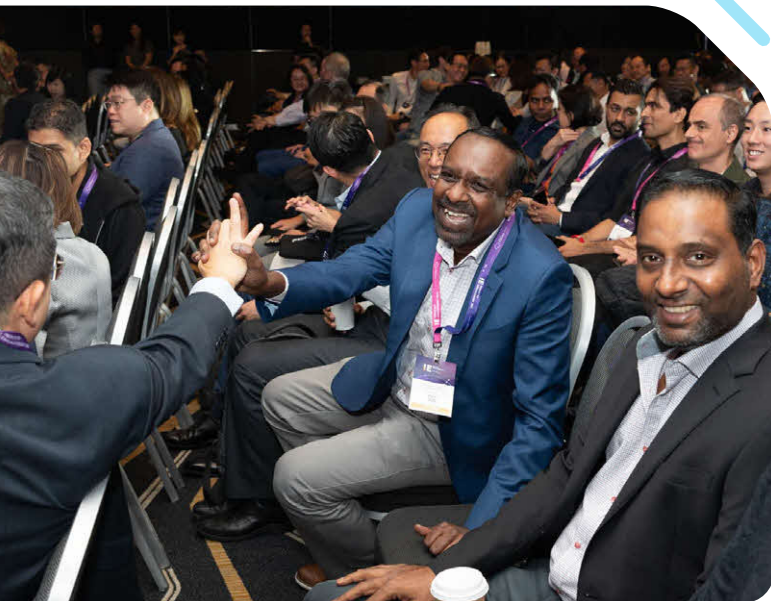
OUR ROLE

The Digital Government Exchange (DGX) is an annual global gathering organised by GovTech Singapore, with support from the Ministry of Digital Development and Information (MDDI) as part of Singapore's engagement efforts with the global community, to bring together international government chief information officers and public sector leaders from jurisdictions that have made significant progress in digital government and smart cities.

Since 2016, DGX has fostered a collaborative community of leaders, supported by participation from multilateral institutions like the United Nations, World Bank, and World Economic Forum. The platform includes technical Working Groups where experts conduct in-depth discussions on key digitalisation topics, promoting information exchange, mutual learning, and future collaboration. The Working Groups hold regular meetings over the course of the year and present their findings at the DGX Conference.

DGX 2024 welcomed representatives from government agencies and international organisations across Australia, China, Denmark, Estonia, Finland, Germany, Israel, Japan, Netherlands, New Zealand, United Kingdom, United States of America, and the World Bank Group.





Industry Engagement (IE) 2024

THE CHALLENGE

To transform public services in a fast-evolving technological landscape, we needed to tap the complementary strengths of the public and private sectors. Strong partnerships with industry are essential to co-develop innovative information and communications technology (ICT) solutions that better serve citizens, businesses, and public officers.

OUR ROLE

We evolved our annual Industry Briefing into Industry Engagement (IE), reflecting our commitment to fostering meaningful collaboration. The event convened technology companies and government agencies for open dialogue on GovTech Singapore's upcoming initiatives and opportunities to jointly develop solutions that deliver greater impact.

By sharing our strategic priorities and drawing on industry expertise, IE laid the foundation for deeper partnerships to drive the next generation of digital services.

For the first time, we also introduced two new segments:

- Closed-door discussions with senior industry leaders for in-depth conversations; and
- Engagement booths to showcase our products such as SG Tech Stack and the Developer Portal, share recent developments, and gather feedback on procurement models and the IM8 reform.





Great Place to Work® Certification

OUR ROLE

We were awarded the Great Place to Work® certification for the second consecutive year, recognising our continued efforts to build an inclusive and engaging workplace. This achievement reflects our commitment to creating an environment where every GovTechie can grow, thrive, and contribute to tech for public good, strengthening our standing as an employer of choice.

Bytes that build a Smart Nation: GovTech Singapore in numbers

Global recognition



#5

Smartest city in the world

Singapore rose two spots from the 2024 **Smart City Index**, and is now ranked **#1 in Asia**



#3

in UN's e-Government Survey

Singapore was recognised for excellence in digital government across 193 UN Member States

Reusable tools, greater impact



SG Tech Stack adoption

Adoption in new application projects grew from **32% → 54%** (FY23 to FY24)

Digital Government at scale



>80%

eligible systems
migrated to
the cloud

99%

government
transactions
completed
digitally

Industry partnerships



>30

transformative projects

Enabling better **policy, planning,
service delivery, and operations**

Expanding everyday access with Singpass



574

new services integrated this year
(across public & private sectors)

Supported major national events

- > CDC Vouchers via RedeemSG
- > Digital IC & ePoll Cards at **GE2025**

>99.9%

core service availability

Driving innovation



Catalysed a pipeline of public sector innovation through **LAUNCH! innovation programme** and **Build hackathon & incubator**

LAUNCH!



WOG innovation programme

{build}

hackathon & incubator

GovTech Singapore's flagship hackathon for employees, fuelling its product innovation pipeline

>600
ideas

25
workshops

120
problem
statements

115
prototypes

16
ideathons

4
hackathons

>600
participants

125
teams

51
prototypes

200k
visits to
Launchpad

9
workshops

>3
product clinics/
user testing

Building a greener and sustainable digital government

Being environmentally considerate runs parallel to building a trusted digital future. From greener data centres to energy-smart software, we take guidance from three pillars — Sustainable Organisation, Sustainable ICT & Smart Systems, and Digital Innovation — to reduce our digital carbon footprint today and steer the public sector toward net-zero emissions around 2045, in step with the Singapore Green Plan 2030.



GovTech Singapore's Sustainability Framework, Strategy & Governance Structure

VISION

To become a net zero government around 2045

MISSION

Adopt sustainability as a core principle in our digitalisation business and professional way of life

SG Green Plan WHY

City in Nature

Energy Reset

Sustainable Living

Green Economy

Resilient Future

Key Pillars WHAT

Sustainability Committee Workgroups (Reports to GovTech Singapore Exco)

Pillar 1
Sustainable Organisation

Green GovTech Singapore Operating Culture

Pillar 2
Sustainable ICT & SS

Green Digitalisation Practices for WOG

Pillar 3
Digital Innovation for Sustainability

Green Outcomes Enabled for WOG

Key Enablers HOW

 PEOPLE

 PRACTICES

 PARTNERSHIP

Green Workplace
Outreach & Awareness
Education & Enablement

Green Procurement
Green Data Centres
Green Cloud
Green Software

Innovation: Smart City
Ops-Tech with MSE
Strategic Partnerships

Digital Data Platform

Digitally Enabled Monitoring and Reporting

Governance

Sustainability Committee & Workgroups

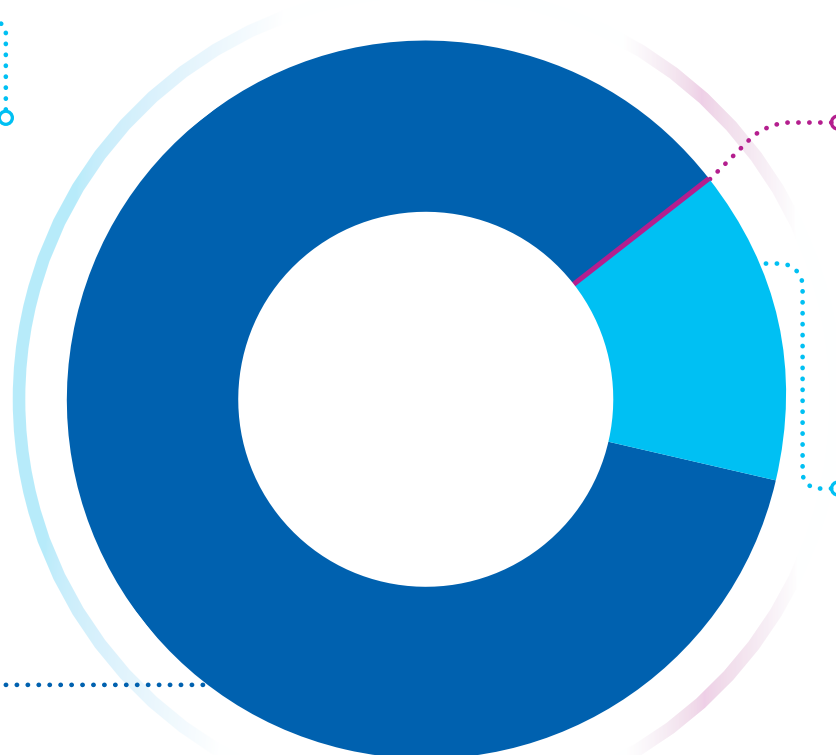
Our commitment to UN Sustainable Development Goals (SDGs)

Together with the Singapore government's commitments to the 2030 Agenda for Sustainable Development, GovTech Singapore continues to support the United Nations' SDGs.



Emissions calculations exclude GovTech Singapore's subsidiary, Assurity Trusted Solutions Pte Ltd. GovTech Singapore engaged an external platform to advise on its emissions inventory, and selected scope 3 categories based on materiality in compliance with the GreenHouse Gas (GHG) Protocol.

Our greenhouse gas emissions



0.01% (9 tCO₂e)

SCOPE 1: Direct emissions that occur from sources owned or controlled by the reporting entity

- > Fuel used by one GovTech Singapore vehicle

14% (9,341 tCO₂e)

SCOPE 2: Indirect emissions that result from the use of purchased electricity, heat and steam

- > Electricity
- > Cooling

86% (55,574 tCO₂e)

SCOPE 3: All other indirect emissions that are a consequence of the activities of the reporting entity, but occur from sources not owned or controlled by the reporting entity

- > Capital goods
- > Use of sold products
- > Purchased cloud services
- > Business travel
- > Employee commute

Our workplace environmental performance

We have made meaningful progress toward our GreenGov.sg targets¹, as reflected in our FY24 EUI, WEI and WDI. We will continue to implement initiatives and measures to ensure we remain on track to meet these goals.

Energy

GreenGov.SG Performance

- > Our Electricity Utilisation Index (EUI) improved despite additional electricity consumption from our new Lazada One premises.
- > Achieved a **24% reduction** from our FY18–FY20 EUI baseline average of 126.98 kWh/m².
- > Driven by energy-efficient equipment upgrades and strategic migration of on-premise IT workloads to the cloud.

Electricity Consumption from FY18 to FY24

	Baseline (FY18 – FY20)	FY21	FY22	FY23	FY24
Electricity Consumption (kWh)	2,325,580	2,291,850	2,238,457	2,221,159	2,280,830

EUI from FY18 to FY24

	Baseline (FY18 – FY20)	FY21	FY22	FY23	FY24
EUI (kWh/m ²)	126.98	104.93	102.48	101.69	95.98

EUI methodology does not include (a) energy required for cooling, (b) electricity consumption at DC locations, and (c) fuel used in operations. EUI methodology only includes electricity consumption at our offices, and is based on GreenGov.SG metrics.

Water

GreenGov.SG Performance

- > Water Efficiency Index (WEI) improved to its best level since FY21, despite higher overall water use from increased occupancy and new premises at Lazada One.
- > Driven by conservation initiatives such as **tap aerators, optimised valve settings**, and efficient consumption management.

Water Consumption from FY18 to FY24

	Baseline (FY18 – FY20)	FY21	FY22	FY23	FY24
Water Consumption (m ³)	757	327	609	889	918

WEI from FY18 to FY24

	Baseline (FY18 – FY20)	FY21	FY22	FY23	FY24
WEI (m ³ / headcount / day)	2.31	2.88	2.59	2.99	2.43

WEI is defined as the water consumption divided by the number of headcount/occupants. WEI methodology only includes water consumption at our offices, and is based on GreenGov.SG metrics.

Waste

GreenGov.SG Performance

- > **Total waste disposed decreased** and the Waste Disposal Index (WDI) improved².
- > These results reflect our continued focus on reducing waste across our operations.

Waste Disposed from FY22 to FY24

	Baseline (FY22)	FY23	FY24
Waste Disposed (kg)	24,276	28,482	24,584

WDI from FY22 to FY24

	Baseline (FY22)	FY23	FY24
WDI (kg / headcount / day)	0.10	0.10	0.08

WDI is defined as the waste disposed divided by the number of headcount/occupants. WDI methodology only includes waste disposal at our offices, and performance is baselined to FY22 disposal levels only. This is in accordance with GreenGov.SG metrics.

Waste Recycled from FY22 to FY24

	Baseline (FY22)	FY23	FY24
Waste Recycled (kg)	6,111	9,307	8,509

¹ By 2030, the public sector aims to reduce energy and water use by 10 per cent from the average of 2018 – 2020 levels, and to reduce the amount of waste disposed by 30 per cent from 2022 levels. <https://www.mse.gov.sg/latest-news/press-release-on-greengov>

² This does not include waste data from our Lazada One premise due to centrally managed waste disposal service without separate measurement.

Our digital sustainability initiatives

Diverting 1.7 tonnes of e-waste annually with Secure Data Erasure

The challenge

GovTech Singapore's Mobile Device Management Service (GoMAX) replaces around 3,750 mobile devices each year, such as smartphones and tablets. In the past, these were destroyed through shredding or incineration, producing approximately 1.7 tonnes of e-waste.

Our role

With the revision of the data security policy and introduction of secure data erasure, we can now reuse, resell, or donate these devices. These initiatives have helped:

- > Divert approximately **1.7 tonnes of e-waste** annually from physical destruction methods like shredding and incineration.
- > Avoid an estimated **337.5 tonnes of carbon dioxide emissions** each year.
- > Extend the lifecycle of IT assets through secure, sustainable practices.
- > Support the government's green strategies by promoting responsible asset management and reducing environmental impact.

Greening Singapore's Digital Infrastructure

The challenge

There was a need for Government Data Centres (GDCs) to become more energy efficient which required us to challenge conventional data centre operations. This had to be done while innovating cooling strategies suited to tropical climates.

Our role

In FY24, we adopted a comprehensive system-wide, lifecycle approach to information and communications technology (ICT) sustainability, transitioning from targeted interventions to holistic system-wide enhancements.



Enhanced energy and facility efficiency with modular **uninterruptible power supply systems** and lights-out operations.



Consolidating workloads from three legacy Data Centres into a **next-gen Data Centre** to slash carbon emissions and operational costs.



Advanced the design of next-gen Data Centres featuring **fan wall cooling systems** which are more efficient than traditional Computer Room Air Conditioning units.



To ensure sustainable scalability, started implementation of **liquid cooling technologies** to meet increasing high-density computing demands and rising AI-related computing demands.



Achieved **up to 40% energy savings** by raising data centre temperatures.



Continued to drive **green ICT** in support of Singapore's national sustainability goals.

Modernising NEA sensor grids to improve environmental monitoring

The challenge

To enhance the National Environment Agency's (NEA) ability to manage environmental monitoring efficiently, legacy sensor systems needed to be upgraded to overcome high maintenance costs and reliance on external vendors that limited scalability and timely environmental monitoring.

Our role

We worked with NEA to modernise its sensor infrastructure by consolidating cloud hosting for Airgrad and Air Quality Monitoring Station systems and migrating to cloud-native services. These improvements reduced infrastructure maintenance costs, enhanced operational efficiency, and built stronger in-house capabilities — supporting long-term self-reliance and smarter resource management across monitoring networks.

“At the start of the project, the team faced several constraints, including limited domain knowledge, restricted resources, and tight timelines.

With structured training from the cloud service provider and strong support from the stakeholders, project lead, contract staff, and interns, the team collaboratively addressed these challenges. The resulting solution was subsequently adopted in other agency projects, contributing to reduced development timelines and increased efficiency.”



Paramod Kumar

Senior Specialised Systems Engineer (IoT),
Smart City Technology Division, Government Digital Products

I actively contribute my time to volunteering with a spiritual and charitable organisation, which allows me to give back to the community and stay grounded.

A Registry for ICC

The challenge

As Singapore advances its climate action goals, a secure and transparent way to track and manage International Carbon Credits (ICC) was needed to support cross-border trading and strengthen Singapore's role as a carbon services hub.

Our role

We partnered with the National Environment Agency (NEA) to develop a registry for ICC, a trusted digital platform that securely manages taxable companies' carbon credit portfolios. The registry's credibility is demonstrated by the successful onboarding of two major carbon credit providers, marking a significant step in Singapore's carbon services ecosystem.

Our Board of Directors

(as of Aug 2025)

Mr CHNG Kai Fong

Permanent Secretary (Information and Development), Ministry of Digital Development and Information (MDDI)



Mr GOH Wei Boon

Chief Executive, Government Technology Agency of Singapore & Government Chief Digital Technology Officer, Ministry of Digital Development and Information (MDDI)



Mr Joseph LEONG

Chairman, Permanent Secretary (Smart Nation), Ministry of Digital Development and Information (MDDI)



Mr Augustin LEE

Deputy Chairman, Second Permanent Secretary (Smart Nation), Ministry of Digital Development and Information (MDDI)



Ms Joan MOH

Deputy Secretary (Workplaces), Ministry of Manpower (MOM)



Mr Derrick GOH

Chief Operating Officer, DBS Group



Prof HO Teck Hua

President, Nanyang Technological University (NTU), Singapore



Mr LIEW Nam Soon

Asia East Deputy Regional Managing Partner, ASEAN Managing Partner, Country Managing Partner, Singapore and Brunei, EY



Mr Noah PEPPER

CEO, Multiplier Holdings



Mr Shonn MILLS

Managing Director, Whitby Wood Mills



Ms Stacey N. LACY

Chief of Staff, Yalari



Ms Vaishali RASTOGI

Head, Global Technology, Media And Telecommunications Business, BCG



Ms Dorothea KOH

Founder and CEO, Bot MD



Ms Piruze SABUNCU

Partner, Square Peg Singapore Pte Ltd



Our Senior Leadership

(as of Aug 2025)

EXCO + SLM

01. Mr GOH Wei Boon

Chief Executive, Government Technology Agency of Singapore & Government Chief Digital Technology Officer, Ministry of Digital Development and Information

02. Mr CHANG Sau Sheong

Chief Technology Officer & Deputy Chief Executive, Government Digital Products and Government Technology Office

03. Mr Henry CHANG

Deputy Chief Executive, Government Digital Transformation

04. Mr Justiin ANG

Government Chief Information Security Officer & Assistant Chief Executive, Cybersecurity, Trusted Infrastructure Services

05. Mr TAN Pei En

Assistant Chief Executive, Data & AI, Government Technology Office

06. Mr TAN Bee Teck

Assistant Chief Executive, Central Administration and Social, Government Digital Transformation

07. Mr Dominic CHAN

Chief Information Officer & Assistant Chief Executive, Chief Information Office and Technology Management Office

08. Mr TAN Eng Pheng

Senior Advisor, Government Digital Transformation

09. Ms Cynthia LEE

Senior Director, People and Organisation Division, Strategy, Corporate & Governance

10. Mr Bernard TOH

Assistant Chief Executive, Strategy, Corporate, and Governance

11. Mr Ivan TAN

Assistant Chief Executive, Economic and National Development, Government Digital Transformation



12. Mr SING Khang Leng

Senior Director, Manpower Cluster, Economic & National Development, Government Digital Transformation

13. Ms Peggy MAH

Senior Director, Culture, Community & Youth Cluster, Central Administration & Social, Government Digital Transformation

14. Ms LIM Bee Kwan

Chief Executive, Assurity Trusted Solutions

15. Mr Kevin NG

Senior Director, Core Engineering Products, Government Digital Products

16. Mr Vlastimil CHVOJKA

Senior Director, Apps Products, Government Digital Products

17. Mr LIM Thian Chin

Chief Risk Officer & Senior Director, Digital Governance, Strategy, Corporate & Governance

18. Mr ONG Hong Joo

Senior Director, Cyber Defence Operations & Intelligence, Cybersecurity Group, Trusted Infrastructure Services

19. Mr Richard TAY

Senior Director, Government Productivity Engineering, Trusted Infrastructure Services

20. Mr CHONG Rong Hwa

Senior Director, Engineering Cluster, Cybersecurity Group, Trusted Infrastructure Services

21. Ms Lillian SHIEH

Head of Practice, Design Practice, Government Technology Office

22. Mr Nicholas BOK

Director, Internal Audit, Government Technology Agency of Singapore & Group Chief Internal Auditor, Ministry of Digital Development and Information

23. Mr CHEN Kaiwei

Head of Practice, Product Management Practice, Government Technology Office

24. Mr Jason SEE

Senior Director, Education Cluster, Central Administration & Social, Government Digital Transformation

25. Mr Eyung LIM

Senior Director, Apps (Digital Society) and Social Platform Products, Government Digital Products



Members of Board Committees

Audit & Risk Committee (ARC) Committee

Mr Derrick GOH
Chairman

Ms Stacey N. LACY
Member

Ms Joan MOH
Member

People Matters & Remuneration Committee

Mr Joseph LEONG
Chairman

Mr GOH Wei Boon
Member

Prof HO Teck Hua
Member

Mr Augustin LEE
Member

Finance & Investment Committee

Mr LIEW Nam Soon
Chairman

Mr Shonn MILLS
Member

Mr GOH Wei Boon
Member

Ms Vaishali RASTOGI
Member

Members of Subsidiary (as of Aug 2025)

Assurity Trusted Solutions Pte Ltd (Assurity) is a wholly owned subsidiary of GovTech Singapore. As a trusted partner of GovTech Singapore, Assurity provides a comprehensive range of Managed Services and Assurance Services, delivered by experienced technical experts. The company is accredited with CREST certification and licensed under the Cyber Security Regulatory Oversight (CSRO) framework for its Assurance Services. Assurity collaborates closely with GovTech Singapore, government agencies, and commercial partners to help them achieve their business objectives.

Mr LIEW Nam Soon
ATS Board Chairman



Ms LIM Bee Kwan
CEO and Board Director



Ms TAN Khiaw Ngoh
Chairman of ARC Committee and Board Director



Mr LAM Chung Nian
Member of ARC Committee and Board Director



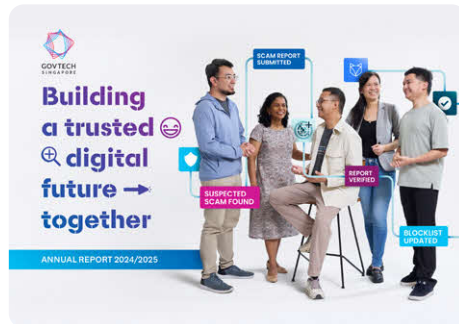
Mr CHONG Rong Hwa
Member of ARC Committee and Board Director



Mr Lawrence GOH
Board Director



Thank you to all GovTechies for being part of this Annual Report.



ON THE COVER (PAGE 1)

From Left to Right (L-R):

Zaini Chia

Digital Business Analyst,
Core Engineering Products,
Government Digital Products

Vaidehi Kanthale

Digital Business Analyst
Economic & National Development,
Government Digital Transformation

Pye Sone Kyaw

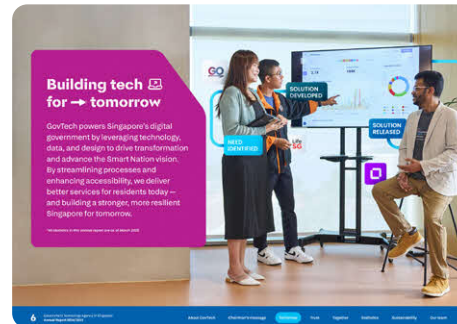
AI Engineer, AI Practice,
Government Technology Office

Serene Ding

Senior Digital Business Analyst,
Central Administration & Social,
Government Digital Transformation

Wan Ding Yao

Cybersecurity Engineer,
Cybersecurity Group,
Trusted Infrastructure & Services



ON THE TOMORROW DIVIDER (PAGE 6)

From Left to Right (L-R):

Hon Chee Hui

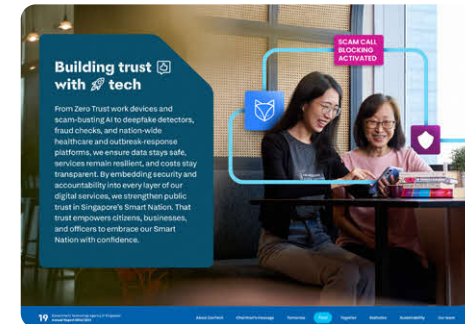
Digital Business Analyst,
Central Administration & Social,
Government Digital Transformation

Muhammad Al-Fairuz

ICT & SS Policy Specialist,
Digital Governance,
Strategy, Corporate & Governance

Karthik Parameswaran

Senior Cloud Infrastructure Engineer,
Government Productivity Engineering,
Trusted Infrastructure & Services



ON THE TRUST DIVIDER (PAGE 19)

From Left to Right (L-R):

Zheng Yu

Senior Digital Business Analyst,
Central Administration & Social,
Government Digital Transformation

Emily Pang

Senior Executive,
Chief Executive Office

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