Innovating and Building Capabilities

Annual Report 2025/2026

GOVTECH SINGAPORE

for a Shared Digital Future

Contents

Who we are 3

GovTech Singapore in numbers 4

Chairman's message 5

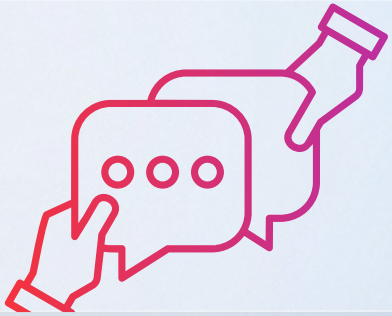
Key highlights

- Igniting the sparks of innovation 8
- Building our capabilities, together 15
- Shaping a shared digital future 29

Building a greener and more sustainable digital government 42

Meet our team

- Board of Directors 49
- Senior Leadership 50
- Members of Board Committees 52
- Members of Subsidiary 52



Our Mission

Engineering Digital Government, Making Lives Better.

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 technology for the public good — to improve the lives of citizens, support businesses, and enable a more effective, trusted, and inclusive public service.

GovTech Singapore partners with government agencies in delivering secure, reliable, and user-centric digital services, while steering the next stage of digital government transformation through robust digital infrastructure, cybersecurity, data protection, and ICT governance.

GovTech Singapore is a statutory board under the Ministry of Digital Development and Information.

GovTech Singapore FY2025 in numbers

According to the IMD Smart City Index, Singapore is: **#9** **in the world, maintaining its position among the global top 10 Smart Cities.**

The **Government-to-Citizen** public satisfaction indicator measures citizen satisfaction towards government digital services. In FY2025:

91%

of citizens surveyed had a positive experience with government digital services in FY2025

(rating of 6 and above on a 11-point scale)

→ Figures are based on the Government Services Benchmarking study (GSB) conducted by the Public Service Division and the Civil Service College.

The **Government-to-Business** satisfaction indicator measures business satisfaction towards government digital services. In FY2025:

78%

of businesses surveyed were satisfied with government digital services in FY2025

(rating of 4 and above on a 5-point scale)

→ Figures based on the Q3 2025 Business Sentiments Poll (BSP) conducted by MDDI.

For FY2025, the **Government-to-Government** Developer Product Satisfaction Survey showed steady progress in strengthening Whole-of-Government digital development capabilities. It received:

> 1,000
responses from developers across 85 government agencies.

39%
of the responses came from partner vendors.

4.76 out of 6
achieved for overall satisfaction with GovTech's developer products in FY2025, up from 4.66.

GovTech Singapore's total staff strength as of 30 September 2025 is 3,814, which includes officers forward deployed to agencies.

Message from our Chairman

FY2025 was a moment to look beyond what GovTech Singapore has built over the past decade, and ask what the next decade of digital government will require of us. We have built important digital foundations, platforms and services that Singaporeans and businesses now use every day.

That work matters. But the operating environment has changed.

Our systems are more interconnected, cyber threats more sophisticated, and expectations of government services higher. At the same time, advances in Artificial Intelligence (AI) and other technologies are changing how software is built and what digital services can deliver.

What has brought us this far will not, by itself, be enough for what lies ahead.

For GovTech, the next phase is therefore not simply about building more systems. We must strengthen the Government's ability to build, own, operate, secure and continuously improve the digital products and platforms that Singapore relies on. This means deeper product and engineering capabilities, modernising systems before they become constraints, using AI with clear purpose and judgement, and remaining accountable for whether our services work well for the people who depend on them.

Our move to Punggol Digital District in late 2025 reflects this next chapter. Bringing our product, engineering and cybersecurity teams closer together creates more opportunities to collaborate, build future-ready capabilities and turn ideas into secure, reliable outcomes for agencies and citizens.

The location is new. Our mission remains the same: **Engineering Digital Government, Making Lives Better.** What is changing is what it takes to fulfil that mission.

We have built important digital foundations, platforms and services that Singaporeans and businesses now use every day.

Chng Kai Fong
Chairman,
Government Technology Agency of Singapore

Enabling responsible innovation

AI is opening up new possibilities for the Government. Used well, it can help public officers work more effectively, improve services and solve problems in ways that were previously difficult or costly.

But adopting AI is not an end in itself. The question is where it can create real public value, and how we use it responsibly.

We introduced the **Multimodal AI Handbook** and **PlatformAI Studio** to give public officers practical ways to understand AI capabilities, test use cases and develop prototypes, so they can become better at identifying the right problems, experimenting safely and deciding where AI can make a meaningful difference.

We also created opportunities for our people to learn by doing. More than 200 non-technical colleagues took part in the first **Strategy, Corporate and Governance AI-Sprint**, while ideas from our inaugural GovTech-wide **{build} hackathon** were incubated and developed further.

We cannot do this alone. Through **Industry Engagement 2025** and **Digital Government Exchange 2025**, we deepened partnerships with industry and international counterparts to learn from one another and translate good ideas into better services.

Modernising our digital foundations

Innovation must be matched by modernisation. Systems that are difficult to change become harder to secure, more expensive to maintain and slower to respond to new needs.

We established the **Central Modernisation Office (CMO)** to bring greater discipline to this work and renew systems across the Government.

Early pilots show what is possible. At Nanyang Polytechnic, cross-functional teams supported by AI tools improved collaboration and accelerated project delivery by more than 50%. With the National Environment Agency, the team developed within weeks a modern web prototype that could replace three legacy desktop applications.

These are early examples, but they illustrate an important point. Modernisation is not simply a technical exercise. Done well, it allows agencies to respond faster, reduce complexity and continuously improve the services they deliver.

Deepening ownership and public sector capabilities

Modernising a system is only the beginning. Someone must continue to own it.

Critical digital services cannot simply be built, delivered and considered complete. They must be operated securely, understood deeply and improved continuously as user needs, policies and technologies change.

What must therefore deepen is the Government's ownership.

This requires stronger capabilities in product management, engineering, design, data, cybersecurity and platforms, and teams that remain accountable for products throughout their lifecycle.

We are already seeing this shift take shape. The **Multi-Agent Infosecurity Assistant**, now being piloted across selected agencies, uses AI to support penetration testing and identify vulnerabilities in government web systems. More important than the technology itself is what it represents: building capabilities that agencies can use and own to strengthen the security of their systems over time.

Our ambition is not for every agency to build everything itself nor for GovTech to build everything centrally. The goal is to ensure that the Government has sufficient technical depth to know what it must own, where partners add value, and how to remain accountable for outcomes.

Strengthening trust, security and inclusion

Ultimately, technology in the Government only works if people trust it. That trust has to be earned through services that are secure, reliable and accessible, and through our ability to deliver when people need us.

We strengthened the Government's collective cyber resilience through **Government Cyber Security Operations Centre (GCSOC) 2.0**, moving towards a federated, full-stack detection and response capability. We are also developing the **CISO Teams of the Future** to deepen cybersecurity expertise across public agencies.

Trust also means ensuring that digitalisation does not leave people behind. With **A11y Playground**, we are making it easier for organisations to build accessibility into their digital services from the beginning, rather than treating it as an afterthought.

Trust is also demonstrated by whether the Government can respond when new needs arise.

SG Culture Pass was delivered within 11 months by building on existing GovTech and Open Government Products platforms and infrastructure. When the Health Sciences Authority (HSA) needed a new **Vaping Information System**, it was able to develop one in three weeks using eight existing government products.

These examples reflect a simple principle: the Government should not have to start from scratch each time. Shared platforms, reusable capabilities and strong product teams allow agencies to move faster while maintaining the security, reliability and standards expected of public services.

Building on progress, shaping what comes next

GovTech marks its tenth anniversary in 2026. The next phase of digital government will not be measured simply by how many new systems or technologies we introduce, but by whether the Government has the capabilities to keep improving the services Singapore relies on.

Our ambition is for public officers to use AI confidently and responsibly; for agencies to take stronger ownership of their digital transformation; and for critical systems to be modern, resilient and secure by design.

Technology will continue to change. Expectations will continue to rise. Our responsibility is to ensure that the Government's ability to serve Singapore keeps pace.

That is the work ahead of us, and the next chapter of GovTech Singapore: **Engineering Digital Government, Making Lives Better.**

Chng Kai Fong

Chairman,
Government Technology Agency
of Singapore

Igniting the sparks of innovation

At GovTech Singapore, innovation begins from within — with AI evolving from a productivity tool into an enabler of new ideas, and partnerships helping us turn them into impact.

With the rapid rise and global evolution of Artificial Intelligence (AI), we are nurturing an environment where AI can help new ideas take shape and thrive. Here, AI is embraced as a catalyst for fresh thinking and new possibilities. From hackathons that transform ideas into scalable solutions to collaborations with fellow agencies to tackle complex challenges, our efforts focus on uniting people and expertise to navigate this technological shift, and drive meaningful progress.

GovTech Innovation Day 2025

Showcasing our growing innovation ecosystem

GovTech Innovation Day 2025 brought together over 1,000 attendees comprising public officers, senior leaders and industry partners. They gained a clearer understanding of how ideas can move from experimentation to impact through various sharing sessions.

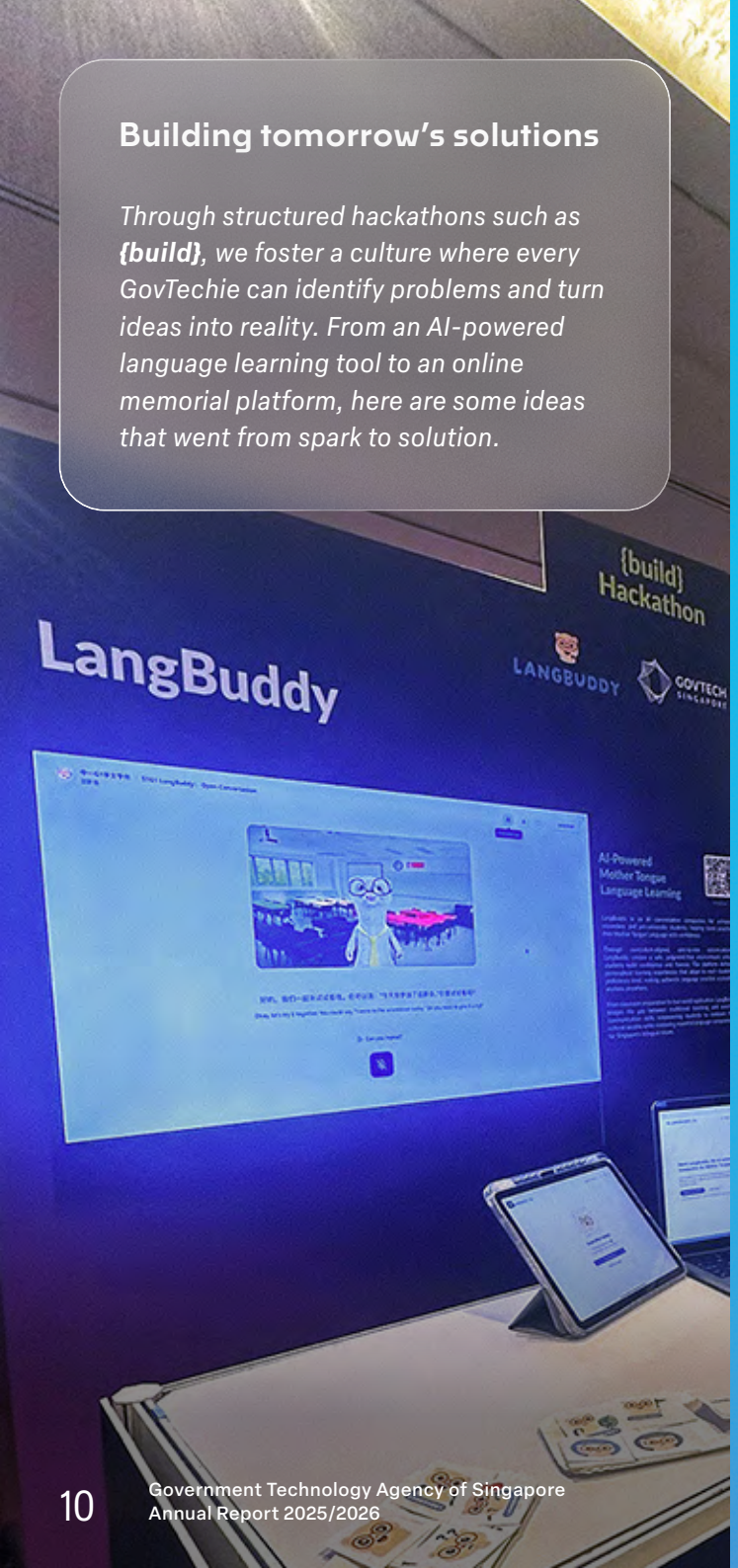
The event also facilitated conversations and connections, giving participants the opportunity to learn from one another and consider how digital innovation can be applied within their own areas of work. For the first time, professionals from the tech industry were also invited to explore how digital tools and AI are used across the public service.

GovTech Innovation Day 2025 offered plenty of activities for everyone, including:

- Prompt Royale Finale, our flagship Whole-of-Government (WoG) prompt engineering competition
- Exhibition booths for programmes such as {build} Hackathon, AI Champions Bootcamp, LAUNCH! AI Incubator, and the LAUNCH! x Llama Incubator in collaboration with Meta
- Lightning talks by finalists and project leads behind hackathons, prototypes and our products

Building tomorrow's solutions

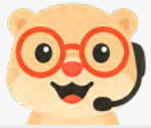
*Through structured hackathons such as **{build}**, we foster a culture where every GovTechie can identify problems and turn ideas into reality. From an AI-powered language learning tool to an online memorial platform, here are some ideas that went from spark to solution.*



LangBuddy

Born from {build}

A chatbot for learning



LangBuddy is an AI-powered chatbot that engages students in natural conversations to help them practise their Mother Tongue languages. It is co-developed with the Ministry of Education's Mother Tongue Languages Branch and Digital Excellence & Products Division.

Supporting the three official Mother Tongue languages in schools — Mandarin, Malay, and Tamil — the platform creates a safe and encouraging space for students to build confidence and improve their language skills. LangBuddy aims to benefit more than just students; teachers can gain deeper insights into their students' progress and learning needs. Designed with both AI capabilities and student-centric educational principles in mind, LangBuddy makes learning more engaging, interactive, and enjoyable.

5 minutes – average conversation duration on LangBuddy

> 1,100 students used LangBuddy across 16 secondary schools and three languages

July 2025

The initial pilot involved six JC schools and 150 students studying Mandarin.

End of 2025

The programme expanded to 10 schools and 300 students across Mandarin and Malay languages.

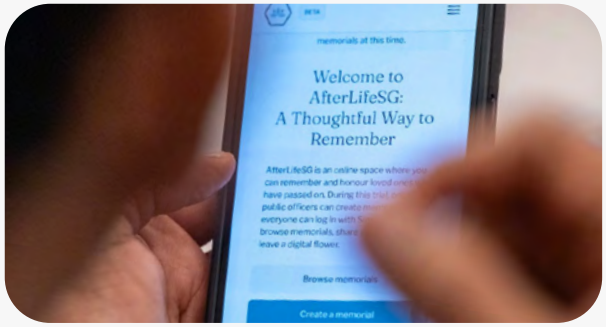
As of January 2026

It was further extended to an additional 1,100 secondary school students across 16 schools, covering all three Mother Tongue languages.

AfterLifeSG

Born from {build}

Redefining remembrance



Can technology help us reimagine remembrance and grieving in a digital society? The answer is yes. AfterLifeSG is an online platform that allows users to create digital memorials for their deceased loved ones. Currently undergoing public trials with Singapore residents, the AfterLifeSG team spoke to and surveyed more than 1,000 people to develop and refine the platform.

> *"AfterLifeSG gave me the opportunity to create something deeply meaningful: a space where people can bring together memories, stories, and different perspectives to celebrate the lives of their loved ones. What started as an idea at {build} has since grown into a live product that we continue to learn from and improve. As a designer, I had the opportunity to shape not just how it looks, but how it evolves, grounded in research and insights from people across different walks of life, religions, cultures, and generations."*

Arthur Lee Ying Kiu

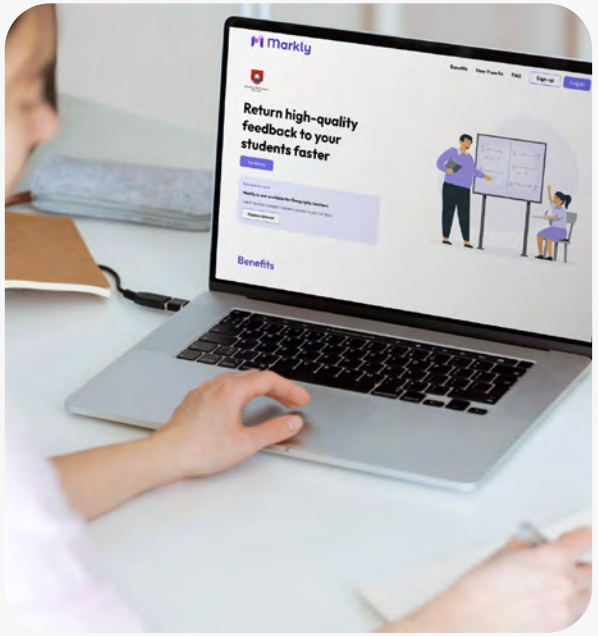
Designer, Sustainability & Environment Cluster

Markly

Born from {build}

Rethinking marking and feedback

Marking papers by hand is time-consuming, making it challenging for teachers to provide timely, meaningful and consistent feedback at scale. We piloted Markly, a collaborative AI tool co-designed with MOE's curriculum specialists. Over a two-month closed pilot, participating teachers shared their feedback on students' scripts through Markly, which then generated suggested feedback that teachers could further refine using their own expertise and understanding of each student.



PlatformAI

A foundation for AI innovation

By integrating data, models, and tools into a unified ecosystem, PlatformAI helps agencies move from experimentation to operational deployment more effectively and safely. Its AI guardrails service, Sentinel, supports more than 80 AI products across government by governing generative AI applications and intercepting high-risk requests before harm can occur.

Beyond large language models, PlatformAI also provides speech, vision, and recommender capabilities that power operational use cases across agencies. These include enhancing construction site safety and preventing wildlife-related road accidents.

Today, more than 50 agencies leverage AI capabilities delivered through PlatformAI, which is also designed to be compliant by default and contextualised for government use. Internally, we have also deployed AI coding assistants and code review tools powered by PlatformAI, with more than 1,000 of our developers adopting the tools within the first month of launch.

Multimodal AI Handbook and PlatformAI Studio

Explore, validate and prototype easily

We developed the Multimodal AI Handbook to guide public officers who are exploring AI opportunities that can combine multiple data sources to deliver better outcomes for their organisations. Designed to be accessible and easy to understand, the handbook equips them with the foundational knowledge to identify meaningful use cases, understand deployment options, and have more informed conversations with their organisation's technical teams.

Complementing the handbook, PlatformAI Studio enables officers to explore use cases, test AI capabilities on their own data, and develop lightweight prototypes, helping them move from ideas to implementation with greater confidence.

> *"One challenge we faced was charting a path from learning to a validated prototype, and ultimately to a solution that could run reliably in an agency's own environment. Our team responded by taking an enterprising approach to deployment. With the solution, the aim is for learning, prototyping, and production to feel like one continuous path rather than disconnected steps."*

Sumiko Teng

Data Scientist,
AI Practice

Rabbit Deploy

Enabling innovation as a shared capability

As part of our AI strategy to enable visionary transformational impact across government services, we launched Rabbit Deploy to help GovTechies feel more confident using AI to prototype and deploy digital solutions. Through agentic tools, teams could move beyond prompt-based tasks and start building practical solutions. The results were encouraging:

73 solutions developed by the teams

90 days to deploy

60% rise in confidence levels in innovation across our teams

LAUNCH! x Llama Incubator

Accelerating AI adoption

We partnered with Meta on the LAUNCH! x Llama Incubator (Government Track), supported by the Singapore Economic Development Board, Enterprise Singapore, Infocomm Media Development Authority (IMDA) and the Ministry of Digital Development and Information. The incubator fostered AI adoption among startups and small and medium-sized enterprises, while a dedicated Government Track enabled public sector teams to explore and apply AI to real-world challenges. Through the Government Track, eight teams from six agencies developed and tested AI solutions for public service use cases, generating an estimated $2 million in innovation value through productivity and manpower savings. Several solutions are now being scaled for deployment.

Agentic Risk & Capability Framework

A safe approach to AI risk management

With more organisations adopting AI agents, ensuring they remain safe, secure and trustworthy is a growing priority. To address this, we developed the Agentic Risk & Capability (ARC) Framework to help organisations identify risks and implement appropriate safeguards.

It is a structured approach that breaks down agentic systems into their various components, designs and capabilities, before mapping them against specific risks and safeguards. A central risk register brings together the latest risks associated with agentic systems, helping teams keep pace with a rapidly evolving threat landscape.

The framework has been adopted across GovTech as part of our Agentic Standards, and referenced by IMDA and Cyber Security Agency of Singapore in industry guidance on agentic governance and security. It was also accepted for publication at the International Association for Safe and Ethical AI's 2026 conference.

Innovation starts from within

*With **AppraisAI**, writing self-evaluations no longer feels like the hardest part of performance review season.*

Liyanah Zaffre

Senior Manager,
Policy, Performance & Rewards

AppraisAI

Completing an appraisal form can be a daunting, high-stakes process for many employees. How can we make it less stressful, more meaningful, and ultimately more productive?

That was the question GovTechie Liyanah Zaffre set out to answer. The solution? AppraisAI, an AI-powered coach designed to help GovTechies articulate and write their self-evaluations more effectively. More than just proof of how we use AI to solve problems, AppraisAI is an example of how innovation is built from the inside out.

What challenge did the team face?

Our biggest challenge wasn't technical — it was conceptual. Before writing any code, we had to answer some fundamental questions. What does impact mean for each GovTechie? How do we help them articulate the strategic value of their work? What does good performance management actually look like in practice?

How did the team overcome this hurdle?

We went straight to the source and interviewed GovTechies across different roles and seniority. By getting them to walk us through their experiences, we understood the frustrations, the uncertainties, and the difficulties of translating a year's worth of work into an impactful narrative. We also drew on our own experiences sitting on appraisal panels. These were insights we were uniquely positioned to uncover, and we felt a responsibility to make them accessible to everyone.

What makes AppraisAI special?

The guidance offered by the tool is drawn from the lived experiences of our colleagues, their anxieties and successes, combined with a panel-level perspective that they rarely get to see. We wanted AppraisAI to be an empathetic and useful system, and we overcame the challenges by making the users the primary architects, while bringing in knowledge that had previously been available only to select stakeholders.

What is the best part about working on AppraisAI?

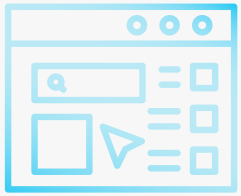
Watching my colleagues benefit from it has been especially rewarding! It was adopted by over 300 employees during last year's performance appraisal exercise. Nine out of 10 users reported time savings of more than an hour. They also noticed a marked improvement in the quality of their documentation. I'm excited that AppraisAI will be implemented across the entire organisation for the 2026 appraisal cycle.

Building our capabilities, together

GovTech Singapore brings people, platforms, and ideas together, helping teams move faster, build with confidence, and grow their capabilities through shared tools, hands-on programmes, and continuous learning opportunities.

Better skills, bigger possibilities. To prepare our people for what's next, we are connecting shared platforms, programme-based delivery and capability-building initiatives in ways that make learning and collaboration easier. More than just delivering tools, these efforts help teams within the Government build confidence, innovate together, and implement solutions that eliminate bottlenecks and create operational efficiencies.

ApplySG Portal



A faster rollout of digital services

ApplySG is a no-code platform for agencies to configure and operationalise government form-based workflows. With the launch of the ApplySG Portal, agencies can roll out schemes and initiatives more seamlessly to businesses and members of the public.

For example, the Building and Construction Authority (BCA) utilised ApplySG with Optical as a multi-product approach to implement the Enhancement for Active Seniors (EASE) (Private Housing). This programme will benefit over 80,000 households by subsidising the cost of installing senior-friendly fittings. Development for EASE was completed on schedule, with the programme launching on 1 April 2026.

380 schemes
across 19 agencies supported

490,000 tasks or transitions
performed across a submission's lifecycle

Research Grants Portal

Consolidating government research grants

Built on the same foundation as ApplySG, the Research Grants Portal makes it easier for researchers to discover funding opportunities and submit applications. The portal supports the National Research Foundation's efforts to modernise grant administration across various Implementing Agencies while ensuring the consistent application of Research, Innovation and Enterprise (RIE) funding policies.

We collaborated with then-Workforce Singapore to launch the SkillsFuture Jobseeker Support Scheme, which leveraged a suite of our platform products such as ApplySG and GovRewards to streamline operations and digitalise processes, from application processing to payouts. Since the launch of the scheme in April 2025, over 13,000 applications have been processed.

Did you know?

Optical

A shared platform to build better websites

Optical provides a flexible content management platform that lets agencies build fully customisable digital experiences. By handling the technical foundation, it gives agencies the autonomy to drive their own digital presence and focus on shaping their website and content management strategies.

In September 2025, we launched a migration programme to help agencies transition from the predecessor platform to Optical as their central web publishing platform. This structured programme is in addition to the migration efforts from agencies through partnering industry vendors. The programme's methodical and repeatable migration pathway makes the transition smoother and easier for agencies to navigate as their content platforms reach end-of-life.

13 website migrations
completed

36 website migrations
in the pipeline

7 websites
achieved an average three-month delivery timeline through the programme

As of March 2026

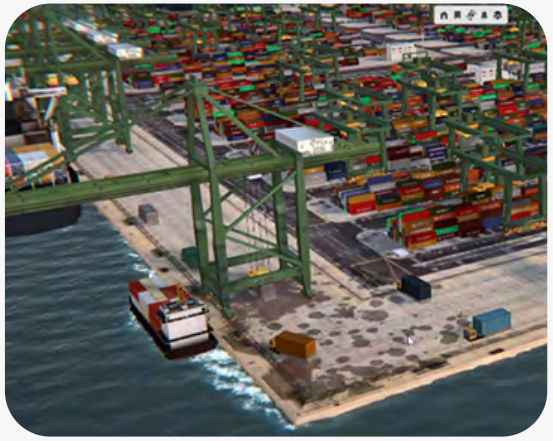
Maritime Digital Twin

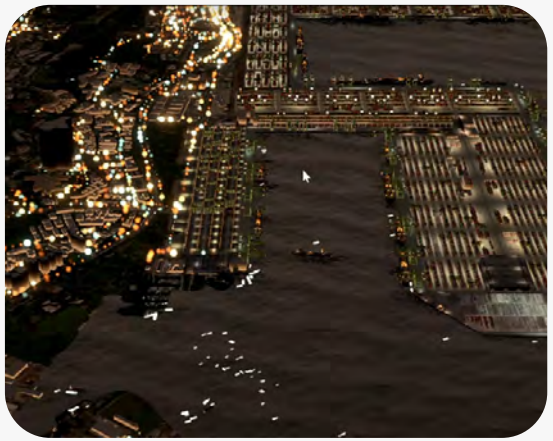
A dynamic virtual model of Singapore's port

Powered by the Open Digital Platform (ODP), the Maritime Digital Twin (MDT) brings together trusted data from drones, live sensors, and other maritime systems. By improving shared situational awareness, it enhances navigation safety, operational efficiency, environmental outcomes, and cross-agency collaboration for better planning and response.

Over the past year, we had many opportunities to showcase its potential:

- The MDT demonstrated its capabilities as a robust tool for operational management and incident simulation during a multi-agency chemical spill exercise conducted by the Maritime and Port Authority of Singapore (MPA). The exercise coincided with International Safety@Sea Week in July 2025.
- The MDT was also part of MPA's keynote at the World Engineers Summit 2025. It modelled the impact of rising sea levels and tidal changes at Pasir Panjang Terminal, providing insights into port resilience, vessel stability, and the safety of passenger gangway operations under extreme conditions.





Opus

Agentic workflows, simplified

Opus is a low-code platform that helps agencies build business rules and automate agentic workflows easily, while ensuring built-in compliance and security. Word-of-mouth adoption of Opus grew to 90 agencies and more than 600 active users, reflecting strong demand for accessible workflow automation across the government.

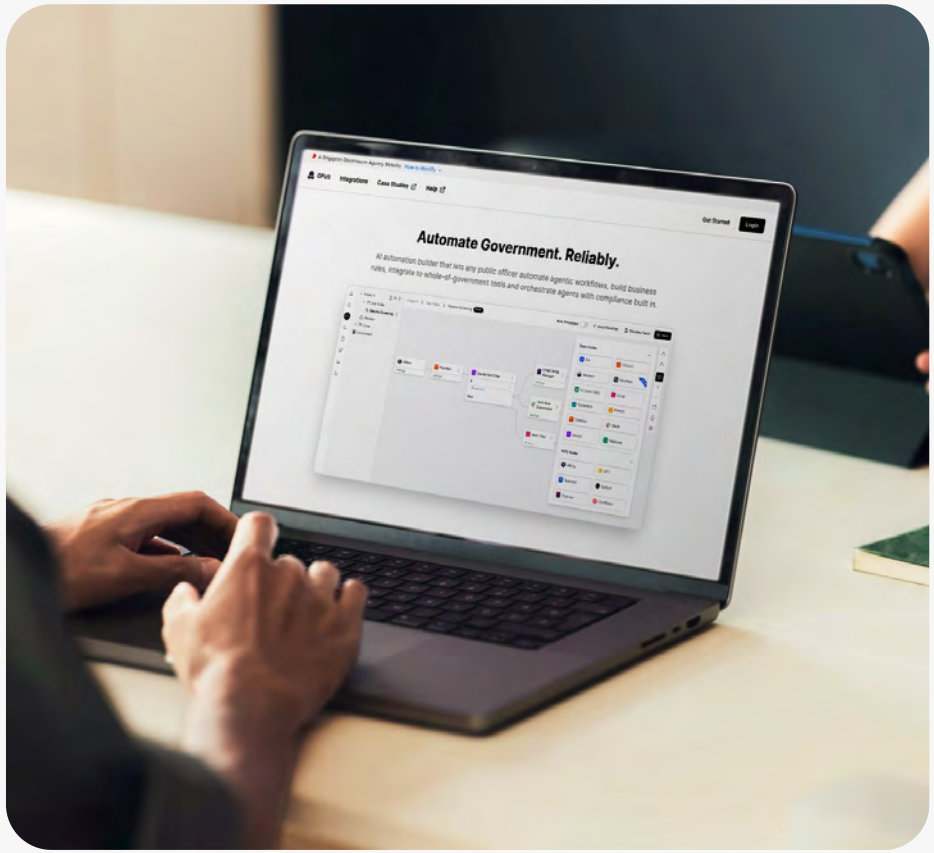
> 50,000 executions in first two months

> 140 days of time saved

"Building a platform is not just about building features. It is also about helping users understand what the platform can do, when they should use it, and how to apply it to their own processes. Our interactions with the users helped us learn where they struggled, what concepts were unclear, and what improvements would make Opus easier to adopt."

Gabriel Tay

Staff Software Engineer, Government Digital Products



enTRUST

Enabling effective collaborations between research institutions and agencies

enTRUST is a centralised infrastructure and governance platform for the secure sharing and use of research and real-world data. Established under the National Research Foundation's Research Innovation and Enterprise 2030 (RIE2030) initiative, it serves as the national data analytics platform for research.

By bringing public and private sector research partners onto a unified platform, it helps reduce data silos, streamline access controls, and ensure sensitive data is managed with the rigour and accountability national-level research requires. As a foundational investment under RIE2030, enTRUST also strengthens Singapore's long-term research capabilities by enabling more effective collaboration and deeper insights from shared data in a secure, scalable environment.

Housing & Development Board Call Centre

A unified platform for seamless customer engagement

Fragmented customer service operations often lead to increased manual effort and limited visibility. Our partnership with the Housing & Development Board (HDB) brought its four contact centres onto a single cloud telephone platform powered by the GatherSG tech stack. By replacing cumbersome processes with technology-enabled solutions, the unified platform reduced manual effort, shortened call durations, and improved visibility into performance.

20% reduction
in the number of go-to-agent calls for the Sales & Resale call centre

GatherSG is a composable case and customer relationship management tech stack that public agencies can leverage to build bespoke solutions. Drawing on years of government implementation experience, it consolidates common capabilities into reusable building blocks that agency development teams can build upon.

Did you know?

Student Development Integrated System

Streamlining programme administration

Technology is reshaping not just how students learn, but also how programmes are delivered. To streamline the administrative processes for student development programmes, we partnered with the Ministry of Education (MOE) to release the Student Development Integrated System (SDIS). SDIS is also MOE's first major Software as a Service (SaaS) adoption and shows how agencies can come together to create user-friendly digital services that support future initiatives.

4 programmes consolidated under SDIS

~ 6,000 teachers supported through the platform

~ 178,000 students enrolled annually into the programmes

"I love creating solutions that free educators from administrative burden so they can focus on their students. Working with colleagues from other teams showed me the power of cross-functional collaboration. Bringing policy, operations and technology teams together accelerated delivery and improved quality."

Clarence Yeo

Product Manager, Digital Excellence and Products Division

CORENET X

Transforming Singapore's building approval system

Building and planning agencies can now coordinate approvals more effectively through CORENET X. Co-developed with the BCA and Urban Redevelopment Authority, the platform consolidates over 20 approval touchpoints across seven agencies into just three main submission gateways, reducing duplication, enabling coordinated submissions and consolidated replies instead of separate agency liaisons.

20% reduction in approval timeframes

> 140 projects and 300 firms onboarded

> 20 approval touchpoints consolidated into three gateways

A digital transformation is underway at our borders. The Data Analytics and AI System (DAISY) is enabling smarter, faster customs vigilance by turning fragmented data into actionable insights. Developed through a collaboration with Singapore Customs, the platform brings previously siloed datasets into a centralised and trusted system, cutting analysis time for Customs officers from weeks to days.

Did you know?

Prompt Royale

Building confidence in generative AI

Already Singapore's largest WoG AI competition, Prompt Royale drew its biggest participation in 2025 yet, with 2,500 public officers from 114 agencies taking part. Prompt Royale also served as a meaningful driver for our suite of AI products, bringing approximately 22% new users to AIBots, AISAY, Pair, and Transcribe. At Prompt Royale 2025, we also organised the inaugural Knight KAIzen, our first live coding challenge designed to encourage and equip public officers to integrate AI coding assistants into their development workflows.

STACKx Cybersecurity 2025

Securing tomorrow's digital frontier

The inaugural event saw cybersecurity leaders, industry experts and public sector practitioners learn from one another and participate in open conversations on tackling today's fast-evolving digital threats. Through sharing sessions, workshops and discussions on AI-driven security solutions, STACKx Cybersecurity created opportunities for people across sectors to exchange ideas and build greater trust in Singapore's digital future.

~ 900 attendees

40 speakers

4 keynote addresses

4 panel discussions

12 expert presentations

9 showcase vendors

Industry Engagement 2025

Fostering connections

The programme featured keynote presentations, panel discussions and engagement booths with lightning talks. A new segment, Connect & Explore, was also introduced to facilitate business matching between agencies and industry partners, enabling discussions on real-world challenges and potential solutions.

Inclusive Design Week 2025

Digital accessibility for all

Held over three days in July 2025, Inclusive Design Week is a learning festival for the Government that raises awareness of digital accessibility. Through the hybrid event, public officers learnt about the importance of inclusive digital services that enable everyone, including seniors and persons with disabilities, to access essential information with ease and dignity.

The event attracted 880 attendees from 81 agencies who gained insights from GovTech products such as Singpass and Oobee, as well as from organisations including HTX, Google, and Figma.

The event also saw the launch of A11y Playground by Guest of Honour and Minister for Digital Development and Information, Josephine Teo. The platform enables public officers to learn, explore and incorporate accessibility into their work through practical tools, resources and case studies.

Digital Services Awards 2025

Raising standards across WoG

The Digital Services Awards (DSA) celebrates outstanding user-centric digital services. In its fifth edition, the latest DSA honoured 32 winners from the public and private sectors, recognising exemplary digital services across 11 categories such as 'Best Usability (Government)' and 'Best Customer Satisfaction Score for Transactional Services'. Close to 2,000 people attended the hybrid event, where Senior Minister of State Jasmin Lau presented the awards as Guest of Honour.

Built with Purpose, Designed to Care

Digital Services Awards 2025

Watch the key highlights and discover the winners of DSA 2025.

Digital Government Exchange 2025

An opportunity for international collaboration and global knowledge sharing

The Digital Government Exchange is an annual gathering of global Government Chief Information Officers (CIOs) and public sector leaders driving digital government and smart city initiatives. DGX 2025 welcomed 62 delegates from 12 countries and two international organisations to discuss topics ranging from balancing information and communication technology (ICT) budgets to building resilient digital infrastructure. The exchange deepened global collaboration and knowledge sharing, while underscoring Singapore's leadership in digital government.

Setting new standards

*Keeping digital services safe should not slow innovation. The **Multi-Agent Infosecurity Assistant** automates testing, helping teams deliver with greater speed and confidence.*

Multi-Agent Infosecurity Assistant

Rigorous penetration tests help us to discover vulnerabilities before they are exploited. However, these tests are often tedious, manual and may not keep up with the demand as the number of digital services in the government grows.

To mitigate the issue, we developed the Multi-Agent Infosecurity Assistant, an in-house automated agentic penetration testing system. The tool uses AI agents to autonomously identify low- to medium-difficulty vulnerabilities in government web systems. As part of efforts to scale for broader use across WoG, it is currently being piloted in selected agencies.

Hear from Watson Chua, Staff Data Scientist, and Chai Li Xian, Cybersecurity Engineer, on how the tool is designed to complement the work of our security engineers and testers, freeing up their bandwidth to work on high-difficulty cases where human experience and creativity are essential.

How did the Multi-Agent Infosecurity Assistant come about?

Watson:

The year started with a lot of buzz on agentic AI, with many people talking about it but having little understanding of exactly what it entails. My team published the Agentic AI Primer to help public officers build a shared understanding and common vocabulary. After reading the primer and gaining a deeper understanding of agentic AI, the Cybersecurity Group reached out to collaborate on the Multi-Agent Infosecurity Assistant.

Watson Chua

Staff Data Scientist,
AI Practice

Chai Li Xian

Cybersecurity Engineer,
Cybersecurity Group

Did you face any challenges along the way?

Li Xian:

One of the key challenges was ensuring that the assistant's outputs were reliable and useful. In cybersecurity, false positives or poorly explained findings can create unnecessary work for system owners. Missed findings also create risk. This meant that we could not simply rely on AI-generated answers at face value.

To address this, the team introduced verification steps, improved the way the assistant reasons over evidence, and designed the workflow so that findings are supported by clearer technical context. We also continuously tested the assistant against real-world scenarios and used feedback from users and stakeholders to refine the system.

What do you enjoy most about your work?

Watson:

I like that technical excellence is something we value at GovTech Singapore. As a senior, I get to build things alongside colleagues who are one or even two decades younger than me. Not only do I get to learn and apply technologies at the frontier of AI, but I also get to see how my talented younger colleagues approach challenges with fresh perspectives and creative ideas. That exchange of knowledge and experience is invaluable in a rapidly evolving world.

Li Xian:

I enjoy working on problems that are technically challenging and meaningful at the same time. The systems we build and secure have a direct impact on citizens, businesses and public officers, so the work feels purposeful.

It is great to work at the intersection of cybersecurity, AI and public service. The assistant is a good example of this — it allowed us to explore emerging AI capabilities while applying them to a real, operational need in government cybersecurity.

Singpass Data Platform

A unified data and intelligence foundation for how Singpass understands, operates, and protects its ecosystem

To keep Singpass, Singapore's national digital identity, scalable and trusted, we built the Singpass Data Platform to bring together data from across Singpass, guided by data engineering best practices and strong data governance.

The platform serves three purposes:

- Understand: Product teams gain data-driven insights, from feature adoption to service performance, to continuously improve their products and user experience.
- Operate: The platform powers the AI and machine learning tools that improve customer service and help teams identify and resolve issues faster.
- Protect: By connecting signals across the ecosystem, the platform helps teams identify suspicious patterns, detect potential fraud earlier, and support incident investigations.

The result is a Singpass that better understands users' needs, operates more effectively, and stays ahead of emerging threats.

Equip

A faster path to productivity

Equip empowers our workforce with resources that reduce administrative friction and improve efficiency. New hires receive the essential tools they need from day one, helping them get up to speed more quickly. Equip also provides real-time request tracking, improving operational transparency and reducing administrative guesswork. By unifying workflows, Equip enables officers to focus on work that matters most.

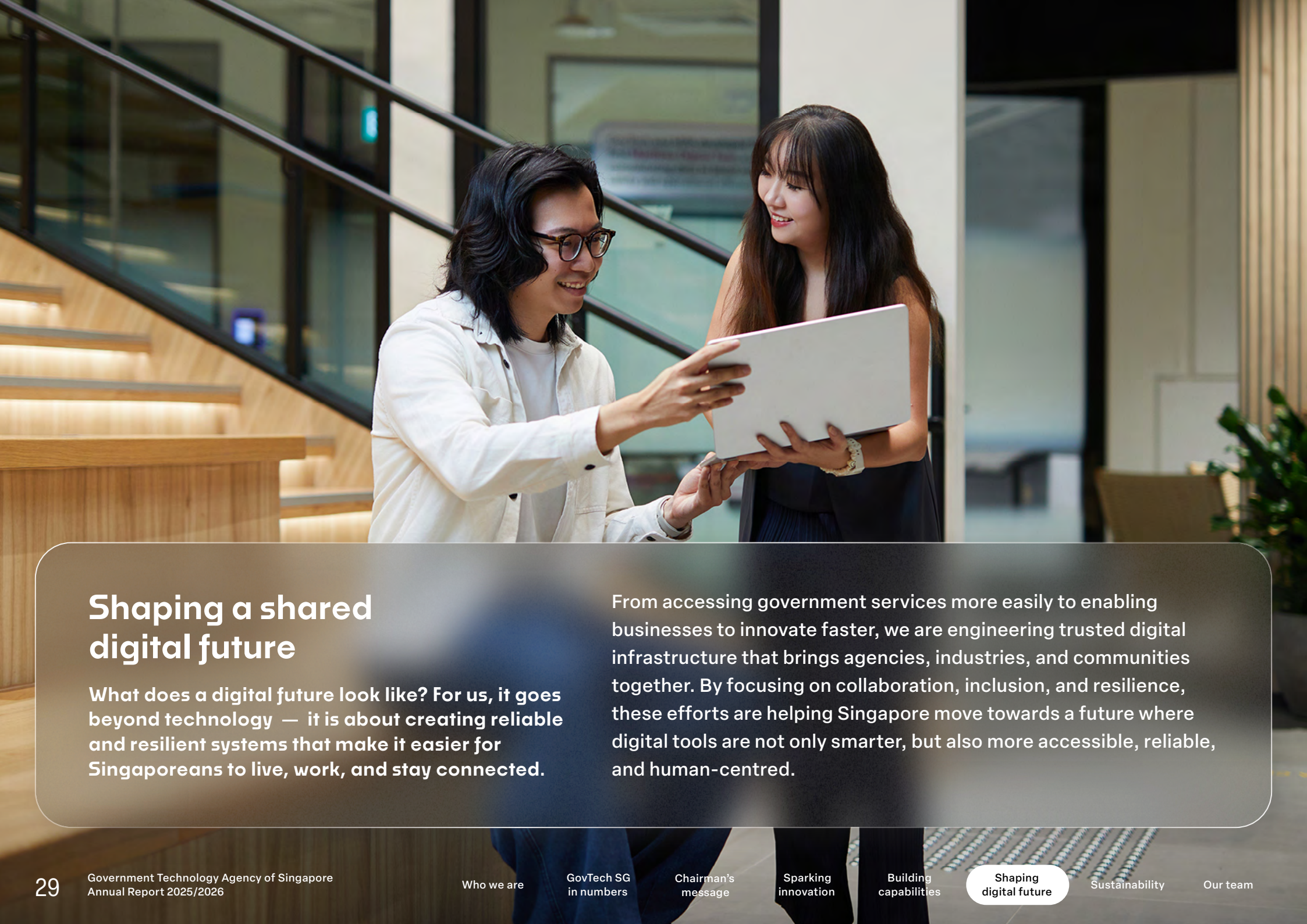
Business Valuation and Assessment Tool 2.0

A unified foundation for analytics, performance monitoring and AI innovation

By using technology to simplify and streamline time-consuming manual processes, finance teams can spend less time on administrative tasks and focus more on higher-value work such as analysis, strategic planning, and governance. Since its implementation, Business Valuation and Assessment Tool 2.0 has improved invoice processing through greater automation and standardisation, supporting a shift from repetitive process work to more meaningful contributions. The initiative received national recognition through the Ministry of Finance Elevate Award for Excellence in Finance & Internal Audit Transformation.

~ 80%
of manual work automated

5 days
required per product for the billing process, down from 9.4 days



Shaping a shared digital future

What does a digital future look like? For us, it goes beyond technology — it is about creating reliable and resilient systems that make it easier for Singaporeans to live, work, and stay connected.

From accessing government services more easily to enabling businesses to innovate faster, we are engineering trusted digital infrastructure that brings agencies, industries, and communities together. By focusing on collaboration, inclusion, and resilience, these efforts are helping Singapore move towards a future where digital tools are not only smarter, but also more accessible, reliable, and human-centred.

Passion for Culture

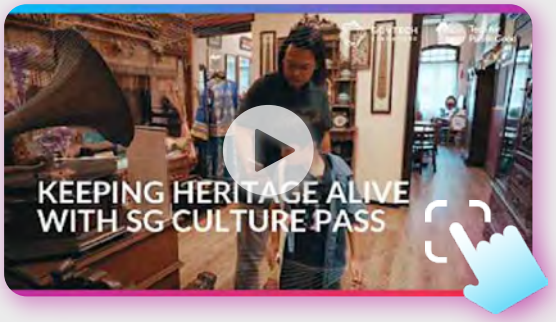
*The **SG Culture Pass** demonstrates how GovTech Singapore's existing suite of products can be integrated to support a national campaign, enhancing the speed and agility with which agencies deliver new digital services.*

SG Culture Pass

Developed with the Ministry of Culture, Community and Youth, National Arts Council, and National Heritage Board, and with support from major ticketing partners and physical bookstores islandwide, the SG Culture Pass platform provides Singaporeans a hassle-free experience to discover, book and enjoy cultural experiences easily.

SG Culture Pass draws on tools such as GoWhere for events discovery, GovWallet for digital credit management and redemption, Ownself Gather for case management, and Singpass for secure and seamless authentication. As a result, citizens can find cultural experiences and redeem credits through a single digital touchpoint, rather than navigating multiple agency platforms or physical counters.

Stories of GovTech Documentary Series



Meet the 8-year-Old Who's a Bigger History Buff Than You

Follow Luth and his dad, Khairani, as they rediscover Singapore with SG Culture Pass.

GovWallet is a digital wallet that enables Singaporeans to receive and use government payouts quickly and securely. It is accessible through apps such as LifeSG and Workpal. In FY2025, GovWallet expanded beyond just a payout system to support inbound collections, evolving into a unified solution for managing disbursements and collections.

Did you know?

Victor Ang

Director (Technology & Innovation) and Chief Information Officer at National Arts Council

Coordinating a multi-agency endeavour such as SG Culture Pass was no easy feat. Victor Ang, Director (Technology & Innovation) and Chief Information Officer at National Arts Council, reflects on some of the highlights of working on the project.

What operational challenge did the teams overcome?

Our biggest challenge was orchestrating the entire SG Culture Pass partnership ecosystem. Through our "One GovTech" spirit, the different product teams collaborated seamlessly to deliver a solution serving three million citizens. Working closely with our agency's policy and business partners, we had to establish strict service level agreements and highly responsive incident management protocols. But external partnerships were only half the battle.

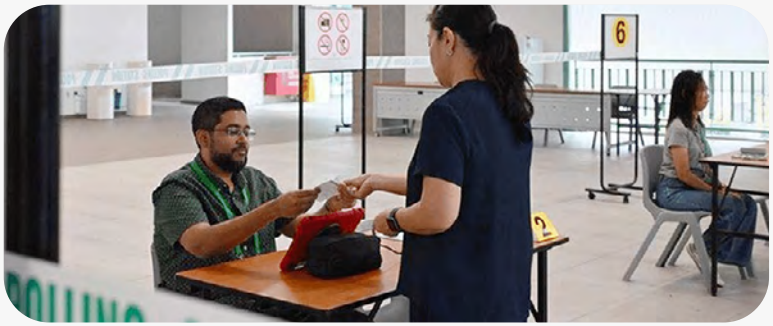
What other moments stand out?

Delivering watertight operations required cohesive cross-agency collaboration. We conducted comprehensive tabletop exercises to pressure-test our workflows, ensuring marketing, operations, and communications were perfectly synced. We used every playbook during the hypercare period. This ensured a smooth rollout with zero major incidents — a testament to what a One GovTech collaboration can achieve at national scale.

What is the best part of working on the project?

Seeing SG Culture Pass launch smoothly and achieve a stable rollout was rewarding. It's no longer just about digital transformation. It's about building services that work so flawlessly that citizens never have to think about the systems running under the hood.

Singapore's General Election



A smoother and more reliable voting process

In close partnership with the Elections Department Singapore, GovTech Singapore provided a robust, secure, and resilient digital backbone for General Election 2025. Pre-provisioned government mobile devices, secure connectivity and business continuity measures ensured smooth, secure and uninterrupted election operations.

In addition, the GovEntry platform helped streamline the voting experience for more than 2.4 million voters. Designed to manage large crowds and high volumes of data at the same time, the system kept polling day operations fast, smooth, and reliable. This resulted in faster registration and shorter waiting times for Singaporeans at the polling stations.

Tech For Public Good

Singpass + GovEntry = seamless voting experience at #GE2025!

No queue. No stress. No digging for your IC.
Watch how our GovTechies made it happen.

"Given the nature of elections, GovEntry had to remain ready to scale up at a moment's notice. To ensure the system could handle surges in registrations without compromising performance or security, we conducted regular load tests simulating peak election-day traffic, optimised the system, and developed contingency plans to ensure uninterrupted service."

Alvin Choong

Assistant Director,
Engineering Management

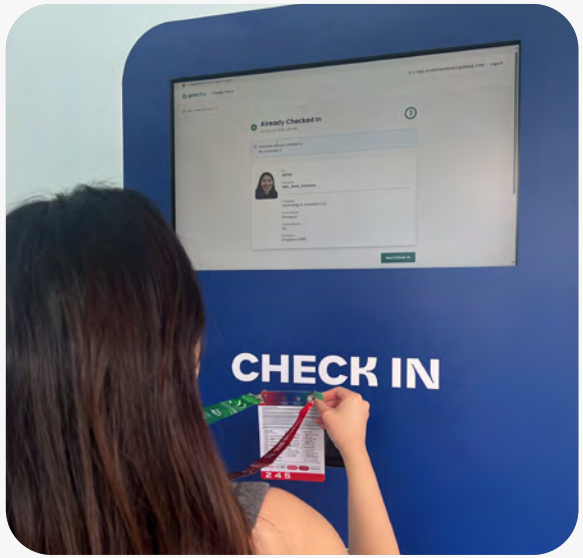
World Aquatics Championships

Delivering a seamless event journey

The global sporting event provided an opportunity for Singapore to showcase its expertise in hosting world-class events. To ensure a smooth experience for athletes, volunteers and officials, Sport Singapore leveraged an integrated suite of digital products — GovEntry, GovSupply, GovRewards, and GovWallet — to automate ground operations and reduce manpower needs. GovEntry facilitated more than 500,000 check-ins over a three-week period, while GovSupply enabled the efficient distribution of goodie bags to volunteers. Together, these solutions show how we can deliver connected digital experiences at scale for major international events.

GovEntry is a self-service platform that helps organisers manage registrations and track attendance more easily. It provides real-time attendance updates that can be viewed on mobile devices or downloaded through the administrator portal.

Did you know?



Walking Trails @ CDC

Encouraging active lifestyles through technology

Ready, get set, go! Walking Trails @ CDC combines digital technology with community engagement, enabling residents to discover their neighbourhoods, stay active, and strengthen community connections.

A collaboration with the five Community Development Councils (CDCs) under the People's Association, Walking Trails @ CDC is powered by CrowdTaskSG. Through its mobile-first design, the CDCs can now deliver engaging community experiences efficiently and at scale, at the same time fostering stronger ties between residents and the neighbourhoods they call home.

> 50,000
unique trail walkers

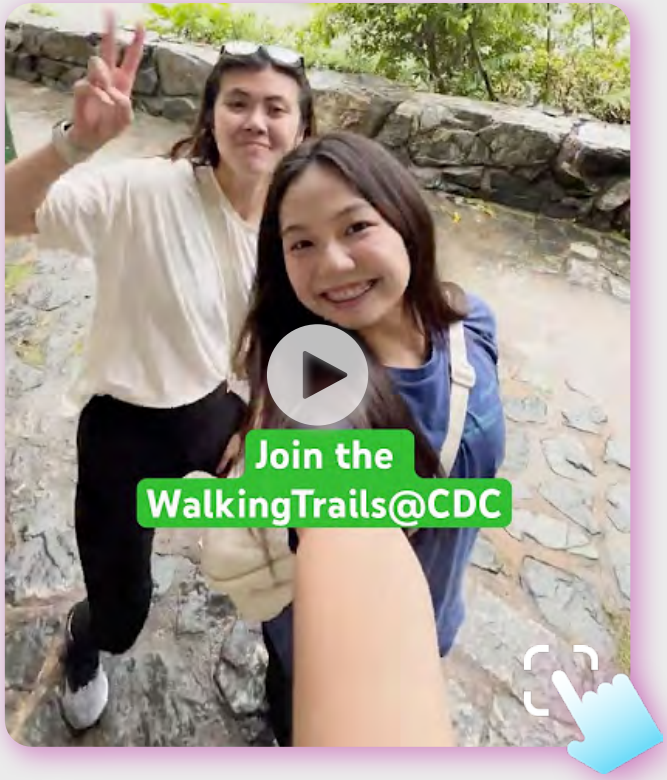
> 122,000
participations logged

93%
trail completion rate

Walking Trails @ CDC (Heritage Edition), launched on 14 March 2026 through a new partnership with the National Heritage Board, blends heritage discovery with interactive walking experiences. The initiative will roll out 20 heritage trails over the next two years, inviting residents to explore Singapore's rich history and cultural landmarks.

Did you know?

Tech For Public Good



Jio your friends and family to join the Walking Trails @ CDC this weekend!

Log on to CrowdTaskSG to choose your trail, and earn up to $10 RedeemSG vouchers.

Vaping Information System

Faster intervention, stronger enforcement

Three weeks — that was the amount of time it took to create the Vaping Information System (VIS) for the Health Sciences Authority to protect Singaporeans from the harms of vaping.

Comprising eight existing products from GovTech Singapore and the Open Government Products, VIS is a dedicated digital platform that supports the monitoring and enforcement of vaping-related offences, while also managing rehabilitation efforts. It consists of three main components: a Mobile Enforcement System that allows enforcement officers to capture offences and issue digital notices; a Rehabilitation System for offenders to manage rehabilitation programmes; and a Case Management System providing comprehensive oversight and facilitating inter-agency information sharing.

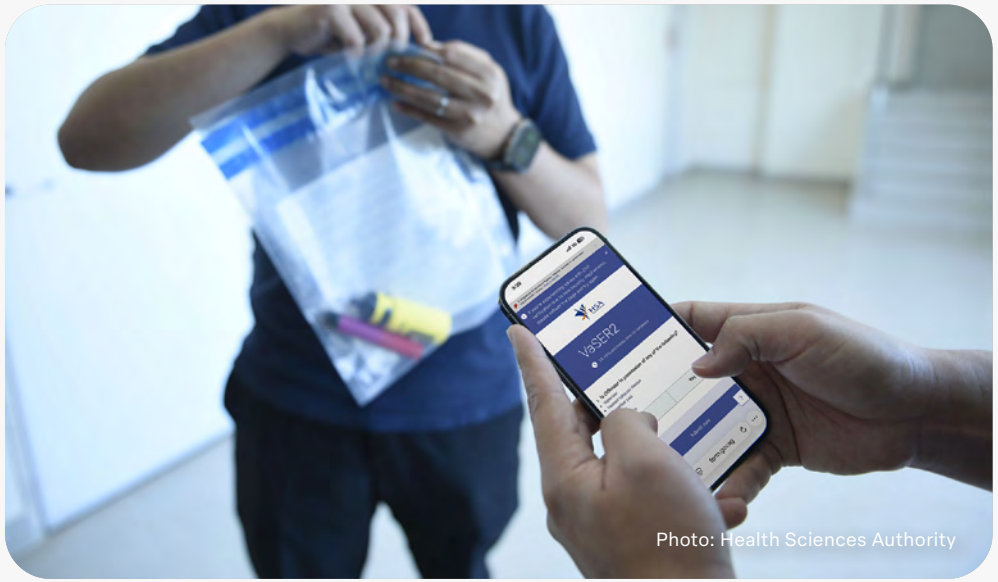


Photo: Health Sciences Authority

> 6,000
cases managed since VIS launched in September 2025

~ 10,000
local enforcement officers supported through the system

"VIS shortened the time between offence detection and life-changing intervention. Its implementation allowed us to achieve public health impact more effectively and align with GovTech's mission of leveraging technology for public good."

Siva Raj s/o Komarasamy

Chief Information Officer,
Government Digital Transformation

Classify

Protection against fraudulent account access

Classify is a fraud detection system that uses real-time analysis to prevent fraudulent logins. It identifies suspicious activity and triggers additional verification before access is granted. Following a successful trial in November 2025, the system will be fully implemented from April 2026.

Over the past year, multiple attempts to illegally exploit Singpass have been thwarted:

- Timely intervention with the SPF's Anti-Scam Centre and DBS Bank led to the swift recovery of $200,000 in a government official impersonation scam case.
- A joint operation with SPF's Anti-Scam Command identified users who knowingly sold their Singpass credentials for scam use. 15 individuals were placed under police investigation.
- The team supported a major SPF enforcement operation targeting a syndicate involved in bulk-buying SIM cards for scam activities, leading to 31 arrests and 13 more individuals being investigated.

Did you know?

SIM registrations data analytics

Proactively detecting and disrupting potential scam activities

We partnered with the Infocomm Media Development Authority to develop a technology stack that includes SimCardHowMany to enforce Singapore's limit of 10 postpaid SIM cards per person. It helps curb fraudulent SIM card purchases and, within strict legal safeguards, enables advanced analytics to identify suspicious registration patterns. Citizens can also use the SimCardHowMany self-service checker to see how many postpaid SIM cards are registered in their name.

GovTech Singapore is the first government agency to join the Global Signals Exchange, a global organisation where government, industry and other partners share scam and abuse-related information. Our participation has facilitated tighter industry collaborations, enabling Meta to uncover an additional 30,800 malicious assets across its platforms between October 2025 and February 2026.

Did you know?

MSF Child LifeSG and Large Family LifeSG Credits

Delivering government benefits reliably

We worked closely with the Ministry of Social and Family Development (MSF) and Public Service Division to disburse Child LifeSG Credits (CLC) and Large Family LifeSG Credits (LFLC) with ease. By streamlining the end-to-end payout process using GovWallet via LifeSG, eligible beneficiaries could receive, access and utilise their credits conveniently.

~ 429,000
eligible children received around $215mil CLC disbursements in July 2025

~ 33,000
eligible children received around $33mil LFLC disbursements in September 2025

Singpass App-to-App Setup

Convenience without compromise

Singapore residents can now set up the Singpass app on a new device more quickly and securely through App-to-App Setup, using Bluetooth and their existing device. This simplifies the transition to a new device, helping users regain access to essential digital services more seamlessly while maintaining strong security safeguards.

As of March 2026, more than 290,000 users across all age groups have successfully used Singpass App-to-App Setup, demonstrating strong adoption and a smoother onboarding experience.

EmPOWER

Navigating work injury compensation processes with minimal friction

To make filing work injury compensation claims simpler, we developed the EmPOWER Work Injury Compensation (WIC) module under the Ministry of Manpower's integrated EmPOWER platform.

From the initial reporting to final payment step, the module connects all stakeholders, such as 28 insurers, more than 400,000 employers, injured workers, lawyers, and healthcare providers, on one seamless platform. EmPOWER-WIC offered encouraging results, including:

Court document preparation time
reduced by 99%
from four days to just 20 minutes

Medical assessments
streamlined by 60%

Payment delays
reduced by 90%

Harmonised Medical Examination Report

Putting older vocational licence holders first

We supported the Traffic Police (TP) and the Land Transport Authority (LTA) to launch the Harmonised Medical Examination Report (HMER), which brings previously separate medical certification requirements into a single digital workflow. Instead of managing multiple processes, affected seniors now receive a single notification and benefit from a streamlined experience that removes submission burden while maintaining safety standards.

The implementation of HMER involved close collaboration with the Singapore Medical Association, clinics, medical practitioners and the Ministry of Health to ensure the solution was practical, secure and easy to adopt. By simplifying the tasks for seniors, HMER supports a more age-inclusive approach to public service delivery while preserving the integrity of medical assessments.

~ $0.7 million
avoided in medical fees annually

~ 13,300
man-hours saved by TP and LTA

~ 200,000
reports per year across TP and LTA licence renewals by seniors

MySkillsFuture

Helping users find the right course at the right time

We collaborated with then-SkillsFuture Singapore to develop MySkillsFuture, helping citizens manage their education, navigate their careers, and access SkillsFuture Credit. It now provides a multi-modal approach to upskilling, using data and AI-powered features to help 620,000 monthly users search, choose and apply for courses. With personalised recommendations and improved clarity, the enhanced search experience facilitates more than 860,000 monthly course views, and has improved search success rates by around 70%.

MySkillsFuture's common shopfront also simplifies course application, driving a 3.5-fold increase in application rates. Beyond upskilling, the Careers & Skills Passport acts as a personalised career profile hub, improving job application outcomes and boosting course click-through rates through personalised recommendations.

Parenthood Provisional Housing Scheme

Better decisions through data

To enhance the flat selection process for Singaporeans participating in the Parenthood Provisional Housing Scheme (PPHS), we partnered with the Housing & Development Board (HDB) to introduce a self-service digital platform powered by BookingSG. Applicants can view real-time flat availability and ballot results online, giving them greater transparency throughout the process and reducing the need for manual enquiries.

Since the start of 2025, HDB has used the platform across multiple PPHS exercises, helping hundreds of applicants access housing information more conveniently while improving the overall application experience.

~ 80,000
page views driven by the system

> 90%
user satisfaction achieved

OneMinLaw Portal

Reducing wait times for appointments

The Ministry of Law tapped the functionalities of BookingSG and GatherQueue to implement an integrated appointment and queue management system for its OneMinLaw portal. By doing so, it has cut waiting times from 1.5 hours to just 15 minutes. In addition to improving appointment booking and on-site queue management, the system has enabled the ministry to manage resources more efficiently and deliver greater transparency around waiting times and service delivery.

myEnterprise

Supporting business needs

Together with Enterprise Singapore, we created myEnterprise — a single portal that brings together personalised resources, networks, and insights to help businesses find the support they need, faster. Originally launched across four markets and four industries, the platform has since grown significantly, now spanning 31 markets and 13 industries, with more than 700 businesses onboarded. myEnterprise will be relaunched as BizSG in September 2026.

Curious about Singapore's GDP growth or the price of your favourite hawker food? Just ask SingStat's SANDRA (**S**tatistics **AN**d **D**ata **R**etrieval **A**I assistant). The chatbot helps users explore data and insights on Singapore's economy and socio-demography through natural language conversations. Integrated with the SingStat Table Builder, the chatbot makes it easier for people of all backgrounds to discover, understand, and access data through accurate and context-aware responses.

Did you know?

Great Place To Work® Certified
Oct 2024 - Oct 2025
SG

Great Place to Work® Certification

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.

Creating a sustainable future through a sustainable digital government

As we continue to innovate and strengthen our digital capabilities, environmental sustainability remains a core priority. To reduce the public sector's digital carbon footprint and support Singapore's goal of achieving net-zero emissions around 2045, in line with the Singapore Green Plan 2030, our sustainability efforts are guided by three pillars: Sustainable Organisation, Sustainable ICT and Smart Systems, and Digital Innovation.

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

GovTech EXCO

GovTech EXCO governs the sustainability efforts of GovTech

Key Pillars

Sustainable Organisation

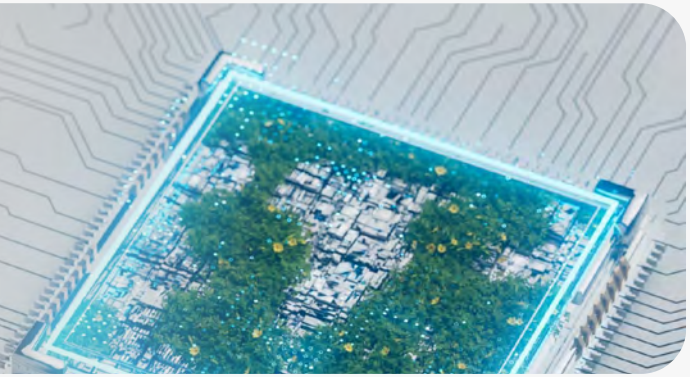
Green GovTech Singapore Operating Culture

Sustainable ICT & SS

Green Digitalisation Practices for WoG

Digital Innovation for Sustainability

Green Outcomes Enabled for WoG



Our commitment to UN Sustainable Development Goals (SDGs)

GovTech Singapore's sustainability efforts are aligned with the United Nations SDGs and Singapore's commitments under the 2030 Agenda for Sustainable Development.

Our greenhouse gas emissions

0.01% (8 tCO_2e)

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

- Fuel used by one GovTech Singapore vehicle

11% (8,086 tCO_2e)

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

- Electricity
- Cooling

89% (63,412 tCO_2e)

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 goods
- Purchased cloud services
- Business travel
- Employee commute

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 workplace environmental performance

We have made meaningful progress toward our GreenGov.SG targets[1], as reflected in our FY2025 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

- Electricity consumption increased in FY2025 due to our office relocation.
- For three months, we operated from multiple sites while transitioning to the new Punggol Digital District (PDD) office, which now houses our 24-hour operations.
- This temporary overlap and expanded operations led to higher energy use.
- Despite this, our Electricity Utilisation Index (EUI) remained 23% below the 2018–2020 baseline average, reflecting our ongoing commitment to energy efficiency.

Electricity Consumption from FY2018 to FY2025

Baseline (FY18–FY20)	FY21	FY22	FY23	FY24	FY25
2,325,580	2,291,850	2,238,457	2,221,159	2,280,830	2,753,419

Electricity Consumption (kWh)

Electricity Utilisation Index (EUI) from FY2018 to FY2025

Baseline (FY18–FY20)	FY21	FY22	FY23	FY24	FY25
126.98	104.93	102.48	101.69	95.98	97.58

EUI (kWh/m²)

EUI methodology does not include (a) energy required for cooling and (b) electricity consumption at DC locations 1, 2, 3 and 4, (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

- Total water consumption in FY2025 was 4,101 m³.
- Around 3,267 m³ was attributed to the new PDD office (estimated by SP Services pending actual meter readings).
- Excluding the PDD office, water consumption remained broadly in line with historical levels, reflecting stable water management across existing operations.

GovTech's premises are leased, and water consumption primarily comes from drinking and washing at our pantry. The only opportunity to save water is at the pantry.

Water Consumption from FY2018 to FY2025

Baseline (FY18–FY20)	FY21	FY22	FY23	FY24	FY25
757	327	609	889	918	4,101*

Water Consumption (m³)

Water Efficiency Index (WEI) from FY2018 to FY2025

Baseline (FY18–FY20)	FY21	FY22	FY23	FY24	FY25
2.31	2.88	2.59	2.99	2.43	9.62*

WEI (m³/headcount/day) *includes estimated 3,267m³ for new PDD office

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 increased to 27,733 kg in FY2025.
- Despite the increase, the Waste Disposal Index (WDI) improved, reflecting greater waste efficiency per person. This was complemented by our recycling efforts.
- Waste and recycling data from our Lazada One premises are excluded as waste management is centrally managed by the building and cannot be measured independently.

Waste Disposed from FY2022 to FY2025

	Baseline (FY22)	FY23	FY24	FY25
Waste Disposed (kg)	24,276	28,482	24,584	27,733

Waste Disposal Index (WDI) from FY2022 to FY2025

	Baseline (FY22)	FY23	FY24	FY25
WDI (kg/headcount/day)	0.10	0.10	0.08	0.07

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 FY2022 disposal levels only. This is in accordance with GreenGov.SG metrics.

Waste Recycled from FY2022 to FY2025

	Baseline (FY22)	FY23	FY24	FY25
Waste Recycled (kg)	6,111	9,307	8,509	12,419

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

Open Digital Platform

Smarter Operations, Sustainable Outcomes

Co-developed with JTC, the Open Digital Platform (ODP) is the smart operating backbone of Punggol Digital District (PDD). Designed to overcome the challenges of connecting multiple complex systems, the ODP integrates traditionally siloed systems to enable more efficient, data-driven district operations through a real-time 3D digital twin.

By connecting systems and providing access to real-time and historical operational data, the ODP enables more efficient management of energy consumption, cooling demand, footfall-driven services and waste systems across PDD.

Our new office premises at PDD achieved the BCA Green Mark Healthier Workplace Platinum Certification in FY2025, underscoring our commitment to sustainable, healthy workplaces. Contributing features include energy- and water-efficient equipment and fittings, intelligent lighting and air-conditioning controls, and sustainable building materials.

Following the ODP's successful deployment at PDD, we transformed it into a ready-to-use tool. Instead of building custom middleware from scratch, agencies can begin integrating systems and launching services much earlier using the ODP.

This reduces development effort by around 28 man-months per agency, accelerates service onboarding, and enables smarter, more sustainable operations across districts and estates.

Together, the ODP and our Green Mark-certified workplace demonstrate how digital innovation and sustainable design reinforce one another, embedding sustainability into everyday district and workplace operations.

BCA GREEN MARK

Healthier Workplaces (HW: 2018)

CERTIFICATE

PLATINUM

presented to

GOVTECH SINGAPORE @ PUNGGOL DIGITAL DISTRICT

82 Punggol Way (Tower 2 @ Punggol Digital District) Singapore 829910

CEO
Building and Construction Authority

Date of Original Issue: 31/12/2025

Date of Expiry: 31/12/2030

Building and Construction Authority

Caring for our waterways

On 13 March 2026, we partnered with the Waterways Watch Society for a kayak-based clean-up along the Kallang River. Close to 20 volunteers took part in the initiative, removing 27 kg of litter from the river.

The most commonly collected items were plastic bags, food wrappers and packaging, alongside stationery, candles and plant pots. Much of this litter likely entered the waterway after being improperly disposed, with wind and rain carrying it from streets and open bins into drains before reaching our rivers.

By working together to keep our waterways clean, we can help prevent litter from entering the environment and contribute to a cleaner, healthier Singapore.

Recycling e-waste responsibly

We manage office equipment responsibly throughout its lifecycle, ensuring end-of-life assets are sent to a certified recycling partner rather than disposed of as general waste.

The equipment is securely processed, with components dismantled and valuable materials recovered for reuse, including precious metals, as well as recyclable metals and plastics.

In FY2025, 5,900 kg of e-waste from our operations was recycled through this process, supporting responsible resource recovery and reducing waste sent to landfill.

Turning coffee waste into a resource

As part of our everyday sustainability efforts, coffee grounds from our offices are regularly collected and sent to a recycling partner for upcycling into organic products, giving waste a second life.

In March, some of the coffee grounds were also packed for staff to take home for reuse, such as for gardening and plant care. These simple initiatives demonstrate how small, practical actions can support a more circular and sustainable workplace.

Our Board of Directors

(as of August 2026)

Mr CHNG Kai Fong

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

Mr GOH Wei Boon

Chief Executive, GovTech Singapore

Ms Lily CHENG

Founder, Hubel Labs Ltd.

Mr Derrick GOH

Chief Operating Officer, DBS Group

Mr HO Chin Ning

Principal Private Secretary to Senior Minister

Prof HO Teck Hua

President, Nanyang Technological University (NTU), Singapore

Ms Dorothea KOH

Founder and CEO, Bot MD

Ms Stacey N. LACY

Chief of Staff, Davidson

Mr LIEW Nam Soon

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

Mr Shonn MILLS

Managing Director, WWM Design

Ms Joan MOH

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

Mr Noah PEPPER

CEO, Multiplier Holdings

Ms Vaishali RASTOGI

Head, Global Technology, Media and Telecommunications Business, BCG

Ms Piruze SABUNCU

Partner, Square Peg Singapore Pte Ltd

Ms Doreen TAN

Retired KPMG Partner

Senior Leadership

EXCO + SLM

(as of August 2026)

01. Mr GOH Wei Boon

Chief Executive,
CE Office

02. Mr CHANG Sau Sheong

Deputy Chief Executive,
Government Digital Products and
Government Technology Office

03. Mr Bernard TOH

Deputy Chief Executive,
Government Digital Transformation and
Strategy, Corporate & Governance

04. Mr Dominic CHAN

Assistant Chief Executive,
Chief Information Office and Technology
Management Office

05. Mr TAN Bee Teck

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

06. Mr Eyung LIM

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

07. Ms Cynthia LEE

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

08. Mr Colin ZHAO

Assistant Chief Executive,
Government Digital Products

09. Mr Ivan TAN

Assistant Chief Executive,
Government Productivity Engineering,
Trusted Infrastructure & Services

10. Mr Justiin ANG

Assistant Chief Executive,
Cybersecurity, Trusted
Infrastructure & Services

SLM

11. Mr Nicolas KHOO

Senior Director, Social and Family Development Cluster, Central Administration & Social, Government Digital Transformation

12. Mr SING Khang Leng

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

13. Mr Winston TEO

Senior Director, Singpass, Government Digital Products

14. Mr ONG Hong Joo

Senior Director, Cyber Defence Operations & Intelligence, Cybersecurity

15. Ms LIM Bee Kwan

Chief Executive, Assurity Trusted Solutions

16. Mr Nicholas BOK

Director, Internal Audit

17. Mr LIM Thian Chin

Senior Director, Digital Governance, Strategy, Corporate & Governance

18. Mr CHONG Rong Hwa

Senior Director, Engineering Cluster, Cybersecurity Group

19. Mr Jason SEE

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

20. Mr Steven KOH

Senior Director, Platform Products, Government Digital Products

21. Mr Kevin NG

Senior Director, Data Programme, Government Digital Products

22. Ms Peggy MAH

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

23. Mr HUANG Wen

Senior Director, Consulting, Government Technology Office

24. Mr Vlastimil CHVOJKA

Senior Director, Apps Products, Government Digital Products

Members of Board Committees

Audit & Risk Committee (ARC)

Mr Derrick GOH
Chairman

Ms Stacey N. LACY
Member

Ms Joan MOH
Member

Ms Doreen TAN
Member

People Matters & Remuneration Committee

Mr CHNG Kai Fong
Chairman

Mr GOH Wei Boon
Member

Prof HO Teck Hua
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 August 2026)

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.

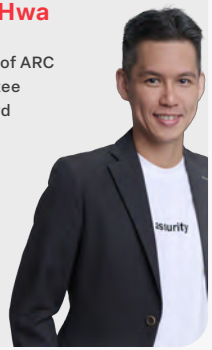
Mr LIEW Nam Soon
ATS Board Chairman

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

Mr Bernard TOH
Board Director