

Singapore Public Sector Outcomes Review

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AT A GLANCE

The biennial Singapore Public Sector Outcomes Review (SPOR) takes stock of how Singapore has fared in key areas of national interest from a citizen's and business' perspective. This edition, the review takes a look at Singaporeans' access to opportunities at every stage in life, how we are building a smart and sustainable living environment, and our efforts in safeguarding our way of life. The review also looks at how we are maintaining our economic growth, competitiveness, and sustainability, while strengthening our status as a business-friendly global hub.



For Singaporeans to reach our fullest potential, quality education remains affordable and accessible. Support for lifelong learning and skills mastery helps us stay competitive and access quality jobs. Employers are developing talent locally and retaining seniors, while facilitating a better and fairer workplace for everyone.

Singaporeans can expect to live long and in good health, with greater support for a healthier lifestyle and access to quality healthcare. It is also easier to start a family. Our seniors today have holistic support to help them lead active and meaningful lives, and age well with confidence.



Inequality and social mobility remain our topmost concerns. Singapore's social compact is anchored in individual and family responsibility, and support from the community and Government to better reach out to vulnerable groups. All Singaporeans are able to share in the fruits of Singapore's success in an equitable

way, ensuring no one is left behind. Investments in our local arts and heritage scene further help Singaporeans build a greater sense of belonging and pride in our nation.

Singaporeans can look forward to a more liveable city and home as we continue to enjoy affordable quality housing, vibrant new growth centres, and a cleaner and greener city. Singaporeans also enjoy better connectivity at home and to the world with a well-connected and reliable transport network, and extensive air, sea, and digital links. With climate change looming, making Singapore climate-resilient and resource-efficient are key priorities.

Singapore remains a globally competitive economy. Our businesses are achieving higher productivity and seizing new growth opportunities, particularly by harnessing growth in Asia, going digital, and driving innovation. Singapore also stands out as a business-friendly environment with streamlined regulations and improved, digital government services. To keep Singaporeans safe and secure, we remain committed to the rule of law and rules-based international order while sustaining our investment in defence and security.



The state of the world today presents numerous challenges and opportunities for Singapore. In the face of the COVID-19 pandemic and rising global tensions, it is more important than ever that citizens and businesses come together to co-create future policies. With the Singapore Together movement and our strong fundamentals, we are confident that we will rebound from this crisis and emerge stronger as one.

Citizens

Singaporeans have many more choices and opportunities, at every stage of life. We also enjoy a safe and sustainable living environment. Find out how we are chipping in to build a better home for all.



Opportunities for All, at Every Stage of Life

Singaporeans – both young and old – can look forward to a good and fulfilling life. Lifelong learning and skills mastery are enabled by a continuously improving education system and SkillsFuture. Our people remain resilient and competitive in the workforce, able to tap new job opportunities, assisted by Adapt and Grow and other employment support schemes as well as initiatives to ensure fair consideration for Singaporean jobseekers. Sustained social investment and targeted social safety nets make sure no one is left behind.

We are proactively investing in our health, facilitated by more healthy lifestyle options and affordable preventive healthcare. Families also receive government and community support throughout their marriage and parenthood journeys, while seniors are able to age with purpose and dignity. Our arts and heritage scene helps Singaporeans foster a greater sense of belonging and identity.



Education



Quality Jobs



Family



**Health and
Wellness**



Retirement



**Social Safety
Nets**



**Arts and
Heritage**



71% of each
Primary 1 cohort now
progress to publicly
funded degree or
diploma courses



Full-time employed
residents' incomes
have **risen** over the
last **five years**



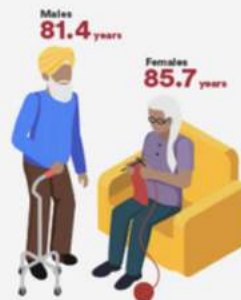
More than
61,000
have **acquired**
digital literacy skills
for work through
Digital Workplace
courses



**More babies were
born** between 2015
and 2019



Resident **total
fertility rate**
declined slightly in
2018 and 2019 to
1.14



Our **life
expectancy**
is **among the
highest** in
the world



61% of active
CPF members have
met the Required
Retirement Sum
at 55 years old



Singapore's **Gini
coefficient has
decreased**, after
considering
government taxes
and transfers



3 in 4
Singaporeans
**consumed arts
and cultural
content** through
digital means

EDUCATION

Learn for life

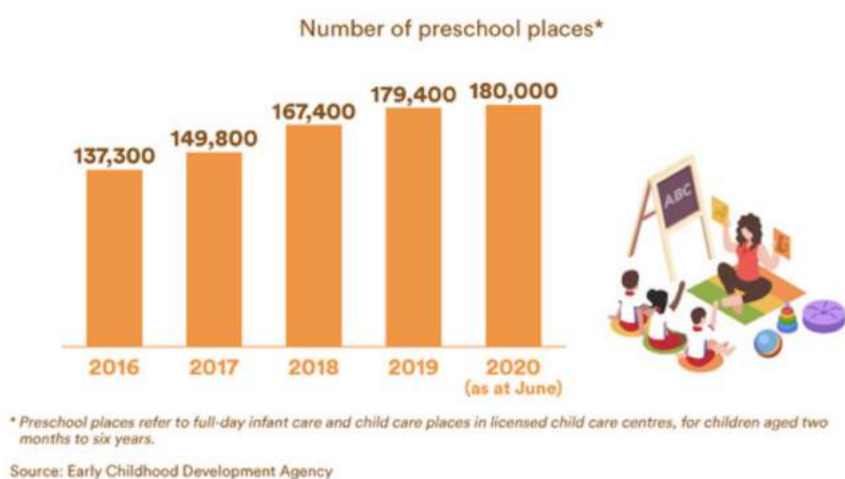
To give all Singaporeans the opportunity to develop to their fullest potential, we will ensure that:

- Every child has access to quality education regardless of background; and
- Singaporeans can choose from multiple pathways and select one that is more suited for their learning needs and aspirations.

Early years

Over 90% of children are enrolled in preschool by the age of 5. Since 2016, the number of full-day preschool places has increased by more than 30%. The Government is committed to ensuring that every parent who wants a preschool place for their child will be able to have one.

More full-day preschool places are available



Preschool has become more affordable with enhanced preschool subsidies. Today, median-income families earning around \$7,500 per month pay \$210 per month for a child enrolled in an Anchor Operator preschool, compared to up to \$370 per month in 2019. Lower-income families pay as little as \$3 per month. All parents can therefore give their child a good start in life at quality preschools.

Schooling years

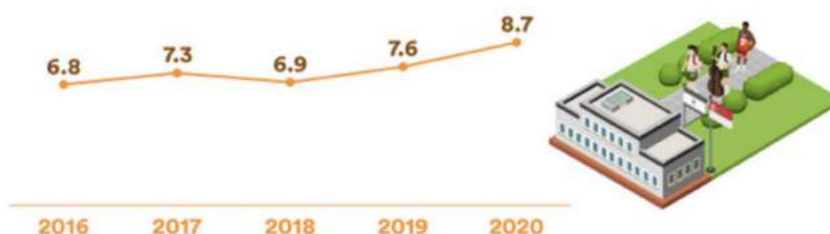
We continue to invest in our children's education throughout their primary and secondary school years.

In primary school, students receive a well-rounded education, gaining a strong foundation in literacy, numeracy, socio-emotional competencies, and 21st century skills. After school, students who need care enjoy a safe and nurturing environment to learn and play at school-based Student Care Centres (SCC). With an SCC in every primary school, total enrolment increased from 3,000 in 2012 to 27,000 in 2020. Student care is also more affordable with subsidy enhancements in 2020, benefitting about 9,000 children. Today, families earning \$3,500 per month pay \$177 per month at a median-fee SCC, compared to up to \$237 per month in 2019.

Students now have more opportunities to enter secondary schools through the expanded Direct School Admission (DSA) scheme, which assesses them based on diverse talents beyond academic merit. In 2020, 8.7% of the Secondary 1 cohort entered their secondary school through DSA.

More students entered secondary schools through DSA

Secondary 1 cohort entering secondary school through DSA (%)



Source: Ministry of Education

In secondary schools, students can take subjects at a more demanding level, according to their strengths and interests through Subject-Based Banding (SBB). About 35% of Secondary 1 students in the Normal (Academic) course and 65% of Secondary 1 students in the Normal (Technical) course have done so in 2020. Outcomes have been positive, with Normal (Academic) SBB students performing comparably to their Express course counterparts at the O-Level examinations. We will build on this to introduce Full SBB and phase out streaming in schools by 2024.



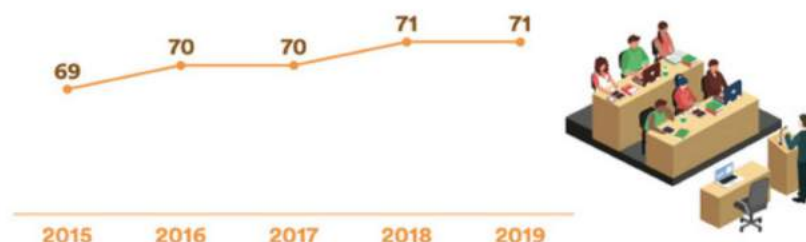
Post-secondary years

With holistic support from schools, more students progress to post-secondary education institutions. In 2014, 96% of the Primary 1 cohort did so, up from 91% in 2005. For students from the lowest socio-economic quintile, this increased from 84% to 93% in the same period. At the post-secondary stage, there are now more diverse pathways and options for students:

- A higher proportion of each cohort (71%) now progress to publicly funded diplomas at polytechnics and the Institute of Technical Education (ITE) and to publicly funded degrees at Autonomous Universities.

More students now progress to publicly funded degree or diploma courses

Primary 1 cohort who progressed to publicly funded full-time degree or diploma courses* (%)



* (1) Publicly funded diploma courses refer to full-time courses offered by the five Polytechnics, ITE, and the two Arts Institutes (LASALLE College of the Arts (LASALLE) and Nanyang Academy of Fine Arts (NAFA)). Publicly funded degree courses refer to full-time courses offered by NUS, NTU, SMU, SUTD, SIT, SUSS, LASALLE, and NAFA.

(2) The year refers to the corresponding Primary 1 cohort admitted to Primary 1 12 years ago.

Source: Ministry of Education

- The Polytechnic Foundation Programme and the Direct-Entry-Scheme to Polytechnic Programme offer through-train pathways to polytechnics, catering to one in four Normal (Academic) course students.
- The Early Admissions Exercises (EAE) for ITE and polytechnics enable students to apply to courses based on their aptitudes and interests. In academic year (AY) 2019, about 10% of ITE students and 20% of polytechnic students were admitted through EAE.
- SkillsFuture Work-Study Programmes allow students to pursue work-study post-diploma and degree pathways. About 2,200 Singaporeans participated in them in 2019, up from 150 in 2015.
- The Singapore University of Social Sciences was established in 2017 to expand applied degree pathways.

Education at Institutes of Higher Learning (IHLs) remains affordable, with the enhancements of bursaries for full-time and part-time students in AY2020. From AY2020, full-time Singaporean polytechnic students on the highest bursary tier pay only \$150 per year, down from \$550, while full-time Singaporean undergraduates in general degree programmes pay \$2,000 per year, down from \$4,200. Students can tap on government loans, which are interest-free for the duration of their studies, to pay any remaining fees. Altogether, more than 70,000 full-time IHL students benefit from government bursaries every year.

SkillsFuture

SkillsFuture supports Singaporeans in lifelong learning and skills mastery, so they stay relevant and competitive amidst structural changes in the economy. We have built up IHLs as the third pillar of our skills ecosystem, alongside employers and private training institutes. IHLs now offer short modular courses in emerging areas, including those under the SkillsFuture Series. The Skills Frameworks help individuals to make informed decisions on Continuing Education and Training (CET), career development, and skills upgrading.

As at 31 December 2019, 500,000 individuals and 14,000 enterprises have benefitted from SkillsFuture initiatives. Around 37,000 individuals were enrolled in subsidised CET full qualification programmes at IHLs. In 2019, 86% of trainees surveyed said they could perform their work better after training.



Every Singaporean can access quality and affordable education, with multiple pathways, to develop to their fullest potential. Together with the Next Bound of SkillsFuture, these initiatives support our people to access jobs, traineeships, and training opportunities. Amidst the COVID-19 pandemic, we will also continue to evolve our education system to ensure that all Singaporeans are equipped with the knowledge, skills, and values to progress in life and navigate the world ahead.

QUALITY JOBS

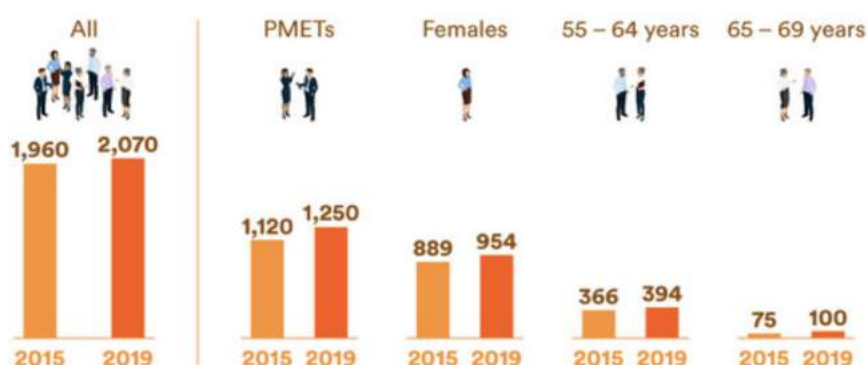
Full employment, rising incomes in 2019

The labour market in 2019 held up despite economic headwinds:

- More residents were employed, including women and seniors.

Employment rose for women, seniors, and PMETs

Number of employed residents aged 25 years and older
(as at June) (thousands)

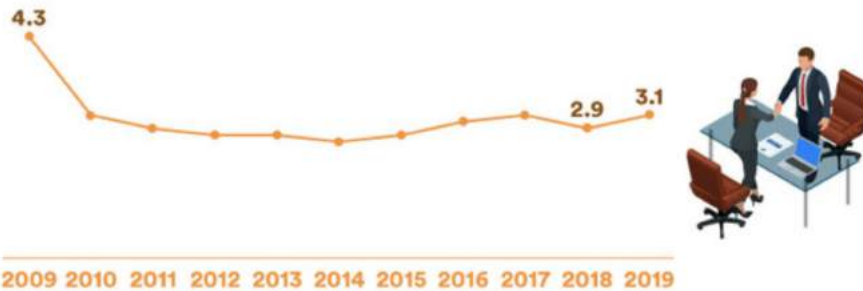


Source: Ministry of Manpower

- A larger proportion of our employed residents were professionals, managers, executives, and technicians (PMETs), with the share of PMETs among employed residents increasing from 54.3% in 2015 to 58.3% in 2019.
- Unemployment remained low, and most local workers affected by retrenchments found new jobs within six months.

Annual average resident unemployment rate edged up in 2019, although employment rates have improved over the last decade

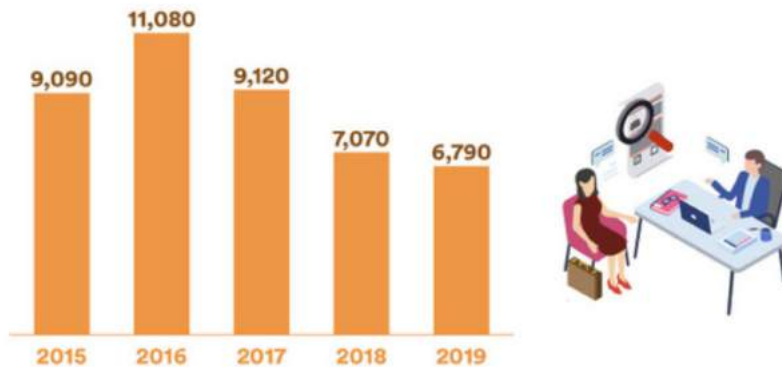
Resident unemployment rate (annual average) (%)



Source: Ministry of Manpower

Local retrenchments remained low

Number of local retrenchments

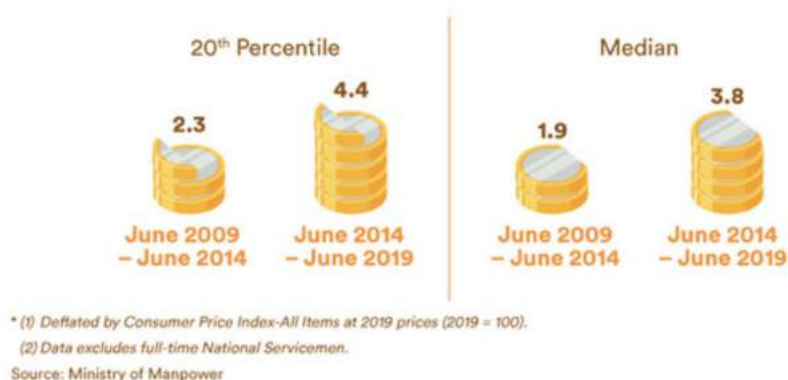


Source: Ministry of Manpower

- Employment incomes rose across the board, with annualised income growth for full-time employed residents increasing to 3.8% per annum over 2014 to 2019. Income at the 20th percentile rose faster than at the median, increasing to 4.4% per annum over the same period.

Full-time employed residents saw their incomes rise over the last five years

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



Quality jobs for our people

Singapore has been transforming our economy, jobs, and skills to create opportunities for all workforce segments and industries through the Industry Transformation Maps and various programmes.

These efforts have placed Singapore as the most globally competitive nation in the World Economic Forum's Global Competitiveness Report 2019.

From 2016 to 2019, over 100,000 jobseekers were placed in jobs through the Adapt and Grow (A&G) initiative:

- Over 14,500 mid-career jobseekers were reskilled to take on new jobs through Place-and-Train programmes, including Professional Conversion Programmes (PCP). Over nine in 10 PCP participants remained in employment two years after placement and around seven in 10 PCP participants earned higher salaries than before.

Ms Hidayah Binte Abu Bakar left her job in the electronics industry in 2018. After a four-month search, she found an opportunity at AETOS Holdings as an Auxiliary Police Officer through the A&G Professional Conversion Programme.

Hidayah is happy in her job as a frontline staff, enjoying a higher salary, and working with supportive colleagues.



Singaporeans looking to grow in their careers or to take on new job roles can take up training under SkillsFuture to stay resilient and competitive in a changing economic environment. Since 2017:

- More than 61,000 individuals have acquired digital literacy skills for work through SkillsFuture for Digital Workplace courses.
- More than 67,000 individuals have picked up priority and emerging skills through SkillsFuture Series courses.

The Government has also rolled out targeted training support for specific growth sectors to help workers take on newly created jobs in these sectors.

Singapore continues to be an attractive place to do business. The Economic Development Board secured \$15.2 billion of fixed asset investment commitments and \$9.0 billion of total business expenditure commitments in 2019. When fully implemented, these projects will create about 33,000 new jobs in areas such as the digital economy, manufacturing

and production, and innovation.



Singaporeans assured of fair hiring and opportunities

Various initiatives are in place to ensure that all Singaporeans have fair access to job opportunities.

The Fair Consideration Framework (FCF) sets out requirements for all employers to consider all jobseekers fairly:

- Employers suspected of discriminatory hiring practices are placed on the FCF Watchlist and monitored for improvement in human resource practices.
- Since 2016, about 1,000 firms have been scrutinised under FCF. Over the same period, these firms hired over 4,400 Singaporean PMETs.

More has been done to help lower-wage workers gain better jobs and pay:

- More than 80,000 resident workers have benefited under the Progressive Wage Model, resulting in cumulative increases of around 30% in full-time workers' real median gross monthly wages in the cleaning, security, and landscape sectors from 2014 to 2019. This outstrips the income growth of 21% for full-time median income resident workers.
- Lower-wage workers receive up to \$4,000 per year in Workfare Income Supplement payouts, which top up their salaries and help them save for retirement. Between 2016 and 2020, \$3.6 billion has been channelled to supplement their incomes.
- Over the same period, more than 200,000 lower-wage workers have benefited from over \$400 million in subsidies via the Workfare Training Support (WTS) scheme.

Mr Syamsaini Ramli, aged 42, obtained a WSQ Certificate in Security Operations through WTS. He was promoted to Assistant Security Supervisor and received a 10% salary increment in 2019.



We are supporting Persons with Disabilities (PwDs) to maximise their potential:

- Three in 10 PwDs aged 15 to 64 years are in employment.
- Over 9,000 PwDs were supported through the Special Employment Credit (SEC) and Additional SEC in 2019, which provided employers of PwDs with wage offsets of up to 22%.
- More than 2,000 PwDs found new jobs through the A&G initiative from 2016 to 2019. The Open Door Programme (ODP), administered by SG Enable, helps PwDs enter suitable jobs and better integrate into the workplace. As at end 2019, over 3,000

- PwDs have benefited from training courses.

David, who was diagnosed with mild retina pigmentosa (worsening of vision), tapped on the ODP Training Grant to prepare himself for a career as a call centre agent with Eureka Call Centre Systems. He credits ODP for providing support and resources in his job search journey, helping him to achieve his aspirations. David has since been recognised by his employer as a top performing call agent.



Employment situation in 2020

In 2020, the Singapore labour market was severely impacted by the COVID-19 pandemic. In response, the SGUnited Jobs and Skills Package was introduced to expand job, traineeship, and skills training opportunities. As at August 2020, 117,500 opportunities had been made available.

Jobs will remain our priority. We will continue to look out for lower-wage and mature workers, support upskilling, and ensure that Singaporeans have a fair chance at job opportunities.

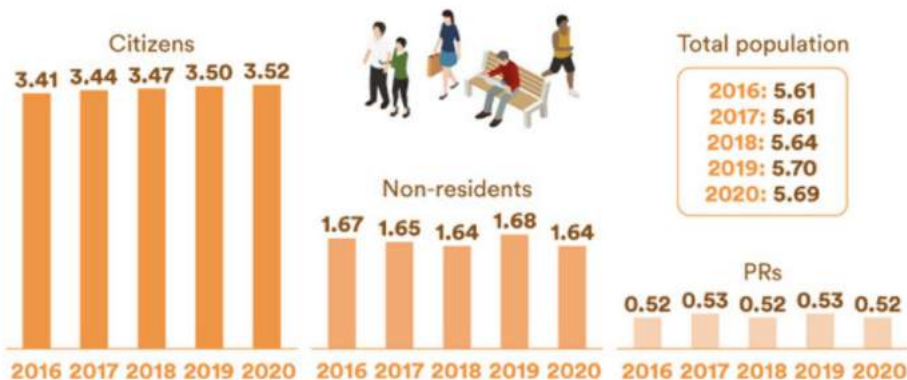
FAMILY

Singaporeans at the heart of our population policies

Singapore's total population decreased slightly by 0.3% from 2019 to 2020, driven by a decrease in non-residents. The citizen population grew at a steady pace of 0.6% through more citizen births and selective immigration. Meanwhile, the size of the permanent resident (PR) population has remained stable over the past five years.

Stable growth in citizen population, stable PR population size

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



* Numbers may not add up due to rounding.

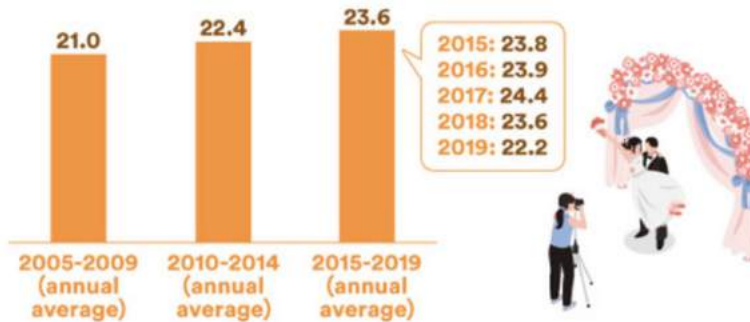
Source: Department of Statistics

Supporting more marriages and stronger families

More Singaporeans are starting families. More citizens got married between 2015 and 2019 than between 2010 and 2014.

More citizen marriages over the past five years than in previous five-year periods

Number of citizen marriages (thousands)

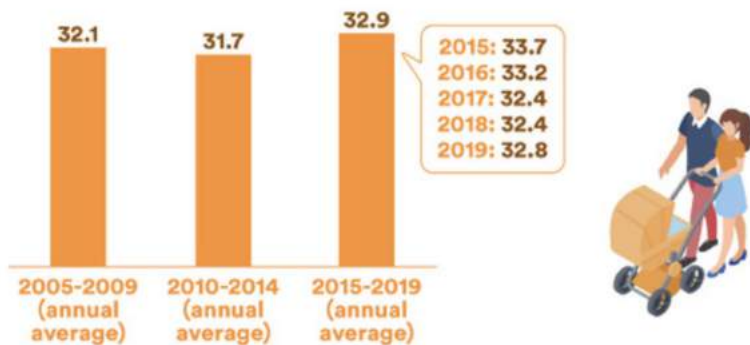


Source: Department of Statistics

Singapore welcomed 32,844 citizen births in 2019. More citizen babies were born between 2015 and 2019 than between 2010 and 2014.

More citizen babies were born between 2015 and 2019 than between 2010 and 2014

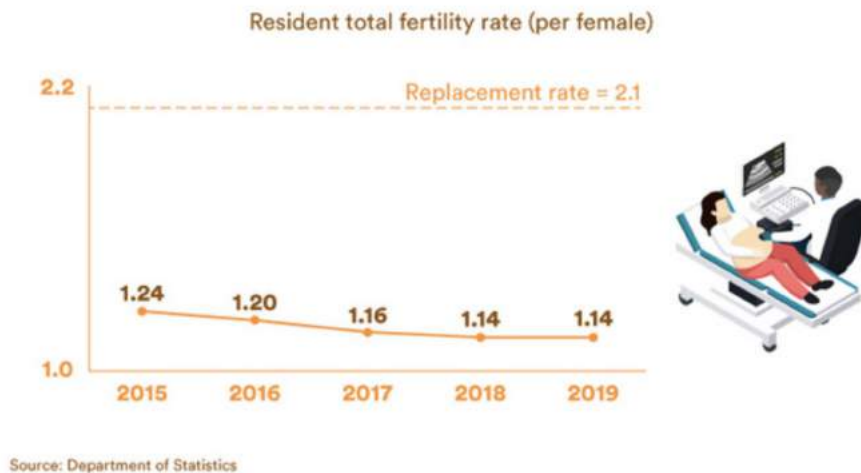
Number of citizen births (thousands)



Source: Immigration & Checkpoints Authority

Nonetheless, resident total fertility rate remained below the replacement rate of 2.1 and declined slightly in 2018 and 2019 to 1.14. The median age of citizen mothers at first birth has also increased from 28.5 years in 2000 to 30.6 years in 2019.

Resident total fertility rate remained low



Singapore is made for families

Singaporeans can look forward to raising a family in an achievable, enjoyable, and celebrated way. Through close partnership among the Government, community partners, employers, and the larger society, Singaporeans are supported at every stage of their marriage and parenthood journey.

Enhanced support measures in 2019 include making quality preschools and healthcare services more affordable and accessible for parents of young children and facilitating home ownership for young couples.

- 80% of preschoolers can have a place in affordable and quality preschools by 2025.
- First-timer families purchasing a new Housing & Development Board flat can receive up to \$80,000 in housing grants. For resale flats, first-timer families can receive up to \$160,000 in housing grants.
- Since 1 November 2020, every Singaporean child enjoys free nationally recommended childhood vaccinations and developmental screenings at all Community Health Assist Scheme clinics and polyclinics. Over 32,000 children will benefit every year.

Many couples cite stronger work-life support as critical to their marriage and parenthood aspirations. There is now more support than before to allow parents to better manage their work and family responsibilities. Employers and co-workers are also showing more support in cultivating family-friendly workplaces. For example:

- To help families achieve better work-life harmony, fathers now have up to eight weeks of leave in their child's first year – double the amount of leave they had in 2014. More than half of eligible fathers use their paternity leave each year, up from 37% in 2014.

To further improve work-life harmony, a Citizens' Panel comprising 55 Singaporeans was convened in 2019. Initiatives recommended by the panel, to promote flexible work arrangements and to improve human resource practices and social norms, are in the pipeline.



Greater community partnership to support marriage and parenthood

Marriage and parenthood are personal decisions, but they are also influenced by our culture and society. The Families for Life (FFL) movement aims to bring together like-minded groups of individuals and organisations to build and strengthen family bonds. More than 185,000 families have taken part in one or more FFL activities, events, or programmes since 2014.

Various community partners have stepped up to implement initiatives that help to foster a pro-family mindset and to strengthen marriages and families, such as "Dads for Life" and "Mums for Life" driven by the Centre for Fathering. FFL campaigns such as "I Still Do" promote love and commitment among couples, while "Celebrating Our Grands!" promotes inter-generational respect and bonding, and "My Family Weekend" encourages families to set aside dedicated time to bond.



Evidence-based parenting programmes, such as the Positive Parenting Programme (Triple P) and the Signposts Programme, equip parents with parenting skills and help them to build stronger relationships with their children. These programmes are currently available to parents of children in 286 primary and secondary schools free-of-charge, with Triple P also available online. More than 20,000 parents have attended the programmes since their introduction in 2014.

FFL also reached out to families during the circuit breaker period on social media with the [#FFLShareTheCare online video series](#), which saw a total reach exceeding 10 million. The series supported families juggling work from home and caring for their loved ones, with topics such as parenting, home-based learning, and caring for infants. FFL volunteers also contributed ideas and videos on family bonding activities for the series.

HEALTH AND WELLNESS

Healthier together

Singaporeans can expect to live long and in good health. Our life expectancy is amongst the best in the world, at 81.4 and 85.7 years for males and females respectively in 2019. Our Health Adjusted Life Expectancy at birth, which is the number of years a person is expected to live in good health, is also one of the highest in the world at 72.6 years for males and 75.8 years for females in 2017. The mortality rates due to cancer, stroke, and heart diseases have also reduced over the years. However, about one in three residents aged 40 to 69 years has hypertension, one in seven has diabetes, and two in five have high cholesterol. We will need to strengthen our efforts to tackle these chronic conditions and continue to build a strong health ecosystem that empowers Singaporeans to live healthy lives.

Supporting Singaporeans to stay healthy

More Singaporeans are proactively investing in their own health by going for health screenings and leading more active lifestyles:

- Singaporeans are staying active with the [ActiveSG](#) network, with more than half a million booking ActiveSG facilities and programmes in 2019. Singaporeans also have a wide variety of physical activity programmes to choose from in the community. For example, Move It programmes, including Sundays@The Park and Sunrise in the City, hosted more than 1,600 free workout sessions per week for about 147,000 participants in 2019. This was up from an initial 240 sessions per week in 2016. Amidst COVID-19, the Government piloted virtual exercise sessions for residents, while exploring ways to gradually restart some of the workout sessions in a safe way.
- The [National Steps Challenge](#), a nationwide physical activity initiative that leverages the concept of gamification and wearables, has mobilised Singaporeans to keep active. Season 5, which ran from October 2019 to April 2020, garnered 913,000 sign-ups.
- Singaporeans can access their personal health records and e-services from public healthcare institutions through [HealthHub](#). This makes it more convenient for them to take charge of their health and that of their loved ones. 1.2 million people now use HealthHub every month.



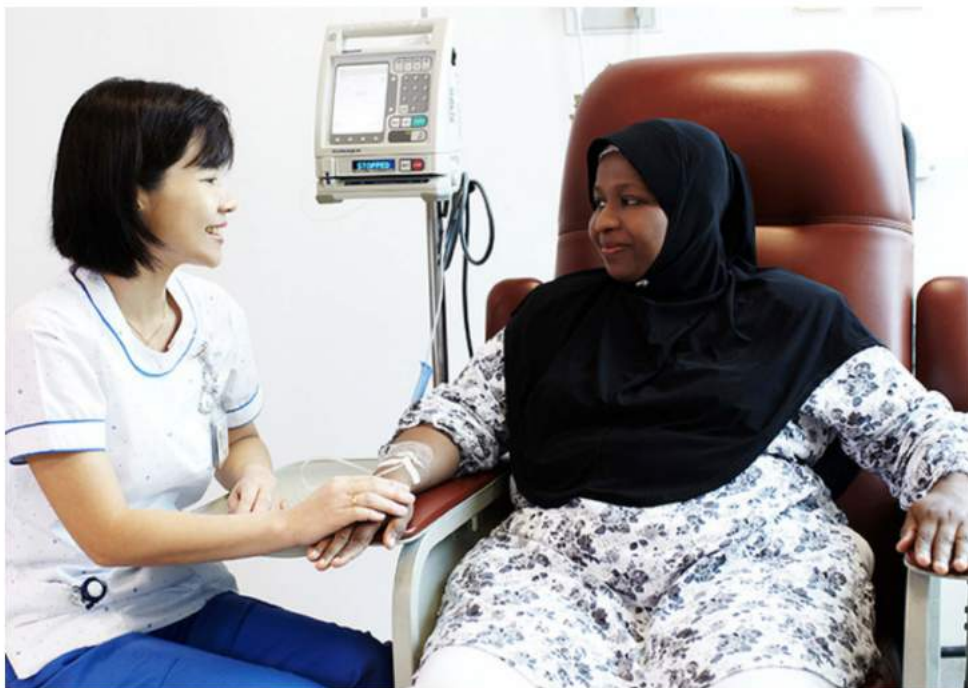
Singaporeans now have more healthy eating options:

- One in two stalls in hawker centres and coffee shops serves at least one healthier option on its menu, making it easier for the 60% of Singaporeans who usually eat out for lunch or dinner to adopt a healthier diet.
- The Healthier Choice Symbol (HCS) programme has increased its market share from 18% in 2016 to 28% in 2019, and Singaporeans can choose from over 3,500 HCS products across 100 food categories.

Revised on 6th January 2021

Singaporeans are benefitting from more affordable preventive health measures:

- More than 65,000 Singaporeans benefited from the enhanced Screen for Life (SFL) programme, which comprises subsidised health screening and follow-up treatment, in the 18 months following the enhancement of SFL subsidies in September 2017. This is almost 30 times higher than the number of Singaporeans who had undergone screening under SFL in the 18 months prior to September 2017.
- Project Silver Screen, which provides subsidised functional screening for seniors, has also benefited more than 71,000 seniors.
- Since 1 November 2020, eligible Singaporean adults enjoy subsidies for recommended vaccinations under the National Adult Immunisation Schedule at Community Health Assist Scheme (CHAS) General Practitioner (GP) clinics and polyclinics.



A strong healthcare system to care for Singaporeans

Singaporeans are enjoying greater access to quality care as we continue to build up our healthcare capacity and capability:

- Sengkang General and Community Hospitals were opened in 2018, providing inpatient and specialist outpatient services for the growing population in the Northeast region. The hospitals will add 1,400 beds in total when fully opened.
- Two new polyclinics in Pioneer and Punggol, and three redeveloped ones in Bedok, Ang Mo Kio, and Yishun, provide residents with improved access to care within the community and keep median waiting times for consultation at polyclinics stable at 10 minutes. 14 of our polyclinics are also equipped with capabilities to provide dementia and/or mental health services, allowing patients to access these services within the community.
- The National Centre for Infectious Disease was established in September 2019, enhancing our capabilities in infectious disease management during the COVID-19 pandemic.

Singaporeans are given greater assurance for affordable healthcare costs:

- CHAS was extended to all Singaporeans with chronic conditions last year. Today, 200,000 more Singaporeans with the CHAS green card can enjoy subsidies for treatment at participating CHAS clinics. Further support services are available at GP clinics who are members of the Primary Care Networks scheme.

- Almost one million Pioneers and Merdeka Generation seniors have received over \$2.5 billion in benefits since the packages were introduced in 2014 and 2019 respectively.

Partnering seniors towards active ageing

Our seniors today have more support to help them lead active and meaningful lives, and age well with confidence:

- More than 650 community nodes provide seniors with community support and access to regular active ageing programmes under the Community Network for Seniors initiative, in conjunction with the Silver Generation Office.
- 3,000 Silver Generation (SG) Ambassadors have made more than one million engagements to reach out to Singaporeans aged 60 years and older. The SG Ambassadors seek to understand seniors' needs and to connect them to the community nodes and appropriate programmes, including befriending services for seniors living alone and care services for vulnerable seniors.
- For seniors who require more support and care services, we have added 3,900 nursing home beds, 4,100 day care places, and 3,400 home care places since 2015, to cater to their spectrum of needs and to support them to age-in-place.

Healthy living for a happier tomorrow

As care needs evolve, Singaporeans can be assured of access to quality and affordable healthcare services. We will continue to transform and strengthen our health systems in a sustainable way for the long term and build a resilient and future-ready healthcare sector. Singaporeans can also look forward to greater support to lead healthier lifestyles, adopt healthier diets, and incorporate healthy living into our daily lives. After all, for a happier tomorrow, our healthy living should begin today.

RETIREMENT

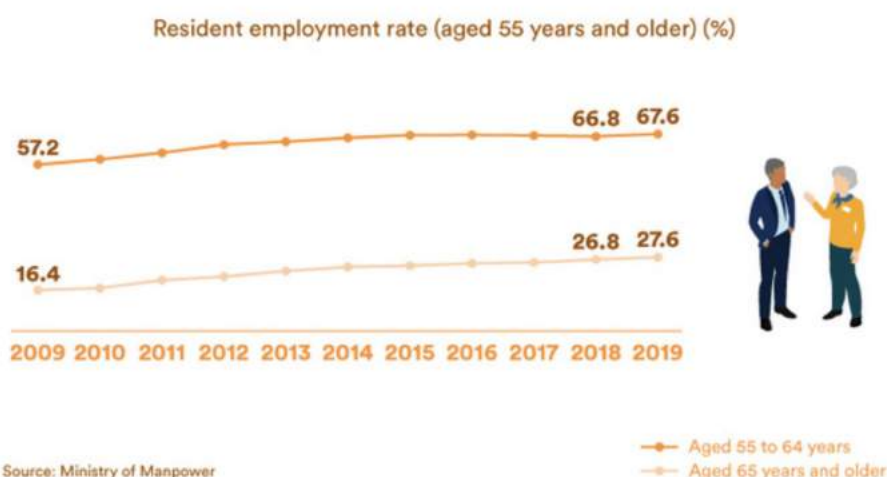
Ageing with purpose and dignity

Our seniors live, work, and socialise among us.

More senior residents have secured employment

Over the last decade, more senior residents aged 55 years and older are employed.

Employment rate of residents aged 55 years and older has risen over the last decade



Singaporeans may work as long as they are willing and able

Based on a 2018 Ministry of Communications and Information poll, 49% of retirees would have preferred to continue working on a part-time or full-time basis. Now, eligible older Singaporeans who wish to remain employed longer can work until the re-employment age of 67 and are protected from being dismissed due to age up to the statutory retirement age of 62.

By 2030, the retirement age will be gradually increased to 65 years and Singaporeans can choose to be re-employed until the age of 70. Additionally, to enable senior workers to earn more and save more for retirement, the Central Provident Fund (CPF) contribution rates for workers aged above 55 to 70 years will be raised over the next decade. The pace of the increase will depend on economic conditions.



Employers are supported to hire and retain senior workers

Employers receive government support to hire and retain senior workers. The Special Employment Credit, which provides wage offsets to employers employing older Singaporeans, has paid out over \$3.9 billion since 2011, benefitting 200,000 employers and 700,000 senior workers. The Senior Employment Credit will replace the Special Employment Credit after 31 Dec 2020. Under the Senior Employment Credit, employers will continue to receive wage offsets when they employ Singaporeans aged 55 years and older who are earning up to \$4,000 per month.

Through the Adapt and Grow initiative, more than 6,100 jobseekers aged 55 years and older were placed in employment in 2019, 14% more than in 2018.

Holistic support for Singaporeans in retirement

In 2019, 61% of active CPF members were able to meet the Required Retirement Sum (RRS) at the age of 55, up from 57% in 2017. RRS attainment refers to meeting the Full Retirement Sum in cash for members who do not own a property, or the Basic Retirement Sum in cash for those who own a property. The RRS attainment at the age of 55 is expected to continue growing with increasing wages and rising labour force participation rates.

CPF LIFE monthly payouts based on retirement sums for CPF members turning 55 years old in 2019

	Amount set aside at age 55	CPF LIFE monthly payouts from age 65
Basic Retirement Sum	\$88,000	\$730 to \$790
Full Retirement Sum	\$164,000	\$1,350 to \$1,450
Enhanced Retirement Sum	\$264,000	\$1,960 to \$2,110



Source: Central Provident Fund Board

More details on the monthly payouts can be found [here](#).

CPF MediSave helps to pay for medical expenses and insurance premiums, including MediShield Life, which protects members against large hospital bills for life, regardless of age or health condition. If needed, seniors can also supplement retirement incomes by monetising their houses.

Additional help for those who need it

Since 2007, \$6.8 billion has been paid out under the Workfare Income Supplement scheme to 890,000 eligible lower-wage Singaporeans to help them supplement their income and save for retirement. With enhancements in 2020, around 440,000 lower-wage Singaporeans will receive up to \$4,000 per year to supplement their income and CPF savings.

About \$1.3 billion has been paid out to more than 180,000 seniors since Silver Support (SS) was introduced in 2016. Around 150,000 senior Singaporeans, who had low incomes during their working years and now have little or no family support, receive SS payouts to supplement their retirement incomes. SS will be enhanced from 2021, with quarterly payouts increasing by 20%. The qualifying criteria will also be expanded, benefitting an additional 100,000 seniors. The SS scheme complements the Workfare Income Supplement which provides wage support for working Singaporeans. Both work together to help address the needs of lower-income Singaporeans during their working years and in retirement.

Active ageing and volunteering

Retirees have many ways to remain active and healthy, through working, learning, keeping physically fit, and being socially connected:

- The National Seniors' Health Programme has engaged over 45,000 seniors in the community through health talks and exercise programmes as at December 2019, to emphasise prevention and promote health and wellness.
- As at December 2019, over 40,000 participants have benefitted from more than 1,000 subsidised short courses and intergenerational learning programmes offered under the National Silver Academy, which promotes active learning among seniors.



In 2018, more than one in five Singaporeans aged 50 years and older volunteered and contributed over 160 hours on average, up from 113 hours in 2012. Seniors who wish to remain active can participate in various volunteer opportunities:

- As at December 2019, over 7,900 senior volunteers have been recruited through programmes supported by the \$40 million Silver Volunteer Fund (SVF). SVF was established in 2016 as part of the National Seniors' Volunteerism Movement to support community-based organisations and healthcare clusters in creating more volunteer opportunities for seniors, such as befriending, care navigation, and mentoring of youths and other seniors.
- In September 2019, RSVP Singapore became a strategic partner to grow senior volunteerism. Over the next five years, RSVP Singapore will scale up its "Retire with a Purpose" initiative, which reaches out to senior workers aged 50 years and older at

their workplaces and provides them with volunteer training and matching to suitable opportunities.



SOCIAL SAFETY NETS

Singapore's social compact

Singapore's social compact is anchored in individual and family responsibility, and support from the community and the Government. This compact broadly comprises five enablers:

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

Broad-based social investments, additional support through ComCare

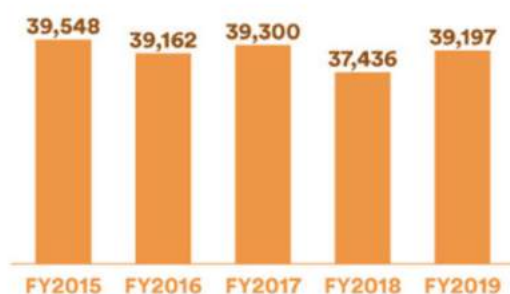
Each year, the Government invests more than 30% of its Budget to provide highly affordable education (from early childhood to tertiary and continuing education), health services, and public housing to Singaporeans. These build individual and social capital, mitigate differences in family circumstances, and provide multiple pathways to education and jobs.

Other than broad-based subsidies and transfers which benefit the majority, more targeted assistance is provided to the lower-income, the vulnerable, and those with specific needs. For instance, lower-income families are supported by the Community Care Endowment Fund (ComCare), which is a key part of our social safety net, alongside other schemes such as the Public Rental Scheme, MediFund, and the MOE Financial Assistance Scheme.

There were 39,197 households that received ComCare support in Financial Year (FY) 2019 and the trend has remained fairly stable in the last few years.

ComCare continues extending assistance to households

Number of unique households assisted under ComCare



Source: Ministry of Social and Family Development



During the COVID-19 pandemic and the economic downturn caused by it, affected Singaporeans were also able to access additional support, such as the Temporary Relief Fund, the COVID-19 Support Grant, and the Community Development Council Vouchers Scheme.

Targeted assistance through KidSTART

Lower-income families with children aged six years and younger can benefit from upstream support through KidSTART.

Parents and parents-to-be receive guidance on child development, coordinated and holistic family support, and updates on the developmental progress of their child through home visits in the community via KidSTART Groups or at the preschools.

Since 2016, about 1,000 children have benefited from KidSTART. Parents feel better supported and more confident in their parenting and engagement skills. Health and development issues are detected earlier among KidSTART children. They have also enrolled earlier in preschool. KidSTART will be expanded to more regions to benefit 5,000 more children and their families over the next three years.



Strengthening social service delivery

Families facing complex issues receive more comprehensive, convenient, and coordinated support:

- Lower-income and vulnerable families are now able to receive comprehensive support provided by more than 3,200 trained frontline officers across 14 public agencies, as at August 2020.
- Lower-income and vulnerable families have received services with greater convenience, without having to visit multiple agencies or submit the same documents multiple times. Since 2019, families have been able to receive employment support, housing advice, and legal advice at all 24 Social Service Offices (SSOs), either in-person through co-located facilities or through video-conferencing.
- Since 2018, families needing support from different agencies have been able to receive more coordinated care with the roll-out of a set of Case Master Action Planning guidelines to help agencies align their interventions and escalate cases, where necessary.

Homework Café

Rental flat families with children at Boon Lay, Jalan Kukoh, Kembangan-Chai Chee, and Marsiling receive proactive, holistic, and customised support through the Community Link (ComLink) initiative.

Each ComLink location has a workgroup led by the local Grassroots Advisor and comprising social service agencies, schools, preschools, public agencies, and grassroots volunteers serving in that area.

The workgroups meet regularly to provide intensive case support to families. They also curate programmes customised to the families' needs and bring in partners and resources to support these programmes. The Thye Hua Kwan Family Service Centre (THK FSC) and SSO workgroup located at Boon Lay is one such example.

Noticing the growing demand for tuition services in Boon Lay, they roped in partners, including the South West Community Development Council and the Nanyang Technological University, to set up a Homework Café.

The Homework Café has been providing online tuition to 31 students during the COVID-19 period, conducted by low bono tutors from the social enterprise The Learners Collaborative School. THK FSC also provides students emotional support and organises fun activities.



Partnering the community

Helping those in need requires a whole-of-society effort. In 2018, the national volunteerism rate was 29% and Institutions of a Public Character received tax-deductible donations of more than \$1 billion. Community partners play an important role:

- The Partners Engaging and Empowering Rough Sleepers (PEERS) Network are community groups who befriend, engage, and shelter rough sleepers. Through the PEERS Network and their partnership with community partners, over 600 rough sleepers are now being sheltered in Safe Sound Sleeping Places while social agencies assist with their longer-term housing plans. The PEERS Network has 26 partners and is actively expanding.
- Since its launch in September 2019, companies and individuals have raised over \$800,000 under the “Growing Together with KidSTART” initiative. The initiative provides families in the programme with essential items, such as milk and diapers, transport for children to attend preschool or KidSTART programmes, learning resources, and Child Development Account top-ups. These companies and individuals are also fostering deeper and more sustained giving relationships with KidSTART children and families through regular volunteering and sustained contributions.

Support for persons with disabilities

We have implemented various initiatives under successive Enabling Masterplans to maximise the potential of persons with disabilities and empower them to participate meaningfully in society. Disability services across agencies have also been consolidated under SG Enable, with effect from October 2020, to better serve persons with disabilities. As the single touchpoint for disability services across life stages and needs, [SG Enable](#):

- Provides referral services for disability schemes;
- Administers grants, services, and programmes for persons with disabilities and their caregivers;
- Enhances employability and employment options; and
- Drives public education and outreach efforts.

With more customised and affordable early intervention services made available in 2019, children with developmental needs and their families now pay between 30% to 70% less than before. At least 4,500 children are benefitting from this. Most of the students who attend Special Student Care Centres now pay 30% to 80% less, with the fees reduced since

July 2020.



Progressing together

Regardless of their starting points, all Singaporeans are supported at various life stages, from birth to schooling years to working years and beyond, to ensure no one is left behind.

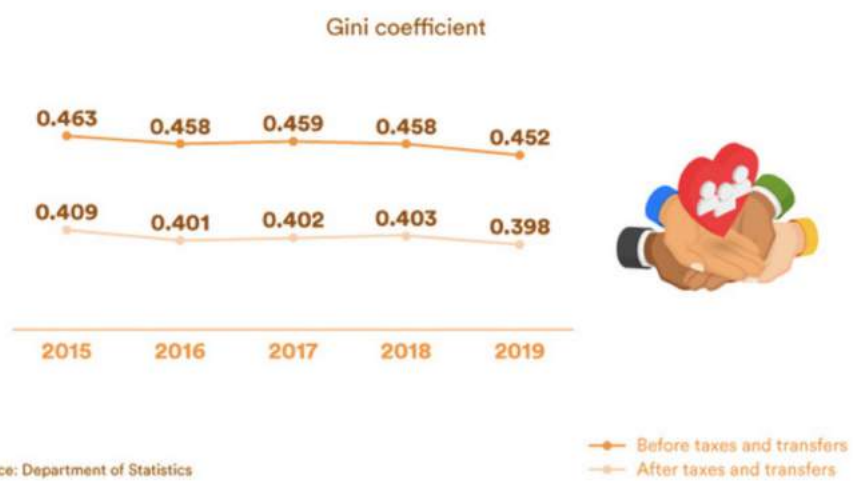
We have progressed together, with real incomes for lower- and middle-income workers growing slightly faster than higher-income workers over the past decade.

The fruits of Singapore's success are also shared in an equitable way via a progressive system of tax and transfers. Those who are better off contribute more, and those less well-off get more in transfers. In 2019, lower-income households continued to receive nearly \$4 in benefits for every dollar of tax they paid, while middle-income households received about \$2 for every dollar of tax they paid.

In 2019, households in one- to two-room flats continued to receive more than double the transfers from the Government compared to other households. On average, this was about \$10,500 per household member.

After accounting for taxes and transfers, Singapore's Gini coefficient for 2019 fell from 0.452 to 0.398.

Decreasing income inequality



ARTS AND HERITAGE

Arts and heritage for everyone, everywhere, everyday

Our arts and heritage play an essential role in fostering a caring people, a cohesive society, and a confident nation. Singaporeans enjoy widespread access to arts and heritage offerings guided by [Our SG Arts Plan](#) and [Our SG Heritage Plan](#), which are the blueprints for the respective sectors for 2018 to 2022.

Based on the Singapore Cultural Statistics Report 2019, attendances at arts and culture events reached an all-time high of 13.6 million in 2018, surpassing the previous high of 13.2 million in 2017. Annual visitorship to national museums and heritage institutions was also sustained at around 5.4 million in 2018, similar to the all-time high in 2017. In addition, four in five Singaporeans surveyed in the Population Survey on the Arts 2019 indicated that arts and culture help them foster a greater sense of belonging and identity and serve as a source of pride.

Diverse offerings, multiple touchpoints

Singaporeans currently enjoy year-round programmes and exhibitions at our national arts and culture institutions, such as the National Museum of Singapore, the Asian Civilisations Museum, the National Gallery Singapore, and the Esplanade.

Annual cultural festivals are also held throughout the year to celebrate and showcase Singapore's creative talents and cultural heritage. These include the Singapore Art Week, the Singapore Heritage Festival, the Singapore International Festival of Arts, the Singapore Night Festival, and the Singapore Writers Festival. They provide platforms for arts practitioners to pursue their aspirations and offer experiences enjoyed by many Singaporeans.

In addition, residents can enjoy the arts and culture in their own neighbourhoods:

- In 2019, two seasons of Arts in Your Neighbourhood were held in March and November, reaching an audience of 440,000 through more than 100 activities held at over 20 locations islandwide.
- Through the PAssionArts Festival 2019, about 30,000 residents from a wide range of backgrounds had the opportunity to come together to co-create 200 sets of art

installations to commemorate Singapore's Bicentennial.

- Singaporeans who are keen to find out more about the rich heritage of different neighbourhoods and everyday spaces around the island can choose from close to 20 curated heritage trails.



In 2019, 75% of Singaporeans indicated that they consumed arts and cultural content through digital means, a marked increase from 61% in 2017. The digitalisation of our arts and heritage content has continued to be accelerated by COVID-19, with cultural practitioners transforming how they engage existing audiences and develop new ones. Today, curated local cultural content is available to all Singaporeans anytime and anywhere through the ongoing #SGCultureAnywhere campaign.

Enhancing access to our arts and heritage

Ongoing efforts are being taken to ensure that cultural offerings and spaces are inclusive and cater to under-reached communities, such as children and youths from disadvantaged backgrounds, persons with disabilities, and seniors. Specially designed programmes provide opportunities for such communities to interact with others from diverse backgrounds and build new connections:

- In 2019, about 2,400 beneficiaries across 112 social service agencies, including at-risk youths, isolated seniors, and children from disadvantaged backgrounds, were able to participate in customised arts programmes supported by the WeCare Arts Fund.
- Visitors with special needs can visit our museums and navigate the spaces more independently with specially customised resources, such as visual schedules, sensory maps, social stories, audio tours, and large-print exhibition captions.
- Over 2,000 seniors, including some with dementia, have enjoyed our museums and specially designed heritage programmes under the Silver Hubs initiative launched in 2018. In addition, the arts have been integrated into the community care framework to promote the well-being and active ageing of our seniors. Over 480 healthcare staff from 115 community care facilities have been trained and equipped to run specialised arts programmes for seniors in community care.



Safeguarding our cultural heritage

We are committed to safeguarding Singapore's multicultural heritage, a defining facet of our identity, for future generations of Singaporeans. This includes our tangible heritage – such as historic buildings and sites – as well as Intangible Cultural Heritage (ICH) – the traditions, rituals, crafts, expressions, knowledge, and skills that we practice and pass on over generations.

In March 2019, "Hawker Culture in Singapore: Community Dining and Culinary Practices in a Multicultural Urban Context" was nominated for inscription on the UNESCO Representative List of the ICH of Humanity. Hawker Culture is an integral part of everyday life in Singapore and is about the people, places, and food. Singaporeans from all backgrounds and walks of life strongly supported the nomination, with many private, community, and school groups stepping forward to raise awareness of Hawker Culture. We look forward to the outcome of the nomination in December 2020 and for Singapore's first successful UNESCO ICH inscription.

An inclusive and vibrant arts and culture landscape

COVID-19 has transformed the way Singaporeans consume and engage with our arts and culture, as well as how our arts and culture practitioners hone and deliver their craft. The cultural community has come together to support one another and adapt to these developments in innovative ways. Guided by the priorities in Our SG Arts and Heritage Plans, our arts and culture community receives support through initiatives like the \$55 million Arts and Culture Resilience Package, as well as the Arts Resource Hub which provides creative freelancers resources to sustainably continue their practice, unlock new opportunities, and grow meaningful careers.

The value of the arts and culture has become even more evident in such unprecedented times, from uplifting spirits and providing comfort to inspiring Singaporeans of what is possible. This is built upon years of efforts by the Government and the arts and culture community, which has led to a percolation of pride and love for our unique culture and heritage, evident in the ground-up initiatives that have emerged and gathered momentum:

- In 2019, the Eurasian Heritage Gallery, the Kreta Ayer Heritage Gallery, and the Geylang Serai Heritage Gallery were launched largely through concerted efforts by the local communities. Local shop owners with at least 30 years of history in selected historic precincts are working with the Government to co-create unique site-specific

“mini museums” to showcase the history and heritage of their trades.

- Individuals are also stepping up. For example, artist-producer Lin Shiyun started the project Let’s Go Play Outside! in Toa Payoh to show children the creative possibilities of their everyday surroundings and bring arts activities to the doorstep of lower-income families. This was expanded to the open playground at Boon Lay Drive in 2018, with the involvement of artists and volunteers.

The Government will continue to partner Singaporeans to ensure that our arts and culture ecosystem is well-positioned to seize opportunities in the new normal and will continue to be vibrant and inclusive for all.

Smart and Sustainable Living Environment

Singapore is one of the world's greenest and most livable cities.

We continue to enjoy affordable and accessible public housing and our towns are becoming smart and sustainable through features such as smart utility meters and lights and more green spaces. New growth centres will bring jobs closer to home, our transport network is convenient, reliable, and accessible, and we are progressing well to realise the goal of 20-minute towns within a 45-minute city. To future-proof our city against climate change, progress is being made to reduce greenhouse gas emissions, strengthen our coastal and flood defences, and build up resource resilience.

Read more on housing and amenities, transport, and environment and sustainability.



**Housing and
Amenities**



Transport



**Environment
and
Sustainability**



Ranked **25th**
out of 231 cities
in Mercer's
Quality of Living
Survey 2019



Over **90%**
of HDB dwellers
own their home

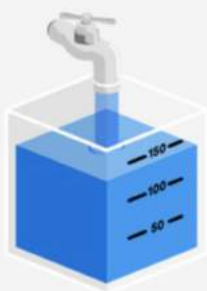


**Commuter
satisfaction** has
remained high
over the years

99.4%
satisfied



7 in 10
households
are within a
10-minute walk
from a train station



Water consumption
has been **reduced** over
the past five years to
141 litres
per person per day



Our food
is **imported**
from over
170
countries
and regions

HOUSING AND AMENITIES

Our endearing home

Singapore has maintained high liveability standards over the years, ranking ahead of global cities like London and New York, and being the highest ranked in Asia under Mercer's annual Quality of Living survey in 2019. This means a good city that is clean, safe, convenient, has plenty of greenery, and above all, gives everyone a sense of ownership for and pride in the city.

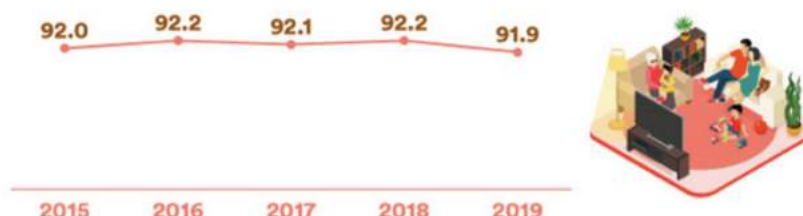


Affordable and accessible quality public housing

80% of our resident households live in Housing & Development Board (HDB) flats, with 90% owning their homes. With the increase in the monthly household income ceiling to \$14,000 in 2019, more than eight in 10 Singaporeans can purchase subsidised HDB flats.

Over 90% of HDB dwellers own their home

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

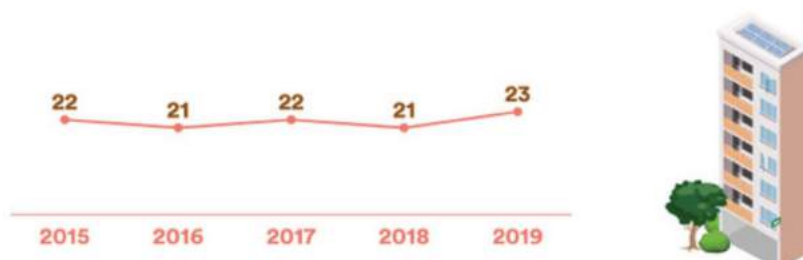


Source: Department of Statistics

Housing remains affordable for Singaporeans. Families buying their first flat (new or resale) can enjoy the Enhanced CPF Housing Grant of up to \$80,000, on top of the subsidised price of the flat. A first-timer family buying a resale flat can enjoy total housing grants of up to \$160,000. Over the past five years, a median first-timer applicant household purchasing a new four-room flat in a non-mature estate would spend less than a quarter of their household monthly income on monthly instalment payments.

HDB flats remain affordable

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



* The debt servicing ratio refers to the proportion of monthly household income set aside for housing instalments based on:
 (1) Median monthly household income of first-timer applicants and the selling price of new four-room flats in non-mature estates offered in the respective years less applicable housing grants; and
 (2) HDB concessionary loan at the prevailing interest rate of 2.6% with the maximum tenure of 25 years.

Source: Housing & Development Board

Lower-income families receive additional support in their housing needs. Around 50,000 households currently live in flats under the Public Rental Scheme and are assisted with heavily subsidised rents. Families with young children can also tap on the Fresh Start Housing Scheme in their transition to homeownership.

Smart and sustainable HDB towns

Cooler living spaces, smart energy- and water-saving meters, smart lighting, and a green environment are some of the things that Singaporeans can look forward to in new towns like Tengah. These features will not only help to lower utility bills, but will also allow Singaporeans to contribute to sustainable living.



Vibrant growth centres closer to home

Singaporeans can look forward to more jobs in locations closer to home as we continue to develop new growth centres outside the Central Business District area. Over the last two years, major projects like Paya Lebar Quarter and Jewel Changi Airport have been completed. Jurong Lake District, Woodlands Regional Centre, and Punggol Digital District will be developed over the next 10 to 15 years. Public feedback has also been sought to shape the future redevelopment of the Greater Southern Waterfront and Paya Lebar Air Base.

New growth centres and longer-term developments across Singapore



A greener and more liveable city

Singaporeans live in one of the greenest cities in the world with almost 8,000 hectares of green spaces comprising nature reserves, nature areas, parks, and park connectors. This is the size of about 20 Toa Payoh towns.

Singaporeans can now enjoy more nature-based recreational options in new and enhanced green spaces like Lakeside Garden, our third national garden and first in the heartlands, and the new Gallop Extension to the Singapore Botanic Gardens.

Green spaces are also more accessible to Singaporeans. Today, around 90% of our households live within a 10-minute walk from a park. Singaporeans can also walk, jog, or cycle across the island along the new 36 km Coast-to-Coast Trail between Jurong Lake Gardens and Coney Island, and along the Round Island Route, which is being implemented in phases.

One Million Trees!

Working with schools, communities, companies, and more, Singaporeans will help to plant and nurture one million trees across Singapore by 2030. With more trees along our roads and in our parks, estates, and green areas, Singaporeans can look forward to a cooler and greener environment and better air quality.

Singaporeans participating in a tree planting event at Rifle Range Nature Park in early 2019.



Singaporeans can also help to enhance our resilience to climate change by playing a part in the regeneration of the secondary forests in and around the Bukit Timah and Central Catchment Nature Reserves, through the Forest Restoration Action Plan (FRAP) announced in 2019. This, together with mangrove restoration projects at key sites such as Sungei Buloh Wetland Reserve, will increase the capacity of our native rainforest landscapes and coastal environments to store and sequester carbon.

Today, more than 30,000 native plants have been planted under FRAP. A total of 250,000 trees and shrubs will be planted by 2030.



Improving our resilience to public health threats

Public cleanliness and hygiene are important defences against disease transmission. Satisfaction with the cleanliness of Singapore's public spaces was high at 93% in 2019, up from 84% in 2018. Notably, Singaporeans were more satisfied with the cleanliness of wet markets (85% in 2019, up from 73% in 2018), hawker centres (87% in 2019, up from 62% in 2018), and public spaces after events (88% in 2019, up from 74% in 2018).

Singaporeans can now enjoy a cleaner and safer environment at more than 27,000 premises that have been awarded the SG Clean quality mark under the SG Clean campaign launched in February 2020. More Singaporeans are also adopting good personal hygiene habits to do their part to reduce public health risks and ensure the well-being of our community.

TRANSPORT

Connectivity at home

By 2040, we target to have a transport network that is convenient, well-connected, and fast – to realise the goal of 20-minute towns within a 45-minute city. This means that the public can walk, cycle, or ride to the nearest neighbourhood centre within 20 minutes, as well as complete most peak-period journeys between their home and workplace within 45 minutes.

Commuter satisfaction with Singapore's land transport services, including public transport, taxi, and private hire car (PHC) services, has continued to be high over the years:

Commuter satisfaction with public transport has remained high

Commuter satisfaction with public transport (%)



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

Mean score: 7.8



Source: Public Transport Council

- Travel by rail is more reliable, with fewer train faults and disruptions to journeys. In July 2019, the reliability of the MRT network achieved a key milestone, with the network's Mean Kilometres Between Failure exceeding our aspirational target of one million train-kilometres. This was achieved one year ahead of schedule and is a standard that few metros in the world have attained.
- Commuters are enjoying shorter waiting times for taxi and PHC bookings, from around 8.5 minutes in 2016 to 5.9 minutes in 2019, as the convenience and popularity of ride-hail applications have helped to better match demand and supply for taxis and PHCs.



There is better connectivity as our transport network continues to expand:

- Today, seven in 10 households are within a 10-minute walk from a train station. By 2030, eight in 10 households will enjoy this level of connectivity. With the addition of the latest Yishun Integrated Transport Hub (ITH) in 2019, there are now 10 ITHs islandwide. Commuters can connect more seamlessly between bus and train services at these ITHs as well as conveniently access amenities in the malls integrated with the ITHs, making for a more pleasant journey.
- Singaporeans can travel more easily within their town or across towns via the cycling path network which has grown from 240 kilometres (km) in 2015 to 460 km today. Under the Islandwide Cycling Network Programme, the cycling path network will be expanded to over 1,300 km by 2030. These cycling path networks enhance convenience and connectivity for active mobility device users and improve safety for all path users.





Transport for all

Singaporeans with mobility needs are also finding it easier to travel via public transport, with 100% of our major public transport nodes and bus services wheelchair-accessible.

Commuters are becoming more caring and gracious as the Caring SG Commuters Movement gains momentum. Around seven in 10 commuters agreed that their public transport experiences were more pleasant because of the gracious behaviour of other commuters. Heart Zones, which are community spaces that provide opportunities for commuters to assist others who need help on their public transport journey, have also been expanded to four MRT stations and a bus interchange.

Under the “Excuse me, may I have a seat please?” sticker initiative, commuters with invisible conditions or disabilities can alert other commuters that they need a seat on public transport. About three in four people who were aware of this initiative were more likely to look out for vulnerable commuters.

Healthy lives and safer journeys

Singaporeans can complete their journeys more safely while on the road. In 2018, it was announced that Red-Amber-Green (RAG) arrows would be introduced at all traffic junctions, where feasible. Since then, RAG arrows have been implemented at more than 300 traffic junctions, replacing discretionary right turns. With RAG arrows, vehicles can

only turn on the green arrow, making turnings safer and more controlled, reducing the risk of accidents, and improving safety for both motorists and pedestrians. The target is to have RAG arrows at 1,200 traffic junctions by 2023.

Singaporeans are enjoying greener transport. Currently, over 30% of our taxis and PHCs are electric or hybrid, and 50 diesel hybrid buses have been deployed on the roads. As we strive to achieve 100% cleaner taxis, PHCs, and public buses by 2040, commuters can look forward to environmentally friendly, quieter, and more pleasant rides.



More drivers are also doing their part by buying cleaner car models, benefitting from rebates under the Vehicular Emissions Scheme. As at December 2019, one in four vehicles registered under the Vehicular Emissions Scheme qualified for rebates.

Connecting Singaporeans to the world

We are connected to the world by our extensive air and sea links:

- Our maritime connectivity facilitates tourism and business travel in the region. In 2019, more than seven million passengers travelled between Singapore and 12 destinations in Indonesia and Malaysia via our ferry and boat links, while 1.8 million passengers travelled to and from Singapore via cruises.
- Our strong air connectivity allows Singaporeans to travel easily and conveniently for work and leisure. In 2019, Changi Airport was served by more than 100 airlines flying to some 380 cities in about 100 countries and territories worldwide. New milestones were reached in 2019, with the completion of upgrading works at Terminal 1 and the opening of Jewel Changi Airport. In particular, Jewel Changi Airport transformed the Changi Airport experience for Singaporeans and visitors alike, with the world's tallest indoor waterfall set in a lush indoor garden and various lifestyle amenities.





In 2020, the outbreak of the COVID-19 pandemic severely impacted air travel. The Government will work closely with the airport community to preserve important capabilities and connectivity. Post-COVID-19, Changi Airport will continue to serve Singapore and the region as one of Asia's best-connected air hubs.

ENVIRONMENT AND SUSTAINABILITY

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

Singapore has always balanced economic growth with environmental protection, so Singaporeans can enjoy a clean and green environment.

Climate resilience

Climate change impacts our future and existence. Our contribution to the global fight against climate change and our long-term planning and investments aim to protect Singapore against its effects, especially sea level rise.



Enhanced commitment to reduce greenhouse gas emissions

Under the Paris Agreement, Singapore has committed to a peak emissions level of 65 million tonnes of carbon dioxide equivalent (MtCO₂e) around 2030. We aspire to halve emissions to 33 MtCO₂e by 2050 and achieve net-zero emissions as soon as viable after 2050. Singapore's emissions were around 52 MtCO₂e in 2017 and we are among the 20 best performing countries in terms of carbon emissions per dollar of GDP today. The carbon tax, which came into effect on 1 January 2019, sends a critical economy-wide price signal on the need to reduce emissions.

To support sustainable living, more is being done to improve our energy and carbon efficiency. For example, there are now more green buildings. They make up more than 40% of our buildings by gross floor area. Walk-Cycle-Ride transport nodes are also sprouting up around our country, allowing more Singaporeans to complete their journeys in a greener manner. Under the pilot phase of the “Switch and Save – Use LED” programme rolled out in 2018, around 8,700 households are saving about 27 kilowatt hours (kWh) of electricity annually by switching to more energy-efficient LED bulbs. This has helped to reduce more than 0.105 thousand tonnes of carbon dioxide equivalent (ktCO₂e) per year. We are also enabling companies to reduce their carbon footprint and enjoy cost savings from lower electricity consumption. Through close collaboration with industry stakeholders, Singapore phased out the sale of inefficient motors in 2018. This is projected to yield savings of 30 ktCO₂e annually.

Coastal protection and flood resilience

Our island is low-lying. To protect our homes, \$2 billion in drainage improvement works have been carried out since 2011 to bolster our flood resilience. Coastal protection work has also been initiated. Coastal defences help to address both coastal and inland flooding, and safeguard Singaporeans from the impact of a projected sea level rise of one metre by 2100 as well as more intense rainfall.



Fight against dengue

Warmer temperatures from climate change can accelerate mosquito population growth and the spread of the dengue virus, heightening the risk of dengue. Apart from stepping

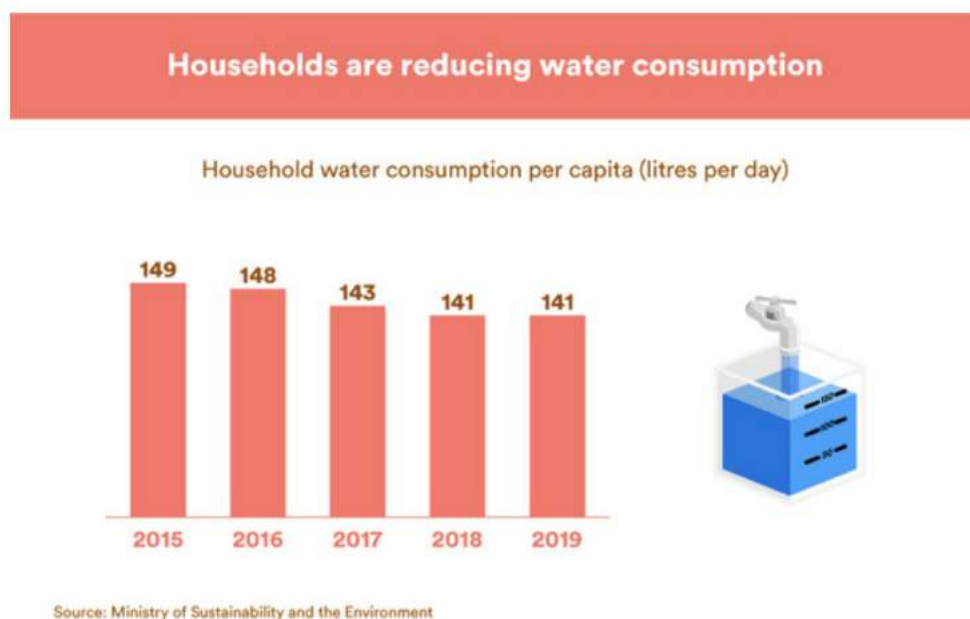
up inspections and public education, technology such as deploying gravitraps to monitor the mosquito population and using drones for inspection are helping to protect Singaporeans. Field trials of Project Wolbachia in Tampines and Yishun have shown up to 90% suppression of mosquito populations at 284 residential blocks.

Resource sustainability

Climate change will threaten our supply of essential resources like food and water. Securing these resources requires novel solutions, even as we pursue a circular economy where resources are reused for as long as possible.

Strengthening water resilience

Households have reduced their water consumption over the past five years from 149 to 141 litres per person per day.



Up to 300,000 households will have smart meters installed by 2023 under the Smart Water Meter Programme, which will help them to detect leaks early and save water, thus saving on their water bills.

Our water supply will increasingly rely on weather-resilient sources. Apart from the existing four desalination plants, including the new Marina East plant which began operation in June 2020, another one in Jurong Island is nearing completion. The upcoming NEWater factory at Tuas Nexus and the expanded Changi NEWater Factory will further increase NEWater capacity to meet our water demand.

Towards a zero waste nation

In 2019, more than 670,000 people took part in over 2,000 community activities to raise awareness of the Year Towards Zero Waste campaign. These activities were focused on encouraging people to actively practise the 3Rs: Reduce, Reuse, and Recycle. Members of the public also co-created solutions with the Government through the #RecycleRight Citizens' Workgroup.

We are designing wastefulness out of the economy to conserve resources and reduce waste sent to Semakau Landfill, to extend its lifespan beyond 2035. Today, 99% of our metal, construction, and demolition waste are recycled. The next step is to address e-waste, food waste, and packaging waste, including plastics. We launched our first Zero Waste Masterplan and passed the Resource Sustainability Act in 2019. This will put in place a systems-level approach to reuse and recycle our resources, turn trash into treasure, and produce and consume more sustainably.

Reducing waste to Semakau Landfill

We target to **reduce the amount of waste** sent to Semakau Landfill each day from:



This is a **30% reduction** in incineration ash and non-incinerable waste.

Source: National Environment Agency

Food resilience

Singapore has topped the Global Food Security Index for the past two years. However, climate change and resource scarcity threaten our food security, as we import over 90% of our food. To enhance our food security, we imported food from over 170 countries and regions in 2019, compared to 140 in 2004.

Global Food Security Index (ranking)



Source: Economist Intelligence Unit

Singaporeans can also enjoy fresher and reliable produce that is grown nearer their homes. Local food production is being increased to meet 30% of our nutritional needs by 2030 – this is our “30 by 30” goal. \$237 million has been set aside to ramp up local food production by helping local farmers raise productivity and by investing in research and development. Over the past five years, local production has doubled to about 200 tonnes of produce per hectare per year. By developing more productive and climate-resilient food production methods, Singaporeans can be more assured of our food security.

Safeguarding our Way of Life

Protecting Singapore against external and internal threats remains key to safeguarding our way of life. We have strengthened our defence capabilities, particularly in digital defence, while building stronger diplomatic ties with partners. The SAF is operationally ready and the Home Team works with Singaporeans to keep our neighbourhoods safe.

Our legal frameworks have been strengthened and updated, enhancing protection for vulnerable members of society. Singaporeans also have greater access to improved, digital government services and the Singapore Together movement was launched, encouraging all to shape Singapore's policies and environment together.

The COVID-19 pandemic highlighted the resilience and spirit of our country. Individuals, households, businesses, and the community stepped forward to partner the Government and one another to assist those in need. This review has dedicated a special section to their efforts in "Emerging Stronger as One".

Read more on areas such as external and homeland security, government and regulations, and Singapore Together.



**External and
Homeland
Security**



**Legal and
Diplomacy**



**Government
and Regulations**



**Singapore
Together**



**Emerging
Stronger as
One**



**Public confidence
in the SAF** has
remained high
and stable at
87% in 2019



Ranked **1st**
out of 142
countries in
Gallup's Global
Law & Order
Index in 2020



Singapore's **legal framework** was ranked **2nd** in IMD's World Competitiveness Yearbook in 2020



Ranked **1st** in **government effectiveness** by the World Bank in 2019



86% of citizens and **77%** of businesses are **very satisfied** with Government e-services



70,000 youths shared their **ideas and visions** for Singapore in 2025

EXTERNAL AND HOMELAND SECURITY

Keeping Singaporeans safe from external and internal threats

Singapore's peace rests on the twin pillars of our defence policy of deterrence and diplomacy. Our long-term and sustained investment in defence and security has kept Singaporeans safe from external threats. The Singapore Armed Forces (SAF) is an operationally ready force which enjoys high and stable public confidence. Through Total Defence, Singaporeans play their part in building a strong, secure, and cohesive nation.

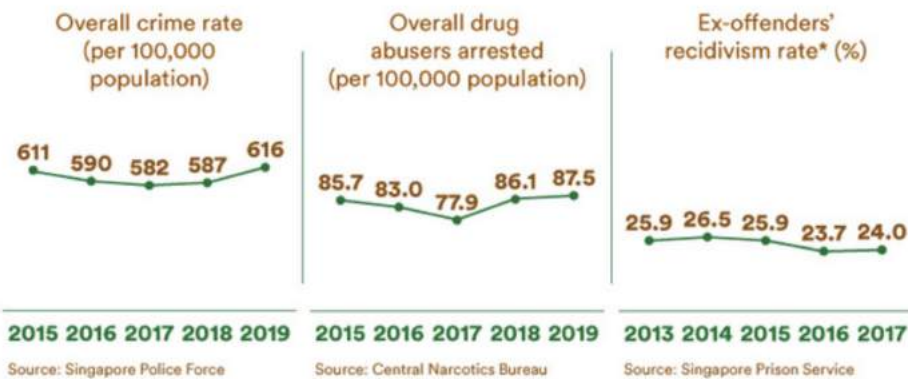
The Home Team works with Singaporeans to keep our neighbourhoods safe. Singapore was ranked the safest nation in the world by Gallup's Global Law and Order Index for the seventh consecutive year in 2020 and has the second lowest fire fatality rate in a global ranking of cities by the World Fire Statistics 2020. However, the rise in scam cases is a concern. New initiatives such as the Singapore Police Force (SPF)'s Anti-Scam Centre have helped disrupt many scam operations, enhance deterrence, and mitigate victims' losses.



The number of drug abusers arrested remained stable. The Central Narcotics Bureau continued to mount intensive enforcement efforts against drug trafficking and has also stepped up efforts on preventive drug education and outreach.

The overall recidivism rate among ex-offenders also remained low and stable, as they benefit from rehabilitation and community supervision programmes.

Overall crime rate, number of drug abusers arrested, and recidivism rate remained stable



* (1) Recidivism rate refers to the percentage of local inmates, released during a specific time period, who are imprisoned again for a new offence following their release.
 (2) The years refer to the release cohort, as the Singapore Prison Service uses a standard follow-up period of two years from release.



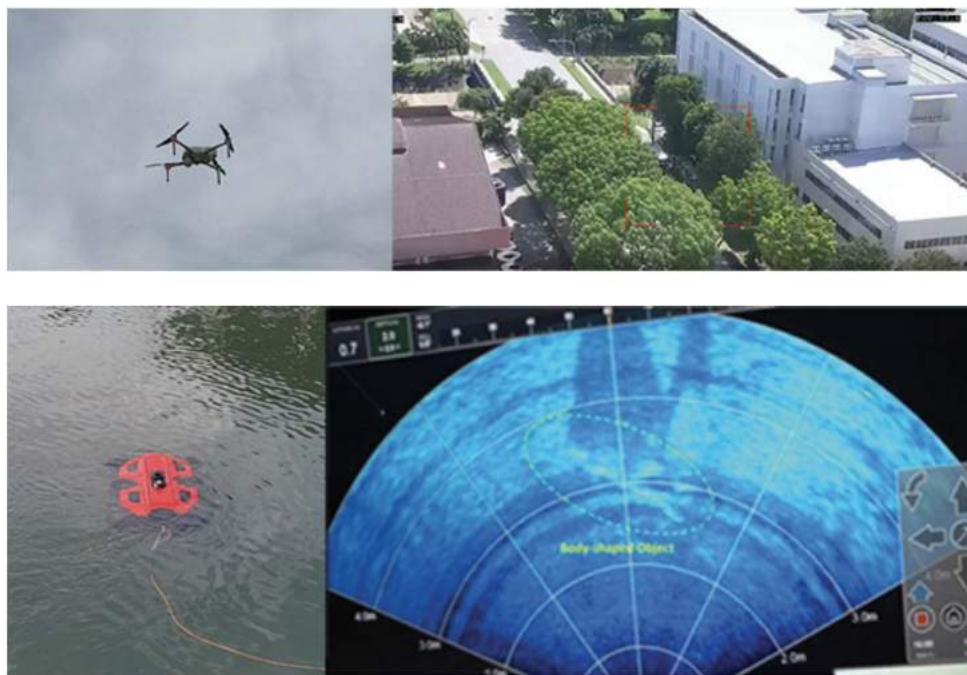
Building a strong SAF and Home Team, enhancing our digital defence

The SAF continues to be the guarantor of Singapore's peace and security. This has allowed us to prosper as a key aviation, maritime, and financial hub. Amidst the ever-evolving threat landscape, Singapore has adopted a whole-of-government approach to strengthen our homeland security against an expanded array of conventional and non-conventional threats and contingencies:

- The SAF has been working closely with the Home Team to enhance maritime security to better deal with resurgent threats, such as recent sea robberies in the Singapore Strait.
- The SAF, the Ministry of Transport, the SPF, the Civil Aviation Authority of Singapore, and the National Security Coordination Centre work closely to detect potential air threats and respond swiftly to defend our skies.
- To bolster our counter-terrorism capabilities, the SAF's Special Operations Command Centre was commissioned in December 2019 to plan, monitor, and manage multiple counter-terrorism and contingency operations. The SAF and the Home Team also work closely with other agencies to jointly plan and conduct exercises for the protection of key infrastructure and large-scale events, such as the National Day Parade.

Over the years, the SAF and the Home Team have leveraged technology as a force multiplier, enabling us to operate more effectively while keeping our service personnel safe:

- The SAF has acquired modern and multi-role platforms, such as the A330 Multi-Role Tanker Transport which can provide air-to-air refuelling and be equipped with medical equipment for aero-medical evacuation. It is also designing and manufacturing advanced capabilities, such as the Hunter Armoured Fighting Vehicle and the upcoming Multi-Role Combat Vessel. Through these, the SAF has maintained its capability edge in war fighting while retaining flexibility for multiple mission sets, including to safeguard our external lines of communication.
- Customised unmanned solutions such as the Singapore Civil Defence Force (SCDF)'s Remote-Operated Underwater Vehicle help with search and recovery during maritime accidents, while drones enhance the SPF's ground operations by providing an aerial perspective of the area of operations.



To ensure that our forces remain operationally ready to protect our peace and security, backend capabilities are being strengthened and new capabilities added:

- Operational improvements such as the Army Integrated Force Preparation Hub have reduced the time needed to equip National Servicemen by up to a third.
- Progressive automation of immigration clearance at our checkpoints, which saw over 217 million travellers passing through in 2019, allows officers to focus on profiling and detecting potential threats and undesirables.

Digital Defence has also been added to the Total Defence framework and our cyber defences enhanced:

- The Defence Cyber Security Centre has been operationalised to enable an effective and coordinated response to cyber incidents across the defence sector.
- New threats are dealt with through measures such as the use of “+” prefix to identify foreign calls and the blocking of foreign calls with commonly spoofed numbers like 999 and 995.



Source: Infocomm Media Development Authority

- The risk of hacking of our personal identities for illegal gains and scams has been reduced, with solutions such as SingPass and MyInfo which Singaporeans can use to access over 300 digital services across 110 public agencies and commercial entities, such as insurance companies.
- We also play an important part in Digital Defence. Initiatives such as the S.U.R.E. (Source, Understand, Research, Evaluate) programme and Lab on Wheels help Singaporeans raise their information literacy and better understand digital threats. Information literacy has also been introduced into the school curriculum and Basic Military Training.

Enhancing NS and engendering support for NS

Our National Servicemen continue to form the backbone of the SAF and the Home Team and have been taking on new and expanded roles:

- National Servicemen currently operate the ScanEagle Unmanned Aerial Vehicles on board the missile corvettes, a role previously undertaken only by Regulars.
- National Servicemen with relevant and important niche civilian expertise have been deployed as cyber defenders.

- The SPF's Special Operations Command deploys its National Servicemen as Public Order Troops for various operations, such as anti-crime patrols and security for major events. 1,500 SPF National Servicemen from the Community Engagement Task Force are also now deployed to educate residents about SGSecure and crime prevention.
- The SCDF has restructured its Rescue Battalions, enabling more focused training and flexible deployment of National Servicemen to different incidents.

Addressing threats through community partnership

More Singaporeans are stepping up to play a bigger role in our defence and security:

- Singaporeans are contributing directly, with 16,500 volunteers in the SAF Volunteer Corps, the Civil Defence Auxiliary Unit, the Volunteer Special Constabulary, and other Home Team volunteer schemes.
- There is also greater community involvement in SGSecure and emergency preparedness training. Today, six in 10 residents are familiar with at least one emergency preparedness skill, such as improvised first aid and the application of CPR-AED.
- More than 2,000 grassroots and resident volunteers in the Community Emergency Response Team will be better equipped with the knowledge and skills to increase their level of preparedness.



LEGAL AND DIPLOMACY

Securing Singapore's interests in a volatile global context

As a small island vulnerable to external threats, deterrence and diplomacy are twin pillars of our survival and security. Singapore cannot accept the idea that "might is right" and must continue to uphold a rules-based order to ensure that our interests are protected.

Defending Singapore and Singaporeans

Singapore enhanced our cooperation with key defence partners. We renewed the Protocol of Amendment to the 1990 Memorandum of Understanding Regarding United States Use of Facilities in Singapore and the Singapore-China enhanced Agreement on Defence Exchanges and Security Cooperation in 2019. In March 2020, Singapore and Australia signed a treaty on the joint development of advanced training facilities in an expanded Shoalwater Bay Training Area and a new Greenvale Training Area which, combined, will be 10 times the size of Singapore.



We also actively seek to strengthen the rules-based regional order and shape developments that affect our security. Our participation in key multilateral fora, such as the Association of Southeast Asian Nations (ASEAN) Defence Ministers' Meeting (ADMM), the ADMM-Plus, and the Shangri-La Dialogue, allow us to contribute to regional peace and stability. Under the ADMM and the ADMM-Plus, Singapore contributed to regional

counter-terrorism efforts, such as our establishment of the Network of ASEAN Chemical, Biological and Radiological Experts. Singapore also contributed to confidence-building measures by facilitating the adoption of the Code for Unplanned Encounters at Sea by all 18 ADMM-Plus navies, which was subsequently practiced in the ADMM-Plus Maritime Security Field Training Exercise co-hosted by Singapore in 2019.

The Singapore Armed Forces (SAF) continues to strengthen its capability to defend Singapore. The initial acquisition of four F-35 Joint Strike Fighters, with an option for eight more, will raise our air defence capabilities. The SAF is also restructuring its military intelligence outfits so that counter-terrorism intelligence to detect, forewarn, and respond to terrorist plots is part and parcel of its core mission to protect Singapore. On the cyber front, the SAF will restructure to build an integrated cyber command and force to defend against cyber threats.

Working with the international community and protecting our way of life

Climate change is a serious concern threatening not just Singapore's existence but the world. Singapore contributes just over 0.1% of global emissions. Nonetheless, we are pushing the boundaries to arrest climate change. In 2019, Singapore was the first country in Southeast Asia to introduce a carbon tax. We were also among the first six countries to submit our enhanced Nationally Determined Contribution. We aspire to halve emissions to 33 million tonnes of carbon dioxide equivalent by 2050 and achieve net-zero emissions as soon as viable after 2050.

Our ambitious efforts will help to preserve a liveable environment for current and future generations of Singaporeans.

Upholding the rule of law and ensuring access to justice

Upholding the rule of law through legal reforms and improving access to justice is necessary to maintain trust in our legal system. We continue to strengthen Singapore's legal framework, which was ranked second in the International Institute for Management Development's World Competitiveness Yearbook 2020.

The Penal Code was strengthened with the following changes:

- Enhanced protection for minors and other vulnerable victims through the creation of

- new offences and the increase of the prescribed punishment for offences against them;
- Updated to be more consistent with social mores, for example, the complete abolition of marital immunity for rape; and
- Included emerging crime trends, such as voyeurism and the distribution of intimate images without consent, through the creation of specialised offences.

Amendments to the Protection from Harassment Act strengthen the deterrence against harassment by enhancing penalties and providing victims of falsehoods with better tools to seek relief. With simplified procedures and expedited timelines, the new Protection from Harassment Court provides a one-stop solution for victims to receive holistic and effective relief.

Various improvements were also made to enhance access to justice. Singaporeans can access civil legal aid for issues, such as divorce, custody of children, adoption, monetary claim, deputyship, and estate matters, more easily:

- The legal chatbot [iLAB](#) now provides tailored basic legal information on divorce and family violence to Singaporeans and enables them to generate simple legal documents.
- The application for civil legal aid has been simplified with a revamped [Applicant Portal](#), which allows applicants to complete means testing and track their cases online.
- The new Means Test Panel, set up in October 2019, can waive the means criteria for deserving applicants so that they can receive the help they need.

Providing Singaporeans overseas with peace of mind

More Singaporeans are living, working, and travelling overseas than ever before. They have the assurance that consular assistance is available 24/7. For instance, a Crisis Response Team was deployed to assist stranded Singaporeans after the August 2018 earthquake in Lombok, Indonesia. Enhancements to the [eRegister system](#) and the integration of MyInfo and e-payment methods have made it more convenient for Singaporeans to prepare for their overseas travels.

While the external environment remains uncertain, Singapore will continue to protect our way of life by defending our people, expanding our strategic space, and upholding the rule of law.

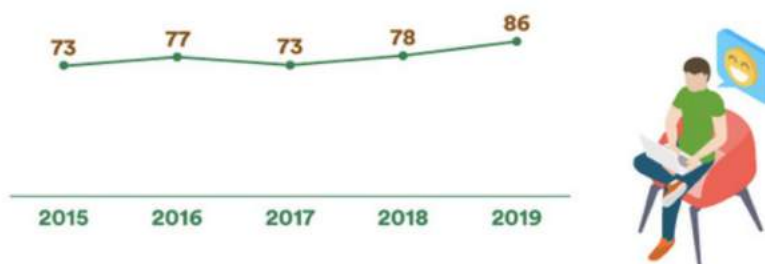
GOVERNMENT AND REGULATIONS

Effective Government

We are supported by an effective and trusted Government to safeguard our way of life, especially in times of change and uncertainty. Singapore continues to be highly regarded internationally in terms of government effectiveness and the delivery of e-services to citizens. We maintained our top ranking for government effectiveness by the World Bank in 2019, and ranked 11th overall for e-Government and fifth for online services on the United Nations' E-Government Development Index and Online Services Index respectively in 2020.

More citizens are very satisfied with Government e-services

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



Source: GovTech

Singaporeans now enjoy a more seamless and hassle-free experience with the digitisation of once-manual processes like paying for parking using parking coupons and borrowing library books via a manned counter. Key e-services, such as tax filing, Central Provident Fund (CPF) balance checking, and applying for a Housing & Development Board flat, are now accessible via [SingPass Mobile](#). Singaporeans who are overseas can use the same app to transact digitally with the Government and businesses, without needing a physical token.

Trusted Government

Based on an annual survey of a wide range of Singaporeans, about eight in 10 expressed their confidence in the Government.

Singapore is among a select group of countries with a triple-A credit rating. Our fiscal discipline has put us in a good position to meet current and future needs. We have sufficient resources to meet the spending needs of current and future generations, and also the ability to tap into our reserves to protect Singaporeans and our businesses during crises. During crucial times like the COVID-19 pandemic, we were able to draw \$52 billion from past reserves to finance part of the support schemes for Singaporeans and businesses.

Singaporeans and businesses can also work and operate knowing that Singapore's corruption situation is firmly under control. The number of public sector corruption cases has remained low over the years. Transparency International's Corruption Perceptions Index 2019 ranked Singapore the fourth least corrupt country out of 180 countries.

Delivering public services with greater citizen-centricity

Integrated Public Service Centre

Since May 2019, Singaporeans could access over 150 services from six agencies consolidated under the Integrated Public Service Centre (IPSC) at Our Tampines Hub. As at September 2020, this has been expanded to 260 services from 17 agencies. On top of greater convenience from one-stop service, essential transactions like CPF nominations and ComCare applications can also be conducted at IPSC. The average transaction at IPSC is completed within 11 minutes, less than half the time taken one year ago.



Singaporeans who wish to give feedback on municipal issues can do so via the OneService app without having to know which agency is in charge. As at December 2019, over 200,000 users have registered and 460,000 cases have been reported since the app was launched in January 2015. The average time taken to close complex cases that involve multiple stakeholders has reduced by one-third since 2015, from 8.5 days to 6 days.

LifeSG

Singaporeans may be familiar with the Moments of Life app which offers users more ready access to digital government services through the consolidation of personalised content. The app, newly rebranded as LifeSG, includes a new user interface with improved navigation, topical guides, and other new features:

- Citizens can easily access more than 40 services, up from the 12 previously featured on the app. The information displayed is grouped according to topics of interest, such as family and parenting, work and employment, healthcare, and housing and property.
 - Parents can register the birth of their newborn, navigate childcare options, and apply for the Baby Bonus. As at June 2020, seven of 10 eligible births were registered via the app. This takes only 15 minutes, compared to 60 minutes at birth registration counters. Parents can also access their child's upcoming medical and school appointments, and get reminders to complete important applications such as birth registration, baby bonus application, and primary school registration.
 - Seniors can use their Merdeka Generation e-card embedded in the app to enjoy discounts at select merchants, find out the latest active ageing programmes near them, and learn about the government benefits they qualify for.
 - Working adults can access employment guides to support their job search, upgrade their skills, and know more about their retrenchment rights.
- Citizens can use the personalised dashboard to discover recommended content and access guides that simplify processes such as job and preschool searches. They can also discover government benefits through features such as the Family Support Calculator.

So far, more than 167,000 users have downloaded the app. There are plans to integrate more services to support Singaporeans' key life stages and to expand the digital services available to different user groups.

Outreach during crisis

The Government continues to be effective during the COVID-19 crisis:

- Public agencies proactively reached out to vulnerable citizens to render assistance. For example, the Silver Generation Office conducted regular telephone calls for about 20,000 seniors to monitor their well-being and worked with the Senior Activity Centres to physically check in on uncontactable seniors. Seniors were connected to relevant support services, such as regular meal support and befriending, buying of food and groceries, and delivery of masks and TraceTogether tokens.
- To ensure timely, accessible, and inclusive public communications to the diverse groups of our population, the Government leveraged an extensive range of traditional and digital media platforms in multiple languages. These included new communications channels across various Gov.sg platforms such as WhatsApp and Telegram, as well as collaborations with content creators to engage specific audiences such as e-Getai for seniors.

Overall, these efforts have been effective as shown by recent Government pulse surveys. Around 80% of respondents agreed that the Government provided sufficient information on the COVID-19 situation.

SINGAPORE TOGETHER

Partnering to build our future Singapore

The Singapore Together movement, launched in June 2019, is about Singaporeans working with the Government and with one another to build our future Singapore. The movement aims to open up many more partnership opportunities for Singaporeans to participate in and provide support for more citizen-led initiatives, whatever our backgrounds or interests.

Co-creating policies upstream

Singaporeans have more opportunities to shape issues that they care about:

- Citizens were consulted via a Citizens' Workgroup on the Matched Retirement Savings Scheme, which was introduced in the Unity Budget 2020 to boost the retirement adequacy of seniors with little retirement savings.
- Over 20 representatives from small businesses, associations, landlords, and tenant groups contributed to the development of the Rental Relief Framework, which was introduced in the COVID-19 (Temporary Measures) Amendment Bill. They were engaged over multiple sessions on the difficulties businesses faced, appropriate relief measures, and impact the proposed measures would have on them. Their views were used to further refine relief measures, and with the help from private sector lawyers who brought in contract law expertise, the Bill was introduced within 21 days.

The opportunity to co-create policy is also available to the diverse groups that make up Singapore society:

- Since its launch in May 2019, the SG Youth Action Plan (SG YAP) has reached out to over 400,000 youths and engaged close to 70,000 youths on their vision for the future of Singapore in 2025. As part of SG YAP, 250 youths took part in the Youth Action Challenge and worked on 57 projects related to environmental sustainability, societal issues, and jobs and the future of work.
- Over 200 persons with disabilities, caregivers, and disability organisations participated in 13 engagement sessions in the second half of 2019 to share their aspirations and challenges. Their views will be incorporated into the recommendations of respective Enabling Masterplan workgroups set up to improve inclusive preschools, employability,

and independent living. The workgroups will also partner disability organisations and volunteers from the private and people sectors to co-ideate, co-design, and co-implement solutions.

Co-delivering for a better Singapore

Singaporeans are also partnering one another for a better Singapore, supported by the Government:

- Nine SG Cares Volunteer Centres (VCs), with six more in the pipeline by June 2021, have been appointed to grow volunteerism in towns by fostering collaboration among local partners, strengthening volunteer management capabilities, and creating more volunteering opportunities. Since the setup of the first VC in 2018, more than 7,000 volunteers and close to 250 organisations have worked together to deliver help to seniors and vulnerable families.
- The Friends of the Parks (FoTP) initiative provides a platform for stakeholders to come together to build consensus, manage, and run programmes in our green spaces. Under FoTP, the community has initiated projects such as mangrove restoration and species recovery at various nature areas to enrich Singapore's biodiversity.
- Since the launch of Our Singapore Fund in 2016, \$4.3 million has gone to support more than 240 ground-up projects involving over 9,000 partners and volunteers.
- Seven National Innovation Challenges (NIC) were launched in July 2020 to partner industry in developing solutions to the challenges that businesses are grappling with, particularly on reopening our economy safely and emerging stronger. NIC builds on the strong innovation partnerships that the Government has established over time, with various challenges launched over the years.

Consulting on national policies and issues

In 2019, over 60,000 Singaporeans were engaged on national policies through REACH's Listening Points, in the form of mobile pop-up booths and dialogue sessions. Amidst the COVID-19 pandemic, REACH (reaching everyone for active citizenry @ home) has transitioned to the digital space and continues to gather public sentiments and feedback through e-Listening Points and online dialogues. REACH also continues to reach out to the community on hot-button issues through its WhatsApp group chats.

To help foster an informed and engaged citizenry, REACH explains and provides facts to

Singaporeans about national policies. One example was during the COVID-19 pandemic, from January to February 2020. Together with volunteers from across the public service, REACH polled public sentiments on COVID-19 and awareness of safety measures, as well as engaged Singaporeans on protective measures that they could take such as wearing a face mask, frequent handwashing, and other personal hygiene practices.

Shaping our physical environment together

Singaporeans also play an active role in partnering the Government to shape the physical environment in which we live, work, and play:

- Feedback on the URA Draft Master Plan 2019 (DMP19) proposals was provided by close to 10,000 people from community groups, grassroots organisations, the private sector, professional associations, and academia, through online platforms and over 400 public tours of the DMP19 exhibition. Additionally, over 15 workshops and in-depth engagements enabled residents to co-create the land use, heritage, and urban design plans for areas such as Dakota Crescent, Farrer Park, Holland Plain, and Lorong Chuan.





- The Lively Places Programme has provided funding and training to support the implementation of over 200 ground-up projects that seek to enliven public spaces in Singapore. Singaporeans contributed over 60,000 volunteering hours under the programme. The projects include craft workshops and carnivals organised by neighbours and students; sidewalks converted into interesting gathering spots; empty green lawns converted to community gardens; and void deck spaces refurbished into cosy residents' corners.





Singaporeans from all walks of life have partnered one another and with the Government for a wide range of issues from concept to implementation. Together, Singaporeans are building a future Singapore we can be proud of. This embodies the spirit of Singapore Together.

EMERGING STRONGER AS ONE

Overcoming adversity through partnerships

The COVID-19 pandemic has caused severe disruptions to our economy, livelihoods, and way of life. However, it has also fostered a strong spirit of care, cohesion, and active citizenry in our society. Individuals, households, businesses, and the community have stepped forward to partner the Government in national response efforts, with some going a step further to organise their own ground-up initiatives to assist those in need.

Stepping up to support national needs

Many Singaporeans have stepped forward to partner our public agencies and support national campaigns in the fight against COVID-19:

- A strong gotong royong spirit was present when more than 28,000 grassroots, public service, and citizen volunteers stepped forward to assist in the nationwide mask collection exercises. A total of 13.2 million masks were distributed to residents at the Community Clubs and Centres (CCs) as well as the Residents' Committee Centres, with masks delivered to vulnerable residents who were frail or immobile.
- Grassroots leaders and volunteers also supported the distribution of sanitisers, Singapore flags, and Singapore Together Packs – consisting items that enhance the NDP@Home experience – to rally Singaporeans in the shared story of fighting COVID-19 together. They also provided assistance to over 3,500 persons under quarantine, persons under Stay-Home Notice, and persons on five-day MCs, including the facilitation of non-emergency medical assistance as well as meal and essential item deliveries.
- More than 1,600 citizens volunteered as SG Clean Ambassadors and over 1,500 grassroots leaders and volunteers have taken on roles as Safe Distancing Ambassadors. These ambassadors were deployed islandwide to encourage individuals and businesses to adopt good personal hygiene habits and adhere to safe distancing requirements, to reduce the community transmission of COVID-19.
- Individuals took personal responsibility to abide by the national public health measures, such as minding personal hygiene, wearing masks, and participating in the TraceTogether programme in support of national contact tracing efforts. TraceTogether covers more than 50% of the population, with more than 2.9 million

app and token users as at November 2020. Grassroot leaders and volunteers also assisted with the distribution of TraceTogether tokens to the community.



In addition to individuals, many organisations and businesses have also stepped up as one community to work with the Government and support national efforts during the COVID-19 pandemic:

- Hundreds of general practitioner clinics partnered the Government through the Public Health Preparedness Clinics scheme to identify infected cases and provide subsidised treatment for patients with respiratory symptoms.
- The National CARE Hotline (NCH) provided psychological first aid and emotional support to those in distress during the COVID-19 period, managing over 30,000 calls since NCH commenced in April 2020. About 700 counsellors, psychologists, and social workers from public agencies, social service agencies, and private practice, stepped forward as Duty CARE Officers to support 12,000 incoming calls that required psychological first aid.
- The aviation industry worked closely with public agencies to contribute to the nationwide response, including operating flights to bring Singaporeans home, keeping supply chains open, and facilitating the movement of foreign nationals who were stranded.
- Over 1,800 workers from companies in the aviation sector took up roles in the community, including serving as Care Ambassadors in hospitals and Transport Ambassadors to promote socially responsible commuting norms on our public transport network.
- More than 500 private hire car and taxi drivers volunteered to convey clinically well

people suspected of having COVID-19 to hospitals.

- Companies also worked with the Government to house healthy foreign workers at floating accommodation facilities berthed at Tanjong Pagar Terminal.



Showing everyday acts of care

Beyond supporting large-scale national efforts, Singaporeans have also taken the initiative to show everyday acts of care to their neighbours and stepped up to take care of vulnerable groups:

- Many have done so through [SGUnited](#), a movement and one-stop digital portal for Singaporeans to contribute toward the national response to COVID-19, through donations, volunteering, and joining community-led efforts. \$90 million was donated to the Community Chest, the Community Foundation of Singapore's Sayang Sayang Fund, as well as through the [SG Cares](#) app and the [Giving.sg](#) donation platform from January to May 2020. This amount was about equal to the overall donations received by the Community Chest and Giving.sg throughout the whole of 2019.
- More than 13,000 Singaporeans signed up as volunteers, demonstrating that many in the community cared about Singapore and were willing to help others amidst adversity. For example, the SG Cares Volunteer Centres tapped on close to 1,000 volunteers from corporate and community partners to ensure that the well-being of seniors and vulnerable residents were looked after. This included the delivery of care packs and meals to seniors, virtual befriending through phones, and giving home-based exercises tips to seniors to help them stay healthy at home.

Others have shown appreciation to frontline workers through their own initiatives and ground-up movements:

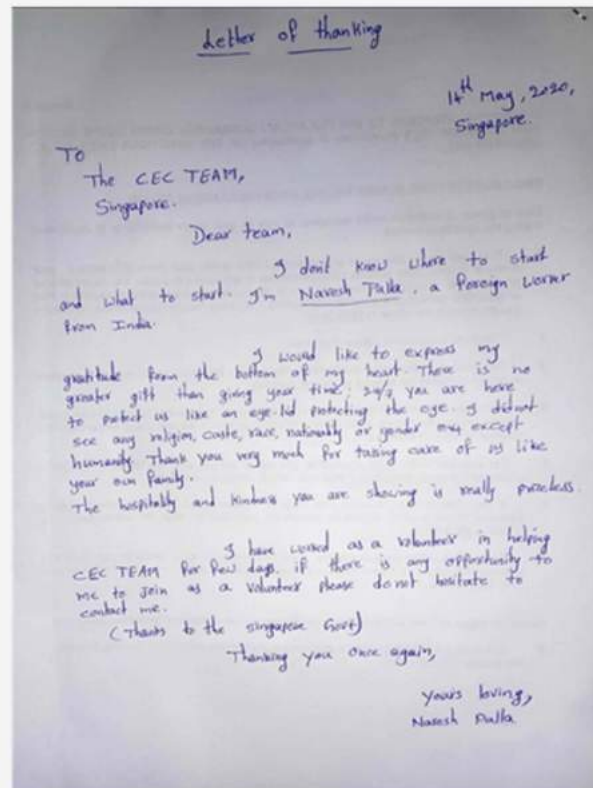
- The COVID-19 crisis has led to uncertainty in terms of job searching and has placed stress on the mental well-being of our youths. It was heartening to see so many youths step forward to fight COVID-19, from showing appreciation to frontline workers to volunteering their time and energy to provide mentorship and guidance to those in need. The Youth Corps Singapore volunteers also organised food distribution drives and the delivery of meals to seniors living alone.
- Despite experiencing revenue loss with some not being able to operate due to the circuit breaker measures, businesses big and small including start-ups, food manufacturing companies, and homegrown brands, came forward to donate care packs and food products. Beneficiaries included vulnerable individuals and communities, healthcare workers in hospitals, community healthcare facilities and nursing homes, and other frontline workers such as hawker stallholders.
- Various ground-up movements emerged to rally Singaporeans to show their appreciation and stand in solidarity with frontline workers. These included the production of music videos by various artistes as tributes to frontline workers, rallying Singaporeans to display the national flag as a show of support, and initiatives such as those by the Families for Life movement to encourage families to spend meaningful time together by packing care baskets for the unsung heroes in the community.

Beyond helping fellow citizens, we saw Singaporeans extending care to the foreign workers in our midst:

- Messages of appreciation and encouragement for the migrant workers were shared with them via the Changi Exhibition Centre (CEC) Integrated Community Care and Recovery Facility Telegram channel. These included video clips recorded by students and teachers of the Fairfield Methodist Primary and Secondary Schools, the Global Indian International School, the Singapore Management University (SMU), the United World College (South East Asia), and the Yuvabarathi Indian School, as well as an electronic poster produced by members of NTUC's Women Committee. Six SMU student volunteers also stepped forward to provide engaging and uplifting content in Bengali, English, Tamil, and various Chinese dialects for the migrant workers.

“Thank you for taking care of us like your own family” – Letter of Appreciation from a Migrant Worker

Mr Naresh Palla, a migrant worker from India, expressed his gratitude towards the medical and management teams at the CEC Integrated Community Care and Recovery Facility through a letter of appreciation.



Mr Palla thanked the CEC staff for their patience in understanding the needs of the migrant workers and ensuring that the workers settled in well at CEC, despite the language barriers between the two groups. In addition, moved by the hospitality shown to the migrant workers at CEC, Mr Palla volunteered at CEC for several days before he was discharged to a recovery facility.

Providing further support to affected Singaporeans and businesses

The COVID-19 pandemic has impacted many Singaporeans. Through the Unity, Resilience, Solidarity, and Fortitude Budgets, close to \$100 billion – almost 20% of our Gross Domestic Product – was dedicated to our COVID-19 response to help businesses, save jobs and support workers, and strengthen social and economic resilience.

Support for workers and jobseekers

To preserve jobs:

- Up to 75% of eligible local employees' wages were co-funded by the Government under the Jobs Support Scheme.

- About 190,000 self-employed persons (SEPs) benefitted from the Self-Employed Person Income Relief Scheme (SIRS). Eligible SEPs received cash payouts totalling \$9,000 each.
- Around 450,000 individuals, whose jobs or incomes were affected by COVID-19, received one-off assistance of \$500 for their basic living expenses from the Temporary Relief Fund in April 2020. In addition, lower- to middle-income employees who lost their jobs, were placed on involuntary no-pay leave, or experienced significant salary reduction for at least three months, can apply for the COVID-19 Support Grant.
- Around 400,000 lower-wage Singaporean employees and SEPs who received the Workfare Income Supplement (WIS) payment for Work Year (WY) 2019, benefitted from a Workfare Special Payment (WSP) of \$3,000. Lower-wage Singaporeans who were not on WIS for WY2019 but have received or will be receiving WIS for WY2020, will also benefit from the WSP of \$3,000.
- The SGUnited Jobs and Skills Package was introduced to expand job, traineeship, and skills training opportunities. As at August 2020, 117,500 opportunities had been made available, with more than 33,000 placed. SGUnited Jobs and Skills Centres, job fairs, and career coaching workshops were also set up at convenient touchpoints such as CCs, where jobseekers could also obtain assistance from grassroots leaders trained as Volunteer Career Navigators.

Support for businesses and charities

To help businesses and charities tide over the difficult period caused by the COVID-19 pandemic, support was provided in three areas – cashflow, costs, and credit:

- Besides co-funding part of local employees' wages, rental relief and waivers of up to five months were provided to help businesses ease their operating costs and cashflow.
- As at August 2020, about 16,400 businesses have taken up the Temporary Bridging Loan Programme and the Enterprise Financing Scheme. Since their announcement in this year's Budgets, \$13.7 billion in loans have been catalysed – more than ten times the amount of loans catalysed for the whole of 2019.
- As at April 2020, more than 2,700 small and medium enterprises (SMEs) have obtained approval to defer payments on their secured loans up till end of the year, helping them maintain their access to credit while easing their financial strain.

Support for citizens and businesses through digital platforms

Digital platforms were also created or enhanced to make it convenient for citizens and businesses to access government schemes and services:

- For citizens, the [LifeSG](#) app and website provide convenient access to a wide range of relevant services. This includes finding out which assistance schemes they are eligible for by filling in a simple questionnaire. To increase accessibility, the site was translated into our four official languages. Users can also search for information such as support hotlines, health advisories, and other COVID-19 related resources on the COVID-19 Guide in the app. In addition, the app provides working adults with employment guides to support their job search, upgrade their skills, and learn more about their retrenchment rights.
- For businesses, the one-stop portal [GoBusiness](#) allowed them to apply for permission to continue operations during the circuit breaker period and submit a list of essential workers returning to the workplace. They can also navigate government schemes, safe management practices, and other business-related information on COVID-19.

Support for households

A Care and Support Package was introduced to provide more assurance and support to Singaporeans who may be concerned about coping with their household expenses during the challenging COVID-19 period. All adult Singaporeans received \$600 to \$1,200 from the Solidarity Payment and Care and Support – Cash.

Support for vulnerable groups

For vulnerable groups and those who were more badly hit, additional support was provided to help them tide over the crisis. For example:

- Self-Help Groups will receive grants of \$20 million over two years to enhance support to the community, while the Community Development Councils (CDCs) will receive \$75 million to address local needs.
- Existing ComCare beneficiaries whose assistance ended between May and July 2020 had their ComCare assistance automatically extended for an additional six months, while new ComCare clients generally received at least six months of assistance.
- A \$20 million CDC Vouchers Scheme was rolled out to assist 400,000 lower-income households in defraying the cost of living and to support local businesses in the heartlands. To date, more than 8,000 heartland merchant shops and hawker stalls have signed up for the scheme. In addition, CDCs worked with corporate and community partners to raise more than \$8 million, in cash and in kind, to help over 670,000 beneficiaries meet their emergency needs.

Beyond government assistance schemes, individuals and community partners came forward to help vulnerable groups through charities, community outreach, and donations:

- In June 2020, the SG Cares Community Networks, comprising public agencies, SG Cares Volunteer Centres, community partners, and volunteers, began reaching out to the lower-income and vulnerable in every town through posters, text messages, and phone calls. This included families under the Community Link, KidSTART, and UPLIFT (Uplifting Pupils in Life and Inspiring Families Taskforce) initiatives. The objective was to offer proactive and early support to individuals and families who might be in need. The outreach was done progressively, beginning with around 50,000 rental households.
- When schools transited into full Home-Based Learning (HBL) in April 2020, vulnerable and at-risk students were proactively identified for closer monitoring and engagement, through online and face-to-face interactions. To ensure all students could continue learning at home, schools also loaned out more than 20,000 computing devices and 1,600 internet-enabling devices to support students who lacked adequate access to digital devices and/or connectivity at home. The schools' efforts were complemented by companies and the community such as our Self-Help Groups. Initiatives included refurbishing donated laptops for distribution to lower-income families and providing meal subsidies to students from lower-income families during the full HBL period and the school holidays in May.
- There was a surge in support for the homeless during the circuit breaker period. Existing partners of the Partners Engaging and Empowering Rough Sleepers (PEERS) Network operating Safe Sound Sleeping Places (S3Ps) expanded their capacity and operation hours to shelter more. Many new organisations also answered the call to action and opened their premises as S3Ps. In total, 46 organisations provided a capacity of about 700 spaces for the homeless. For those admitted into S3Ps, efforts were made to link them to social service agencies for assistance, including longer-term housing arrangements.
- Many also donated generously to initiatives such as the Courage and Invictus Funds. The Courage Fund (TCF) provides support to dependants of those who have succumbed to COVID-19 as well as healthcare and frontline workers who have contracted COVID-19 in the line of duty. It also provides additional financial support to lower-income households who were affected by COVID-19. The Invictus Fund (TIF) was established to marshal private donations to support social service agencies in digital transformation and other efforts to help serve clients safely and effectively in the new normal. The Government has contributed \$18 million to top up TIF. Donations raised for TCF and TIF will also be matched through the Bicentennial Community Fund and the Tote Board Enhanced Fundraising scheme.

- The private and people sectors stepped forward to collaborate with the Government to support charities which have been impacted by the COVID-19 pandemic. For instance, to aid charities in their fund-raising efforts, the Commissioner of Charities worked with various partners to remove fees charged by crowdfunding platforms and conducted webinars to train charities on ways to fund-raise online effectively. There were also collaborations with various professional bodies and firms to conduct a series of free webinars to uplift charities' capabilities and equip them on how to manage the challenges amidst COVID-19. These webinars were attended by more than 1,000 participants.



Preparing for the future

Partnerships and collective action are more critical than ever to help Singapore emerge stronger from COVID-19. Under the Singapore Together movement, the work to build a stronger and more resilient Singapore has started on two fronts – emerging stronger as an economy and as a society.

Emerging Stronger Taskforce

The Emerging Stronger Taskforce (EST) taskforce was set up under the Future Economy Council in May 2020 to recommend how Singapore should refresh, reimagine, and reset its economic strategies, to stay economically resilient and build new sources of dynamism in the post-COVID-19 world. It aims to do so by working closely with tripartite representation across diverse sectors and business segments, with stakeholders including academics, trade associations and chambers, unionists, as well as SME and multinational corporation representatives.

In addition, the EST has convened the Singapore Together Alliances for Action ("Alliances"), which are industry-led coalitions set up to quickly prototype and execute ideas to seize growth opportunities. As at June 2020, seven Alliances have been formed in the following areas: (i) Digitalising the Built Environment, (ii) EduTech, (iii) Enabling Safe and Innovative Visitor Experiences, (iv) Facilitating Smart Commerce in Singapore, (v) Robotics, (vi) Supply Chain Digitalisation, and (vii) Sustainability. They will share their preliminary results and next steps when ready, before selecting ideas that can be scaled up.

Emerging Stronger Conversations

A crisis gives rise to a natural desire to reflect on what is happening, what we are learning, and to reimagine the society we want to move towards. Hence, the Emerging Stronger Conversations (ESCs) were launched in June 2020 for Singaporeans to collectively share reflections on their COVID-19 experiences and express hope for Singapore as we emerge from COVID-19 crisis. As key themes salient to Singaporeans emerge from the ESCs, Singapore Together Action Networks will be formed around them to translate ideas into concrete action and partnerships.

Overcoming future challenges as one

The road to recovery will be long and bumpy. However, the solidarity and strong spirit of contribution and partnership we have witnessed will ensure we remain resilient and continue to look after one another in the journey ahead.

Singapore will no doubt face further challenges in the future. During the COVID-19 pandemic, Singaporeans demonstrated that we are a democracy of deeds, with everyone playing a part in building our future Singapore. By continuing to work together, we can transform our challenges into opportunities to build a stronger, better society.

Businesses

Businesses in Singapore are seizing opportunities in Asia, going digital, and driving innovation. They receive support to uplift productivity, strengthen capabilities, and access new markets. Businesses can also rely on a skilled and future-ready workforce. Find out how businesses benefit from Singapore's conducive and pro-business environment.



Growth, Competitiveness and Sustainability

Singapore is one of the most competitive economies globally, with sound economic fundamentals and an attractive location for businesses to grow and invest. Our businesses receive support to uplift productivity, strengthen capabilities, and access new markets. While our workers are highly regarded internationally, we are ramping up job training and conversion programmes to ensure that our workforce remains capable and future-ready.

Looking beyond the immediate challenges of the COVID-19 crisis, our businesses are preparing to seize longer-term opportunities by harnessing growth in Asia, going digital, and promoting innovation. More businesses are digitalising at a faster pace to capitalise on opportunities brought about by the COVID-19 crisis, facilitated by government support and digital infrastructure.

Read more on our economy and labour market as well as economic opportunities.



**Economy and
Labour Market**



**Economic
Opportunities**



Ranked **world's most open and competitive economy** by the World Economic Forum in 2019



Singapore's **real GDP** grew by **2.9%** per year between 2014 and 2019



Singapore's **labour productivity**, as measured by real VA per actual hour worked, **rose by 2.5%** per year from 2014 to 2019



4,000 employers tapped on Adapt & Grow to hire jobseekers



Top 10 in IMD's World Talent Ranking in 2020



37% increase in direct investment from Singapore to Southeast Asia from 2014 to 2018



Signed **Digital Economy Agreements** with Australia, Chile, and New Zealand in 2020



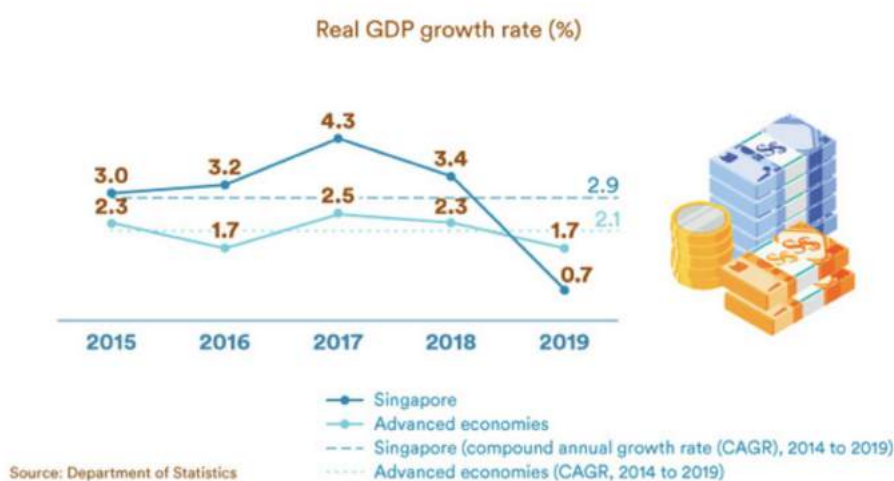
\$31.8B in sales revenue from the commercialisation of R&D in 2018

ECONOMY AND LABOUR MARKET

Sound economic fundamentals to emerge stronger

Between 2014 and 2019, Singapore's real Gross Domestic Product (GDP), which measures the value of goods and services produced in Singapore, grew by 2.9% per year. This is faster than the GDP growth recorded by advanced economies over the same period. Growing Singapore's economy, including through attracting investments, is key to helping businesses expand and creating good jobs for Singaporeans.

**Real GDP grew by 2.9% per year from 2014 to 2019,
as compared to 2.1% for advanced economies**



Inflation is expected to remain subdued. Both the Monetary Authority of Singapore (MAS)'s Core Inflation measure and the Consumer Price Index-All Items (CPI-All Items) inflation are forecast to average between -1% and 0% in 2020, reflecting weak external inflation and muted domestic cost pressures. Our stable monetary policy stance will complement expansionary fiscal policy and help to ensure price stability over the medium term. Price stability will provide businesses with a conducive environment for growth and reduce uncertainties about returns on long-term investments. These factors will give businesses the confidence to commit to longer planning horizons.

Inflation is expected to remain subdued



Reinforcing Singapore's global attractiveness

Businesses can be confident that Singapore, ranked top among the world's most competitive economies by the World Economic Forum in 2019 and the International Institute for Management Development in 2020, continues to be an attractive place for growth and investment.

Even amidst the COVID-19 pandemic, the Economic Development Board secured \$13 billion of fixed asset investment (FAI) commitments in the first four months of 2020. This is among the highest in recent years, reflecting businesses' confidence in Singapore's high levels of connectivity, openness, and brand of trust to site their critical functions here.

These investments will create new business opportunities. The \$56 billion of FAI commitments and \$35 billion of total business expenditure commitments secured between 2015 and 2019 have translated into numerous opportunities in sectors such as energy & chemicals, and information & communications and media. The Government worked with multinational companies and large local businesses to transform their suppliers, many of whom are homegrown small and medium enterprises (SMEs).

Infineon

German semiconductor manufacturer Infineon provided training and guidance in business innovation thinking to six Singapore start-ups.

These companies were able to access Infineon's Co-Innovation Space, collaborate with research and development and manufacturing, as well as connect with its regional network of partners and customers.



Developing strong firms to seize growth opportunities

Businesses are achieving higher productivity and seizing new growth opportunities. This is supported by the tripartite collaboration overseen by the Future Economy Council through 23 Industry Transformation Maps.

- Singapore's labour productivity, as measured by real value-added per actual hour worked, rose by 2.5% per year from 2014 to 2019.
- Overseas investments by companies based in Singapore increased by 8.9% per year over five years to reach \$836 billion in 2018.

Businesses have also made use of government programmes to uplift productivity, strengthen capabilities, and access new markets:

- Since the launch of the Productivity Solutions Grant (PSG) on the [Business Grants Portal](#) in 2018, more than 13,000 businesses have successfully applied for PSG solutions.
- In 2019, Enterprise Singapore supported more than 10,000 businesses to raise productivity, enhance innovation, and accelerate internationalisation. These comprised:
 - 8,300 businesses undertaking productivity and capability-building projects, to improve business processes, automate, and digitalise.
 - 550 businesses benefitting from support for innovation projects such as open innovation calls and collaborations with public agencies and large private sector organisations.
 - 2,600 businesses receiving assistance with internationalisation projects to help them expand overseas.
- In the same period, some 2,000 start-ups benefitted from mentorship, incubation opportunities, and funding through [Startup SG](#).
- Since its launch in 2019, over 40 high-growth local businesses have come on board Scale-Up SG, which helps them scale and grow into future global champions.
- Partners such as trade associations and chambers, SME Centres, and Centres of Innovation also play a critical role supporting businesses in areas where industry-specific help is required. The network of SME Centres has assisted over 28,000 businesses through business advisory services and capability development efforts.

Onn Wah Precision Engineering

With government support, Onn Wah Precision Engineering was able to invest in advanced manufacturing solutions to improve its sales revenue and manufacturing capacity. Among the solutions were collaborative robots and shop floor planning systems for real time production data tracking and decision making.

Investing in a capable and future-ready workforce

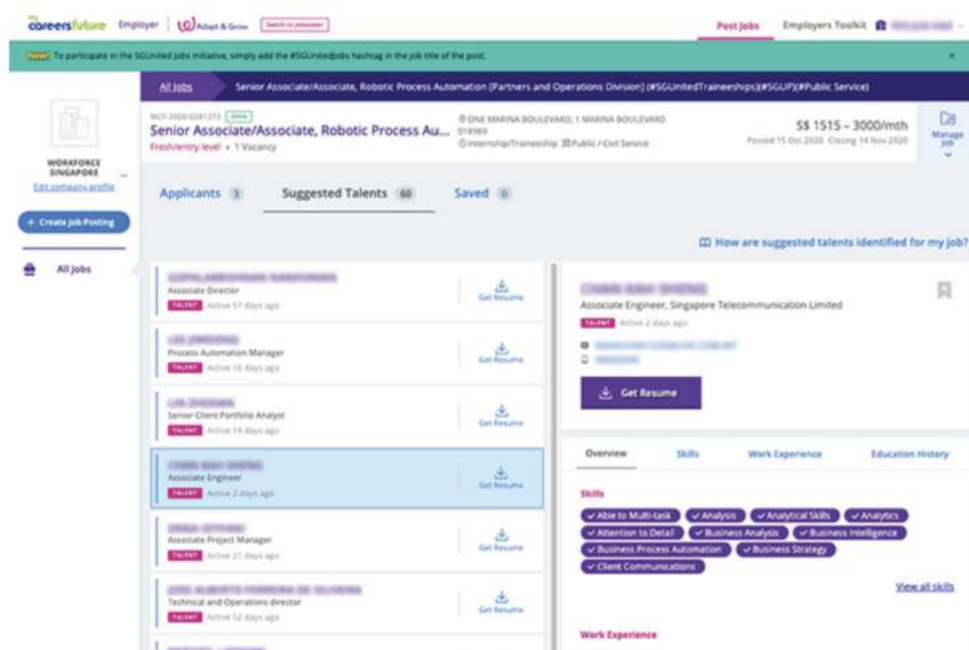
Singapore's workers are highly regarded internationally. In 2020, Singapore continues to be the only Asian country in the top 10 of the World Talent Ranking by the International Institute for Management Development, moving up from 10th to ninth place. Our development efforts and policies have provided businesses here with access to a skilled, agile, global-ready, and Asia-capable workforce.

There is a wide range of support provided to businesses to develop their local workforce and for workers to pick up new skills and roles:

- Employers can tap on Place-and-Train programmes under the Adapt and Grow (A&G) initiative to receive course fee subsidies and salary support to hire and reskill mid-career jobseekers for new job roles. From 2016 to 2019, over 14,500 mid-career jobseekers were reskilled to take on new jobs through Place-and-Train programmes.
- Companies, especially SMEs, receive more support to scale up their employer-initiated skills development efforts from a network of SkillsFuture Queen Bee companies, which are leading anchor businesses in their respective industries. Over the next five years, this initiative will grow to support around 4,000 companies, benefitting from the experience and expertise of up to 40 partnering Queen Bee companies. There are 17 SkillsFuture Queen Bee companies on board, including multinational companies such as Bosch Rexroth and local companies such as SMRT and SP Group.

A comprehensive approach is in place to enable businesses to build the capabilities they need for the new economy:

- In 2019, close to 4,000 employers tapped on the A&G initiative to hire jobseekers.
- To support the hiring needs of local employers, new features are continually introduced on MyCareersFuture:
 - The “Suggested Talents” feature recommends candidates to employers if they possess skills that are relevant to the posted job description and have indicated they are open to career opportunities to which they may not have applied.
 - The “Candidate Preview” feature enables employers to preview critical information in an applicant’s resume, such as education, skills, and work experience, at a glance.



- Companies can tap on fresh graduates through the SkillsFuture Work-Study Programmes. This enables companies to get the help they need and graduates to gain work-relevant skills as they move into the workforce. There are currently 16 Work-Study Diplomas, 74 Work-Study Post-Diploma Programmes, and 38 Work-Study Degrees available.
- Companies can look towards a pipeline of talent who are competent in emerging technologies. Institutes of Higher Learning will be building foundations for competencies in artificial intelligence (AI) with more exposure to computational thinking and data competencies. Students training to enter sectors that are ripe for AI adoption, such as cybersecurity, finance, logistics, and manufacturing, will be equipped with higher proficiency in AI competencies.
- There is a curated list of short courses under the SkillsFuture Series aimed at equipping workers with industry-relevant skills in priority and emerging areas, such as advanced manufacturing, data analytics, finance, and urban solutions. More than 67,000 individuals have participated in SkillsFuture Series courses since its launch in October 2017.
- The tripartite Institute for Human Resource Professionals (IHRP) supports human resource (HR) professionals and companies to build relevant capabilities, such as change management, people analytics, strategic workforce management, and talent development. These enable business and workforce transformation as well as the adoption of progressive HR practices at the workplace. HR professionals and businesses are recognised for their efforts through IHRP Certification and the Human Capital Partnership (HCP) Programme.

UOB

UOB has been proactive in reskilling its employees to prepare them for the future. In October 2019, the bank launched Better U, a holistic development programme which trains employees in both soft and technical (digital and data) skills. It was the first such training initiative to receive accreditation from the Institute of Banking and Finance.

UOB also actively participated in the Professional Conversion Programme, rolling it out to its consumer banking business, across various job roles ranging from service associates to deputy branch managers. Through the programme, UOB received salary support and course fee subsidies to help its staff move beyond service and transaction-focused roles to more sales-driven, advisory, and leadership roles. UOB has been recognised as a progressive employer under the tripartite HCP Programme since 2017.

Our foreign workforce policies, such as the Employment Pass framework and Lean Enterprise Development Scheme, are continuously refined to support businesses' needs for manpower while safeguarding local employment outcomes. Businesses are able to access the global talent pool to tap on specialised skills and fill gaps in their workforce, as long as they give local jobseekers fair consideration.

Overcoming challenges together

In 2020, Singapore's real GDP is expected to contract by between 6% and 6.5%. This reflects a sharp deterioration in the domestic and global economic environment due to the severe disruptions to economic activity caused by the COVID-19 pandemic. Many countries have implemented stringent public health measures to contain the pandemic and prevent subsequent waves of infections. The measures have in turn curtailed economic activity in these countries, leading to a significant pullback in global growth and more severe supply chain disruptions. Most of the major advanced and emerging economies are now projected to see full-year recessions in 2020.

As a small and open economy, Singapore is adversely affected by these developments. Nonetheless, there remain pockets of resilience in Singapore's economy such as

biomedical manufacturing, and information & communications and media. Businesses are also making encouraging progress as they forge ahead with economic transformation for the longer term. With our openness to talent and respect for fair consideration, Singapore remains an attractive hub where businesses can build their best teams and create good jobs for Singaporeans. Singapore stands on strong economic fundamentals that will help us to rebound from this crisis and capture new opportunities.

ECONOMIC OPPORTUNITIES

As a small and open economy, Singapore has always strived to be connected with the world, particularly Asia.

- Singapore was the ninth largest exporter and 10th largest importer of goods in the world in 2019, accounting for almost 4% of the world's total merchandise trade. For commercial services, Singapore was the 10th largest exporter and ninth largest importer in 2019, accounting for more than 6% of global services trade.
- Our network of 25 Free Trade Agreements (FTAs) collectively covers trade partners which account for more than 85% of global Gross Domestic Product (GDP) and more than 90% of Singapore's trade. This network allows our businesses to enjoy greater access to other markets. For instance, Singapore's FTA with the Eurasian Economic Union, signed in 2019, enables businesses to reach the combined Eurasian market of more than 180 million people with enhanced networks and reduced tariffs.

To stay competitive, our businesses have been looking beyond immediate challenges and preparing to seize longer-term opportunities that remain relevant despite COVID-19, particularly by harnessing growth in Asia, going digital, and promoting innovation.

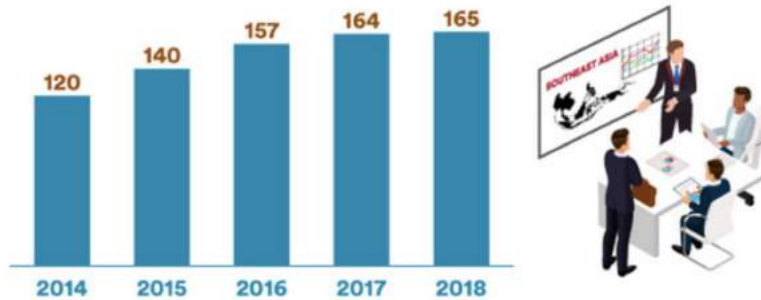
Asia

Singapore can be an important node in linking Asia and the world as the global economic weight continues to shift towards Asia. In particular, Southeast Asia (SEA) is projected to be the fourth largest economy in the world by 2030 and is estimated to grow by 4.9% between 2020 and 2024. This provides growth opportunities for our businesses as they continue building deeper ties with SEA:

- Direct investment abroad by Singapore-based companies into SEA has increased by 37% over five years, from \$120 billion in 2014 to about \$165 billion in 2018.

Direct investment abroad into Southeast Asia has increased

Direct investment abroad into Southeast Asia (\$ billion)



Source: Department of Statistics

- In 2019, most of the 600 projects that Enterprise Singapore facilitated globally were in China and SEA.

Sourcesage

Sourcesage, a Singaporean data and technology company, aims to disrupt the world of physical commodities trading by improving business efficiency and price transparency. It received support for its expansion into Vietnam through the Market Readiness Assistance Grant. Sourcesage also received help to set up its Vietnam operations and to connect to a Singapore bank operating there.

- The Regional Comprehensive Economic Partnership (RCEP) agreement was signed in November 2020. It is the largest FTA in the world to date, covering one third of the world's GDP and population. Businesses can benefit from enhanced integration of our regional trade networks and take advantage of new regional opportunities. Amidst the COVID-19 pandemic, Singapore has continued to partner like-minded countries, including the Association of Southeast Asian Nations member states, in maintaining supply chain connectivity and facilitating the flow of goods and essential supplies.

Aquaculture Collaboration with India

Singapore's traders and researchers from Singapore's Aquaculture Innovation Centre have introduced technology, standards, and processes in collaboration with Indian farmers and exporters to grow their soft-shell crab industry and enable the export of live prawns to various markets. The new trade flows created have strengthened Singapore's position as a centre of innovation and a global trading hub.

Digital

The digital economy has become a source of economic growth. Riding on the momentum due to COVID-19, more businesses are digitalising and at an even faster pace, to capitalise on opportunities brought about by the crisis:

- As at September 2020, small and medium enterprises (SMEs) have benefitted from curated digital solutions and training for different stages of growth with the 13 Industry Digital Plans (IDPs). More IDPs or sectoral digitalisation roadmaps will be developed to cover all 23 sectors of the Industry Transformation Maps.
 - Over 40,000 SMEs have embarked on their digitalisation journey through the SMEs Go Digital programme since its launch in April 2017. More than half of them have taken up the Start Digital Pack to adopt foundational and competitively priced digital solutions in areas including accounting, digital marketing, and cybersecurity.
 - 2,700 new stallholders adopted e-payment under the Hawkers Go Digital programme within two months of its launch in June 2020, bringing the total number of stallholders offering e-payment to about 6,200.
- 216,000 businesses have registered for PayNow Corporate and are now able to send and receive e-payments instantly.
- More than 20,000 businesses have joined the nationwide e-invoicing network. Businesses can tap on the E-invoicing Registration Grant to adopt e-invoicing, which facilitates work-from-home plans by eliminating the need to handle paper invoices.
- We now have more than 1,000 FinTech firms in Singapore. For the first half of 2020, despite COVID-19, the FinTech sector continued to attract equity funding as well as mergers and acquisitions amounting to \$650 million. Singapore also hosts more than

40 FinTech innovation labs, set up by global banks and insurers, which have embarked on close to 500 innovation projects.

- Since its launch in April 2020, more than 350 financial institutions and FinTech firms have applied for the Digital Acceleration Grant to adopt digital solutions to strengthen operational resilience, improve productivity, better manage risks, and better engage customers.

Businesses can also develop their next bound of growth beyond Singapore:

- The signing of the Digital Economy Agreements with Australia, Chile, and New Zealand this year are landmark achievements. Talks are also ongoing with the Republic of Korea. Through these agreements, businesses can enjoy greater time and cost efficiencies through secure data flows and seamless digital payments with interoperable systems.
- TradeTrust, which comprises a set of globally accepted standards and frameworks that support the exchange of electronic trade documents, will reduce trade friction for our businesses and trading partners, and lower operating costs and fraud risks.

Innovation

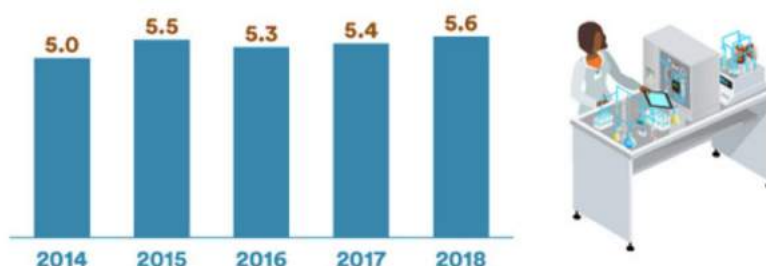
Research, innovation, and enterprise are cornerstones of Singapore's knowledge-based and innovation-driven economy. Public investment in research and innovation has grown over the last 25 years. Affirmation also comes from Singapore's ranking as eighth in the world by the Global Innovation Index 2020.

Under the Research, Innovation and Enterprise (RIE) 2020 Plan, the Government has committed to invest \$19 billion from 2016 to 2020 to support innovation activities and to translate research into commercially viable solutions.

- The private sector responded positively, spending \$1.55 for every dollar that the Government spent on research and development (R&D) in 2018.
- Business expenditure on R&D increased at a compound annual growth rate (CAGR) of 3% from 2014 to 2018. In the same period, sales revenue from the commercialisation of R&D performed by businesses in Singapore rose from \$25.2 billion per annum to \$31.8 billion per annum.

Business expenditure on R&D increased from 2014 to 2018

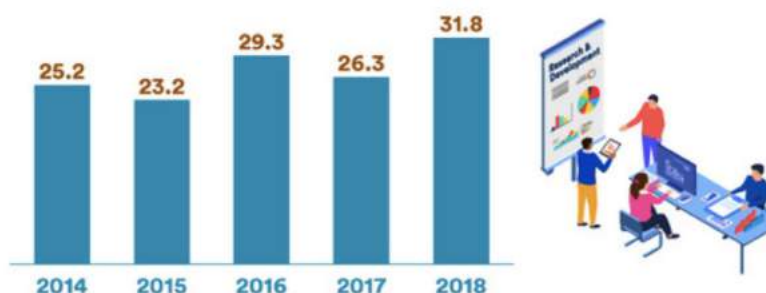
Business expenditure on R&D (\$ billion)



Source: National Research Foundation, A*STAR

Increase in sales revenue from the commercialisation of R&D from 2014 to 2018

Sales revenue from the commercialisation of R&D performed in Singapore (private sector) (\$ billion)



Source: National Research Foundation, A*STAR

Westcom Solutions

Under the RIE2020 Plan, Westcom Solutions Pte Ltd, a local food waste management SME, collaborated with the Institute of Chemical and Engineering Sciences to develop a unique microbial treatment which degrades local food waste in a safe, pathogen-free manner.

Through the T-Up scheme, Westcom scaled up its production with the help of two A*STAR researchers. As a whole, Westcom reduced the volume of food waste by up to 90% and its operating costs by 30%.

Startups are important to our innovation ecosystem by bringing new value to the economy. There were more than 3,600 technology startups in Singapore as at 2019. The Startup SG umbrella of schemes provides a range of support, including Startup SG Founder which offers mentorship and capital grants to first-time entrepreneurs. Co-investment schemes including Startup SG Equity have helped to catalyse over \$560 million in private sector funding for Singapore start-ups over the last four years.

Businesses are also accelerating their growth through internationalisation and co-innovation. The Global Innovation Alliance (GIA) enables start-ups and tech SMEs to connect with overseas markets. As at May 2020, close to 500 companies have participated in innovation launchpad activities across 13 cities in 10 countries. To grow the pool of successful entrepreneurs and innovators in Singapore, more than 850 students have participated in overseas internships in either start-ups or companies' innovation arms, under GIA's Innovators Academy.

Ease of doing Business

Singapore continues to be one of the most pro-business countries in the world. We strive to promote an open and rules-based trading environment for goods and services to flow freely. We have built a strong legal ecosystem, with robust capabilities in international dispute resolution.

Streamlined regulations and improved G2B services make it easy to start and grow a business, as well as pursue innovation. Efforts to improve digital connectivity are also underway with the Networked Trade Platform, cybersecurity enhancements, and 5G trials.

While strengthening our air and sea connectivity in recent years, COVID-19 has slowed trade and disrupted supply chains. Plans are being made to revive the Changi air hub, strengthen our status as a global hub port, and position ourselves to seize new opportunities.

Read more on our business environment, infrastructure and logistics, and security.



**Business
Environment**



**Infrastructure
and Logistics**



Security



Top 3
economies to
do business in
for the past
14 years by the
World Bank's
Ease of Doing
Business Index



1.5 days
to start a business



1st in Asia-Pacific
for **cybersecurity
readiness** in
Deloitte's Cyber
Smart Index 2020



Top 5
in the Global
Connectivity Index
for our strengths in
**digital infrastructure
and industry
connectivity** for
the past five years



9th largest
exporter and
10th largest
importer of goods
in the world



Singapore
participates actively
in multilateral fora
to **promote an open
and rules-based
trading environment**
for goods and services
to flow freely

BUSINESS ENVIRONMENT

A conducive pro-business environment

Singapore continues to be one of the most pro-business countries in the world. We continue to advocate for free and open trade, further regional economic integration, and a rules-based multilateral trading system. A strong legal ecosystem and a fiscally sustainable budget are also critical for a stable and business-friendly environment:

- The World Economic Forum's Global Competitiveness Report 2019 ranked Singapore as the most open and competitive economy in the world, reaffirming our strength in areas like trade openness, infrastructure, and an efficient legal system.
- The World Bank's Ease of Doing Business Index has consistently ranked Singapore among the top three economies to do business in for the past 14 years. In 2020, Singapore ranked as the second easiest place to do business and did well in two other indicators – fourth in the world for starting a business and first in the world for enforcing contracts.

Greater ease of starting and growing a business

It takes only 1.5 days to start a business in Singapore. The streamlining of regulatory processes and the digitalisation of Government to Business (G2B) transactions have made starting a business in Singapore even easier:

- About 327,000 companies have enjoyed cost and time savings with the abolishment of the requirement for company seals since 2017.
- Over 4,000 businesses have one-stop access to various Customs' e-services and third-party trade services such as trade financing.
- More than 500 food and beverage (F&B) businesses have used the new [GoBusiness Licensing portal](#) since it was launched in October 2019.
 - Through this one-stop portal, F&B businesses owners no longer have to spend time figuring out how to secure licences from different public agencies. Now, they are guided through a step-by-step application process which recommends the required licences to them. They also only need to fill out one form and no more than 90 data fields – a significant reduction from 14 forms and up to 845 data fields previously.

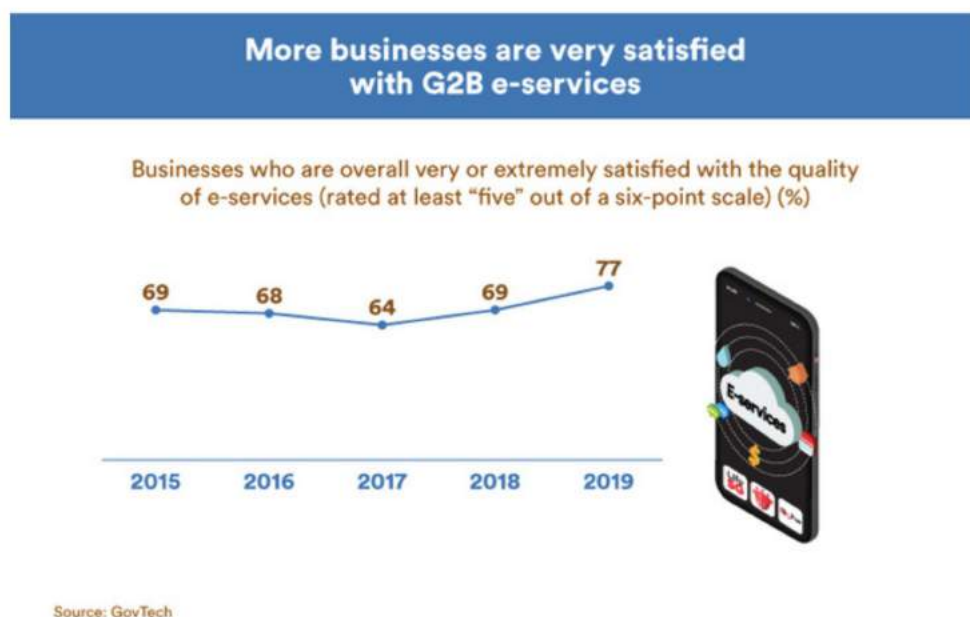
- Over time, more services will be added to the portal and rolled out to other sectors so that businesses, regardless of their stage of growth, can experience seamless and convenient transactions with the Government.

Businesses also enjoy greater innovation opportunities through regulatory sandboxes and expedited regulatory approvals:

- KPMG's Autonomous Vehicles (AVs) Readiness Index 2020 ranked Singapore first for our policy and legislation for AVs, reflecting supportive regulations such as the Land Transport Authority's regulatory sandbox for AV trials and plans for pilot deployment of AV services in the 2020s. Similarly, 11 medical service providers have joined the Ministry of Health's telemedicine sandbox, while 10 FinTech experiments were enabled through the Monetary Authority of Singapore (MAS)'s regulatory sandboxes.
- The Accelerated Initiative for Artificial Intelligence (AI) supports expedited regulatory approvals for AI-related inventions, allowing innovators to obtain an AI patent in as fast as six months, compared to an average of two to four years. Companies are also given readily implementable guidance to address key ethical and governance issues through the enhanced Model AI Governance Framework when deploying AI solutions.

Continual improvement of G2B services

In 2019, 77% of businesses were "very or extremely satisfied" with G2B e-services. This was a significant improvement of eight percentage points, as compared to 2018.



- 451,000 entities now enjoy more efficient logins for 30 million transactions per year via the single authentication system through CorpPass.
- Businesses are transacting faster and more securely with the Government and other businesses via MyInfo Business, which auto-populates forms with government-verified entity data such as corporate profile, financial performance, and ownership information. Under a pilot with local banks, businesses on average enjoyed 60% to 80% reductions in the time taken for account openings and loan applications.
- About 100,000 companies have benefitted from the simplified filing of annual returns to the Accounting and Corporate Regulatory Authority.
- With simplified Goods and Services Tax (GST) registration rules, 16,000 businesses with revenue close to \$1 million only need to review their GST registration liability once per year, instead of every quarter, from 2019 onwards.

Promoting the rule of law and a rules-based international order

It is in our interest to promote an open and rules-based trading environment for goods and services to flow freely. Singapore participates actively in multilateral fora, such as the World Trade Organisation (WTO), the Association of Southeast Asian Nations, and the Asia-Pacific Economic Cooperation, to ensure that global trade norms reflect the concerns of all countries, big or small. For example, Singapore co-launched the WTO Joint Statement Initiative (JSI) on Electronic Commerce in 2019 to kick-start negotiations for rules governing e-commerce. With its participants accounting for over 90% of global trade, including major players such as the United States, China, and the European Union, the JSI will help the WTO to remain relevant in today's economy and ensure a fair playing field for businesses riding on the burgeoning potential of e-commerce.

As a global maritime hub, Singapore is also committed to ensuring the freedom of global commons and protecting our critical and strategic waterways:

- Singapore contributes to international efforts to combat piracy and sea robberies. Such efforts include facilitating information sharing among regional maritime agencies through the Republic of Singapore Navy's Information Fusion Centre, and undertaking air and sea patrols with Malaysia, Thailand, and Indonesia via the Malacca Straits Patrol. In addition, Singapore regularly participates in the Combined Task Force-151 to combat piracy in the Gulf of Aden.
- We have also hosted events and dialogues, such as the International Maritime Security Conference in 2019, to strengthen the rules-based maritime order and promote international norms in line with the United Nations Convention on the Law of the Sea.



Notably, our strength as an international legal dispute resolution hub is apparent. The Singapore International Arbitration Centre (SIAC) is the third most preferred arbitral institution in the world. In 2019, SIAC heard a record 479 cases, of which over 85% were international cases. This was more than double SIAC's caseload a decade ago. Businesses also have the option to resolve international commercial disputes by mediation, as the Singapore Convention on Mediation provides greater assurance that mediation settlement agreements will be enforced. The transparent, fair, and efficient handling of legal disputes has given businesses the assurance that their investments are safe.

Singapore law has also become more accessible to international users. Supreme Court judgements have been freely available online since 2000. We have encouraged the development and publishing of research on areas of Singapore law relevant to commercial parties internationally and promoted Singapore law-governed standard forms. In 2019, a survey by the Singapore Academy of Law on the governing law and jurisdictional choices in cross-border transactions found Singapore law to be the second-most adopted governing law for cross-border transactions in Asia.

Stable macroeconomic policies

Singapore's economic achievement is based on sound macroeconomic policies aimed at maintaining a conducive environment for long-term investment.

Monetary policy in Singapore is centred on managing the exchange rate of the Singapore dollar against a trade-weighted basket of currencies, instead of interest rates. In the small

and open Singapore economy, MAS maintains price stability by managing the Singapore dollar exchange rate. During the COVID-19 crisis, MAS kept the exchange rate stable, ensured the smooth functioning of the funding markets by providing more liquidity, and facilitated the flow of credit to the real economy. For example, MAS worked closely with the financial institutions to ensure credit support to households and businesses.

We run a prudent fiscal policy which focuses on promoting long-term economic growth. Through prudent expenditure programmes and fair tax policies, we enjoyed a fiscal surplus position between 2015 and 2018. Surpluses in good years were set aside to help Singaporeans in times of need. In 2019, we set aside over \$13 billion to meet Singaporeans' long-term needs.

To ensure that future generations of Singaporeans are not burdened by debt, we pursue a disciplined and prudent fiscal strategy where we pay for recurrent spending, such as healthcare, preschool education, and security, with recurrent revenues like tax collections.

We are exploring the use of borrowing for major, long-term projects to distribute the share of funding between current and future beneficiaries.

Through responsible fiscal management, Singaporeans can be assured that there will be enough to deal with unexpected shocks and longer-term challenges. This can be seen in 2020 where the nation's reserves have allowed Singapore to deal with the COVID-19 crisis from a position of strength.

INFRASTRUCTURE AND LOGISTICS

Connecting businesses physically and digitally

Singapore is one of the top countries in the world for physical and digital connectivity. With connections to 380 cities, OAG ranked Singapore Changi Airport as Asia-Pacific's most internationally connected airport in 2018 and 2019. The United Nations Conference on Trade and Development's Liner Shipping Connectivity Index ranked Singapore second for maritime connectivity in container shipping in both 2018 and 2019, with connections to 600 sea ports in over 120 countries. The connectivity of our air and sea hubs enables our businesses to remain plugged in for trade worldwide, contributing about 10% to our Gross Domestic Product. For the past five years, Singapore has also ranked in the top five of the Global Connectivity Index for our strengths in digital infrastructure and industry connectivity.

Accessing global opportunities through strong air connectivity

Our strong air connectivity anchors our trade and business hubs, enabling companies to conveniently access opportunities around the globe. In 2019, Changi Airport handled a record 68 million passenger movements and was the seventh busiest airport in the world for international air travel. Meanwhile, Changi Airport also welcomed seven new passenger airlines and established three new city links. Changi Airport was also one of the top 10 busiest airports for international airfreight in 2019, handling over two million tonnes of airfreight volume.



Facilitating operations for shipping companies calling at the Port of Singapore

Singapore's port is the top transshipment port in the world, handling 37.2 million 20-foot equivalent units (TEUs) in 2019. Our extensive sea connectivity enables our manufacturing, logistics, and wholesale trade sectors, and secures our supply chain resilience. We are a leading global international maritime centre, ranked first by the Xinhua-Baltic International Shipping Centre Development Index since 2014 due to our port throughput and infrastructure, breadth and depth of professional maritime support services, as well as general business environment.

We are streamlining port clearances to improve efficiency. We launched Phase 1 of [digitalPORT@SG](#), which streamlines vessel, immigration, and port health clearances by consolidating 16 separate forms required by multiple agencies into a single application. Shipmasters and ship agents from more than 550 shipping companies can now submit, track, and receive approval for arriving and departing ships through the portal. As a result, the industry can save up to 100,000 man-hours per year.



The COVID-19 pandemic has slowed world trade and disrupted the global supply chain. Air travel has also been severely impacted. Going forward, the Government will work with our industries to revive the Changi air hub, strengthen our status as a global hub port, and position our port to seize new opportunities.

Enabling movement of data, goods and services through digital connectivity

Digital connectivity has become a key enabler for the cross-border movement of data, digital goods, and digital services. Ranked first in digital infrastructure in the Economist Intelligence Unit's Asian Digital Transformation Index 2018, Singapore has built a robust foundation of strong digital connectivity over the years. Our fast broadband speed and high penetration rate form the springboard for our businesses' digitalisation efforts, which have helped them to raise their productivity, scale up digitally, and strengthen their global positioning in the digital economy.

Our Networked Trade Platform (NTP) supports Singapore's physical connectivity by digitalising and streamlining end-to-end trade processes. Since the launch of NTP in 2018, it has seen its users for Business to Business services grow from the initial 200 to over 4,000 today. The number of value-added services offered has also increased from six in 2018 to over 50 today. These include the multi-bank trade finance application portal co-created with the private sector. On the Government to Government front, the NTP has onboarded initiatives to support cross-border trade declarations and achieve greater connectivity in trade regulatory processes, such as enabling the electronic submission of trade certificates and documents.

In the coming years, 5G will form the connectivity backbone of our digital economy. With speeds up to 100 times faster than that of 4G, 5G will fundamentally transform how our businesses operate given its capacity to handle many high-demand applications simultaneously, such as the connectivity of autonomous vehicles, industrial automation, the deployment of Internet-of-Things solutions, and the nationwide sensor networks. Through 5G trials with industry partners, some homegrown businesses are seeing early success:

- PSA has successfully trialled the use of 5G technology to control its automated guided vehicles (AGVs) and automated cranes.
 - PSA's AGV operations reduce the need for manually operated prime movers. For AGV operators, 5G's reliability reduces the incidence of momentary stoppages due to connectivity disconnections. Such disconnections disrupt port operations and may require port operators to perform troubleshooting to restart the AGVs.
 - Crane operators can now operate the machines using a high-definition video feed enabled by 5G's higher bandwidth, lower latency, and enhanced reliability. This reduces the need for the operators to climb up the cranes to operate them, enhancing their productivity and improving worker safety.

- Razer's 5G cloud gaming trial will assess a 5G network's ability to meet the demands of cloud gaming. The trial will also look into how to design low latency cloud gaming hardware, which will deliver quality performance for cloud gaming and a broader range of gaming experiences when implemented.

With stronger concerns about supply chain resilience amidst the COVID-19 pandemic, one of the focus areas for the Singapore Together Alliances for Action is supply chain digitalisation. They will study the opportunities for advancing digitalisation technology and usage for our supply chain ecosystem players.

Transforming last-mile delivery infrastructure to support e-commerce

E-commerce is rising and more businesses are expanding their operations online, especially since the onset of the COVID-19 pandemic. The Locker Alliance pilot, launched in December 2018, received active participation from e-commerce marketplaces, including Qoo10 and Zalora. There was also a four-fold increase in delivery efficiency among logistics service providers. When surveyed, three in four consumers on the pilot scheme were satisfied with the service. Building on the pilot's success, a nationwide parcel locker network, comprising 1,000 locker stations, will be deployed in Housing & Development Board estates, community centres, and transport nodes such as MRT stations by the end of 2021. With lockers sited around five minutes' walk from homes, the locker network will open up more delivery options and bring about greater convenience to consumers. On a productivity front, logistics service providers can derive efficiency gains and cost savings with the use of less manpower.



SECURITY

Building the foundation for a strong and stable digital economy

Going digital is now an imperative for businesses across all sectors. However, our reliance on digital technologies also makes businesses vulnerable to new forms of threats such as cyber attacks.

Our success in the digital economy hinges on the ability to create and maintain a secure cyberspace for all to transact in. A safe cyberspace is the collective responsibility of the Government, businesses, individuals, and the community.

While Singapore was ranked first in the Asia-Pacific region for cybersecurity readiness in Deloitte's Cyber Smart Index 2020, we continue to make concerted efforts to build a resilient and trusted cyber environment for businesses and communities. Through our participation in the United Nations Group of Governmental Experts and Open-ended Working Group, Singapore continues to advocate a rules-based international order for cyberspace.

Enhancing the cybersecurity of our digital space

With strengthened cybersecurity efforts to improve the security of our digital infrastructure, businesses and individuals can operate with greater peace of mind in the digital space. Efforts include working closely with our 11 Critical Information Infrastructure (CII) sectors that provide essential services such as transport, energy, and water:

- Following the SingHealth cyber attack in 2018, the Cyber Security Agency (CSA) has worked with the 11 sector leads to implement measures such as conducting enhanced security checks, having privileged administrator accounts for tighter control, and enhancing incident response plans. As at March 2020, over half of the sectors completed their implementation of measures.
- An Operational Technology Information Sharing and Analysis Centre (OT-ISAC) was established in 2019 through a partnership with the Global Resilience Federation Asia Pacific. The OT-ISAC further enhances our CII's cybersecurity by facilitating the secure exchange of information on vulnerabilities and threat intelligence. As at June 2020, around 30 major companies from a wide range of industries have joined the OT-

ISAC, with each of them having benefitted in terms of enhanced cybersecurity for their systems.

Helping businesses secure their digital spaces

E-commerce is the fastest growing segment in our digital economy with a robust compound annual growth rate (CAGR) of 20% from 2016 to 2018. Unfortunately, e-commerce scams were also the most common type of scam in Singapore in 2019, responsible for a loss of \$2.3 million. Through the Alliance of Public-Private Cybercrime Stakeholders platform, comprising digital industry players such as Facebook, Carousell, and Lazada, several measures have been implemented to improve information sharing and to ensure a safe environment for businesses and their customers to transact digitally. For example:

- After detecting an impersonation scam on one of its customers in December 2019, DBS leveraged the platform to contact the payment processing company involved. This allowed both entities to introduce immediate mitigating measures, including the broadcasting of warning messages, which prevented other customers from falling prey to the scam.

Small and medium enterprises (SMEs) can also access funding support to implement cybersecurity measures through the Productivity Solutions Grant under the SMEs Go Digital programme, while SMEs new to using digital technology can sign up for basic and easy-to-deploy cybersecurity solutions through Start Digital Partners.

Boosting our cybersecurity ecosystem

Singapore has the ambition to be a Global-Asia cybersecurity hub. In 2018, our cybersecurity services market was \$1.08 billion with a CAGR of 9.3% from 2015 to 2020. Our strong cybersecurity ecosystem, with about 60 of the top 100 cybersecurity companies present in Singapore, provides a sustainable source of expertise and solutions to support our Smart Nation and Digital Government ambition, as well as good economic opportunities for our companies and workforce. As the demand for cybersecurity expertise is expected to grow, we have been working to increase the capacity, diversity, and deep technical skills of our cybersecurity professionals (CSPs):

- While the cybersecurity workforce had increased by 2.5 times since 2014, the Infocomm Media Development Authority's Infocomm Media Manpower Survey 2019

identified a need for an additional 600 to 700 CSPs. Various programmes have been introduced to help fill this gap:

- The Cyber Security Associates and Technologists Programme provides on-the-job training to fresh ICT professionals and mid-career professionals interested in a career in cybersecurity.
- The Youth Cybersecurity Exploration Programme engaged 700 secondary school students on a future career in cybersecurity. Students who demonstrated interest and potential were introduced to industry mentors for career guidance and support.
- To date, around 200 CSPs have also participated in intermediate and advanced training courses with the CSA Academy.
- The Innovation Cybersecurity Ecosystem at Block71 (ICE71) is the region's first cybersecurity entrepreneur hub. To date, it has supported more than 50 start-ups which have raised over \$18 million in funding. ICE71's entrepreneurship programmes, including ICE71 Inspire, Accelerate, and Scale, help participants kick-start their entrepreneurial journey by turning innovative cybersecurity ideas into business solutions. Supported entrepreneurs gained access to talent, mentors, and funding, as well as complimentary working spaces, testing facilities, and corporate support services.
- The Cybersecurity Innovation and Growth Programme helps participating end users, such as CII owners, identify cybersecurity challenges and supports the development of proof-of-concept projects to meet these challenges. From 2018 to 2019, there were 24 challenge statements issued and over 150 proposals received. Though in its early stages, the programme has received positive feedback from end users, who commented that the solutions were able to detect previously undiscovered vulnerabilities in their systems. In particular, one developed solution was "two years ahead of current market offerings".

We will continue to work collaboratively with the cybersecurity industry, businesses, and individuals to secure our cyberspace. A new Safer Cyberspace Masterplan has been launched in October 2020 to raise the national cybersecurity posture. Both businesses and individuals can look forward to operating with greater peace of mind in the digital economy and way of life.

RESOURCES

Hungry for more knowledge? Check out the range of resources below on Singapore's Public Sector Outcomes and relevant information.



INFOGRAPHICS —

Get a quick overview of the key SPOR 2020 findings through our infographics on supporting Singaporeans at every stage in life, supporting our businesses in transformation and growth, and working together to secure our future.

[SUPPORTING SINGAPOREANS](#)[SUPPORTING BUSINESSES](#)[WORKING TOGETHER](#)

USEFUL LINKS —

Here are some resources where you can find out more on our latest Budget measures and keep updated on government announcements, public data, and other useful information. Discover opportunities to participate in partnerships and citizen-led initiatives under the Singapore Together movement as well!

[SINGAPORE BUDGET](#)[GOV.SG](#)[DATA.GOV.SG](#)[OUR SG](#)

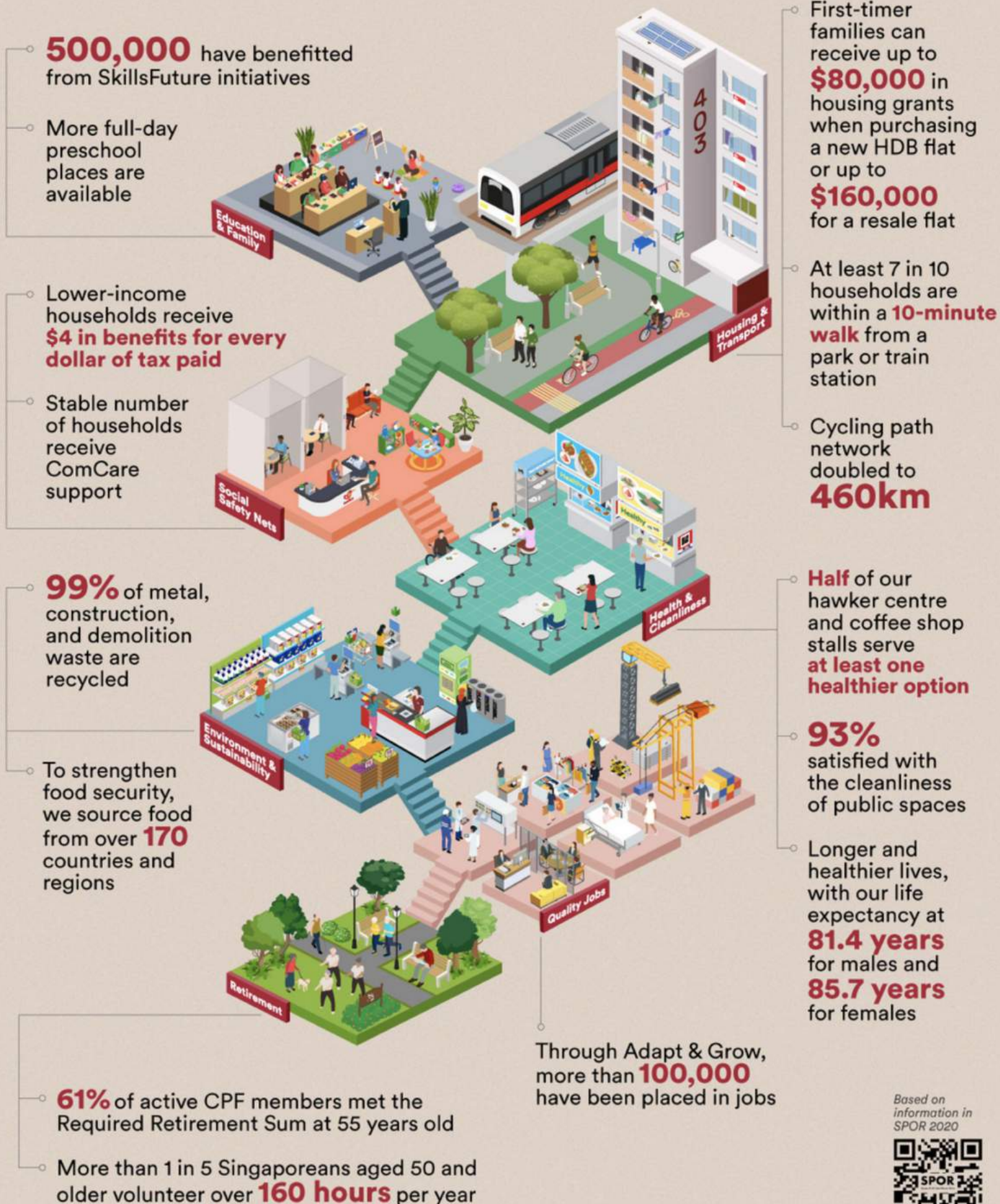
PAST EDITIONS —

Find out how we've progressed in the past decade through the previous SPOR editions.

[2018](#)[2016](#)[2014](#)[2012](#)[2010](#)

SUPPORTING SINGAPOREANS AT EVERY STAGE IN LIFE

From providing opportunities for people of all ages and stages in life to creating a smarter and more sustainable living environment, we're ensuring that every Singaporean can live a good life from the moment they are born.



Based on information in SPOR 2020

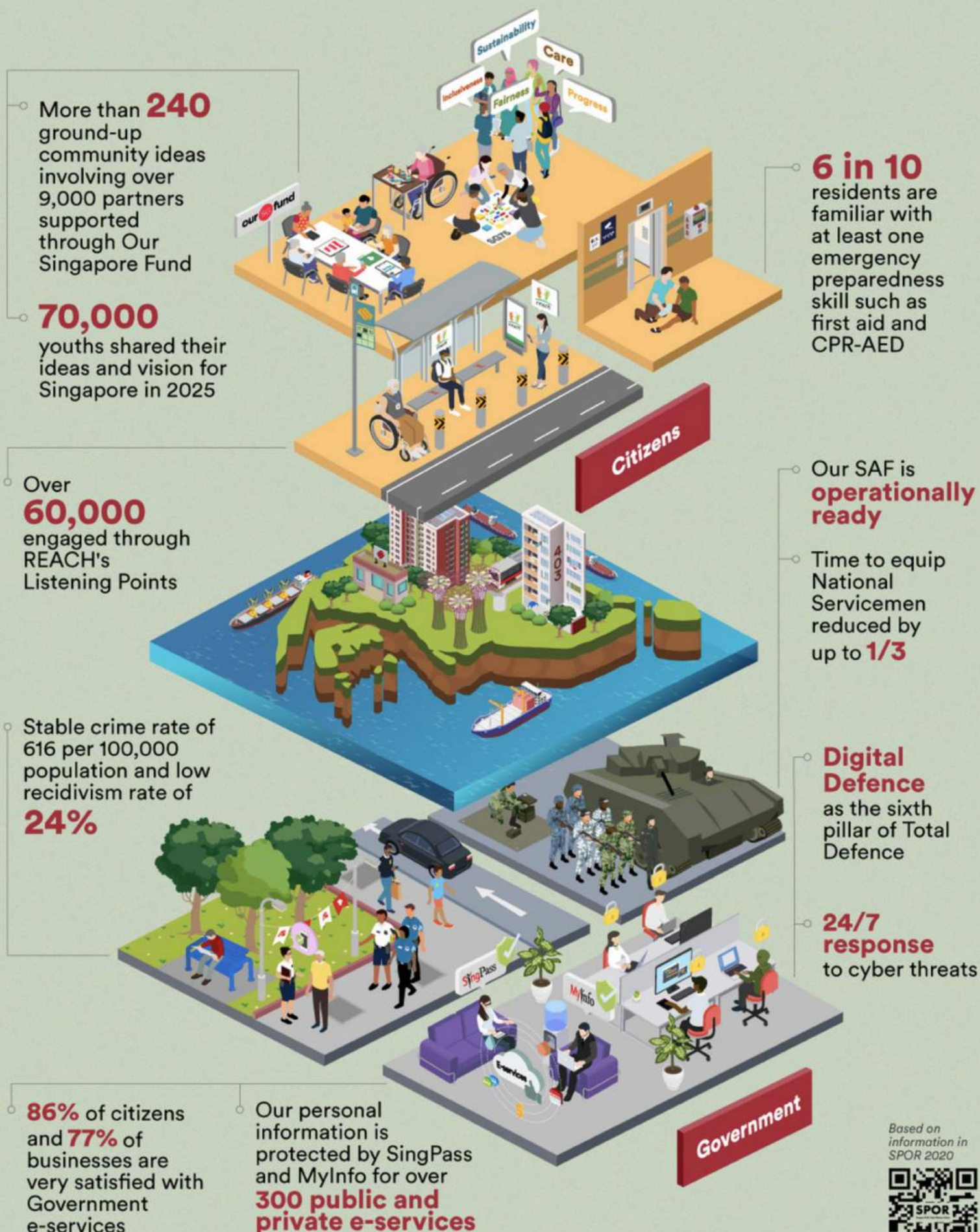


WORKING TOGETHER TO SECURE OUR FUTURE

Safeguarding our way of life both now and for the future is a shared responsibility. From strengthening our defence forces to citizen-led initiatives, Singaporeans and the Government have come together to help Singapore grow in resilience and to build a brighter future for all.

SPOR

Singapore Public Sector Outcomes Review



Based on information in SPOR 2020



SUPPORTING SINGAPORE'S BUSINESSES IN TRANSFORMATION & GROWTH

Our businesses are seizing opportunities in Asia, going digital, and driving innovation.
Our workforce is transforming to be more skilled, agile, and global-ready.

Over **40,000** SMEs are digitalising through SMEs Go Digital

Over **10,000** businesses given support to raise productivity, enhance innovation, and accelerate internationalisation

2,000 start-ups benefitted from mentorship, incubation opportunities, and funding through Startup SG

Top 10 in IMD's World Talent Ranking in 2020

4,000 employers tapped on Adapt & Grow to hire jobseekers

60 of the top 100 cybersecurity companies present in Singapore

Secure digital infrastructure for **11** Critical Information Infrastructure sectors

451,000 entities enjoy efficient logins for 30 million transactions per year through CorpPass

1.5 days to start a business

\$15.2 billion of fixed asset investment commitments and **\$9.0 billion** of total business expenditure commitments secured in 2019

\$31.8 billion in sales revenue from the commercialisation of R&D in 2018

37% increase in direct investment from Singapore to Southeast Asia from 2014 to 2018

Over **2 million** tonnes of airfreight volume and **37.2 million** 20-foot equivalent units in container throughput handled in 2019

25 Free Trade Agreements with trade partners which account for more than 90% of our trade

Based on information in SPOR 2020





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