

Annual Report 2024/2025





# LEVEL UP

## Your Health

The Health Promotion Board (HPB) supports Singaporeans in building healthier habits at every life stage through programmes in schools, workplaces and community spaces. Our key focus areas of nutrition, physical activity, mental well-being, health screening and chronic disease prevention aim to meet diverse health and well-being needs.

With thoughtfully designed initiatives, HPB makes healthy living attainable and accessible for all Singaporeans. Through innovative campaigns and partnerships, we empower Singaporeans to take ownership of their health journeys and level up their health for a stronger, healthier Singapore.

### VISION

A nation of healthy people

### MISSION

Empowering individuals to take ownership of their health through:

- Being a centre of excellence for health promotion, disease prevention and patient education
- Establishing, engaging and supporting local and international partnerships
- Being a people-centred organisation that inspires and enables our employees to realise their full potential

### OUR VALUES

We live our core values as One HPB

- **Excellence**  
*Do our best; keep getting better*
- **People-centricity**  
*Care for people; inspire healthy living*
- **Innovation**  
*Dare to try; learn quickly*
- **Collaboration**  
*Work in partnership; achieve broader goals*



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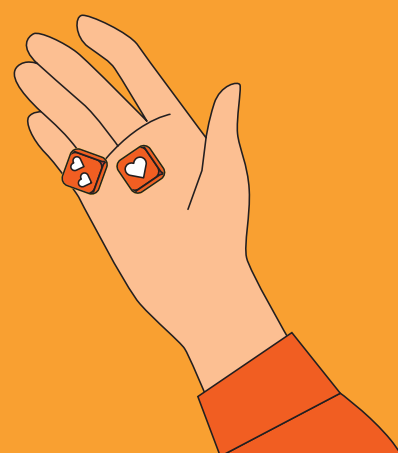
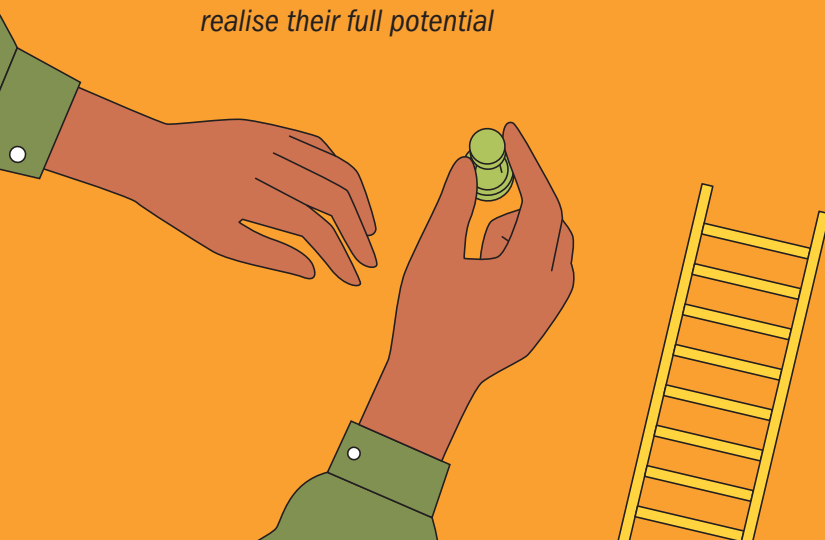
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# CHAIRMAN AND CEO'S MESSAGE

As we reflect on the past year at the Health Promotion Board (HPB), we are proud of our collective progress in shaping a healthier Singapore. Our achievements underscore the importance of foresight, agility and strong partnerships in advancing health promotion. At the core of our efforts is a clear purpose: to empower Singaporeans to lead healthier lives.

## Strategic Moves for a Healthier Singapore

Successful health promotion requires long-term strategies. Throughout the year, we have remained forward-thinking and responsive to emerging health trends and the evolving needs of Singaporeans. Every move we have made has been intentionally designed to help Singaporeans lead healthier lives.

## Our Winning Strategy

Good health starts with the individual. By empowering Singaporeans to make healthier choices and creating supportive environments, we strengthen health and well-being across all life stages.

This commitment is at the heart of the nation's Healthier SG drive and HPB's initiatives, which form the cornerstone of Singapore's public health strategy for preventive care.

## Key Moves in the Past Year

In support of Healthier SG, HPB worked with various partners to grow the range and number of physical activity programmes in the community, making it easier and more convenient for residents to stay active. Currently, an average of over 20,000 Healthier SG enrollees participate in these programmes weekly.

HPB also deepened our outreach to bring health promotion closer to diverse segments of residents. For example, in collaborating with grassroots leaders, businesses and

community organisations, HPB reached over 122,000 individuals from ethnic communities through targeted health initiatives.

In August 2024, the Ministry of Health and HPB announced the extension of Nutri-Grade measures to salt, sauces, seasonings, instant noodles and cooking oils, which are key contributors of sodium and saturated fat intake. The extension will help consumers choose healthier products, spur industry reformulation and reduce the influence of advertising on consumer preferences.

The launch of Grow Well SG in January 2025 enhanced our school health screening programme. Students now receive personalised health plans, with parents guided on practical steps in supporting their children's physical and mental well-being. As of March 2025, 22,000 students have received their Health Plans.

Technology continues to be a key enabler of our work in enhancing accessibility and engagement. Leveraging the Healthy 365 app, we piloted the Meal Log Challenge in June 2024 to help participants gain insights into their eating habits and rolled out Starter Challenges in December 2024 to engage sedentary individuals in gradually improving their physical activity levels. With over 830,000 users engaging with Healthy 365 every month, the app continues to be a vital tool in our health promotion efforts.

Making headway with innovation, in July 2024, HPB partnered Abbott and Health2Sync on DigiCoach, a pilot programme for individuals with pre-diabetes or high BMI. Through a continuous glucose monitoring device and mobile app, participants receive real-time feedback on how their diet and physical activity affect their glucose levels and digital coaching on how to adjust their lifestyle habits to improve their health.

In January 2025, HPB and Apple revamped the LumiHealth app, opening access to iPhone users without an Apple watch. As of March 2025, there were 239,000 users onboard the revamped app, taking part in health challenges focused on physical activity, mental well-being and preventive health.

Each of these initiatives contributes to an ecosystem where preventive care is seamlessly integrated into daily life, bringing health within reach for all.

## Playing as a Team

Creating a healthier Singapore is a collective effort. We continue to meet people where they are, including bringing health programmes to the workplaces of harder-to-reach mature workers and gig workers, and non-traditional workplaces such as co-working spaces. In FY2024, HPB partnered six major co-working providers, providing access to health and wellness initiatives for close to 25,000 employees from small and medium-sized companies, multinational corporations and the gig economy. Within the community, in support of Age Well SG, we extended 'Live Well, Age Well' initiatives to more Active Ageing Centres, enabling over 63,000 seniors to enhance their quality of life and age in good health.

HPB calls on individuals, businesses and community partners to champion healthy living. Together, we can turn healthy habits into second nature, nurturing a society where well-being is a shared priority.

## Levelling Up for the Future

Improving population health is a long but fulfilling journey. Every preventive health strategy and initiative can transform an individual's quality of life. We must empower every Singaporean to level up their health and embrace preventive care, so that they and their loved ones can step into a stronger, healthier future.

We will continue to make every move count.

Successful health promotion requires long-term strategies. Throughout the year, we have remained forward-thinking and responsive to emerging health trends and the evolving needs of Singaporeans.



Mr Wong Kim Yin  
Chairman  
Health Promotion Board

We must empower every Singaporean to level up their health and embrace preventive care, so that they and their loved ones can step into a stronger, healthier future.



Mr Tay Choon Hong  
Chief Executive Officer  
Health Promotion Board

# BOARD OF DIRECTORS

Mr Wong Kim Yin

Chairman  
Health Promotion Board  
*(with effect from 1 April 2024)*

Group President and Chief Executive Officer  
Sembcorp Industries Ltd

Prof Chua Hong Choon

Chief Executive Officer  
Khoo Teck Puat Hospital and  
Yishun Community Hospital

Mr TK Udairam

Chief Executive Officer  
Sheares Healthcare International Holdings

Mr Alan Goh

Chief Executive Officer  
Sport Singapore

Prof Fatimah Lateef

Senior Consultant Emergency Physician,  
Director of Quality and Patient Safety  
Department of Emergency Medicine  
Singapore General Hospital

Clinical Professor in Emergency Medicine  
Duke-NUS Medical School, Yong Loo Lin School of  
Medicine and Lee Kong Chian School of Medicine,  
Nanyang Technological University

Director  
Research, Emergency Medicine Academic Clinical Programme

Programme Director  
Academic Development Department, Duke NUS

Faculty  
Duke-NUS Global Health Medicine Institute

Co-Director  
SingHealth Duke-NUS Institute of Medical Simulation  
(SIMS)

Dr Lim Kuo-Yi

Co-Founder and Managing Partner  
Monk's Hill Ventures  
*(term ended 30 June 2024)*

Dr Ayesha Khanna

Chief Executive Officer  
ADDO AI

Prof Teo Yik Ying

Vice President (Global Health) and Dean of  
Saw Swee Hock School of Public Health  
National University of Singapore  
*(with effect from 1 April 2024)*

Mr Tony Low Teck Eng

Zonal Director, Schools (East)  
Schools Division  
Ministry of Education

Mr Gerard Toh Wen-Wei

Partner, Audit  
KPMG LLP (Singapore)

Ms Tang Zhi Hui

Senior Director, Industry  
Ministry of Trade and Industry



# HPB LEADERSHIP



Mr Tay Choon Hong  
.....  
Chief Executive Officer



Mr Koh Peng Keng  
.....  
Deputy Chief Executive Officer



Dr Annie Ling  
.....  
Group Director  
Policy, Research and Surveillance



Ms Joanna Chan  
.....  
Group Director  
Programmes



Mr Simon Lim  
.....  
Group Director  
Outreach  
  
Director  
Healthier SG Programme Management Office



Dr Chew Ling  
.....  
Group Director  
Youth Preventive Service

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Dr Eu Oy Chu  
.....  
Director  
Youth Preventive Dental Service



Dr Chong Si Jack  
.....  
Director  
Youth Preventive Health Service



Ms Ann Low  
.....  
Director  
Healthy Food Dining and Programme Business Analysis Division



Ms Audrey Tong  
.....  
Director  
Integrated Solutions and Programme Planning Office Division



Ms Alice Ong  
.....  
Director  
Preventive Health Programmes and Rewards Division



Ms Rachel Ngo  
.....  
Director  
Physical Activity and Healthy Ageing Programmes Division



Ms Vivian Sim  
.....  
Director-Designate  
Health Screening and Management Division  
(with effect from 1 July 2024)  
  
Director  
Health Screening and Management Division  
(with effect from 1 September 2024)

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# HPB LEADERSHIP



Mr Bryan Quek  
.....  
**Director**  
Regional Health and  
Community Outreach  
Division



Mr Loh Chin Hui  
.....  
**Director**  
Workplace Health and  
Outreach Division



Ms Vasuki Utravathy  
.....  
**Director**  
School Health and  
Outreach Division



Ms Chung Mui Ken  
.....  
**Chief  
Information Officer**  
Chief Information  
Officer's Office



Ms Nicole Lim  
.....  
**Chief Data Officer**  
Chief Data Officer's Office



Mr Terence Ng  
.....  
**Director**  
Innovation Office Division  
  
**Director**  
Policy and Strategy  
Development Division



Dr Karen Cheong  
.....  
**Director**  
Research, Evaluation and  
Monitoring Division



Mr Tan Wearn Haw  
.....  
**Director**  
Strategic Planning and  
Collaborations Division



Ms Marissa Wong  
.....  
**Director**  
Corporate Communications  
Division



Ms Dawn Lee  
.....  
**Director**  
Corporate Marketing  
Division



Mr Foo Wei Young  
.....  
**Director**  
Corporate and Industry  
Partnerships Division



Ms Angeline Foo  
.....  
**Director**  
Risk Management,  
Operational Excellence  
and Compliance Division  
  
**Director**  
Internal Audit



Ms Lek Yin Yin  
.....  
**Director**  
Human Resources and  
Organisation Development  
Division  
  
**Director**  
Knowledge Translation



Ms Janet Teo  
.....  
**Director**  
Finance, Admin and  
Legal Division



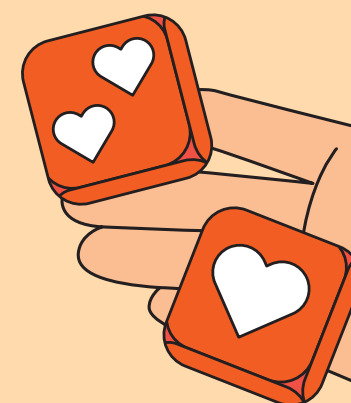
Mr Sebastian Chua  
.....  
**Director**  
Procurement Division



START

# The Game Plan HEALTH FOR ALL

The Health Promotion Board (HPB) implements nationwide programmes to benefit every Singaporean, including tailored programmes for specific target groups such as seniors and the ethnic communities, supporting their journey to level up their health. Beyond programmes, HPB reinforces supportive environments that encourage Singaporeans to achieve their health goals and sustain healthy behaviours. Through collaboration with community and industry partners, we bring healthier options to where Singaporeans live, work and play. These efforts help all Singaporeans advance towards the ultimate goal of optimal health and wellness.



# Healthier SG

## Supporting Singapore's Strategy for Lifelong Wellness

### How HPB Supports Healthier SG

Healthier SG helps residents manage their health through preventive care, supported by family doctors. This initiative provides personalised Health Plans with Lifestyle Prescriptions, greater access to healthy lifestyle programmes and enhanced screening and vaccination subsidies.

The Health Promotion Board (HPB) supports Healthier SG by delivering healthy lifestyle programmes such as fully subsidised nationally recommended Healthier SG screening tests at General Practitioners' clinics or polyclinics for Healthier SG enrollees and physical activities in the community.

- Each week, an average of over 20,000 Healthier SG enrollees participate in community-based health programmes, benefitting from the expanded capacity for physical activities.
- 50% increase in residents screened for breast, cervical and colorectal cancers, as well as chronic diseases under the subsidised screening programme compared to 2022.

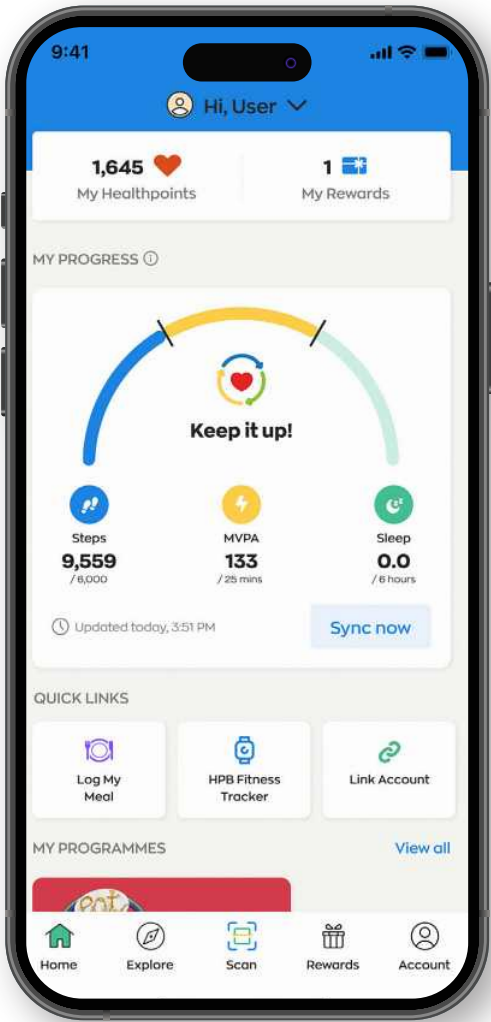
### Healthy Living Through Insights and Technology

In partnership with the Ministry of Health (MOH), HPB uses data-driven insights to refine and personalise preventive healthcare strategies. By integrating clinical and lifestyle data, HPB enables more targeted health interventions that benefit residents across different life stages.

Through HPB's Healthy 365 app, Singaporeans have convenient access to healthy lifestyle programmes and activities offered by HPB and its partners. Users receive personalised recommendations, content and nudges based on their lifestyle data. They also earn Healthpoints for achieving health milestones.

- Over 432,000 Healthier SG enrollees actively use the Healthy 365 app each month.
- Active Ageing Centres have listed over 100 programmes on the Healthy 365 app, as of March 2025.

The Healthy 365 app provides users with easy access to health-promoting programmes and activities while encouraging them to maintain a healthy lifestyle.



### National Health Promotion Manager

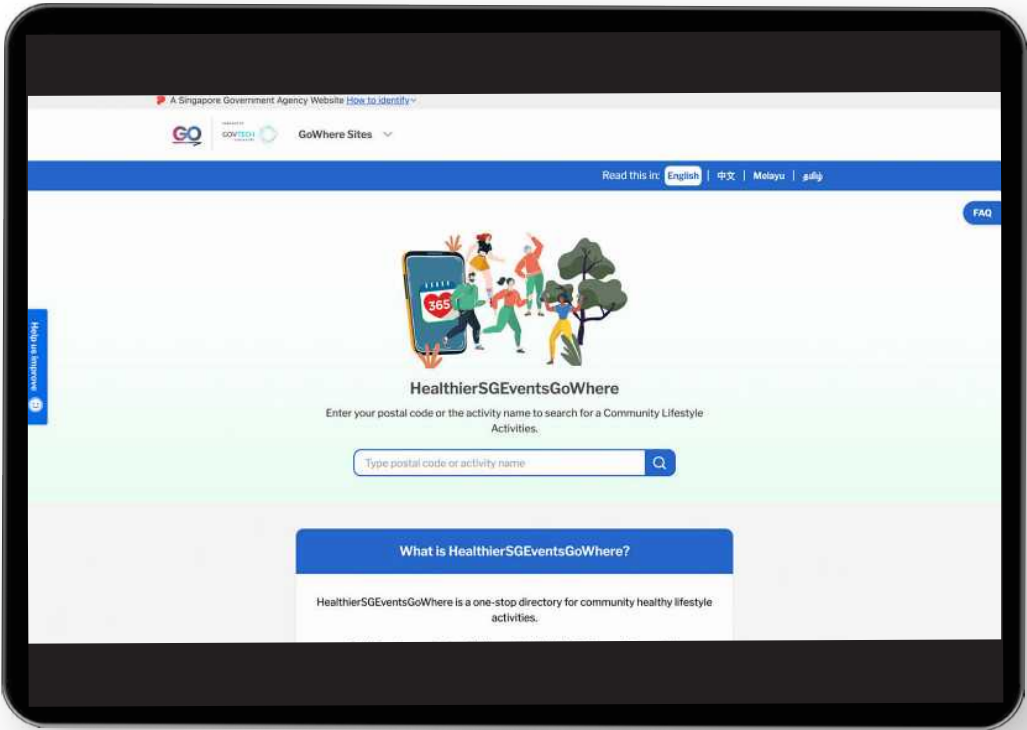
Singaporeans can easily participate in a variety of healthy lifestyle programmes and services through HPB's collaboration with MOH and various partners, including healthcare clusters, community partners, corporations and industry partners. We also worked with healthcare providers to suggest suitable healthy lifestyle activities for Singaporeans.

- Worked with MOH and partners on an enhanced Health Plan, providing Healthier SG enrollees with specific diet and exercise recommendations from doctors to better support individual health goals.
- Developed Lifestyle Prescriptions with primary care providers, offering tailored recommendations to help residents manage common health conditions such as hypertension and diabetes.
- Scaled up capacity building efforts with healthcare professionals and care coordinators to integrate Lifestyle Prescriptions into resident care, reaching 1,600 participants through collaborations with key partners such as MOH, Agency for Integrated Care and the College of Family Physicians Singapore.

### Community Engagement

To reach more residents, HPB expanded on-ground engagement efforts by working with People's Association, Sport Singapore, Infocomm Media Development Authority, the public healthcare clusters, community groups, healthcare providers and corporate partners. Through digital innovation and community-based outreach, HPB ensures that Singaporeans have multiple pathways to embrace preventive healthcare.

- Deployed over 240 Healthier SG Community Booths, reaching more than 40,000 Singaporeans and providing them with access to health information and resources.
- Launched the HealthierSGEventsGoWhere portal to support healthcare professionals in recommending suitable Healthier SG activities, attracting over 22,000 views and achieving a 4-out-of-5 star rating for effectively connecting residents with community wellness activities.
- Listed 5,800 healthy lifestyle activities by HPB and partners on the HealthierSGEventsGoWhere portal and Healthy 365 app.



Healthcare professionals can easily search for healthy living activities on HealthierSGEventsGoWhere and share their recommendations with residents.



# Transforming the Way Singapore Eats

## Promoting Healthier Eating, Supporting Industry Efforts

### Encouraging the Switch Where Consumers Eat and Shop

#### Reducing Sodium Consumption

In 2024, the Health Promotion Board (HPB) introduced two initiatives to continue to reduce sodium consumption in Singapore.

The Healthier Ingredient Promotion Programme (HIPP), launched in July 2024, deployed promoters to educate hawkers on sodium reduction and provide lower-sodium ingredient samples to encourage hawkers to reduce sodium in their dishes.

HPB also collaborated with supermarket chains, including NTUC FairPrice, Cold Storage, Giant, Prime and Sheng Siong, to conduct in-store sampling of dishes made with lower-sodium alternatives, allowing consumers to taste the healthier ingredients and discover the availability of lower-sodium options.

“Consumers often worry that lower-sodium salt might taste different or compromise the flavour of their food. The food sampling allows them to taste the product in food or dishes, reassuring them that it meets their expectations.”

CS Goh,  
Managing Director,  
IMI Lifestyle Products Pte Ltd

- As of 31 March 2025, 29 industry players, comprising major manufacturers, food and beverage (F&B) chains, and key industry associations, have pledged their support for sodium reduction.
- Engaged 60 hawker centres to encourage hawkers to switch to lower-sodium ingredients under the HIPP, as of December 2024.
- More than 1,700 eateries have switched to using lower-sodium salt, sauces and seasonings, as of December 2024. This number has more than tripled from 500 eateries in FY2022.

#### Encouraging Healthier Choices

In 2024, HPB worked with major supermarkets, food manufacturers and F&B operators to expand the range of Healthier Choice Symbol (HCS) products, making healthier options more accessible.

To increase the availability of healthier meals, we expanded the Healthier Dining Programme (HDP) to bring onboard more F&B establishments and major food brands. As part of public education efforts, HPB launched the “Champion Good Taste” campaign across out-of-home and digital media platforms from January to June 2025, to encourage the public to limit their intake of Nutri-Grade C and D beverages, which are higher in sugar and saturated fat content.

We also expanded the “Less Salt, More Taste” movement, which was first launched in 2023, through the “For the Love of Taste” campaign which ran from September to December 2024. The campaign highlighted how excess salt not only masks natural flavours but it also results in health risks.

- As of the first half of FY2024, 32% of the total market share were HCS products.
- As of March 2025, more than 4,000 HCS products were available across 100 F&B categories.
- As of March 2025, more than 9,300 F&B touchpoints were onboard the HDP. This includes at least 3,100 F&B operators, hawker centres and coffeeshops.
- As of March 2025, 29 new brands, including KFC, PastaMania, Saizeriya, Barcook Bakery, Hudsons Coffee, Nando's and Long John Silver's, have joined the HDP.
- 71% of pre-packaged beverages purchased in 2023 were Nutri-Grade A or B, up from 37% in 2017.
- As of December 2024, six in 10 chained beverage outlets participated in the “Siu Dai by default” movement.



Educational campaigns nudged the public to choose healthier beverages that are lower in sugar and saturated fat.



The “For the Love of Taste” campaign encouraged Singapore residents to rekindle their love for taste by reducing the use of salt and managing their sodium intake with easy tips.



“Less Salt, More Taste” booths featuring lower-sodium products at various retail stores allowed consumers to taste healthier options.



## Increasing the Availability of Healthier Ingredients

HPB continues to strengthen our engagement with F&B operators to increase the availability of healthier options. This includes facilitating operators' access to healthier ingredients.

In 2024, the Healthier Ingredient Development Scheme (HIDS) continued to support food ingredient manufacturers and suppliers in developing greater varieties of healthier ingredients such as healthier oil, lower-sodium sauces and table salt, and wholegrain rice, and promoting their adoption among F&B businesses and consumers.

HPB also collaborated with the Singapore Food Manufacturing Association to showcase 16 lower-sodium ingredient products at the Asia Pacific (APAC) Food Expo in December 2024.

- About 250 healthier ingredient products under the HIDS were supplied to food service, institutional and retail outlets, as of December 2024.
- With the enhanced grant support for the table salt category under HIDS, the number of lower-sodium salt suppliers grew from 1 to 4, as of December 2024.
- As of March 2025, 18 suppliers under the HIDS offered lower-sodium sauces and seasonings.
- More than 5,500 persons sampled food prepared with lower sodium ingredients at retail activations and the APAC Food Expo.

*With the Healthier Ingredient Development Scheme, Tong Seng Produce has been encouraging and promoting the use of healthier ingredients like our wholegrain rice and healthier choice cooking oil to our diverse food service customers. Our objective is to bring good quality, healthier ingredients to market for the overall well-being of the public.*

**Jerry Ng,**  
Executive Director, Tong Seng Produce

*The Healthier Ingredient Development Scheme has ameliorated much time and resources that would have otherwise been solely borne by us, including synergising the outreach efforts to the food service sector such as caterers, hawkers and restaurants. The partnership with HPB is valuable in helping us to make food healthy yet tasty!*

**Lin Hao Lun,**  
General Manager, Chung Hwa

Visitors at the Asia Pacific Food Expo held from 6 to 9 December 2024 sampled food prepared with lower-sodium ingredients.



## Rallying Industry Support

HPB engaged the wider F&B industry to modify their recipes by using less salt and sauces or switching to lower-sodium alternatives. F&B establishments that used less sodium content in their dishes showed their support for the "Less Salt, More Taste" movement by displaying a "We support Less Salt, More Taste" sticker, helping consumers identify and choose lower-sodium options.

HPB also reached out to more F&B operators to join the "Siu Dai by default" movement, where freshly prepared drinks are served in less sweet versions as a default. In January 2025, we distributed refreshed educational collaterals to support operators in encouraging more consumers to choose lower-sugar beverages.



The "Siu Dai" kit, containing collaterals and measuring cups, was distributed to drink stalls in the mass market settings such as coffee shops and food courts.

*We are proud to support the 'Less Salt, More Taste' initiative, which underscores our commitment to providing nutritious and flavourful food options that prioritise the well-being of our customers.*

**Karen Wong,**  
Executive Director, Kimly Group

## Extending Nutri-Grade Measures

In August 2024, the Ministry of Health and HPB announced that they will extend Nutri-Grade labelling requirements and advertising prohibitions to key contributors of sodium and saturated fat. The extension will cover pre-packed salt, sauces, seasonings, instant noodles and cooking oils in the retail setting. These measures aim to help consumers choose healthier products, spur industry reformulation and reduce the influence of advertising on consumer preferences.

The extension follows the successful implementation of Nutri-Grade measures for beverages, which produced positive results. The initiative was featured as an innovative public health solution at both the Public Sector Transformation IdeasFest 2024 in November and on the Careers@Gov platform.

HPB's showcase of Nutri-Grade measures at the Public Sector Transformation IdeasFest 2024.





# Game On

## Physical Activity a Part of Daily Living

### Expanding Our Offerings to Help Exercise Beginners Get Started

The Health Promotion Board (HPB) continued to expand the capacity of the MOVE IT programme and variety of physical activities to make exercise more accessible for residents of all ages.

In February 2024, we launched Start2Move at multiple locations island-wide to help exercise beginners become more active. The six-session programme creates a supportive learning environment where participants pick up basic exercise knowledge, including understanding exercise intensity and differentiating types of physical activities, while building confidence in leading an active lifestyle.

Qualified instructors lead the programme, teaching participants proper techniques to exercise safely and helping them explore various physical activity options that suit their preferences and lifestyle needs. Start2Move takes a methodical approach through weekly goal setting, reviews and challenges to help participants build sustainable exercise habits. Participants also receive a comprehensive take-home guide containing practical workout routines and safety tips for self-directed exercise.

Additionally, the programme incorporates social bonding activities to foster a supportive community of like-minded individuals who encourage one another on their fitness journeys. Start2Move empowers exercise beginners with knowledge and skills, raising their physical activity competency, literacy and efficacy levels in kickstarting an active lifestyle.

- Weekly attendance for the MOVE IT programme has increased from 39,000 participants across 1,800 sessions in FY2023 to 48,000 participants across 2,200 sessions in FY2024.
- Close to 1,000 participants have joined Start2Move since its launch in February 2024.
- Start2Move was conducted at 26 locations across Singapore, expanding accessibility for participants.
- 96% of participants surveyed felt more motivated to engage in physical activity after completing the programme.

*Start2Move has been a great way to learn different exercises like aerobic and strength training. The flexible ‘homework’ keeps me on track at my own pace, and after each session, I feel energised and motivated. Over time, my fitness improved, and a recent blood test even showed lower cholesterol, leading my doctor to consider reducing my medication. The trainers are patient and approachable, ensuring exercises are tailored to different fitness levels. This programme is perfect for anyone looking to start or improve their fitness with professional guidance.*

**Ng Bee Yan,**  
Start2Move Participant

*Start2Move is good as it teaches the correct posture and strokes for the exercises. Coaches are encouraging, humorous and approachable. Participants are friendly. I hope there is a continuation of this programme as we all enjoy it very much.*

**Lee Quee Huay,**  
Start2Move Participant

*The Start2Move programme is well prepared and organised, even handing out exercise leaflets to help participants achieve their goals between classes. Trainers are professional and patient in helping participants reach their potential. I am grateful to have found this programme as it is based on basic but effective exercise, suitable for people like me trying to restart an exercise regime.*

**Aishah Chong,**  
Start2Move Participant



Start2Move programme participants keeping themselves active at ActiveSG Pasir Ris Sports Centre.



The Start2Move guide is available in English, Malay, Mandarin and Tamil, enabling more residents to kickstart their fitness journeys.



HPB's MOVE IT programmes are conveniently located across the island to get Singaporeans moving.

### Empowering Singaporeans with Physical Activity Literacy

HPB's MOVE IT website serves as a comprehensive platform for physical activity information, providing Singapore residents with guidance on physical activity levels and user-friendly resources for them to incorporate more movement into their daily routines.

These resources include bite-sized tips to move more, video guides and workout plans, all specially designed for various fitness levels and hosted online for residents to conveniently access anytime, anywhere.

In 2024, HPB enhanced the Start2Move programme by adding fitness assessment videos to the resource library, making exercise guidance more accessible and intuitive for residents.

- The MOVE IT website achieved over 1.3 million page views.
- Released seven fitness assessment videos featuring strategic visual cues designed to make fitness assessment tests more accessible and engaging for residents.





Residents can assess their fitness levels conveniently through videos, empowering them to take charge of their physical health.

## Making HPB Fitness Trackers More Accessible

In September 2024, HPB deployed 25 fitness tracker vending machines across Singapore for Singaporeans to collect their trackers at their convenience.

Eligible users can collect their pre-registered HPB fitness tracker in under a minute at various high-traffic locations by scanning the QR code in their Healthy 365 app at these machines.

- 303,000 users collected HPB fitness trackers in FY2024.
- 85% of users collected 151,000 HPB fitness trackers from vending machines from September 2024 to March 2025.



Residents can conveniently collect their fitness tracker from vending machines located island-wide.

## Celebrating Active Living

HPB, together with other public sector agencies, participated in Wellness Festival Singapore organised by the Singapore Tourism Board (STB) from 21 June to 21 July 2024.

The festival integrated elements of the Singapore Physical Activity Guidelines into its diverse range of fitness programmes and wellness experiences, to link active living with tourism and culture.

- Curated 24 fitness programmes for Wellness Festival Singapore, catering to different fitness levels and needs.



Participants immersing in fitness activities at Marina Bay Sands' Event Plaza during the Glow Festival x Wellness Festival Singapore. Photo credit: STB

## Engaging Singaporeans in Fitness-Friendly Urban Spaces

In 2024, HPB supported Car-Free Sundays and World Car-Free Day, initiatives by Urban Redevelopment Authority and Land Transport Authority to transform public spaces such as roads in the Civic and Business districts into fitness-friendly zones.

At Car-Free Sunday on 17 March 2024, HPB offered Active Family Programme activities including inline skating and skateboarding, while also raising awareness on mental well-being.

HPB also recruited residents to sign up for fitness challenges and healthier lifestyle programmes on the Healthy 365 app to promote long-term healthy living.



Car-Free Sunday participants learning about the functions of the Healthy 365 app to keep themselves healthy.

- Distributed 1,000 Healthier Choice snacks and beverages to promote healthy eating.
- Distributed over 480 "Supporters Who Listen, Support Better" mental well-being campaign capsules containing messages about supportive skills.
- Engaged 500 residents through the Healthy 365 app recruitment drive, educating them on how to use the app for healthy living activities.



# A Supportive Environment, A Stronger Mind

## Empowering Mental Well-Being with Better Mental Health Literacy

### Fostering Empathy Through the FY2024 Mental Health Campaign

The Health Promotion Board (HPB) launched the “Your empathy can be comforting to them” campaign from August to December 2024 to educate Singaporeans on ways to show empathy when supporting others.

The campaign was featured across high-visibility media channels, out-of-home advertisements and social media channels, directing audiences to MindSG to learn more about providing support. We also conducted peer support workshops with hands-on activities to deepen participants’ knowledge and skills.

- At the end of the campaign period, the campaign webpage drew 7.38 million video views and 1.76 million page views.
- 67% of respondents surveyed were able to identify empathy as a correct skill for supporting others, an increase from 52% in 2023.



Visuals from the “Your empathy can be comforting to them” campaign illustrated different ways to show empathy when offering support.

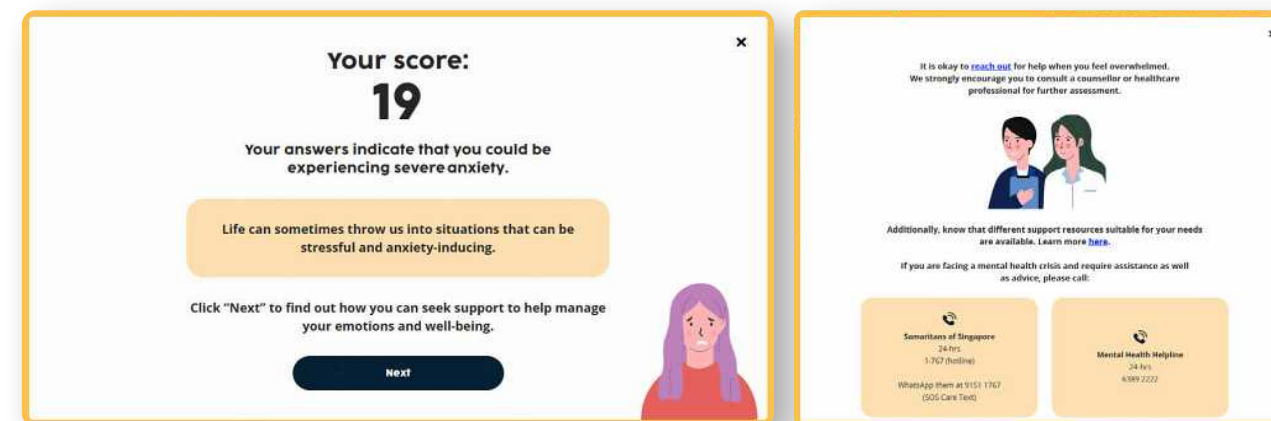
### A National Hub for Mental Well-Being Resources

In FY2024, HPB enhanced features and updated content on MindSG, a one-stop online resource offering reliable, expert-curated mental health and well-being information for Singaporeans.

The enhanced MindSG self-assessment tool provides tailored recommendations such as resources and help avenues based on a user’s risk profile and age group. The expanded content library includes additional topics, such as bipolar disorder and guidance on supporting individuals going through life transitions.

- As of 31 March 2025, MindSG has drawn over 12 million page views from 3.4 million users since its launch in 2021.

Content on MindSG was enhanced to offer users with information on a wider variety of mental health and well-being topics.



MindSG offers an enhanced self-assessment tool which provides customised recommendations based on risk category and age group.

## Staying Strong, Living Well

### Empowering Seniors to Age Well

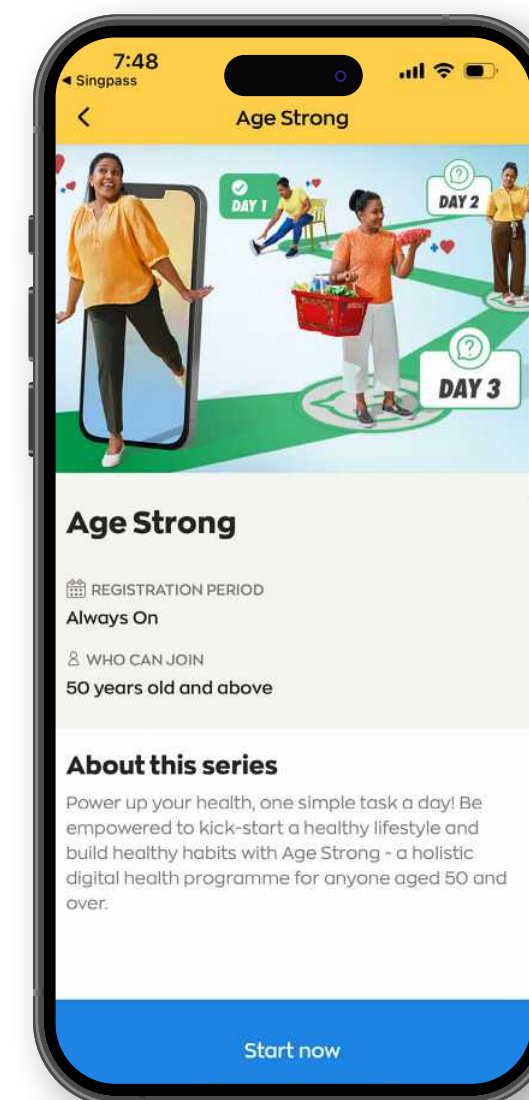
#### A New Chapter in Active Ageing

In November 2024, the Health Promotion Board (HPB) launched Age Strong, a 12-week interactive digital programme for seniors on the Healthy 365 app.

The programme offers customised strength, balance and flexibility exercises based on an individual’s profile and feedback. Participants can also complete quizzes on various health topics to receive tips that they can apply to their daily lives. To encourage and sustain engagement, participants are offered Healthpoints as rewards.

To raise awareness on Age Strong, HPB conducted a marketing campaign from December 2024 to March 2025 through out-of-home advertisements, digital platforms and ground outreach at high-traffic community hubs. At ground activations, participants tried simple exercises and learnt about health topics such as the importance of protein intake and mental well-being.

- 140,000 older adults participated in Age Strong since the launch in November 2024.
- 4 in 5 survey respondents were able to recall features of the Age Strong campaign.
- 6,700 individuals were engaged through ground activations held from February to March 2025.



Seniors can participate in Age Strong’s tasks on the Healthy 365 app at their convenience.





Members of the public learn about Age Strong's offerings through ground outreach at community touchpoints.

## Scaling Up Active Ageing Programmes for All Seniors

In support of Age Well SG, a national programme led by Ministry of Health, Ministry of National Development and Ministry of Transport to support seniors at home and in the community, HPB scaled up 'Live Well, Age Well' by extending active ageing programmes to more Active Ageing Centres (AACs).

'Live Well, Age Well' offers a suite of active ageing activities across six domains to engage and empower seniors to boost their physical, mental and social well-being.

To support seniors who are at risk of frailty, HPB also scaled up frailty prevention programmes such as Steady Lah and Healthy Ageing Promotion Programme for You (HAPPY) at AACs across Singapore.

- Offered 'Live Well, Age Well' programmes at over 1,000 locations, including 210 AACs, reaching over 63,000 older adults.
- Conducted 160 runs of frailty prevention programmes for over 2,700 participants.
- About 7 in 10 frailty prevention programme participants showed significant improvement in functional capacity (as measured by gait speed tests).



Seniors learning strength and balance exercises at a HAPPY session conducted at CareElderly@GoldenGinger.

# Stay Ahead, Stay Protected

## Proactive Prevention, Better Health for All

### Encouraging Responsible Antibiotic Use

The Health Promotion Board (HPB) ran the "Antibiotics Don't Work on the Flu Virus" campaign from September 2024 to January 2025, coinciding with World Antimicrobial Resistance Awareness Week in November 2024, to combat antibiotic misuse.

The campaign targeted adults aged 20 to 49 through advertisements at MRT stations and bus stops, social media platforms and digital channels. HPB's educational materials were displayed at public healthcare institutions and general practitioners' clinics to increase awareness of antibiotic misuse among patients.

- At the end of the campaign period, the campaign videos achieved close to 3 million views.
- Post-campaign survey showed that 82% of Singapore residents understood that the misuse of antibiotics can lead to long-term ineffectiveness.



Messages placed at MRT stations, in trains and at bus stops created awareness on antibiotics misuse.



### Strengthening Tobacco and Vaping Cessation Efforts

HPB enhanced its I Quit programme in July 2024 to incorporate vaping-specific guidelines into its QuitLine (tele-counselling) pathway to guide counsellors in helping vapers quit the habit. Daily nudges for I Quit participants were also updated to include vaping-relevant messages relevant to vapers. This ensures that all participants – whether smokers or vapers – receive appropriate and effective support to quit.

Targeted notifications were also sent to Healthier SG enrollees and Healthy 365 users who were identified as smokers, encouraging them to join the programme.

- 9% increase in sign-ups compared to the previous year, with over 5,200 new sign-ups.



HPB launched the 2024 edition of the “Vape is a toxic friend you don’t need” campaign in July, using outdoor and digital advertisements, and youth-focused content pieces to reinforce the illegality and health risks of vaping. We also focused on debunking mistruths about vaping through our website, social and content partnerships.

HPB partnered Immigration & Checkpoints Authority (ICA) and Health Sciences Authority (HSA) to display anti-vaping messages prominently at land checkpoints and on transport platforms such as Grab.



- Compared to FY2023’s post-campaign survey, there was a 19% increase in those who knew that vaping is illegal and a 12% increase in those who knew that vaping is harmful to health.

A series of social media posts was developed to debunk vaping myths, spark conversations and promote a vape-free future.

In partnership with ICA and HSA, anti-vape signages were placed at prominent locations within Woodlands Checkpoint to remind travellers of vaping’s illegality, reinforcing a vape-free Singapore.

## Boosting Early Detection of Cancer

HPB implemented a new Healthier SG colorectal cancer screening workflow across all 26 polyclinics in April 2024, offering fully subsidised screening to eligible Singaporeans.

- Close to 34,000 Healthier SG enrollees aged 50 and above have undergone colorectal cancer screening at polyclinics.

*The National Healthcare Group Polyclinics worked closely with HPB to implement Healthier SG colorectal cancer screening processes across our nine polyclinics. The collaboration has enabled us to offer Faecal Immunochemical Test to patients as part of their annual health plan discussion and follow-up with doctors, where appropriate.*

**Dr Kung Jian Ming,**  
Associate Consultant, National Healthcare Group Polyclinics

## Advancing Breast Cancer Screening and Care

HPB hosted the 11th BreastScreen Singapore Seminar on 19 and 20 October 2024, bringing healthcare professionals together to share on clinical capabilities in breast cancer screening, diagnosis and treatment.

At the seminar, Dr Manisha Bahl, Director at Massachusetts General Hospital, Associate Professor of Radiology at Harvard Medical School shared how artificial intelligence in breast imaging could improve cancer detection.

The event included a mammography workshop at Kallang Polyclinic, where radiographers focused on imaging quality and positioning techniques.

- Over 220 participants took part in the seminar.
- 25 radiographers attended the pre-conference workshop.

*The speakers were very knowledgeable and provided practical useful tips to reduce technical recalls, repeats and positioning. It was an insightful and well conducted workshop.*

**BreastScreen Singapore Seminar Participant**



BreastScreen Singapore Seminar speakers discussed the developments in breast cancer screening.

## Improving Customer Experience

HPB enhanced customer experience and introduced the Health Appointment System (HAS) in May 2024 for residents to book health screening appointments online.

Screening invitation letters included a HAS QR code, making it more convenient for appointments to be made online with the CHAS General Practitioners’ clinics.

- 9,400 residents used the HAS to book their screening appointments between May 2024 and March 2025.

## Vaccination Awareness and Outreach

HPB launched the “Don’t Risk the Simple Joys of Life” campaign from September 2024 to February 2025. The campaign aimed to promote pneumococcal vaccine uptake among seniors, encouraging them to protect themselves against pneumococcal disease.

Targeted at those aged 65 and above, the campaign reached out to seniors through letters, free-to-air TV, out-of-home advertisements in senior-centric locations and digital channels.

HPB partnered with Open Government Products, Ministry of Health (MOH) and Agency for Integrated Care to send SMS reminders to nudge unvaccinated seniors to book their fully subsidised pneumococcal vaccination appointment using the HAS. We also worked with MOH and Synapse to enhance HealthHub with a new Health Plan feature under the Healthier SG initiative to further drive vaccination uptake.

- Sent 58,000 letters to newly-turned 65-year-old seniors to encourage them to book a pneumococcal vaccination appointment.
- Delivered 485,000 SMSes to unvaccinated seniors, reminding them to go for their vaccination.
- Pneumococcal vaccination uptake among residents aged 65 and above increased from 22% in 2020 to 61% in 2024.





The “Don’t Risk the Simple Joys of Life” campaign visuals were displayed in highly visible spots such as bus stops, HDB lift lobbies, bus interchanges and on buses to raise awareness among seniors about the importance of vaccination.

## Encouraging HIV Testing

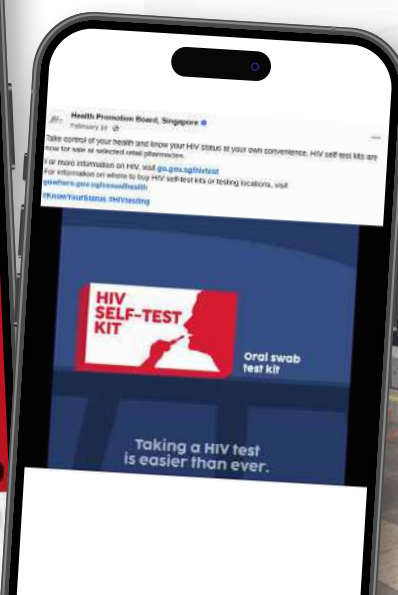
HPB continued its multi-agency national HIV testing awareness campaign, “HIV doesn’t differentiate”, in 2024 to reduce HIV transmission and early diagnosis. The campaign targeted 18 to 59-year-olds through content videos, digital, social and out-of-home media touchpoints.

To encourage proactive HIV testing, the campaign highlighted the increased availability of HIV self-test kits, supporting MOH’s national roll-out of HIV self-test kits for sale at retail pharmacies.

On 29 November 2024, the campaign also introduced the GoWhere for HIV Testing. The platform centralises HIV testing service information such as locations of retail pharmacies where self-test kits are available, to make testing more accessible and convenient.

- More than 1,400 HIV tests were redeemed through the online campaign.
- GoWhere for HIV Testing platform drew more than 26,000 visits, as of March 2025.

Through various platforms, the HIV campaign stressed the importance for individuals to get tested for HIV, directing them to authorised retail pharmacies for self-test kits.



# Increasing Access, Empowering Communities

## Building Healthier Lives Through Stronger Outreach

### Enhancing Health Awareness in the Community

In 2024, the Health Promotion Board (HPB) expanded its Health Ambassador Network, deploying Health Ambassadors to engage residents, including seniors, at polyclinics and community events. The ambassadors encourage residents to adopt healthier lifestyles by participating in senior-centric exercise programmes available through the Healthy 365 app.

In April 2024, HPB and the People’s Association rolled out Men from H.U.N.C.L.E. (Healthy Uncles who Network, drink Coffee, Learn, and Exercise) in Tanjong Pagar GRC.

Held at coffeeshops, Health Ambassadors led exercise sessions for senior male participants after breakfast, and healthcare professionals from SingHealth held health talks and encouraged participants to enrol in Healthier SG.

The initiative was extended to Tampines GRC and incorporated as part of their Fit Uncle Network.

- Close to 350 participants joined Men from H.U.N.C.L.E. between April and October 2024.
- 90 seniors participated in the Men from H.U.N.C.L.E. finale event at Gardens by the Bay in November 2024.
- 50 participants took part in the first senior-centric exercise and health talk session held at Tampines GRC.

We have over 300 participants and received very positive feedback about the programme. Many ‘Uncles’ have gradually become ‘Huncles’, leading more active and healthy lives, and have made numerous new friends. We are very thankful for the exercises specially curated for the programme. The active and warm response from the ‘Huncles’ have shown that they are very well thought out and effective in engaging these senior males. Truly impressed!

Ng Kok Cheong,  
Project Chairman, Tanjong Pagar Citizens’ Consultative Committee



The H.U.N.C.L.E. programme encourages senior males to stay active and socially engaged.



Health Ambassadors demonstrating the 7 Easy Exercises to participants at a coffeeshop in Kim Tian Road, Tanjong Pagar GRC.



## Expanding Digital Learning for Seniors

HPB's Health Ambassadors were trained to help members of the public sign up for courses using the Council for Third Age (C3A)'s online learning portal for seniors. From September to December 2024, Health Ambassadors conducted classes to introduce the portal and the Healthy 365 app.

- Health Ambassadors guided 165 participants across 9 classes, of which, over 70 signed up for HPB activities through the Healthy 365 app and more than 40 signed up for C3A courses.



Health Ambassadors explaining the use of the C3A portal and the Healthy 365 app to seniors.

## Connecting with Residents at Polyclinics

Since October 2022, HPB's Project Shopfront saw Health Ambassadors regularly engaging residents at polyclinics to promote the adoption of healthy lifestyle habits and the use of the Healthy 365 app. Through lifestyle questionnaires, they also gathered health insights.

Between August and November 2024, in conjunction with Breast Cancer Awareness Month, Health Ambassadors visited five polyclinics to educate women on the importance of regular mammogram screening and encourage them to sign up for mammograms.

- Project Shopfront won the National University Health System (NUHS) Education Collaboration Award at NUHS Educator's Day for enhancing patient education at Bukit Batok Polyclinic.



Health Ambassadors guiding residents to use the Healthy 365 app and sync their fitness trackers at polyclinics.

## Encouraging Active Ageing

HPB participated in the Agency for Integrated Care (AIC)'s National Celebration of Seniors 2024, setting up a Healthy 365 app booth to engage seniors. Health Ambassadors introduced the app to seniors, encouraging them to adopt healthier lifestyles. They also led group exercise sessions for seniors at the event.

- 400 seniors participated in guided exercise sessions led by Health Ambassadors.



At the National Celebration of Seniors 2024 event, Health Ambassadors led seniors in group exercise sessions.

## Supporting Lower-Income Families with Targeted Outreach

To provide health support for lower-income families, HPB integrated the initiatives of the Healthy Living Passport Programme 2.0 into our partners' outreach efforts.

Between September to November 2024, HPB engaged lower-income families with nutrition tips through interactive booths at DBS Foundation's pop-up markets.

Through these engagement booths, the beneficiaries were onboarded to the Healthy 365 app and learnt more about healthier eating habits.

HPB also reached out to lower-income families from ethnic communities through partnerships with the Singapore Indian Development Association for the Indian community at Project Give in the heartlands in October 2024 and through Ramadan Grocery Distributions for the Malay/Muslim community in February and March 2025.

- Reached 6,450 beneficiaries through 30 DBS Foundation pop-up markets from September 2024 to March 2025.



Residents learning about healthier eating habits at a DBS Foundation pop-up market held at Taman Jurong Community Club on 30 November 2024.

## Supporting Family Health Through Health Coaching

Since June 2024, HPB has offered personalised health coaching to lower-income families, helping them set and achieve sustainable health goals. Each family is assigned a health coach for three sessions over six months. Participants who complete the health coaching can continue using the Healthy 365 app to manage their health.

- In 2024, 480 families signed up for health coaching, with more than 160 families completing at least one session of health coaching.



### Encouraging Healthy Family Activities

On 4 August 2024, HPB partnered KidSTART at KidSTART PlayDATE 2024 to engage parents and children through a series of telematch activities and encourage them to participate in healthy living activities together.

- 150 families participated in HPB-led telematch activities.

*Thank you for HPB's support at the KidSTART PlayDATE event. The families had so much fun at the family telematch station. We hope to continue our partnership with HPB for more engagements.*

**Ms Farreha Jalil,**  
Communications & Engagement,  
KidSTART Singapore Ltd

### Expanding Engagement Through Food Charities

In November 2024, HPB partnered Food from the Heart (FFTH) to leverage their community shops as health outreach touchpoints. Health Ambassadors were deployed at FFTH-managed community shops to promote healthy eating habits using My Healthy Plate.

## Strengthening Ethnic Community Engagement

### Empowering the Malay/Muslim Community

Under M<sup>3</sup> (Islamic Religious Council of Singapore (Muis), MENDAKI, and PA MESRA) Focus Area 5 on community health, HPB worked with partners to encourage the community to adopt healthy lifestyles through health fiestas, exercise classes, health interest groups, health screenings and mental well-being activities.

During the Ramadan and Hari Raya period in March and April 2024, HPB distributed healthier grocery packs to over 10,000 lower-income Malay/Muslim families, encouraging them to consume less sugar and choose healthier food options, and enrol in Healthier SG.

From January to May 2024, HPB partnered the Association of Muslim Travel Agents Singapore and the Muslim Healthcare Professionals Association to help pilgrims physically prepare for Haj through the Get Fit for Haj programme. The programme offered health talks on keeping fit, exercise classes such as strength training and brisk walking, as well as health screenings.

Building on the success of 2023 efforts, the Jaga Diri, Sayang Diri, OK? (Care for Yourself, Love Yourself, OK?) campaign encouraged the Malay/Muslim community to prioritise their health as an act of self-care and responsibility toward loved ones.

The campaign focused on five key areas: (i) encouraging participation in M<sup>3</sup> Focus Area 5 and HPB health programmes; (ii) promoting regular health screenings and early detection of chronic diseases; (iii) adopting healthier eating habits and increasing physical activity levels; (iv) enrolling in smoking cessation programmes to support tobacco free living; and (v) raising awareness of mental well-being and encouraging the use of support resources.

We disseminated messages around these key areas through health tips and personal stories across vernacular media channels, influencer partnerships and a digital mini-drama series about health challenges faced by Malay/Muslim families.

- Since 2023, over 80% of pilgrims participated in Get Fit for Haj.
- Reached close to 32,000 participants through M<sup>3</sup> Focus Area 5 (A Healthy Community for All) health initiatives.
- Through the Ramadan 2024 healthier groceries distribution, 65 community partners collaborated with HPB to support over 10,000 lower-income families.



HPB distributed healthier grocery packs to over 10,000 lower-income families during the Ramadan and Hari Raya period.



Pilgrims joined the Get Fit for Haj mass brisk walk event to prepare themselves physically for their Haj journeys.



M<sup>3</sup>@Geylang Serai organised Marine Parade Cluster Family and Health Fiesta 2024 to encourage residents to keep active.

### Encouraging the Indian Community

HPB works with Singapore Indian Development Association (SINDA), Narpani, Hindu Endowments Board and Sikh Welfare Council to reach the Indian community. We brought health talks, health screenings and exercise sessions to culturally familiar settings, increasing access to preventive health resources.

During Deepavali 2024, HPB partnered community organisations to distribute healthier grocery packs.

In August 2024, HPB launched the Suzharchiyai Udaipom (Let's Break the Cycle) campaign to dispel the misconception that health outcomes are solely hereditary and empower the Indian community to take charge of their health.

The campaign encouraged the community to download the Healthy 365 app to track their health progress, reduce sugar intake, increase physical activity, and participate in health talks, exercise sessions and health screenings at temples and community centres.



The campaign was featured on Tamil entertainment platforms, festive music videos and out-of-home advertisements. Social media channels also featured health tips, expert advice and stories. HPB also collaborated with Indian community leaders, health advocates and media personalities to amplify health messages. In addition, HPB produced a digital mini-drama series featuring relatable and inspiring stories to engage the community.

- 22,300 residents participated in health events at temples and community centres.
- 24,500 lower-income Indian families received healthier food items during Deepavali.
- The Suzharchiyai Udaipom campaign saw more than 985,400 social interactions and video views as of March 2025.



Through Tamil New Year Celebration and Deepavali events, HPB encouraged the Indian community to track their health on the Healthy 365 app and join HPB programmes.

- In FY2024, we engaged over 122,000 individuals through HPB's ethnic community outreach efforts targeted at Malay/Muslim and Indian communities.



In October 2024, HPB collaborated with SINDA on the Project Give Initiative at Toa Payoh East Community Club, where residents learnt about healthier eating habits and lower-income families received healthier grocery packs.

## Other Partnerships to Build a Healthier Singapore

### Forging Partnerships with Healthcare Institutions

HPB formalised key partnerships with AIC and Singapore's three healthcare clusters, National Healthcare Group, NUHS and SingHealth, supporting them with healthy lifestyle programmes for residents.

In February 2024, HPB signed a Project Agreement with AIC, enabling data sharing to facilitate outreach to seniors under Healthier SG. HPB also brought our programmes to Active Ageing Centres (AACs) to serve more seniors.

In August 2024, HPB signed data sharing agreements with NUHS and SingHealth to facilitate data sharing with the healthcare clusters. Through these agreements, HPB strengthened its partnerships, referring residents to community healthy lifestyle programmes, and providing opportunities to identify other potential outreach initiatives.

- 94% of AACs adopted HPB programmes through our partnership with AIC.
- We trained AAC staff from close to 200 centres to list their programmes on the Healthy 365 app.

### Piloting Strategic Partnerships at the Community Level

In 2024, HPB worked with the People's Association and grassroots organisations to pilot targeted health initiatives in different residential areas, to increase health literacy, encourage physical activity and promote preventive care among residents.

Some of these initiatives included the Yuhua Steps Challenge where residents participated in a community-based activity to track their daily steps and increase physical activity levels through the Healthy 365 app. HPB, NUHS and community partners established a Healthy Precinct model in Boon Lay, distributing back-to-school packs to lower-income families and reinforcing the importance of health education.

HPB also partnered Grassroots Advisers to promote Healthier SG through ward-level meetings such as the Healthier SG Ward Engagement Meetings, to onboard residents to the Healthy 365 app, introduce new initiatives and encourage them to join HPB's programmes.

- More than 1,700 residents signed up for the Yuhua Steps Challenge.
- Over 200 residents participated in the launch of the Movement for Health event at Boon Lay, which also saw the distribution of 300 back-to-school packs to lower-income families at a dedicated outreach event.
- Conducted more than 120 Healthier SG Ward Engagement Meetings with Grassroot Advisers.

### Supporting Grassroots Health Initiatives Through Funding

HPB supports ground-up not-for-profit community health initiatives through the Our Healthy Singapore Fund. In 2024, we funded activities such as Chinese dance programmes for seniors, chronic illness awareness workshops for youths and holistic health design competitions. The grant administration follows Ministry of Culture, Community and Youth guidelines, ensuring strong governance while avoiding an overlap with HPB's programmes.

- Completed 5 projects, reaching about 23,000 participants, ranging from primary school students to seniors.

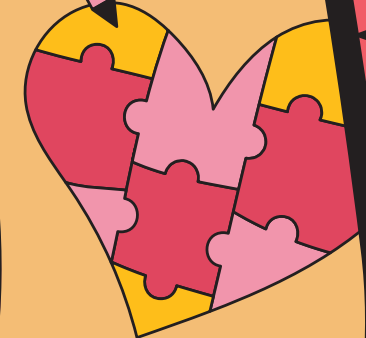
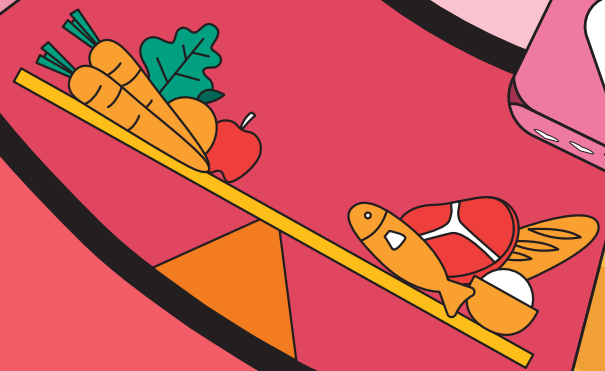
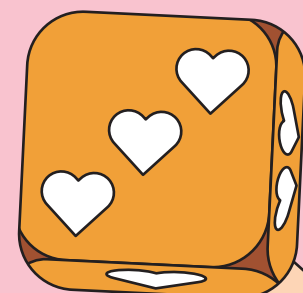
START

## The Game Plan LAYING THE FOUNDATIONS

The journey to lifelong health begins with the right start. As part of the national Grow Well SG initiative, the Health Promotion Board champions early health habits in children so they eat well, sleep well, learn well and exercise well. Partnering families, schools and communities, we create environments to support healthy living for our young. By laying strong foundations that equip children with the knowledge, skills and opportunities to embrace healthy living from an early age, every child gains a valuable head start on the journey to lifelong health.

you've got this!

0-2 3-6 7-12 TEENS





# From Healthy Beginnings to Brighter Futures

## Building Healthy Habits, One Step at a Time

### Growing Well, Growing Strong

Grow Well SG is a national health promotion strategy launched by the Ministry of Health, Ministry of Education (MOE) and Ministry of Social and Family Development (MSF) in January 2025. The strategy focuses on four key lifestyle areas: Eat Well, Sleep Well, Learn Well and Exercise Well – to support the physical and mental well-being of children and youth.

As an enhancement to the school health screening programme, the Health Promotion Board (HPB) will provide a personalised Health Plan for every child, comprising their health screening result, vaccination report and a lifestyle prescription. HPB's healthcare personnel will engage with each child during health screening to encourage healthy habits based on individual interests and health status.

Parents and families can take practical steps to help their children adopt healthy habits. The Grow Well SG web page and Parenting for Wellness website offer resources and strategies to support families in nurturing and reinforcing healthier habits at home.

Primary schools receive a Student Health Status Card containing lifestyle data of their student population, helping them to identify health needs and required interventions. Teachers will reinforce healthy habits among students through the Teachers' Toolkit.

- 22,000 students have received their personalised Health Plans, as of March 2025.

### Making Preventive Care More Accessible

The School Health Service (SHS) promotes the health and well-being of school children through age-appropriate health screening services such as checks on height and weight, scoliosis, vision and hearing. SHS also administers mandatory vaccinations according to the National Childhood Immunisation Schedule to ensure national herd immunity and protect against vaccine-preventable diseases.

#### Expansion of Mobile Clinical Services

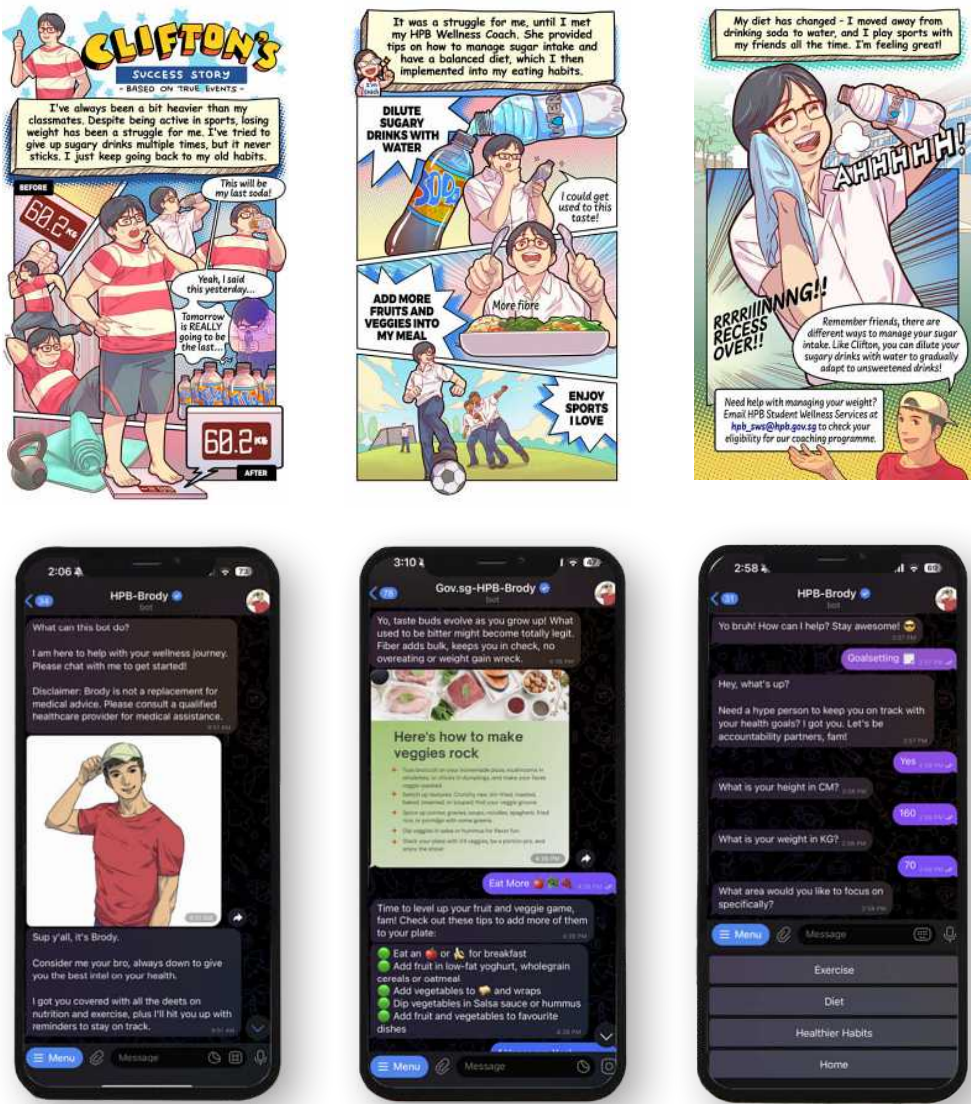
The DocMobile@SHS programme, which provides clinical care in schools for students with growth conditions, was expanded in May 2024 to include medical conditions such as hearing impairment.



A student's health being assessed through the DocMobile@SHS service.

#### Enhancing Weight Management Support

In 2024, HPB transitioned to virtual weight management coaching, offering students convenient access to healthy lifestyle support. New digital tools were introduced to help build better sleep, eating and physical activity habits, including Telegram-based digital coaching (Brody), a digital personal trainer and webcomics.



The virtual weight management coaching programme offers digital tools such as webcomics and Brody to better engage students in adopting healthier habits.

#### Improving Eye Care Accessibility

HPB collaborated with EssilorLuxottica Singapore to introduce roving optical services at selected schools to enable students to redeem their vouchers under the Spectacle Voucher Fund Scheme more conveniently.

- Close to 99% of Primary 5 students received the Tdap/IPV and Tdap vaccine in 2024.
- 93% of Secondary 1 female students received the HPV vaccine in 2024.
- More than 5,100 students benefitted from the DocMobile@SHS programme in 2024.
- More than 1,000 overweight or severely overweight Secondary 2 students participated in the virtual weight management programme and completed 3,000 sessions in 2024.
- More than 4,500 students benefitted from the Spectacle Voucher Fund Scheme in 2024.
- The roving optical service reached 4,300 students from 110 schools in 2024.



Caring for Brighter Smiles

The School Dental Service (SDS) provides essential screening and follow-up dental care to children in mainstream primary and secondary schools. HPB also brings dental screening and dental hygiene education to childcare centres and offers on-site dental screening and basic treatment to students in special education schools.

Since January 2024, we strengthened our focus on educating children about oral health. Oral Health Promoters (OHP) continue to work alongside the dental screening team to educate students on topics such as causes of dental decay, gum diseases and oral hygiene practices such as proper toothbrushing techniques. The OHPs also deliver oral health education to children and teachers in pre-schools.

- More than 31,000 Nursery 1 and 2 pre-schoolers received dental screening in 840 childcare centres in 2024.
- More than 13,800 pre-schoolers and students received treatment at the Student Dental Centre in 2024.
- Screened 93% of Primary 1, 3, 5 and 6 students and 83% of Secondary 1 and 3 students in 2024.
- More than 2,800 primary and secondary students in 21 special education schools benefitted from on-site dental screenings in 2024, up from 19 schools in 2023.

“

An oral health promoter taught me about oral hygiene before my dental check up began. This helps me understand the importance of dental screening and keeping my teeth healthy.

Orchid Park Secondary School Student

”



OHPs guiding students on toothbrushing techniques in their school and mobile dental clinic.

Empowering Parents

Empowering with Practical Tools

HPB, MOE and MSF launched Parenting for Wellness in September 2024 as part of the National Mental Health and Well-being Strategy. The initiative equips parents with knowledge and skills to build strong relationships with their children, support their mental well-being and parent effectively in the digital age.

Parenting for Wellness comprises the following:

- A Toolbox for Parents with bite-sized parenting tips on creating a safe and nurturing home environment and building resilience in children.
- A Conversation Card Deck to encourage in-depth discussions on topics such as managing stress, setting screen time limits and handling academic pressure.
- The Parenting for Wellness website which shares personalised parenting strategies through educational modules, equipping parents with the knowledge and tools to nurture their child’s wellbeing effectively.
- Launched the Parenting for Wellness website in January 2025 in collaboration with MOE and MSF to offer parents 11 modules of personalised strategies.



The Parenting for Wellness website offers parents recommended modules based on their parenting needs, such as guiding their child on online harms.

Parent Hub, a digital platform for parents, enhanced its offerings with bite-sized videos, infographics and articles. Between October and December 2024, the platform published videos on screen time management for parents of children aged 0 to 12. HPB launched Season 2 of the “Ask the Experts” video series on social media platforms in March 2025, with medical experts providing health advice on key parenting concerns under 60 seconds.

- 1.1 million views on “Ask the Experts” Season 2 across Facebook, Instagram and YouTube in March 2025.
- More than 544,000 unique visitors visited Parent Hub, with more than 2.7 million page views in FY2024.



Bite-sized healthy habits resources such as videos, e-books and infographics are published on Parent Hub, supporting parents on their parenting journey.





Parents can obtain more information on physical activity, screen use, sleep and the harms of vape through the “Ask the Experts” video series.

### Empowering with Purposeful Play

In May 2024, HPB launched the “Your Child’s First Influencer” roving carnival at the Families for Life’s National Family Festival at Singapore EXPO to engage parents and children on healthy living habits, through game booths and Captain Happy mascot appearances. The initiative helped parents and caregivers with young children to improve health literacy and adopt healthy habits through purposeful play.

In addition, Captain Happy’s Healthy Quest was conducted at indoor playgrounds including Kiztopia Marina Square and Kidz Amaze @ SAFRA Jurong and SAFRA Toa Payoh. Through interactive missions at the playgrounds, parents and their children learnt about healthy eating, staying active, screen time management and sleep habits. We also shared Parent Hub resources for parents to sustain healthier lifestyle habits.

- Engaged more than 20,300 participants through the roving carnival activations.
- 56 parents shared their success stories in adopting healthy habits with their children after the roving carnival.
- About 8,500 parents and children participated in Captain Happy’s Healthy Quest.

*The roving carnival helped to educate my child on My Healthy Plate and I used the plate to separate the food into different food groups. It has been very helpful.*

**Rebecca Ong,**

“You Are Your Child’s First Influencer” Roving Carnival Participant

*Our family realised the importance of active lifestyle and started exercising as a family weekly. We engaged in outdoor activities and the roving carnival event was one where we enjoyed the booth games as a family.*

**Siti Halimah Binte Mohamed Yahaya,**

“You Are Your Child’s First Influencer” Roving Carnival Participant

*I enjoyed the activity organised by HPB at the indoor playground as I could bond with my daughters through the trail and at the same time take away health tips for me and my children too.*

**Shahril Abu Bakar,**

Father of three children aged between 3 and 12 years old

*We are grateful for the opportunity to partner HPB on the Captain Happy’s Healthy Quest. This collaboration has been meaningful and beneficial for our customers – both parents and children – by fostering healthy habits in a fun and engaging way. As an indoor playground operator, the health and well-being of families are at the heart of our mission. By offering health-focused activities, we show that our commitment to our customers extends beyond just providing a safe and entertaining space but also supporting healthier and happier lifestyles for all.*

**Loh Wei Ling,**

Operations Executive, Kidz Amaze @ SAFRA Toa Payoh



Children learning about healthy eating at the “You Are Your Child’s First Influencer” roving carnival.



Parents and children participating in Captain Happy’s Healthy Quest at the indoor playgrounds.

### Empowering Families Through Education

HPB partnered Family Nexus (FamNex) to help parents build healthier habits in young children through take-home resources and workshops. FamNex is a multi-agency collaboration to co-locate health and social services, and programmes in the community to support families in their marriage and parenting journeys.

The partnership boosts parents’ health literacy and supports families in adopting healthier lifestyles through:

- Displaying HPB’s health materials at all FamNex physical and online sites;
- Offering complimentary parent-child activities at FamNex locations to reinforce healthy habits through hands-on learning; and
- Connecting parents to specific HPB programmes through community nurses at Family Nexus@Our Tampines Hub (FamNex@OTH).



Community nurses from SingHealth teaching a young child about nutrition at the FamNex@OTH play area.

On 14 June 2024, Minister Masagos Zulkifli, along with management from SingHealth, HPB, MSF and Care Corner launched FamNex@OTH.





## Engaging our Children

HPB and the Children's Museum Singapore created "Into the Hawkerverse", an interactive exhibition to educate families and children on choosing healthier hawker meals.

Developed in consultation with children, the exhibition makes learning about healthier eating and Singapore's hawker culture engaging through an immersive, hands-on experience.

- Over 119,000 visitors attended the exhibition.



"My Healthy Plate" was used as a prop at a play space dedicated to young children to reinforce healthy eating messages.



Healthier Dining Programme decals were displayed to educate participants on the visual identifiers to look out for when eating out.

## Health Promoting Activities in Educational Settings

### Nurturing Healthier Eating Habits in Schools

To complement HPB's Healthy Meals in Schools Programme, which ensures students in mainstream schools receive healthy and well-balanced meals, we distributed lower-sodium salt and sauces to all mainstream schools between July and October 2024. This initiative helps school canteen vendors prepare healthier meals while cultivating students' preference for less salty foods.

For younger children, HPB implements the Healthy Meals in Pre-schools Programme, which provides food service guidelines focused on reducing fat, sodium and sugar, while serving wholegrains, fruits and vegetables as part of a healthy meal. To increase awareness and encourage the use of healthier ingredients, HPB distributed lower-sodium sauces and salt samples to all pre-schools that prepare meals on-site.

HPB partnered Little Skool-House to improve their menus and recipes through their Annual Culinary Training and Engagement programme. We trained the pre-school's cooks in food safety and hygiene, and the preparation of nutritious meals.

- Distributed about 1,700 lower-sodium products to all primary schools, secondary schools, centralised institutes, junior colleges and pre-schools that serve main meals.
- Conducted briefings and reviews of menu and product planning with 10 key pre-school partners, reaching about 700 pre-schools.



Little Skool-House cooks preparing nutritious meals as part of the Annual Culinary Training and Engagement programme.

### Data-informed Health Promotion Efforts

HPB, in consultation with MOE, improved the Student Health Status Card initiative to provide schools with data-driven insights for targeted health interventions. Schools use these insights to strengthen their health promotion efforts and enhance their students' well-being through HPB's tailored programmes.

From 2025, all primary schools will receive a more comprehensive Student Health Status Card with aggregated health status and lifestyle data of their student population, based on insights from the students' Health Plan. This will allow schools to better customise health promotion efforts and enhance support for their students.

- Engaged all 330 MOE schools through the Student Health Status Card on HPB's programme offerings, resulting in a 60% increase in programme uptake.

### Resources for Parents and Educators

In May 2024, HPB launched the primary school edition of the Health Activity Playbook, a digital resource which provides parents and educators with easy-to-implement activities covering healthy eating, mental health, sleep, screen time and physical activity.

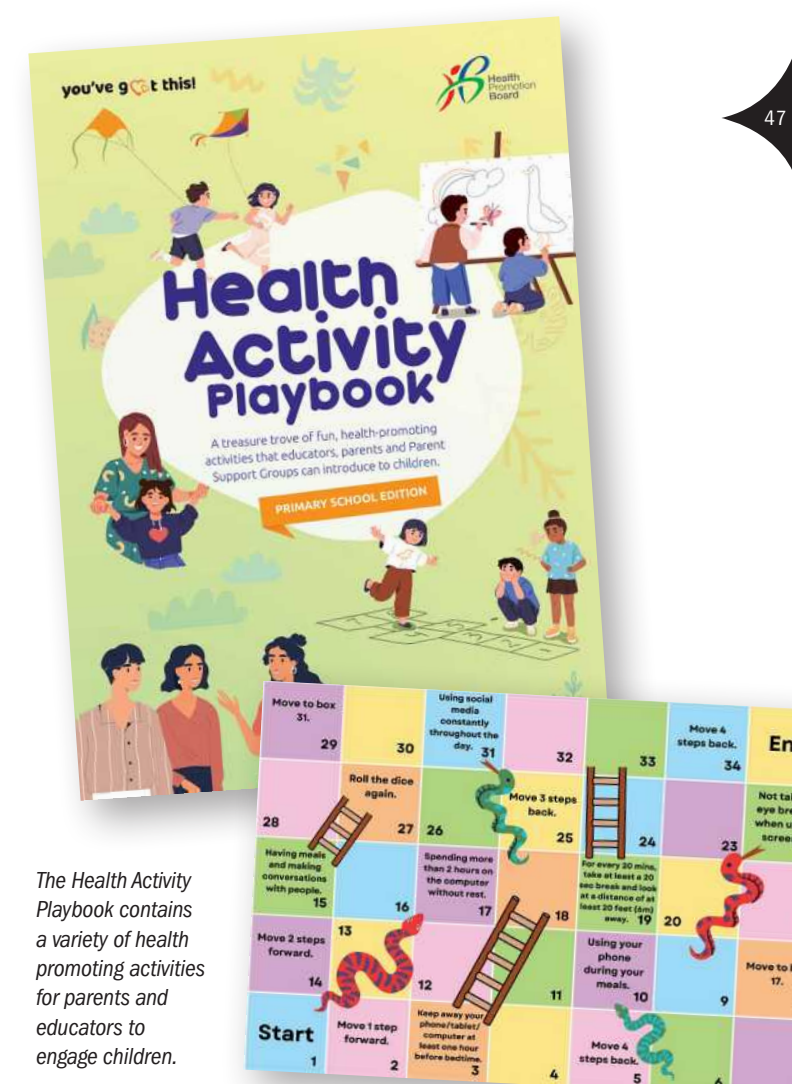
- As of March 2025, users have downloaded the Health Activity Playbook 2,800 times.

*The Health Activity Playbook looks great and the content will be useful for both teachers and parents to touch on important health topics.*

**Andy Lim,**  
HOD Character and Citizenship Education,  
Fuchun Primary School



Fuchun Primary School using resources from the Health Activity Playbook (Captain Sleep) to share with students about healthy sleep habits.



The Health Activity Playbook contains a variety of health promoting activities for parents and educators to engage children.



“

*The Health Activity Playbook is a well-structured resource for educators and parents. It provides a holistic approach to engage young children by incorporating health-focused activities such as healthy eating habits and outdoor play. The Playbook emphasises the benefits of physical activity over excessive screen time, which is a topic many parents are concerned about.*

*I like the Health Activity Playbook as it offers practical activities and useful links for parents and helps to strengthen parent-child interactions. Overall, the Playbook is a valuable toolkit as it provides tips for parents to ensure our children grow up healthy, happy and resilient. Thank you to HPB and all the stakeholders involved in creating this wonderful resource.*

**Nicholas Ng,**  
PSG Chairperson, Yew Tee Primary School (2024)

”

“

*I love that the Health Activity Playbook provides many ideas to inspire parents and parent support groups to tackle the new challenges many parents face today! The resources in the Playbook are great for building awareness about raising healthier children.*

**Yusnizan Bte Md Taib,**  
COMPASS (COMMunity and PARENTs in Support of Schools) Member (2022 – 2024)

”

**Recognising Pre-schools**

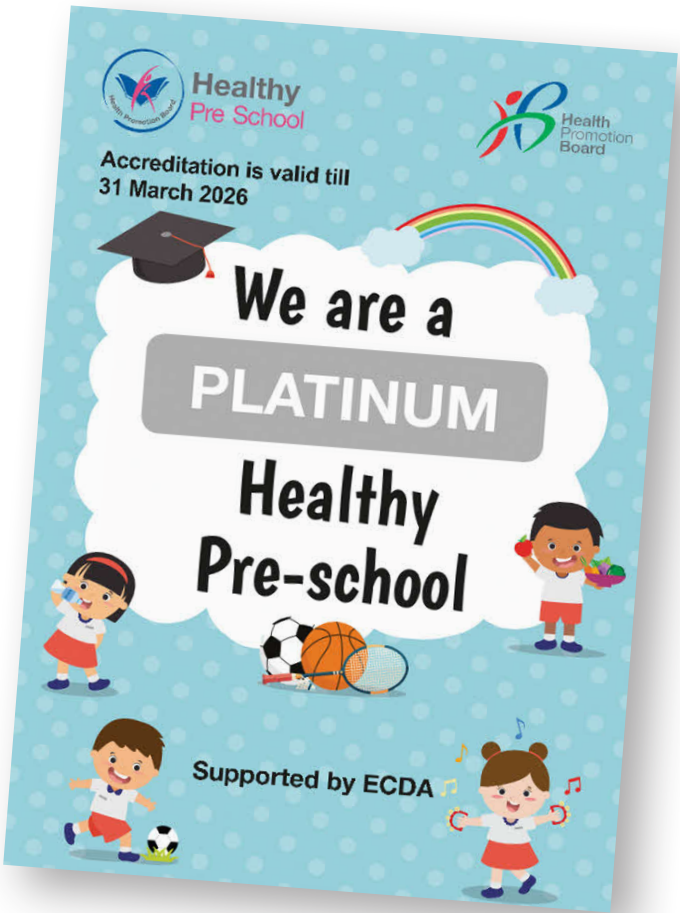
The Healthy Pre-school Accreditation, established in 2017, encourages pre-schools to actively promote healthy habits among children, parents and staff. The Platinum accreditation recognises pre-schools that exceed the basic requirements of providing nutritious and balanced food and carrying out physical activities.

- More than 270 pre-schools achieved Platinum status under the Healthy Pre-school Accreditation.

*At our pre-schools, we organise a variety of initiatives revolving around nutrition, physical activity, hygiene and mental well-being.*

**Principal, Star Learners @ Yung Ho,**  
(a Platinum Healthy Pre-School)

*Pre-schools are awarded the Healthy Pre-school (Platinum) status for their efforts in establishing a healthy environment for children.*



**Engaging and Educating Through Play**

In 2024, HPB revamped the Healthy Lifestyle Puppet Show featuring Captain Happy, to deliver new messages to pre-schoolers on different health topics such as vaccination, in an interactive 45-minute performance.

We also enhanced our Active Youth Programme with a new Funtastic Kids Zone module to offer a series of mini games for primary school students. The programme engages students from mainstream schools, Institutes of Higher Learning (IHLs) and student care centres through various physical activities to keep them active.

- The Healthy Lifestyle Puppet Show engaged 27,000 pre-schoolers from 458 pre-schools.
- Through the Active Youth Programme, we engaged over 26,000 students in 900 sessions across 85 schools and student care centres.



The Healthy Lifestyle Puppet Show educates pre-schoolers at PCF Sparkletots Pasir Ris West about the importance of balanced meals with the My Healthy Plate guide.

**Fostering Peer-Led Mental Health Support**

To equip youths with skills to support their peers, HPB continued its Youth Support Youth Programme across IHLs. Under the programme, participants gained skills in psychological first aid, stress management and effective peer communication.

“

*I feel more confident to be a peer supporter and enjoyed the workshop.*

**Student from ITE College East,**  
Youth Support Youth Programme Participant

”



Empowering Youth to Lead the Health Movement

Nurturing Young Health Advocates

HPB's Youth Resource Panel (YRP) brings together youths aged 15 to 25, empowering them with skills to promote healthy living in their schools, workplaces and local communities. Members meet with experts quarterly to discuss key health topics, such as mental well-being and nutrition. Their insights help keep HPB's programmes and initiatives relevant to the youths. YRP members also participate in community outreach activities to foster their passion for healthy living.



HPB's YRP November 2024 huddle where members had fun applying healthy eating tips while preparing for a meal.



YRP members shared health tips with Tampines Grassroots Advisors and members of the public at the Our Tampines Hub Wellness Garden.

“It was a good opportunity for me to learn and share more about healthy living tips and activities with members of the public.”

Arina Binti Mohamed,  
YRP Youth Docent at  
Our Tampines Hub Wellness Garden

In 2024, YRP members took active roles in three key events:

- On 11 October 2024, three YRP members presented their mental health initiatives – “How Are You!”, “Amble” and “32cm” – at Nanyang Polytechnic’s Camp Eureka!, offering peer-driven strategies for mental resilience. The event, which promoted peer support and mental health advocacy, reached over 240 youth leaders from various Co-Curricular Activities.
  - At Our Tampines Hub Wellness Garden’s launch on 17 November 2024, YRP members served as guides, sharing mental and physical health tips and activities with Tampines Grassroots Advisors, Minister Masagos Zulkifli, Mr Desmond Choo, and Dr Charlene Chen, as well as members of the public.
  - HPB launched the Peer Advocacy Leader Programme in November 2024, training YRP members to promote healthy living among secondary school students. The programme includes an introductory two-hour sharing session online, skills and knowledge training sessions on health topics and guidance on health projects in secondary schools.
- More than 170 youths have joined the YRP.
  - Over 240 students from Nanyang Polytechnic participated in Camp Eureka!.

Leveraging Technology and Peer Advocacy

HPB leverages technology and peer influence to convey messages about healthy living to youths.

HPB, together with Institute of Technical Education (ITE) College Central and Singapore Institute of Technology, introduced an Augmented Reality (AR) digital interactive display to help students visualise the negative effects of vaping on their bodies and make informed choices about their health.

In conjunction with World No Tobacco Day 2024, HPB collaborated with St John Ambulance Brigade to train youth leaders on the harms of nicotine products. These cadets act as peer educators, raising awareness on the health risks of vaping and tobacco in their schools.

HPB partnered Synapxe and IHLs to launch Gen Z Voices, where youth creators share health messages through relatable stories. In 2024, the two videos produced, “Inhale Confidence, Exhale Peer Pressure” and “Support with C.A.R.E.”, highlighted the risks of vaping through a creative emoji challenge and showcased real-life experiences of youths providing and receiving mental health support.

- The anti-vaping AR digital interactive display engaged 340 participants over three days at ITE College Central.
- Trained 48 St John Ambulance Brigade cadets from 19 secondary schools on the health risks of vaping and tobacco.
- The “Inhale Confidence, Exhale Peer Pressure” video received over 237,400 views while the “Support with C.A.R.E.” two-part video received over 290,000 views, as of March 2025.



ITE College Central youth ambassadors engaged their peers to learn more about the harms of vaping through the AR digital interactive display.



“

The sharing by the St John Ambulance Brigade cadets added depth to our learning experience. It was more impactful and relatable to have someone around our age share about the issues of vaping.

**Dunman High School Secondary 3 Students**

”

“

The engaging games conducted by the cadets were a highlight, making learning about the dangers of vaping fun and interactive.

**East Spring Secondary School Secondary 3 Student**

”



A St John Ambulance Brigade cadet giving an assembly talk at Bukit Panjang Government High, sharing with students about the risks of vaping.



The "Inhale Confidence, Exhale Peer Pressure" video shared across various media platforms highlighted the illegality and harmful effects of vaping.



The "Support with C.A.R.E." video showcased the importance of empathy in peer support.

## Building Intergenerational Connections through Health

HPB piloted Rise & Shine @ Tampines, an initiative connecting Youth Corps Singapore volunteers with seniors from SunLove Active Ageing Centre. Participants engaged in guided walks, fitness activities and shared meals, fostering intergenerational bonds through healthy activities. After a successful pilot on 26 November 2024 at Our Tampines Hub, we conducted four more sessions in March 2025, reinforcing HPB's commitment to bridging generations through shared health experiences.



*Being happy makes any physical pain go away.*

**Aunty Patty,**  
Rise & Shine @ Tampines Participant

Youth Corps Singapore volunteers and seniors from SunLove Active Ageing Centre spent time with each other and participated in health activities at Our Tampines Hub.

*The seniors were very happy during the Zumba session and participated actively. They also initiated conversations and shared about their children.*

**Rise & Shine @ Tampines Volunteer**

”



START

# The Game Plan **WINNING AT WORK**

The Health Promotion Board (HPB)'s workplace health programmes equip employees with tools such as mental well-being support, health coaching and physical activity programmes to enable them to thrive. With strong partnerships across industries, HPB helps businesses build a more resilient and healthier workforce, so that every worker can stay healthy, happy and productive at work.



# Building a Healthier Workforce

## Strengthening Workplace Health Initiatives

### A Unified Approach for Workplace Health

The Tripartite Committee on Workplace Health (TC-WH) began its fourth term on 1 August 2024, continuing its national mandate to drive workplace health initiatives and focus on preventive and occupational health.

The TC-WH is supported by key government agencies, including the Health Promotion Board (HPB), Ministry of Health, Ministry of Manpower, and the Workplace Safety and Health Council (WSHC).

- Nearly 1.4 million workers gained access to workplace health programmes, with more than 263,000 employees participating in the activities by the end of the committee's third term, which ended in June 2024.

### Expanding Health Promotion to Commercial Districts and Workspaces

#### Bringing Wellness to Singapore's Riverfront

From 21 to 23 June 2024, HPB partnered Singapore River One (SRO) on Reflections by the River, a mental wellness initiative, to offer activities under the Healthy Workplace Ecosystem, at the Singapore River precinct. Following the event's success, SRO has introduced even more health initiatives in the precinct regularly.

- Engaged 1,000 participants in physical well-being, mental wellness and healthy lifestyle programmes held across 35 sessions.

*You can be busy with work and life but never forget to take a mental break. For me, I head to the park and do a quick yoga practice. Really excited to take a step further by visiting Reflections by the River!*

**Dawn Sim,**  
Reflections by the River Participant

*Singapore River One recognises the importance of mental well-being, especially in today's fast-paced world. Reflections by the River is our commitment to providing a nurturing environment, where individuals can pause, reflect and nurture their mental health.*

**Michelle Koh,**  
Executive Director,  
Singapore River One Limited



Participants learnt about triggers and symptoms of stress through art and craft activities at SRO's mental wellness workshops.

#### Strengthening Workplace Health in Business Hubs

As part of the Healthy Workplace Ecosystem (HWE), HPB works closely with CapitaLand to bring healthy activities to its workspaces and malls.

In addition to HWE activities, CapitaLand organised "Live It Up!", an annual wellness and community festival, from 21 June to 21 July 2024. With HPB's support, the event engaged tenants and shoppers across CapitaLand malls and workspaces in health and wellness activities. This marks a shift in HPB's collaboration with CapitaLand, where the landlord takes the lead to implement healthy initiatives.

- "Live It Up! 2024" delivered 46 wellness programmes across more than 180 sessions, benefitting over 3,700 participants.
- 18,000 employees and shoppers participated in regular health initiatives across CapitaLand locations.

*I attended all three sessions of the "Live It Up!" event in Raffles City. It was a completely different experience from regular studio practice. I hope there are more of such events to help others discover the benefits.*

**Ishal Leow,**  
"Live It Up!" Participant

*The Yoga Retreat was wonderful and a new experience for me!*

**Matthew Ang,**  
"Live It Up!" Participant



Participants engaged in various activities such as a mass bolly dance and coaster-making session as part of the "Live It Up!" festival.





Reaching Non-Traditional Workspaces

Co-Working Spaces

HPB has expanded its outreach beyond traditional office environments to co-working spaces through key providers such as JustCo, WeWork, The Great Room, The Work Project, Hive and C-Suites.

The approach enables HPB to engage diverse workforce groups – from small and medium-sized companies to multinational corporations and gig workers – on health and wellness initiatives such as workshops, talks and coaching sessions.

- Worked with six major co-working providers, covering about 50% of Singapore’s co-working space market.
- Close to 25,000 workers have benefitted from the initiative.

“Our partnership with HPB has been truly invaluable to both JustCo and our members. It has been instrumental in enhancing our members’ health and productivity, while aligning perfectly with JustCo’s mission to create a holistic and nurturing workspace.”

**Wei Yi Neo,**  
Manager (Community), JustCo Singapore



Co-working space members participating in health and wellness activities such as weighing in and health coaching.

Gig Workers

HPB reaches out to gig workers who have irregular work patterns and no fixed worksites by working closely with key platform owners of private-hire vehicles and delivery services, taxi companies and NTUC’s Freelancers and Self-Employed Unit to provide customised health programmes such as health screenings, coaching and mental well-being initiatives.

In 2024, HPB partnered Grab and foodpanda to organise health promotion programmes at their premises. HPB also supported TADA at their sixth anniversary event by providing health coaching booths where drivers could check their blood pressure and Body Mass Index, and receive personalised health advice.

- Over 1,600 gig workers participated in HPB’s health programmes.

“The partnership with HPB reflected our shared commitment to promoting healthier lifestyles and ensuring that our driver-partners, who spend long hours on the road, have access to essential health resources. Thank you to the health coaches from HPB for their expertise and dedication, which made a meaningful difference for our driver community.”

**Jonathan Chua,**  
Regional General Manager, TADA

“The health screening and report collection services conducted at our Grab Service Centre by HPB was efficient and well-organised. The staff were friendly and professional. It’s wonderful to see Grab and HPB taking proactive steps to ensure the health and well-being of its driver and delivery partners. This initiative truly reflects the commitment to creating a healthy and supportive environment.”

**Cristal Sim,**  
Partner Retention, Grab



Gig workers from TADA and Grab take part in health screening and coaching sessions at their respective premises.

Supporting Small and Medium Enterprises

The Workplace Outreach Wellness (WOW) programme provides private companies, especially small and medium-sized enterprises (SMEs), co-funded access to curated health programmes such as health screening, mental well-being workshops, physical activity programmes and nutrition talks at their workplaces.

- Over 250 private companies, of which 70% are SMEs, have come on board the WOW programme.
- 44% of the WOW workshops conducted were mental well-being sessions, with 76% of employees reporting improved knowledge and 73% intending to apply what they learnt.
- The WOW programme achieved a customer satisfaction score of 4.61 out of 5 points on average.





Landesbank Baden-Wuerttemberg employees participating in an office ergonomics workshop.



Kioxia employees participating in a K-Kardio session in their office.

## Prioritising Workplace Safety and Well-Being

In April 2024, HPB strengthened our long-standing partnership with WSHC to continue bringing the Total Workplace Safety and Health (Total WSH) programme to workers in high-safety risk industries such as construction, manufacturing, transport and storage, food and beverage, and cleaning.

The programme supports employee health and safety through initiatives such as chronic disease screening and coaching, ergonomics assessments, mental well-being workshops, physical activity workouts and nutrition talks.

- Over 11,000 participants from more than 80 companies benefitted from the Total WSH programme.

## Targeting Essential Service Workers

### Building Peer Support Networks for Security Officers

HPB collaborated with the Certis Training Academy to roll out a Peer Support Programme from July 2024. The programme equips Certis' managers and frontline supervisors with skills to support security officers in high stress environments. Integrated in Certis' Corporate University Training Curriculum, the programme strengthens mental health support in the organisation.

- Trained more than 150 managers and supervisors, benefitting 15,000 security officers.

*In today's fast-paced world, the strength we draw from one another is invaluable. Our collaboration with the HPB has been pivotal in developing the Certis Peer Support Leader Programme. This initiative equips our frontline supervisors and managers with essential skills to serve as pillars of support for their colleagues. By fostering stronger mental resilience and creating a safer and more supportive workplace, we are creating a better workspace for all at Certis.*

**Dr Jaclyn Lee,**  
Chief Human Resource Officer, Certis

*I treasure the opportunity to learn how I can provide my peers with emotional support. I believe that listening and empathising with my peers helps them to cope with their problems temporarily. I will continue to be a pillar and strength to my peers as much as possible.*

**Nur Fadilah Naguhta Maricar,**  
Frontline Staff, Certis

### Improving Workplace Health for Cleaners

HPB worked with UEMS Solutions and Sengkang General Hospital (SKH) from September 2023 to July 2024 to develop customised workplace health programmes for cleaners who are typically mature workers with unstructured work schedules. HPB delivered customised health programmes to cleaners at SKH where they received ergonomic training including posture and stretching exercises, participated in health screening and coaching to help them manage age- and work-related health issues.

- 170 workers participated in the programmes, with 31% reporting reduced body pain, 35% adopting healthier eating habits, and 30% achieving the recommended 150 minutes of weekly physical activity.

*The importance of this collaboration cannot be understated. The health and well-being of our workers are important to ensure the overall functioning of the healthcare system. UEMS and HPB are not only safeguarding the welfare of the frontline workers but also ensuring the continued delivery of quality healthcare services to the community.*

**Tan Kai Shing,**  
Workplace Safety & Health Lead, UEMS Solutions

*The programme is an excellent initiative. I gained a lot of knowledge that I can make use of to improve my health and lifestyle.*

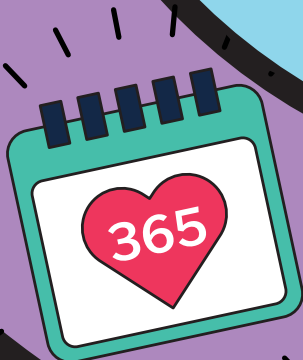
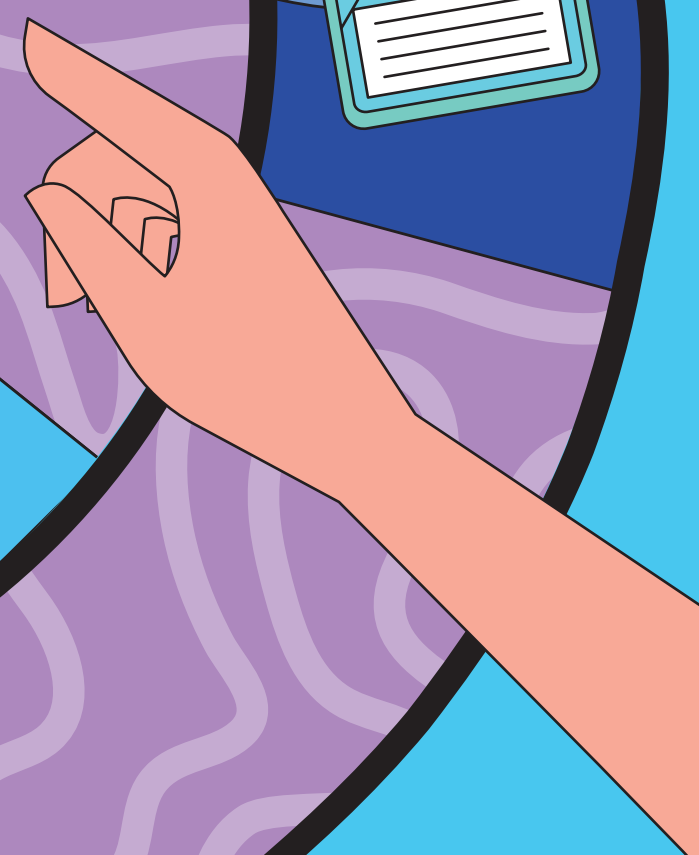
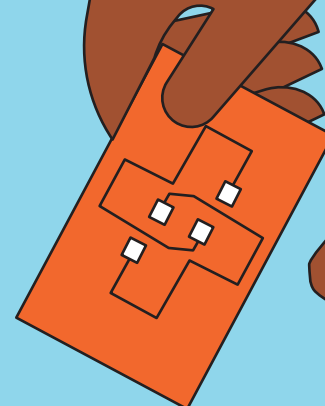
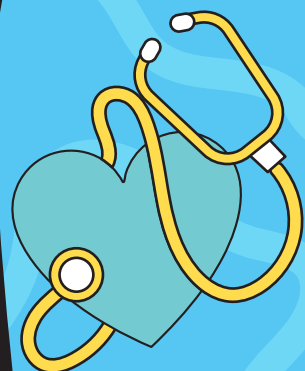
**Ng Ah Moy,**  
Housekeeper, UEMS Solutions



START

# The Game Plan POWER UP WITH TECHNOLOGY

The Health Promotion Board leverages digital innovation to support individuals with tools to improve their wellness in ways that fit their lifestyles. Through the Healthy 365 app and other technology-enabled initiatives, users can access personalised challenges and rewards that encourage healthier choices. With every digital interaction, Singaporeans can track their progress and stay one step ahead in their wellness journey.





# Power Up with Technology

## Where Innovation Meets Wellness

### A Smarter Digital Health Companion

#### Expanding Features for Personalised Health Monitoring

In 2024, the Health Promotion Board (HPB) added several new features to the Healthy 365 app:

- April : Provided English, Mandarin, Malay and Tamil language options in the app to reach even more individuals.
- June : Piloted a Meal Log Challenge to encourage healthier eating habits through nudges and tailored recommendations.
- October : Introduced personalised goal setting to enable users to track their steps, moderate to vigorous physical activity and sleep duration. Additionally, milestone-based challenges were rolled out to help users maintain activity levels as recommended by national guidelines.
- December : Rolled out Starter Challenges to help less active users gradually build exercise habits through customised time-based challenges.

#### Seamless Rewards for Healthy Living

In 2024, HPB linked the Healthy 365 app with FairPrice Group's app, allowing users to earn Healthpoints automatically for purchasing healthier products at FairPrice, Kopitiam and Unity outlets. This integration complements the Eat, Drink, Shop Healthy Challenge app.

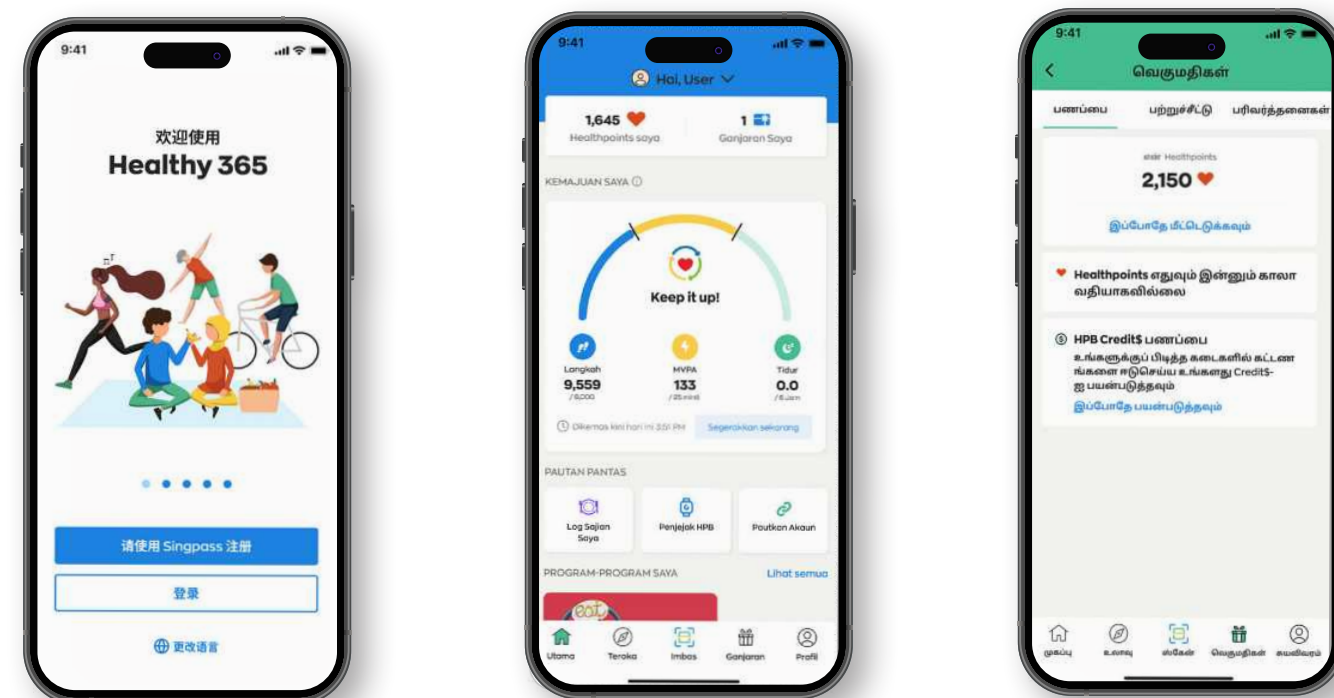
- Over 830,000 monthly active users on Healthy 365 app.
- Over 1.74 million users have signed up for Healthy 365 app, as of March 2025.
- 1 million users have set their health goals for the first time.
- 269,000 users participated in personalised Starter Challenges.
- Meal Log Challenge participants logged their meals three times more frequently than non-participants during the 1-month challenge period.
- Over 838,000 users participated in the Eat, Drink, Shop Healthy Challenge, with 542,000 active participants monthly.

*Initiatives like HPB's Healthy 365 app remind us how important it is to take control of our health and wellness journeys. As the nation's largest retailer, we are energised to work with HPB to leverage our network of over 570 touchpoints across the island to help reward Singaporeans when they make healthier choices in their daily lives.*

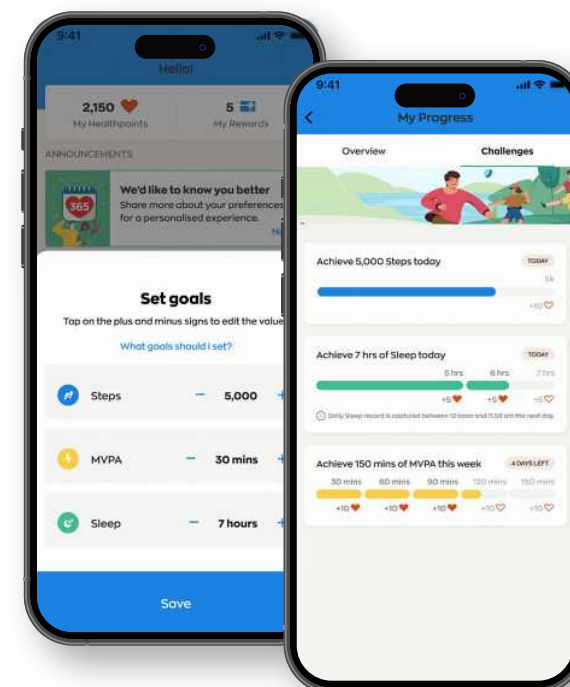
**Vipul Chawla,**  
Group CEO, FairPrice Group

*It has been a pleasure for Gardenia Singapore to actively engage with the community through our partnership with HPB on the Eat, Drink, Shop Healthy campaign. Together, we are dedicated to empowering Singaporeans to make healthier choices and promoting a wholesome lifestyle for all. We look forward to strengthening our partnership with HPB to support the journey towards a stronger, healthier nation for many years ahead.*

**Chen Shihui,**  
Brand Manager, Gardenia Singapore



Users can view the Healthy 365 app in their preferred language.



Eligible users receive customised Starter Challenges on the Healthy 365 app to improve their lifestyle behaviours.



The Meal Log Challenge encourages participants to log their meals and gain insights into their eating habits, helping them to make better food choices.

### Harnessing AI to Improve Health Interventions

In FY2024, HPB partnered Agency for Science, Technology and Research (A\*STAR) to develop a machine-learning segmentation model. The model delivers personalised nudges to Healthy 365 users based on their lifestyle behaviours and demographics, improving user engagement across digital touchpoints.

- 800,000 users received customised lifestyle interventions based on the machine-learning model.



Supporting Those at Risk of Diabetes Through Digital Coaching

In July 2024, HPB, Abbott and Health2Sync launched the DigiCoach pilot programme to help individuals with pre-diabetes or high BMI monitor their glucose levels and adopt healthier habits.

The 12-week programme combines Abbott’s FreeStyle Libre continuous glucose monitoring device with Health2Sync’s mobile app to provide real-time glucose tracking and digital coaching on how diet and physical activity can affect glucose levels.

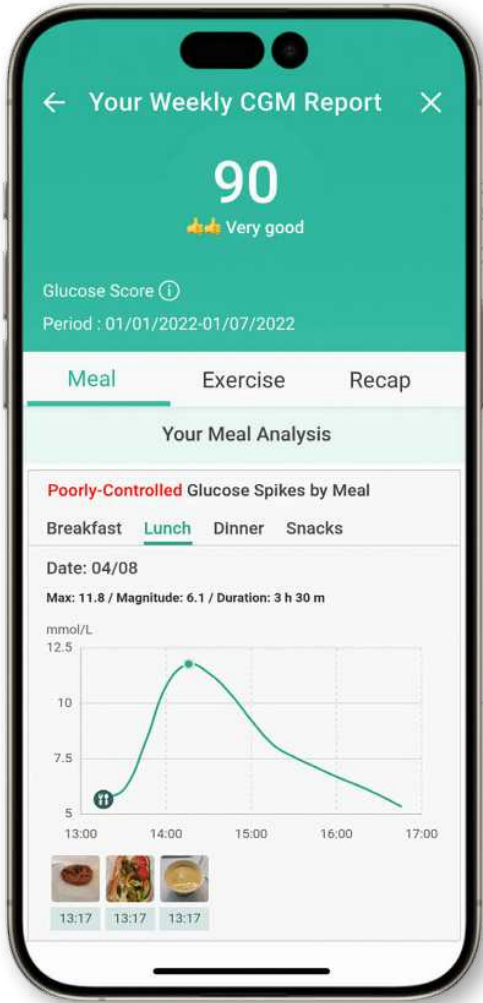
- More than 1,700 participants were onboarded to the programme, through targeted outreach efforts.

*The 12-week DigiCoach experience was insightful. After I was diagnosed with pre-diabetes, I joined the programme in July 2024 to learn how to proactively manage my condition. I realised that lifestyle changes don’t need to be drastic – small, consistent steps over time can make a real difference. The immediate, real-time feedback tailored to my physical activity and food intake was helpful – it allowed me to make timely lifestyle adjustments. I now make more conscious dietary decisions, like taking smaller meal portions, cutting back on snacks and sugary drinks, and going for light walks after meals to help manage post-meal glucose levels. I believe that regular monitoring of blood glucose levels will support better lifestyle choices and overall well-being.*

**Shawn Leong,**  
DigiCoach Participant

*The DigiCoach programme provided a positive experience, especially the educational content on healthy eating, which motivated me to pursue a healthier lifestyle.*

**Corina Ang,**  
DigiCoach Participant



DigiCoach’s charts combine participants’ food, physical activity and continuous glucose monitoring data, providing feedback to help participants make informed lifestyle changes.  
Photo credit: Health2Sync Pte Ltd

Complementing Clinical Care with Lifestyle Support for Management of Chronic Conditions

In November 2024, HPB, Google, ConnectedLife and Fullerton Health announced the launch of the HealthTrack SG programme.

The programme uses wearable devices and a mobile app to combine clinical data and lifestyle metrics, providing patients and doctors with a Wellness Score for timely monitoring of their overall health.

HealthTrack SG aims to improve chronic condition management, enhance doctor-patient collaboration through shared health insights, and deliver tailored nudges and recommendations to encourage sustained health improvements.

Expanding Digital Wellness Engagement

In January 2025, HPB and Apple revamped the LumiHealth app, enabling iPhone users to participate in weekly health challenges and guided wellness quests focused on physical activity, mental well-being and preventive health, without an Apple watch.

- 239,000 users on LumiHealth, as of March 2025.
- In FY2024, 63% of users completed at least one activity.
- 54% increase in weekly exercise minutes were logged by users with lower activity levels before using the app.
- Users who participated in mental well-being challenges completed four mindfulness sessions per week on average.

Securing Health Data

HPB continues to maintain stringent data governance, upholding the highest privacy and security standards to protect citizens’ health data while enabling responsible data sharing with partners.

We balance innovation with privacy as we develop effective and impactful health programmes for Singaporeans.



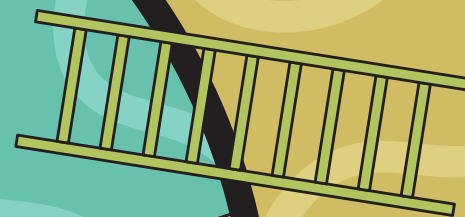
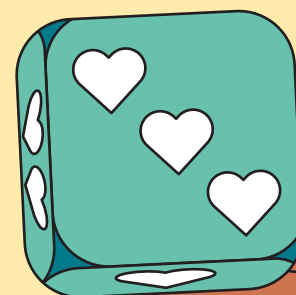
HealthTrack SG provides patients information on their overall wellness, highlighting areas in which they excel and those that require improvements.



START

# The Game Plan **OUR TEAM PLAYERS**

Behind all our efforts is a team of passionate individuals committed to driving health promotion. From shaping public health policies to leading global health dialogues and earning top accolades for their contributions, our people bring passion and purpose to the field. By forging vital partnerships and sharing expertise worldwide, they keep Singapore at the forefront of preventive health – every move advances the nation's well-being.





# Our Team Players

## Empowering People, Strengthening Global Networks

### Global Engagement and Knowledge Exchange

#### Recognised for Excellence in Public Health

The World Health Organization (WHO) awarded the Health Promotion Board (HPB) the WHO Healthy Cities Award for “Transforming Food Environments for Healthy Diets and Optimal Nutrition” at the 10th Global Conference of the Alliance for Healthy Cities in September 2024. The award recognised Singapore’s Nutri-Grade labelling and advertising restrictions on high-sugar and high-saturated fat beverages.



Mr Terence Ng, Director of Policy and Strategy Development, representing HPB to receive the 2024 WHO Healthy Cities Recognition Award for the implementation of Nutri-Grade measures.

#### Strengthening Global Health Leadership Through Key Appointments

HPB’s Chief Executive Officer (CEO), Mr Tay Choon Hong, was appointed chairman of the International Network of Health Promotion Foundations (INHPF) in 2024. At the INHPF Annual CEO Meeting held from 2 to 5 September 2024 in Brisbane, Australia, global health leaders discussed topics such as reducing the prevalence of smoking and vaping, preventing childhood obesity, and governance of health promotion organisations.

Dr Chew Ling, Group Director for Youth Preventive Service, serves as the Head of WHO Collaborating Centre for Health Promotion and Disease Prevention. As an expert member of the WHO-Southeast Asian Region Urban Health and Healthy Cities panel, Dr Chew plays a key role in shaping regional health strategies. HPB also showcased public health innovation at WHO-curated sessions at the Global Conference of the Alliance for Healthy Cities.



HPB CEO Mr Tay Choon Hong with INHPF members and driving a discussion at the INHPF Annual CEO Meeting.

#### Exchanging Knowledge on the Global Stage

In 2024, HPB continued to strengthen global health partnerships and exchanged knowledge on health promotion through multiple platforms and channels.

### Presentations at International Conferences

HPB showcased its expertise in health promotion at several prominent global events, including:

- April 2024 : World Health Summit Regional Meeting in Melbourne, Australia, where we shared about HPB’s innovative health programmes and learnt new global health trends.
- September 2024 : 10th Global Conference of the Alliance for Healthy Cities in Seoul, South Korea, where we highlighted Singapore’s approach in creating a healthy living environment and indicators to track HPB’s progress.
- October 2024 : 17th National Conference on Health Promotion and Environmental Health in Thailand, where we talked about Singapore’s approach on advancing health promotion through digital intervention.
- November 2024 : WHO Regional Meeting on Health Promoting Schools in Manila, Philippines, where we shared about our experience in fostering close partnerships with the education sector to promote health in schools.
- November 2024 : Taiwan Lifestyle Medicine Conference, where we spoke about HPB’s advanced precision public health capabilities through strategic knowledge sharing, providing insights on data-enabled nudging and digital tools to support tailored lifestyle interventions.



HPB CEO Mr Tay Choon Hong speaking at the panel discussion on the “Power of Finance and Investments for Addressing the Commercial Determinants of Health” at the World Health Summit Regional Meeting in Melbourne, Australia.



HPB representatives visiting the Korea Health Promotion Institute in Seoul.



HPB representatives supporting WHO sessions as panel speakers.

### Participation in Panel Discussions and Technical Meetings

In FY2024, HPB engaged in meaningful dialogues and shared insights through panel discussions such as the Health Promotion Jamboree in Kuala Lumpur, Malaysia, in October 2024 and technical meetings with senior health officers in Malaysia, Hong Kong, Thailand and Australia.



Malaysia’s Ministry of Health invited HPB to the Health Promotion Jamboree in Kuala Lumpur.



## Sharing of Experiences and Knowledge Exchange

HPB continued to contribute to the global health dialogue by sharing its experiences and best practices:

- HPB visited Malaysia's Ministry of Health, Malaysia, as well as World Health Organization's Western Pacific Region, China Office, to share about the implementation of the Nutri-Grade measures and promote harmonisation of front-of-pack labelling efforts across countries.
- Hosted health experts from China, South Korea, Germany, Sweden and the United Kingdom to showcase HPB's initiatives and exchange knowledge on health promotion.
- Staff participated in learning visits to the Intergenerational Masterclass on Health, Policy and Leadership in Melbourne, Australia, community health centres in South Korea and the 9th Digital Mental Health Congress.



HPB hosted Dr Robyn Littlewood, CEO of Health and Well-being from Queensland, Australia, Dalseo District Council of Daegu, and Permanent Secretary of UK's Department of Health and Social Care (top to bottom).

HPB staff attending the Intergenerational Masterclass on Health, Policy and Leadership in Melbourne, Australia.

## Developing a Future-Ready Workforce

### Enhancing Employee Well-being

Recognising the importance of mental well-being and work-life balance, HPB launched Wellbeing@Gov to provide stress management resources, coaching and a 24/7 helpline. In FY2024, staff used over 7,300 minutes of coaching and counselling services.

To further promote a healthy work environment, we introduced "Focus Fridays", a dedicated time for uninterrupted work and regular protected time for well-being activities. Additionally, we streamlined our flexible work arrangements through a new online request system, making it easier for staff to manage their work schedules while maintaining a healthy work-life balance.

To ensure workplace inclusivity, HPB aligned with Public Service policies on workplace discrimination, the

Workplace Fairness Legislation and Tripartite Guidelines on Fair Employment Practices. HPB also introduced staff education programmes and an e-module on recruitment practices for hiring managers, reinforcing our commitment to fostering an equitable and supportive work environment.

Our Wellness Ambassador Network and Ministry of Fun continued to promote staff well-being through peer-led activities and initiatives that enhance HPB's community spirit.

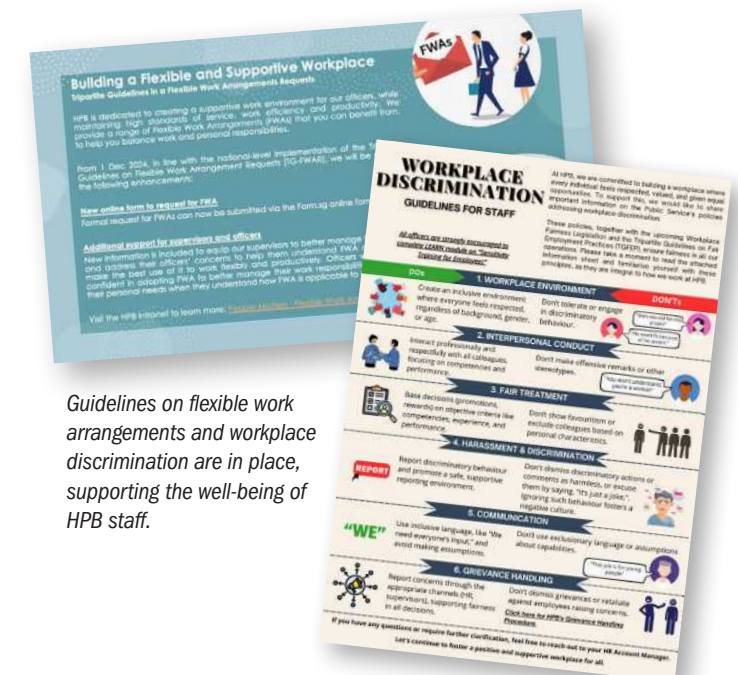
HPB also launched the Cross-Team Bonding Fund, aimed at strengthening interdivisional relationships and fostering engagement across teams. This initiative encourages social activities that promote collaboration and build a more connected workplace culture.



HPB staff having a fun time at HPB Sports Day 2024.



Cross-division teams participating in a team bonding session of laser tag.



Guidelines on flexible work arrangements and workplace discrimination are in place, supporting the well-being of HPB staff.



## Total Rewards and Retention

HPB conducted salary reviews to ensure competitiveness with market benchmarks and implemented the Ministry of Health's Award for Nurses' Grace, Excellence and Loyalty (ANGEL) Retention Scheme, benefitting over 100 nurses and supporting future recruitment.

We also enhanced staff benefits by adding attractions such as Bird Paradise and Night Safari to our corporate passes, and automated flexible benefits and education allowance payments.

To celebrate those who embodied HPB's core values of Excellence, People-centricity, Innovation and Collaboration (EPIC), more than 360 staff members and over 60 projects received awards in recognition of their dedication and commitment.



EPIC Awards winners receiving their awards at HPB Sports Day 2024, in recognition of their exemplary work.

## Culture of Excellence

HPB staff and projects were also recognised by external organisations for their exceptional contributions to public health. The prestigious accolades underscore their hard work, leadership and impact within the community.

### National Day Awards 2024

Nine outstanding staff members were honoured with the National Day Awards, acknowledging their exemplary service to the public and their instrumental roles in advancing HPB's mission.

Among the awardees were:

- Mr Philip Lee, former HPB Chairman (between 1 April 2017 and 31 March 2024), who was conferred the Public Service Star for his leadership in HPB's direction and success.
- Ms Dawn Lee, Director, Corporate Marketing, who was awarded the Public Administration Medal (Bronze) for her leading role in encouraging healthier lifestyles through innovative marketing communications.
- Ms Lydia Chua, Assistant Director, Healthy Food and Dining, and Ms Hoong Sook Wah, Higher Executive I, Performance and Rewards, who received the Commendation Medal and Efficiency Medal respectively for their contributions in ensuring operational efficiency, while considering the needs of their stakeholders and the organisation.
- Ms Vivian Sim, Director, Health Screening and Management, Ms Kamisah Binte Khamis, Higher Dental Therapist, and Ms Soosena D/O Samuel, Senior Executive I, Corporate Marketing, who were awarded the Long Service Medal to recognise 25 years of their dedicated service.

Other Notable Awards:

SingHealth Quality Service Award 2024 – The Youth Preventive Service team was honoured with 15 awards, including a prestigious Star Award. This recognition highlights the team's outstanding commitment to youth health and preventive care services.

18th Tan Chin Tuan Nursing Award for Enrolled Nurses – Ms Siti Nur Ain Mohamad Ismail, School Health Services, Youth Preventive Service, was awarded the Overall Champion award, a testament of her extraordinary dedication and contributions throughout her 17 years as a nurse.

Nurses' Merit Award – Ms Tan Chui Ting, Jane, Nurse Clinician, School Health Services, Youth Preventive Service, was recognised for her excellence in school health promotion.

Supply Chain Asia Awards 2024 – Mr Sebastian Chua, Director, Procurement, was conferred the Honorary Fellow Award for his leadership and excellence in supply chain management within HPB.

These accolades underscore the hard work and commitment of HPB staff in driving forward public health initiatives and enhancing the well-being of Singaporeans. Their achievements reflect the values of excellence, dedication and service that continue to inspire others within the organisation.



Youth Preventive Service officers receiving awards from Senior Minister of State for Health, Dr. Janil Puthucheary at the SingHealth Quality Service Award 2024.

Nurse Clinician Jane Tan earned the Nurses' Merit Award 2024 for her dedication to school health promotion.



## Talent Engagement and Leadership

In line with HPB's five-year strategic plan, we embarked on strategic workforce planning to identify critical skills and resource needs essential for building a future-ready workforce.

We enhanced the EPIC framework and introduced "Collaboration" as a core value, and rolled out our new customer experience strategy, HIIP (Holistic, Intuitive, Inspiring, Personalised).

To strengthen staff learning, we leveraged platforms such as the WOW (Wonders of Work) newsletter and monthly FuelUP knowledge-sharing sessions.

In our ongoing efforts to stay responsive to staff needs, we conducted the Pulse Survey in November 2024. The insights from this survey enabled us to address key concerns and ensure that our workforce remains motivated and aligned with HPB's mission.

Additionally, through platforms such as Leaders and Staff Townhalls, and CE Fireside Chats, HPB's leaders actively engaged with staff to share updates and celebrate achievements.





HPB CEO Mr Tay Choon Hong sharing with staff about HPB's five-year strategic plan.



Senior leadership team answering questions from staff at a Townhall session.



HPB's new customer experience strategy, HIIP (Holistic, Intuitive, Inspiring, Personalised) puts the citizen at the heart of all that we do.

### Investing in Talent Development

HPB remains committed to a competency-driven approach for staff, integrating functional competencies across all roles. We also identified learning opportunities for staff in critical emerging competencies such as behavioural science and human-centred design. 90 officers attended these training programmes from January to March 2025.

We awarded 24 scholarships and sponsorships to support staff in furthering their studies and developing their competencies.

### Building a Data-Driven Workforce

To enhance service delivery to citizens, HPB bolstered our data infrastructure and strengthened internal data engineering capabilities, facilitating officers' access to data.

HPB conducted a Data Landscape Study with 70 officers across 14 divisions to identify data opportunities and shape our data strategy, to guide the development of targeted training programmes.

We equip our officers with data literacy skills and empower them to use data analytics in developing more effective health solutions for Singaporeans.

HPB also introduced interactive and hands-on data literacy sessions to help staff analyse and apply data insights effectively, fostering data-driven decision-making across the organisation.



HPB CEO Mr Tay Choon Hong with HPB's scholarships and sponsorships programme recipients.

### Leadership and Team Development

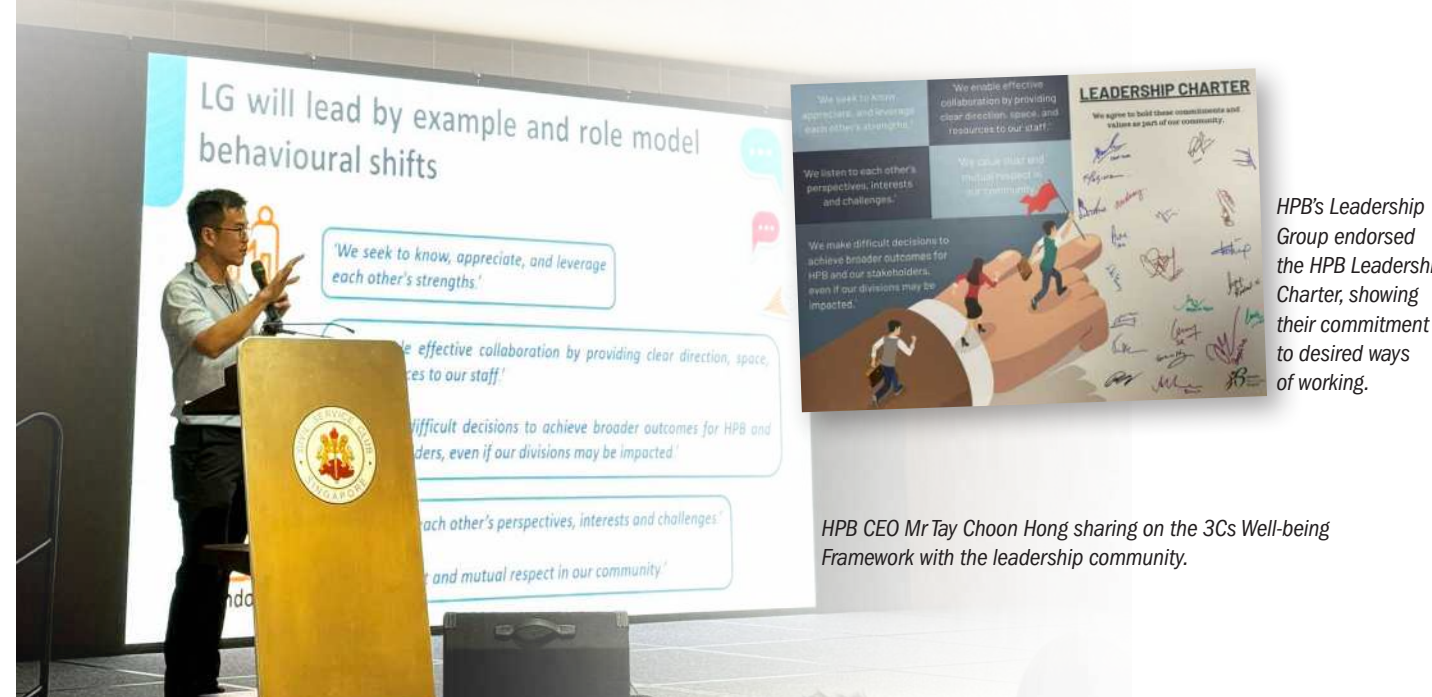
To foster a psychologically safe workplace, HPB introduced the 3Cs (Care, Connection, Candour) Well-being Framework and launched two skills-building programmes – Becoming Empathetic Leaders and Crucial Conversations®. These initiatives aim to better equip our leaders with essential leadership skills and support a healthy, open work environment.

We launched a Leadership Charter in July 2024, outlining principles for leaders in roles and responsibilities, communication norms and conflict resolution. The Leadership Group formally signed the charter and presented it to staff at the October 2024 Townhall, demonstrating their commitment to these guiding principles.

HPB also implemented 360-degree feedback for the Leadership Group, providing individual coaching and action planning to enhance leadership effectiveness.



HPB leaders attending workshops to learn more about effective leadership skills.



HPB CEO Mr Tay Choon Hong sharing on the 3Cs Well-being Framework with the leadership community.

HPB's Leadership Group endorsed the HPB Leadership Charter, showing their commitment to desired ways of working.



# ENVIRONMENTAL SUSTAINABILITY REPORT

Our environmental sustainability report reflects the Health Promotion Board's sustainability efforts and performance during the financial year 2024, from 1 April 2024 to 31 March 2025. The report summarises our efforts, progress and plans under the GreenGov.SG initiatives which advances the national agenda on sustainability development.

## Board and Senior Management Statement

In alignment with the Singapore Green Plan 2030, which established a national blueprint for sustainable development, we are committed to environmental sustainability. To demonstrate this, we promote sustainable practices in our service delivery and collaborate with stakeholders to reduce our carbon footprint, thereby minimising our environmental impact.

We prioritise sustainability through responsible resource management, prioritising the health and well-being of the nation and community, fostering good governance and safeguarding assets. By embracing sustainability, we ensure the long-term effectiveness of our health initiatives and contribute to a nation of healthy people.

### Our Approach

At Health Promotion Board (HPB), our approach to sustainability is aligned with GreenGov.SG initiatives. We implemented energy-efficient measures, upgraded to water-efficient fittings, improved waste management practices, encouraged greater recycling efforts and fostered a sustainable culture which included employee participation in sustainability events and workshops.

Additionally, we adopted green procurement practices for Information and Communications Technology (ICT) equipment and appliances procured meet the ENERGY STAR standards as well as eco-friendly office supplies. We will be continuously evolving our practices to reduce the environmental impact to foster a greener workplace.

## HPB's Assets and Premises

The Health Promotion Board (HPB) building built in 1997 is situated at 3 Second Hospital Avenue within the Singapore General Hospital campus. The Gross Floor Area is 32,147m<sup>2</sup> comprising mainly the space occupied by HPB, sub-tenants, common spaces, carpark and other ancillary rooms.

We have achieved Green Mark Platinum certification for our building.

## Sustainability Governance Structure

The Board of Directors provides oversight of Health Promotion Board's (HPB) sustainability goals and strategies. The Board is updated periodically on the progress of our sustainability performance towards the Singapore Green Plan 2030.

The Leadership Group, led by the Chief Executive Officer, oversees the formulation and implementation of sustainability initiatives, including building internal capability, as well as instilling a sustainability culture among our employees and stakeholders.

Our Board members bring with them diverse professional backgrounds and experiences in healthcare, financial and energy sectors to provide guidance aligned with our sustainable goals.

At the management level, HPB's Leadership Group drives and aligns organisational workstreams towards sustainability targets.

<b>Board of Directors</b>	<ul style="list-style-type: none"><li>Reviews and guides strategies, as well as sets HPB's performance objectives and monitors implementation/performance</li><li>Oversees progress against environmental goals and targets</li><li>Regularly updated on HPB's environmental issues and performance</li></ul>
<b>Leadership Group</b>	<ul style="list-style-type: none"><li>Oversees the assessment and management of environmental risks and opportunities</li></ul>
<b>Agency Manager - Director</b> (Finance, Administration and Legal Division)	<ul style="list-style-type: none"><li>Drives HPB's environmental sustainability strategies and initiatives</li><li>Provides updates to the HPB Leadership Group and Board of Directors on environmental issues and performance</li></ul>



## HPB'S Environmental Sustainability Targets and Performance

Under the GreenGov.SG framework, the Health Promotion Board (HPB) is committed to meet the environmental sustainability targets. We aim to peak our carbon emissions around 2025. By 2030, we aim to reduce our Energy Utilisation Index (EUI) and Water Efficiency Index (WEI) by 10% from the baseline average of 2018 – 2020 levels as well as reduce our Waste Disposal Index (WDI) by 30% from the 2022 levels.

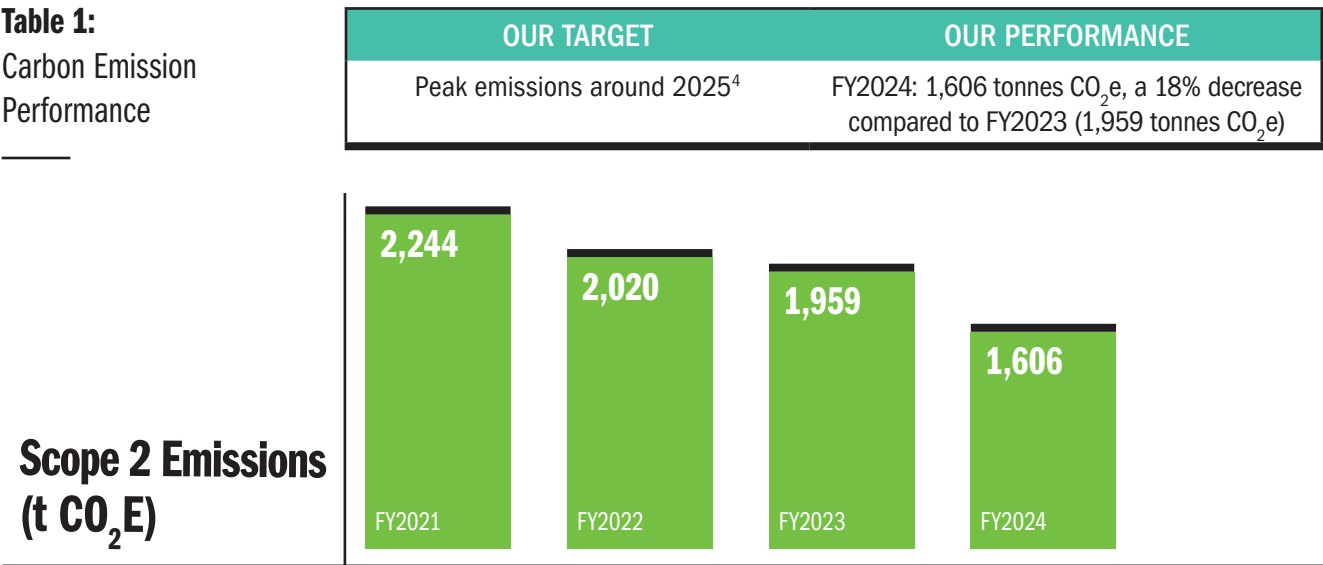
### Carbon Emission

Carbon emission assessments include direct and indirect emissions from energy consumption which are categorised into Scope 1<sup>1</sup>, 2<sup>2</sup> and 3<sup>3</sup> emissions. HPB's operations predominantly involve administrative activities, public health initiatives and educational campaigns aimed at promoting healthy lifestyles. Given the nature of our operations, we focus solely on Scope 2 emissions, which pertain to the consumption of energy to meet our operational requirements which include the air conditioning and lighting systems. Scope 1 emissions are not applicable to HPB as we do not incur direct emissions such as those from vehicle fleet or on-site energy generation. Due to the complexities associated with accounting for activities conducted on our behalf that are outside of our direct control, we will not be including Scope 3 emissions in this report.

#### Scope 2 Carbon Emission

In FY2024, our adoption of energy-efficient practices resulted in a reduction in energy consumption. HPB's carbon emission decreased by 18% when compared to FY2023 as reflected in Table 1 below.

Table 1:  
Carbon Emission  
Performance



<sup>1</sup> Scope 1 emissions refer to direct emissions from sources owned or controlled by HPB.  
<sup>2</sup> Scope 2 emissions refer to indirect emissions that result from the use of purchased electricity.  
<sup>3</sup> Scope 3 emissions refer to all other indirect emissions that are a consequence of the activities of HPB but occur from sources not owned or controlled by HPB.  
<sup>4</sup> Aligned to GreenGOV.SG target for government agencies

### Energy Consumption

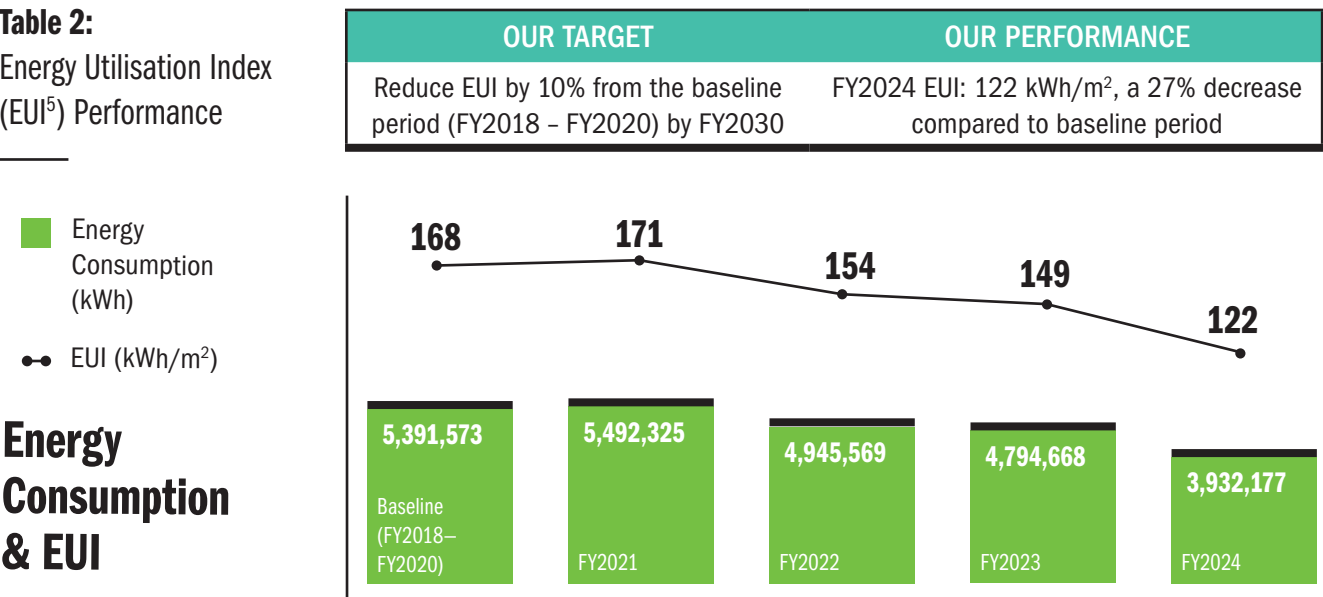
In FY2024, HPB's EUI of 122 kWh/m<sup>2</sup> improved by 27% compared to baseline period (FY2018 – FY2020) and 18% from FY2023, as shown in Table 2.

#### Initiatives and Upcoming Plans

In our ongoing efforts to enhance energy efficiency, we have implemented measures which reduced our energy consumption such as continued maintenance of office temperature at 25 degrees Celsius, progressive installation of energy efficient LED lights and motion sensors in low footfall areas (e.g. staircases, toilets and pantries), replacement of air conditioning cooling towers, switching off lights during lunch breaks, closed outdoor garden after office hours and piloted hybrid cooling systems in meeting rooms to install ceiling fans.

While we have met our target, HPB will continue to invest in energy efficient initiatives to reduce energy consumption. This will include the implementation of a hybrid cooling system in all our meeting rooms, focused on optimising our energy consumption while maintaining comfort levels, further supporting our efforts to reduce our EUI and carbon emissions.

Table 2:  
Energy Utilisation Index  
(EUI<sup>5</sup>) Performance



### Water Consumption

In FY2024, HPB's WEI of 52 litres/person/day, improved by 35% as compared to baseline period (FY2018 – FY2020) and 17% from FY2023 as shown in Table 3.

#### Initiatives and Upcoming Plans

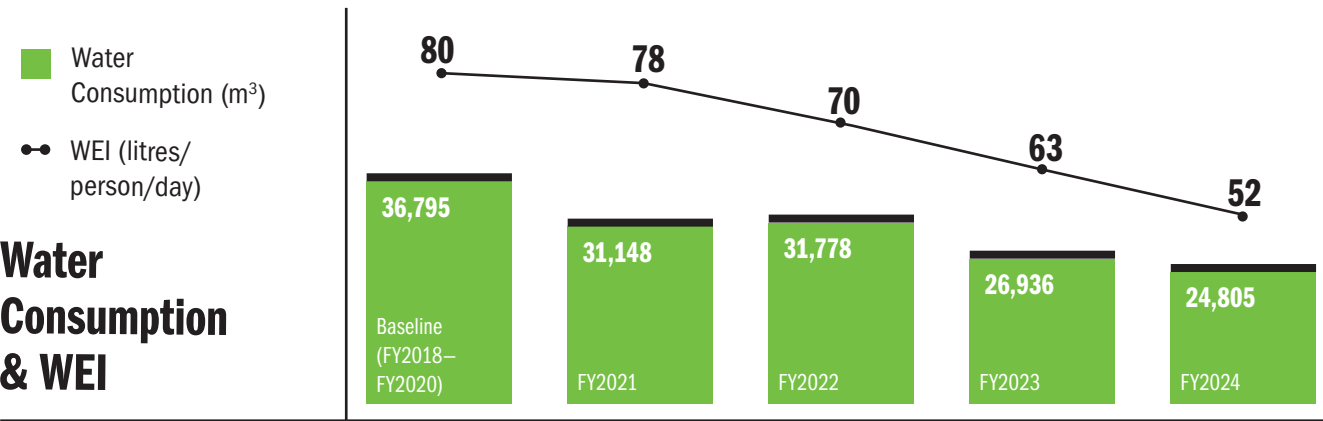
We have implemented water conservation measures to reduce water consumption without compromising on functionality such as switching to water fittings (including water taps) in toilets and pantries with at least a 3-tick rating under PUB's Water Efficiency Labelling Scheme (WELS) requirements, prompt detection and repair of water leakages, installing bidet seats in toilet cubicles, ensuring our facilities fully comply with the water efficiency standards.

While we have met our target, HPB will continue to explore more water saving measures to reduce water consumption.

<sup>5</sup> Energy Utilisation Index (EUI) – amount of electricity used per floor area.



**Table 3:**  
Water Efficiency Index (WEI<sup>6</sup>) Performance



## Water Consumption & WEI

### Waste Management

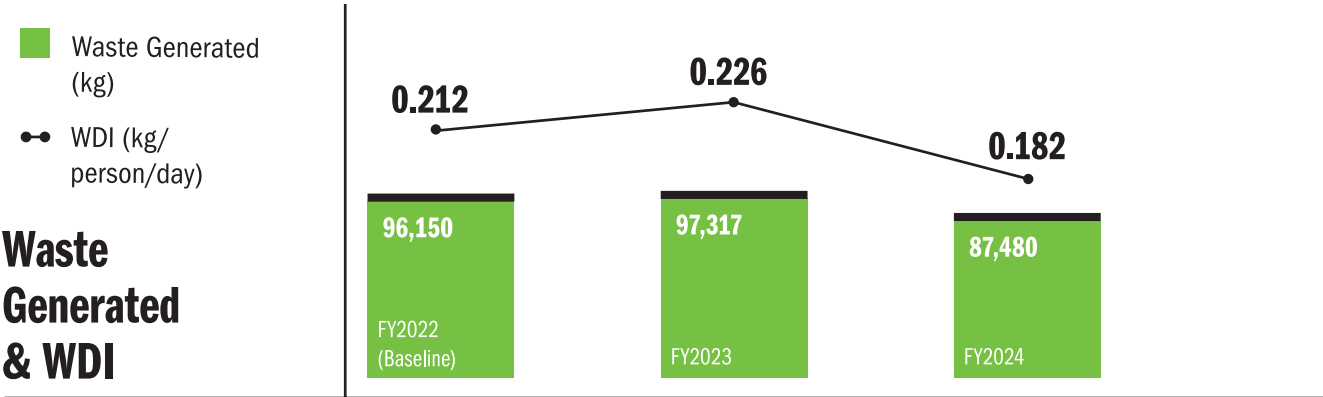
In FY2024, HPB’s WDI of 0.182 kg/person/day improved by 14% as compared to baseline period (FY2022) and 19% from FY2023, as shown in Table 4.

#### Initiatives and Upcoming Plans

In addition to encouraging greater recycling efforts by placing recycling bins at convenient locations, we have implemented a food waste digester at the cafeteria. This system converts food waste into non-potable liquid, significantly reducing general waste thereby, supporting sustainable waste management practices.

We will intensify efforts towards meeting the target reduction of 30% in WDI by 2030, compared to 2022 levels. As part of these efforts, we will be implementing a new food waste segregation initiative in our cafeteria which marks a proactive approach to addressing waste reduction. To further reduce waste generation, we are piloting more efficient hand dryers and motion sensor paper towel dispensers in the washrooms. Looking forward, we will also be looking into the feasibility of centralising office printers, thereby optimising resource use and encouraging more mindful printing practices.

**Table 4:**  
Waste Disposal Index (WDI<sup>7</sup> Performance)



<sup>6</sup> Water Efficiency Index (WEI) – amount of water used per person per day.  
<sup>7</sup> WDI is defined as the total waste disposed of per day divided by the total number of public officer headcount including visitors to the premises.

## Building a Sustainable Culture

Sustainability at Health Promotion Board (HPB) is a collective effort involving our employees. They are key to embedding eco-friendly practices in our daily operations, from reducing energy and water use to recycling. HPB raises awareness and fosters a green culture through electronic direct mailers, events, workshops and office initiatives.

- 28 April 2024: We organised a successful beach and park cleaning event that saw enthusiastic participation from our employees, along with their family and friends. The Sunday morning activity not only contributed to keeping Singapore clean and green but also helped participants appreciate the importance of environmental sustainability.
- 2 October 2024: Our employees participated in a creative workshop to upcycle unwanted T-shirts into reusable tote bags and tassels, creating practical items that continue to be used, demonstrating the long-term impact of such initiatives.
- 26 March 2025: To further advocate for sustainability, we engaged our employees and the public on sustainable practices by organising a Green Fair event, where booths were set up at our main lobby to educate participants on recycling and upcycling, along with booths selling sustainable products.



Upcycling Workshop on 2 October 2024.



Green Fair Sustainability Roadshow on 26 March 2025.



# CORPORATE GOVERNANCE

The Health Promotion Board was established on 1 April 2001 to perform the functions, objects and duties set out in the Health Promotion Board Act (Chapter 122B) (the “Act”).

## Board of Directors

As at 31 March 2025, the Board of Directors (the “Board”) comprises 10 independent members from a variety of sectors including academia, audit, healthcare and the public sector. It is committed to ensuring the highest standards of corporate governance and managing operations and programmes well to achieve its objectives. The Board reviews and approves the Health Promotion Board (HPB)’s strategies, plans and financial budgets to ensure that activities and resources allocated are optimised to meet HPB’s objectives and key priorities. It ensures that internal control systems and processes are in place to comply with applicable laws and regulations and to preserve integrity and transparency within HPB. The Board also approves documented human resource policies in the key areas of recruitment, remuneration and benefits.

There are four board committees with written terms of reference approved by the Board. These committees are the Personnel Board, Audit and Risk Management Committee, Medical and Dental Board, and Finance and Investment Committee. Each committee helms the different aspects of strategic and operational management and control.

The members of the Board are paid allowances based on a tiered structure, which takes into consideration the different workload and responsibilities held by the various members as shown:

POSITION	ALLOWANCE FOR FY2024/2025 (\$)
Chairman of the Board	22,500
Chairman of Audit and Risk Management Committee	16,875
Member of Audit and Risk Management Committee and Chairman of Sub-Committee	11,250
Member	5,625

## Disclosure and Transparency

There are clear policies and procedures for board members and staff to declare, prevent and address potential or actual conflicts of interest. Where conflict of interest arises, they do not vote or participate in discussions and decision-making on the subject matter.

All staff are expected to uphold the integrity of the Public Service to instil public confidence and trust by adhering to the Health Promotion Board (HPB)’s Code of Conduct.

Among the top three HPB key executives in FY2024/2025, three key executives receive annual remuneration between \$600,000 and \$800,000. The annual remuneration includes salary, bonus, benefits and employers’ CPF contributions.

## Reserve Policy Statement

The Health Promotion Board (HPB) manages its reserves judiciously and reviews it annually to ensure long-term financial sustainability. As at 31 March 2025, HPB’s reserves stood at \$99.7 million (or 23% of HPB’s annual expenditure) and are unrestricted for use to fund capital and operational requirements, including the funding of deficits as and when they arise.



## Board Meeting Attendance

Four meetings were convened in FY2024/2025, on 27 June 2024, 12 September 2024, 5 December 2024 and 27 March 2025.

APPOINTMENT	NAME	ATTENDED
Chairman	Mr Wong Kim Yin	4
Member	Mr Alan Goh <sup>(a)</sup>	1
Member	Dr Ayesha Khanna <sup>(a)</sup>	1
Member	Prof Chua Hong Choon <sup>(b)</sup>	4
Member	Prof Fatimah Lateef <sup>(a)</sup>	4
Member	Mr Gerard Toh Wen-Wei <sup>(c)</sup>	4
Member	Dr Lim Kuo-Yi (Term ended 30 June 2024)	1
Member	Ms Tang Zhi Hui	1
Member	Mr TK Udairam <sup>(d)</sup>	4
Member	Mr Tony Low	3
Member	Prof Teo Yik Ying	2

(a) Member, Audit and Risk Management Committee  
(b) Chairman, Medical and Dental Board  
(c) Chairman, Audit and Risk Management Committee  
(d) Chairman, Finance and Investment Committee

## Risk Management and Internal Controls

### Risk Management

The Risk Management Steering Committee, chaired by the Chief Executive Officer, serves as the apex management body overseeing risk management at the Health Promotion Board (HPB). Supported by the Risk Management, Operational Excellence and Compliance Division in collaboration with divisions across the organisation, this governance structure ensures the effectiveness of risk controls and compliance with relevant policies, guidelines and internal procedures.

HPB has established an Integrated Risk Management Framework to comprehensively address risks, from risk identification to incident management, and business continuity management. Aligned with the ISO 31000 Risk Management Standard, the Framework advocates for a systematic and proactive approach to managing risks, fostering a culture of risk awareness and continuous improvement. Risk management and mitigation strategies are integral to HPB’s daily operations, annual planning and budgeting.

The management highlights significant matters relating to risk management and controls to the Board and the Audit and Risk Management Committee (ARMC) as necessary.

### Whistle-blowing Policy

A Whistle-blowing (Internal Disclosure) policy is in place to provide an avenue for staff, suppliers, customers, contractors and other stakeholders to raise concerns about possible improprieties and wrongful practices in HPB, which go to secured channels manned by the Internal Audit Division. Information provided is kept strictly confidential and all cases are reported to the ARMC.

### Internal Audit

The Internal Audit Division reports to the ARMC and operates independently from the other divisions of HPB. In accordance with the HPB Internal Audit Charter, the Internal Audit Division provides independent and objective assessments to the management and ARMC on the adequacy and effectiveness of governance, risk management and controls processes within HPB. This is aligned with the International Standards for the Professional Practice of Internal Auditing set by the Institute of Internal Auditors.



# ANNUAL FINANCIAL STATEMENTS

## Statement by Directors

For the financial year ended 31 March 2025

We, Wong Kim Yin and Tay Choon Hong, on behalf of Health Promotion Board (the “Board”), do hereby state that, in our opinion:

- (a) The accompanying statement of financial position, statement of comprehensive income, statement of changes in equity and statement of cash flows together with the notes thereto are drawn up so as to give a true and fair view of the financial position of the Board as at 31 March 2025 and the financial performance, changes in equity and cash flows of the Board for the financial year then ended; and
- (b) At the date of this statement, there are reasonable grounds to believe that the Board will be able to pay its debts as and when they fall due.

On behalf of the Board



**Wong Kim Yin**  
Chairman



**Tay Choon Hong**  
Chief Executive Officer

18 June 2025



# Independent Auditor’s Report to the Member of Health Promotion Board

For the financial year ended 31 March 2025

## Report on the Audit of the Financial Statements

### Opinion

We have audited the financial statements of Health Promotion Board (the “Board”), which comprise the statement of financial position as at 31 March 2025, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the financial year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018, Act 5 of 2018 (the “Public Sector (Governance) Act”), the Health Promotion Board Act 2001 (the “Act”) and Statutory Board Financial Reporting Standards in Singapore (“SB-FRS”) so as to present fairly, in all material respects, the state of affairs of the Board as at 31 March 2025 and of the results, changes in equity and cash flows of the Board for the financial year ended on that date.

### Basis for Opinion

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

# Independent Auditor’s Report to the Member of Health Promotion Board –[continued]–

For the financial year ended 31 March 2025

## Report on the Audit of the Financial Statements (Continued)

### Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor’s report thereon.

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

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

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

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

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

Those charged with governance are responsible for overseeing the Board’s financial reporting process.



# Independent Auditor’s Report to the Member of Health Promotion Board –[continued]–

For the financial year ended 31 March 2025

## Report on the Audit of the Financial Statements (Continued)

### Auditor’s Responsibilities for the Audit of the Financial Statements

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

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

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

# Independent Auditor’s Report to the Member of Health Promotion Board –[continued]–

For the financial year ended 31 March 2025

## Report on the Audit of the Financial Statements (Continued)

### Auditor’s Responsibilities for the Audit of the Financial Statements (Continued)

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

## Report on Other Legal and Regulatory Requirements

### Opinion

In our opinion:

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

### Basis for Opinion

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



# Independent Auditor's Report to the Member of Health Promotion Board –[continued]–

For the financial year ended 31 March 2025

## Report on Other Legal and Regulatory Requirements (Continued)

### Responsibilities of Management for Compliance with Legal and Regulatory Requirements

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

### Auditor's Responsibilities for the Compliance Audit

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

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

BDO LLP

### BDO LLP

Public Accountants and  
Chartered Accountants

Singapore  
18 June 2025

# Statement of Financial Position

As at 31 March 2025

	Note	2025 \$'000	2024 \$'000
<b>Non-current assets</b>			
Property, plant and equipment	3	17,782	25,943
Intangible assets	5	9,412	5,705
Financial assets, at amortised cost	6	14,617	14,418
		41,811	46,066
<b>Current assets</b>			
Receivables	7	5,991	8,443
Prepayments		2,945	2,067
Grant receivables	8	8,583	9,556
Cash and cash equivalents	10	206,256	212,822
		223,775	232,888
<b>Current liabilities</b>			
Payables and accruals	11	85,758	90,784
Lease liabilities	4	5,383	5,208
Grants received in advance	8	1,060	3,094
Provision for contribution to consolidated fund	18	3,222	6,077
		95,423	105,163
<b>Net current assets</b>		128,352	127,725
<b>Non-current liabilities</b>			
Deferred capital grants	12	178	98
Lease liabilities	4	5,307	10,461
Obligations in respect of pension scheme	13	7,387	6,933
		12,872	17,492
<b>Net assets</b>		157,291	156,299
<b>Equity</b>			
Share capital	14	57,630	56,006
Accumulated surplus			
- General funds		99,661	100,293
		157,291	156,299

The accompanying notes form an integral part of these financial statements.



## Statement of Comprehensive Income

For the financial year ended 31 March 2025

		General Funds		Restricted Funds		Total	
	Note	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>Income</b>							
Fees & charges	16	2,267	2,389	1	-	2,268	2,389
Sponsorship income	16	-	-	224	232	224	232
Donation income		-	-	734	588	734	588
Interest income		7,102	6,067	-	-	7,102	6,067
Other income		12	114	-	-	12	114
		9,381	8,570	959	820	10,340	9,390
<b>Expenditure</b>							
Staff cost	17	(114,883)	(106,582)	(945)	(625)	(115,828)	(107,207)
Programme, supplies & marketing		(135,946)	(154,906)	(80,061)	(52,960)	(216,007)	(207,866)
Maintenance		(28,331)	(20,823)	(27,947)	(33,479)	(56,278)	(54,302)
Fixed asset depreciation & amortisation of intangible assets		(10,177)	(9,522)	(1,693)	(1,595)	(11,870)	(11,117)
General & administrative		(10,081)	(1,629)	(15,126)	(17,815)	(25,207)	(19,444)
		(299,418)	(293,462)	(125,772)	(106,474)	(425,190)	(399,936)
<b>Deficit before grants</b>							
		(290,037)	(284,892)	(124,813)	(105,654)	(414,850)	(390,546)

The accompanying notes form an integral part of these financial statements.

## Statement of Comprehensive Income –[continued]–

For the financial year ended 31 March 2025

		General Funds		Restricted Funds		Total	
	Note	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>Grants</b>							
Government							
operating grants	9	308,932	320,513	124,138	104,977	433,070	425,490
Non-government							
operating grants	9	-	-	675	677	675	677
Deferred government							
capital grants amortised	12	56	127	-	-	56	127
		308,988	320,640	124,813	105,654	433,801	426,294
<b>Surplus before contribution to consolidated fund for the financial year</b>							
		18,951	35,748	-	-	18,951	35,748
Contribution to consolidated fund	18	(3,222)	(6,077)	-	-	(3,222)	(6,077)
<b>Net surplus for the financial year</b>		15,729	29,671	-	-	15,729	29,671
<b>Other comprehensive income:</b>							
Actuarial losses on obligation in respect of pension scheme		(781)	-	-	-	(781)	-
<b>Total comprehensive income for the financial year</b>		14,948	29,671	-	-	14,948	29,671

The accompanying notes form an integral part of these financial statements.



# Statement of Changes in Equity

For the financial year ended 31 March 2025

	Note	Share capital \$'000	Accumulated surplus General funds \$'000	Total \$'000
<b>2025</b>				
Beginning of financial year		56,006	100,293	156,299
Issuance of ordinary shares	14	1,624	-	1,624
Net surplus for the financial year		-	15,729	15,729
<b>Other comprehensive income:</b>				
Actuarial losses on obligation in respect of pension scheme		-	(781)	(781)
Total comprehensive income for the financial year		-	14,948	14,948
<b>Total transactions with owners, recognised directly in equity</b>				
Dividends paid	15	-	(15,580)	(15,580)
End of financial year		57,630	99,661	157,291
<b>2024</b>				
Beginning of financial year		51,237	78,680	129,917
Issuance of ordinary shares	14	4,769	-	4,769
Net surplus for the financial year		-	29,671	29,671
<b>Total transactions with owners, recognised directly in equity</b>				
Dividends paid	15	-	(8,058)	(8,058)
End of financial year		56,006	100,293	156,299

The accompanying notes form an integral part of these financial statements.

# Statement of Cash Flows

For the financial year ended 31 March 2025

	Note	2025 \$'000	2024 \$'000
<b>Cash flows from operating activities</b>			
Deficit before grants		(414,850)	(390,546)
Adjustments for:			
- Depreciation of property, plant and equipment		9,156	8,937
- Gain on disposal of property, plant and equipment		(8)	(4)
- Amortisation of intangible assets		2,714	2,180
- Interest income		(7,102)	(6,067)
- Interest expense		757	203
		(409,333)	(385,297)
Changes in working capital:			
- Receivables		2,652	(556)
- Prepayment		(878)	1,095
- Payables and accruals		(8,822)	12,303
<b>Cash flows used in operations</b>		(416,381)	(372,455)
- Obligations in respect of pension scheme		(448)	(451)
- Payment of contribution to consolidated fund		(6,077)	(2,289)
<b>Net cash used in operating activities</b>		(422,906)	(375,195)
<b>Cash flows from investing activities</b>			
Additions to property, plant and equipment		(392)	(204)
Additions to intangible assets		(2,624)	(3,399)
Proceeds from disposal of property, plant and equipment		10	6
Purchase of investments		-	(9,407)
Interest received		6,702	4,811
<b>Net cash generated from/(used in) investing activities</b>		3,696	(8,193)
<b>Cash flows from financing activities</b>			
Government grants received		432,024	411,952
Non-government grants received		796	533
Proceeds from issuance of shares		1,624	4,769
Principal repayment of lease liabilities		(5,584)	(5,042)
Interest paid		(636)	(76)
Dividends paid		(15,580)	(8,058)
<b>Net cash generated from financing activities</b>		412,644	404,078
<b>Net change in cash and cash equivalents</b>		(6,566)	20,690
<b>Cash and cash equivalents at beginning of financial year</b>	10	212,822	192,132
<b>Cash and cash equivalents at end of financial year</b>	10	206,256	212,822

The accompanying notes form an integral part of these financial statements.



# Notes to the Financial Statements

For the financial year ended 31 March 2025

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

## 1. General information

Health Promotion Board (the “Board”) was established on 1 April 2001 under the provisions of the Health Promotion Board Act 2001 (the “Act”) and is under the purview of Ministry of Health. As a statutory board, the Board is subject to the directions of Ministry of Health, and is required to implement policies and policy changes as determined by its supervisory ministry. The Board’s registered office is located at 3 Second Hospital Avenue, Singapore 168937.

The principal activities of the Board are to:

- (a) advise the Government, either of its own motion or upon request made to it by the Minister, on all matters connected with the promotion of good health and healthy lifestyles amongst the people of Singapore, including the formulation of policies, the creation of conditions and the provision of public facilities that are conducive to the promotion of good health and healthy lifestyles amongst the people of Singapore;
- (b) devise, organise and implement programmes and other activities for or related to the promotion of good health and healthy lifestyles amongst the people of Singapore, health education programmes and programmes and other activities for or related to the prevention or detection of diseases;
- (c) collaborate with any organisation to devise, organise and implement, or to provide support or assistance to any organisation in devising and implementing any of the programmes or activities referred to in paragraph 1(b);
- (d) monitor and conduct investigations and research into any matter relating to the health and nutritional statuses of the people of Singapore;
- (e) promote a healthy food supply in Singapore;
- (f) determine, establish and recommend nutritional standards and dietary guidelines, and guidelines for the provision of nutritional information;
- (g) provide healthcare services (including medical, dental, health-screening and immunisation services) to school children and such other persons or class of persons as the Board thinks fit;
- (h) provide consultancy services to Government departments, members of the healthcare industry and the private sector on matters relating to health education, the preservation and promotion of health, healthy lifestyles and healthy dietary practices and the prevention and detection of diseases; and

# Notes to the Financial Statements –[continued]–

For the financial year ended 31 March 2025

## 1. General information (Continued)

- (i) represent the Government internationally on matters related to or connected with health education, the preservation and promotion of health and the prevention and detection of diseases.

## 2. Material accounting policy information

### 2.1 Basis of preparation

#### Statement of compliance

These financial statements of the Board have been prepared in accordance with the provisions of the Public Sector (Governance) Act 2018, Act 5 of 2018 (the “Public Sector (Governance) Act”), the Health Promotion Board Act 2001 (the “Act”) and Statutory Board Financial Reporting Standards (“SB-FRS”). SB-FRS include Statutory Board Financial Reporting Standards, Interpretations of SB-FRS and SB-FRS Guidance Notes as promulgated by the Accountant-General.

#### Basis of measurement

The financial statements have been prepared in accordance with SB-FRS under the historical cost convention, except as disclosed in the accounting policies below.

The financial statements are presented in Singapore dollars (\$) which is the functional currency of the Board. All financial information presented in Singapore dollars has been rounded to the nearest thousand (\$’000), except when otherwise stated.

The preparation of these financial statements in conformity with SB-FRS requires management to exercise its judgement in the process of applying the Board’s accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where estimates and assumptions are significant to the financial statements are disclosed in Note 2 to the financial statements and summarised below.

#### Significant accounting estimates and assumptions used:

- Pension expenses (Note 2.12 and 13)

Management is of the opinion that there are no critical judgements (other than those involving estimates) that have a significant effect on the amounts recognised in the financial statements.

2. Material accounting policy information (Continued)

2.1 Basis of preparation (Continued)

Interpretations and amendments to published standards effective in 2024

New or revised accounting standards and interpretations effective from 1 April 2024

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

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

New standards, amendments and interpretations issued but not yet effective

Certain new accounting standards and interpretations have been published that are effective in future reporting periods and have not been early adopted by the Board. The Board does not expect any of these standards upon adoption will have a material impact on the Board, except as follows:

*SB-FRS 118 Presentation and Disclosure in Financial Statements*

The SB-FRS 118 replaces SB-FRS 1 Presentation of Financial Statements and provides guidance on presentation and disclosure in financial statements and focuses on the statement of profit or loss.

SB-FRS 118 introduces:

- New structure on statement of profit or loss with defined subtotals;
- Disclosure related to management-defined performance measures (MPMs), which are measures of financial performance based on a total or sub-total required by accounting standards with adjustments made (e.g. ‘adjusted profit or loss’). A reconciliation of MPMs to the nearest total or subtotal calculated in accordance with accounting standards; and
- Enhanced principles on aggregation and disaggregation of financial information which apply to the primary financial statements and notes in general.

SB-FRS 118 will take effect on 1 January 2027. An impact assessment regarding the adoption of SB-FRS 118 is still underway and has not yet been completed.

2. Material accounting policy information (Continued)

2.2 Property, plant and equipment

Property, plant and equipment are initially measured at cost, subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

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

Depreciation on property, plant and equipment is recognised as an expense in the statement of comprehensive income on a straight-line basis over the estimated useful lives of each component of property, plant and equipment.

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

	Useful lives
Computers	5 years or shorter of unexpired lease term
Leasehold improvements	5 years or shorter of unexpired lease term
Furniture and fittings	8 years
Medical and other equipment	3 to 10 years
Motor vehicles	10 years
Office space	3 years or shorter of unexpired lease term

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are recognised in profit or loss when the changes arise.



2. Material accounting policy information (Continued)

2.3 Intangible assets

Intangible assets that are acquired by the Board, which have finite useful lives, are measured at cost less accumulated amortisation and accumulated impairment losses. Intangible assets are amortised in the statement of comprehensive income on a straight-line basis over their estimated useful lives of 3 to 5 years, from the date on which they are available for use.

**Computer software under development**

Computer software under development are stated at cost. Expenditure relating to the capital work-in-progress are capitalised when incurred. No depreciation is provided until the intangible assets are ready for use. Costs associated with maintaining the computer software are expensed off when incurred.

Computer software are subsequently carried at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised to profit or loss using the straight-line method over their estimated useful lives of 3 to 5 years.

Costs directly attributable to the development of computer software are capitalised as intangible assets only when technical feasibility of the project is demonstrated, the Board has an intention and ability to complete and use the software and the costs can be measured reliably.

2.4 Impairment of non-financial assets

The carrying amounts of the Board’s non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets’ recoverable amounts are estimated.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit (“CGU”) exceeds its estimated recoverable amount. Impairment losses are recognised in profit or loss.

2. Material accounting policy information (Continued)

2.5 Financial assets

(i) Classification and measurement

The Board classifies its financial assets into the amortised cost measurement category based on the following conditions:

- The financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

At initial recognition

At initial recognition, the Board measures a financial asset at its fair value, except for trade receivables that do not have a significant financing component which are measured at transaction price.

At subsequent measurement

Financial assets mainly comprise of cash and cash equivalents, receivables, grant receivables and quoted and unquoted debt securities.

The financial assets are subsequently measured at amortised cost under the effective interest method. The gross carrying amount is reduced by impairment losses, if any. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

(ii) Impairment

The Board assesses on forward looking basis the expected credit losses associated with its financial assets carried at amortised cost.

For receivables, grant receivables and cash and cash equivalents, the general 3-stage approach is applied. Credit loss allowance is based on 12-month expected credit loss if there is no significant increase in credit risk since initial recognition of the assets. If there is a significant increase in credit risk since initial recognition, lifetime expected credit loss will be calculated and recognised.

2. Material accounting policy information (Continued)

2.5 Financial assets (Continued)

(iii) Recognition and de-recognition

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

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

On disposal of a financial asset, the difference between the carrying amount and the sale proceeds is recognised in profit or loss.

2.6 Grants

Government grants and contributions received by the Board from other organisations for the purchase of depreciable assets are taken to grants received in advance account in the first instance. They are taken to the deferred capital grants account upon the utilisation of the grants for the purchase of assets which are capitalised.

Deferred capital grants are recognised in the statement of comprehensive income over the periods necessary to match the depreciation and write off of the assets purchased or donated, with the related grants. Upon the disposal of property, plant and equipment, the balance of the related deferred capital grants is recognised in the statement of comprehensive income to match the net book value of the property, plant and equipment disposed.

Government and other grants received by the Board to meet operating expenses are recognised as income in the year these operating expenses were incurred and there is reasonable assurance that the Board will comply with the conditions attached to it. Government grants are accounted for on the accrual basis.

Government grants are grants received from government bodies, including statutory boards. Funds received from all other organisations are classified as non-government grants.

2.7 Cash and cash equivalents

For the purpose of presentation in the statement of cash flows, cash and cash equivalents include cash at bank and cash placed with Accountant-General's Department ("AGD").

2. Material accounting policy information (Continued)

2.8 Payables and accruals

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

Payables and accruals are initially recognised at fair value, and subsequently carried at amortised cost using the effective interest method.

2.9 Share capital

Ordinary shares are capital injection by the Government in the Board and classified as equity. Incremental costs directly attributable to the issuance of new ordinary shares are deducted against the share capital account.

2.10 Funds

In view of the limitations and restrictions placed on the use of certain funds, resources for various purposes are classified for accounting and reporting purposes into separate funds in accordance with the activities or objectives specified for the use of those funds.

(a) General funds

General funds are available for use at the discretion of the management for the furtherance of the Board's objectives.

(b) Restricted funds

Restricted funds are those granted for a particular cause, the use of which is restricted to that cause.

2.11 Revenue recognition

(a) Fees & charges

The revenue for clinic services fee and course fee are recognised when the services are rendered over time on an hourly and daily basis respectively. Payment for the transaction price is due on the Board's credit term policy at the time the invoice is issued to the customers.



2. Material accounting policy information (Continued)

2.11 Revenue recognition (Continued)

(a) Fees & charges (Continued)

The Board provides service maintenance to the tenants of the building located at 3 Second Hospital Avenue, Singapore 168937. The revenue is recognised when the services are rendered over time on a monthly basis. Payment for the transaction price is due on the Board’s credit term policy at the time the invoice is issued to the tenants.

(b) Sponsorship income

Sponsorship income refers to contributions of cash, goods and/or services in support of the Board’s programmes and the Board is expected to provide publicity entitlement of approximately equal value to the sponsors. Sponsorship-in-kind are measured at the fair value of the cash, goods and/or services received and are recognised over time when the publicity entitlements are rendered.

(c) Donation income

Donation income refers to outright donations in kind in support of the Board’s programmes with no benefits given to the donors.

(d) Interest income

Interest income is recognised on a time-proportion basis using the effective interest method.

2.12 Employee benefits

Employee benefits are recognised as an expense, unless the cost qualifies to be capitalised as an asset.

(a) Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an employee benefit expense in the statement of comprehensive income in the periods during which services are rendered by employees.

2. Material accounting policy information (Continued)

2.12 Employee benefits (Continued)

(b) Employee leave entitlement

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

(c) Short-term employee benefits

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

(d) Post-employment benefits

Cost of providing defined benefit retirement scheme (the “HPB Pension Scheme”) is determined using the projected unit credit method, with actuarial valuations being carried out at least once in three years. The present value of obligation for all pensionable employees is determined by projecting each active employee’s benefits accrued from the starting date of their service with the Board (i.e., 1 April 2001) up to the valuation date, allowing for salary increases and the probability of earlier exits, and discounted using a long-term discount rate. The obligations to existing pensioners under the HPB Pension Scheme are calculated as the present value of pensions payable to the pensioners for their remaining lifetime.

At each valuation date, the total present value of obligation is compared to the book amount to determine the actuarial gain or loss. The Board recognises all actuarial gains and losses arising from post employment benefits in other comprehensive income and all expenses related to defined benefit plans in personnel expenses in the statement of comprehensive income.

Past service cost is recognised immediately to the extent that the benefits are already vested since the starting date of the pensionable employees’ service with the Board.

Certain actuarial estimates and assumptions directly influence the amount recognised in the statement of comprehensive income. Further details about the assumptions used and sensitivity analysis are disclosed and further explained in Note 13 to the financial statements.

Notes to the Financial Statements –[continued]–

For the financial year ended 31 March 2025

2. Material accounting policy information (Continued)

2.13 Lease

When the Board is the lessee

At the inception of the contract, the Board assesses if the contract contains a lease. A contract contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Re-assessment is only required when the terms and conditions of the contract are changed.

The office space lease contained an extension option upon completion of the existing lease term. Management has not included the extension option in the lease measurement as it requires approval by the Collector of Land Revenue.

▪ Right-of-use assets

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

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

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

▪ Lease liabilities

Lease liability is measured at amortised cost using the effective interest method. Lease liability shall be re-measured when:

- There is a change in the Board’s assessment of whether it will exercise an extension option; or
- There are modifications in the scope or the consideration of the lease that was not part of the original term.

Lease liability is re-measured with a corresponding adjustment to the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

▪ Short-term and low-value leases

The Board has elected to not recognise right-of-use assets and lease liabilities for short-term leases that have lease terms of 12 months or less and low value leases. Lease payments relating to these leases are expensed to profit or loss on a straight-line basis over the lease term.

Notes to the Financial Statements –[continued]–

For the financial year ended 31 March 2025

3. Property, plant and equipment

	Computers \$'000	Leasehold improvements \$'000	Furniture and fittings \$'000	Medical and other equipment \$'000	Motor vehicles \$'000	Office space \$'000	Total \$'000
<b>2025</b>							
<b>Cost</b>							
Beginning of financial year	11,409	11,364	359	17,508	4,302	28,318	73,260
Additions	-	41	6	345	-	-	392
Lease modifications	605	-	-	-	-	-	605
Disposals	(185)	-	-	(586)	-	-	(771)
End of financial year	11,829	11,405	365	17,267	4,302	28,318	73,486
<b>Accumulated depreciation</b>							
Beginning of financial year	9,772	8,103	242	14,073	2,011	13,116	47,317
Depreciation charge	1,705	891	27	1,036	430	5,067	9,156
Disposals	(185)	-	-	(584)	-	-	(769)
End of financial year	11,292	8,994	269	14,525	2,441	18,183	55,704
<b>Net book value</b>							
End of financial year	537	2,411	96	2,742	1,861	10,135	17,782

Right-of-use assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets and lease modifications are disclosed in Note 4.



## Notes to the Financial Statements –[continued]–

For the financial year ended 31 March 2025

### 3. Property, plant and equipment (Continued)

	Computers \$'000	Leasehold improvements \$'000	Furniture and fittings \$'000	Medical and other equipment \$'000	Motor vehicles \$'000	Office space \$'000	Total \$'000
<b>2024</b>							
<b>Cost</b>							
Beginning of financial year	11,455	11,364	374	17,761	4,302	13,116	58,372
Additions	-	-	-	204	-	-	204
Lease modifications	797	-	-	-	-	15,202	15,999
Disposals	(843)	-	(15)	(457)	-	-	(1,315)
End of financial year	11,409	11,364	359	17,508	4,302	28,318	73,260
<b>Accumulated depreciation</b>							
Beginning of financial year	8,577	7,214	230	13,347	1,581	8,744	39,693
Depreciation charge	2,037	889	27	1,182	430	4,372	8,937
Disposals	(842)	-	(15)	(456)	-	-	(1,313)
End of financial year	9,772	8,103	242	14,073	2,011	13,116	47,317
<b>Net book value</b>							
End of financial year	1,637	3,261	117	3,435	2,291	15,202	25,943

Right-of-use assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets and lease modifications are disclosed in Note 4.

## Notes to the Financial Statements –[continued]–

For the financial year ended 31 March 2025

### 4. Leases - The Board as a lessee

Nature of the Board's leasing activities

#### Office space

The Board leases office space for the purpose of providing healthcare services (including medical, dental, health-screening and immunisation services) to school children and for use as corporate offices.

#### Computers

The Board leases computer equipment used to improve the concurrent user capacity and overall reliability of applications.

There is no externally imposed covenant on these lease arrangements.

#### (a) Carrying amounts

ROU assets classified within Property, plant and equipment

	2025 \$'000	2024 \$'000
Office space	10,135	15,202
Computers	305	474
	10,440	15,676

#### (b) Depreciation charge during the financial year

	2025 \$'000	2024 \$'000
Office space	5,067	4,372
Computers	774	616
	5,841	4,988

#### (c) Carrying amounts

Lease liabilities

	2025 \$'000	2024 \$'000
Lease liabilities - Current	5,383	5,208
Lease liabilities - Non-current	5,307	10,461
	10,690	15,669

Notes to the Financial Statements –[continued]–

For the financial year ended 31 March 2025

4. Leases - The Board as a lessee (Continued)

(d) Interest expense

	2025 \$'000	2024 \$'000
Interest expense on lease liabilities	636	76

(e) Lease expense not capitalised in lease liabilities

	2025 \$'000	2024 \$'000
Short-term lease expense	193	382
Low-value lease expense	657	685
	850	1,067

(f) Total cash outflow for all leases in 2025 was \$7,070,000 (2024: \$6,185,000).

(g) There was \$605,000 lease modification of ROU assets during the financial year 2025 (2024: \$15,999,000).

(h) Reconciliation of liabilities arising from financing activities:

	Beginning of financial year \$'000	Principal and interest payment \$'000	Non-cash changes		End of financial year \$'000
			Interest expense \$'000	Lease modifications \$'000	
2025					
Lease liabilities	15,669	(6,220)	636	605	10,690
2024					
Lease liabilities	4,712	(5,118)	76	15,999	15,669

Notes to the Financial Statements –[continued]–

For the financial year ended 31 March 2025

5. Intangible assets

	Computer software \$'000	Computer software under development \$'000	Total \$'000
2025			
Cost			
Beginning of financial year	37,236	908	38,144
Additions	1,119	5,302	6,421
Written off	(1,145)	-	(1,145)
Transfer	234	(234)	-
End of financial year	37,444	5,976	43,420
Accumulated amortisation			
Beginning of financial year	32,439	-	32,439
Amortisation charge	2,714	-	2,714
Written off	(1,145)	-	(1,145)
End of financial year	34,008	-	34,008
Net book value			
End of financial year	3,436	5,976	9,412
2024			
Cost			
Beginning of financial year	40,260	2,805	43,065
Additions	2,491	908	3,399
Written off	(8,320)	-	(8,320)
Transfer	2,805	(2,805)	-
End of financial year	37,236	908	38,144
Accumulated amortisation			
Beginning of financial year	38,579	-	38,579
Amortisation charge	2,180	-	2,180
Written off	(8,320)	-	(8,320)
End of financial year	32,439	-	32,439
Net book value			
End of financial year	4,797	908	5,705

In the current financial year, included in computer software under development is an amount of approximately \$3,797,000 payable to suppliers.



Notes to the Financial Statements –[continued]–

For the financial year ended 31 March 2025

6. Financial assets, at amortised cost

	2025 \$'000	2024 \$'000
Quoted debt securities - Singapore	14,617	14,418
Beginning of financial year	14,418	4,896
Addition of financial assets	-	9,407
Amortised discount	199	115
End of financial year	14,617	14,418

As at 31 March 2025, debt securities are quoted and consists of three issues with nominal values amounting to \$4,000,000, \$10,000,000 and \$1,000,000 with coupon rates of 2.13%, 1.25% and 2.88% per annum and maturity dates on 1 June 2026, 1 November 2026 and 1 September 2027, respectively.

7. Receivables

	2025 \$'000	2024 \$'000
Trade receivables	2	1
Due from related parties (non-trade)	2,160	4,497
Other receivables	3,829	3,555
Security deposits	-	390
	5,991	8,443

The non-trade receivables from the related parties are unsecured, interest free and repayable on demand.

Included in other receivables are mainly the interest receivable from deposits under the Centralised Liquidity Management (“CLM”) Framework amounting to approximately \$3,438,000 (2024: \$3,237,000).

Notes to the Financial Statements –[continued]–

For the financial year ended 31 March 2025

8. Grant receivables/(grants received in advance)

Grant receivables			
The movement of grant receivables at the reporting date is as follows:			
	Note	2025 \$'000	2024 \$'000
(a) Government			
Beginning of financial year		9,450	8,207
Recognised in the statement of comprehensive income	9	403,605	399,736
Grants received during the financial year		(404,608)	(398,498)
Amount transferred to deferred capital grants	12	136	5
End of financial year		8,583	9,450
(b) Non-government – Temasek Foundation Cares CLG Limited			
Beginning of financial year		106	-
Recognised in the statement of comprehensive income	9	675	639
Grants received during the financial year		(781)	(533)
End of financial year		-	106

Grants received in advance			
The movement in grants received in advance during the financial year is as follows:			
	Note	2025 \$'000	2024 \$'000
(c) Government			
Beginning of financial year		3,094	15,394
Grants received during the financial year		27,416	13,454
Recognised in the statement of comprehensive income	9	(29,465)	(25,754)
End of financial year		1,045	3,094

Grants received during the financial year included \$11,400,000 (2024: \$7,816,000) for the purpose of dividend payment to Ministry of Finance.

Notes to the Financial Statements –[continued]–

For the financial year ended 31 March 2025

8. Grant receivables/(grants received in advance) (Continued)

Grants received in advance (Continued)

	Note	2025 \$'000	2024 \$'000
(d) Non-government – Temasek Foundation Cares CLG Limited			
Beginning of financial year		-	38
Grants received during the financial year		15	-
Recognised in the statement of comprehensive income	9	-	(38)
End of financial year		15	-

9. Grant recognised in the statement of comprehensive income

	Note	2025 \$'000	2024 \$'000
Government operating grants			
Transferred from grants receivables	8(a)	403,605	399,736
Transferred from grants received in advance	8(c)	29,465	25,754
		433,070	425,490
Non-government operating grants - Temasek Foundation Cares CLG Limited			
Transferred from grants receivables	8(b)	675	639
Transferred from grants received in advance	8(d)	-	38
		675	677

10. Cash and cash equivalents

For the purpose of presenting the statement of cash flows, cash and cash equivalents comprise the following:

	2025 \$'000	2024 \$'000
Cash at bank	-	2
Cash placed with Accountant-General's Department	206,256	212,820
Cash and cash equivalents in the statement of cash flows	206,256	212,822

Deposits placed with Accountant-General's Department ("AGD") are centrally managed by AGD under the Centralised Liquidity Management ("CLM") Framework.

The Board earns interest rate ranging from 2.75% to 3.36% per annum (2024: 2.62% to 3.65% per annum).

Notes to the Financial Statements –[continued]–

For the financial year ended 31 March 2025

11. Payables and accruals

	2025 \$'000	2024 \$'000
Trade payables	4,027	4,790
Other payables and accruals	78,630	83,950
Due to related parties		
- trade	1,636	1,597
- non-trade	1,026	4
Security deposits	439	443
	85,758	90,784

Included in other payables and accruals are rewards liabilities of approximately \$15,509,000 (2024: \$19,113,000). The Board operates Healthy 365 and LumiHealth mobile apps that issue Healthpoints and Coins (collectively, "Rewards") respectively to participants for completing health promotional challenges. Rewards can be redeemed for vouchers at participating merchants such as shopping malls and grocery stores, credits for transportation use and donations to charitable organisations.

The trade and non-trade payables to related parties are unsecured, interest free and repayable on demand.

12. Deferred capital grants

	Note	2025 \$'000	2024 \$'000
Beginning of the financial year		98	220
Amount transferred from government grants	8	136	5
		234	225
Amount transferred to statement of comprehensive income:			
- to match depreciation/amortisation of related assets		(54)	(125)
- to match net book value of related assets disposed		(2)	(2)
		(56)	(127)
End of the financial year		178	98



Notes to the Financial Statements –[continued]–

For the financial year ended 31 March 2025

13. Obligations in respect of pension scheme

The Board operates an unfunded defined retirement benefit plan for certain employees under the provisions of the Pension Act (Chapter 225, 2004 Revised Edition). The pension fund was set up by the Board on 1 April 2001.

In managing the risk arising from the pension scheme, the Board maintains sufficient cash balance to support benefit payments to employees who participated in the plan over the life of the plan. The benefit payment obligations are influenced by discount rate and life expectancy of employees. The pension scheme is a closed scheme for which there shall be no new entrants to the scheme.

The Board performed an actuarial valuation to determine the liability of the Board in respect of its defined retirement benefit plans. The amount of contribution is based on the actuarial valuation performed by an independent and professional actuarial firm in March 2025.

	2025 \$'000	2024 \$'000
Present value of unfunded obligations	7,387	6,933

Movements in the net liability recognised in the statement of financial position are as follows:

	2025 \$'000	2024 \$'000
Beginning of the financial year	6,933	7,257
Amounts recognised in the statement of comprehensive income	121	127
Benefits paid	(448)	(451)
Amounts recognised in other comprehensive income		
- Actuarial gain due to changes in financial assumptions	(674)	-
- Actuarial loss due to change in demographic assumptions	991	-
- Actuarial loss due to liability experience	464	-
	781	-
End of the financial year	7,387	6,933

The amounts recognised in the statement of comprehensive income are as follows:

	2025 \$'000	2024 \$'000
Interest on obligation, included in staff costs under other benefits and allowances	121	127

Notes to the Financial Statements –[continued]–

For the financial year ended 31 March 2025

13. Obligations in respect of pension scheme (Continued)

Principal actuarial assumptions

Principal actuarial assumptions at the reporting date:

	2025 %	2024 %
Discount rate	2.70	1.80

Assumptions regarding future mortality are based on published mortality tables.

At 31 March 2025, the weighted average duration of the benefit payment obligation was approximately 10 years (2024: 8 years).

Sensitivity analysis

The sensitivity analysis below has been determined based on reasonably possible changes of each significant assumption on the defined benefit obligation as of the end of the reporting period, assuming all other assumptions were held constant:

	2025	Increase/ (decrease) \$'000	2024	Increase/ (decrease) \$'000
Discount rates	+ 50 basis points	(337)	+ 25 basis points	(136)
	- 50 basis points	363	- 25 basis points	136
Mortality rates	+ 1 year	269	+ 10%	99
	- 1 year	(292)	- 10%	(99)

Notes to the Financial Statements –[continued]–

For the financial year ended 31 March 2025

14. Share capital

	2025		2024	
	No. of shares	\$'000	No. of shares	\$'000
Issued and fully paid:				
Beginning of the financial year	56,005,621	56,006	51,236,383	51,237
Issuance during the financial year	1,623,932	1,624	4,769,238	4,769
End of the financial year	57,629,553	57,630	56,005,621	56,006

During the financial year, the Board issued 1,623,932 shares (2024: 4,769,238 shares) to the Ministry of Finance under Section 22A of the Health Promotion Board Act for a total consideration of \$1,623,932 (2024: \$4,769,238).

The shareholder is entitled to receive dividends as and when declared by the Board. The ordinary shares have no par value.

15. Dividends

	2025	2024
	\$'000	\$'000
Ordinary dividends paid or proposed		
Final dividend paid in respect of the previous financial year of \$0.28 (2024: \$0.16) per share	15,580	8,058

Notes to the Financial Statements –[continued]–

For the financial year ended 31 March 2025

16. Income from contracts with customers

Disaggregation of income from contracts with customers

The Board derives income from the transfer of goods and services over time and at a point in time in the following major income streams:

	At a point In time \$'000	Over time \$'000	Total \$'000
2025			
Fee & charges:			
- Service maintenance	-	1,458	1,458
- Clinic service	810	-	810
	810	1,458	2,268
Sponsorship	-	224	224
Total revenue from contracts with customers	810	1,682	2,492
2024			
Fee & charges:			
- Service maintenance	-	1,432	1,432
- Clinic service	957	-	957
	957	1,432	2,389
Sponsorship	-	232	232
Total revenue from contracts with customers	957	1,664	2,621

17. Staff costs

	2025 \$'000	2024 \$'000
Wages and salaries	97,819	89,709
Employer's contribution to defined contribution plans	12,376	12,088
Staff welfare and development	2,532	2,271
Other benefits and allowances	3,101	3,139
	115,828	107,207



Notes to the Financial Statements –[continued]–

For the financial year ended 31 March 2025

18. Provision for contribution to Consolidated Fund

Under Section 13(1)(e) and the First Schedule of the Singapore Income Tax Act, Chapter 134, the income of the Board is exempt from income tax.

In lieu of income tax, the Board is required to make contribution to the Government Consolidated Fund in accordance with the Statutory Corporations (Contributions to Consolidation Fund) Act, Chapter 319A. The provision is based on guidelines specified by the Ministry of Finance and is computed based on 17% of the net surplus of the Board for each financial year at the prevailing corporate tax rate for the Year of Assessment. Contribution to consolidated fund is provided for on an accrual basis.

19. Related party transactions

In addition to the information disclosed elsewhere in the financial statements, the following significant transactions took place between the Board and related parties at terms agreed between the parties:

(a) Transactions with Ministries, Organs of State, Statutory Boards and other government agencies

During the financial year, the Board engaged in various transactions in the ordinary course of its operation with entities related to the Board at prevailing prices or on customary terms and conditions. These transactions could have been replaced with transactions with other parties on similar terms and conditions.

	2025 \$'000	2024 \$'000
<b>Sales of goods and services</b>		
Manpower cost for MOF-CARE project	-	11
Security deposit and electricity charges	-	2,272
<b>Purchases of goods and services</b>		
IT-related services	30,662	23,161
Rental of premises	9,419	8,031
Secondment billing	2,932	3,871
Standard ICT Operating Environment (SOE) subscription charges	137	140
GeBIZ charges	752	883
Maintenance of ICT subscription	812	721

Notes to the Financial Statements –[continued]–

For the financial year ended 31 March 2025

19. Related party transactions (Continued)

(b) Key management personnel compensation

Key management personnel of the Board are those persons having the authority and responsibility for planning, directing and controlling the activities of the Board.

Key management personnel compensation is as follows:

	2025 \$'000	2024 \$'000
Wages and salaries	10,100	8,332
Employer's contribution to defined contribution plans	420	538
Directors' fees	114	115
	10,634	8,985

20. Commitments

(a) Capital commitments

Capital expenditures approved but not provided for and not recognised in the financial statements are as follows:

	2025 \$'000	2024 \$'000
Commitments in respect of contracts placed as at reporting date	4,810	2,833

(b) Other lease commitments - Information Technology (IT) cost

Commitments in relation to IT cost contracted for at the reporting date but not recognised as liabilities are as follows:

	2025 \$'000	2024 \$'000
Not later than one year	195	201
Between one and five years	240	252
	435	453

21. Financial risk management

Overview

Risk management is integral to the whole business of the Board. The Board has a system of controls in place to create an acceptable balance between the cost of risks occurring and the cost of managing the risks. Management monitors the Board’s risk management process to ensure that an appropriate balance between risk and control is achieved.

Financial risk factors

The Board’s activities expose it to a variety of financial risks: market risk (including interest rate risk), credit risk and liquidity risk.

The Board of Directors is responsible for setting the objectives and underlying principles of financial risk management for the Board. The management team then establishes the detailed policies such as risk identification and measurement, exposure limits to manage financial risk.

The finance personnel measure actual exposures against the limits set and prepare regular reports for the review of the management team and the Board of Directors.

The information presented below is based on information received by the management team.

(a) Market risk

(i) Interest rate risk

At the reporting date, the interest rate profile of the interest bearing financial instruments are as follows:

	2025 \$’000	2024 \$’000
Cash placed with Accountant-General’s Department	206,256	212,820

21. Financial risk management (Continued)

Financial risk factors (Continued)

(a) Market risk (Continued)

(i) Interest rate risk (Continued)

Sensitivity analysis

A 25 basis points (bp) change in interest rates at the reporting date would have increased/(decreased) surplus for the year by the amounts shown below. This analysis assumes that all other variables remain constant:

	25 bp increase \$’000	25 bp decrease \$’000
As at 31 March 2025	516	(516)
As at 31 March 2024	532	(532)

(b) Credit risk

Credit risk refers to the risk that counterparty will default on its contractual obligation or commitment that it has entered into with the Board, resulting in financial loss to the Board.

(i) Risk management

The Board adopts the following policy to mitigate the credit risk.

At the reporting date, the maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

For cash and cash equivalents, the Board mitigates its credit risks by placing with Accountant-General’s Department and banks, which are regulated.

For financial assets at amortised cost, other than cash and cash equivalents, the Board transacts with Ministries and Government Agencies and high credit quality non-related counterparties.



21. Financial risk management (Continued)

Financial risk factors (Continued)

(b) Credit risk (Continued)

(ii) Credit rating

The Board uses the following categories of internal credit risk rating for financial assets which are subjected to expected credit losses under the 3-stage general approach. These four categories reflect the respective credit risk and how the loss provision is determined for each of those categories.

Category of internal credit rating	Definition of category	Basis for recognition of expected credit losses
Performing	Borrower or issuer has a low risk of default and a strong capacity to meet contractual cash flows.	12-month expected credit losses
Underperforming	Borrower or issuer for which there is a significant increase in credit risk. Significant in credit risk is presumed if interest and/or principal repayment are over credit terms (either on immediate to 30 days terms).	Lifetime expected credit losses
Non-performing	Borrower or issuer has known credit issues.	Lifetime expected credit losses
Write-off	There is no reasonable expectation of recovery and legal means of recovery has been considered.	Asset is written off

All financial assets measured at amortised cost as at 31 March 2025 have been categorised as Performing and there is no material 12-month expected credit losses.

(c) Liquidity risk

The Board has minimal exposure to liquidity risk as its operations are funded by government grants. The Board has ensured sufficient liquidity through the holding of highly liquid assets in the form of cash and cash equivalents at all times to meet its financial obligations.

21. Financial risk management (Continued)

Financial risk factors (Continued)

(c) Liquidity risk (Continued)

The table below summarises the maturity profile of the Board’s financial liabilities at the end of reporting period based on contractual undiscounted payments:

	Less than 1 year \$’000	Between 1 and 5 years \$’000
<b>At 31 March 2025</b>		
Payables and accruals	(85,758)	-
Lease liabilities	(5,759)	(5,443)
<b>At 31 March 2024</b>		
Payables and accruals	(90,784)	-
Lease liabilities	(5,797)	(10,979)

(d) Capital risk

The Board defines “capital” as share capital and accumulated surplus. The Board’s policy is to maintain a strong capital base to safeguard the ability to meet its long-term needs and to maintain creditor and market confidence.

There were no changes in the Board’s capital management approach during the financial year. The Board is not subject to imposed capital requirements.

(e) Financial instruments by category

The aggregate carrying amounts of receivables, financial assets and financial liabilities at amortised cost are as follows:

	2025 \$’000	2024 \$’000
Financial assets, at amortised cost (excluded GST recoverable)	235,149	245,035
Financial liabilities, at amortised cost	96,448	106,453
Financial liabilities, at fair value through other comprehensive income	7,387	6,933

22. Authorisation of financial statements

These financial statements for the financial year ended 31 March 2025 were authorised for issue by the Board on 18 June 2025.

