

ENRICHING

lives

ENRICHING LIVES

At the Health Promotion Board, our focus is on enabling Singaporeans to live life in good health, beyond living the longest life. This is so that they will benefit not only from good physical health but can also lead a fulfilling life, including pursuing their interests and aspirations, spending quality time with family and friends, or simply living life well.

Armed with the vision to enable our nation of people to lead healthy, enriching lives, we stay committed in motivating individuals to adopt and sustain healthier lifestyles, by creating opportunities for them to do so. This is achieved together with our partners in different settings – within the community, in schools and at workplaces – in environments where Singaporeans live, work and play.

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

People-Centricity

Care for people; inspire healthy living

Innovation

Dare to try; learn quickly

Excellence

Do our best; keep getting better

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CHAIRMAN'S MESSAGE



Philip Lee
Chairman
Health Promotion Board

Enriching lives through healthy living

It has been an eventful year for the Health Promotion Board (HPB) on many fronts. Our programmes were scaled up and new initiatives were rolled out. In the past year, we remained focused on infusing health into daily living, with the intent to enable Singaporeans to live in better health so they can lead more enriching lives. We expanded opportunities for healthy eating, physical activity, regular screening, mental well-being and smoking cessation, which are all key to preventing and managing many non-communicable diseases.

Our efforts yielded gratifying results. We engaged more Singaporeans through our healthy living campaigns and registered stronger participation in our programmes. We also developed many healthy lifestyle advocates in organisations, pre-schools and fellow Singaporeans, whose exemplary efforts in supporting and inspiring others to live healthier were recognised at HPB's biennial Singapore HEALTH Award 2019.

Growing partnerships, deepening programmes

HPB's achievements during the year were underpinned by the growth in partnerships. In the community, our inter-agency collaborations have increased the accessibility of our Active Ageing Programmes to 600 locations islandwide, offering seniors avenues to stay physically, mentally and socially active.

We also established the Volunteer Integration Model together with three Regional Health Systems to train our Health Ambassadors, volunteers who support in HPB's programmes and campaigns, to take on other roles at different healthcare institutions. During the year, some of those who were trained, conducted simple exercises for patients undergoing rehabilitation, while others conducted health coaching and provided peer support to patients.

As an ongoing priority for HPB, we continued to promote mental well-being and encourage those at risk to seek help. Under our Peer Support Programme, we equipped youths from the various Institutes of Higher Learning to support their

peers experiencing issues with mental health. In collaboration with other government and non-profit organisations, sessions were organised for peer support student volunteers to share experiences and learn from each other. For the working population, we partnered companies to provide managers with the skills to support employees confronting stress in their work.

To further encourage a focus on well-being and healthy living at workplaces, we also worked with landlords, developers and business associations to transform more workplace clusters into Healthy Workplace Ecosystems (HWEs), so that working adults can attend health programmes right at their doorstep. The number of HWEs consequently grew to 68 this year from 58 previously, benefitting over 406,000 people working in the HWEs.

Advancing health promotion on the global stage

HPB's efforts also gained recognition beyond our shores. We were designated as the World Health Organisation Collaborating Centre for Health Promotion and Disease Prevention for the fourth successive term. With this designation, we will continue to be deeply involved in providing capability building to governments and developing resources to further health promotion efforts in the Western Pacific region and beyond.

In 2019, the collaborations we forged with international health promotion institutions facilitated many valuable exchanges and discourse around the prevention of non-communicable diseases. We organised and participated in nearly 40 international engagements, which not only strengthened our ties with our counterparts, but also affirmed Singapore as a leading player in health promotion globally.

Battling with COVID-19

While we made good progress, like other countries, Singapore was not spared from COVID-19 (Coronavirus Disease 2019). In the national effort to contain the virus, our HPB healthcare teams joined the frontlines, working round the clock to serve home quarantine orders and conduct screening at the airport. HPB staff

from other departments also stepped up to take on roles outside of HPB, to contribute to the national call for resources. They have undertaken contact tracing responsibilities, assumed roles of safe distancing ambassadors, and worked tirelessly on the ground to manage nationwide swabbing operations.

It is heartening to see our staff, despite their different roles, band together to prevent the transmission of the virus and keep Singapore safe. On behalf of the Board and the leadership team, I would like to thank them for the unstinting support and contribution in the COVID-19 efforts.

Staying future-ready

Even as we weather these challenges, we continue to be primed for the future. Looking at a future landscape with a growing population of digital natives, we will continue to build our capabilities to harness technology to enhance our HPB programmes.

The Digital Skills Roadmap, which HPB has charted this year to guide its staff development, has set the direction. We will continue to support our staff in honing job-relevant digital and data analysis skills, equipping them to deliver more intuitive, personalised public health solutions.

Going forward, accelerating shifts in lifestyle behaviours through technology-enabled insights, and innovative engagement and partnership models will be our strategic priorities. I look forward to another year of building on our reach and driving impactful health promoting initiatives to enable Singaporeans to lead healthier and enriching lives.

Philip Lee
Chairman
Health Promotion Board

CEO'S MESSAGE

Fostering healthier communities

The year has turned out to be another busy yet fulfilling one. With a focus on shifting social norms towards healthier lifestyles, the Health Promotion Board (HPB) has continued to create healthy ecosystems with our inter-agency, community and industry partners to foster healthier communities.

Over the year, we increased access to healthier living options for all Singaporeans across different settings and made further strides in leveraging technology.

Increasing scale and visibility

Among the key developments was a stronger presence of health promoting programmes on the ground.

HPB has been collaborating with the food and beverage sector to increase the availability of healthier options. Such efforts have led to an uptick in the retail market share of Healthier Choice Symbol products from 25% in 2018 to 29% in 2019. Under the Healthier Dining Programme, the variety of healthier food categories has likewise expanded as new partners came on board. By March 2020, healthier meals were offered at 10,900 touchpoints under the programme. Collaboration with our first food delivery partner, WhyQ, has also propelled our efforts to promote healthier meals through food delivery services.

To create more opportunities for Singaporeans to stay active, we scaled up our physical activity programmes to over 1,700 workout sessions weekly. Meanwhile, our technology-enabled National Steps Challenge™ mobilised different segments of the population to stay active in Season 5, with new challenges such as the Silver Challenge targeted at seniors. With the scale-up, the National Steps Challenge™ notched a remarkable record again, attracting over 910,000 sign-ups.

Keeping focused on holistic health

We continued with our holistic approach in improving the population's health. Our



Zee Yoong Kang
Chief Executive Officer
Health Promotion Board

programmes in schools encouraged our young to eat healthy, stay active, practise good eye care and oral hygiene, and take care of their mental health. Health screening and immunisation also remained key to HPB's preventive health efforts. Over 350,000 primary and secondary school students were screened to detect medical problems early for timely intervention, and the newly introduced Human Papillomavirus vaccination for cervical cancer prevention was administered to over 36,000 secondary school female students.

For working adults, in sectors with a relatively larger mature workforce, we provided health checks and customised health coaching to help mature workers take charge of their health and stay productive longer in the workforce. Over 86,000 mature workers have benefitted from the programmes covering chronic disease management, healthy eating, physical activity, ergonomics and mental well-being.

Honing precision in public health

Beyond on-ground activities, we leveraged technology to bolster our efforts in motivating Singaporeans towards healthier lifestyles. We continued to improve on our Healthy 365 mobile application and experimented with automated personalised nudges to our participants. The early results were promising, showing shifts in behaviours among those who received the customised interventions.

In the area of research, our technology-enabled longitudinal study, Health Insights Singapore (hiSG), first piloted in 2018 among working adults and tertiary students, was broadened to include segments such as seniors. Gathering insights into lifestyle behaviours of Singaporeans, the study aims to provide more personalised health promotion to individuals. As of March 2020, there were 3,000 active participants. hiSG also provided opportunities for increased collaboration with the healthcare, academic and industry sectors, on evidence-based health interventions that bring value to Singaporeans.

Promoting health in extraordinary times

Amidst the progress during the year, we found our efforts abruptly disrupted by COVID-19 (Coronavirus Disease 2019). Our on-ground activities were scaled back temporarily due to national measures to curb the spread. To encourage Singaporeans to keep healthy, we leveraged virtual platforms to roll out a 'Stay Well to Stay Strong' online resource hub, providing Singaporeans with resources to continue with their healthy lifestyles at home.

HPB also stepped up to the frontlines, supporting the whole-of-nation fight against COVID-19. Our healthcare staff and staff from across the organisation were deployed on-ground. As Singapore ramped up its national testing capacity, HPB was at the centre of the effort, coordinating and implementing swabbing operations nationwide. From every part of HPB, our staff came forward to support this mission. It was a time we put our values of people-centricity, innovation and excellence to action.

In HPB's vision to 'shape a nation of healthy people', the possibilities are endless. The developments in the past year have been a reminder of this – from driving behavioural change to joining forces with the rest of the nation to protect the health of Singaporeans. It has been a journey to be proud of. I look forward to many more opportunities for HPB to affect the health and well-being of every Singaporean.

Zee Yoong Kang
Chief Executive Officer
Health Promotion Board

BOARD OF DIRECTORS



MR PHILIP LEE
Chairman
Health Promotion Board

Vice Chairman
Global Banking, South East Asia
The Hongkong and Shanghai
Banking Corporation Ltd



MRS QUEK BIN HWEE
Director
(Independent Non-Executive)
The Hongkong and Shanghai
Banking Corporation Ltd



MR LIM TECK YIN
Chief Executive Officer
Sport Singapore



DR LIM KUO-YI
Managing Partner
Monk's Hill Ventures



PROF TAN CHORH CHUAN
Chief Health Scientist
Executive Director, Office for
Healthcare Transformation
Ministry of Health



PROF CHIA KEE SENG
Professor
Saw Swee Hock School of Public Health
National University of Singapore



DR INTAN AZURA BTE MOKHTAR
Member of Parliament
Ang Mo Kio GRC

Assistant Professor
Design and Specialised Businesses Cluster
Singapore Institute of Technology



PROF CHUA HONG CHOON
Deputy Group Chief Executive
Officer (Clinical)
National Healthcare Group

Chief Executive Officer
Institute of Mental Health



MR THALI KOATTIATH UDAIRAM
Group Chief Operating Officer
Sheares Healthcare Management
Pte Ltd



MS LOW YOKE KIEW
Zonal Director, Schools North
Ministry of Education



MR TAY CHOON HONG
Deputy Chief Executive
National Youth Council

Senior Director (Youth), Youth Division
Ministry of Culture, Community and Youth

HPB LEADERSHIP



MR ZEE YOONG KANG
Chief Executive Officer

MR MAURICE TAN
Deputy Chief Executive Officer
Programmes and Outreach

MR DENNIS SHEN
Deputy Chief Executive Officer
Policy and Technology



DR SHYAMALA THILAGARATNAM
Group Director
Outreach

MS JOANNA CHAN
Group Director
Programmes



DR ANNIE LING
Group Director
Policy, Research and Surveillance

DR CHEW LING
Group Director
Strategic Planning and
Collaborations

DR K VIJAYA
Director
Youth Preventive Services Division



MR GARY KHOO
Director
Healthy Ageing Programmes Division

Director (Covering)
Preventive Health Programmes Division
(with effect from 19 October 2019)

MR SIM BENG KHOON
Director
Preventive Health Programmes Division
(till 18 October 2019)

MS AUDREY TONG
Director
Corporate and Industry
Partnerships Division
(till 30 September 2019)

Director
Physical Activity and
Weight Management Division
(with effect from 1 October 2019)

HPB LEADERSHIP**MR ALEX FUN**

Director
School Health and
Outreach Division

MR SIMON LIM

Director
Workplace Health and
Outreach Division

DR FOO YU CHIANN

Director
Policy and Strategy
Development Division
(with effect from 2 March 2020)

**MS DAWN LEE**

Director
Corporate Marketing Division

MS MARISSA WONG

Director
Corporate Communications Division

**MS CHUNG MUI KEN**

Chief Information Officer
Chief Information Officer's Office

MS MICHELLE LIM

Director
Finance and Administration Division

MS LEK YIN YIN

Director
Human Resources and
Organisation Development Division

**MR FOO WEI YOUNG**

Director
Tech-Enabled Healthy Population Division
(till 30 September 2019)

Director
Corporate and Industry Partnerships
(with effect from 1 October 2019)

MR HO JUAN SAN

Chief of HealthHub
(till 20 December 2019)

ENABLING COMMUNITIES TO LIVE HEALTHY

The Health Promotion Board strives to influence lifestyles at every possible touchpoint in the community, by making healthy living options visible, accessible and affordable. Leveraging our strategic partnerships and infusing health into daily living, we create opportunities for Singaporeans to live healthier and lead enriching lives.



BRINGING HEALTH TO THE FORE

In 2019, the Health Promotion Board (HPB) continued to shift mindsets and maintain a top-of-mind awareness on the benefits of healthy living. From educational campaigns to rallying different stakeholders to champion healthy living, we reminded Singaporeans on the importance of making the right, healthier choices in life.

Rallying all to champion healthy living

HPB has been rallying different stakeholders to champion healthy living in various settings. One key platform to recognise companies for promoting health at the workplace has been the **Singapore HEALTH Award**. In October 2019, the Award was broadened to recognise health promoting efforts by pre-schools and HPB Health Ambassadors who actively promoted health within their individual environments. It was also the first time the Award was organised as a symposium that facilitated sharing of best practices and exchange of views on health promotion.

Over 160 organisations from both private and public sectors were recognised for their health promoting programmes, and employees who showed commendable achievements in driving these programmes at their workplaces also received awards for their efforts.

With the inauguration of the Healthy Pre-school (Platinum) Award, pre-schools that demonstrated exemplary efforts in implementing health programmes were also recognised. The award was presented to 90 pre-schools, which had been accredited 'Platinum' consecutively for three cycles under HPB's Healthy Pre-school Accreditation Framework. Another new award – the Long Service Award (Health Ambassadors) – was presented to four of HPB's Health Ambassadors who had, for many years, volunteered their time and contributed significantly to the promotion of healthy living in the community. They had equipped Singaporeans with healthy living tips and knowledge through organising health-related interest groups as well as leading exercises and talks within community spaces.



Chairman of HPB, Mr Philip Lee, toured the Singapore HEALTH Award 2019 exhibition with Mdm Lee Lan Yong, a recipient of the inaugural Long Service Award for Health Ambassadors.

Piloting initiatives as part of the HealthySG Taskforce

The **HealthySG Taskforce** led by the Ministry of Health, and comprising members from various ministries and public agencies beyond the health sector, was set up in 2018 to steer Singaporeans towards adopting a healthy lifestyle by harnessing the power of the community, infrastructure as well as technology. Following a five-month public consultation which gathered views from a diverse group of 300 residents, the Taskforce put forth its recommendations in July 2019 with a vision to make healthy living easy and accessible for Singaporeans.

As part of this multi-agency effort in rolling out the recommendations, HPB began piloting a few initiatives in the year. We collaborated with Sport Singapore (SportSG) to start an integrated seniors' pilot to help seniors 50 years and above improve their functional fitness, as well as to integrate HPB and SportSG's physical activity programme calendars, allowing programmes offered by both organisations to be viewed on both platforms.

A Volunteer Integration Model was also established in partnership with three Regional Health Systems to facilitate the cross training of HPB's Health Ambassadors, so that they can play multiple roles and support programmes at different healthcare institutions. Other HPB-led initiatives under the Taskforce's recommendations will continue to be progressively rolled out over the next few years.

Creating a resource hub during COVID-19

Towards the end of the financial year, HPB had to scale back several on-ground programmes and events due to measures to curb the spread of COVID-19 (Coronavirus Disease 2019). To enable Singaporeans to continue with their healthy lifestyles, HPB created a **'Stay Well to Stay Strong'** resource hub within HealthHub, a one-stop health portal and mobile application, to enable Singaporeans to access useful tips and information to keep healthy.



The 'Stay Well to Stay Strong' online hub provides Singaporeans with useful tips and information to keep healthy.

The resources, created in the form of bite-sized infographics, articles and videos, covered information on good hygiene practices, tips on eating well, maintaining mental wellness, as well as different ways to stay physically active. Additional resources were also provided to help seniors maintain a healthy diet and to stay active. Through the use of exercise videos, seniors could continue to stay active in the comfort of their homes. The resource hub was rolled out in February 2020 and has been progressively updated with the latest information and resources in the evolving COVID-19 situation.

Shaping “Balanced” Mindsets

Riding on the success of the ‘Team More, Team Less’ campaign in 2018, HPB ran the campaign for the second time from June 2019 to March 2020, to encourage Singaporeans to find a balance between eating right and moving more. The campaign, executed through an online personality quiz, helped individuals discover their tendencies in their lifestyle choices. Participants who chose to do more physical activity were placed in ‘Team More’, while those who indicated a preference to consume less unhealthy food were placed in ‘Team Less’.



At the ‘Team More, Team Less’ roadshow, participants were challenged to identify healthier food items correctly within a specified time.

The campaign also offered insights into consumers’ motivations and barriers to exercising and eating healthier. With such insights, ‘Team More’ was recommended programmes that encourage healthy eating, while ‘Team Less’ was nudged to be more active. More than 264,000 participants have benefitted from the recommendations offered as of March 2020.

Another public awareness drive that emphasised the importance of adopting a balanced approach to healthy living was the ‘Don’t Uncle, Be Hunkle’ campaign launched in July 2019. The campaign encouraged overweight men to achieve healthier weight through exercise and adopting a good quality diet.

Using colloquial speak with a mix of humour and horror, a campaign video that provided exercise tips and practical advice on healthier eating habits was rolled out, resonating with its target audience and spurring them to adjust their lifestyle habits. Through online and offline channels, they were encouraged to take part in HPB’s physical activity as well as healthier food and dining programmes.

The campaign, which concluded in September 2019, led to over 1,000 sign-ups for HPB’s programmes, while the campaign video gained a traction of 455,000 views on YouTube.



‘Don’t Uncle, Be Hunkle’ encouraged men to achieve healthier weight through online and offline platforms, including through activities spurring participants to be active and to eat healthily.

FOSTERING A HEALTHIER EATING CULTURE

Diabetes is a serious health concern in Singapore. One important strategy to address this issue is to encourage Singaporeans to eat healthily. Over the years, the Health Promotion Board (HPB) has been fostering a healthier eating culture through educational efforts as well as making healthier food choices more accessible, to encourage consumers to choose healthier products and spur the industry to reformulate their products into healthier options.

Dishing out healthier meals

Since its launch in 2014, HPB’s **Healthier Dining Programme (HDP)** has encouraged food and beverage operators to provide healthier options, so that they are more accessible to consumers who dine out. Over the years, the programme has been enhanced and extended to cover a wide spectrum of establishments including hawker centres, coffeeshops, restaurants, major food and beverage outlets as well as eateries and catering services. These establishments offering healthier options are easily recognised by the HDP visual identifiers on their store fronts and menu boards.

In 2019, new partners including iconic brands such as Seoul Garden, BreadTalk, Burger King, Yolé and Marina Bay Sands joined the HDP to provide healthier meal options at more touchpoints. With these partners coming from different food categories, the variety of healthier food categories under the HDP has been expanded, ranging from staples, bakery and desserts to different types of Asian cuisines. During the year, HPB also rode on



the growing demand for food delivery services to promote healthier meals through these new avenues. A partnership was forged with WhyQ, HPB’s first food delivery partner, to bring affordable and healthier hawker food to homes and workplaces.

As part of whole-of-government collaborative efforts to make healthier out-of-home eating more pervasive, HPB and the Housing and Development Board (HDB) worked together to include the provision of healthier food items as a consideration for awarding tenders to eating houses by HDB. This will help to further extend the availability of healthier food options for Singaporeans when eating out.

By the end of March 2020, more than 2,600 food and beverage operators, hawker centres and coffee shops, with 10,900 touchpoints and stalls islandwide have joined the HDP, offering at least one healthier option in their menus. More than 209 million healthier meals were also served under the HDP during the year.

“Seoul Garden has been constantly gathering feedback from its customers in search of ways to improve its menu. Consumer consumption patterns and demands have evolved. Today, they are more conscious of their diets and want to eat healthier. Instead of seeing this change as a threat to the business, Seoul Garden has leveraged this trend and turned it into a business opportunity. As part of our brand transformation journey, we have partnered HPB to provide healthier food options for our buffet menu. This gives us the first-mover advantage to be the first buffet restaurant partner serving healthier food options certified under the HDP.”

Katherine Kee, Manager, Digital Marketing and Partnerships, Seoul Garden

Gaining traction with upstream efforts

Over the course of 2019, there was good progress in HPB's upstream efforts in encouraging the use of healthier ingredients and supply of healthier products by the food and beverage industry.

Since 2001, HPB has been working with the industry to increase the availability of healthier packaged food products through the **Healthier Choice Symbol (HCS)**, which acts as a visual guide for consumers to identify healthier options when they shop for groceries. The aim is to encourage them to prepare healthier home-cooked meals. Products carrying the HCS identifiers are generally lower in fat, saturated fat, sodium or sugar, and higher in calcium or wholegrains as compared to similar products within the same category. Guidelines for the HCS programme are regularly reviewed to ensure that the programme remains relevant to changing nutritional needs.



Greater varieties of HCS products that are higher in wholegrains or lower in sugar including brown rice, ready-to-drink tea, ice cream and carbonated soft drinks were launched during the year. As of March 2020, there were over 3,500 HCS products across 100 food categories, ranging from staples to sauces and beverages – a ten-fold increase from the inception of the programme.

Together with public education campaigns encouraging Singaporeans to adopt healthier eating habits, awareness of the HCS programme has also grown over the years. Demand for HCS food products has risen steadily, with the retail market share of HCS products increasing from 25% a year ago to 29% in 2019. In particular, the market share for HCS wholemeal bread rose from 34% to 41%, while that of HCS beverages grew from 46% to 60% over the same period.

Besides increasing the supply and demand of HCS products in the food retail market, HPB also encourages food manufacturers to develop products using healthier ingredients through the **Healthier Ingredient Development Scheme (HIDS)**. HPB continued to support food manufacturers in innovating and reformulating a variety of healthier ingredients as well as drive the food industry towards greater use of healthier ingredients in food preparation. These healthier ingredients include wholegrain rice, noodles, healthier cooking oil, lower-sugar desserts, sauces and beverages.

As of March 2020, 57 suppliers across the six ingredient categories have tapped into the HIDS to supply more than 200 healthier ingredient products to food and beverage outlets across Singapore. These included many newly launched HCS products such as a new range of sauces by Thai Sing Foodstuffs and Sim Soon Heng Cooking Ingredients, new lower-sugar ice cream flavours by home-grown ice cream brands Udders and Better 4U, high-protein ice cream by the Woah! Group, new types of wholegrain noodles by Five Food Path, as well as a variety of wholegrain purple wheat cup noodles in different flavours by Tat Hui (Koka).

HPB also organises regular networking sessions to provide opportunities for food suppliers under the HIDS to connect with ingredient solution providers and food and beverage operators. Two key networking sessions were organised in 2019 and they were attended by food and beverage owners, chefs, food manufacturers, ingredient solution providers and distributors.



Healthier Ingredient Development Scheme suppliers showcasing their healthier ingredients at a networking session.

Facilitating measures to reduce sugar intake

As high sugar intake is linked to increased risk of diabetes, HPB took further steps to create a supportive environment for Singaporeans to adopt healthier diets, particularly to reduce their sugar intake.

Singaporeans consume on average 12 teaspoons (or 60 grams) of sugar per day and more than half of these come from beverages, of which almost two-thirds are from pre-packaged beverages. This situation is not unique to Singapore. Globally and regionally, a growing number of countries have introduced regulatory measures to reduce sugar intake from beverages. Many of these have adopted a combination of measures to increase public health impact.

Following careful consideration of the measures adopted overseas, available evidence and feedback from key stakeholders, the Ministry of Health (MOH) and HPB announced in October 2019 that two measures for pre-packaged beverages will be introduced. These are **mandatory nutrition labels and advertising prohibitions**, and they will take effect from end-2021.

First, pre-packaged beverages that are higher in sugar and saturated fat will be required to carry a nutrition label, to help consumers identify such beverages and make more informed, healthier choices. The nutrition label, named 'Nutri-Grade', will have four colour-coded grades from A to D, based on their sugar and saturated fat content.

The label will be mandatory for beverages graded C and D, but voluntary for those graded A and B. Additionally, the sugar level of the beverage will be shown on the label, to help consumers compare the sugar levels across beverages within the same grade.



At the same time, there will be an advertising prohibition for pre-packaged beverages graded D, which exceed the highest sugar and saturated fat thresholds. The prohibition will apply across all media platforms, except at point-of-sale, to reduce the influence of such advertisements on consumer preferences.

Together, these two measures work in conjunction to empower consumers to make more informed, healthier choices and to accelerate industry reformulation to lower the sugar and saturated fat content of beverages in the market. Additionally, MOH and HPB announced in March 2020 that these measures will be extended to freshly prepared beverages, which are a key and growing source of sugar in our diets. As a start, these measures will only apply to large chains which serve many customers. MOH and HPB will continue to engage the industry to determine the appropriate approach to roll out the measures.

“With the support of the HIDS grant, we have successfully developed and introduced our new HCS products, KOKA Baked Multigrain Cup Noodles, the first in the market, for which we have received favourable feedback at the food fair and consumer tastings. The HIDS grant has enabled us to further promote and expand the distribution of our existing HCS products. To compete in the convenience food category, consumer marketing and trade promotions are becoming ever more crucial to the success of our HCS products and we are thankful for the support of these grants that have enabled us to carry out these activities.”

Shiang Lim, Director, Tat Hui Foods Pte Ltd

Moving towards a PHO-free food environment

Excessive trans fat intake is a public health concern in Singapore, with 3 in 10 Singapore residents exceeding the daily intake limit of 2.2 grams in 2004. To address this problem, Singapore introduced a legislation in 2013 to limit the trans fat levels in fats and oils sold in Singapore, to no more than 2 grams per 100 grams. This measure has led to the reduction in the average daily trans fat intake, from 2.1 grams in 2010 to 1.0 gram in 2018.

Nevertheless, trans fat intake remains a concern among certain population segments in Singapore. This is especially so for young adults and certain ethnic communities, whose diets are seeing growing prevalence of pre-packaged snacks and baked goods. Such foods are a key source of trans fat, in the form of partially hydrogenated oils (PHOs).

Given this public health concern, in June 2019, MOH and HPB decided to enhance existing measures and announced a **ban on PHOs** being used as an ingredient in all food products sold in Singapore. The ban, which will take effect from June 2021, aims to strengthen Singapore's efforts to limit trans fat, by moving upstream to eliminate PHOs at its source in the food supply. This enhanced measure is in line with the World Health Organisation's call to eliminate artificial trans fat in diets, as well as overseas practices such as in the United States, Canada and Thailand.

To accelerate reformulation efforts and ensure a smooth transition before the ban takes effect, Singapore successfully worked with six companies to pledge that their products will be PHO-free by June 2020, one year ahead of the ban. They are Gardenia Foods, Nestlé Singapore, NTUC Fairprice Co-Operative, Prime Supermarket, Sheng Siong Group and Sunshine Bakeries, which together represent 50% of the market share across the four high-risk food categories (snacks, baked products, prepared meals and fat spreads).

Giving healthier choices a push

HPB encourages Singaporeans to choose healthier options when they shop for groceries with the **Eat, Drink, Shop Healthy (EDSH) Challenge**, a reward-based programme. It nudges Singaporeans to choose healthier meals when they dine at participating food and beverage establishments and hawker stalls, and to purchase healthier food products at retail outlets.

In the year of review, the EDSH Challenge, which ran from September to December 2019, saw active participation from food and beverage establishments, supermarkets and convenience stores. It also attracted partners from new food categories including Yolé and Prata Wala, expanding the number of touchpoints that offer consumers the opportunity to participate in the programme. As of December 2019, the EDSH Challenge has gained the support of more than 100 partners with over 3,500 touchpoints. The pervasiveness of the programme led to a 38% increase in participation from the previous year to more than 760,000 participants in 2019.



An expanded number of activations across different touchpoints such as supermarkets and malls led to increased participation in the Eat, Drink, Shop Healthy Challenge.

In another ongoing effort to encourage Singaporeans to make healthier choices, HPB runs regular **hawker activation campaigns** and **hawker trails**. The activations at hawker centres feature sure-win spins that reward consumers for choosing healthier hawker food, while the hawker trails are open to the public who learn about choosing healthier dishes at hawker centres from nutritionists. About 1,200 hawker activations and more than 80 hawker trails were organised in hawker centres as of March 2020.



Hawker trail participants learning about healthier dishes at a hawker centre.

To raise awareness that hawker fare can be healthier and just as tasty, in 2019, HPB continued to support the **'City Hawker Food Hunt'**, a hawker food contest organised by City Gas and Shin Min Daily News. Public could vote for their favourite hawker stalls on the HDP programme, under the Healthy Choice Award category, thereby encouraging others to choose healthier dishes such as those that are lower in calories or prepared with wholegrain ingredients.

Improving nutrition literacy

To help Singaporeans understand how they can eat healthier, reduce their calorie intake and improve their diet quality, HPB's My Healthy Plate visual can be used as a guide to achieve a balanced and healthier diet. In October 2019, a campaign to reinforce the **'Quarter Quarter Half' concept featuring My Healthy Plate** was rolled out to remind Singaporeans that a balanced meal should consist of the correct proportions of different food groups – a quarter plate with wholegrains, a quarter plate with good sources of protein, and half a plate with fruits and vegetables. Through the use of digital platforms, and on-ground visual cues in MRT trains and at hawker centres, the concept was explained in simple to understand, engaging ways.



To demonstrate that the 'Quarter Quarter Half' concept can be adopted with home-cooked meals and when dining out, popular dishes such as chicken rice and burgers were featured in both home and out-of-home settings. As of March 2020, the campaign has garnered a reach of over 15 million.

NUDGING THE POPULATION TO MOVE IT

In 2019, the Health Promotion Board (HPB) continued to scale up its physical activity programmes, encouraging more Singaporeans to participate in the National Steps Challenge™ and increasing the accessibility of regular programmes to benefit all age groups.

Scaling up the National Steps Challenge™

The **National Steps Challenge™**, HPB's flagship nationwide physical activity programme has been attracting a record number of participants in every season since its inception in 2015. Leveraging the concept of gamification and technology, the programme encourages Singaporeans to incorporate physical activity into their lifestyles, by way of clocking steps through daily incidental activities, or by engaging in regular exercises during their leisure time.

Over the seasons, HPB has been enhancing the National Steps Challenge™ with new features to draw both new crowds and returnees. In 2019, HPB celebrated the fifth anniversary of the Challenge with a refreshing theme and new challenges. Themed 'Feel Good with Every Move', Season 5 started in October 2019 with a focus on educating Singaporeans that keeping active can have both physical and mental health benefits.



Participants learning to use their fitness trackers at a National Steps Challenge™ Season 5 roadshow.

Thematic challenges that aimed to keep participants engaged throughout the Challenge period were co-organised with partners such as Singapore Airlines Group and Wildlife Reserves Singapore. Collaborating with the People's Association (PA), the Housing and Development

Board, town councils and malls, the Community Challenge was also brought to residents across Singapore's 16 Group Representation Constituencies (GRCs). The challenge rallied residents in the different GRCs to have a friendly competition in keeping active. By the end of March 2020, the Community Challenge has attracted over 265,000 sign-ups.



The fifth anniversary of the National Steps Challenge™ attracted a record number of participants.

New challenge components were also conceived to draw more Singaporeans from different population segments. These included the Silver Challenge that encourages seniors to be more active, and the pilot Campus Challenge that has reached out to youths from Institutes of Higher Learning. With the scaled-up efforts in 2019, Season 5 has attracted over 910,000 sign-ups as of March 2020.

Creating opportunities to exercise

In motivating Singaporeans to embrace an active lifestyle, HPB creates opportunities for residents to exercise through its **Move It!** programmes. They comprise wide-ranging physical activities organised islandwide at different timings, in varying modalities and intensities, to benefit diverse population segments with varied interests and fitness levels. Over the years, HPB has increased the accessibility of these programmes, growing the number of physical activity sessions from 240 per week in 2016, to over 1,700 per week in 2019.

Active Family

The Active Family activities reach out primarily to children aged six to 12. They include in-line skating, rock-climbing, skateboarding, archery, Nerf-gun play and dodge disc at open community spaces, parks, shopping malls and stadiums every weekend. In 2019, the Active Family Junior programme was introduced for younger children aged four to six, to develop fundamental movement skills such as balancing on beams, throwing bean bags and jumping over hurdles. Over the year, more than 1,000 sessions were conducted across 20 locations, drawing over 30,000 participants.



The Active Family programme provides opportunities for parents and their children to get active together.

Sundays @ The Park

Catering to adults looking for dynamic ways to exercise on weekends, HPB works with the National Parks Board and various town councils to bring a variety of group workout sessions including Zumba, K-PopX Fitness, Piloxing and Masala Bhangra to neighbourhood parks on Sundays. The concept of populating these workouts led by certified trainers in public places such as parks, is to create a social norm of having mass physical activities in community spaces, while making them easily accessible to residents in the heartlands. In 2019, over 3,000 workout sessions were organised at 83 parks and attended by more than 10,000 residents.

Community Physical Activity Programme

A broad range of exercises are offered to meet the diverse needs and interests of both young and older adults. They include cardio dance workout, low-impact aerobics, yoga and stretch band exercises. In partnership with PA, HPB organises



The Community Physical Activity Programme offers a variety of exercises for adults across different age groups.

these activities within residential estates and community centres to enable residents to easily incorporate active living into their regular routines near their homes. By the end of March 2020, the programme has expanded to 954 sites with 1,500 weekly sessions, while over 228,000 residents participated in the various activities during the year.

Sunrise In The City

The programme offers opportunities for working adults to attend workout sessions at designated gyms and studios close to their workplaces, catering to their busy schedules. The sessions range from strength, conditioning and stretching workouts to aerobic dance fitness, high-intensity interval training (HIIT) and rock climbing. They are held early in the morning, at lunch-time as well as on weekends to suit the needs of working adults with different work schedules. As of March 2020, 17 gyms across 39 locations were partnering with HPB, and about 10,000 participants attended nearly 5,000 workout sessions in 2019.



Sunrise In The City sessions are held at different timings for working adults to workout amid their busy schedules.

Quick HIIT

Designed to improve one's functional fitness, the Quick HIIT programme consists of weekly high-intensity group exercises. The sessions involve interval and strength training focusing on full-body workout to strengthen muscles, reduce body fat and to better manage the weight. In 2019, the Quick HIIT programme was scaled up to 24 sites islandwide with 26 weekly sessions.

Leveraging the workout regime and intensity of Quick HIIT, HPB and the Singapore Armed Forces (SAF) have made the programme available to Operationally Ready National Service men (NSmen) since 2017, for them to prepare for their Individual Physical Proficiency Test (IPPT). The collaboration with SAF grew significantly over the past year, with the pilot programme seeing 1,300 NSmen undergo selected Quick HIIT sessions to complete their IPPT Preparatory Training (IPT). Participating NSmen could clock their attendance at HPB's islandwide Quick HIIT workouts, as part of their IPT or Remedial Training requirements.

Managing weight for overall fitness

To support adults with an unhealthy Body Mass Index (BMI) in working towards a healthier BMI, HPB conducts a 12-week weight management programme called **Lose to Win™** to guide participants in adopting healthier lifestyle habits. The programme entails group exercises and knowledge sharing sessions on nutrition, as well as fosters the right mindset towards sustaining a healthy lifestyle.



Lose to Win™ participants taking part in a group exercise.

A fitness assessment component was added in 2019 to enable participants to better gauge their overall fitness as they manage their BMI. The assessments, comprising squats, push-ups and three-minute step tests are conducted before and after the programme to evaluate participants' improvements in functional and cardiovascular fitness, both of which are important in achieving better health beyond the BMI.

Past participants of Lose to Win™ were also recruited as mentors to motivate and encourage existing participants, as well as guide and share tips on sustaining efforts through the weight management journey. During the year, more than 2,500 participants took part in the programme, with over 80% of those who underwent the fitness assessments showing an improvement in their fitness scores at the end of the programme.

Driving greater adoption through whole-of-government partnerships

In 2019, HPB took further steps to forge whole-of-government partnerships to lift the national adoption of physical activity. The partnerships sought to facilitate the integration of resources, as well as increase the selection of and access to physical activity programmes.

An important milestone was the collaboration between HPB and Sport Singapore (SportSG) to pilot an **integrated 12-week health package for working adults**. The package is a combination of HPB's SME Health+ programmes such as workout sessions and health education workshops, as well as provision of access to digital health resources under SportSG's Active Health programme. The pilot phase saw 140 participants from three small- and medium-sized enterprises, the Chinese Swimming Club, Sushi Express and Raydent Supplies, embark on the 12-week programme.

In another collaborative effort with SportSG, an **integrated seniors' pilot** was rolled out in September 2019 to improve the functional fitness of seniors aged 50 years and above. Participants who completed HPB's six-week Rolling Good Times (RGT) programme aimed at reducing the

risks of fall injuries among seniors, progressed to an 18-week ActiveSG programme. The ActiveSG programme assists participants to sustain and build on the improvements gained from RGT, through weekly exercise sessions that help them maintain their strength, balance and flexibility.



HPB's Rolling Good Times programme equips seniors with the knowledge on common fall situations and techniques to minimise their risk of injuries in the event of a fall.

HPB also advanced its partnership with SportSG with the **integration of the physical activity programme calendars**. This brings greater convenience to Singaporeans as programmes offered by HPB and SportSG can be viewed on both organisations' platforms.

In November 2019, the **'International Course on Physical Activity and Public Health'** was jointly organised with the International Society for Physical Activity and Health, SportSG and Republic Polytechnic for the first time. The course provided a platform for stakeholders in the local physical activity fraternity to share ideas and gain insights into local and global trends of physical activity promotion. Conducted by 13 local and international professionals, the course was attended by physical activity service providers, academics and clinical practitioners. It covered the trends and challenges of physical activity promotion, strategies to reduce physical inactivity for different population segments, as well as physical activity research insights.

“ I like the intensity and variation with the use of equipment. The location is convenient and both trainers that I met were equally motivating. ”

Gibson Teo, participant of Quick HIIT

“ This new format is definitely well thought-through and fulfils the purpose of the Lose to Win™ programme. Kudos to all of you! ”

Ng Chew Ting, participant of Lose to Win™

“ It was an enlightening symposium that introduced a number of concepts and thinking that one would typically not associate with physical activity and exercise, such as the use of behavioural economics to encourage physical activity participation. ”

A participant of the 'International Course on Physical Activity and Public Health'

KEEPING HEALTH IN CHECK

Keeping screening convenient and affordable

Under the **Screen for Life (SFL)** programme, subsidies and other incentives have been introduced to make health screening affordable. From November 2019, subsidies for the Merdeka Generation and Community Health Assist Scheme (CHAS) Green cardholders have been enhanced, with screening fees reduced to \$2 and \$5 respectively under the SFL programme.



The Screen for Life programme encourages individuals to go for regular age and gender-appropriate health screening and follow-up.

In 2019, the new and more effective **HPV-DNA test** for cervical cancer screening was introduced. It can identify high-risk Human Papillomavirus (HPV) types, especially those that account for 70% of all cervical cancers. To ensure the test is affordable and accessible, it was made available at all CHAS clinics and polyclinics.

In the same year, the **non-fasting blood glucose tests** and the **non-fasting lipid profile** that screens for cardiovascular risks, were rolled out to facilitate the uptake of screening. With non-fasting tests, Singaporeans no longer need to fast overnight to be tested in the morning and can go for their screening tests whenever medically assessed to be necessary.

Adding to this convenience was the development of the **screening eligibility check** service on HealthHub. Public can make use of the service to find out the type of screening tests and subsidies that they are eligible for under the SFL, as well as the nearest CHAS clinic that they can visit for the recommended subsidised health screening.

Raising awareness on importance of screening

A three-month **cervical cancer screening campaign** was carried out from June to August 2019 to build awareness around the availability and efficacy of the new HPV-DNA test. A video featuring local female celebrities discussing the topic of cervical cancer screening was created. In addition to addressing the misconceptions of screening through media publications, HPB also worked with partners to put up campaign posters at over 40 shopping malls and office locations to further its reach.

Following the cervical cancer screening campaign, HPB ran a **Screen for Life public education campaign** from October to December 2019. Drawing analogies to everyday acts of prudence such as routine servicing of a bicycle, the campaign stressed the importance of prioritising one's health through regular screening. The integrated media campaign that took place in four languages leveraged multiple platforms including broadcast, print, outdoor and digital media.



Supporting partner-led efforts

In enhancing the awareness of cancer screening, HPB collaborates closely with its partners in various nationwide campaigns. During the **Colorectal Cancer Awareness Month 2019**, HPB supported the Singapore Cancer Society (SCS) in its campaign to encourage Singaporeans aged 50 years and above to go for colorectal cancer screening. As part of the outreach efforts, Faecal Immunochemical Test kits were distributed at retail outlets and polyclinics.

From May to July 2019, HPB also supported SCS in its publicity efforts during the **Women's Gynaecological Cancers Awareness Month** to encourage women aged 25 to 69 years to go for Pap smears. Free Pap smear screening tests were made available at the SCS Multi-Service Centre with over 7,100 screening tests conducted there.

In October 2019, the **Breast Cancer Awareness Month (BCAM)** campaign by SCS encouraged women aged 50 and above who were due for screening but had not undergone a mammogram in the last two years, to go for subsidised mammogram screening. Pink cards that entitled eligible women to additional funding assistance for their mammogram screening were distributed at the BreastScreen Singapore's screening centres. At the same time, HPB also supported the Breast Cancer Foundation and National University Cancer Institute Singapore in the publicity of their events. Between October 2019 and March 2020, 27,000 mammograms were conducted as a result of the BCAM outreach activities.

During the year, HPB also supported capacity building efforts in the area of gynaecological cytology through the **Cytology Seminar and Workshop** in October 2019. The workshop, which was attended by cytotechnologists and cytopathologists from both local and overseas institutions, comprised interactive diagnostic sessions, lectures and case discussions to facilitate knowledge sharing.

Preventing the onset of diabetes

Throughout the year, HPB continued to support the War on Diabetes through public awareness campaigns that called on Singaporeans to prevent the onset of the disease. In May 2019, HPB led an awareness campaign entitled '**Museum of the World's Deadliest Weapons**' to jolt the public into re-examining complacent mindsets towards developing pre-diabetes or diabetes. It also served to convey the message that pre-diabetes is a warning sign of diabetes but is reversible.

Through roving interactive exhibitions featuring trick-eye illusions, interactive augmented reality and virtual reality installations, visitors learnt about the unexpected dangers in their lifestyle habits that might predispose them to developing pre-diabetes or diabetes. Visitors were also encouraged to participate in the Diabetes Risk Assessment, an evidence-based self-administered online questionnaire, which provided an assessment of an individual's risk of diabetes.



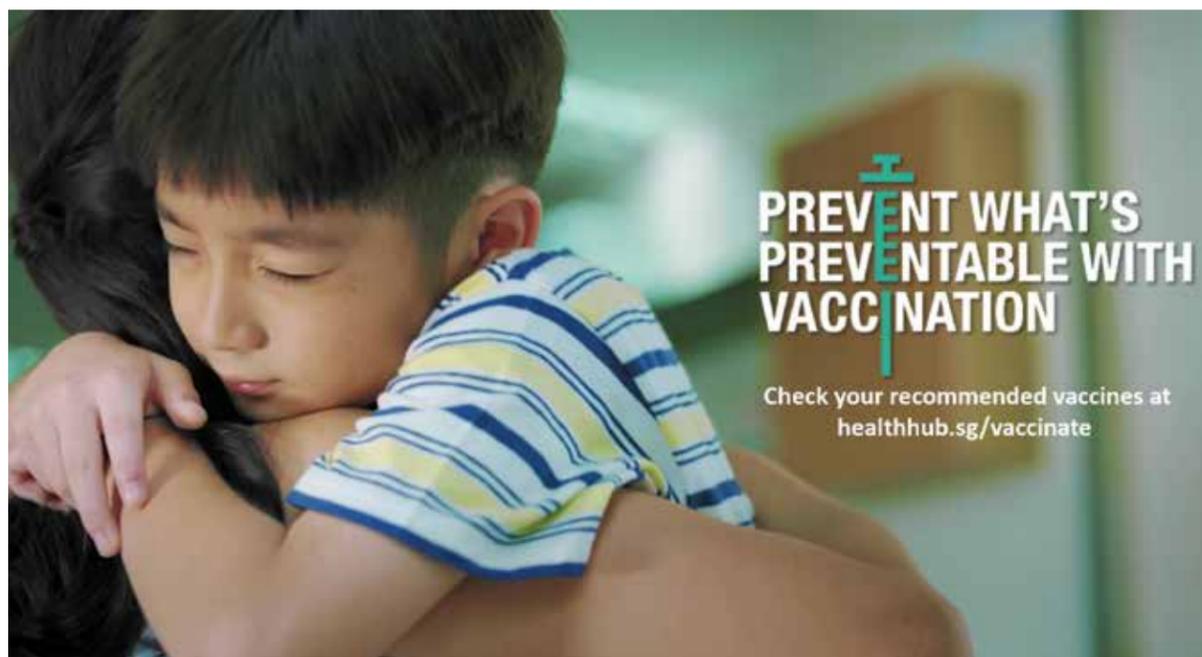
Interactive installations at the 'Museum of the World's Deadliest Weapons' exhibition cautioned visitors about the risks of unhealthy lifestyles.

The exhibitions roved to various shopping malls, workplaces and Institutes of Higher Learning, reaching out to multiple population segments before concluding in November 2019. It attracted more than 34,000 visitors, and nearly 39,400 people completed the Diabetes Risk Assessment during the campaign period.

As part of a concerted effort against diabetes, HPB also supported its partners in their outreach efforts. HPB worked with the Regional Health Systems (RHSes) to encourage Singaporeans to join **pre-diabetes programmes** run by the RHSes, through the Screen for Life programme. In conjunction with World Diabetes Day, HPB supported Diabetes Singapore in promoting the diabetes prevention message, distributing 2,500 tip sheets at the **'Advancement in Diabetes Care and Management'** event, which showcased skits, physical activities, cooking demonstrations and talks by dietitians and endocrinologists.

Preventing communicable diseases with vaccination

Immunisation is one of the most effective ways to protect against vaccine-preventable diseases. HPB's 2019 immunisation campaign **'Prevent What's Preventable with Vaccination'** was rolled out in September 2019 to reinforce the message that vaccines are effective and safe. A documentary commissioned by HPB was also



An emotive video that showed life before and after vaccination was launched to highlight the protection conferred by vaccination.

aired in March 2020 in four languages, depicting real-life experiences to raise awareness around the risks and consequences of contracting vaccine-preventable diseases as well as how one could be protected through vaccination.

Fighting antimicrobial resistance

The World Health Organisation has identified antimicrobial resistance (AMR) as a global threat, with a growing number of diseases that are increasingly difficult to treat with antibiotics. In November 2019, HPB rolled out the **National Antimicrobial Resistance Campaign**, as part of the continuous public education efforts to increase awareness of AMR and its dangers, as well as to deepen understanding on the appropriate use of antibiotics.

The key message that antibiotics do not hasten flu recovery was amplified through broadcast, outdoor and online media as well as on-ground activations, where more than 60,000 people were educated on the right use of antibiotics from June 2019 to March 2020.

TURNING FROM OLD TO GOLD

The Health Promotion Board (HPB) adopts a holistic approach that supports seniors in maintaining their physical, mental and social well-being, so that they can age well in their golden years. As part of the Community Network for Seniors comprising various government agencies and community organisations, HPB provides seniors with wide-ranging opportunities and access to healthy and active living options.

Encouraging active ageing

A key thrust in HPB's holistic support for seniors is providing them with opportunities to lead healthy lifestyles through various **Active Ageing Programmes (AAPs)**. These programmes include group exercises, cooking demonstrations and health workshops, offering avenues for seniors to take charge of their health while staying socially active.

Working with other public agencies including the People's Association (PA) and the Agency for Integrated Care, HPB continued to support seniors to age healthily by bringing the AAPs to their doorstep during the year. The programmes are accessible at more than 600 locations islandwide, including community centres, residents' committee centres and senior activity centres in the neighbourhoods. As of March 2020, over 45,000 seniors have participated in the AAPs in various community settings.

Senior-centric group exercises

To help seniors keep active, HPB runs regular senior-centric group exercises, which are designed or selected to help seniors improve their functional fitness while catering to their interests. Some of these activities include Zumba Gold, line dance and resistance band exercises.

Seniors' excursions

Together with Sentosa Development Corporation and the National Heritage Board, HPB has been organising excursions for seniors, offering them opportunities to stay active beyond their immediate living environments. As the seniors visit iconic places like Sentosa, the National Museum of Singapore and the Asian Civilisation Museum, they learn health tips and stay socially connected. As of March 2020, the number of excursions conducted by HPB has more than doubled from the previous year to over 30 sessions, attended by nearly 1,140 seniors.

Rolling Good Times

Rolling Good Times, a six-week programme piloted from October 2018 to March 2019, was progressively scaled up nationwide in 2019. Developed in collaboration with PA, the Ministry of Health and Singapore Physiotherapy Association, the programme aims to help seniors improve their strength, balance and flexibility, as well as equip them with the knowledge on common fall situations and techniques to minimise their risk of injuries in the event of a fall. Over 70% of the participants from the pilot programme achieved an improvement in their strength, balance and flexibility based on time taken to complete the Floor Transfer Test, a physical function assessment tool measuring one's ability to get down and up from the floor.

Seniors' Health Curriculum

HPB conducts a series of health talks and workshops comprising six core modules and 30 electives, that cover topics including nutrition, physical activity, falls prevention and health literacy. Cooking demonstrations are also conducted to provide seniors with useful tips on the use of healthier ingredients and cooking methods.

To help seniors access the AAPs more easily, HPB introduced a new "event finder" feature in the Healthy 365 mobile application to help seniors find and register for the AAPs conveniently.



HPB's Active Ageing Programmes for seniors to stay healthy and socially active are accessible islandwide at locations such as community centres and residents' committee centres.

Reaching out to the Merdeka Generation

As a special tribute to the Merdeka Generation, an active ageing campaign entitled **'Stay Healthy Today, Enjoy More Tomorrows'** was launched in August 2019. It encouraged seniors to stay physically active, eat healthily, keep their minds active, attend regular health screening and follow-up checks, and to participate in HPB's Active Ageing Programmes (AAPs).

The integrated campaign, which aimed to enhance awareness of healthy ageing, was rolled out in different vernaculars on different media platforms as well as through on-ground outreach to seniors and their caregivers. This included guiding seniors on HPB programme registration at the monthly Merdeka Generation roadshows organised by the Ministry of Communications and Information.

Another key highlight was the introduction of the **Silver Challenge** component in the fifth season of the National Steps Challenge™. This was introduced to honour the contributions of

the Merdeka Generation and to encourage more seniors born in 1959 and before, to incorporate physical activity into their daily routines through HPB's AAPs.

Besides providing participants with limited-edition heart rate monitoring fitness trackers during the launch, HPB also develops specially curated walking trails for the seniors, offering them opportunities to keep active and bond with others. The trails, covering nature parks and iconic places in Singapore are curated to suit seniors' needs and interests, and incorporate activities that provide tips on healthy ageing. As of March 2020, over 170,000 eligible seniors have signed up for the Silver Challenge.

Beyond promoting an active lifestyle, efforts were also made to encourage Merdeka Generation seniors to eat healthily. A **'Merdeka Generation Eat, Drink, Shop Healthy Campaign'** ran from September to October 2019, offering additional perks to seniors who purchased healthier food and beverage products and meals during the period. The campaign saw approximately 120,000 sign-ups by eligible seniors.



Walking trails covering nature parks and iconic places in Singapore are curated for participants of the Silver Challenge, offering them opportunities to keep active and bond with others.

QUITTING FOR GOOD

In supporting smokers to quit successfully, the Health Promotion Board (HPB) dovetails its public education campaigns and smoking cessation programmes, to motivate and assist smokers in their quit journey towards a tobacco-free lifestyle.

A continued focus on important touchpoints

The **I Quit: 28-Day Countdown** smoking cessation programme which adopts a community-based approach, continued to support smokers in quitting the habit. The programme encourages participants to take daily actionable steps and empowers them with the knowledge, motivation and support to remain tobacco-free for 28 days. Studies have shown that smokers who stay tobacco-free for 28 days in a supportive environment are more likely to quit successfully.

During the year, HPB kept its focus on visibility and accessibility of the programme, reaching out to Singaporeans through more than 670 roadshows islandwide. The roadshows were held at various community touchpoints such as shopping malls, community centres, MRT stations, bus interchanges, coffeeshops and festive bazaars. In 2019, nearly 9,700 participants signed up for the programme.

HPB also works with hospitals to encourage patients who are smokers to join the **Inpatient Smoking Cessation Programme**, as studies have shown that patients staying in a hospital for medical treatment are more receptive to consider quitting smoking.

Through counselling, patients are educated on the ill effects of smoking and are nudged to leverage their stay in the hospital to begin their quit journey. Those motivated to quit are referred to trained counsellors who provide tips and strategies for them to begin smoking cessation, and advice on the use of Nicotine Replacement Therapy.

Three restructured hospitals, Changi General Hospital, Tan Tock Seng Hospital and National University Hospital, are on board this programme. In 2019, over 3,200 inpatient smokers were provided counselling during their stay in these hospitals, and 66.5% of them continued with the intensive smoking cessation counselling thereafter.

Inspiring smoking cessation through creative campaigns

In September 2019, HPB launched the **'Quit Journeys'** campaign to inspire smokers to embark on smoking cessation. In this campaign, former smokers and their families shared their experiences and struggles with smoking cessation and their ultimate triumph in doing so.

The sharing of real-life smoking cessation experiences through both online and offline platforms, sought to influence smokers to change their lifestyle habits and make a commitment to quit smoking. Online videos featuring these stories garnered nearly 687,000 views. The campaign also generated many supportive comments and reactions, with many sharing their experiences and expressing the desire to quit the habit.

“ I just want to be a healthy dad for my daughter and my other children in the future. ”

Iskandar Ariffin, I Quit participant who stopped smoking to be a positive influence for his daughter



The 'Quit Journeys' campaign shared real-life smoking cessation experiences through both online and offline platforms to inspire smokers to quit smoking.

Consultation with tobacco industry

Following the enactment of the legislation on **standardised packaging measures for tobacco products** in March 2019, the Ministry of Health, HPB and the Health Sciences Authority conducted a series of consultations with the tobacco industry between February and May 2019.

The consultations facilitated the formulation of the regulations for standardised packaging, which was published on 1 July 2019 and will come into effect on 1 July 2020. It involves the removal of logos, colours, brand images and promotional information

on the packaging as well as an increase in the minimum size of the mandatory graphic health warnings on packaging surfaces.

The regulations seek to reduce the attractiveness of tobacco products, eliminate the effects of tobacco packaging as a form of advertising and promotion, reduce the ability of tobacco packaging to mislead individuals about the harmful effects of smoking, increase the noticeability and effectiveness of graphic health warnings, and to better inform smokers and non-smokers of the risks associated with tobacco use.

BUILDING AN INCLUSIVE HEALTHY LIVING ENVIRONMENT

The Health Promotion Board (HPB) supports and works with various community, faith-based and grassroots organisations to build an enabling environment for all residents to lead a healthy lifestyle.

Promoting healthy living during Ramadan and Hari Raya

During the month of Ramadan, the campaign '**Kita Dah Cukup Manis, Kurangkan OK?**' ('We Are Sweet Enough, Reduce It OK?') was rolled out to spread healthy living messages during Ramadan and Hari Raya. The campaign promoted lower sugar consumption and healthier food options during the festive season as well as the benefits of other healthier habits such as going tobacco-free.

About 2,700 people visited the launch event, where games and activities provided information on healthier lifestyle habits in an engaging manner. Healthy living messages and tips were also amplified across various mainstream media and digital platforms.



Visitors at the 'Kita Dah Cukup Manis, Kurangkan OK?' Ramadan event learnt about healthier, lower-sugar beverages.

On the ground, HPB worked with partners to encourage healthy eating during iftar, the breaking of fast. Brown rice was distributed to 21 mosques across Singapore. Congregants were served brown rice and porridge during iftar, while lower-sugar



At the mass iftar at Masjid An-Nahdhah, congregants were served healthier dishes as well as lower-sugar beverages.

drink mixes were distributed to 11 Qaryah groups in Choa Chu Kang, Tampines and Woodlands. Six Jaga Kesihatan, Jaga Ummah (JKJU) mosques also worked with their caterers to modify their menus, serving lower-sugar beverages as well as healthier dishes prepared using wholegrains, healthier oils and healthier cooking methods.

HPB's collaborations with more than 30 partners were key to community engagement efforts during the festive period. Amongst them were drink manufacturers and supermarket chains that worked with HPB to organise supermarket activations from May to June 2019. 'Kita Dah Cukup Manis' booths were set up to offer consumers who purchased Healthier Choice Symbol beverages, a chance to walk away with prizes through sure-win spins. At the Geylang Serai and Woodlands Ramadan bazaars, booths were also set up to provide tips on lowering sugar consumption and making healthier choices.

Partnering with the Islamic Religious Council of Singapore (MUIS), HPB worked with five mosques to encourage congregants at the Friday prayers to take up the Diabetes Risk Assessment and sign up for HPB's I Quit smoking cessation programme. Tip sheets on promoting healthier recipes and diabetes prevention were also distributed to 34 mosques islandwide. The on-ground efforts reached out to more than 15,900 participants throughout Ramadan.

Sustaining outreach to the Malay community

Post-Hari Raya, HPB continued to engage the Malay community, encouraging them to lead healthy lifestyles.

In July 2019, HPB organised the inaugural **Jaga Kesehatan, Jaga Ummah (JKJU) Workplan Seminar 2019** at Wisma Geylang Serai, gathering about 180 participants from the mosques, Malay Muslim organisations and healthcare sector to discuss about healthy living programmes under the JKJU initiative – an initiative that provides opportunities for congregants to take part in healthy living activities within the mosques setting. Participants shared best practices and ideas on ways to encourage more within the community to adopt healthier eating and an active lifestyle, attend regular health screening and embark on smoking cessation.

One such effort, as part of this initiative, was HPB's collaboration with more than 24 JKJU mosques and other partners to promote a tobacco-free

lifestyle through the **'Puff for a Puff'** campaign held between June and October 2019. As a symbolic gesture of commitment, smokers were encouraged to take the first step to quit smoking by swapping their unlit cigarette sticks for healthier curry puffs which they could share with their families and friends. The outreach efforts, conducted on Fridays at mosques, reached out to a total of 5,200 congregants.

A **'Screen for a Screen'** event was also organised in collaboration with the Woodlands Malay Executive Committee and M³@Woodlands in January 2020, to encourage the community to go for regular health screening and follow-up. Over 500 people attended the event that offered participants a range of free health screening and services, including cardiovascular screening, Body Mass Index measurement, blood pressure check, functional screening for seniors and distribution of Faecal Immunochemical Test kits to eligible participants, followed by a movie screening.



The **'Puff for a Puff'** campaign encouraged smokers to take the first step to quit smoking, with a symbolic gesture of swapping their unlit cigarette sticks for healthier curry puffs.

Illuminating Deepavali with healthier choices

To instil healthy lifestyle habits among the Indian community in Singapore, HPB partnered with community organisations including the Singapore Indian Development Association (SINDA), to develop culturally tailored healthy lifestyle activities.

A month-long Deepavali campaign themed **'Arokkiyam Tharum Anantham, Deepavali Muluthum Perugattam'** ('Let the Joy of a Healthy Life Illuminate Your Deepavali') was rolled out to encourage healthy eating during the festive season. Through light-hearted and entertaining radio games, music videos and cooking programmes, the campaign shared the benefits of healthy eating, ways to reduce sugar intake, as well as how one could use more wholegrains and healthier oil in festive dishes and treats.

To complement this public education campaign, on-ground outreach efforts such as healthy cooking demonstrations were conducted at the Indian Heritage Centre. During the Deepavali Festive Bazaar, HPB also organised activations with interactive games and sampling of lower-sugar festive snacks, while recipe books containing healthier recipes of popular Indian dishes were distributed. The activations drew over 3,300 participants.

Beyond the festive season, HPB sustained its engagement with the Indian community by running healthy cooking shows on vernacular channels Vasantham and Oli 96.8, as well as through partners' programmes. With the different outreach initiatives that resonated with the Indian community, HPB reached about 10,000 people within the community during the year.



Participants learnt about healthier festive snacks through interactive games during the Deepavali Festive Bazaar.

Encouraging healthier diets

To support low-income families in leading healthier lifestyles, HPB started a **Healthier Eating Pilot** in 2019, together with partners comprising South West Community Development Council, grassroots organisations and social service agencies. The six-month pilot was rolled out to encourage low-income families in Kembangan-Chai Chee and Choa Chu Kang to adopt healthier eating habits.

HPB's Health Ambassadors were deployed as 'shopping buddies' to educate residents about healthier food choices during their grocery shopping, while healthy cooking demonstrations were organised to share healthier recipes with them. HPB also worked with the partners to make food donation bundles to low-income families healthier.

STRENGTHENING OUR COMMUNITY NETWORKS

The Health Promotion Board (HPB) collaborates with different stakeholders and healthy living advocates in the community, which are important networks that enable us to spread the healthy living message wider and further.

Enhancing the Healthy Community Ecosystems

The Healthy Community Ecosystem model, which involves inter-agency, community and industry partnerships, has been providing Singaporeans with access to healthy living options near their homes since 2014. One of the key pillars of a Healthy Community Ecosystem is HPB's Health Ambassador Network, a group of volunteers who are healthy living advocates that provide support in HPB's programmes and campaigns.

An important development to strengthen the ecosystems in 2019 was the establishment of the **Volunteer Integration Model** in partnership with three Regional Health Systems (RHSes). Under the model, Health Ambassadors are cross-trained to play multiple roles and support programmes at different healthcare institutions. HPB and the RHSes share common platforms for training resources to facilitate such cross-training.

Following the establishment of this model, HPB's Health Ambassadors were trained to conduct simple exercises for patients undergoing rehabilitation at Yishun Community Hospital, and to promote health coaching at Changi General Hospital. Under the Health Peers Programmes at the National University Health System, Health

Ambassadors were also trained to be Health Peers to provide peer support for patients by sharing tips on leading a healthy lifestyle. Over 4,500 patients and members of public have benefitted from the health coaching as of March 2020.

During the year, HPB also started to train selected Health Ambassadors to be **Local Anchors**. Living in the communities where they serve, Local Anchors are well placed to forge deeper, stronger relationships with the residents. They are trained to play leading roles in health promotion programmes and activities, including organising health-related interest groups. In 2019, about 55 of HPB's Health Ambassadors were trained as Local Anchors.



HPB's Health Ambassadors conducting simple exercises for patients recuperating in Yishun Community Hospital.

“As a Local Anchor, I have deepened my relationship with the residents by encouraging them to adopt an active and healthy lifestyle, and through organising interesting activities and creating interest groups.”

Rosa, Local Anchor, Jalan Besar GRC



Participants working out at a health promoting mall to stay active.

Making healthy living pervasive with mall partnerships

Besides reaching out to residents through the Health Ambassador Network, HPB also partners shopping malls islandwide in the **Health Promoting Mall Programme** to organise health activities and offer healthier food choices, providing Singaporeans with greater access to healthy living options located near them.

Visitors to the health promoting malls may participate in regular mall workout sessions led by fitness instructors, dine at food and beverage establishments on board the Healthier Dining Programme or request for smoking cessation advice at participating pharmacies within the malls. In 2019, HPB strengthened this network through increased mall partnerships, collaborating with 52 shopping malls to make healthy living options accessible to residents living nearby.

“Staying healthy is so convenient regardless of day, time and venue. On top of that, being able to socially connect with others in a group exercise is an excellent way to age healthier and happily.”

David, participant of a Piloxing workout session at Waterway Point mall

ENTRENCHING HEALTHY HABITS IN OUR YOUNG

Good, healthy habits start from young. To cultivate positive attitudes towards healthy living among children and youths and form healthy habits early on, the Health Promotion Board works with educators and parents to actively promote holistic programmes and initiatives that support healthy living for the young ones.



CREATING SUPPORTIVE ENVIRONMENTS

Paving the way for children and youths to lead healthier lifestyles in adulthood, the Health Promotion Board (HPB) instils healthy habits in children from early childhood through structured health promoting programmes.

Bolstering health promotion in early childhood

Under the **Healthy Pre-school Accreditation Framework**, pre-schools are encouraged to put in place health promotion practices for pre-schoolers, parents and staff. The accreditation system has a 'Basic' and a 'Platinum' tier, providing a structured approach to empower pre-schools to develop a culture that promotes healthy living.

The 'Basic' accreditation recognises pre-schools that create a supportive environment to help pre-schoolers adopt healthier habits, such as providing healthier meals and meeting the recommended active movement time. The 'Platinum' accreditation distinguishes pre-schools that go beyond providing a supportive environment, such as implementing programmes to help overweight pre-schoolers maintain a healthy lifestyle, and running capacity-building initiatives for parents, teachers and staff members. As of March 2020, more than 1,440 pre-schools were accredited as a Healthy Pre-school, of which over 1,020 pre-schools were accredited 'Platinum'.



Children at one of G8 Education's Healthy Pre-schools, learnt to maintain good oral hygiene through role-playing.

To further engage pre-schools to build a supportive health environment, HPB also provides direct support through a dedicated team of 16 **School Health Executives**. They work with the centre principals to provide personalised consultations and recommend suitable health promotion programmes for the pre-schools. Based on each school's needs, the School Health Executives would offer relevant programmes to complement the pre-school's efforts in health promotion. As of March 2020, over 1,500 pre-schools have benefitted from the support of the School Health Executives.



Pre-schoolers at Genius Hive Pre-school learning to identify healthier food products at its supermarket learning corner.

Health coaching and counselling in schools

To encourage the adoption of healthy lifestyle habits through lifestyle counselling and health coaching, HPB has in place a **Student Health Advisor Programme**. Registered nurses and allied health professionals based in participating secondary schools, Institutes of Technical Education (ITE) and polytechnics work with the schools to provide health coaching to students on topics covering smoking, obesity and chronic medical conditions, and guide the students to modify their lifestyles.



A Student Health Advisor conducting a health coaching session with a group of primary school students.

Overweight or severely overweight students are referred to the Student Health Centre to assess their health status. Those with screening results outside the healthy range are referred to the centre's Lifestyle Clinic for counselling to modify their lifestyle habits, such as adopting healthier eating habits and exercising regularly. Throughout the year, close to 9,000 students from participating secondary schools, ITEs and polytechnics have benefitted from the programme.

In July 2019, the Student Health Advisor Programme was piloted in four primary schools with the aim to address childhood obesity at an early age. The Student Health Advisors work with the schools to enhance their school health programmes, as well as reach out to both students and parents to provide holistic care. Close to 600 overweight and severely overweight students participated in the pilot programme.

Health screening and immunisation

Annual health screening and immunisation in schools continue to be an important part of HPB's preventive efforts among the children.

The **School Health Service** conducts school-based health screening for students to enable early detection of medical problems, in order to facilitate timely intervention and management. In 2019, health screening sessions were conducted for 350,590 students across 368 primary and secondary schools (including Madrasahs and special schools). The students were screened for heart murmurs, curved spine, hearing impairment, vision as well as the students' growth and development.

Immunisation, which contributes to the prevention and control of vaccine-preventable communicable diseases, is also administered in primary and secondary schools by the School Health Service. In 2019, more than 37,700 Primary 5 students were given the booster dose of the Tdap (Tetanus, Diphtheria and Pertussis) vaccine and over 39,400 Primary 5 students received the Oral Polio vaccine under the school-based immunisation programme.

In the year of review, the **Human Papillomavirus (HPV) vaccination** was also introduced for Secondary 1 female students, while a one-time catch-up HPV vaccination was rolled out for Secondary 4 and 5 female students in mainstream schools. The implementation saw more than 36,000 Secondary 1, 4 and 5 female students receive the HPV vaccinations.



A Primary 1 student undergoing a hearing test conducted by a nurse from the School Health Service.

CULTIVATING HEALTHY EATING BEHAVIOURS

To help children develop healthy eating habits during their formative years, initiatives are focused on providing a conducive environment for healthy eating in early childhood.

Providing a conducive environment to promote optimal early childhood nutrition

The benefits of breastfeeding are far-reaching and are becoming more apparent to new mothers. While more mothers are starting and continuing to breastfeed, only 50% of mothers are exclusively breastfeeding upon discharge in Singapore. This statistic is much lower compared to other developed countries, such as Australia and South Korea. Moreover, mothers in Singapore give up breastfeeding and introduce formula milk early, citing the need to return to work and insufficient breast milk supply (National Breastfeeding Survey 2011).

Studies have shown that strong professional support, such as from lactation consultants and doctors, from birth and upon discharge, is strongly correlated with initiation and continuation of breastfeeding. The Health Promotion Board (HPB) has therefore strongly encouraged maternity hospitals to **create baby-friendly environments** that support mothers in their breastfeeding journey. In 2019, HPB worked with several private maternity hospitals to help them achieve the international Baby Friendly Hospital Initiative (BFHI) certification. Raffles Hospital as well as the Parkway Pantai Group of hospitals successfully achieved BFHI accreditation in October 2019, joining a group of restructured hospitals that have been accredited since 2013. As of March 2020, 80% of the maternity hospitals in Singapore have been accredited under the BFHI.

Another way in which HPB provides a supportive environment for breastfeeding, is through the **engagement of healthcare institutions and the infant nutrition industry** comprising stakeholders involved in the sale, distribution and promotion of breast milk substitutes. In 2019, HPB facilitated interactions between these stakeholders and relevant bodies such as the Sale of Infant Foods

Ethics Committee Singapore and the Singapore Food Agency, to promote breastfeeding and safeguard ethical standards in the infant nutrition industry.

To educate parents on early childhood nutrition, including the importance of appropriate weaning, HPB supported the People's Association in more than 90 **'Embracing Parenthood'** community roadshows in 2019, reaching out to more than 8,450 parents. At the roadshows, parents picked up tips on breastfeeding as well as healthy meal plans and recipes from early childhood nutrition guidebooks. The guidebooks were also made available at hospitals and polyclinics in collaboration with the Regional Health Services, to benefit parents beyond the roadshows.

Healthier meals in schools

During the year, HPB continued to focus on ensuring the availability of healthier meals in schools. Under HPB's **Healthy Meals in Pre-schools Programme**, pre-schools are encouraged to provide healthier meals and are supported in educating the children on eating right. Those on board the programme are required to serve meals with reduced fat, salt and sugar, and incorporate food from the four main groups, such as brown rice and wholegrains, meat and alternative protein sources, vegetables and fruits, so pre-schoolers can obtain the necessary nutrients.



Through HPB's 'My Healthy Plate' concept, pre-schoolers at Cambridge @ Serangoon Gardens were educated on balanced, healthier diets.



A student voting for her favourite healthier dish of the day at a food bazaar brought to schools under the Tasty Meals pilot.

HPB also organises **culinary training workshops** to equip cooks in pre-schools with the knowledge and skills to prepare healthier meals. The Basic Culinary Training workshops focus on basic nutrition education and healthier cooking methods for food preparation. The Advanced Culinary Training workshops impart knowledge on taste enhancement using natural ingredients, improving the visual appeal of dishes to encourage consumption of fruits and vegetables, and cost management. The Elective Culinary Training workshops encourage cooks to apply the knowledge and skills that they have learnt to create healthier dishes.

By the end of March 2020, more than 2,700 cooks and supervisors from pre-schools have attended HPB's culinary training workshops, and over 1,300 pre-schools were serving healthier meals, benefitting more than 102,000 pre-schoolers.

Similarly, in all 354 mainstream schools, HPB's **Healthy Meals in Schools Programme** continued to inculcate healthy eating habits in students,

nurture a preference for healthier food and beverages, as well as guide school canteen vendors to provide healthier options.

As part of the ongoing emphasis to encourage children to consume more wholegrains and less unhealthy food and beverages that are high in fat, salt and sugar, HPB rolled out the Tasty Meals pilot in 2019 to demonstrate that healthier food can be just as tasty.

In this initiative, healthier food bazaars are brought to participating mainstream schools, where food carts are set up to offer students tasty, wholegrain dishes. Canteen vendors then undergo a consultation with the chefs who create healthier recipes for the food carts, so that they can learn to prepare the healthier dishes and offer them to students. As of March 2020, a total of 17 schools have partnered HPB to organise the healthier food bazaars, and 77% of the students surveyed have shared that they enjoyed the healthier meals served.

INCREASING ACTIVE TIME

Apart from community-based physical activity programmes, the Health Promotion Board (HPB) also leverages schools as a key touchpoint to encourage the young to be active.

Engaging students in schools

Working closely with pre-schools, mainstream schools and Institutes of Higher Learning (IHLs), HPB augments the formal curriculum in schools to encourage children and youths to adopt active lifestyles. Pre-schools under HPB's Healthy Pre-school Accreditation Framework

carry out **gross motor activities** with their pre-schoolers regularly.

In mainstream secondary schools, junior colleges as well as IHLs, the **Active Youth Workout** is organised for students outside the schools' physical education lessons, providing them with regular after-school workout opportunities. In 2019, about 25,000 students participated in the Active Youth Workout sessions. They were offered over 60 types of games, sports and mass exercises to meet their varied needs and interests.



Pre-schoolers at PCF Sparkletots @ Bukit Timah Blk 305 were given active time outdoors to participate in healthy lifestyle activities.

Challenging youths to keep active

The **Youth Challenge** was introduced in 2018 as part of the population-wide National Steps Challenge™ to motivate youths to move more. To pique youths' interest in physical activity, the challenge was enhanced in 2019 to motivate students from Institutes of Higher Learning (IHLs) to incorporate more physical activity into their daily lives.

Campus roadshows with novel, interactive games were organised in 15 IHLs where students were able to experience exercises of different intensities. To encourage youths to exercise during their leisure time, HPB also worked with youth-centric partners such as Sqkii to create awareness about HPB's regular physical activity programmes held

islandwide. By the end of March 2020, over 30,000 students have signed up for the Youth Challenge.

As an extension of the Youth Challenge, the inaugural **Campus Challenge** was organised from February to April 2020 as a friendly intra-varsity competition for the National University of Singapore (NUS) and Nanyang Technological University (NTU). The challenge called on staff and students of the IHLs to participate and represent their faculties to compete in different challenge categories.

The Campus Challenge not only motivated the students to stay active, it also promoted campus camaraderie among students of the participating varsities. As of March 2020, over 8,000 staff and students from NTU and NUS have registered for the challenge.



Students signing up for the National Steps Challenge™ Campus Challenge at a roadshow in the National University of Singapore.

“Building a healthy campus culture in this age is about leveraging collaborations and technology. We are glad to be partnering HPB in this Campus Challenge that redefines this popular activity with a nice twist to the original great idea.”

Mr Koh Yan Leng, Associate Vice President, NUS Campus Life

SUSTAINING GOOD ORAL HEALTH

Recognising the importance of inculcating good oral health habits in children, the **School Dental Service** conducts oral health programmes and dental screening for children from a young age.

Oral health screening for pre-schoolers

To help pre-schoolers prevent the onset of oral diseases and reduce dental decay prevalence amongst young children, the School Dental Service provides dental screening for children as young as three to four years old. Regular topical fluoride treatment is given to those assessed to be at risk of developing tooth decay, while information sheets containing details of the child's oral health status are provided to parents for follow-up dental care.

In 2019, the School Dental Service conducted dental screening for more than 28,200 pre-schoolers at over 820 childcare centres, a significant increase from 507 centres in 2018. Additionally, at 13 centres, dental screening was conducted for children from low-income families under the Early Childhood Development Agency's KidSTART programme – a programme that supports low-income families with young children in holistic child development.

Dental care for primary, secondary and ITE students

The School Dental Service also provides school-going children with dental screening, basic dental treatment such as scaling and polishing, as well as oral hygiene education.

For primary school students, dental screening and treatment are provided annually at their schools' dental clinics, while students in mainstream secondary schools and Special Needs schools are offered similar services carried out either at



Dental officers and dental therapists in mobile dental clinics that are situated at secondary schools, provide dental screening and treatment to the students.

the dental clinics within the schools, or in mobile dental clinics rotated to the different schools. In 2019, close to 243,400 students were screened for their oral health.

Programmes such as tooth brushing exercise, dietary advice and oral health talks were also conducted throughout the year. Some of these included proper tooth brushing habits and health talks on gum diseases for primary school students, as well as an orthodontic programme that shared tips on oral care with secondary school students undergoing orthodontic treatment.

To encourage students from the Institute of Technical Education (ITE) to cultivate good dental habits, mobile dental clinics are deployed to the ITE colleges annually, to provide on-site dental screening, dental treatment and oral health education. During the year, mobile dental clinics were deployed to the three ITE campuses, benefitting over 900 ITE students.

“Our school's dental therapist is very caring and has always been very patient with the students, pacifying them whenever she encounters any students who are afraid. She also provides good support when there are any emergency cases to attend to.”

Mr David Wang, Vice Principal, Concord Primary School

DRIVING THE MESSAGE OF WELLNESS HOME

Over the course of 2019, the Health Promotion Board (HPB) continued to roll out and sustain a holistic range of programmes catering to the diverse needs of children in their developmental years.

Holistic health education through play

In July 2019, HPB brought the **'I Love Me! Roving Exhibition'** to primary schools to encourage students to adopt healthy habits through fun and experiential activities. The interactive exhibits equipped the students with knowledge of different healthy living topics covering nutrition, physical activity, weight management, mental well-being, myopia, oral health, smoking and personal hygiene.

As a motivation for the students to practise the healthy habits, they were rewarded with enamel pins upon completing questions related to each healthy living topic. The exhibition travelled to 35 primary schools, reaching out to 32,600 students.



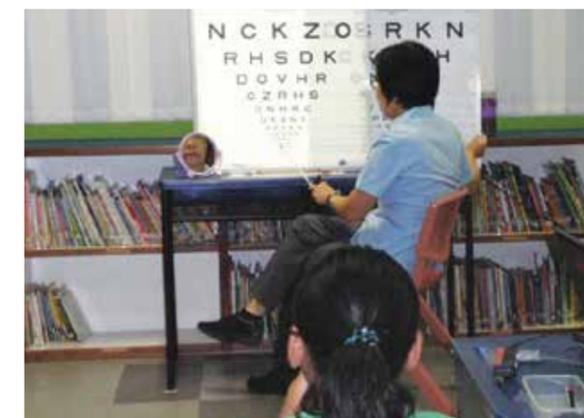
Students from Clementi Primary School picked up tips on stress management at the 'I Love Me! Roving Exhibition'.

“The students were engaged throughout and benefitted greatly. They were very excited to play and learn at the exhibits.”

Mr Prabu Selvaraj, PE Teacher, Greenridge Primary School

Delaying the onset of myopia

To delay the onset of myopia and reduce its progression among school-going children and youths, the **National Myopia Prevention Programme** reaches out to students from pre-schools to secondary schools. It encompasses annual vision screening by HPB's School Health Service and vision care education that encourages children and youths to spend more time outdoors. Over 300,000 children had their vision screened in 2019.



A nurse from HPB's School Health Service conducting vision screening for primary school students.

As part of the myopia prevention efforts, HPB collaborated with various partners such as Plano® to encourage children to reduce their screen time with the use of the Plano® smart device management app. Plano® also offered educational talks to more than 40 primary and secondary schools. In September 2019, HPB set up an interactive booth on myopia education at the Early Childhood Conference organised by the Early Childhood Development Agency, engaging more than 10,000 pre-schoolers, parents and educators.

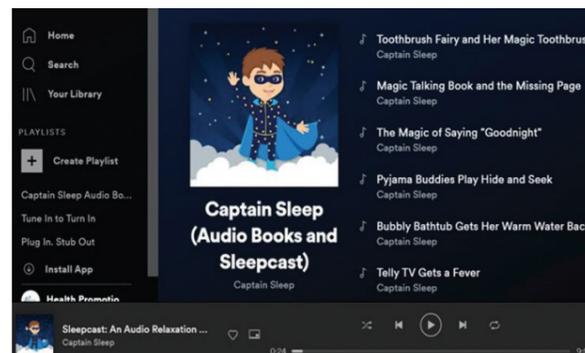
To support underprivileged children in vision care, HPB and Essilor Singapore issue vouchers to underprivileged children, under the Spectacle Voucher Fund Scheme. The vouchers can be used to redeem spectacles at participating optical shops islandwide as well as Roving Optical Shops set up in schools to make redemption more convenient. In 2019, the Roving Optical Shops were brought to 87 primary schools.

Similar services were extended to underprivileged secondary school students through the Roving Optical Bus that was piloted at four secondary schools, in collaboration with the Singapore National Eye Centre and the Singapore Eye Foundation. With these engagement efforts, over 7,500 underprivileged children were able to benefit from the spectacle vouchers.

Inculcating good sleep habits

From August to November 2019, HPB ran the 'Sleep Campaign' aimed at supporting young children in getting sufficient sleep. The campaign equipped parents with resources to prepare their children for bedtime and to inculcate healthy sleep habits from an early age.

Using an interactive sleep kit developed by HPB, parents learnt to create a conducive environment for their young ones to wind down for bedtime and turn the pre-bedtime routine into an engaging bonding moment for both parent and child. The sleep kit contains practical resources, including storybooks and audiobooks that demonstrate good pre-bedtime practices, audio-guided relaxation exercises, activities as well as sleep reward charts. During the campaign period, 93,750 sleep kits were distributed to children in all pre-schools.



Audiobooks that demonstrate good pre-bedtime practices and audio-guided relaxation exercises were among the resources provided to parents during the 'Sleep Campaign'.

HPB also collaborated with the National Library Board, to incorporate stories from the sleep kit into storybook reading sessions at national libraries. Resources in the sleep kit, which were available on the HealthHub website, were downloaded more than 29,900 times in 2019, and about 38,100 audiobook tracks were streamed on Spotify.

Supporting mental well-being

Mental and emotional support for a child can have a lasting impact on the growing-up years. HPB's **Let's Face It** programme adopts a role-playing approach to help lower secondary school students better manage emotions in stressful situations using positive coping methods.

In the programme, students watch different scenes portraying characters who are overwhelmed by emotions. The scenes depict common situations faced by them such as sibling rivalry, bullying and pressure to excel, as well as the emotions the characters experience such as anger, sadness and anxiety. Students are invited to go on stage and

“The Roving Optical Bus provides financial help to students from low-income families with family members who may not be able to bring their child to make glasses.”

Gwey Soon Seng, Operations Manager, Assumption Pathway School

Preventing smoking initiation in youths

As part of the ongoing efforts to prevent smoking initiation in youths, HPB worked with social enterprise Vision Strategy Storytelling to roll out the 'Ctrl Alt Del Tobacco' initiative. The ground-up youth-led campaign promoted healthy and tobacco-free lifestyles among youths using the art of storytelling. Through creative workshops on film-making, video creation, designing, creative writing and photography, participants learnt to use their creative skills to share their stories on staying tobacco-free, quitting smoking and being affected by their loved ones who were smokers. The campaign also profiled and introduced relatable youth role models who embody this belief.

The initiative culminated in the showcase of all the creatively presented stories in conjunction with World No Tobacco Day in May 2019. At the event, which was attended by students from secondary schools and IHLs, a panel of experts and youth representatives exchanged views on tobacco addiction, smoking habits and healthy living. The discussion generated meaningful discourse around how youths could influence their peers to stay tobacco-free and to "delete" such habits from their lives. The 'Ctrl Alt Del Tobacco' initiative reached out to over 500 students.



Student volunteers under the Peer Support Programme shared their learnings and experiences on supporting their peers with mental health concerns through "café huddles".

through role-playing, they are guided by facilitators to learn skills to cope with their emotions in each scenario. In 2019, over 21,000 students from 46 schools participated in the programme.

HPB also runs the **Peer Support Programme** in collaboration with Institutes of Higher Learning (IHLs), to equip student volunteers with skills to support their peers with mental health concerns. They learn to identify signs and symptoms of common mental health conditions, provide empathetic listening and encourage friends to share their problems or seek help from school counsellors. Besides supporting the people around them, they are reminded to practise self-care as their own mental well-being is equally important.

During the year, around 800 IHL students were trained as peer supporters, and a toolkit containing resources such as an e-peer support guide and conversation starter stickers was developed for them. In partnership with the Community Health Assessment Team (CHAT) and CampusPsy, HPB also co-facilitated a series of "café huddles", which were networking sessions where student volunteers from various IHLs gathered to share their learnings and experience on supporting their peers.



As part of the 'Ctrl Alt Del Tobacco' initiative, experts and youth representatives exchanged views on tobacco addiction, smoking habits and healthy living on World No Tobacco Day.

ENHANCING THE HEALTH OF OUR WORKFORCE

Working towards more prevalent work-health integration at workplaces, the Health Promotion Board is constantly exploring new ways and partnerships to empower the workforce to stay healthy and productive. Through an ecosystem approach, customised interventions and partnerships, our health promoting initiatives have created healthier workplaces, benefitting employees and businesses alike.



BROADENING OUR REACH THROUGH STRATEGIC COLLABORATIONS

During the year, the Health Promotion Board (HPB) continued to leverage strategic collaborations with partners and stakeholders, to broaden the reach of health promotion programmes, benefitting a wider population of the workforce across companies of all sizes in different sectors.

Growing Healthy Workplace Ecosystems

The workplace is a natural setting for health promotion as more than two-thirds of Singapore's adult population is in the workforce. The **Healthy Workplace Ecosystem (HWE)** strategy has been facilitating the accessibility of healthy lifestyle programmes such as mass workouts and health workshops, as well as healthier dining options at workplaces for working adults who spend most of their time at work.

Partnering with landlords, developers and business associations to transform workplace clusters into HWEs, HPB leverages shared resources and amenities within precincts, business parks, offices and industrial buildings, to customise health promoting programmes that suit the needs and demographics of workers in the HWEs. In 2019, the number of HWEs grew to 68 from 58 in 2018, reaching out to over 406,000 workers.

Increasing reach through precinct partnerships

HPB's precinct approach, a HWE model developed in 2018, continued to gain momentum. Partnering with business associations and tapping their extensive connections, HPB was able to reach more companies and workers in different precincts, and bring a larger, more suitable spectrum of programme offerings to the precincts.

In 2019, programmes organised in **collaboration with the Singapore National Employers Federation** in the Central Business District recorded more than 33,000 participants. A significant number of the participants were younger workers as HPB introduced thematic activities such as the 'Downtown Amazing Race', designed to generate interest among workers in this segment.

In Orchard Road, HPB's **partnership with the Orchard Road Business Association (ORBA)** saw the number of epicentres – central communal spaces offering regular health activities – increase from three to seven, benefitting over 29,000 participants in 2019. Recognising the needs of workers in the retail and food and beverage sectors within the precinct, ORBA offered customised programmes such as 15-minute stretching activities to help workers practise workplace ergonomics. The business association also showed support for a tobacco-free lifestyle by bringing HPB's I Quit smoking cessation roadshows to the precinct.

At Sentosa, another HWE, HPB **worked with Sentosa Development Corporation** to customise programmes for workers who were unable to attend regular HWE activities due to the nature of their work. One such effort was a 15-week programme tailored for Sentosa Golf Club's agronomy shift-work employees who tend to experience body pain. The programme, which was incorporated into the agronomy team's weekly training sessions, taught the workers exercises and stretches that could help them relieve physical pain and improve their fitness levels. Practical tips on nutrition, mental well-being and chronic disease management were also shared to nudge them towards a holistic healthier lifestyle.



Under the Healthy Workplace Ecosystem, Sentosa Golf Club's Agronomy Department employees were taught stretching exercises to relieve body pain and improve their fitness levels.

Spurring young working adults to get fit

A HPB study showed that the biggest shifts in overweight and obesity numbers are seen among Singaporean young adults as they transit into the workforce, and this could be due to more sedentary lifestyles and unhealthy diets.

To help young working adults stay fit and keep track of their health status, HPB rolled out the **Get Fit! Challenge** in eight HWEs from May to October 2019. The six-month challenge invited young workers to do a fitness check once every two months, to measure their body compositions, which included Body Mass Index, body fat and skeletal muscle mass.

Health coaching sessions by certified trainers guided participants on setting their personal health goals and adjusting their lifestyles, such as improving their diets and engaging in more



Fitness checks were conducted for Get Fit! Challenge participants to measure their body compositions such as Body Mass Index, body fat and skeletal muscle mass.

physical activities. Customised health tips were also delivered digitally to the participants. The Get Fit! Challenge benefitted more than 2,000 participants at the end of the programme.

“ Thank you for initiating the activities for our Agronomy team in a fun manner. We have received good feedback from our staff and have definitely benefitted from it – we saw that a few workers have lost weight after the programme. ”

Adeline Yan, Executive Admin, Sentosa Golf Club

“ My lifestyle has improved a lot from the fitness checks and customised health coaching. Now, I walk and visit the gym more frequently to exercise and have rallied my wife to join me in walking four to five times per week in the evening. Get Fit! Challenge has spurred me to lead a healthier lifestyle by improving my exercise regime and encouraging me to adopt a healthier diet. ”

A participant of Get Fit! Challenge at the Mapletree Business City

FOSTERING HEALTHY WORKPLACES

Beyond Healthy Workplace Ecosystems, outreach to companies through tailored programmes is another priority for the Health Promotion Board (HPB). Efforts are channelled into providing conducive environments to support workers in taking charge of their personal health for greater productivity.

Driving holistic outcomes

In 2019, HPB and the Workplace Safety Health Council (WSHC) jointly introduced an assistance programme to support and guide companies in implementing **Total Workplace Safety and Health**, to reduce risks of injury and ill health among workers and enable them to stay productive in the workforce. The programme guides companies to integrate holistic safety and health practices into the workplace, and HPB supports this common goal by bringing health promoting programmes to companies on board the programme.

In April 2019, HPB and WSHC worked with SATS Inflight Catering Centre 1, the first company to tap the assistance programme, to develop and organise health and safety-related activities for their employees. These include training sessions that guided employees on correct postures and lifting techniques to avoid strains and injuries, stretching exercises to increase their flexibility and muscle strength, as well as tips to alleviate body pain. The three-month programme benefitted 675 employees.

In another ongoing effort to support companies of all sizes in implementing holistic health programmes, the **Workplace Outreach Wellness (WOW) Package** was introduced in February 2020, to provide programme offerings co-funded by HPB.

The WOW Package is designed to provide a cost-effective and convenient plug-and-play model for companies to implement health promotion programmes. Besides offering general physical activity, nutrition and mental wellness programmes, as well as basic health screening and coaching, the package also offers programmes targeted at chronic disease management, smoking cessation and weight management.

Strengthening the business case for workplace health initiatives

In October 2019, HPB unveiled the beta version of a new **ROI (Return on Investment) Calculator**, a self-help tool that seeks to help organisations project the estimated returns of their workplace health promotion initiatives. This is part of HPB's ongoing efforts to help companies build more compelling business cases to encourage the adoption of workplace health practices.

The ROI Calculator is co-developed with health economist Dr Joanne Yoong from the University of Southern California, with the intention to support companies in projecting their estimated year-on-year rate of returns from their initial investment in health programmes, and to provide companies with their approximate returns over a three-year span. These returns may be derived from an improvement in productivity losses associated with reduced staff absenteeism and presenteeism, a decrease in staff turnover or a decline in medical claims.

As of March 2020, over 30 companies of varying sizes across different industries have trialled the use of the ROI Calculator beta version and their feedback will be incorporated into further development of the tool.

Emphasising both physical and mental well-being

To get working adults more active, the **National Steps Challenge™ Corporate Challenge**, introduced since 2016, was held from January to April 2020. Employees represented their organisations, ranging from micro-SMEs to large companies, to compete in the challenge.

Organisations that returned from past seasons were provided complimentary holistic health programmes, including workout sessions, health screening sessions and nutrition workshops. As of March 2020, over 108,000 participants representing close to 1,000 organisations from various industries, such as manufacturing, health and social services as well as information and communications sectors, have signed up for the Corporate Challenge.

Beyond physical activity, HPB provides a range of **mental well-being programmes** at workplaces to empower employees with stress management skills, so that they can better cope with life and work challenges. In 2019, over 500 experiential workshops were conducted, enabling participants to take part in therapeutic activities that incorporated practical tips on effective stress management. A sleep management workshop was also piloted at workplaces in October 2019, to encourage good sleep habits for better mental well-being and to share useful information on seeking help for sleep issues.

Recognising the importance of support at the workplace, HPB also conducts management training workshops to equip managers and human resource personnel with skills and knowledge on identifying and supporting staff who experience stress in their work, while maintaining their personal well-being. Over the course of the year, about 14,000 employees participated in the various mental well-being programmes.



Participants learning deep breathing techniques at a workplace mental wellness workshop on practising mindfulness.

“The ROI Calculator would be useful and likely more accurate in estimating the ROI of Singapore companies, due to the use of localised data.”

Dr Melvin Seng, Country Lead Physician, GSK

“Many of our employees have found the sleep management workshop useful and this is definitely a great promotion for workplace health and employees' mental well-being.”

Germaine Chua, HR coordinator, BP Singapore

REACHING OUT TO OUR MATURE WORKFORCE

Singapore's ageing population has prompted the need to ensure older workers are able to remain in the workforce for as long as they want. Over the years, the Health Promotion Board (HPB) has taken its efforts upstream by providing mature workers 40 years and above convenient access to health programmes, so that they are equipped to adopt healthier habits and delay the onset of chronic diseases.

Making healthy living more accessible to mature workers

Outreach efforts in industries with a higher proportion of mature workers continued through 2019, with a focus on employees who are harder to reach due to their shift work patterns, irregular work hours or work locations. To date, over 86,000 mature workers have participated in workplace health programmes customised for them at their doorstep.

For example, HPB worked with **Smarte Carte Singapore**, which provides airport services such as luggage storage and trolley management, to implement its health promoting programme, We Care, for over 300 employees. The programme, customised to employees' work patterns and their work-related health needs, provides health coaching and activities that cover chronic disease management, healthy eating, exercises, ergonomics and relief of body pain arising from the repetitive nature of their work.



Health checks and health coaching covering chronic disease management and other health topics were tailored for mature workers at Smarte Carte Singapore.

At the end of the programme, about 22% of the participants with an unhealthy Body Mass Index (BMI) improved their BMI by at least one kilogram, 75% of the participants adopted healthier eating habits, while 60% of those who had reported body pain experienced a reduction in pain.

“This job requires me to walk a lot and push the trolleys every day. The health activities taught me the correct technique to push trolleys and how to do proper stretching before starting work each day. The exercises have helped me to relax my muscles and I experience less aches after work. I have also learnt how to select healthier food choices to improve my health. I am delighted to have received my company's Pink of Health Award as I did not have to take medical and hospitalisation leave.”

Teh Siok Huat, Trolley Service Officer, Smarte Carte Singapore

In the transport sector, HPB similarly made progress in its **collaboration with the National Transport Workers' Union (NTWU)** to promote healthy eating habits among all public transport employees. Since 2017, HPB and NTWU have been working closely with NTWU canteen operators to progressively incorporate healthier food options, such as brown rice and dishes prepared using healthier oil, into the menus of food and drink stalls at bus depots and interchanges.

To further this drive, HPB and NTWU launched two new initiatives, Kosong Friday and Apple of the Month, in 2019. Kosong Friday encourages bus captains to reduce their sugar intake by serving freshly prepared hot beverages with sugar on the side and not pre-added, while the Apple of the Month initiative provides them with a free apple once a month to habituate the inclusion of fruits into their diets. By the end of March 2020, the number of food and drink stalls at bus depots and interchanges converted to healthier stalls has more than doubled, from 21 stalls in 2018 to 45 stalls. About two in three bus captains also indicated that they had chosen healthier food options.

Engaging Merdeka Generation workers

More than half of the Merdeka Generation (MG) are still in the workforce. To support these older workers in staying productive at their workplaces, **customised health coaching sessions, health talks and roadshows** were conducted in companies, hawker centres and heartland malls throughout the year. The customised health coaching programme covered knowledge and skills on physical activity, healthy eating, stimulating the mind and staying socially connected, as well as the importance of regular screening and health management. More than 4,000 MG workers benefitted from these programmes.

In partnership with the Silver Generation Office (SGO), MG engagement clinics were also integrated into existing health coaching sessions held at hawker centres and heartland malls, to raise awareness of the MG scheme under the SGO, and the resources that the MG individuals can tap, in their journey to age actively and purposefully.



Bus captains are encouraged to reduce their sugar intake when enjoying their beverages under the new initiative, Kosong Friday.

ENGINEERING HEALTHY LIFESTYLES IN THE DIGITAL AGE

The Health Promotion Board empowers individuals to take charge of their well-being by leveraging a suite of digital platforms to make healthy living achievable anytime, anywhere. Drawing upon our learnings and insights with technology, we engineer healthier shifts in lifestyles through impactful programmes and campaigns.



ENHANCING OUR DIGITAL PLATFORMS

Delivering more with HealthHub

HealthHub, a one-stop health portal and mobile application was enhanced for better service delivery in 2019. With the enhancement, patients of the National University Polyclinics, National Healthcare Group Polyclinics and Ng Teng Fong General Hospital are able to register their visits electronically and know the number of patients ahead of them, bringing about greater convenience to patients and their caregivers.

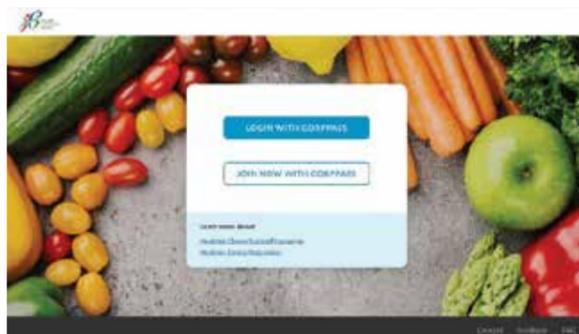
Another development was the new screening eligibility checking service through which individuals can check their eligibility for subsidised screening services under the Screen for Life programme. E-notifications are sent to eligible HealthHub users who are due for their subsidised screening appointments.

In addition to these changes, the 'appointments' function enables parents to view, reschedule or cancel their children's existing appointments with the Student Health Centre and School Dental Centre, as well as book new or follow-up appointments through HealthHub. As of March 2020, HealthHub has recorded over 728,270 app downloads and garnered more than 134 million pageviews on the portal since its inception in 2015.

A one-stop platform for greater efficiency

To encourage more food and beverage companies to embark on the Healthier Choice Symbol (HCS) programme and the Healthier Dining Programme (HDP), a **one-stop website** was launched to facilitate the application process for the HCS and HDP.

Business processes were streamlined into simple workflows to assist applicants in getting their food and beverage products certified within a shorter time. The online system allows the Health Promotion Board (HPB) to begin processing the applications earlier, without the need for manual handling of documents. It also provides notifications and reminders to applicants on the actions required by them, to ensure smooth processing of the applications.



A one-stop website was launched for the application of the Healthier Choice Symbol and Healthier Dining Programme, for enhanced user experience and efficiency.

Sustaining interest with Healthy 365

Leveraging the Healthy 365 mobile application, the **HPB Loyalty Programme** has motivated a growing number of Singaporeans to adopt healthier lifestyles since its launch in 2017. Through an incentive-based system riding on the convenience of a mobile application, the programme offers Singaporeans "Healthpoints" for participating in various HPB programmes and activities. The Healthpoints can be redeemed for rewards such as grocery and transport vouchers via a common rewards catalogue on one platform.

The programme carries an extensive range of rewards offered by HPB's network of partners. As of March 2020, there were 49 merchant brands spanning over 1,500 touchpoints. These include major supermarkets, pharmacies, lifestyle retailers, shopping malls and food and beverage outlets. In 2019, rewards redemption was made by more than 600,000 participants.

MOVING TOWARDS PERSONALISED HEALTH PROMOTION

To encourage healthier behaviours, the Health Promotion Board (HPB) has been using technology to increase the scale and outreach of health promoting programmes. With increasing evidence that a personalised approach to health promotion will encourage behavioural changes more effectively, HPB has started to shift away from a "one-size-fits-all" approach towards a more personalised delivery of health interventions and messages, further leveraging technology and big data.

Deriving health insights from lifestyle behaviours

Leveraging digital technologies, HPB has developed a better understanding of Singaporeans, by gathering population-level data from various programmes and setting up a technology-enabled longitudinal study, the **Health Insights Singapore (hiSG)**. The initiative was first piloted in August 2018 among working adults and tertiary students and was broadened to include segments such as seniors in 2019. As of March 2020, there were 3,000 active participants.

Through hiSG, HPB has been able to gain novel insights into health domains and physiological observations such as walking patterns, physical activity profiles and preferences of Singaporeans, with the aim of providing more personalised health promotion to the individual. Understanding how lifestyle behaviours interact with work nature and individual preferences, values and motivators, health messages and programmes can be better customised across segments.

The initiative has also paved the way for HPB to collaborate with partners across healthcare, academic and industry sectors during the year, to facilitate more evidence-based health interventions that will bring value to Singaporeans. HPB worked with partners including a group of clinicians to deepen research into sleep behaviours and lifestyle management among participants.

Translating insights into actionable programme refinements

With richer insights obtained from research and programmes, HPB has started leveraging data science and digital technology for more tailored delivery of interventions, to achieve more effective behavioural change at an individual level. A feedback loop has also been set up to link the responses from individuals to interventions, in order to better measure outcomes and refine health promotion approaches through machine learning.

On the Healthy 365 mobile application, HPB experimented with **automated personalised nudges** sent to individual programme participants. This sought to improve their engagement in existing programmes and encourage them to participate in other programmes. Based on their reactions to the nudges and interactions with the programmes and mobile app, interventions were further customised and refined over time. Preliminary results showed shifts in behaviours among participants who received the customised interventions compared to those who did not.

With the delivery of increasingly refined interventions and tailored nudging across the population, HPB aims to see a measurable improvement in national health outcomes through sustained changes in health behaviours.

Beyond HPB's platforms, there were also partnerships with key industry players to better deliver personalised health promotion. In October 2019, Fitbit, in collaboration with HPB, launched the **Live Healthy SG** programme.

Building on Singapore's Smart Nation efforts, the programme uses Fitbit's proprietary algorithms and personalised nudges to drive the adoption of healthier habits. It harnesses technology, behavioural insights and advanced analytics to encourage Singaporeans of different age groups to lead healthier lifestyles through meaningful and sustained behavioural changes, such as increased physical activity, better sleep quality and improved nutrition. As of March 2020, over 13,000 participants have enrolled in the programme.

ENGENDERING SUSTAINABLE HEALTH PROMOTION

Health promoting work is a long haul. With the goal of sustaining health promotion, we take our learnings from local to global, forging deeper and more meaningful collaborations beyond the shores. To support this long-term goal, we develop not just the expertise in our people, but also the growth mindsets and resilience in them.



FORGING DEEPER GLOBAL COLLABORATIONS

Over the course of 2019, the Health Promotion Board (HPB) continued to bridge and strengthen its connections globally, enhancing Singapore's presence as a thought leader within the international health community through meaningful collaborations. HPB organised and participated in nearly 40 international engagements, including visits, attachments, conferences and leadership programmes for high-level delegates and dignitaries from nine countries and jurisdictions.

Re-designation as a World Health Organisation Collaborating Centre

In recognition of Singapore as a global leader in the prevention of non-communicable diseases (NCDs), the World Health Organisation (WHO) designated HPB as a WHO Collaborating Centre (WHOCC) for Health Promotion and Disease Prevention (2019-2022) for the fourth successive term since 2007. As a WHOCC, HPB supports WHO by providing capability building and technical assistance to governments, as well as developing resources and tools to further health promotion efforts in the Western Pacific region and beyond.

In December 2019, HPB's Chief Executive Officer, Mr Zee Yoong Kang, attended a WHO global meeting aimed at accelerating efforts to achieve the United Nations' sustainable development goals (SDGs) on NCDs and mental health, as a plenary panellist. The global meeting was attended by Ministerial-level delegates and heads of international organisations. In particular, the meeting aimed to address SDG Target 3.4 – to reduce premature mortality from NCDs by one-third by 2030 through prevention and treatment, and to promote mental health and well-being. As a panellist, Mr Zee shared about Singapore's progress in multi-sectoral and multi-stakeholder partnerships in health promotion efforts. He also encouraged all to leverage public-private-people partnerships for sustainable health promotion and disease prevention.

HPB also played a key role at the inter-regional meeting jointly organised by WHO and the Food and Agriculture Organisation to promote healthy diets through the informal food sector. As a temporary advisor to WHO at the meeting, HPB shared Singapore's experience and strategies in implementing the Healthier Dining Programme in

mass dining settings, as well as participated in a discussion on key actions and the way forward for the region. These contributed to the drafting of a regional toolkit, to promote healthy diets through the informal food sector.

Deepening relations with international health promotion institutions

In the year of review, HPB continued to cultivate relations with the international health promotion community.

In June 2019, HPB and the Thailand Health Promotion Foundation entered an agreement to collaborate on activities that support mutual advancement in health promotion. The agreement led to valuable exchanges between the two nations. HPB visited Bangkok to study the country's best practices in social mobilisation and social marketing, while the Thai Deputy Minister of Public Health, Dr Sathit Pitutecha, visited Singapore to gain insights on the implementation of large-scale programmes and preventive services for the young.

HPB also deepened its partnership with the Victoria Department of Health and Human Services (DHHS) and the Victoria Health Promotion Foundation (VicHealth), which are based in Australia. This facilitated cross-sharing of ideas and discussions covering strategies and approaches for health promotion, disease prevention and population health surveillance.



Mr Liu, a stall holder at Tiong Bahru Food Centre, shared with Ms Jenny Mikakos, Minister for Health of Victoria, Australia, his journey in reformulating healthier recipes, as part of Singapore's health promoting efforts in mass dining settings.

NURTURING GROWTH MINDSETS

The Health Promotion Board's (HPB) talent development approach seeks to inspire and empower employees to take charge of their professional development. Anchoring on the principle that every employee is a talent and a leader, the framework of HPB Talent and Career Programmes is designed to be inclusive and guided by the values of growth mindset and resilience.

Leadership and Career Development

Several new programmes were launched in 2019 to meet the developmental needs of three groups of talents – the young managers and senior managers, mid-career officers and senior leaders.

The **Young Officers Development Accelerator Programme (YODA)** was launched in July 2019 with a pilot batch of young managers and senior managers. During the one-year structured programme, officers are coached and mentored on their developmental readiness skills to navigate themselves better in a complex and dynamic environment. A pool of HPB mentors comprising HPB's senior leaders who are passionate about nurturing younger officers, are trained and assigned to mentor them.

A six-month **Mid-Careerist Career (MICCA) Programme** was also implemented during the year, to support mid-career officers with individual coaching, guiding them to align their professional roles with their aspirations. The self-directed journey has helped mid-career officers to reflect on their professional and personal development as well as take charge of their next leap towards their career aspirations.

HPB also launched two **leadership programmes** to hone employees' competencies in their roles as team and organisation leaders. The programmes are based on the North Star leadership practices of creating vision, inspiring trust, driving a culture of feedback and managing the energy.

Building a future-ready workforce

HPB advocates continuous learning and upskilling to help employees grow professionally and contribute to a future-ready public service. The key priorities in 2019 was strengthening employees' digital capabilities and making learning culture more pervasive.

Recognising the need to ensure HPB is prepared for a future landscape that is increasingly technology-driven, with a growing citizenry of digital natives, a **Digital Skills Roadmap** was drawn up during the year. It aims to equip employees with the right mindset and skill sets to deliver public health solutions that are relevant and sustainable.

Digital fluency training programmes to develop capacities in cyber security, communications and collaboration as well as technology literacy were rolled out progressively throughout the year. To enable employees to apply the digital skills in their various job functions effectively, training programmes such as data analysis and agile project management, are highly contextualised to the needs of different roles.

Another significant stride in the year was increasing the adoption of **digital learning**. Employees were strongly encouraged to sign up for courses and upskill using the LEARN mobile application developed by the Civil Service College (CSC). HPB also worked with CSC to include a wider spectrum of relevant courses in the mobile application. As of March 2020, close to 9 in 10 HPB employees have completed at least one learning package in the LEARN app.

To drive knowledge sharing across the organisation, HPB also introduced the **FuelUP Learning Session** in October 2019. The monthly informal and collaborative learning platform is scheduled during lunch hours for learning to be accessible to all staff. FuelUP focuses on learning areas beyond employees' core expertise, such as developing operational and service excellence, improving precision in public health through technology and insights, inspiring business and strategy innovations as well as enhancing personal mastery.

BUILDING RESILIENCE FOR ENDURING CHANGE

Besides fostering a culture of learning and development, creating a supportive environment for employees' well-being is also key to nurturing a resilient workforce at the Health Promotion Board (HPB).

Collaborating with Union to improve engagement

The deep, longstanding collaboration with Amalgamated Union of Statutory Board Employees (AUSBE)-HPB Branch enables the creation of a harmonious environment in which all stakeholders can work towards shared goals of the public service.

Through 2019, the partnership continued to sustain healthy levels of staff engagement, communication and development. A new **Collective Agreement** covering the period 2020 to 2022 was inked to enhance employees' benefits and upgrade their skills to raise productivity levels of the workforce. HPB also reaffirmed its partnership with the Union to nurture a learning culture and growth mindset among employees, with an emphasis on strengthening officers' lifelong employability.



Physical and social interest group activities such as the National Parks Board Trail Walk were organised to promote well-being among HPB employees.

Taking a holistic approach to employees' well-being

Employing a multi-pronged approach to build resilience in employees, HPB introduced and organised several **well-being policies and wellness programmes** in 2019. They were developed to help employees maintain their physical, emotional and mental well-being and build a sense of purpose.

Policies and programmes were enhanced to cater to different age groups of employees and their diverse interests. Changes included the introduction of a casual dress code and 'protected time' for teams to build a supportive environment. A wellness programme, Tapping into Wellness to Optimise Performance and Productivity, was incorporated into new joiners' induction programmes for them to experience healthy living together. Staff-led physical and social interest groups were also organised, garnering more than 400 staff participation throughout the year.

Stepping up against COVID-19

The test of resilience came when COVID-19 (Coronavirus Disease 2019) hit Singapore in the final quarter of the financial year.

As a public healthcare institution and part of the national response team, HPB supported the whole-of-nation fight against the virus, deploying both medical and non-medical teams on-ground. Besides conducting screening at the airport and serving home quarantine orders, HPB employees also stepped up to shoulder new responsibilities such as contact tracing.

In support of the national testing strategy for COVID-19, HPB also took on the critical role of conducting swab testing operations. To support this mission, HPB employees from different parts of the organisation joined the frontlines, managing



HPB employees supported national testing efforts for COVID-19, taking on the critical role of conducting swab testing operations.

on-ground operations and performing swab procedures in full Personal Protective Equipment and N95 masks. The efforts reflected solidarity, resilience and people-centricity among HPB employees in the face of adversities and challenges.

“The initial period was challenging as little was known about COVID-19. We were constantly updated with the latest news and guidelines by the Ministry of Health and our senior management. We were also well-trained in infection control practices and were provided refresher courses, with constant reminders to observe and comply with safety procedures, safe distancing measures as well as to have sufficient rest for our safety and welfare.”

Ms Toh Wei Wei Wendy, Staff Nurse, Youth Preventive Services, whose first deployment was to serve home quarantine orders

“Although the task seems to be simple, every effort counts when it comes to preventing the spread of COVID-19 within the community.”

Ms Ngoi Qi Yin, Policy, Research and Surveillance Division, deployed for community contact tracing

“We are always on the move – walking and standing for a long period of time. Our work hours are also long and irregular. Sometimes, we have to work beyond 12 hours and be on standby even on our off days. Despite these challenges, I still feel motivated as I take my role as a mission for the greater good. By being at the frontline doing every bit I can to help Singapore overcome this pandemic, I have good faith that my family will also be protected.”

Ms Azizah Abbas, Principal Enrolled Nurse, Youth Preventive Services, deployed for swab testing operations

ACHIEVING EXCELLENCE

The year saw many Health Promotion Board (HPB) employees being recognised through corporate, industry, national and international accolades, for their passion and commitment in delivering excellent service and effecting positive change.

Driven by passion, commitment and citizen-centricity

In 2019, the **HPB Quality Service Award 2019** was enhanced to model after the Public Service Transformation Award, which emphasises a citizen-centric mindset, consistency of service excellence and dedication to service improvement. During the year, 32 employees from various departments were presented with the award for demonstrating service excellence in the course of their work by going the extra mile and making a positive impact on their stakeholders.

As a recognition of employees' steadfast passion and commitment towards their roles in the organisation, the **HPB Long Service Award 2019** was given out to 83 employees, among whom three individuals have served for 40 years.

Special Appreciation Awards were also presented to 16 employees who completed at least five years of continuous re-employment service, as part of HPB's support for seniors to remain active and gainfully employed in the workforce.



Mr Maurice Tan, Deputy CEO of HPB (centre), with a group of HPB Long Service Award recipients.

A mark of honour and distinction

In 2019, four HPB employees were recognised for their service and dedication to the nation as they were conferred the **National Day Awards** that mark outstanding service and contribution of individuals to Singapore.

Ms Lek Yin Yin, Director for Human Resources and Organisation Development, was presented the Public Administration Medal (Bronze) for leading HPB's workforce and capability transformation. Dr Chow Khuan Yew, Senior Deputy Director of Youth Preventive Services, received the same award for his 15 years of contribution providing both professional and operational guidance in preventive health for children and youths in Singapore.

Ms Neo Yi Lin, Deputy Director of Workplace Health and Outreach, was presented the Commendation Award for leading her team in improving the health of workers in Singapore, while Ms Loh Yuet Meng, Manager of Youth Preventive Services, received the Efficiency Medal for spearheading and coordinating the move and handover of Youth Preventive Services' stores and equipment between vendors and for serving as an internal auditor at HPB.

Challenging convention for effectiveness

Redefining the traditional way of managing procurement in the public service, the procurement function at HPB has delivered effectiveness through stakeholder engagement, innovation and value creation, over and beyond public sector procurement policies.

In 2019, HPB bagged five awards in the procurement industry. At the **Asia-Pacific Procurement Awards 2019** organised by Procurement Leaders, a global procurement network and intelligence platform based in London, HPB was awarded the Procurement Leader Award and Transformation Award. The Procurement Leader Award was presented to Mr Sebastian Keith Chua, Head of Procurement, who has led a team to deliver procurement outcomes that have positively impacted HPB's running of health promotion programmes. He was also named as one of the Top 10 Procurement Executives Worldwide by the Supply Chain Digital Magazine.

HPB received three other accolades – the Best Public Procurement Project Award and Most

Improved Procurement Operation Award at the **Asia Supply Management Awards 2019**, organised by the Chartered Institute of Procurement Supply in the United Kingdom, as well as the **High Commendation Award** by the Australia Association of Supply Chain and Logistics. The awards recognised procurement teams that had identified opportunities, addressed challenges in the public sector, and delivered positive results for their stakeholders.



HPB bagged five prestigious awards in the procurement industry during the year.

CORPORATE GOVERNANCE

CORPORATE GOVERNANCE

Corporate Governance

The Health Promotion Board (HPB) 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). HPB was also registered as a charity (Registration no: 01810) under the Charities Act (Chapter 37) since 17 September 2004.

Board of Directors

The Board of Directors (the Board) comprises eleven independent members from a variety of sectors including academia, audit, finance, 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 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 resources 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 & Risk Management Committee, Medical and Dental Board, and Finance & 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 the rates set by the Public Service Division, which ranges from \$5,625 to \$22,500. The total board member allowances for FY 2019/2020 is \$118,125.

Disclosure & Transparency

There are clear policies and procedures for board members and staff to declare, prevent and address potential or actual conflict 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 HPB's Code of Conduct. An Internal Disclosure (whistle-blowing) policy is also in place to empower staff to report wrongful practices in HPB directly to the Chairperson of the Audit & Risk Management Committee or to the Chairman of the Board.

Among the top three HPB key executives in FY2019/2020, one key executive receives annual remuneration between \$600,000 to \$700,000; one between \$500,000 to \$600,000 and third one between \$400,000 to \$500,000. The annual remuneration includes salary, bonus, benefits and employers' CPF contributions.

Reserve Policy Statement

HPB manages its reserves judiciously and reviews it annually to ensure long-term financial sustainability. As at 31 March 2020, our reserves stood at \$49.1m (or 15% 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

2 July 2019:

Mr Philip Lee Sooi Chuen
Prof Chia Kee Seng
Prof Chua Hong Choon
Dr Lim Kuo-Yi
Mr Lim Teck Yin
Mrs Quek Bin Hwee
Mr Thali Koattiath Udairam
Prof Tan Chorh Chuan
Mr Tay Choon Hong

Absent with apologies:

Dr Intan Azura Binte Mokhtar
Ms Low Yoke Kiew

26 November 2019:

Mr Philip Lee Sooi Chuen
Prof Chua Hong Choon
Dr Intan Azura Binte Mokhtar
Mr Lim Teck Yin
Ms Low Yoke Kiew
Mrs Quek Bin Hwee
Mr Tay Choon Hong
Mr Thali Koattiath Udairam

Absent with apologies:

Prof Chia Kee Seng
Dr Lim Kuo-Yi
Prof Tan Chorh Chuan

10 September 2019:

Mr Philip Lee Sooi Chuen
Dr Lim Kuo-Yi
Ms Low Yoke Kiew
Mrs Quek Bin Hwee
Mr Thali Koattiath Udairam
Mr Tay Choon Hong

Absent with apologies:

Prof Chia Kee Seng
Prof Chua Hong Choon
Mr Lim Teck Yin
Dr Intan Azura Binte Mokhtar
Prof Tan Chorh Chuan

ANNUAL FINANCIAL STATEMENTS

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STATEMENT BY DIRECTORS

For the financial year ended 31 March 2020

We, Philip Lee Sooi Chuen and Zee Yoong Kang, on behalf of Health Promotion Board (the "Board"), do hereby state that, in our opinion:

- (i) 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 2020 and the financial performance, changes in equity and cash flows of the Board for the financial year then ended; and
- (ii) 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



Philip Lee Sooi Chuen
Chairman

28 August 2020



Zee Yoong Kang
Chief Executive Officer

INDEPENDENT AUDITOR'S REPORT

For the financial year ended 31 March 2020

Independent Auditor's Report to the member of Health Promotion Board

Report on the Audit of the Financial Statements

Our opinion

In our opinion, the accompanying financial statements of Health Promotion Board ("the Board") 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, Chapter 122B (the "Act"), Charities Act, Chapter 37 (the "Charities Act") and Statutory Board Financial Reporting Standards in Singapore (SB-FRS) so as to give a true and fair view of the financial position of the Board as at 31 March 2020 and of the financial performance, changes in equity and cash flows of the Board for the financial year ended on that date.

What we have audited

- The financial statements of the Board comprise:
- the statement of financial position as at 31 March 2020;
- the statement of comprehensive income for the year then ended;
- the statement of changes in equity for the year then ended;
- the statement of cash flows for the year then ended; and
- the notes to the financial statements, including a summary of significant accounting policies.

Basis for Opinion

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

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

Independence

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

Other Information

Management is responsible for the other information. 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.

INDEPENDENT AUDITOR'S REPORT

For the financial year ended 31 March 2020

Independent Auditor's Report to the member of Health Promotion Board (cont'd)

Report on the Audit of the Financial Statements (cont'd)

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, the Charities 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.

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

For the financial year ended 31 March 2020

Independent Auditor's Report to the member of Health Promotion Board (cont'd)

Report on the Audit of the Financial Statements (cont'd)

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

- 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:

- the receipt, expenditure, investment of moneys and the acquisition and disposal of assets by the Board during the year are, in all material respects, in accordance with the provisions of the Public Sector (Governance) Act, the Act, the Charities Act and the requirements of any other written law applicable to moneys of or managed by the Board; and
- 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.

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, the Charities 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.

INDEPENDENT AUDITOR'S REPORT

For the financial year ended 31 March 2020

Independent Auditor's Report to the member of Health Promotion Board (cont'd)

Report on Other Legal and Regulatory Requirements (cont'd)

Auditor's Responsibilities for the Compliance Audit (cont'd)

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.



PricewaterhouseCoopers LLP
Public Accountants and Chartered Accountants
Singapore, 28 August 2020

STATEMENT OF FINANCIAL POSITION

For the financial year ended 31 March 2020

	Note	2020 \$	2019 \$
Non-current assets			
Property, plant and equipment	4	21,673,233	11,647,028
Intangible assets	6	10,584,071	6,902,172
Financial assets, at amortised cost	7	14,988,900	14,985,200
		47,246,204	33,534,400
Current assets			
Receivables	8	7,243,572	8,526,108
Prepayments		2,227,195	2,226,342
Grant receivables	9	13,982,607	10,279,148
Cash and cash equivalents	11	130,275,816	97,280,143
		153,729,190	118,311,741
Current liabilities			
Payables and accruals	12	74,062,604	55,437,288
Lease liabilities	5	4,677,727	-
Grants received in advance	9	11,460,802	301,043
		90,201,133	55,738,331
		63,528,057	62,573,410
Net current assets			
		63,528,057	62,573,410
Non-current liabilities			
Deferred capital grants	13	277,530	263,552
Lease liabilities	5	343,139	-
Obligations in respect of pension scheme	14	7,564,228	7,759,554
		8,184,897	8,023,106
		102,589,364	88,084,704
Net assets			
		102,589,364	88,084,704
Equity			
Share capital	15	53,447,569	46,304,531
Accumulated surplus			
- General funds		49,141,795	41,780,173
- Restricted funds		-	-
		102,589,364	88,084,704

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

STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 March 2020

	Note	General Funds		Restricted Funds		Total	
		2020 \$	2019 \$	2020 \$	2019 \$	2020 \$	2019 \$
Income							
Service maintenance income	17	1,357,380	1,332,544	-	-	1,357,380	1,332,544
Interest income		2,194,196	2,050,849	-	-	2,194,196	2,050,849
Sponsorship income	17	6,208,326	7,998,322	-	-	6,208,326	7,998,322
Donation income		1,602,958	1,512,531	-	-	1,602,958	1,512,531
Other income	17	1,329,364	754,400	-	-	1,329,364	754,400
		12,692,224	13,648,646	-	-	12,692,224	13,648,646
Expenditure							
Staff cost	18	(84,437,961)	(87,555,202)	(103,088)	(41,933)	(84,541,049)	(87,597,135)
Depreciation of property, plant and equipment	4	(7,120,333)	(1,911,840)	-	-	(7,120,333)	(1,911,840)
Amortisation of intangible assets	6	(2,440,640)	(2,056,474)	-	-	(2,440,640)	(2,056,474)
Programme and marketing expenses		(65,153,582)	(71,816,043)	(101,419,456)	(81,821,828)	(166,573,038)	(153,637,871)
General and administrative expenses		(16,182,915)	(18,973,801)	(8,774,359)	(3,476,578)	(24,957,274)	(22,450,379)
Information technology services and maintenance		(23,952,909)	(20,125,369)	(21,796,545)	(5,481,603)	(45,749,454)	(25,606,972)
Interest expense		(122,759)	-	-	-	(122,759)	-
		(199,411,099)	(202,438,729)	(132,093,448)	(90,821,942)	(331,504,547)	(293,260,671)
Deficit before grants		(186,718,875)	(188,790,083)	(132,093,448)	(90,821,942)	(318,812,323)	(279,612,025)

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

STATEMENT OF COMPREHENSIVE INCOME (CONT'D)

For the financial year ended 31 March 2020

	Note	General Funds		Restricted Funds		Total	
		2020 \$	2019 \$	2020 \$	2019 \$	2020 \$	2019 \$
Grants							
Government operating grants	10	196,263,074	190,896,335	130,844,457	89,187,064	327,107,531	280,083,399
Non-government operating grants	10	-	-	1,248,991	1,634,878	1,248,991	1,634,878
Deferred government capital grants amortised	13	120,423	196,300	-	-	120,423	196,300
		196,383,497	191,092,635	132,093,448	90,821,942	328,476,945	281,914,577
Surplus for the financial year		9,664,622	2,302,552	-	-	9,664,622	2,302,552
Other comprehensive income:							
Items that will not be reclassified subsequently to profit or loss:							
Actuarial losses on obligations in respect of pension scheme	14	-	-	-	-	-	-
Total comprehensive income		9,664,622	2,302,552	-	-	9,664,622	2,302,552

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

STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 March 2020

	Note	Share capital \$	Accumulated surplus General funds \$	Restricted funds \$	Total \$
2020					
Beginning of financial year		46,304,531	41,780,173	-	88,084,704
Issuance of ordinary shares	15	7,143,038	-	-	7,143,038
Surplus for the year		-	9,664,622	-	9,664,622
Total comprehensive income		-	9,664,622	-	9,664,622
Total transactions with owners, recognised directly in equity					
Dividends paid	16	-	(2,303,000)	-	(2,303,000)
End of financial year		53,447,569	49,141,795	-	102,589,364
2019					
Beginning of financial year		41,044,244	39,477,621	-	80,521,865
Issuance of ordinary shares	15	5,260,287	-	-	5,260,287
Surplus for the year		-	2,302,552	-	2,302,552
Total comprehensive income		-	2,302,552	-	2,302,552
End of financial year		46,304,531	41,780,173	-	88,084,704

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

STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2020

	Note	2020 \$	2019 \$
Cash flows from operating activities			
Deficit before grants		(318,812,323)	(279,612,025)
Adjustments for:			
- Depreciation of property, plant and equipment		7,120,333	1,911,840
- Amortisation of intangible assets		2,440,640	2,056,474
- Net loss on disposal of property, plant and equipment		1,392	10,112
- Write-off of intangible assets		-	56,175
- Interest income		(2,194,196)	(2,050,849)
- Interest expense		122,759	-
		(311,321,395)	(277,628,273)
Changes in working capital:			
- Receivables		1,380,115	(5,385,242)
- Prepayment		(853)	(1,032,183)
- Payables and accruals		18,625,316	1,655,182
- Obligations in respect of pension scheme		(195,326)	(184,359)
Net cash used in operating activities		(291,512,143)	(282,574,875)
Cash flows from investing activities			
Additions to property, plant and equipment		(7,591,592)	(3,853,932)
Additions to intangible assets		(6,122,539)	(3,977,903)
Interest received		2,092,917	1,568,333
Net cash used in investing activities		(11,621,214)	(6,263,502)
Cash flows from financing activities			
Government grants received		333,046,812	282,225,162
Non-government grants received		2,900,411	-
Proceeds from issuance of shares		7,143,038	5,260,287
Principal repayment of lease liabilities		(4,658,231)	-
Dividends paid		(2,303,000)	-
Net cash provided by financing activities		336,129,030	287,485,449
Net increase/(decrease) in cash and cash equivalents		32,995,673	(1,352,928)
Cash and cash equivalents at beginning of financial year	11	97,280,143	98,633,071
Cash and cash equivalents at end of financial year	11	130,275,816	97,280,143

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

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 (Chapter 122B) (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 Board is also registered as a charity (Registration No: 01810) under the Charities Act (Chapter 37) since 17 September 2004.

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 lifestyle 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 lifestyle 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
- (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.

There have been no significant changes in the nature of these activities during the financial year.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

2. Significant accounting policies

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, Chapter 122B (the "Act"), Charities Act, Chapter 37 (the "Charities 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 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 3.

Interpretations and amendments to published standards effective in 2019

On 1 April 2019, 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 except for the adoption of SB-FRS 116 Leases and SB-FRS Guidance Note 1 Accounting and Disclosure for Funds, Grants, Accumulated Surplus and Reserves.

i) Adoption of SB-FRS 116 Leases

When the Board is the lessee

Prior to the adoption of SB-FRS 116, non-cancellable operating lease payments were not recognised as liabilities in the statement of financial position. These payments were recognised as rental expenses over the lease term on a straight-line basis.

The Board's accounting policy on leases after the adoption of SB-FRS 116 is as disclosed in Note 2.13.

On initial application of SB-FRS 116, the Board has elected to apply the following practical expedients:

- i) For all contracts entered into before 1 April 2019 and that were previously identified as leases under SB-FRS 17 Lease and INT SB-FRS 104 Determining whether an Arrangement contains a Leases, the Board has not reassessed if such contracts contain leases under SB-FRS 116; and

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

2. Significant accounting policies (cont'd)

2.1 Basis of preparation (cont'd)

Interpretations and amendments to published standards effective in 2019 (cont'd)

i) Adoption of SB-FRS 116 Leases (cont'd)

When the Board is the lessee (cont'd)

- ii) On a lease-by-lease basis, the Board has:
 - a) applied a single discount rate to a portfolio of leases with reasonably similar characteristics;
 - b) relied on previous assessments on whether leases are onerous as an alternative to performing an impairment review;
 - c) accounted for operating leases with a remaining lease term of less than 12 months as at 1 April 2019 as short-term leases;
 - d) excluded initial direct costs in the measurement of the right-of-use ("ROU") asset at the date of initial application; and
 - e) used hindsight in determining the lease term where the contract contains options to extend or terminate the lease.

There were no onerous contracts as at 1 April 2019.

For leases previously classified as operating leases on 1 April 2019, the Board has applied the following transition provisions:

- i) On a lease-by-lease basis, the Board chose to measure its ROU assets at amount equal to lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the statement of financial position immediately before the date of initial application (i.e. 1 April 2019).
- ii) Recognised its lease liabilities by discounting the remaining lease payments as at 1 April 2019 using the incremental borrowing rate for each individual lease or, if applicable, the incremental borrowing rate for each portfolio of leases with reasonably similar characteristic.

The effects of adoption of SB-FRS 116 on the Board's financial statements as at 1 April 2019 are as follows:

	Increase
	\$
Property, plant and equipment	8,886,121
Lease liabilities	8,886,121

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

2. Significant accounting policies (cont'd)

2.1 Basis of preparation (cont'd)

Interpretations and amendments to published standards effective in 2019 (cont'd)

i) Adoption of SB-FRS 116 Leases (cont'd)

An explanation of the differences between the operating lease commitments previously disclosed in the Board's financial statements as at 31 March 2019 and the lease liabilities recognised in the statement of financial position as at 1 April 2019 are as follows:

	\$
Operating lease commitments disclosed as at 31 March 2019	9,855,992
Less: Short-term leases	(66,295)
Less: Low-value leases	(697,141)
Less: Discounting effects using weighted average incremental borrowing rate of 3.2%	(206,435)
Lease liabilities recognised as at 1 April 2019	<u>8,886,121</u>

ii) Adoption of SB-FRS Guidance Note 1 Accounting and Disclosure for Funds, Grants, Accumulated Surplus and Reserves

SB-FRS Guidance Note 1 requires funds received for specific purposes and there are legal or other restrictions on the ability of the Board to distribute or otherwise apply its funds to be separately disclosed.

The amendments to SB-FRS Guidance Note 1 sets out examples of restrictions on the ability of the Board to distribute or otherwise apply its funds. The Board has included the additional required disclosure in the Statement of Comprehensive Income to the Financial Statements for funds which satisfy the criteria for separate disclosure.

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.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

2. Significant accounting policies (cont'd)

2.2 Property, plant and equipment (cont'd)

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

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

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

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.

Gains and losses on disposal of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and are recognised net within other income/other expenses in the statement of comprehensive income.

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.

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.

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

2. Significant accounting policies (cont'd)

2.4 Impairment of non-financial assets (cont'd)

An impairment loss is recognised if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognised in the statement of comprehensive income.

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

A reversal of impairment loss for an asset is recognised in profit or loss.

2.5 Financial assets

(i) Classification and measurement

The Board classifies its financial assets into the amortised cost measurement category.

The classification of debt instruments depends on the Board's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial assets.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

The Board reclassifies debt instruments when and only when its business model for managing those assets changes.

At initial recognition

At initial recognition, the Board measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial assets. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

At subsequent measurement

Debt instruments

Debt instruments mainly comprise of cash and cash equivalents, receivables, grant receivables and quoted and unquoted debt securities.

There are three prescribed subsequent measurement categories, depending on the Board's business model in managing the assets and the cash flow characteristic of the assets. The Board managed these group of financial assets by collecting the contractual cash flow and these cash flows represents solely payment of principal and interest. Accordingly, these group of financial assets are measured at amortised cost subsequent to initial recognition.

A gain or loss on a debt investment that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets are recognised using the effective interest rate method.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

2. Significant accounting policies (cont'd)

2.5 Financial assets (cont'd)

(ii) Impairment

The Board assesses on forward looking basis the expected credit losses associated with its debt instruments 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.

(iii) Recognition and de-recognition

Regular way purchases 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 have transferred substantially all risks and rewards of ownership.

On disposal of a debt instrument, the difference between the carrying amount and the sale proceeds is recognised in 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, cash placed with Accountant-General's Department (AGD) and cash on hand.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

2. Significant accounting policies (cont'd)

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. 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 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

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Board and the revenue can be reliably measured, regardless of when the payment is made. Revenue is measured at the fair value of consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duty.

(a) *Service maintenance income*

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) *Interest income*

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

2. Significant accounting policies (cont'd)

2.11 Revenue recognition (cont'd)

(c) *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.

(d) *Donation income*

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

(e) *Other income*

Other income includes clinic services fee and course fee.

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.

2.12 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.

(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.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

2. Significant accounting policies (cont'd)

2.12 Employee benefits (cont'd)

(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.

2.13 Lease

The accounting policy for leases before 1 April 2019 are as follows:

Payments made under operating leases (net of any incentives received from the lessor) are recognised in profit or loss on a straight-line basis over the period of the lease.

The accounting policy for leases after 1 April 2019 are as follows:

When the Board is the lessee

At the inception of the contract, the Company 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. Reassessment is only required when the terms and conditions of the contract are changed.

- *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 and lease incentive received. Any initial direct costs that would not have been incurred if the lease had not been obtained are added to the carrying amount of the right-of-use assets.

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.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

2. Significant accounting policies (cont'd)

2.13 Lease (cont'd)

The accounting policy for leases after 1 April 2019 are as follows: (cont'd)

When the Board is the lessee (cont'd)

- Right-of-use assets (cont'd)

Right-of-use assets (except for those which meets the definition of an investment property) 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 future lease payments arising from changes in an index or rate;
- 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 recognised right-of-use assets and lease liabilities for short-term leases that have lease terms of 12 months or less and leases of low value leases. Lease payments relating to these leases are expensed to profit or loss on a straight-line basis over the lease term.

3. Critical accounting estimates, assumptions and judgements

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(a) Pension expense

Pension expense is determined using certain actuarial estimates and assumptions relating to the discount rate used in valuing the defined benefit obligation and future expectations such as mortality rate of covered employees. These 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 14 to the financial statements.

(b) Government operating grants

Government grants to meet operating expenses are recognised as income in the statement of comprehensive income on the accrual basis in the year these operating expenses were incurred and there is reasonable assurance that the Board will comply with the conditions attached to it. For certain grants, the government agencies reserve the right to withdraw, withhold or reduce the amount of any funds approved but not yet disbursed or to call for the refund of all funds which have been disbursed to the Board if the conditions are not met.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

4. Property, plant and equipment

	Computers	Leasehold improvements	Furniture and fittings	Office equipment	Medical equipment	Motor vehicles	Office space	Capital work-in-progress	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
2020									
Cost									
Beginning of financial year	3,216,220	9,082,038	182,485	2,485,629	15,178,576	1,953,950	-	3,754,015	35,852,913
Adoption of SB-FRS 116 (Note 2.1)	-	-	-	-	-	-	8,886,121	-	8,886,121
Additions	732,428	-	8,830	39,275	24,086	-	-	7,457,190	8,261,809
Disposals	(21,606)	(174,291)	-	(120,219)	(329,364)	-	-	-	(645,480)
Transfer	6,178,278	795,345	89,216	261,888	1,997,320	1,262,500	-	(10,584,547)	-
End of financial year	10,105,320	9,703,092	280,531	2,666,573	16,870,618	3,216,450	8,886,121	626,658	52,355,363
Accumulated depreciation									
Beginning of financial year	2,332,729	8,853,837	172,650	2,410,100	10,292,544	144,025	-	-	24,205,885
Depreciation charge	991,266	114,490	11,698	60,556	1,212,229	266,672	4,463,422	-	7,120,333
Disposals	(21,606)	(174,291)	-	(120,193)	(327,998)	-	-	-	(644,088)
End of financial year	3,302,389	8,794,036	184,348	2,350,463	11,176,775	410,697	4,463,422	-	30,682,130
Net book value									
End of financial year	6,802,931	909,056	96,183	316,110	5,693,843	2,805,753	4,422,699	626,658	21,673,233
2019									
Cost									
Beginning of financial year	7,720,027	10,752,555	189,830	3,880,819	16,245,483	387,701	-	2,937,333	42,113,748
Additions	13,812	38,034	7,980	3,430	19,365	-	-	3,771,311	3,853,932
Disposals	(4,944,857)	(1,708,551)	(15,325)	(1,398,620)	(1,991,413)	(56,001)	-	-	(10,114,767)
Transfer	427,238	-	-	-	905,141	1,622,250	-	(2,954,629)	-
End of financial year	3,216,220	9,082,038	182,485	2,485,629	15,178,576	1,953,950	-	3,754,015	35,852,913
Accumulated depreciation									
Beginning of financial year	6,945,604	10,289,196	184,156	3,730,086	11,191,878	57,780	-	-	32,398,700
Depreciation charge	331,982	273,192	1,688	75,100	1,090,432	139,446	-	-	1,911,840
Disposals	(4,944,857)	(1,708,551)	(13,194)	(1,395,086)	(1,989,766)	(53,201)	-	-	(10,104,655)
End of financial year	2,332,729	8,853,837	172,650	2,410,100	10,292,544	144,025	-	-	24,205,885
Net book value									
End of financial year	883,491	228,201	9,835	75,529	4,886,032	1,809,925	-	3,754,015	11,647,028

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

4. Property, plant and equipment (cont'd)

Right-of-use assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 5.

5. 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 the use as a corporate office.

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

	31 March 2020	1 April 2019
	\$	\$
Office space	4,422,699	8,886,121
Computers	558,514	-
	4,981,213	8,886,121

(b) Depreciation charge during the year

	2020
	\$
Office space	4,463,422
Computers	111,703
	4,575,125

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

5. Leases – The Board as a lessee (cont'd)

(c) Carrying amounts

Lease liabilities

	31 March 2020	1 April 2019
	\$	\$
Lease liabilities – Current	4,677,727	8,886,121
Lease liabilities – Non-current	343,139	-
	5,020,866	8,886,121

(d) Interest expense

	2020
	\$
Interest expense on lease liabilities	122,759

(e) Lease expense not capitalised in lease liabilities

	2020
	\$
Short-term lease expense	3,895
Low-value lease expense	147,744
	151,639

(f) Total cash outflow for all leases in 2020 was \$4,658,231.

(g) Addition of ROU assets during the financial year 2020 was \$670,217.

(h) Reconciliation of liabilities arising from financing activities

	1 April 2019	Principal and interest payments	Adoption of SB-FRS 116	Non-cash changes Addition during the year	Interest expense	31 March 2020
	\$	\$	\$	\$	\$	\$
Lease liabilities	-	(4,658,231)	8,886,121	670,217	122,759	5,020,866

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

6. Intangible assets

	Computer software development	Computer software under development	Total
	\$	\$	\$
2020			
<i>Cost</i>			
Beginning of financial year	39,355,606	3,299,206	42,654,812
Additions	-	6,122,539	6,122,539
Disposals	(45,133)	-	(45,133)
Transfer	8,956,970	(8,956,970)	-
End of financial year	<u>48,267,443</u>	<u>464,775</u>	<u>48,732,218</u>
<i>Accumulated amortisation</i>			
Beginning of financial year	35,752,640	-	35,752,640
Amortisation charge	2,440,640	-	2,440,640
Disposals	(45,133)	-	(45,133)
End of financial year	<u>38,148,147</u>	<u>-</u>	<u>38,148,147</u>
Net book value			
End of financial year	<u>10,119,296</u>	<u>464,775</u>	<u>10,584,071</u>
2019			
<i>Cost</i>			
Beginning of financial year	38,601,644	832,795	39,434,439
Additions	-	3,977,903	3,977,903
Disposals	(757,530)	-	(757,530)
Transfer	1,511,492	(1,511,492)	-
End of financial year	<u>39,355,606</u>	<u>3,299,206</u>	<u>42,654,812</u>
<i>Accumulated amortisation</i>			
Beginning of financial year	34,397,521	-	34,397,521
Amortisation charge	2,056,474	-	2,056,474
Disposals	(701,355)	-	(701,355)
End of financial year	<u>35,752,640</u>	<u>-</u>	<u>35,752,640</u>
Net book value			
End of financial year	<u>3,602,966</u>	<u>3,299,206</u>	<u>6,902,172</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

7. Financial assets, at amortised cost

	2020	2019
	\$	\$
Beginning of financial year	14,985,200	-
Reclassification at 1 April 2019*	-	14,981,500
Accrued interest	3,700	3,700
End of financial year	<u>14,988,900</u>	<u>14,985,200</u>

* In financial year 2019, debt securities amounting to \$14,981,500 previously classified as "held-to-maturity" were reclassified to "amortised cost" on adoption of SB-FRS 109 Financial Instruments.

	2020	2019
	\$	\$
Quoted debt securities - Singapore	4,982,900	4,977,200
Unquoted debt securities - Singapore	10,006,000	10,008,000
Total debt securities	<u>14,988,900</u>	<u>14,985,200</u>

As at 31 March 2020, quoted and unquoted debt securities have nominal values amounting to \$5,000,000 and \$10,000,000, with coupons rates of 1.75% and 2.30% per annum and maturity dates on 1 February 2023 and 13 March 2023, respectively.

8. Receivables

	2020	2019
	\$	\$
Trade receivables	4,151	16,050
Due from related parties		
- trade	3,615	7,344
- non-trade	5,287,840	6,228,369
Other receivables	1,557,102	1,878,211
Security deposits	390,864	396,134
	<u>7,243,572</u>	<u>8,526,108</u>

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

Included in other receivables are interest receivable from deposits under the Centralised Liquidity Management ("CLM") Framework amounting to \$1,315,454 (2019: \$1,191,743) and ToteBoard Community Healthcare fund paid on behalf of ToteBoard amounting to \$204,803 (2019: \$501,502). The amount due from ToteBoard is non-trade in nature, non-interest bearing, repayable on demand and to be settled in cash.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

9. Grant receivables/(grants received in advance)**Grant receivables**

The movement of grant receivables at the reporting date is as follows:

	Note	2020 \$	2019 \$
(a) Government			
Beginning of the financial year		8,644,270	11,451,993
Deferred capital grants	13	134,401	82,620
Recognised in the statement of comprehensive income	10	203,954,993	279,317,368
Grants received during the financial year		(198,751,057)	(282,207,711)
End of the financial year		13,982,607	8,644,270

(b) Non-government - Temasek Foundation Cares CLG Limited

Beginning of the financial year		1,634,878	-
Recognised in the statement of comprehensive income	10	-	1,634,878
Grants received during the financial year		(1,634,878)	-
End of the financial year		-	1,634,878

Grants received in advance

The movement in grants received in advance during the financial year is as follows:

	Note	2020 \$	2019 \$
(c) Government			
Beginning of the financial year		301,043	1,049,623
Grants received during the financial year		134,295,755	17,451
Recognised in the statement of comprehensive income	10	(123,152,538)	(766,031)
End of the financial year		11,444,260	301,043

(d) Non-government - Temasek Foundation Cares CLG Limited

Beginning of the financial year		-	-
Grants received during the financial year		1,265,533	-
Recognised in the statement of comprehensive income	10	(1,248,991)	-
End of the financial year		16,542	-

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

10. Grant recognised in the statement of comprehensive income

	Note	2020 \$	2019 \$
Government operating grants			
Transferred from grants receivables	9(a)	203,954,993	279,317,368
Transferred from grants received in advance	9(c)	123,152,538	766,031
		327,107,531	280,083,399
Non-government operating grants			
- Temasek Foundation Cares CLG Limited			
Transferred from grants receivables	9(b)	-	1,634,878
Transferred from grants received in advance	9(d)	1,248,991	-
		1,248,991	1,634,878

11. Cash and cash equivalents

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

	2020 \$	2019 \$
Cash at bank and on hand	1,306	5,628
Cash placed with Accountant-General's Department	130,274,510	97,274,515
Cash and cash equivalents in the statement of cash flows	130,275,816	97,280,143

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 1.67% to 2.13% per annum (2019: 1.44% to 1.98% per annum).

12. Payables and accruals

	2020 \$	2019 \$
Trade payables	11,085,840	5,713,247
Other payables and accruals	59,729,157	46,936,002
Due to related parties		
- non-trade	1,838,311	1,914,046
Security deposits	1,409,296	873,993
	74,062,604	55,437,288

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

13. Deferred capital grants

	Note	2020 \$	2019 \$
Beginning of the financial year		263,552	377,232
Amount transferred from government grants	9(a)	134,401	82,620
		397,953	459,852
Amount transferred to statement of comprehensive income:			
- to match depreciation/amortisation of related assets		(119,032)	(186,189)
- to match net book value of related assets disposed		(1,391)	(10,111)
		(120,423)	(196,300)
End of the financial year		277,530	263,552

14. 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 Milliman Private Limited in May 2018.

	2020 \$	2019 \$
Persent value of unfunded obligations	7,564,228	7,759,554

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

	2020 \$	2019 \$
Beginning of the financial year	7,759,554	7,943,913
Amounts recognised in the statement of comprehensive income	181,703	186,210
Benefits paid	(377,029)	(370,569)
End of the financial year	7,564,228	7,759,554

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

14. Obligations in respect of pension scheme (cont'd)

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

	2020 \$	2019 \$
Interest on obligation	181,703	186,210
Total included in staff costs under other benefits and allowances	181,703	186,210

Sources for actuarial losses resulting from pension valuation as at 31 March 2020 are as follows:

	2020 \$	2019 \$
Effects of change in financial assumptions	-	-
Experience adjustments on plan liabilities	-	-
Actuarial losses recognised in statement of comprehensive income	-	-

Principal actuarial assumptions

Principal actuarial assumptions at the reporting date:

	2020 %	2019 %
Discount rate	2.40	2.40

Assumptions regarding future mortality are based on published mortality tables.

At 31 March 2020, the weighted average duration of the benefit payment obligation was 10 years (31 March 2019: 11 years).

Sensitivity analysis

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

	25 bp increase \$	25 bp decrease \$
2020		
Effect on defined benefit obligation	202,569	(202,569)
2019		
Effect on defined benefit obligation	216,317	(216,317)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

14. Obligations in respect of pension scheme (cont'd)**Principal actuarial assumptions (cont'd)***Sensitivity analysis (cont'd)*

A 10 percent change in mortality rate 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:

	10% increase \$	10% decrease \$
2020		
Effect on defined benefit obligation	226,574	(226,574)
2019		
Effect on defined benefit obligation	221,646	(221,646)

15. Share capital

	2020		2019	
	No. of shares	\$	No. of shares	\$
Issued and fully paid:				
Beginning of the financial year	46,304,531	46,304,531	41,044,244	41,044,244
Issuance during the financial year	7,143,038	7,143,038	5,260,287	5,260,287
End of the financial year	53,447,569	53,447,569	46,304,531	46,304,531

During the financial year, the Board issued 7,143,038 shares (2019: 5,260,287 shares) to the Ministry of Finance under Section 22A of the Health Promotion Board Act for a total consideration of \$7,143,038 (2019: \$5,260,287).

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

16. Dividends

	2020 \$	2019 \$
<i>Ordinary dividends paid or proposed</i>		
Final dividend paid in respect of the previous financial year of 5 cents (2018/2019: nil cents) per share	2,303,000	-

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

17. Revenue from contracts with customers*Disaggregation of revenue from contracts with customers*

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

	At a point In time \$	Over time \$	Total \$
2020			
Revenue from:			
- Service maintenance income	-	1,357,380	1,357,380
- Clinic service fee	-	443,074	443,074
- Course fee	-	84,362	84,362
- Sponsorship income	-	6,208,326	6,208,326
- Others	26,243	775,685	801,928
Total revenue from contracts with customers	26,243	8,868,827	8,895,070

2019

Revenue from:			
- Service maintenance income	-	1,332,544	1,332,544
- Clinic service fee	-	447,987	447,987
- Course fee	-	125,069	125,069
- Sponsorship income	-	7,998,322	7,998,322
- Others	32,416	148,928	181,344
Total revenue from contracts with customers	32,416	10,052,850	10,085,266

18. Staff costs

	2020 \$	2019 \$
Wages and salaries	70,695,260	72,990,091
Employer's contribution to defined contribution plans	8,737,463	9,177,506
Staff welfare and development	2,355,401	2,908,066
Other benefits and allowances	2,752,925	2,521,472
	84,541,049	87,597,135

Included in staff costs is \$103,088 (2019: \$41,933) relating to restricted funds.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

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) Sales and purchase of goods and services

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.

	2020 \$	2019 \$
Rental of premises	4,859,751	4,472,121
Information technology (IT) professional services	5,415,707	4,791,689
IT-related services	5,531,103	4,416,864
Installation of exhibits	-	31,143
Standard ICT Operating Environment (SOE) subscription charges	209,667	690,187
GeBiz charges	801,302	738,458
Training services	112,409	419,103

(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:

	2020 \$	2019 \$
Directors' fees	118,125	118,125
Wages and salaries	6,303,938	5,853,944
Employer's contribution to defined contribution plans	306,648	290,066
	6,728,711	6,262,135

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

20. Commitments

(a) Capital commitments

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

	2020 \$	2019 \$
Commitments in respect of contracts placed as at reporting date	4,901,595	6,621,635

(b) Operating lease commitments - where the Board is a lessee

The future minimum lease payables under non-cancellable operating leases contracted for at the balance sheet date but not recognised as liabilities, are as follows:

	2019 \$
Not later than one year	4,666,747
Between one and five years	4,638,482
	9,305,229

As disclosed in Note 2.1, the Board has adopted SB-FRS 116 on 1 April 2019. These lease payments have been recognised as ROU assets and lease liabilities on the statement of financial position as at 31 March 2020, except for short-term and low value leases.

(c) 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:

	2019 \$
Not later than one year	231,443
Between one and five years	319,320
	550,763

As disclosed in Note 2.1, the Board has adopted SB-FRS 116 on 1 April 2019. These lease payments have been recognised as ROU assets and lease liabilities on the statement of financial position as at 31 March 2020, except for short-term and low value leases.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

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. The 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:

	2020 \$	2019 \$
Cash placed with Accountant-General's Department	130,274,510	97,274,515

Sensitivity analysis

A 25 basis points 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 \$	25 bp decrease \$
As at 31 March 2020	325,686	(325,686)
As at 31 March 2019	243,186	(243,186)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

21. Financial risk management (cont'd)

(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 surplus cash and fixed deposits, the Board mitigates its credit risks by placing with banks and financial institutions, which are regulated.

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

(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 have 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; as 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 2020 have been categorised as Performing and there is no material 12-month expected credit losses.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2020

21. Financial risk management (continued)

(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.

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 \$	Between 1 and 2 years \$
At 31 March 2020		
Payables and accruals	(74,062,604)	-
Lease liabilities	(4,750,634)	(351,897)
At 31 March 2019		
Payables and accruals	(55,437,288)	-

(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:

	2020 \$	2019 \$
Financial assets, at amortised cost	166,490,895	131,070,599
Financial liabilities, at amortised cost	79,083,470	55,437,288

22. New or revised accounting standards and interpretations

Certain new accounting standards and interpretations have been published that are not mandatory for 31 March 2020 reporting periods and have not been early adopted by the Board. These standards are not expected to have a material impact on the Board in the current or future reporting periods and on foreseeable future transactions.

23. Authorisation of financial statements

These financial statements for the financial year ended 31 March 2020 were authorised for issue by the Board on

ACKNOWLEDGEMENTS

The Health Promotion Board's Annual Report 2019/2020 editorial team would like to express our heartfelt appreciation to the colleagues and their family members for appearing in the Annual Report 2019/2020:

Our HPB Talents:

Contents

Ainul, Amal, Daniel, Darren, Effandy, James, Kalai, Melissa, Nimrta, Riven, Shrutika, Reagan

Engendering Sustainable Health Promotion

Darren, Justina, Nuraini, Ram



Health Promotion Board
3 Second Hospital Avenue
Singapore 168937

Tel: 6435 3500
Fax: 6438 3848

www.hpb.gov.sg