

Designing FOR LIFE

THE FUTURE OF HDB LIVING

HDB Annual Report 2020/2021

*Fulfilling **Dreams**, Building **Homes**, Creating **Communities***

HDB Hub 480 Lorong 6 Toa Payoh,
Singapore 310480
Tel: 6490-1111
HDB InfoWEB: www.hdb.gov.sg

© 2021 Housing & Development Board. All rights reserved.
All content in this publication is current at the time of
printing. It is subject to change as required by the relevant
authorities, including HDB. No part of this publication may
be reproduced or transmitted in any form or by any means.

Designing for Life

This is the future of HDB living, where you live well in a safe and comfortable living environment, live smart in a well-designed and sustainable home, and live connected to the community around you. At HDB, we don't just design the four walls of your home – we design for your life's needs, so that we can provide you with a home for life.

Contents

Chairman's Statement	03	Our Corporate Story	41
CEO's Word	07	Financial Highlights	51
Year in Review	11	Financial Review	53





Chairman's Statement

HDB's mission is to provide quality and affordable housing for Singaporeans across different stages of their lives. Despite the unprecedented challenges brought about by the COVID-19 pandemic, HDB remained steadfast in delivering its mission, working tirelessly to design resilient and liveable homes that are relevant now and in the future.

Refreshed Roadmap for the Future

During the Financial Year (FY), HDB launched a new 'Designing for Life' roadmap that will guide us in the way we plan, design and maintain our HDB towns and estates over the next 10 to 15 years.

Supported by 3 pillars – Live Well, Live Smart, and Live Connected – the new roadmap focuses on meeting our residents' physical, mental and social needs at every stage of their lives. The shift in focus to holistic well-being is timely, as Singapore confronts key trends that will impact the future of HDB living such as climate change, an ageing population, and Singaporeans' evolving social aspirations.

Under this roadmap, we will promote residents' well-being by enhancing safety features within homes and neighbourhoods, improving the design of neighbourhood facilities and spaces to support active living and community interactions, and implementing biophilic strategies that harness the intrinsic benefits of nature.

By 2030, we aim to make every HDB town more sustainable and liveable, by further reducing energy consumption and making our towns cooler through HDB's Green Towns Programme. Our future homes will also be smart-enabled, like those in Punggol Northshore and Tengah, so that residents can adopt smart applications that will bring about greater comfort and convenience.

Even as we provide myriad spaces for community interaction, we will also involve our residents more in the shaping of these public spaces – not just so that the spaces can better meet residents' needs, but also to foster a stronger sense of belonging and ownership for their neighbourhood.

The Roadmap will be applied to our new housing projects, as well as to existing towns progressively through various upgrading and rejuvenation programmes such as the Remaking Our Heartland programme. When completed, residents in all our towns and estates can continue to enjoy a quality living environment regardless of where they live.

Supporting Housing Needs

As we design our homes to be ready for the future, making home ownership accessible and affordable to Singaporeans remains a key priority. This FY, we continued to support the diverse housing needs of home buyers through new housing options and measures. For example, the Community Care Apartments, a new public housing typology that integrates senior-friendly design with care services to help seniors age independently within a community setting, were offered for the first time. We have also made it easier for flat buyers and sellers to gather information on their housing and financing options through the new HDB Flat Portal.

With the lives and livelihoods of many Singaporeans impacted by the COVID-19 pandemic, HDB also extended assistance measures such as rental waivers for our commercial tenants, and introduced relief measures such as suspending late payment charges and waiving mortgage interest, to help those in financial hardship during this challenging period.

Remaining Connected

As we navigate these tough times together and emerge from the pandemic, a strong social fabric is now more important than ever. HDB continued to provide opportunities for residents to remain connected, even as the pandemic kept them physically apart.

We moved new and existing events online as well as piloted safe hybrid experiences such as the HDB Community Art Project, where over 3,000 residents painted their vision, hopes and dreams of HDB living, both digitally and physically. As more people stayed home, we also intensified efforts in rallying residents to be considerate to neighbours, and solicited ideas on how we can all be more gracious and look out for one another during this pandemic. Good neighbours are key in creating a strong social fabric, and HDB will continue to encourage social interaction and bonding among residents in our towns.

Staying the Course

The local construction industry is one of the hardest-hit sectors in the ongoing pandemic. In addition to manpower shortages and disruptions to supply chains worldwide, HDB has had to implement difficult but necessary safe management measures at our work sites to keep everyone safe. This has, however, led to delays in many of our BTO projects. We are working closely with our industry partners to keep projects on track, while ensuring that quality and safety are not compromised.

I would like to thank home buyers for their patience and understanding during this trying period, as HDB continues to take active steps to mitigate delays to our public housing programme and support those in need of temporary housing. At the same time, as a forward-looking organisation, HDB will continue to stay the course in its transformation, even amidst the disruptions wrought by COVID-19, to deliver affordable, quality, and well-designed homes for Singaporeans. I would also like to thank the HDB Board Members and Management for providing a steady hand in these challenging times, and to all our staff for their unwavering sense of purpose and duty to our nation.

My heartfelt appreciation also goes to Dr Cheong Koon Hean, who retired from her role as Chief Executive Officer in December 2020 after a decade of service in HDB. Under her leadership, HDB has built deep reserves of resilience to take on future challenges. I am confident that HDB will continue to build on the strong foundation that Dr Cheong has laid, and her successor, Mr Tan Meng Dui, will steer the organisation boldly through a changed world and to even greater heights.



Mr Bobby Chin Yoke Choong
Chairman



CEO's Word

Mr Tan Meng Dui

Chief Executive Officer

HDB continued to deliver on the public housing programme amidst a turbulent year, and design endearing homes that meet Singaporeans' life cycle needs. This commitment is articulated in our new 'Designing for Life' roadmap, which aims to further enrich the lives of our residents over the next decade, especially in the areas of health and wellness.

Meeting Singaporeans' Housing Needs

This Financial Year (FY), we continued providing quality, affordable and inclusive housing options to meet the diverse needs of Singaporeans across different life cycles. We launched about 17,400 Build-to-Order (BTO) flats and 5,200 Sale of Balance flats in both mature and non-mature estates, and made about 800 flats available through the open booking of flats. Under the BTO programme this FY, we completed more than 7,100 flats and issued over 6,200 keys to home owners. We also continued to rejuvenate and renew existing flats, and upgraded about 18,600 flats under our Home Improvement Programme (HIP).

We also made it more convenient for flat buyers and sellers to gather information on their housing and financing options with the launch of the HDB Flat Portal in January 2021, therefore simplifying the process of buying and selling HDB flats.

To ensure that housing in prime locations do not become gentrified over time, HDB and the Ministry of National Development have been engaging the public and various stakeholders to jointly create a new public housing model in prime areas. This is to ensure that future public housing remains affordable and inclusive to Singaporeans from all walks of life, even as Singapore recycles land in prime areas and rejuvenates our estates in the years ahead.

Smart and Sustainable HDB Living

Building quality homes for Singaporeans is an ongoing endeavour for HDB, and we continuously seek out innovative and smart solutions that can bring about a more liveable, sustainable and convenient living environment for our residents. To help HDB build more efficiently and safely, we will also be collaborating with the Agency for Science, Technology and Research (A*STAR) to explore greater use of automation and robotics for our projects.

This FY saw the completion of HDB's first smart and sustainable district in Punggol Northshore, our testbed for smart technologies in homes and estates. Homes in Northshore Residences I and II are now equipped with smart distribution boards for residents to better manage energy consumption within their homes and facilitate adoption of smart home solutions. Residents and visitors have also been enjoying the conveniences of Parking@HDB, a new-generation parking system with smart features such as barrier-free car park entrances and exits.

Engagement and Co-Creation

In the past year, much of our world has shifted online, including our social interactions. When safe management measures meant that co-creation opportunities could not be held physically, we quickly moved into the digital sphere. For example, MyNiceHome Roadshows were transformed to a digital format, so that new home owners-to-be could still learn more about their future homes and pick up tips on HDB living. We also pressed on with efforts to partner residents to play an active role in shaping their community and living environment through platforms that facilitate ground-up initiatives such as the Lively Places Programme.

HDB engaged about 300 residents virtually from Bukit Merah, Queenstown, Choa Chu Kang and Ang Mo Kio – the fourth batch of towns announced under the Remaking Our Heartland programme – and invited them to share their aspirations for the towns and co-conceptualise areas for rejuvenation. We also engaged Non-Government and other interest groups on housing developments with potential greenery and heritage concerns, to ensure that the design and development of housing projects are done sensitively and minimise implications to our natural and built environment. In addition, we organised 2 Emerging Stronger Conversations, where Singaporeans discussed issues such as how HDB could create a more holistic quality living environment in a post-COVID Singapore.

A Resilient HDB

In the past year, we have made full use of the digital-first capabilities that HDB has built up over the years and adapted our processes quickly to ensure seamless service delivery to our customers. As a result, despite the severe disruptions caused by the pandemic, we achieved an improved Net Promoter Score of 9.5 in the latest Customer Experience Survey, a jump from 1.8 in the previous survey.

HDB's agility and resilience were also put to the test in our fight against COVID-19, and have held up well. At the peak of the pandemic, we set up quarantine centres and temporary accommodation to re-house healthy migrant workers in record time. Many colleagues also answered the call of duty, and stepped up to walk the ground as Safe Distancing Ambassadors and Enforcement Officers. Other colleagues adapted quickly and continued to deliver essential HDB services during the 2-month Circuit Breaker in 2020, minimising inconvenience to our customers and ensuring HDB's business continuity.

Towards the New Normal

HDB celebrated its 60th Anniversary last year. Anyone who goes around this tiny island that we call home, will be able to see the history, development, and success of public housing playing out before their eyes. Despite the turbulence of this past year, HDB capped 2020 by clinching the Transformative Agency of the Year award. This significant achievement is the result of the hard work of everyone in HDB, including the pioneers and all those who have come before us in HDB. In this regard, I would like to thank Dr Cheong Koon Hean, former CEO of HDB, for her strong leadership in the past 10 years, leaving behind an organisation in shipshape and well poised for the next phase of its development.

Going forward, the immediate challenge is to recover from and achieve a smooth landing for the current delays in our BTO programme. We also need to confront the challenges of tighter land supply and meeting the rising housing aspirations of Singaporeans, while responding to the evolving conversations on balancing development and conservation. Against this backdrop, HDB seeks to emerge stronger from the experience of the past year and to stay the course of our transformation, to deliver endearing homes that all are proud of.



(From left to right)
Architects Wong Ju Cheng, Lee-Loy Kwee Wah, and Koh Kok Hian designed HDB's first Community Care Apartments

Home For The Golden Years

When Koh Kok Hian was asked to design HDB's first assisted living flats for seniors, he knew it would be more than just designing the four walls of a flat. Kok Hian and his team would be creating homes where seniors, supported by care services administered by the Ministry of Health, can age independently and gracefully. This is the vision for Harmony Village @ Bukit Batok, the first Community Care Apartments in Singapore.

Meaningful Design

Creating homes for seniors, Kok Hian shares, requires thoughtful design consideration. He and his fellow architects Wong Ju Cheng and Lee-Loy Kwee Wah had to consider how seniors with different needs and abilities would be able to live and move around their homes with ease.

To better understand the needs of seniors, the team – together with the Ministry of National Development and Ministry of Health – conducted focus group discussions with stakeholders such as caregivers, healthcare providers, and the seniors themselves. “We created mock-ups of the Community Care Apartments at HDB's Centre of Building Research, and invited them to see the space and provide their feedback,” Kwee Wah says.

The preview was well-received. Many felt this new housing typology is timely; seniors get to live independently and still access support, such as care services, when they need it. With the feedback, the team made further refinements to the space, such as increasing the size of the flat so that it is more comfortable and liveable, and introducing a sliding partition between the bedroom and the living/ kitchen area for greater privacy.

“Even though we have good design intentions that are supported by research, the real test is when the user comes in and actually uses the space. The positive response gave us assurance that we were on the right track in understanding the seniors' immediate living and caregiving needs,” Ju Cheng recalls. “It also helps us work towards making better assisted living flats in the future.”

At Home in the Community

A key benefit of living in Community Care Apartments is that it provides for residents' overall well-being. “It's more than just providing homes that contributes to their physical health. Our design must support their social and mental needs as well,” Kwee Wah explains. “Seniors are especially vulnerable to social isolation and loneliness. So how can we have a space that encourages them to come out of their flats and interact with their neighbours?”

To this end, the team designed large communal areas which are visually linked to the flats, intending them to be extensions of residents' own living rooms: “When they see their friends in the communal areas right outside their homes, we hope they will be motivated to join them, be it for a chat or to share meals. Such social connections are key to keeping their bodies and minds active, and could potentially delay the onset of common health conditions associated with ageing such as dementia.” The communal spaces will also be used to curate community programmes, such as exercises, for residents to enjoy.

“It's all about creating homes that will help seniors lead better and happier lives, so that they can comfortably enjoy their golden years,” Kok Hian smiles. “I consider this one of the most meaningful projects of my career.”

Live Well in Endearing Homes for All

Amidst disruptions brought about by the COVID-19 pandemic this Financial Year (FY), HDB remained committed to delivering a comprehensive range of affordable housing options for Singaporeans at all stages of their lives.

In FY2020, HDB launched 3 Build-To-Order (BTO) exercises in August and November 2020, and February 2021. While HDB typically holds 4 BTO exercises a year, the May 2020 launch was deferred to the following quarter in view of circuit breaker measures. Overall, the BTO flat supply in the last FY comprised 25 projects with 17,397 highly subsidised flats across mature and non-mature towns.

HDB offered another 5,220 flats for sale under the Sale of Balance Flats (SBF) exercise. In addition, 807 flats were available for open booking, a sales mode introduced in FY2019 to help buyers get a home more quickly. Under this sales mode, buyers can submit an online application and select a unit as early as the next working day.

Eligible home buyers, particularly first-timers, continue to enjoy generous housing grants to help them with the purchase of their HDB flat.



HDB has a range of affordable housing options for Singaporeans at all stages of their lives



HDB has various housing and monetisation options in place to help seniors age independently and confidently

More housing support for seniors

The Community Care Apartments (CCAs), a new public housing concept for seniors jointly developed by HDB, Ministry of National Development (MND) and the Ministry of Health (MOH), were launched during the February 2021 BTO exercise.

The CCAs expand the continuum of residential options for seniors today. It supports seniors who wish to live independently in their golden years within the community, by providing them with homes that integrate senior-friendly design features with care services that can be scaled according to their individual needs. At each level of the block is a furnished communal space for residents to mingle, bond and engage in social activities.

For seniors who wish to age-in-place in their current homes, HDB provided greater support for them to monetise their flat, with the enhancement of the Lease Buyback Scheme (LBS). LBS allows elderly owners to sell part of their flat's lease to HDB to supplement their retirement income. From 1 April 2020, the maximum LBS bonus quantum for home owners of 3-room or smaller flats, 4-room flats, and 5-room or larger flats was increased by 50 percent to \$30,000, \$15,000 and \$7,500 respectively.

Enhancing the flat buying process

To make it more convenient for flat buyers and sellers, HDB launched the HDB Flat Portal in January 2021 as part of its efforts to streamline and simplify the process of buying and selling HDB flats. The main features of the portal include listings of current and upcoming new flats, customised financial calculators for buyers and sellers, as well as a loan-listing service with information on housing loans offered by HDB and participating financial institutions.

For flat buyers wanting to get a better sense of the interior of a flat, the newly revamped show flats at the My Nice Home Gallery feature fresh interior design ideas including work-from-home elements and smart devices. Flat buyers can experience a virtual walk-through of the show flats and visualise the design potential of their homes.

Working hard to keep projects on track

A total of 8,234 flats were completed in this FY. Of these, 7,117 were BTO units, including the first 2 smart-enabled precincts in Punggol Northshore which incorporated smart technologies in its planning, design, and estate maintenance. Another 810 units under the Selective En bloc Redevelopment Scheme (SERS), and 307 rental flats were also completed.

As of 31 March 2021, 75,322 BTO, SERS and rental flats are under construction. With building supplies and manpower disruptions brought about by the COVID-19 pandemic, coupled with Safe Management Measures at construction sites, most of HDB's building projects will take a longer time to complete. To make up ground, HDB put in place mitigating measures and has been working hard to keep BTO projects on track, while ensuring that the safety and well-being of workers, and the quality of the projects would not be compromised. HDB kept in touch with flat buyers and updated them

regularly on the revised completion dates. Affected parties who were unable to find alternative housing arrangements were also offered assistance by HDB where possible.

Assistance for vulnerable groups

With the COVID-19 pandemic impacting Singapore's economy, HDB introduced measures to help home owners who might need assistance with their mortgage payments:

- Suspension of late payment charges from April 2020 till September 2021
- Waiver of mortgage interest on a temporary basis under the Reduced Repayment Scheme or Deferment Scheme
- Extension of repayment period for instalment plan beyond the previous maximum allowable period of 5 years
- Extension of the mortgage loan tenure beyond the previous maximum allowable period of 30 years, subject to a 65-year age ceiling

From January 2020 to March 2021, more than 5,976 households benefited from various financial assistance measures.

The Home ownership Support Team (HST), set up in December 2019 to support public rental households in their journey towards home ownership, has engaged 654 rental households as of the end of 2020. 227 households were assessed to be ready for home ownership within the next 2 years, of which 23 had either collected keys or moved into their new homes.



(From left to right)
Amanda Chua, Joyce Ke, and Tay Lay Peng from HDB's Electronic Parking and Solutions team at the car park of Northshore Residences I and II, where Parking@HDB is being piloted

Parking the Smart Way in Punggol Northshore

There is something curious about the car parks at Northshore Residences I and II in Punggol. Unlike a typical HDB car park, the entrances and exits are free of gantry barriers. Instead, cameras register vehicle licence plates to mark the start and end of parking sessions. Prominent green or amber light indicators above every parking lot help motorists to spot an available one immediately.

All that remains is for them to simply park, and go. This is Parking@HDB, HDB's new generation smart parking system.

A Digital Transformation

Smart parking was conceived out of a desire to reimagine new and better ways of working, to improve the HDB living experience. Leading the smart parking initiative is HDB's Electronic Parking and Solutions team, which includes team members Joyce Ke, Tay Lay Peng and Amanda Chua.

With over 1,900 HDB car parks implemented with the Electronic Parking System (EPS) under their management, the team has the heavy responsibility of ensuring that EPS equipment are working at all times, and car park operations are running smoothly for motorists.

With exciting advances in technology, they seized the opportunity to develop an ideal parking system that is automated from end-to-end and would allow real-time monitoring. "We began exploring technologies such as Licence Plate Recognition and video analytics that could help us automate not only the operational processes for our team, but also the parking processes to improve the parking experience for our residents," Joyce explains. "We can also tap on data precision to regulate the demand and supply of visitor and reserved lots, opening up the possibility of dynamic lot allocation."

Breaking New Ground

The challenge then, was turning the idea into reality.

Lay Peng recalls one of the hurdles that surfaced at the beginning: "The cameras read the letter 'B' as the number '8' and raindrops as the number '1' instead. To overcome this, we added another system to cross-check the captured vehicle licence plate and IU number with the Land Transport Authority's (LTA) vehicle database, to ensure that we start the parking session for the correct vehicle."

The team was also not equipped with the relevant technical expertise. "I am a scientist by training, Amanda is an economist, and Lay Peng specialises in a different Information Technology field," shares Joyce. "We had to learn everything from scratch, including developing the front-end and back-end software."

Still, they persevered. In less than a year, they successfully developed the basic features of the smart parking system, and it was ready for its trial at the Punggol Northshore district. "It was hard work, but I am glad we pulled through it together," says Amanda.

Smart HDB Living

Smart parking is just one of the ways HDB has made daily living more convenient and comfortable for residents of Punggol Northshore, Singapore's first smart and sustainable district.

Within and beyond the flat, HDB has implemented smart initiatives to bring about a more liveable, efficient, sustainable and safe living environment. For example, flats are fitted with smart distribution boards and sockets to support the adoption of smart home solutions and applications more easily, and sensors around the estate help monitor and issue alerts when common amenities require maintenance.

"Jams caused by gantry barriers, activating parking sessions manually, illegal parking, or visitors taking up residents' parking lots - with smart parking, these will all be a thing of the past," says Joyce. "This is the crux of the Parking@HDB smart parking system - to provide a seamless and more pleasant living experience and environment for residents."

Live Smart in Future-Ready Towns

HDB continued to introduce smart and green urban solutions into its towns, enhancing the living environment and enabling residents to benefit from more efficient services and greater convenience.

Smart Living arrives at Punggol Northshore

The completion of Northshore Residences I and II in the Punggol Northshore district marked a major milestone in HDB's smart journey. Punggol Northshore is the first smart and sustainable housing district where HDB had test-bedded smart technologies to create a more liveable, efficient, sustainable and safe living environment for residents.

Smart-enabled homes piloted in Punggol Northshore are the first HDB flats to be equipped with additional infrastructure such as smart distribution boards, an additional power and data point to monitor electricity usage across household appliances to better manage energy consumption within their homes, as well as to facilitate residents' adoption of smart home solutions offered by commercial providers.

Outside the home, HDB implemented smart initiatives in Punggol Northshore to make daily living more comfortable for residents. Environmental Modelling, which simulates how environmental factors

such as wind flow and sunlight interact, was used to guide the design of the district. For example, greenery was placed to alleviate potential hotspots, and outdoor amenities situated in well-shaded locations to create a pleasant living environment.

The reliability of estate services is further enhanced with smart technologies. For example, motion sensors and smart analytics are used to adjust lighting levels at common areas based on human traffic patterns, thus reducing energy consumption. Other features such as smart locks for services rooms reduce reliance on manpower in accompanying service personnel who carry out maintenance. Together with Smart Parking, Punggol Northshore presents a glimpse of how smart solutions in public housing can enhance the HDB living experience.



At Punggol Northshore, more greenery has been planted in potential hotspots to lower the ambient temperature, making daily living more comfortable for residents

Greener Towns on the Horizon

The HDB Green Towns Programme, announced in March 2020, aims to improve residents' quality of life and make all HDB towns more sustainable by 2030. The programme focuses on 3 key areas—reducing energy consumption by adopting solar energy and smart LED lighting solutions; recycling rainwater for non-potable uses; and cooling HDB towns via cool coatings applied to buildings, and intensifying greenery around HDB estates. These aim to reduce annual energy consumption in HDB towns by 15% from 2020 levels.

Tengah, HDB's newest town, will offer green living amidst nature. All 5 housing districts in Tengah will feature biophilic landscapes to connect residents more closely to nature, enhance biodiversity, and mitigate the environmental impact of climate change.

One of the housing districts, Park District, is being progressively developed. In August 2020, HDB launched Parc Residences @ Tengah, a BTO project which will be seamlessly integrated with a neighbourhood centre and a polyclinic. Residents can expect to enjoy smart infrastructure that can make their living experience more sustainable and convenient.

In Bidadari estate, which is envisioned to be a tranquil urban oasis, quality homes are set within verdant greenery and convenient amenities. Within the developments, rooftop gardens, courtyard gardens, and common greens with playgrounds and fitness stations are strategically located so Bidadari residents can enjoy nature at their doorsteps. All 12 planned public housing developments within Bidadari have been launched, with the last 3 projects launched in the February 2021 sales exercise.



Parc Residences @ Tengah will be integrated with a Neighbourhood Centre and polyclinic, offering residents an array of amenities and services at their doorstep

As the largest driver for installation of solar photovoltaic (PV) systems in Singapore, HDB remains committed to accelerating usage of green energy. In FY2020, the fifth SolarNova tender was awarded to install solar PV systems at 1,154 HDB blocks and 46 government sites, with a solar PV capacity of 60 MWp to be reaped islandwide – the equivalent of powering 16,000 4-room flats with clean energy for a year. The sixth tender, called in March 2021, will see both solar panels and smart electrical sub-meters installed at HDB blocks. The latter can monitor and analyse energy consumption patterns and the

performance of common services, in line with HDB's efforts to harness smart technologies to develop smart estates.

As part of efforts to intensify the greening of its estates under the HDB Green Towns Programme, HDB worked with the Singapore Food Authority (SFA) to rent out rooftops of HDB multi-storey carparks (MSCP) for urban farming. These MSCP rooftops will be used to farm vegetables and other food crops, and for other related purposes such as the packing and storage of produce.

Transforming the Heartland Retail Experience

In the FY, there were 17,860 commercial properties under HDB's management, with the average occupancy rate remaining high at 96%. 460 commercial units were allocated and 95 shops/ eating houses were completed in the FY.

HDB piloted 2 mobile apps, RetailerLink and ShopperLink, to help enhance the heartland retail experience through the use of e-commerce tools. RetailerLink offers HDB retailers a one-stop digital platform to better engage their customers and promote their businesses to a wider audience. The app for customers, ShopperLink, provides users with the latest promotions and events happening at HDB Malls, and personalised updates from their favourite shops.

RetailerLink and ShopperLink were launched in December 2020 and January 2021 respectively for beta trial at Oasis Terraces. As at March 2021, all 94 retailers at Oasis Terraces are onboard the RetailerLink app, and over 5,000 customers have signed up for ShopperLink. HDB will progressively expand the use of these apps to other new-generation Neighbourhood Centres and HDB malls.

Helping Our Heartland Businesses

To help support businesses impacted by COVID-19, assistance measures were introduced as part of the 2020 Budgets. In the FY, qualifying tenants in HDB shops and Social-Communal Facilities received 4 months' worth of rental rebates in total, while qualifying tenants in HDB Offices received 2 months' worth of rental rebates in total.

Additional rental waivers were granted on a case-by-case basis last FY to help businesses severely impacted by the pandemic. HDB also offered flexible payment plans upon request and waived late payment charges for arrears. Majority of tenants who renewed their 3-year tenancy in 2020 also received a downward adjustment in rental, in line with market conditions.



New-generation Neighbourhood Centres like Canberra Plaza are well-linked to surrounding housing precincts and provide a variety of social, communal, and recreational facilities for residents



Artificial Intelligence (AI) and machine learning technologies will be applied to video feeds captured on drones and robotic systems to automatically identify safety lapses in real time

Driving Construction Productivity

With continued application of innovative technology and initiatives, HDB achieved an overall productivity improvement of 25.9% for projects completed in 2020, compared to the base year of 2010. For flats launched in 2020, 30% of flats adopted Prefabricated Prefinished Volumetric Construction, while 68% of the flats adopted Advanced Precast Concrete System, resulting in 98% of flats adopting Design for Manufacturing and Assembly technology. Virtual Design & Construction (VDC) methodology was applied to 50% of flats launched in 2020. Using 3D modelling tools to create virtual reality mock-ups, VDC helps the team map out and review design plans and coordinate construction activities holistically.

HDB and the Agency for Science, Technology and Research (A*STAR) inked a

research collaboration agreement to develop and adopt 5G-enabled smart construction technologies, and a memorandum of understanding to facilitate partnerships and commercialisation of the research outcomes. The research collaboration will include the research and development of a system that will capture videos, images and data through the use of sensors on robots and drones.

The system, leveraging the 5G network, could progressively develop 3D rendering of a construction project as it is built, while remotely monitoring the activities at construction worksites when the robots and drones are deployed. The system could also tap on Artificial Intelligence and machine learning technologies to automatically identify safety lapses and detect potentially unsafe behaviours and conditions at construction sites.

Resuming Construction Works Safely and Mitigating Delays

The measures imposed during the Circuit Breaker period had suspended construction activities and disrupted the supply of materials and manpower from overseas. Though HDB progressively resumed works in the third Quarter of 2020 amid the evolving pandemic situation, construction progress was further affected by strict adherence to various safe management measures aimed at preventing major COVID-19 outbreaks.

To reduce construction delays to our projects, HDB worked with the relevant authorities to shorten the approval process for various permits at each construction stage, and allow less noisy construction activities to be carried out on weekends and public holidays where possible. These measures were taken while ensuring that the quality of projects is not compromised. Affected flat buyers were notified of the revised completion dates, and those who were unable to find alternative housing arrangements were offered assistance where possible.

Upgrading Homes and Towns

In the FY, 18,595 flats were upgraded under the Home Improvement Programme (HIP). HIP helps home owners address common maintenance issues associated with wear and tear. Similar to BTO projects, HIP was affected by the COVID-19 pandemic, with works suspended during the Circuit Breaker period to ensure the safety of our residents. Construction works for HIP projects have resumed progressively from August 2020.

The HIP package was also refreshed to include more modern and better quality items, one of which is the External Retractable Clothes Drying Rack, which enables residents to dry clothes more safely without lifting heavy laundry bamboo poles in and out of their windows. This new laundry rack will be offered where feasible, to about 230,000 flats built between 1987 and 1997 that are now eligible for upgrading under the extended HIP.

When households are polled for HIP, they also get the choice to opt for the Enhancement for Active Seniors (EASE) programme. EASE aims to create a safer and more comfortable living environment for seniors through the installation of elderly-friendly fittings at subsidised rates. To date, close to 55% of the polled households have chosen to do so. Separately, about 88,800 households have applied for EASE directly since its pilot launch in July 2012.

The Neighbourhood Renewal Programme (NRP) focuses on precinct and block-level improvements. In the FY, 12 NRP projects were announced and 13 NRP projects were completed. This brings the total number of completed projects to 95 since the introduction of NRP in 2007.



(Clockwise from top left)
Despite having to be physically apart, Community Relations officers Koh Shu Yi, Lee Si Min and Peh Yang Yu continued to engage HDB residents via digital means

Building a Digital Kampung

At a time when more residents are spending extended periods, including working and learning, at home, it has become increasingly important for HDB residents to be good neighbours to one another. Good neighbourliness and simple acts of kindness will go a long way in promoting a pleasant living environment.

Looking Out For One Another

At HDB, the Community Relations Group actively rallies HDB residents to be considerate and to exercise mutual respect and tolerance, through various events and initiatives. In 2020, they digitally crowd-sourced tips on being good neighbours and publicised them widely via digital display panels at void decks, screens at town and community plazas, and on social media.

Community Relations Manager Koh Shu Yi, who worked on the initiative, recalls a heart-warming story: “A resident shared that she gifted cookies to her new neighbours before renovation, to apologise in advance for the noise and inconvenience. When she finally moved in, her neighbours gave her 2 pots of plants in return, as a welcome gift.”

These may be small gestures, Shu Yi says, but they can bring about big and positive change. “Through our public education efforts, I hope residents will be inspired to be more understanding towards one another, as well as take the initiative to help and get to know fellow neighbours, so that stronger bonds can be built over time.”

Creating Our Homes Together

Beyond strengthening neighbourly ties in the HDB heartlands, the Community Relations Group engages residents to enhance the vibrancy of the shared spaces and facilities in their neighbourhoods.

During pre-COVID days, Community Relations Manager Lee Si Min and her team relied heavily on face-to-face interactions when interacting with the community. Though safe distancing restrictions threw them a curveball, they quickly realised that digital engagement opened up a world of opportunities.

In the past, the team conducted physical workshops for residents to share aspirations for their town under the Remaking Our Heartland rejuvenation programme. However, Si Min was pleasantly surprised to discover that the switch to virtual workshops did not diminish the level and quality of engagement; if anything, the virtual setting added richness and depth to the conversations.

“The virtual workshops attracted a more diverse group of residents from all walks of life, who felt they could exchange their views and contribute new ideas with their neighbours more freely,” she explains.

Similarly, digital tools became the conduit for the community to co-create art under HDB’s Community Art Project (CAP), where residents and students were asked to paint their vision of what heartland living could look like in the future. Originally planned to be a large-scale physical art jamming event, the CAP team creatively leveraged a digital painting platform that enabled the community to participate safely, from the comfort of their homes.

“One of my favourite pieces is by a student who imagined a future where greenery is integrated into HDB blocks, to create a ‘city in nature’ and a healthier, more comfortable environment for residents,” says Community Relations Manager Peh Yang Yu. “Their vision of HDB living may well inspire and shape the planning and design of future HDB towns, neighbourhoods and flats.”

Live Connected within a Vibrant Community

In this Financial Year (FY), HDB continued with efforts to forge strong communities and co-create vibrant spaces in the heartland, by engaging residents in the digital sphere.

Reaching Out to the Community Digitally

Face-to-face interactions and social gatherings, once de rigeur for community engagement, were severely limited this FY to curtail the spread of COVID-19. Nevertheless, these restrictions opened a world of opportunities in the way HDB engages the community—through digital means.

HDB moved the MyNiceHome Roadshows online this FY, offering home owners to-be support as they eased into their new living environment. The digital roadshows provided pertinent information on their new neighbourhoods, as well as useful content on home renovation. Home owners to-be could explore their flats through 360-degree virtual tours as well as browse information and videos on renovation tips and guidelines on the MyNiceHome website. About 9 in 10 households who were due to collect their keys, attended one of 8 digital roadshows that were launched in the FY.

HDB's visitor's gallery, LIVINGSPACE, also went digital this FY to enable a wider audience to view the gallery anywhere, anytime. The online gallery features 360-degree interactivity to showcase HDB's efforts in providing well-designed homes through the decades.

HDB's digital engagement efforts extended to its school outreach as well. Students continued to learn the importance of neighbourliness and eco-living as we moved our Outreach to Young and Youth! (OHYAY!) Roadshows online, and made available interactive e-learning modules to support online learning. The Eco Learning Journey was also converted into a self-guided digital eco-trail, so students and residents alike could learn about Punggol's green features in the safety and comfort of their homes or classrooms.

With more people staying home and engaging in home-based activities, a culture of neighbourliness, mutual care and support became more important than ever. To encourage neighbourly behaviour in the new normal, HDB partnered the Singapore Kindness Movement (SKM) on a series of publicity efforts to lift spirits and rally HDB residents to be considerate and caring neighbours.



(Photo by Ong Yi Chao) HDB encourages social interaction and bonding among residents by providing lively neighbourhood spaces

Partnering Residents to Create Lively Neighbourhood Spaces

Beyond the home, myriad communal spaces are built in HDB towns for all to enjoy. For many years, HDB has been actively collaborating with residents to boost the vibrancy of these spaces. In this FY, HDB partnered the People's Association (PA) to pilot the White Spaces Initiative at Tampines GreenVerge and SkyResidence @ Dawson, where residents contributed ideas to shape their neighbourhoods. The first series of engagement for Tampines GreenVerge was held from December 2020 to January 2021, with close to 300 home owners-to-be sharing their ideas via an e-survey on how selected spaces in the development could be transformed into vibrant community nodes.

HDB also supports community-led projects through the Lively Places Programme (LPP), a joint initiative with Urban Redevelopment Authority (URA) to support ground-up efforts that enliven Singapore's public spaces. Under this LPP, residents can organise community activities or create installations in their neighbourhood with funding from the Lively Places Fund (LPF).

Since its induction in 2016, HDB has seen a strong take-up of the fund to support an increasing number of ground-up initiatives. To-date, more than \$800,000 in funding has been disbursed/ committed to support 178 community projects. The completed projects involved over 6,000 volunteers, benefitting close to 85,000 residents.

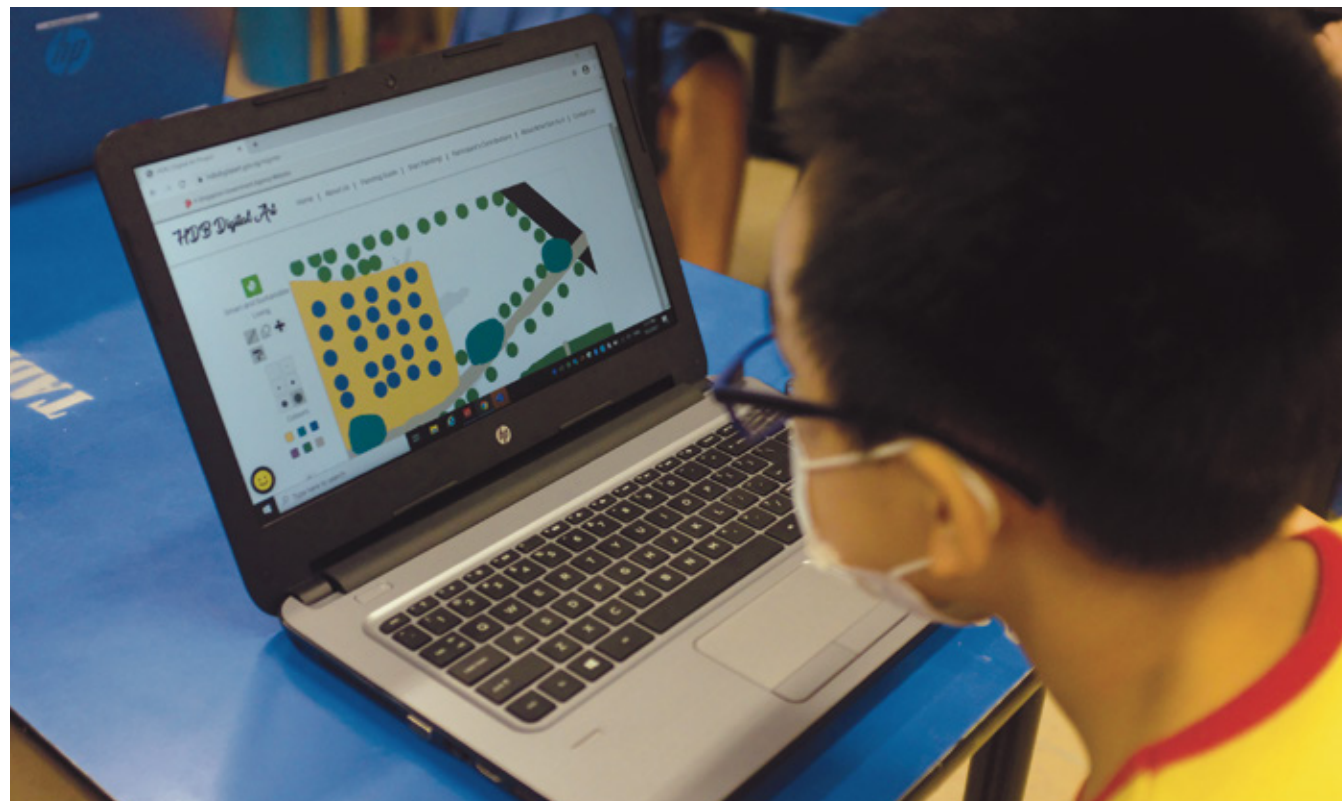
In FY2020, HDB continued to see strong community participation for LPP, with close to \$241,000 in funding disbursed/ committed for 47 projects. In addition, the Lively Places Challenge 2020 attracted some 650 participants who went on to initiate 60 community projects that have contributed to creating friendly and lively neighbourhoods across Singapore.

As the development of Tengah – the youngest of HDB towns – gains pace, HDB invited future residents of the town to take part in a series of sensing surveys, to help us better understand their aspirations. The first round of surveys, which concluded in July 2020, will help guide the development of community programmes to facilitate bonding and interaction among the residents, when they eventually move into their new flats.

Encouraging Active Participation in Community Building

Art was also used as a medium for HDB residents to share their housing aspirations. In FY2020, HDB launched the HDB Community Art Project themed “Our HDB, Our Homes, Together We Paint Our Future!”, where residents creatively expressed their vision of HDB living in the future. Over 3,000 residents and students contributed digital paintings, physical art cards, totems and framed canvases. The artwork was curated into a digital art installation showcased at HDB Community Week 2021.

HDB also continued to fine-tune and grow existing programmes for residents to contribute to community building. For example, SPHERE (Students, Singapore Pools, and HDB Enriching and Reaching out to the Elderly), an outreach programme to facilitate bonding and interaction between youths and elderly rental flat tenants, was revamped to allow schools to have greater say in designing and implementing ground-up projects.



Over 3,000 participants came together to paint their vision of HDB living in the future for HDB's Community Art Project

HDB's Friends of Our Heartlands (FOH) network, launched in 2017, has drawn close to 12,000 passionate volunteers who give their time and talent to build cohesive communities in the heartlands. These volunteers actively promote gracious and responsible living, implement projects to bring neighbours together, and help facilitate community conversations and build consensus relating to neighbourhood improvement works. The network continued to grow in FY2020 with 1,726 new sign-ups. HDB equipped volunteers with training on communication, project management and facilitation before they embarked on their selected outreach initiatives to promote neighbourliness and eco-living, as well as enliven community spaces.

Other conversations and dialogues are also ongoing. As part of the Singapore Together initiative, HDB conducted 2 Emerging Stronger Conversations in November 2020, where participants reflected on the impact of COVID-19 and discussed how HDB could better support housing needs of lower-income families and create a more holistic living environment.

A Resilient HDB

Even before the COVID-19 virus hit our shores, the Organisational Resilience team at HDB had already been on high alert, having seen how quickly the virus was taking hold of communities around the world. When Singapore confirmed its first COVID-19 case in January 2020, ensuring the health and safety of HDB staff and customers became paramount for the team.

Loo Ying Hui and Huang Enyi helped safeguard the well-being of HDB staff and customers



Building a Safe Workplace

“In the beginning, when there was so much uncertainty about the virus and how it could spread, our priority was to protect our staff serving critical business functions, especially those serving on the frontline as they interact with so many people every day,” shares Loo Ying Hui, who is part of the Organisational Resilience team.

As such, measures to safeguard the well-being of staff and customers were set out promptly. These include quick replenishment and distribution of personal protection equipment such as masks and hand sanitisers and the introduction of transactions by appointment only. Elaborate standard operating procedures to deal with suspected and positive cases within the office premises were drawn up with clear protocols for contact tracing, deep cleaning and self-quarantine to prevent the spread of the virus.

Safeguarding an organisation with over 5,000 people – and the people they interact with – requires collective effort across HDB. For example, Human Resource Manager Huang Enyi recalls collating health and travel declaration data during the early days of the pandemic and before the mass roll-out of SafeEntry, to help account for the health status of all HDB staff and visitors. Many HDB staff also stepped forward to man designated customer entry points at HDB Hub, such as the Sales Atrium, to help with temperature taking and health declarations.

Constant State of Preparedness

The concerted push towards digitalisation over the last few years enabled HDB to continue delivering on its work, even during Circuit Breaker in April 2020 when unprecedented closures and restrictions were put in place nationwide to reduce the spread of the virus. Customers could access HDB’s ready suite of digital services for matters relating to homes, businesses, car parks and more, with staff ready to attend to them confidently using virtual tools.

Ensuring the continued operations of the organisation, Ying Hui emphasises, does not happen overnight. Even before the pandemic struck, HDB had been actively devising recovery plans and measures for critical functions to continue during emergencies. As such, HDB managed to equip its staff to work from home before the Circuit Breaker, which helped the organisation transition smoothly to the new mode of working.

“Past exercises on alternate site deployment have prepared us to act quickly in the initial phase of the pandemic, where some of the critical business functions were deployed at alternate sites to reduce face-to-face interactions and lower COVID-19 transmission risks,” shares Ying Hui. “Having a mindset to ensure business continuity is built into staff from the moment they join HDB so that we can remain resilient in the face of any crisis.”

This spirit of resilience carried HDB through the peak of the pandemic, when virus outbreaks in migrant worker dormitories meant there was a critical need to re-house thousands of healthy workers safely and quickly. As part of a Whole-of-Government (WOG) effort to ensure essential services could continue smoothly, HDB swiftly converted vacant HDB blocks and multi-storey carparks of BTO construction sites into temporary housing quarters and constructed a number of Quick Build Dormitories for these workers.

“It has been over a year since the pandemic began, but our fellow colleagues continue to be agile and resilient in the face of disruptions,” says Enyi. “At the end of the day, we are united in our mission of providing affordable and quality homes for Singaporeans, and a safe workplace for our staff.”

Serving the Nation

In this challenging year, HDB drew on its reservoir of resilience and innovativeness, keeping customers front and centre of its service delivery even as it joined in the Government's collective fight against the COVID-19 pandemic.

Working to Combat COVID-19

As the COVID-19 pandemic took hold of our community, HDB sprang into action to mitigate the disruptions to its programmes and services, and safeguard the well-being of staff and customers.

When the virus broke out in migrant worker dormitories, HDB became the first agency tasked to re-house thousands of healthy workers as part of a Whole-of-Government (WOG) effort to contain the outbreak and reduce the impact on essential services, including HDB's building programme. Moving swiftly, HDB converted 8 Multi-Storey Carparks into housing for 2,300 workers, and vacant HDB Selective En bloc Redevelopment Scheme (SERS) sites for another 5,000 workers. 6 Quick Build Dormitory (QBD) sites contributed another 15,000 beds. Amongst them, QBDs at 4 sites have been handed over to the Ministry of Manpower progressively since March 2021 to operate as Migrant Worker Onboarding Centres, where newly-arrived migrant workers in the construction, marine and process sectors undergo enhanced medical examination and the Settling-in Programme. These sites were re-configured or built within 3 weeks to 6 months – a testament to HDB's agility and operational capabilities.

Strict Safe Management Measures, such as restrictions on the movement and number of workers on site, were also implemented at all HDB

construction worksites to ensure the safety and well-being of the workers and prevent a resurgence of the virus. Even as HDB worked hard with industry partners and relevant agencies to keep ongoing BTO projects on track amidst the difficult challenges facing the construction industry, it continued to keep in close touch with flat buyers whose BTO flats were affected by construction delays. For affected flat buyers unable to find alternative housing arrangements, we rendered assistance with Interim Rental Housing flats where possible.

Those who are currently waiting for their BTO flats can be assured that HDB is working hard to keep BTO projects on track, and will keep them informed on the construction progress. For those unable to find alternative housing arrangements in the interim with family members, relatives or on the open market, they are advised to reach out to HDB for assistance.

HDB also played a key role in keeping the heartlands safe during this pandemic, with the coordination of Safe Distancing operations in our estates, such as at Town Centres, Neighbourhood Centres and common areas in the estates. Taking the lead, HDB formulated a set of Safe Distancing policies that cover these areas, and deployed over 1,000 Safe Distancing Ambassadors and Safe Distancing Enforcement Officers across various government agencies, to help reduce the risks of viral transmission in HDB towns.



Amidst disruptions brought about by the pandemic, HDB remained committed to providing quality and affordable homes for Singaporeans

Transforming our Customer Experience

Despite the challenges from the pandemic, HDB did not let up on efforts to enhance the customer experience through digitalisation. With over 200 services available digitally, 99% of HDB's transactions can be done online anytime via the HDB InfoWEB and Mobile@HDB app. This push towards digitalisation has enabled customers to access HDB's ready suite of digital services safely and seamlessly, even when unprecedented closures and restrictions were put in place nationwide to reduce the spread of the COVID-19 virus. In the FY, apart from adopting more digital payment options, HDB successfully moved 92% of its processes to digital signatures, a significant increase from the 77% in the previous FY.

With digitalisation transforming its services, HDB has been able to devote more resources to customers who would benefit from personalised assistance and face-to-face consultations, such as helping flat owners in financial difficulty, advising elderly flat owners on monetisation options, and guiding rental tenants in their home-buying journey.

For its commitment in delivering a seamless customer experience, and in building quality living environments and stronger communities for Singaporeans, HDB received the Transformative Agency of the Year Award from the Public Service Division in October 2020.

Building A Digital-Ready Workforce

As HDB continues to accelerate its digital transformation to deliver a smooth and seamless experience to customers, it also continued to focus on building a digitally-confident workforce that is ready for future challenges.

Strengthening engineering and ICT (Information and Communications Technology) capabilities remained a key priority this FY, in tandem with HDB's drive to develop smart and sustainable towns.

Role-based competency training frameworks were also developed under HDB's Digital Masterplan to build digital capabilities in business analytics, building information modelling (BIM) and geospatial technology. In the FY, over 70% of staff requiring these specialist capabilities have been trained.

Aside from building specialist capabilities, HDB continued to equip staff with basic digital and data literacy, tapping on WOG tools such as the LEARN mobile app. A wide range of digital workplace tools was also rolled out to enable staff to carry out their work more productively, particularly as the majority of HDB staff switched to working from home during the year arising from the pandemic.



With over 200 services available electronically, HDB's customers can access HDB services round the clock via the HDB InfoWEB and Mobile@HDB app



(Photo by Ng Wee Liang) In celebration of HDB's 60th anniversary, Singaporeans captured facets of everyday HDB living that showcase distinctive spaces within HDB estates as well as slice-of-life moments in our heartlands

Marking a Public Housing Milestone

2020 was a milestone year for HDB as it marked HDB's 60th anniversary. For over 60 years, HDB has provided affordable, quality homes for Singaporeans and shaped the cityscape into a quality living environment. In tribute to the countless HDB staff who have contributed behind the scenes to help achieve HDB's vision of world-class public housing, it launched a commemorative book titled, 'Home, Truly', which showcases the evolution of Singapore's public housing over the years.

'Shapes of Home', a photo contest held in partnership with The Straits Times and SPH's Photonico platform, was also launched to invite members of the public to share what home means to them. The contest garnered over 6,000 entries from Singaporeans from all walks of life, who captured heart-warming everyday moments of what HDB living is all about, and the dramatic evolution of public housing over these past decades.

Accolades

HDB's work garnered several local and international awards which affirmed its mission of building affordable, well-designed homes, and a great living environment for its residents.

A slate of new projects were conferred awards from the International Federation of Landscape Architects (IFLA) Africa, Asia Pacific and Middle East (AAPME), such as the Bidadari Green and Blue Landscape Masterplan, Punggol Northshore, Woodleigh neighbourhood, Rivervale Shores, Keat Hong neighbourhood and Tampines GreenRidges. The IFLA AAPME awards recognise landscape architecture that demonstrates building resilience and considerations towards climate change.

Parc Residences@Tengah, the first development at Tengah's upcoming Park District, clinched the Bronze award at the 2020 International Design Awards (Architecture - Low Cost Housing Category), which recognises outstanding design visionaries and architectural works worldwide. HDB received the Merit Award for Tampines GreenRidges at the SIA Architectural Design Awards, under the Residential Projects Category.

HDB's Smart Lighting for Public Housing Estates was awarded the International Data Corporation's Smart City Asia Pacific Award 2020. Developed in partnership with ST Engineering, the smart lighting system has helped to reduce energy consumption by up to 60%, as compared to conventional lighting systems.



Our Corporate Story

***Vision**

An outstanding organisation creating endearing homes all are proud of

***Mission**

We provide affordable, quality housing and a great living environment where communities thrive

Shared Values

In everything we do, we embrace and display integrity, learning, teamwork, excellence and care.

Integrity

We perform our duties with honesty, fairness and courage, so as to uphold the public's trust in us.

Learning

We practise life-long learning, share our knowledge, and constantly seek ways to do our work better.

Teamwork

We share and respect different views, and build on each other's strengths to achieve our vision and goals.

Excellence

We take pride in what we do, and deliver quality work for our organisation and customers.

Care

We care for our colleagues, the community, and the environment.

*The HDB Vision and Mission statements were refreshed in FY2020 to guide HDB in its next chapter to create endearing homes for residents and build thriving communities.

MEMBERS OF THE BOARD

Chairman
Mr Bobby Chin Yoke Choong

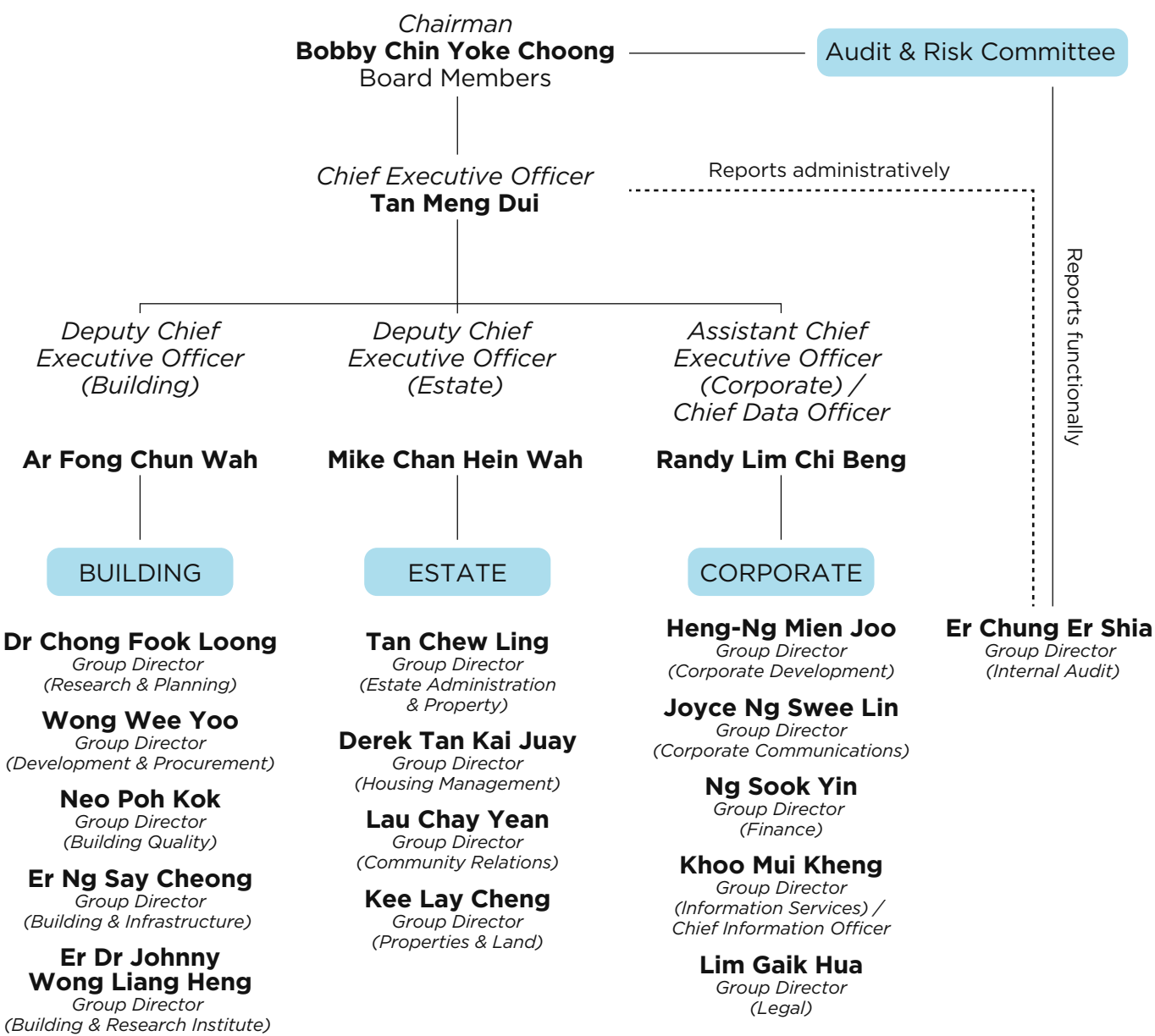
Deputy Chairman
Professor Lily Kong

Board Members

Mr Mohd Sa'at bin Abdul Rahman
Dr Sudha Nair
Mr Stephen Lim
Ms Jacqueline Loh
Mr Patrick Tay

BG Lee Yi-Jin
Ms Rita Soh
Mr Tan Wah Yeow
Mr Tan Meng Dui

ORGANISATION CHART



AWARDS

Architecture, Landscape Architecture and Environmental Sustainability

International

International Federation of Landscape Architects (IFLA) - AAPME Awards 2020

- Bidadari Green & Blue Landscape Master Plan (Outstanding Award in Analysis Master Planning Category)
- Punggol Northshore District Landscape Master Plan (Excellence Award in Analysis & Master Planning Category)
- Woodleigh Neighbourhood (Honourable Mention in Analysis & Master Planning Category)
- Rivervale Shores (Honourable Mention in Analysis & Master Planning Category)
- Keat Hong Neighbourhood (Honourable Mention in Wildlife, Biodiversity, Habitat Enhancement Category)
- Tampines GreenRidges (Honourable Mention in Social & Community Health Category)

International Design Bronze Awards 2020 (Architecture - Low Cost Housing Category)

- Parc Residences@Tengah

Local

ACES (Association of Consulting Engineers Singapore) Design Excellence Awards 2020 (Merit Category) (Civil & Structural Category)

- Kampung Admiralty

President's Design Award 2020

- Kampung Admiralty

SIA Architectural Design Awards 2020 (Residential Projects Category)

- Tampines GreenRidges (Merit Award)

Construction Excellence and Productivity

International

International Data Corporation (IDC) Smart City Asia Pacific Awards 2020 (Smart Buildings/ Smart Tech Parks Category)

- Smart Lighting for Public Housing Estates*

*Joint submission with ST Engineering

American Concrete Institute Singapore Chapter (ACI-SC) Concrete Project Competition 2020 Bronze Award (Open Category)

- Additive Manufacturing Technology (3D Concrete Printing) for Construction

Firefly Silver Awards 2020

- Integrated Environmental Modeller*

*Joint submission with A*STAR

AWARDS

Construction Excellence and Productivity

Local

BCA Green Mark Award 2020 (Gold PLUS) (New Residential Building Category)

- Punggol Point Crown
- Plantation Grove
- Tampines GreenCourt
(consisting of 2 developments)

BCA Green Mark Award 2020 (Gold) (New Residential Building Category)

- Pine Vista
- Woodlands Spring

BCA Construction Excellence Award 2020 (Commercial / Mixed Development Buildings Category)

- Oasis Terraces

BCA Construction Excellence Award 2020 (Residential Buildings - Below \$1,800/ m2 Category)

- Bedok N3C20 (Fengshan GreenVille)
- Blossom Spring @ Yishun
- Jurong West N1C29B/ 32
(Yung Ho Spring I & II)

BCA Construction Excellence Merit Award 2020 (Residential Buildings - Below \$1,800/m2 Category)

- Yishun N4C19 (Meadow Spring @ Yishun)
- Bukit Batok N4 C8 & 9
(West Ridges @ Bukit Batok)
- Hougang N9 C16 & 17 (Buangkok Square)
- Hougang N9C19 (Buangkok Edgeview)
- Punggol West C40 (Matilda Court)

BCA Universal Design Mark (Gold PLUS) Award 2020 (Non-Residential [New] Category)

- Oasis Terraces

BCA Universal Design Mark (Gold) Award 2020 (Residential [New] Category)

- St George's Towers
- Tampines GreenRidges

BCA Green Mark 2020 (Platinum - Re-certification) for Existing Non-Residential Building Category

- HDB Hub

BCA Green Mark 2020 (Certified) for Existing Non-Residential Buildings Category

- Bras Basah Complex

Service Delivery, Stakeholder Partnerships, Organisational Development

Local

APEX Awards 2020 for Publication Excellence (Custom Published Newsletter)

- Life Storeys Issue 24

Community Chest Awards

- Charity Platinum Award

Municipal Services Awards (MSA) 2020 (Tier 1)

- Covered Linkway at Ang Mo Kio
- Improving Accessibility Near Estuary
Condominium
- Management of Precinct Access Issue at
Choa Chu Kang North 5
- Rendering Assistance to Mental Patient
- Traffic Improvement at Race Course Road

AWARDS

Service Delivery, Stakeholder Partnerships, Organisational Development

Local

Municipal Services Awards (MSA) 2020 (Tier 2)

- Assisting Resident to park their PMA within unit
- Footpath linking Matilda Court to Punggol Park Connector
- Improvement to Pneumatic Waste Conveyance System (PWCS) at Yuhua
- Management of Cat Nuisance at Tampines St 71
- Management of Hoarding at Bukit Batok Street 34
- Management of Hoarding at Canberra Walk
- Management of Hoarding at Jurong East St 32
- Management of Hoarding at Nee Soon Central
- Management of Hoarding at Selegie Road
- Management of Hoarding at Tampines St 83
- Management of Hoarding at Woodlands St 13
- Rats Task Force at Nee Soon South
- Tailgating Detection System

Municipal Services Awards (MSA) 2020 (Tier 3 Apex Winners)

- Rendering Assistance to Karang Guni couple
- Smart Lighting System
- Tiong Bahru Cares (LTA)

MEWR Citizen Engagement Award 2020 - Urban Farming and Multi-Storey Car Park

- Urban Farming and Multi-Storey Car Park

MEWR Minister Award for Excellence Service (Team) 2020

- Rejuvenating Sungei Pinang

Ong Teng Cheong Labour Leadership Institute Workplace Partnership Award (Double Platinum)

Public Sector Pro-Enterprise Initiative Gold Award

- Food and Groceries on Wheels in HDB Car Parks to Help Residents Through
COVID Circuit Breaker and Beyond*

*Joint submission with Singapore Food Agency (SFA), Urban Redevelopment Agency (URA), Singapore Land Authority (SLA),
and Enterprise Singapore (ESG)

Public Sector Transformation (PST) Awards

- Transformative Agency of the Year Award (HDB)
- Star Partner Award (NUS)

Total Defence Awards

- NS Mark (Gold)

CORPORATE GOVERNANCE

Board Members

The HDB Board derives its strength from its depth and diversity of expertise, providing the necessary guidance to HDB to navigate towards its mission. The Board Members are respected individuals in their fields with extensive public and corporate sector experience. All Board Members are non-executive members, except for the Chief Executive Officer.

Internal Control Framework

HDB's internal control system ensures that assets are safeguarded, proper accounting records are maintained, and financial information is reliable. The overall control framework includes clearly defined authority, delegation limits, reporting mechanisms, appropriate terms of reference for management of core policy areas, comprehensive policies/ procedures relating to operations and financial controls, and an annual budgeting and monthly financial reporting system for all operating units.

Audit and Risk Committee

The Audit & Risk Committee assists the Board in maintaining a high standard of corporate governance, particularly in the areas of financial reporting, risk governance and the internal control systems of HDB. Consisting of members from the HDB Board, the Audit & Risk Committee considers any matter which, in its opinion, should be brought to the Board's attention and has explicit authority to independently investigate any matter within its terms of reference.

Fraud and Wrongful Practices Reporting Channel

HDB has a Fraud and Wrongful Practices Reporting Channel (FWPC) to reinforce HDB's commitment to a culture of integrity and transparency within the organization. HDB staff can use the FWPC to report suspected fraudulent incidents and wrongful practices directly to the Chairman of the Audit & Risk Committee of the Board, who would oversee incidents reported and investigated.

Internal Audit Function

HDB's Internal Audit Group advises all levels of management on the quality of HDB and its Subsidiary's operations with particular emphasis on systems of internal control. Reporting directly to the Audit & Risk Committee, it conducts risk-based audits and addresses its findings and recommendations to the appropriate level of management who are able to take the necessary action. It adheres to the Standards and Guidance of The Institute of Internal Auditors.

Annual Audit

The audit findings by the External Auditor in the course of the annual financial audit as well as audit findings from selective audit performed by the Auditor-General's Office are reported to the Audit & Risk Committee, the Board, and the Ministry of National Development (MND). The annual financial statements are endorsed by the Audit & Risk Committee for the Board's approval.

Business and Ethical Conduct

HDB staff are obliged to comply with practices that reflect the highest standards of behaviour and professionalism. These include safeguarding official information under the Official Secrets Act (Cap 213), and abiding by the HDB Code of Conduct, and Conduct and Discipline Rules.

Block Leave Policy

To complement HDB's existing risk management practices and align our internal control measures with industry practice as well as to promote work-life integration, HDB staff who perform job functions that are prone to fraud are subject to Mandatory Block Leave (MBL) of five consecutive working days per calendar year.

Dissemination of Public Information

HDB's audited annual financial statements are available at the HDB InfoWEB and the Singapore Exchange (SGX) website. The HDB InfoWEB also contains corporate information such as Annual Reports, latest developments, and press releases.

ENVIRONMENTAL POLICY

HDB, the leading property developer and owner in Singapore, is committed to be the leader in environmental management. In line with our shared value to care for the environment, we shall:

COMPLY with all applicable environmental laws, regulations and other relevant requirements.

COMMIT to prevent pollution by

- Promoting conservation of energy and efficient use of resources in policy formulation, planning, development, management and maintenance of public housing and commercial buildings
- Considering environmental requirements in land use and procurement of goods and services and
- Reducing, re-using or recycling materials and wastes wherever possible.

CONTINUALLY improve our environmental performance by setting and reviewing environmental objectives and targets.

COMMUNICATE with and educate all persons working for or on behalf of HDB, business partners, customers and the public to achieve our environmental goals.

AGENCY PROJECTS

Major Infrastructure Works

In Financial Year (FY) 2020, HDB ramped up the supply of new flats substantially to meet the housing needs of first-time home buyers. In preparation for the development of these new flats, 75 infrastructure projects were implemented across various towns/ estates such as Bidadari, Tampines North & South, Punggol North, Tengah, Kallang, Whampoa, Woodlands, Yishun and Sembawang, at a total expenditure of \$110 million.

Land Reclamation Projects

HDB is the agent for the Ministry of National Development (MND) to carry out land reclamation works. Ongoing land reclamation projects include the \$1.03 billion contract for the Construction & Management of Staging Grounds & Infilling Works (Phase 1) which is scheduled to be proclaimed as reclaimed land by 2021. The \$602 million and \$481 million contracts for Phases 2 and 3 of the project are concurrently in progress.

Other ongoing land reclamation projects include the \$1.23 billion contract for the Construction of Polder at Areas A and C of Pulau Tekong.

Environmental Monitoring & Management Plans (EMMP) are also ongoing to mitigate the impact of these reclamation works on the environment.

The land reclamation at Changi East was carried out successfully, creating a total of 48ha of land. The reclaimed land has been proclaimed by the President as state land in 3 plots, with the first 2 plots proclaimed in June 2019 and the third in November 2019.

National Strategic Stockpiles

As the appointed agent by MND to carry out infrastructure and development works related to the national strategic stockpiles, HDB manages sand stockpiling contracts and develops stockpile sites.

Solar Initiatives

In line with the HDB Green Towns Programme which aims to harness green energy and bring sustainable living to all HDB towns, HDB has embarked on a solar capability building programme for public housing. The programme, which began with wide-scale solar photovoltaic (PV) test-bedding in new and existing precincts, now includes a solar leasing model. Under this model, HDB leases solar PV systems from private solar system developers who will design, finance, install, operate and maintain the solar PV systems, and recover cost from the solar energy sold and consumed by the Town Councils, at a preferential rate that is not higher than retail electricity tariff rate.

To further spur the growth of the solar industry in Singapore, HDB and the Economic Development Board (EDB) launched the SolarNova programme in 2014 to encourage government agencies to come together and harness solar energy to power their activities. Under the SolarNova programme, HDB aggregates solar PV demand from Whole-of-Government (WOG) and allows other government agencies to ride on our solar leasing tenders, therefore achieving greater economies of scale for solar energy purchased. Since the programme's initiation, HDB has launched 6 SolarNova Tenders with a combined capacity of 366 MWp across 5,885 HDB blocks and 221 government agencies' sites.

HDB's own initial target to commit 220 MWp of solar PV capacity across HDB blocks in Singapore by 2020 was met in December 2018. With the government's announcement of a new target of 2GWp by 2030, HDB has also increased our commitment to install 540 MWp of solar PV across 70% of HDB buildings by 2030. To date, HDB has committed a total of about 330 megawatt-peak (MWp) of Solar PV systems for 6,900 public housing blocks across Singapore. Of these, more than 2,400 HDB blocks have been installed with solar PV systems so far. HDB is currently the largest stakeholder in the installation of the solar PV system in Singapore.

Mount Vernon Funeral Parlour Complex (MVFPC)

HDB has been appointed by the National Environment Agency (NEA) as the agent to call for the design and construction of the MVFPC. The design consultancy was awarded in October 2020, while tender for construction is estimated to be called at the end of 2021. Working together with NEA and the consultants, HDB aims to deliver a well-designed funeral parlour that is sensitively integrated with the topography and surrounding greenery.

SUBSIDIARY AND ASSOCIATED COMPANIES

EM Services was formed in 1988 to offer estate management, engineering, contracts administration and project management services to Town Councils. HDB holds a 75% stake in the subsidiary, while Keppel Land Ltd holds the remaining 25% stake.

During the year, EM Services maintained its position as the largest managing agent for public housing in Singapore. It managed about 750,000 units of residential and commercial properties on behalf of Town Councils. The company provided essential maintenance and lift maintenance services to Town Councils, property management services to both private and Government agencies, and also housing agency services. In addition, it installed and upgraded lifts in various HDB housing estates.

The total revenue and management fees of the company for FY2020 was \$213 million.

FINANCIAL HIGHLIGHTS

FINANCIAL HIGHLIGHTS OF HDB

	\$ million				
	FY2020	FY2019	Increase/ (Decrease)	FY2018	FY2017
OVERALL INCOME AND EXPENDITURE					
Total income	1,619	1,431	188	2,125	2,625
Less : Net operating expenditure	(3,965)	(4,096)	131	(4,111)	(4,342)
Deficit	(2,346)	(2,665)	319	(1,986)	(1,717)
Capital expenditure	5,914	7,316	(1,402)	6,552	7,978
RESULTS BY SEGMENT					
Deficit from :					
Home ownership	(1,953)	(2,232)	279	(1,421)	(1,383)
Upgrading	(242)	(440)	198	(557)	(639)
Residential ancillary functions	(307)	(312)	5	(342)	(338)
Rental flats	(125)	(115)	(10)	(116)	(92)
Mortgage financing	(31)	(21)	(10)	(23)	(23)
Elimination of inter-segment transactions	9	9	-	11	9
Housing total deficit	(2,649)	(3,111)	462	(2,448)	(2,466)
Surplus from :					
Other rental and related businesses	279	454	(175)	472	753
Agency and others	33	1	32	1	5
Elimination of inter-segment transactions	(9)	(9)	-	(11)	(9)
Other Activities total surplus	303	446	(143)	462	749
Overall Deficit	(2,346)	(2,665)	319	(1,986)	(1,717)

FINANCIAL HIGHLIGHTS OF HDB

	\$ million				
	FY2020	FY2019	Increase/ (Decrease)	FY2018	FY2017
FINANCIAL POSITION					
Property, plant and equipment, and investment properties	27,447	26,787	660	25,477	24,517
Loans receivable	38,002	40,279	(2,277)	40,392	40,727
Properties under development and for sale	16,721	15,759	962	15,175	15,587
Other assets	5,281	4,616	665	3,622	4,085
Total assets	87,451	87,441	10	84,666	84,916
Less:					
Loans payable	65,340	66,205	(865)	64,040	64,761
Other liabilities	6,892	6,006	886	5,395	4,961
Total net assets	15,219	15,230	(11)	15,231	15,194
Capital and reserves	15,219	15,230	(11)	15,231	15,194
FINANCING OF PUBLIC HOUSING					
Government grant to HDB	2,346	2,692	(346)	2,032	2,006
Government loans drawn during the year					
- mortgage financing	1,811	3,428	(1,617)	4,089	5,353
- upgrading financing	5	4	1	-	4
Outstanding loans payable					
Government loans					
- mortgage financing	38,081	40,317	(2,236)	40,414	40,583
- upgrading financing	26	28	(2)	32	39
- housing development	-	-	-	-	182
Bonds	25,804	24,357	1,447	22,983	22,343
Bank loans	1,274	1,329	(55)	355	1,353

FINANCIAL REVIEW

FINANCIAL RESULTS

HDB provides Singaporeans with affordable and quality homes, amidst a quality living environment where communities thrive, through its role as the master planner and developer of Singapore's public housing towns and estates.

To help Singaporeans become home owners, the Government subsidises HDB flats with price discounts for new flats and by offering a variety of housing grants. HDB also offers housing loans at concessionary interest rates to help eligible Singaporeans own their homes. For the needy, low income Singaporeans, HDB provides heavily subsidised rental flats.

To ensure that HDB towns continue to be renewed and cater to the changing needs of residents, HDB rejuvenates its towns and flats through programmes such as the Remaking Our Heartland (ROH) programme, Neighbourhood Renewal Programme (NRP), Home Improvement Programme (HIP), and various lift upgrading programmes. In addition, HDB develops and manages commercial properties like neighbourhood centres to provide a range of amenities in HDB towns.

To reflect the full spectrum of HDB's operations, the financial results are presented under 'Housing' and 'Other Activities' in the audited financial statements. 'Housing' consolidates the results of housing programmes implemented. It comprises the Home Ownership, Upgrading, Residential Ancillary Functions, Rental Flats, and Mortgage Financing segments. 'Other Activities' comprises the Other Rental and Related Businesses segment, and Agency and Others segment, which are commercial in nature.

In the Financial Year (FY) 2020, HDB incurred a net deficit of \$2,346 million, before the government grant, as compared with \$2,665 million in FY2019. The net deficit comprised the deficit from the 'Housing' activities of \$2,649 million, offset by the surplus from the 'Other Activities' of \$303 million in FY2020.

HDB received a grant of \$2,346 million in FY2020 from the Government to finance its deficit, and to protect the reserves of the past governments in accordance with the Constitution of the Republic of Singapore. The retained earnings of HDB as at 31 March 2021 remained at zero after the transfers to the capital gains reserve to protect the past reserves.

HOUSING RESULTS

The Home Ownership segment covers the development and sale of flats to eligible buyers under the various home ownership schemes for public housing. The Home Ownership segment reported a deficit of \$1,953 million in FY2020 as compared with \$2,232 million in FY2019.

HDB recorded a lower gross loss of \$356 million for the sales completed (i.e. keys issued to buyers) in FY2020. The number of sales completed in FY2020 was 8,124 units as compared with 11,609 units in FY2019, due to the suspension of construction activities during the Circuit Breaker period in 2020 and gradual resumption of works thereafter.

The provision for foreseeable loss of \$376 million that was made in the previous years was released on the completion of the sale of flats in FY2020. On the other hand, \$1,089 million of additional foreseeable loss was provided, mainly for the new building contracts awarded as well as for the costs co-shared with HDB's building contractors due to delays in building works caused by the COVID-19 pandemic. As a result, there was a net increase of \$713 million in the provision for foreseeable loss.

HDB also disbursed \$791 million of CPF housing grants to eligible buyers of resale flats and Executive Condominiums (ECs) in FY2020 as compared with \$631 million in FY2019.

The Upgrading segment reported a deficit of \$242 million in FY2020, as compared with \$440 million in FY2019. The programmes include the NRP, HIP, and various lift upgrading programmes. The decrease in the deficit was due to a lower expenditure for the HIP. There were fewer units undergoing HIP upgrading in FY2020 as compared to FY2019, due to the suspension of construction activities during the Circuit Breaker period and gradual resumption of works thereafter.

The Residential Ancillary Functions segment includes lease administration, provision and management of ancillary facilities such as car parks in housing estates, and planning and building administration. It reported a deficit of \$307 million in FY2020.

As part of the Government assistance measures to help households that have financial difficulties, rental rebates were given to households living in rental flats. HDB also suspended late payment charges on rent arrears. Hence, the Rental Flats segment recorded a higher deficit of \$125 million in FY2020.

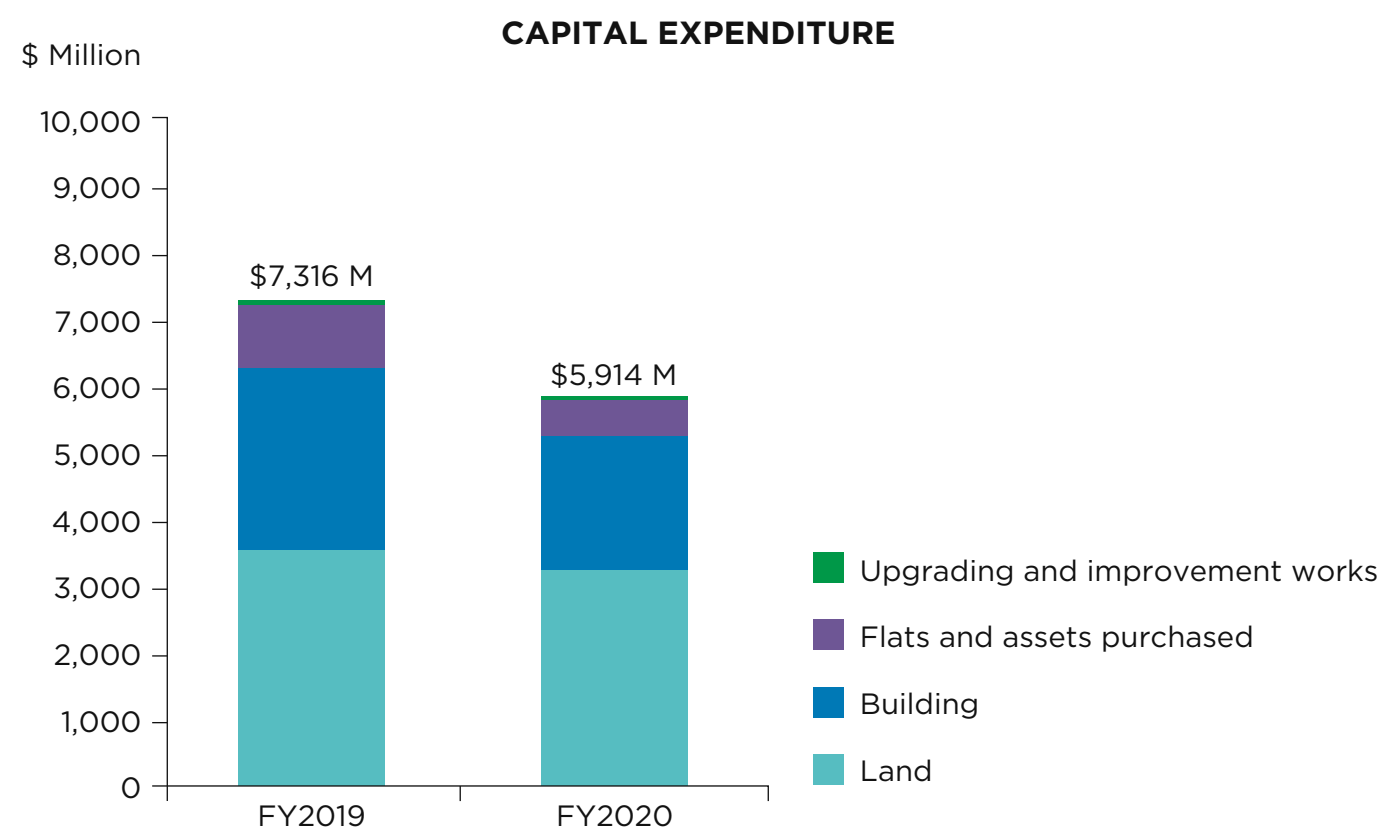
Similarly, to help flat owners who face difficulties in paying their HDB loans on time, HDB suspended late payment charges on mortgage arrears. The Mortgage Financing segment therefore recorded a higher deficit of \$31 million in FY2020.

RESULTS OF OTHER ACTIVITIES

The segment on Other Rental and Related Businesses focuses on the provision, tenancy, and management of commercial properties and land. It reported a lower surplus of \$279 million in FY2020, as compared with \$454 million in FY2019. This is due mainly to the rental rebates given to qualifying tenants in HDB shops, social-communal facilities and offices to help the operators and businesses cushion the impact of the COVID-19 pandemic.

CAPITAL EXPENDITURE

Capital expenditure for the year was \$5,914 million. A large proportion of the year's capital expenditure continued to be incurred for the purchases of land and construction of public housing.

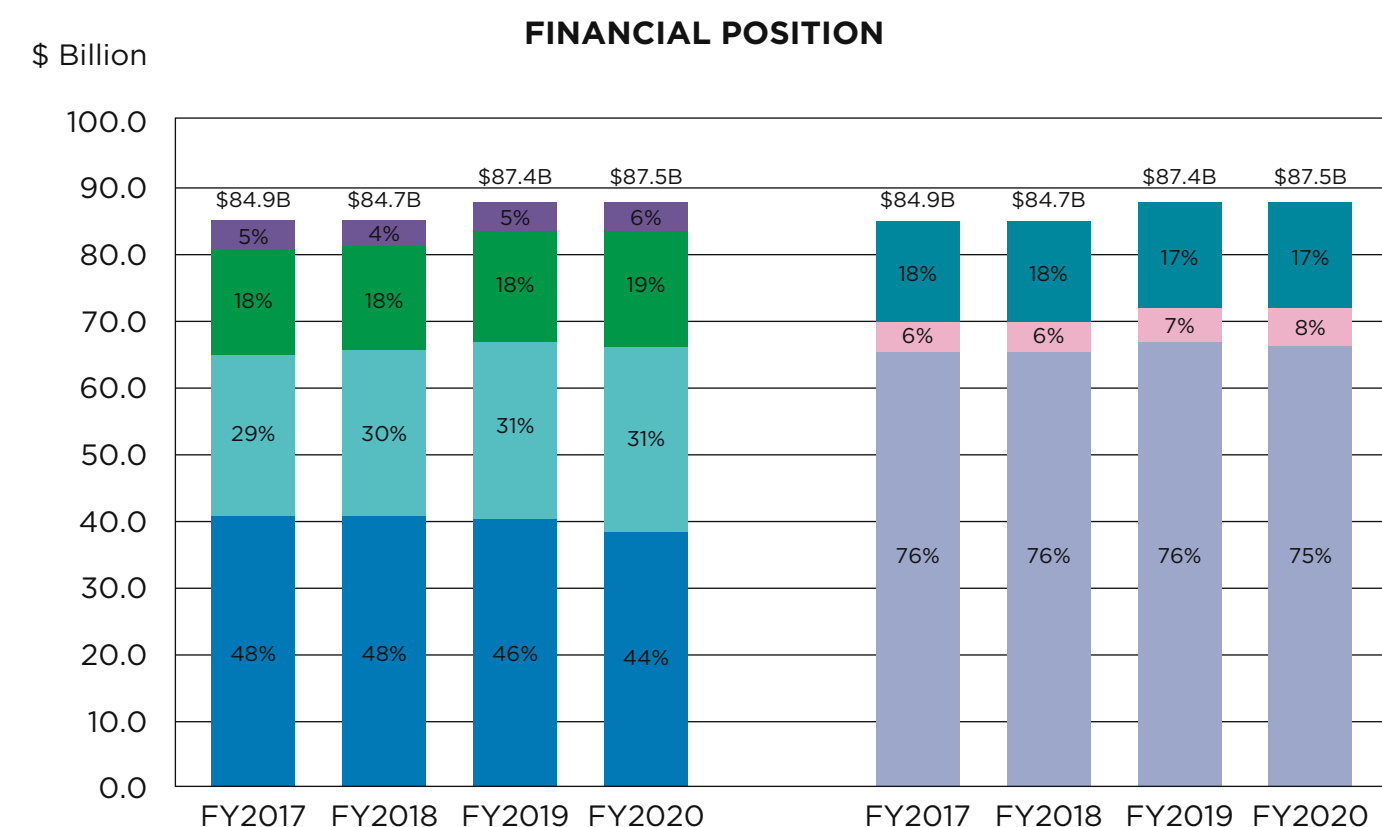


Breakdown	FY2020		FY2019		Change over FY2019	
	\$M	%	\$M	%	\$M	%
Land	3,368	57	3,622	49	(254)	(7)
Buildings	1,865	31	2,768	38	(903)	(33)
Flats and assets purchased	627	11	879	12	(252)	(29)
Upgrading and improvement works	54	1	47	1	7	15
Capital Expenditure	5,914	100	7,316	100	(1,402)	(19)

FINANCIAL POSITION

As at 31 March 2021, HDB's total assets amounted to \$87,451 million. Loans receivable were \$38,002 million. Property, plant and equipment, investment properties, and properties under development and for sale were \$44,168 million. Altogether these assets accounted for 94% of the total assets.

Capital and reserves stood at \$15,219 million as at 31 March 2021. Reserves comprised capital gains reserve of \$7,440 million and asset revaluation reserve of \$5,316 million. The loans payable of \$65,340 million comprised mainly loans from the Government and bonds.



Total Assets		Capital, Reserves and Liabilities	
■	Loans Receivable	■	Loans Payable
■	Property, plant and equipment, and investment properties	■	Other Liabilities
■	Properties under development and for sale	■	Capital and Reserves
■	Other Assets		

FINANCING OF PUBLIC HOUSING

HDB’s annual deficit is fully covered by a government grant. In addition, HDB receives a government grant to preserve the capital gains attributable to past governments on disposal of the protected assets, in accordance with the Constitution of the Republic of Singapore. The cumulative government grants provided to HDB since its establishment in 1960 amounted to \$38,571 million.

The main loans which finance HDB’s operations comprise:

- i) Mortgage financing loans that finance the housing loans granted by HDB to purchasers of flats under the public housing schemes.
- ii) Housing development loans that finance the development programmes and operations.
- iii) Bonds that finance HDB’s development programmes, working capital requirements, and refinancing of existing borrowings. During the year, HDB raised \$3.90 billion and redeemed \$2.45 billion of unsecured Fixed Rate Notes. Total outstanding Notes under the Medium Term Note Programme was about \$26 billion as at 31 March 2021.

