ANNUAL REPORT

2024-2025

Civil Service College
Singapore

One Public Service

CIVIL SERVICE COLLEGE ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2025

In the opinion of the Directors, the annual report of the Civil Service College is drawn up to present fairly the state of affairs of the Civil Service College as at 31 March 2025.

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Board of Directors
(As at 31 March 2025)

Ms Tan Gee Keow (Chairman)
Permanent Secretary,
Public Service Division,
Prime Minister's Office

Mr Han Neng Hsiu
Dean and Chief Executive Officer,
Civil Service College

Deputy Secretary (Leadership),
Public Service Division,
Prime Minister's Office

Ms Ang Wan May
Managing Partner,
Egon Zehnder International Pte Ltd,
Singapore

Mr Christian Chao
Chief Executive Officer,
Care Corner Singapore Ltd.

Mr Clarence Ti
Deputy President (Administration),
National University of Singapore

Mr David Yeo
Chairman and Chief Executive Officer,
Kydon Group

Mr Henrik Bresman
Associate Professor
(Organisational Behaviour),
INSEAD

Ms Lim Cheng Cheng
Former Group Chief Corporate Officer,
Singtel Pte. Ltd.
(stepped down from Singtel appointment
in December 2024)

Mr Mohammad Shariq Barmaky
Chief Executive Officer,
Deloitte Singapore

Mr Paul Choo
Chief Human Resources Officer,
Bridgestone Asia Pacific Pte. Ltd.

Ms Sasha Foo
Managing Director (Group Technology),
DBS Bank Ltd.

Mr Wahab Yusoff
Founding Partner and
Acting Chief Executive Officer,
Rekanext Capital Pte. Ltd.

Mr Yeo Li Pheow
Associate Professor (Practice) and
Executive Director,
Institute for Adult Learning Singapore

Board Secretary:
Ms Lee Cher Farn, Assistant Chief Executive Officer (Strategy and Corporate Group) and
Institute Director, Institute of Public Sector Leadership, CSC

Mission, Vision and Values

OUR MISSION

To develop people for a first-class Public Service

OUR VISION

The heart of learning excellence and development for the Singapore Public Service

OUR VALUES

People: Value and appreciate them

Integrity: Uphold truth and fairness

Excellence: Strive to always do better

Organisation Structure and Senior Management Team

(Information is accurate as at 31 March 2025)

Mr Han Neng Hsiu
Dean and CEO

INSTITUTES

Civil Service College International
Mr Roger Tan • Assistant CEO (International)

Institute of Governance and Policy
Ms Wang Yujing • Institute Director

Institute of Leadership and Organisation Development
Mr Clarence Chia • Institute Director
Ms Chia Nah Nah • Director

Institute of Public Administration and Management
Mr Lam Kai Wah • Institute Director

Institute of Public Sector Leadership
Ms Lee Cher Farn • Assistant CEO (Strategy and Corporate Group) / Institute Director
Mr Tan Chian Chern • Director

STRATEGY AND CORPORATE GROUP (SCG)

Ms Lee Cher Farn
Assistant CEO
(Strategy and Corporate Group)

Communications and Customer Engagement
Ms Shireen Lim • Director

Corporate Development
Mr Lim Tong Kwang • Director

Human Resources
Ms Mavis Tan • Director

Internal Audit
Ms Ng Leng Leng • Director (Assurance), AGD

Learning and Development Office
Ms Eleanor Ng • Chief Learning and Development Officer

Strategy and Transformation Office
Ms Lee Cher Farn • Assistant CEO (Strategy and Corporate Group)

ENTERPRISE TECHNOLOGY GROUP (ETG)

Mr Patrick Lau
Assistant CEO
(Enterprise Technology Group) / Chief Digital Strategy Officer

Data Office
Dr Loke Chok Kang • Chief Data Officer

ETG Programme Office
Mr Patrick Lau • Assistant CEO (Enterprise Technology Group) / Chief Digital Strategy Officer

Infocomm Technology
Mr Ambrose Goh • Chief Information Officer

Institute of Learning Technology
Mr Kelvin Tan • Institute Director
Ms Tan Wee Hui • Director

Programme Experience and Operations
Ms Michelle Wong • Director

Project INEX (INtegrated EXperience)
Ms Michelle Wong • Director

MAJOR SHAREHOLDER OF SUBSIDIARY COMPANIES

All companies that the Statutory Board has a majority stake in
Name of Subsidiary Company: **CSC International Pte. Ltd.**   % Shareholdings in Company: **100%**

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▶ **At a Glance**

▶ **The Year in Review**

- Building Capabilities in Priority Areas

- Strengthening Leadership Capabilities and Organisations

- Uplifting Learning and Development Capabilities

- Broadening External Engagements

- Striving for People and Organisational Excellence

- Reinforcing Commitment to Sustainability

At a Glance

FY2024 PERFORMANCE RESULTS

(as at 31 March 2025)

Reach

139,255
LEARN Subscribers

53,077
Public Officers

1,878
International Participants

362
Programmes

Products and Services

Synchronous Programmes

92.6% of learners gave an average score of at least 4 out of 5 across the LAE indicators of Learning Value, Confidence in Application and Learner Engagement

96.4% Satisfaction with CSC's Consultancy Projects

Relevance of Digital Offerings on LEARN

58.1% of learners with activated LEARN accounts enrolled in at least two non-mandatory courses within the FY

93.0% Satisfaction with CSC's Research Products

Overall Satisfaction

Domain and Functional Areas

81.0% of leaders in Domain and Functional Areas were satisfied with CSC in driving capability development to support Public Sector Transformation

Agencies

91.8% of government agencies were satisfied with CSC in driving capability development to support Public Sector Transformation

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The Year in Review

In FY2024, the Singapore Public Service navigated an increasingly complex landscape. This environment called for public officers to be more adaptable, and to continuously acquire and apply new skills to meet emerging challenges.

As the centre of learning excellence and development for the Public Service, CSC works with agencies and functional leads to build strategic capabilities in key domains. Strengthening leadership capabilities and growing organisational capacity continue to be priority areas. FY2024 also saw more initiatives to uplift learning and development (L&D) capabilities across the Public Service and expanded external engagements to grow our reach while gathering fresh ideas to stay relevant. CSC continues to invest in strengthening the capabilities of our staff, ensuring improvements to our work processes and enhancing staff wellbeing.

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CSC works with the functional and domain leads to build strategic capabilities in over 20 domain areas in the Public Service through innovative ways (e.g. Service Delivery, Human Resources, Finance, Procurement, Public Communications and Engagement, Policy and Planning).

In FY2024, we curated a wide range of learning solutions such as programmes, events and digital learning to meet increased demand in two emerging domains, namely digitalisation and artificial intelligence (AI), and lifelong learning.

Digitalisation and AI

With digitalisation and AI expected to fundamentally reshape our work, workforce and workplace, CSC partnered the Ministry of Digital Development and Information to upskill public officers at all levels. To sharpen senior public service leaders' technology and digital decision-making capabilities, CSC developed technology caselets and ran seminars for Deputy Secretaries and Chief Executives. With good progress made, the next phase of work will focus on continuous learning and percolating these insights to the relevant programmes to uplift digital leadership capabilities more pervasively.

We launched the "AI Ignite" campaign, to make understanding and using AI accessible to the broader Public Service. Our AI-related webinars attracted over 2,000 attendees. We also integrated AI skills and tools into specific domains such as organisational development, leadership, and policy and planning. For example, the webinar on "AI in Action: How Can AI Enhance Policymaking and Service Delivery", which drew over 1,800 officers, showcased practical AI applications in problem reframing and analytics to strengthen policy planning.

BUILDING CAPABILITIES IN PRIORITY AREAS

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Lifelong Learning

With increased career span and longevity, the Public Service is making a concerted effort to provide officers with more opportunities to upskill and reskill for lifelong growth. The "Career Kopitalks Campaign" was started to provide officers with more opportunities to deepen their understanding of their career interests and empower them to take charge of their professional development. The campaign activities included a webinar, career games and "Designing Your Life" workshops. This was complemented with the "Wayfinding Careers for Directors" programme, which aimed to improve career development awareness. The programme attracted over 1,000 directors, equipping them to effectively guide their teams' professional development.
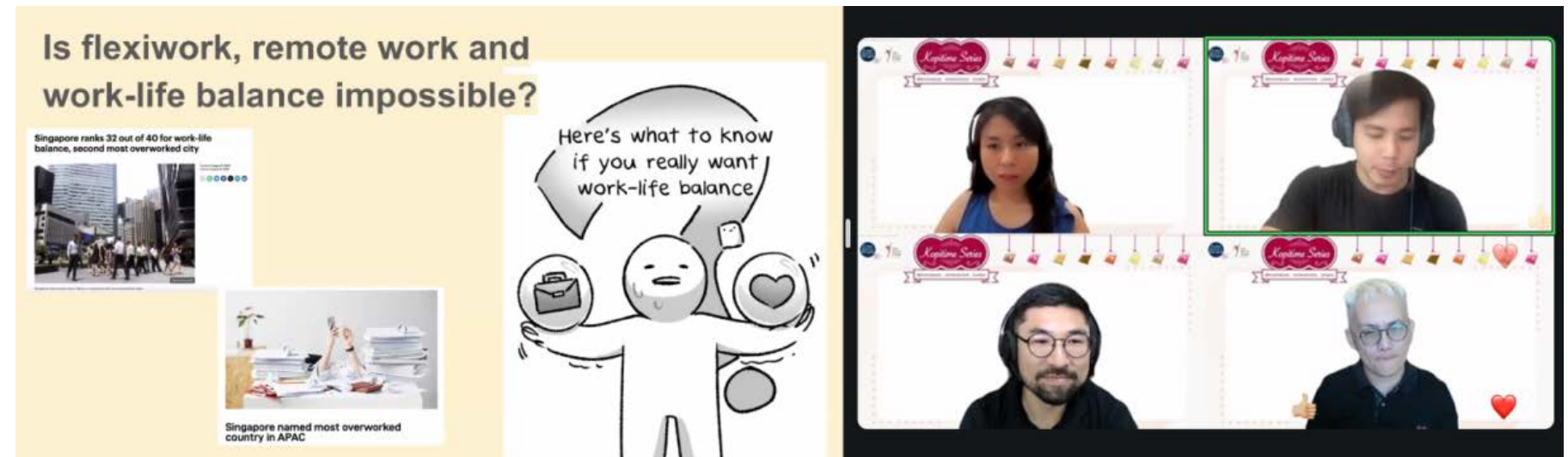
The "Career Kopitalks Campaign" was launched with the 'Career Can Like That Meh?' webinar, featuring He Ruiming from The Woke Salaryman, career counsellor Gerald Tan from CNA's Work It Podcast, and Edmund Ng from the Ministry of Social and Family Development (MSF), who shared their career journeys

BUILDING CAPABILITIES IN PRIORITY AREAS

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Competency-Driven Growth

CSC worked closely with the domain leads and agencies on innovative ways to drive competency-driven growth. Highlights of initiatives included:

Worked with the Ministry of Culture, Community and Youth to review the Partnership and Engagement Development Roadmap and successfully piloted two new programmes: "Lead Facilitation for Public Engagement" and "Empowering Teams and Communities: Growing Leadership Capacities for Public Engagement". The "Engagement Immersion for Leaders" Programme was also revamped to enhance leaders' partnership and engagement competencies.

Refreshed the learning prospectus for Policy and Planning officers with the Public Service Division (PSD), with additional content featuring practical policy tools and professional communities.

Engaged regulatory agencies and officers to revamp the Compliance and Enforcement Competency Framework and update the accompanying training roadmap. New e-learning resources are under development to support this framework.

BUILDING CAPABILITIES IN PRIORITY AREAS

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Innovations in Learning

The increased speed of change means that CSC must be able to offer just-in-time learning. CSC developed the **new LEARN platform** as part of the whole-of-government (WOG) Digital Learning Ecosystem (DLE) to support learning that is more relevant and timely.

The new LEARN, launched in May 2025, offers public officers personalised learning experiences on a single platform. It is powered by AI, to facilitate self-driven learning that is aligned to functional areas and emerging needs. Upcoming features include integrated data analytics to help agencies identify and address skill gaps to strengthen support for competency-driven growth. The platform currently serves over 125,000 public officers to meet their learning needs across domain areas. LEARN also hosts 61 Agency Learning Spaces (ALS), an add-on service for agencies to customise digital learning and develop specific resources for their officers.

Agency roadshow to showcase the new LEARN

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We have also rolled out *innovations in learning delivery* such as:

- The development of 300 programme building blocks, enabling us to pick and combine content needed to cater to our clients' learning needs. This approach enabled swift customisation of international programmes without compromising on quality.

- Professional certification to deepen Organisation Development (OD) competencies through a stackable "Executive Certification for OD Professionals", which offers customised and self-paced curricula.

- Play-based learning initiatives like "Kopi Jio" to help teams build well-being, and partnering agencies like Centre for Strategic Futures, National Security Coordination Secretariat, and Inland Revenue Authority of Singapore to generate strategic conversations through game simulation exercises.

"Kopi Jio", a conversation deck developed in-house to facilitate team well-being through enhanced communication and workplace reflexivity

BUILDING CAPABILITIES IN PRIORITY AREAS

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STRENGTHENING LEADERSHIP CAPABILITIES AND ORGANISATIONS

Leadership

Leadership development is the cornerstone of CSC's work. An effective and forward-looking Public Service must be anchored by leaders who work well with one another and their teams to steward agencies and develop public officers. CSC continued to enhance its leadership programmes to ensure relevance and scalability.

The "Bridges" programme was developed to replace two programmes for new middle managers in the Public Service, recognising that they face common learning needs when transiting to management roles. The "Foundation Course" for young talents incorporated personalised learning pathways, with more opportunities for experiential learning such as engaging citizens at frontline agencies.

CSC expanded our suite of programmes by offering more runs of the RISE workshop, a foundational course for mentoring, and piloting the open run of the "Clear Leadership" course for Directors and Deputy Directors to lead and learn collaboratively.

The Foundation Course (FC) provided young talents hands-on learning experiences in citizen engagement through frontline government agencies

Participants at the first open run of the "Clear Leadership" course, August 2024

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Beyond programmes, we leveraged AI to strengthen leadership assessment and development capabilities. A key initiative was to deploy AI bots to evaluate candidates' writing capabilities and provide summarised reports on their competencies for the Public Sector Leadership Programme, with human supervision ensuring we are not wholly reliant on AI systems. CSC also ran pilots with People's Association and Singapore Land Authority to utilise AI bots to improve post-360 Action Planning and Developmental Feedback for middle managers. The pilots were well-received, and enhancements will be made to support scaling and more effective usage of the AI bots by participants.

Organisation Development

CSC organised and hosted its largest Leadership and Organisation Development Conference on the theme of "Flourishing Organisations: Moving Beyond Performance". The thought-provoking conference convened over 300 OD, leadership development and HR practitioners and leaders across the Public Service to exchange insights and practices. Keynote speakers included senior leaders like Ms Tan Gee Keow (Permanent Secretary, PSD) and Mr Ravi Menon (former Managing Director, MAS). This was accompanied by dialogues with organisational leaders from the public sector, private sector and people sector. The conference marked the launch of the "Public Service Leadership: Purpose, Practice, Perspectives", a publication capturing insights to help deepen Public Service leaders' understanding of their craft and its practical applications.

Community of practitioners and leaders gathering at the first in-person Leadership and Organisation Development Conference post-COVID-19, held on 29 – 30 April 2024

STRENGTHENING LEADERSHIP CAPABILITIES AND ORGANISATIONS

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UPLIFTING LEARNING AND DEVELOPMENT CAPABILITIES

Following the appointment of a Chief L&D Officer last year, CSC established a dedicated Learning and Development Office to develop our L&D strategy and implement interventions to uplift capabilities. In FY2024, CSC drove greater practice leadership in L&D, by spearheading a range of deeper engagements with the community, expanding learning opportunities and refreshing our physical campus to support future learning and work.

Deeper Engagements and Better Learning Insights

CSC engaged HR professionals and L&D practitioners through our inaugural "State of Learning in the Service" report, providing insights into learning trends and outcomes across the Public Service. The report facilitated strategic discussions on capability building among Public Service Leaders, HR professionals and L&D practitioners, and aimed to inspire a more data-led approach to L&D strategies.

We launched the prototype of our WOG L&D dashboards, equipping central agencies such as GovTech and the Ministry of Finance with insights to enhance their decisions on learning policy and programmes. Our pioneering efforts attracted invitations to share insights with leaders from both the public and private sectors, including Jurong Town Corporation, Nanyang Polytechnic, Temasek Polytechnic, and Singapore Management University.
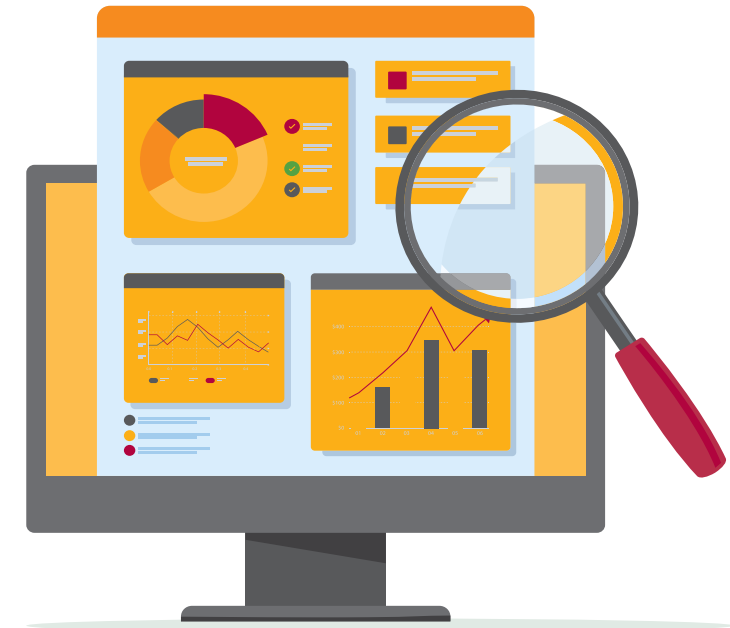
UPLIFTING LEARNING AND DEVELOPMENT CAPABILITIES

Growing the L&D Community

CSC continued growing the L&D community of practitioners. We hosted the Public Sector Training Institutions (PSTI) Network Engagement session in March 2025, to facilitate cross-agency sharing on various L&D practices.

"Driving Responder's Operational EXCELLENCE through Science", a sharing by Major V Nisha from the Civil Defence Academy, at the Public Sector Training Institutions Network Engagement session in March 2025

Participants on a tour of CSC's refreshed premises during the Public Sector Training Institutions Network Engagement session in March 2025

CSC also developed resources to support learning in areas of evaluation, assessment and competency framework development. These resources will be hosted on LEARN to increase reach and accessibility across the Public Service. We also started offering capability development programmes (e.g. "Foundations in L&D") to L&D practitioners.

We will step up engagements and partnerships with agencies and PSTIs to drive thought leadership and spur new approaches in L&D.

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Spaces for Future Work and Learning

The "Future Classroom" project was completed, refreshing level 3 of the CSC building. This project offers a glimpse into future work and learning, by providing more flexible and adaptive rooms for different needs, integration of technology for hybrid work and learning (e.g. using Interactive Display Panels), as well as spaces for both focussed and collaborative work. We will continue to refresh our physical infrastructure in the coming years to better support future work and learning.

The newly revamped spaces at CSC's Buona Vista campus are designed to inspire collaboration and innovation across both work and learning environments

UPLIFTING LEARNING
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BROADENING EXTERNAL ENGAGEMENTS

International Diplomacy

CSC continued to work with the Ministry of Foreign Affairs to support exchanges with countries of strategic interest, delivering 32 programmes across Southeast Asia, East Asia, Central Asia, Middle East and Africa. Working with the Ministry of Trade and Industry, and the Infocomm Media Development Authority, we delivered eight international programmes for China and the Forum of Small States officials. Global outreach was enhanced through 28 official visits and eight virtual exchanges that CSC hosted with partners from Australia, China, India, Indonesia, Kazakhstan, Japan, Lao People's Democratic Republic, Malaysia, Nigeria, South Korea, the United Kingdom and Virgin Islands.

To deepen mutual understanding and broaden people-to-people ties with key countries, CSC and PSD organised five Civil Service Exchange Programmes with Brunei, China, Malaysia, and Thailand. CSC ran the Leaders in Governance Programme for senior international and local public service leaders. We also forged a partnership with the Lee Kuan Yew School of Public Policy to develop a new flagship programme, "Connect ASEAN Leaders Programme", scheduled to be launched in April 2026.

Participants of the 15th Leaders in Governance Programme at the ServiceSG Centre at One Punggol

Showcasing Our Work

CSC participated in international conferences to share about our experiences and learn from others. A highlight was our presentation to over 200 international public officers at the "2024 Global Public HR Conference", organised by the National HRD Institute, Korea, where we shared how the Singapore Public Service leverages AI to enhance governance and public service delivery.

We also expanded our knowledge through partnerships. At the "Learning Analytics and Knowledge Conference", we exchanged ideas with external experts like the UK's Open University. These connections enable us to identify new ideas and best practices that we can bring back to apply in Singapore's context. We also had the opportunity to showcase our in-house developments, such as the OD Profiling App, at the inaugural WOG IdeasFest.

Dr Loke Chok Kang, Chief Data Officer, CSC, speaking at the 2024 Global Public HR Conference in South Korea

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CSC officers are our most critical asset. With a pool of 321 officers as at 31 March 2025, CSC is committed to developing people, recognising their skills and contributions and ensuring their well-being. We utilise technology and smarter tools to enable our officers to work more efficiently and effectively.

Continuous Process Improvements

Key investments have been made to integrate LEARN and the new programme management system. Our goal is to leverage automation and digitalisation to ease operational load for CSC officers, improve data integration and create a more seamless experience for our customers.

In FY2024, we have taken steps to improve programme management processes via policy and operations review. We developed a class management module and an e-attendance module in our system, yielding an estimated annual savings of 1,300 manhours.

Several data products and platforms were developed to advance learning analytics and improve data accessibility for better decision-making. This included IntelliSense, which helps with sense-making of learning demands in the Public Service, and a competency dashboard which provides insights to our staff's competency levels and gaps, enabling more targeted learning and development interventions.

In the area of customer service, CSC successfully piloted a more streamlined approach for agencies to make bookings for their programme needs. Insights from the pilot will be used to design processes in the DLE. We also launched a consolidated contact centre in August 2024 to streamline the process of handling customer enquiries while maintaining consistent service quality.

STRIVING FOR PEOPLE AND ORGANISATIONAL EXCELLENCE

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Staff Development and Well-being

CSC strengthened learning for staff to build key capabilities in various ways:

- In **Learning & Development,** a range of opportunities was provided to build foundational skills, learn from the larger community and attain certification. A new community of practice on L&D, "PRAXIS" was formed to foster social learning and build a robust learning culture in CSC. In addition, over 30 officers successfully attained the Advanced Certificate in Learning and Performance 2.0 offered by the Institute of Adult Learning.

A "PRAXIS" session featuring "Biogirl MJ", a popular educational content creator, who shared tips on creating engaging online content

- To promote **Digitalisation and AI**, learning resources on prompt engineering and AI ethics were provided and events such as the "Data and AI" week were organised, to encourage CSC officers to utilise AI tools and analyse data creatively through gamified experiences. Additional support for officers included a GenAI workshop in collaboration with Amazon Web Services on building AI applications and "Learning Analytics in Practice", a programme to train officers in using in-house developed data products for more data-informed decisions. The "Learning Technology Innovation" programme was introduced to catalyse collaborative AI and digitalisation projects in learning design, providing CSC officers with funding and other forms of support.

- We enhanced the **capability development fund** to build capabilities of our Associates, who form a critical part of our extended workforce in achieving our business outcomes. Under this scheme, Associates can apply for a grant to co-fund efforts to design forward-thinking and innovative learning experiences; build expertise in workplace, social, and AI-driven learning; as well as strengthen diagnostic skills to improve the effectiveness of learning solutions.

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We stepped up efforts to enhance staff well-being and encouraged staff to adopt the Well-being@Gov app. An initiative, "Wingpeople", was introduced where CSC officers support one another to achieve their well-being goals. We were recognised for our HR practices, receiving the "Certificate of Commendation" for our commitment to Workplace Safety and Health (WSH Awards 2024 – Culture of Acceptance, Respect and Empathy Award) and the "SHARE Platinum Award" (2024 Community Chest Awards) for outstanding contributions in supporting the community.

STRIVING FOR PEOPLE
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CSC staff participating in "Wingpeople", supporting one another to achieve their well-being goals of exercising regularly

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CSC is committed to GreenGov.SG and provides a sustainable environment for both staff and learners through the following measures:

Reduce environmental footprint by conserving energy and water, and reducing waste

Foster a culture of sustainability by raising the awareness of staff and learners on making environmentally conscious decisions

Incorporate sustainability practices into daily operations and programmes

Include green requirements across CSC's procurement cycle

As an educational institution, CSC consumes energy and water resources to support the needs of the building occupants. We are committed to adopting proactive and sustainable solutions to enhance resource efficiency and ensure the ongoing success of sustainability initiatives.

REINFORCING COMMITMENT TO SUSTAINABILITY

REINFORCING COMMITMENT TO SUSTAINABILITY

CSC's sustainability governance structure (Figure 1) is supported by daily operations that are overseen by the Corporate Development (CD) Department. The CD-Estate Management team and Green Sub-Committee report on sustainability targets and initiatives to the Senior Management Team twice a year (see FY2024 targets and achievements at Figure 2).

Figure 1:
CSC's sustainability governance structure
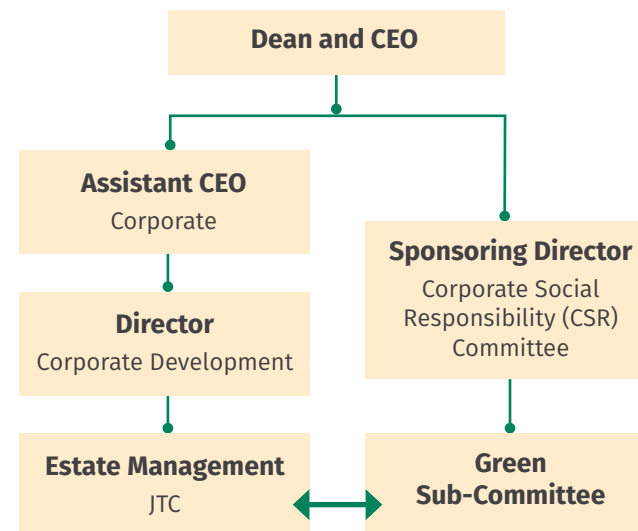
Figure 2:
CSC's sustainability metrics from the baseline year to FY2024

Category	Targets	Average of FY2018 – FY2020	FY2021	FY2022	FY2023	FY2024
Electricity Consumption (kWh)	-	1,871,632	1,291,248	1,460,809	1,549,465	1,433,518
Greenhouse Gas Emission (GHG) (tCO$_2$e)	Peak Emission by 2026*	784	527	608.9	631	590
Energy Utilisation Index (EUI) (kWh/m^2)	10% reduction in EUI by 2030, compared to average of FY2018 – FY2020 level	115.90 (Baseline)	79.96	90.46	95.95	88.77
Water Consumption (m^3)	-	8,472	4,136.1	4,908.1	5,256.6	5,672.5
Water Efficiency Index (WEI) (litres/pax/day)	10% reduction in WEI by 2030, compared to average of FY2018 – FY2020 level	94.49 (Baseline)	88.00	54.43	60.00	61.80
Total Waste Disposed of (kg)	-	Not applicable	Not applicable	85,406	75,842	37,968
Waste Disposal Index (WDI) (kg/pax/day)	30% reduction in WDI by 2030, compared to 2022 level	Not applicable	Not applicable	1.11 (Baseline)	0.96	0.41

*   CSC expects emission to peak in Calendar Year 2026 and to start falling thereafter when major renovation works are completed and energy inefficient equipment are upgraded.

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REINFORCING COMMITMENT TO SUSTAINABILITY

In FY2024, CSC met the GreenGov.SG targets. The decrease in electricity consumption and waste generation during the year was primarily due to reduced operational activities, as we undertook renovation works in common areas, learning spaces, and washrooms. We removed all hand paper towels from the washrooms as part of our sustainability efforts.

For FY2025 and beyond, CSC will work on improving energy and water efficiency through assets improvements, with plans to implement the following measures:

Category	Measures to be implemented
EUI	a) Optimise the use of the centralised air conditioning system during low operations period
	b) Replace non-energy efficient air conditioning units with energy efficient type
	c) Rationalise the number of air conditioning units in training rooms
	d) Replace non-energy efficient lightings with LED type
WEI	a) Optimise cleaning frequency for washrooms
WDI	a) Recycle food waste to food composter
	b) Remove individual waste bins at workstations

To support our commitment to sustainability, CD and the Corporate Social Responsibility Committee organised a range of initiatives, including learning journeys and hands-on activities, to cultivate a corporate culture of sustainability.

CSC staff at a visit to the Tuas South Incineration Plant

An eco workshop for staff to turn old t-shirts to bags

Our Road Ahead

CSC has refreshed our strategy in FY2025, with a view to sharpen our value proposition of supporting learning and development in the Public Service, so that our organisations, leaders and officers can adapt to change, build new skills, and apply them to achieve outcomes more effectively.

We will enhance the impact of our products and services through adopting a stronger performance lens to learning and development. We will work with agencies to nurture a continuous learning culture in the Public Service and offer thought and practice leadership to uplift capabilities.

CSC will continue to evolve our outreach efforts through strengthened partnerships with agencies and external organisations. We are also experimenting with new platforms to offer bite-sized learning, such as our TikTok channel (@cscsingapore) which was launched in January 2025.

We remain committed to developing our people, ensuring they have the capabilities to collectively drive CSC's next chapter of growth and advance learning and development for the Public Service.

Financial Summary

(As at 31 March 2025)

FY2024 Auditors:

Foo Kon Tan LLP
1 Raffles Place, #04-61 One Raffles Place
Tower 2, Singapore 048616

FY2023 Auditors:

PricewaterhouseCoopers LLP
7 Straits View, Marina One East Tower,
Level 12, Singapore 018936

Assets

	FY2024 S$'m	FY2023 S$'m
Property, plant and equipment and intangible assets	16.3	9.2
Trade and other receivables and prepayments	11.2	10.1
Cash and cash equivalents	40.7	51.7
Financial assets at amortised cost	29.0	29.2
Financial asset at fair value through profit or loss	9.4	9.1
Total	**106.6**	**109.3**

Liabilities

	FY2024 S$'m	FY2023 S$'m
Trade and other payables and other liabilities	27.4	28.1
Provision for site restoration	1.5	1.5
Total	**28.9**	**29.6**

Capital and Reserves

	FY2024 S$'m	FY2023 S$'m
Capital and reserves	77.7	79.7
Total	**77.7**	**79.7**

Dividend

	FY2024 S$'m	FY2023 S$'m
Dividend payment from reserves	1.6	2.3
Total	**1.6**	**2.3**

Revenue

	FY2024 S$'m	FY2023 S$'m
Training	51.2	49.1
Digital learning	18.7	18.8
Consultancy	4.1	2.9
Government operating grants	19.5	19.2
Other operating income	2.9	3.0
Total	**96.4**	**93.0**

Expenditure

	FY2024 S$'m	FY2023 S$'m
Staff and related costs	45.1	43.7
Training and consultancy related costs	17.9	16.6
Maintenance, licence costs, other professional services and other expenses	27.8	23.7
Rental and utilities	1.2	1.0
Depreciation of property, plant and equipment and amortisation of intangible assets	4.7	4.8
Office supplies and materials	0.2	0.3
Contribution to Government Consolidated Fund	-	0.5
Total	**96.9**	**90.6**

Organisational Partners

(Information is accurate as at 31 March 2025)

Africa
- South Africa, Department of International Relations and Cooperation
- South Africa, National School of Government

Central Asia
- Kazakhstan, Academy of Public Administration

East Asia
- China, Beijing Administration Institute
- China, Central Party School and National Academy of Governance
- China, Guangdong Institute of Public Administration
- China, Shanghai Administrative Institute
- China, Shanghai Municipal Committee Organisation Department
- China, Shenzhen Municipal Committee Party School
- China, Shenzhen Reform and Opening Up Executive Leadership Academy
- China, Sino-Singapore Tianjin Eco-City
- China, Suzhou Industrial Park Administrative Committee
- South Korea, National Human Resources Development Institute

Middle East
- Egypt, National Training Academy
- Jordan, Institute of Public Administration
- Oman, Regional Institute of Infrastructure Development
- Qatar, Qatar Civil Service and Government Development Bureau
- Qatar, Institute of Public Administration
- Qatar, Qatar Leadership Centre
- Qatar, Qatar Finance and Business Academy
- Saudi Arabia, Missions and Initiatives Affairs Office

South Asia
- Sri Lanka, Commission to Investigate Allegations of Bribery and Corruption

South East Asia
- Brunei, Civil Service Institute
- Brunei, Ministry of Finance and Economy
- Cambodia, Ministry of Civil Service
- Cambodia, Royal School of Administration
- Indonesia, Human Resources Development Board of East Java Province
- Indonesia, National Civil Service Agency
- Indonesia, National Institute of Public Administration
- Lao People's Democratic Republic, Public Administration, Research and Training Institute
- Malaysia, Leadership Institute of Sarawak Civil Service
- Myanmar, Union Civil Service Board
- Myanmar, Central Institute of Civil Service
- Thailand, Civil Service Training Institute
- Thailand, Office of Civil Service Commission
- Thailand, Office of the Council of State of Thailand
- The Philippines, Civil Service Institute
- Vietnam, National Academy of Public Administration
- Vietnam, Office of the Government

INTERNATIONAL AND OTHER ORGANISATIONS
- ASEAN Secretariat
- Agencia Presidencial de Cooperacion International de Colombia
- Chilean International Cooperation Agency
- Colombia, National Unit for Disaster Risk Management in Colombia
- Japan International Cooperation Agency
- Kazakhstan Agency of International Development
- Morocco Agency for International Cooperation
- United Nations Disaster Risk Reduction Office of Northeast Asia Global Education & Training Institute