

**DEEPENING
APPLIED
LEARNING**



Cover



This year's Annual Report is centred around the theme 'Deepening Applied Learning'. As Singapore's University of Applied Learning, SIT's unique pedagogy bridges learning and work, placing a strong emphasis on authentic experiential learning based on real-world problems. The University continues to evolve its programmes to strengthen active learning, offer students more opportunities for authentic learning, and grow applied research as a key enabler to deepen applied learning.

The cover features 3 SITizens: SIT undergraduate **Leshawn Chan** from the Applied Computing (with Fintech specialisation) degree programme, Hospitality Business student **Farisha Low**, and **Royston Guo**, who graduated with both a BEng and MEngTech in Sustainable Infrastructure Engineering (Land). Through the University's applied learning pedagogy, our SITizens transform into future-ready, lifelong learning professionals who are catalysts for transformation in their industry of choice.

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We Are SIT

The Singapore Institute of Technology (SIT) is Singapore's first University of Applied Learning. Its mission is to maximise the potential of learners and to innovate with industry, through an integrated applied learning and research approach, so as to contribute to the economy and society.



**SIT@RP
Building**



**SIT@NP
Building**



**SIT@TP
Building**



**SIT@SP
Building**



**SIT@NYP
Building**



**SIT@
Dover**

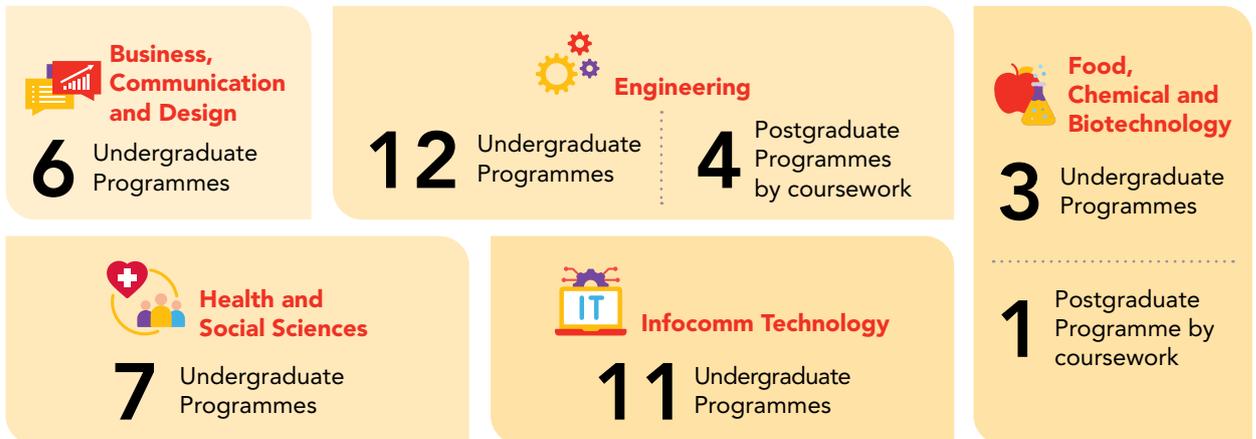
SIT at a Glance

For the financial year ended 31 March 2023

6 CAMPUSES

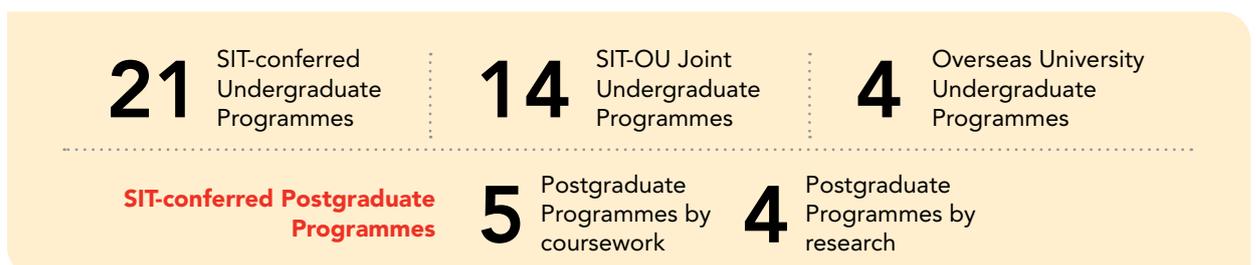


5 ACADEMIC CLUSTERS



SIT also offers four Postgraduate Programmes by Research: Master of Engineering, Doctor of Engineering, Master of Clinical Research in Health Sciences and Doctor of Clinical Research in Health Sciences.

UNDERGRADUATE AND POSTGRADUATE PROGRAMMES



6 OVERSEAS UNIVERSITY PARTNERS



DigiPen
Institute of
Technology



Massey
University



Newcastle
University



Technical
University of
Munich



The Culinary
Institute of
America



University of
Glasgow

GRADUATE EMPLOYMENT SURVEY 2021



95.6%

employed within
6 months of
graduation



\$3,755

Mean Gross
Monthly
Salary

Chairman's Message

I am pleased to present this year's annual report, themed "**Deepening Applied Learning**", which has been the main strategic focus for SIT. I am happy to note that we have made good strides in strengthening our education and research offerings in financial year (FY) 2022.

SUPPORTING SINGAPORE'S GOALS

SIT aligns itself with Singapore's national goals in the education sector, supporting the development of a skilled workforce, driving innovation and economic growth, and promoting Singapore as an education hub. Through our programmes and collaborations, we remain dedicated to enhancing applied learning experiences, driving innovation, and empowering learners for success in an ever-changing world. According to the **2021 Graduate Employment Survey**, 95.6% of SIT graduates secured a job within 6 months of completing their studies, with starting salaries that exceeded pre-pandemic levels.

As a testament to our efficacy, SIT's student enrolment has been growing year by year. I am pleased to note that we

now have an annual intake of over 3,000 and an enrolment of over 9,000 undergraduates, making us the third-largest autonomous university in Singapore by undergraduate student intake. These outcomes are a testament that we are on the right track. We have continued this momentum and continually updated our educational offerings.

DEEPENING EDUCATIONAL HORIZONS

SIT places a strong emphasis on experiential learning through solving real-world problems. In other words, our education goes beyond earning a degree — it is also about developing skills that are relevant to industries and backed by deep disciplinary knowledge.

Our undergraduate and postgraduate degree programmes are designed with this aim in mind. In FY2022, we expanded our academic offerings for both the pre-employment training (PET) and continuing education and training (CET) sectors to bring the benefits of our pedagogy to even more learners. Our signature **Integrated Work Study Programme (IWSP)** gives students valuable learning opportunities and enhances their employability in an increasingly competitive workforce. To date, about 1,000 companies and agencies partner with SIT to provide placements for our students.

Beyond IWSP, our **Term-In Term-Out (TITO)** programmes are also gaining traction. TITO offers students the option of alternating between the University and the workplace as they complete their degree, providing valuable industry exposure. It also augments students' learning experiences and distinguishes SIT as a university where learning comes to life. Thanks to companies such as AIA, DBS, Infosys, OCBC, Prudential, Standard Chartered Bank, ST Logistics, UOB and YCH, students on the TITO pathway are spending substantially more time in industry.

Even as we continue to develop and expand our programmes, we must pay attention to the broader educational landscape. In keeping with the Ministry of Education's focus on strengthening lifelong learning by moving to a lifetime cohort participation rate of 60% by 2025, we continue to enhance our CET offerings to cater to working adults who wish to upskill and gain new capabilities in the workplace.

Our dedicated unit for lifelong learning, **SITLEARN Professional Development**, has been hard at work rolling out courses for adult learners. In 2022, more than 4,000 CET training places were made available. During the year, we



We believe that collaboration with industry is at the heart of applied learning. As such, SIT weaves collaboration with industry partners seamlessly and intentionally into all aspects of our applied learning and research activities.



partnered with companies like semiconductor equipment manufacturer Applied Materials to future-proof their staff's capabilities in emerging technologies. Over 200 Applied Materials employees were trained in areas such as data analytics, AI and the Internet of Things.

A notable CET initiative is the provision of practice workshops to prepare rehab healthcare professionals to carry out the objectives of the National One-Rehab Framework. In FY2022, SIT trained over 500 allied health and rehab professionals from over 30 healthcare and community institutions, including the National Healthcare Group, SingHealth, Kwong Wai Shiu Hospital, and St Luke's Hospital. Through this programme, the participants understand how to apply the One-Rehab Framework in their rehabilitation practice so that their patients have timely access to the right level of care.

At SIT, we understand that industry needs are always evolving. Our education and training programmes seek to evolve along with changing industry needs and equip learners with skills that are applicable and relevant. For example, we have rolled out the **Competency-based Stackable Micro-credentials (CSM) pathway** to support working adults to upskill. Such a competency-based approach accelerates their professional development. The delivery, which is a blend of both face-to-face and asynchronous learning, balances between empowering the learners to learn at their own pace and the benefits of in-person and group learning. We continue to engage the industry in the design and delivery of the programme to ensure that the micro-credentials are aligned with market needs and reflect the latest trends and technologies.

To ensure that our educational offerings make a difference in the real world, we continue to push for progress on the applied research front. We work closely with educational institutions in Singapore, such as the other autonomous universities and 5 polytechnics, and industry to achieve research outcomes that matter to businesses. Some of our partners include global companies such as Cargill, ConveGenius, DNV, Meinhardt and Yinson Holdings, as well as universities such as Japan's Tohoku University, the Technical University of Munich and the University of Illinois Urbana-Champaign.

Crucially, such partnerships also enable us to provide our students with authentic learning experiences in areas such as sustainability, digitalisation, food security, community healthcare and more. These are critical areas of development for Singapore.

DEEPENING IMPACT ON INDUSTRY AND COMMUNITY

We believe that collaboration with industry is at the heart of applied learning. As such, SIT weaves collaboration with industry partners seamlessly and intentionally into all aspects of our applied learning and research activities.

I am heartened that we have continued to grow our network of industry partners in FY2022. We have signed numerous memoranda of understanding and forged research collaborations in multiple areas. These will go a long way towards building a strong academia-industry

nexus and creating opportunities for work attachments, research and other joint initiatives for our students to develop the necessary skills to excel.

Our commitment to our student community, as well as the community at large, is also a big part of who we are. Students are at the core of SIT's mission, and their success and personal growth are key elements of the SIT experience. In FY2022, we remained committed to fostering an inclusive and conducive campus environment, with comprehensive support services available for students should they need it.

This past year, the University actively engaged with the community, working with local organisations and community partners to craft outreach programmes to help individuals and communities. For example, SIT co-produced the Tech for Good 2022 competition to provide students with the opportunity to contribute to vulnerable communities. A student team from SIT designed a device that enables wheelchair users to snap photographs using a motorised arm. Another SIT team modified the bowling ramp to make it easier and more interactive for those with cerebral palsy to bowl.

Our upcoming SIT Punggol Campus will be critical to our engagement efforts. The campus will be co-located in the Punggol Digital District alongside enterprises and is specifically designed to enable intermingling between industry and academia. This serves to strengthen the bond between academia and industry, and foster opportunities for collaboration through the exchange of workspaces and mutual flow of ideas.

We will become the resident university in the North-East region, occupying an important place in the local ecosystem as a knowledge hub. I believe that our state-of-the-art facilities and expertise in STEM education will prove an invaluable resource to residents in the area. As we share our resources and contribute towards shoring up the knowledge base of the community, our staff and students will have the opportunities to put their academic knowledge and industry proficiency to good use in giving back to the community.

FORGING AHEAD

As we turn to the future, SIT will continue to redefine the higher education landscape and build upon our applied learning pedagogy to achieve leadership in this key front. Even as we build on our successes, we must continue to adapt to a changing global environment and keep forging strategic partnerships with industry.

With the support of our staff and partners, including the Ministry of Education, polytechnics, overseas universities, industry partners, government agencies and community leaders, I am confident that SIT will continue to thrive and differentiate itself as Singapore's premier university of applied learning.

MR BILL CHANG

Chairman

President's Message

2022 has proven to be fruitful. We sustained our strong pedagogical focus on applied learning and this is encapsulated in the annual report theme, "**Deepening Applied Learning**". The theme reflects our commitment to being Singapore's premier university of applied learning, and our efforts to continually find new ways to maximise the potential of our learners and to transform learning.

In 2022, we took in a record 3,121 new SITizens from a pool of 13,000 applicants, a 5.7% increase over the previous year. 88% of new SITizens were admitted to their first choice of degree programmes, a year-on-year increase of 2%.

With the easing of pandemic restrictions, our freshmen were welcomed in person at SIT@Dover for their First-Year Experience induction programmes. Our annual career networking event, Career Nexus, drew around 2,000 SITizens and over 200 company representatives. As part of our Overseas Immersion Programme, we also supported more than 1,000 SITizens in the United States, Europe and Asia.

We continued to celebrate the achievements of our SITizens. More than 2,200 graduates from 47 undergraduate and postgraduate programmes were conferred degree scrolls at SIT's Graduation Ceremony 2022. For his contributions to the growth of SIT, Dr Ng Yat Chung, founding Chairman of SIT's Board of Trustees, was conferred the University's first honorary degree.

At the same time, we have made our educational offerings more accessible to needy undergraduate students. With strong support from donors, we launched a new Forward SITizen initiative that allows eligible students to cover 100% of their subsidised fees through a combination of government-funded public bursaries, donated scholarships and bursaries offered by SIT.

BRIDGING LEARNING AND WORK

A key focus of our pedagogy is helping students connect what they learn with the workplace. In 2022, we introduced new learning pathways that aim to better synthesise these elements into a holistic learning experience, enhancing the competitiveness and future employability of our students.

We introduced a new Term-In Term-Out structure for 2 new undergraduate degree programmes — Applied Computing (Fintech specialisation) and Digital Supply Chain. This pathway, which alternated between time spent in the classroom and time spent in the workplace,

gave students regular opportunities to apply the skills and knowledge acquired in a real-world setting. Industry partners benefitted by being able to tap talent in areas of high demand. So far, 15 companies are working with us to host our students during the term-out trimesters, including DBS, UOB, AIA, Prudential, YCH and ST Logistics.

Another major development was the full implementation of the Undergraduate Programme Structure (UPS), which formally incorporated interdisciplinary learning and transferable skills components into SIT's curricula. UPS provides a formal structure for a holistic SIT education that prepares our students to be both career- and future-ready. For example, the Social Innovation Project module has been included in all degree programmes from 2022. This gives students an opportunity to work in interdisciplinary teams to develop solutions for society in areas such as sustainability and caring for the elderly.

STRENGTHENING LIFELONG LEARNING

In the Continuing Education and Training space, we continued to partner with companies such as Applied Materials, Rohde & Schwarz, Rotary Engineering and SMRT to upskill their employees and build new capabilities.

In response to the Ministry of Education's focus on lifelong learning and the goal to raise the lifetime cohort participation rate to 60% by 2025, we launched Singapore's first Competency-based Stackable Micro-credentials (CSM) pathway. The pathway, recognising the importance of schedule flexibility for in-employment learners, is designed to be mainly delivered online. It supports individuals seeking to pivot to new roles by acquiring specific skillsets, as well as those looking to acquire new degrees. The pathway is competency-based and will allow for the recognition of prior learning, whether acquired through formal programmes or work experience. In November 2022, we inked memoranda of understanding with telecommunications provider Singtel and technology services firm NCS to upskill their employees through CSM. We are on target to start with 150 learners in 2023, partnering with polytechnics and industry in the development and delivery of micro-credentials in the field of Applied Computing.

GROWING APPLIED RESEARCH AND INDUSTRY COLLABORATIONS

As an applied learning university, we focus on translational research and innovation co-creation with industry. We officially opened FoodPlant, Singapore's first shared facility for small-batch food production, in April 2022. We also launched InnoHub, a one-stop centre where small and medium-sized enterprises can tap resources to help them innovate and move up the innovation value chain. During the year, we also continued to attract competitive research grants to work with industry and deepen our research track record and capacity.

During the year, our network of industry and public agency partnerships expanded with engagements with agri-food firm Agrocrop, French energy and services company ENGIE, SingHealth and the National Council of Social Service, amongst others. These partnerships are multifaceted in areas of continuing education, applied research and in providing authentic learning experiences for our SITizens.

NEW OPPORTUNITIES AT PUNGGOL CAMPUS

We expect to start the new academic year in 2024 in our new Punggol Campus — the first time that the SIT family will be under one roof. We are greatly anticipating the move, and are particularly excited about the new opportunities that will come with it.

In 2022 we launched our Living Lab initiative in partnership with Singapore Power (SP), SMRT, SingHealth and ENGIE in the respective fields of energy, transport, healthcare, and district cooling systems. Living Labs enhance the authenticity of our students' learning and facilitate impactful research. For instance, SP has pledged additional funding for the multi-energy microgrid that will power our Punggol Campus, providing learning and research opportunities in power engineering for both our students and academic staff.

With a shared space, we see an opportunity to turbocharge our community-building efforts, which have already begun in 2022. We strengthened and relaunched our Culture Induction Programme to enable employees to better understand our culture and their place in it. We also refreshed our core values to incorporate sustainability, a key priority for SIT. With this inclusion, our 6 core values are Purpose and Agility, Respect and Sustainability, and Integrity and Excellence.

MOVING FORWARD

As we embrace the future together, we remain committed to enhancing applied learning experiences, driving innovation and preparing individuals for success in an

ever-evolving world. The support from our stakeholders has been instrumental thus far and will continue to be critical to our future success.

I look forward to an even better year ahead, in which SIT will continue to distinguish itself as a premier university of applied learning.

PROFESSOR CHUA KEE CHAING

President



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Senior Management

For the financial year ended 31 March 2023



**PROFESSOR
CHUA KEE
CHAING**

President
Appointed 1 Jan 2022



**PROFESSOR
JOHN THONG**

*Deputy President
(Academic) &
Provost*
Appointed 1 Jan 2022



**MR RONNIE
TAY**

*Deputy President
(Administration)
& Chief Financial
Officer*
Appointed 1 Jul 2019



**MR BERNARD
NEE**

*Deputy President
(Industry &
Community)*
Appointed 1 Jan 2022



**DR KWONG
YUK WAH**

*Vice President
(Digital
Transformation) &
Chief Digital Officer
Appointed 3 Jan 2023*



**ASSOCIATE
PROFESSOR
SUSANNA
LEONG**

*Vice President
(Applied Research)
Appointed 1 Jan 2022*



**ASSOCIATE
PROFESSOR
IVAN LEE**

*Vice President
(Innovation)
Appointed 1 Jan 2022*



**MR TSOI MUN
HENG**

*Vice President
(Planning)
Appointed 1 Apr 2015*

Board of Trustees

For the financial year ended 31 March 2023



MR BILL CHANG
CHAIRMAN

*Chief Executive Officer,
Digital InfraCo
Singapore
Telecommunications Ltd
Appointed 16 Mar 2022*



MR CHAN HIAN LIM
MEMBER

*Deputy Chief Executive
Officer (Corporate,
Industry and Technology)
Singapore Food Agency
Appointed 16 Sep 2021*



DR CHIA TAI TEE
MEMBER

*Former Chief Risk
Officer
GIC Pte Ltd
Appointed 16 Sep 2018*



**PROFESSOR CHUA
KEE CHAING**
MEMBER

*President
Singapore Institute of
Technology
Appointed 1 Jan 2022*



MR HAN KWEE JUAN
MEMBER

*Group Executive and Singapore
Country Head
DBS Bank Ltd
Appointed 1 Jun 2022*



DR BENJAMIN KOH
MEMBER

*Deputy Secretary (Sustainability)
Ministry of Sustainability
and the Environment
Appointed 16 Sep 2018*



**MR KWEE LIONG
KENG**
MEMBER

*Managing Director
Pontiac Land Pte Ltd
Appointed 1 Nov 2017*



MS LIM WAN YONG
MEMBER

*Permanent Secretary (Education
Development), Ministry of
Education and Permanent Secretary
(Development), Ministry of Social
and Family Development
Appointed 4 Oct 2021*



MRS MARGARET LUI
MEMBER

*Chief Executive Officer
Azalea Investment
Management Pte Ltd
Appointed 16 Sep 2015*



**MR ABU BAKAR BIN
MOHD NOR**
MEMBER

*Group Chairman
M Kapital Holdings Pte Ltd
Appointed 16 Sep 2015*



MS NEO GIM HUAY
MEMBER

*Managing Director, Centre
for Nature and Climate
World Economic Forum
Appointed 16 Sep 2021*



MS GAIL ONG
MEMBER

*Head, Equity Capital Markets
WongPartnership LLP
Appointed 16 Sep 2018*



MS JACQUELINE POH
MEMBER

*Managing Director
Singapore Economic
Development Board
Appointed 1 Jun 2022*



MR QUEK GIM PEW
MEMBER

*Senior R&D Consultant
Ministry of Defence
Appointed 16 Sep 2018*



MR RAVINDER SINGH
MEMBER

*Group Chief Operating Officer,
Technology & Innovation and
President, Defence & Public
Security
Singapore Technologies
Engineering Ltd
Appointed 16 Sep 2018*



**MR NAGARAJ
SIVARAM**
MEMBER

*Former Partner,
Assurance Services
Ernst & Young LLP
Appointed 16 Sep 2015*



MS SUSAN SOH
MEMBER

*Senior Advisor
Schroder Investment
Management (Singapore) Ltd
Appointed 16 Sep 2021*



MR SOON SZE MENG
MEMBER

*Chief Executive Officer
GoNetZero™
Appointed 16 Sep 2018*



MS TAMMIE THAM
MEMBER

*Group Chief Executive Officer
Ensign InfoSecurity Pte Ltd
Appointed 16 Sep 2018*



MR WEN KHAI MENG
MEMBER

*Former Senior Advisor
CapitaLand Limited
Appointed 16 Sep 2015*

Engineered To Serve Commuters

After graduating from SIT in 2022 with both a Bachelor of Engineering with Honours and a Master of Engineering Technology in Sustainable Infrastructure Engineering (Land), Royston joined SMRT as an executive engineer. Driven to help commuters get to their destinations safely and smoothly, the 27-year-old finds fulfilment in leveraging the knowledge and problem-solving skills acquired during his university education to serve the public effectively.





"SIT offers a cohesive applied learning environment for me to pursue my Bachelor's and Master's programmes. With the help of supportive professors who stood by me every step of the way, I was able to overcome the academic rigour of my studies."

ROYSTON GUO ZHENHAO

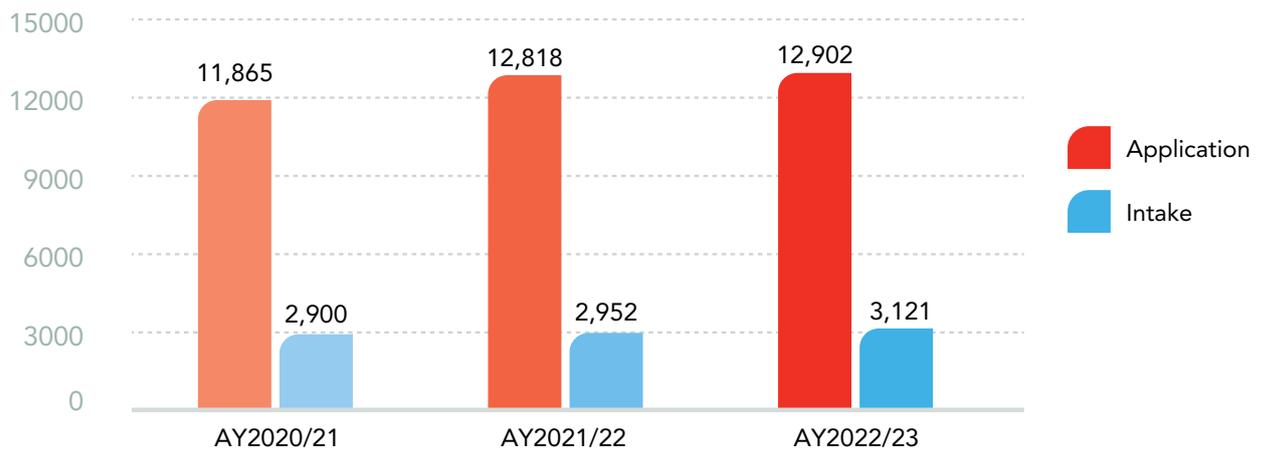
SIT Graduate, BEng and MEngTech SIE Land

Academic Year in Review

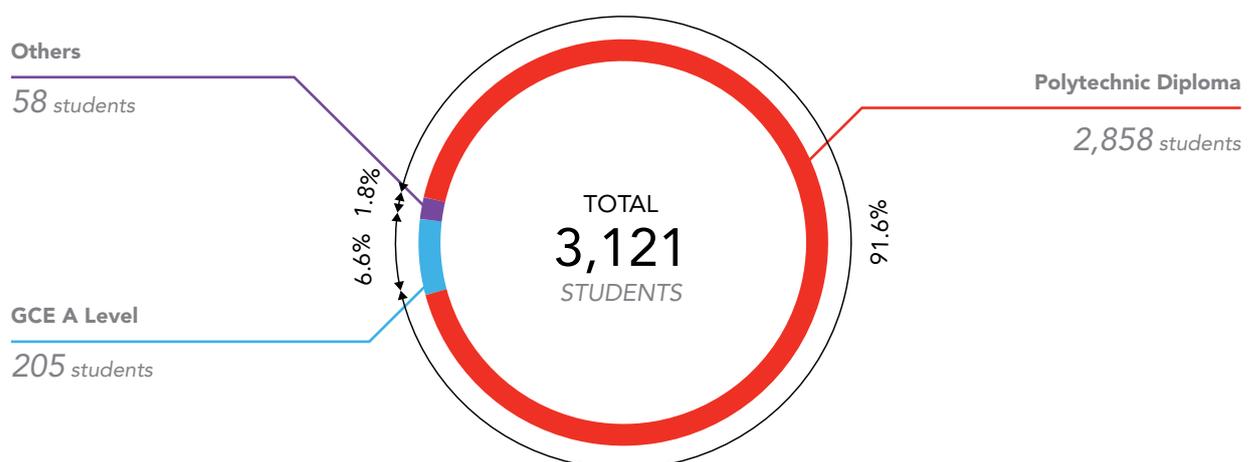
SIT is committed to an aptitude-based admissions process that looks beyond just academic achievements. Applicants are evaluated holistically, also taking into account their interests, relevant work experience, and achievements related to their programme of choice. This rigorous selection process ensures that SIT admits the best fit of students that are passionate about their field of study, and who can thrive in the University's distinctive applied learning environment.

The AY2022 admissions exercise saw 12,902 applications — a 0.7% increase over the year before. Intake increased by 5.7% to 3,121. Over 7,000 assessments were conducted during the exercise via face-to-face synchronous interviews, and/or asynchronous video interviews to facilitate a holistic and aptitude-based review of selected applicants.

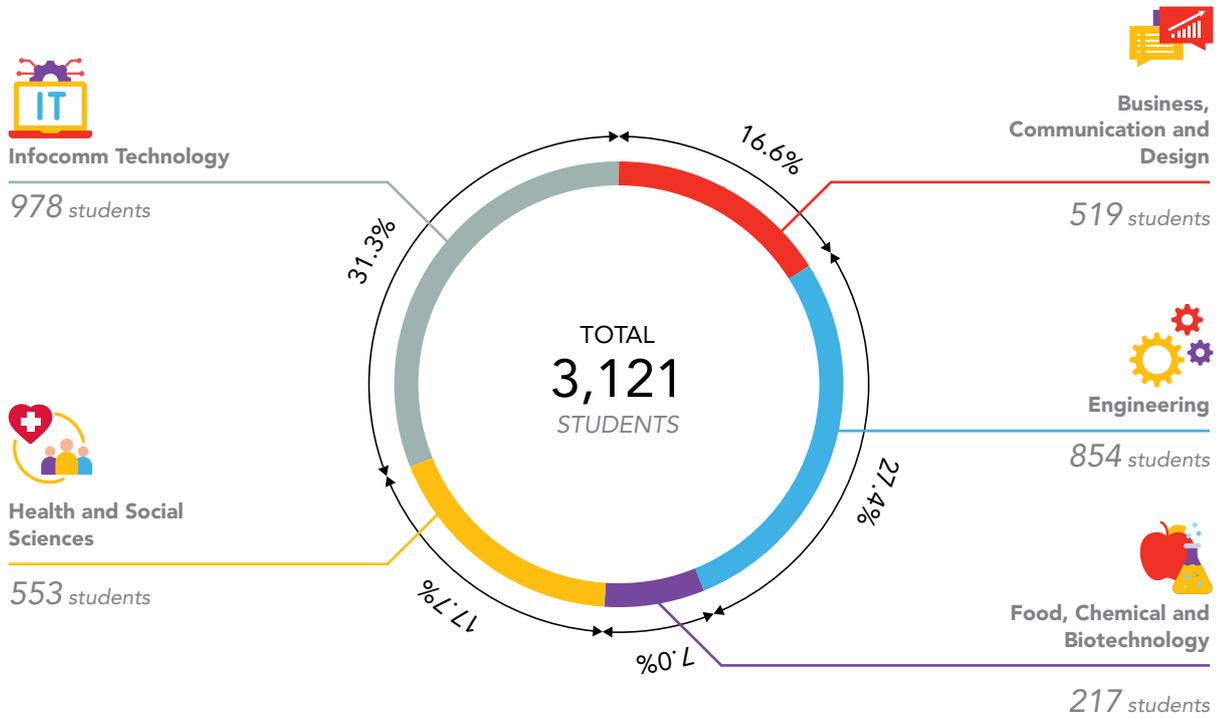
APPLICATION VS INTAKE OVER THE LAST THREE ACADEMIC YEARS



AY2022/23 INTAKE BY QUALIFICATIONS



TOTAL MATRICULATED BY ACADEMIC CLUSTER IN AY2022/23



PROFILE OF SITIZENS

We welcomed
3,121
new SITizens to the SIT family in AY2022/23

Almost
1 out of every 2
students is the first in the family to go to university (defined as those whose parents did not pursue a university education)

91.6%
were polytechnic graduates

Accountancy Physiotherapy

IT

Information and Communications Technology (Information Security)

were the 3 largest programmes, admitting the highest number of students in the AY2022/23 intake.

Infocomm Technology is the largest academic cluster, admitting **31.3%** of the AY2022/23 intake

followed by Engineering at **27.4%**

Close to **90%** of students were enrolled into their first choice of programmes

Applied Learning

SIT's unique pedagogy bridges learning and work, with an emphasis on experiential learning based on real-world problems. The University's degree programmes are designed to deepen skill mastery, with interdisciplinary and transferable skills integrated into the curriculum. We aim to develop work- and future-ready, lifelong learning professionals who are catalysts in industry transformation.

TRANSFORMING LEARNERS THROUGH NEW ACADEMIC INITIATIVES

INNOVATIVE EDUCATION PATHWAYS

SIT has introduced innovative education pathways such as **Term-In Term-Out (TITO)**, which maximise the curriculum time the students spend at job attachments. Students alternate between classes and on-the-job training, and at the end of their undergraduate studies, they would have spent almost half of their school term in authentic industry settings without extending the duration of their degree programme.

The TITO model enables students to gain a deeper understanding of industry needs and bring these perspectives back to the classroom. Concurrently, sponsoring companies will be able to green-harvest talents. In FY2022, the University secured the commitment of 15 companies for 3 degree programmes in Applied Computing (with Fintech specialisation), Digital Supply Chain, and Robotics Systems. These companies will provide work placements for students throughout the course of study.



NEW UNIVERSITY-LEVEL MODULES FOR INTERDISCIPLINARY LEARNING

In AY2022, SIT completed the harmonisation of degree programmes with the rollout of 5 university-level modules under its Undergraduate Programme Structure that emphasise dispositions like curiosity, creativity, critical thinking, communication and collaboration. These modules prepare students for life beyond the classroom by providing them with the skills to navigate the increasingly volatile, uncertain, complex, and ambiguous (VUCA) world.

- The **Critical Thinking and Communication** module teaches students essential skills to evaluate texts and propose innovative ideas specific to their degree programmes. Students will acquire foundational knowledge in writing and speaking through training in critical reading, literature reviews, effective report writing and presentation skills.
- In the **Digital Competency Essentials** module, students will complete a series of stackable micro-modules that will equip them with basic digital

skills and competencies aligned with the Ministry of Education's digital literacy framework. These skills include cybersecurity, cloud computing and data analytics.

- The **Introduction to Design Innovation and Interdisciplinary Design Innovation** modules train students to innovate using a multi-disciplinary approach focused on user-centred problems. Through empathic discovery and iterative solutioning, students are equipped with the critical competency and confidence to approach complex problems and develop creative solutions.
- Under the **Social Innovation Project (SIP)** module, students will identify and address contemporary social, environmental and sustainability factors. SIP enhances students' learning and develops them into effective, inclusive and socially attuned individuals. There will be opportunities for them to formulate social innovations or solutions that can address a variety of challenges, such as those related to sustainability and sustainable development, or the management of disruptions and impact on seniors.

REFRESHED CURRICULA TO NURTURE STEWARDS OF SUSTAINABILITY

SIT recognises its role in building capability for sustainability efforts and has announced the following refreshed curricula:

Introduced in AY2022, all Year 1 undergraduates from SIT and SIT-joint degree programmes will receive a baseline sustainability education through a compulsory **Introduction to Sustainability micro-module** that equips students



with the fundamentals of sustainable development. The micro-module also supports future sustainability-related modules and projects.

In AY2023, a new **Minor in Environmental Sustainability** will be available for undergraduates of selected programmes, such as the Electrical Power Engineering degree programme.

2 degree programmes will have their names changed to better reflect their curricula, with effect from AY2023:

- Bachelor of Engineering with Honours in Sustainable Infrastructure Engineering (Building Services) has been renamed **Bachelor of Engineering with Honours in Sustainable Built Environment**;
- Bachelor of Engineering with Honours in Sustainable Infrastructure Engineering (Land) has been renamed **Bachelor of Engineering with Honours in Engineering Systems**.

ESTABLISHING LIVING LABS AS A STRATEGIC ACADEMIC IMPERATIVE



In addition to pathways and programmes, SIT is transforming learning through Living Labs, which play a key role in enabling authentic and active learning for students, and supporting the nurturing of talents to

contribute to industry advancements and innovation. Living Labs also emphasise interdisciplinary collaboration, encouraging the exchange of ideas and knowledge across different fields. Ultimately, the initiative aims to bridge the gap between academia and industry to accelerate the translation of research into practical applications that benefit society.

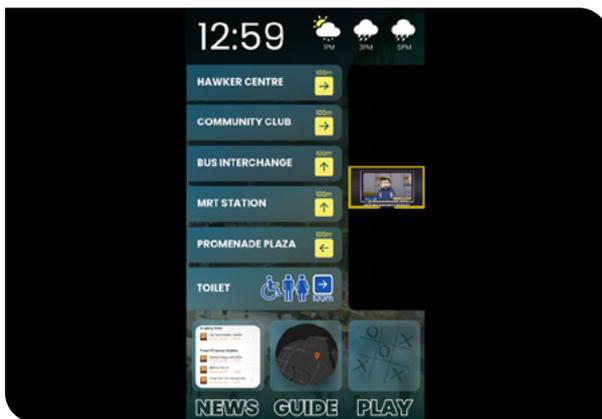
For a start, the University has set up 5 Living Labs in the areas of **Energy, Transport, Healthcare, Building Services and Virtual Campus**. SIT students and researchers can tackle real-life projects such as the Multi-Energy Microgrid (MEMG) and the District Cooling System (DCS) implementations. In FY2022, the University extended its partnerships with **SingHealth** and **SMRT** to drive strategic initiatives through new research and innovation opportunities and practice-oriented education for students. Through Living Labs, SIT brings greater authenticity to its educational offerings and catalyses applied research opportunities for SIT students and faculty, all while contributing to and solving operational challenges with our partners.

FOSTERING LEARNING AND INNOVATION THROUGH EXPERIENTIAL CHALLENGES

FY2022 was an exciting year for SIT students as they participated in a variety of competitions and hackathons, providing them with enriching, hands-on opportunities to apply their knowledge and showcase their skills.

In August 2022, SIT collaborated with the Cyber Security Agency of Singapore (CSA), the Association of Information Security Professionals (AiSP), Group-IB and JTC to organise the **PDD Connecting Smartness Bug Bounty 2.0 Contest**. Held at the SIT@NYP Building, the event challenged cybersecurity experts to find bugs and vulnerabilities in real-world systems, such as the Living Lab Network prototype. The winner, Year 3 ICT (Information Security) student Justin Lim Keat Hui, was able to bypass the authorisation of a network router and expose its technical information. This open innovation ecosystem serves as a Living Lab for industry partners to test and pilot their prototypes in a real-world setting.

SIT and Target Media Culcreative collaborated on the **'Beyond the Screen Ideation Challenge'** for students and Punggol residents. The challenge aimed to enhance community communications and engagements by harnessing technology, content creation, the environment and ecosystem, and other disruptive strategies. The winning entry by Year 1 student Kieran Chai Si Yuan, from DigiPen Institute of Technology (Singapore)'s User Experience and Game Design programme, featured a smart and interactive repository comprising a directory of nearby amenities, wayfinding, weather forecasts and community news.



The winning entry of the 'Beyond the Screen Ideation Challenge' by an SIT student featured a smart directory and an interactive repository.

The **Tech For Good 2022** innovation festival by Engineering Good provided SITizens opportunities to collaborate and tackle community issues. 3 teams from the Engineering and Infocomm Technology Clusters made the finals, where they showcased their assistive technology ideas, including an Internet-of-Things device that assists people with muscular dystrophy with photo-taking, a modified ramp for an enhanced game of bowling, and an automated

spam detection programme. The event was co-organised by SIT's Community Leadership and Social Innovation Centre (CLASIC).

Mapletree Investments Pte Ltd and SIT partnered on the third edition of **The Mapletree Challenge 2022**. The challenge, comprising masterclass sessions and an innovation and entrepreneurship forum, culminated in a grand finale that saw 2 SIT student teams emerging as joint champions.



The second bug bounty challenge was a resounding success.



The top 3 teams of The Mapletree Challenge 2022 with MOS Low Yen Ling and senior management of SIT and Mapletree.



SIT Senior Management and faculty with SIT participants at the Tech For Good 2022 innovation festival.

FORGING BONDS AND EXTENDING NETWORKS BEYOND CAMPUS AND BORDERS

In FY2022, SIT resumed most of its mobility programmes to offer students international exposure through cross-cultural exchanges. The University also facilitated enriching networking opportunities and activities for students.

A total of 735 students participated in various **Overseas Immersion Programme (OIP)** activities, including industry visits, projects and lectures.

In May 2022, SIT students and faculty collaborated with the Metropolia University of Applied Sciences in Finland

on the '**Artificial Intelligence (AI) Based Solutions in Dose Management**' project, a cross-university partnership focused on reviewing research on AI applications to dose management in medical radiation imaging and radiation treatment. This multidisciplinary project was funded by the Finnish Education Ministry. A 5-year Memorandum of Understanding (MOU) was signed in October 2022 to extend further student and staff exchanges, joint workshops and applied research opportunities.



University of Glasgow Singapore students enjoyed a campus tour of the UofG campus in Scotland.



The Culinary Institute of America students at Greystone campus in USA.



DigiPen (Singapore) students visited DigiPen's home campus in Redmond, Washington, USA.



SIT faculty and students met up with representatives from the Metropolia University of Applied Sciences in Finland.

Learning By Doing

A passion for technology led Tristan (left) and Leshawn (right) to pursue the Applied Computing (with Fintech specialisation) degree programme at SIT. The undergraduates are part of the pioneer cohort of students in the programme under the Term-In Term-Out (TITO) pathway, where students spend at least a trimester every year in the workplace. During their attachment at UOB, they explored emerging technologies like blockchain, which helps companies enable decentralisation to achieve greater transparency.





“The TITO pathway is an excellent pathway for students to learn by doing. Every year in the third trimester, we get to apply what we have learnt in the first 2 trimesters to the real world. It helps develop my professional skills and widen my industry experience. This basically gives us a head start.”

TRISTAN RAJ SHANKAR

BSc (Hons) Applied Computing
(with Fintech specialisation)

“It was great to have a mentor at UOB who guided me during my work attachment. I enjoy both theory and hands-on learning, and that is why the TITO pathway works well for me.”

**LESHAWN CHAN
KHIN MING**

BSc (Hons) Applied Computing
(with Fintech specialisation)

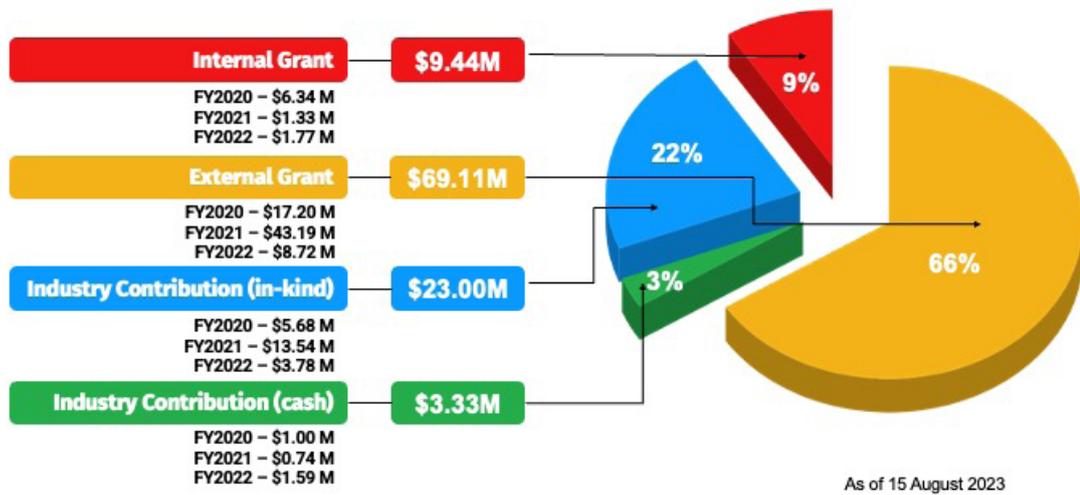


Applied Research

Growing applied research is key to strengthening SIT’s applied learning. Focusing on translational research and innovation, we aspire for research outcomes that demonstrate application pathways which will drive industry transformation and train talent for industry.

Since ramping up research in 2020, SIT inked close to 150 applied research-related agreements with industry partners to work on research and innovation projects. SIT’s external grants and industry contributions have grown by 4.0 and 3.9 times respectively, from FY2020 to FY2022.

Accumulative Tabulation of Grants and Industry Contributions FY2020 – FY2022



TRANSLATIONAL RESEARCH AND INNOVATION FOCUS

SIT’s research focuses on 5 domain areas, with Sustainable Maritime Engineering identified as a new domain focus in our translational research strategy in FY2022. As we prepare to relocate to our new campus in Punggol, which is situated in a digital and coastal district, we look forward to growing our thought leadership in these domains, working with industry partners and leveraging our Living Labs.

STRATEGIC TRANSLATIONAL RESEARCH PROGRAMMES AND ENABLERS

<p>Community Health Transformation</p>	<p>Sustainable Food Innovation</p>	<p>Sustainable Infrastructure Engineering & Maintenance</p>	<p>Energy Resilience</p>	<p>Sustainable Maritime Engineering</p>
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TECH ENABLERS

Artificial Intelligence, Cybersecurity, Augmented/Virtual Reality, 5G/6G & Future Communications, Robotics and Autonomous Systems

APPLIED RESEARCH PROJECTS: KEY HIGHLIGHTS

In FY2022, some of our applied research outputs have been adopted by and delivered impact to industry partners.

STRENGTHENING SINGAPORE'S R&D EFFORTS IN SUSTAINABLE MARITIME ENGINEERING

DEVELOPING SUSTAINABLE AND SMART TECHNOLOGIES FOR SHIPS AND SYSTEMS

Over the last 3 years, SIT secured \$1.5 million in applied research grants in maritime engineering. Projects included (i) digital twinning of electrical harbourcraft for design enhancements with Seatech and the Technology Centre for Offshore and Marine, Singapore, as well as (ii) data-driven AI models for estimating ships' carbon emissions with Wärtsilä and the National University of Singapore. Previous collaborations with PSA Marine and Penguin International supported maritime sustainability, notably with Greenhouse Gases (GHG) emissions mapping.



Faculty members from SIT's Naval Architecture and Marine Engineering programme onboard Penguin Tenaga, Singapore's first hybrid-powered vessel.

DRIVING SUSTAINABLE FOOD INNOVATION

ADVANCING FOOD INNOVATION

SUSTYFOODS
FORMERLY SUSTAINANCE



High protein, low calorie snack with light, crispy texture

AGROCORP
Nourishing a changing world



Plant-based vegan cheese

WellSpent
Tasty. Gutsy. Earthly.



Orange peel marmalade using upcycled orange peel

FISH SOUP PARADISE
潮州鱼汤



Shelf stable premium fish broth concentrate

Green Capsule



Shelf stable stew for infants

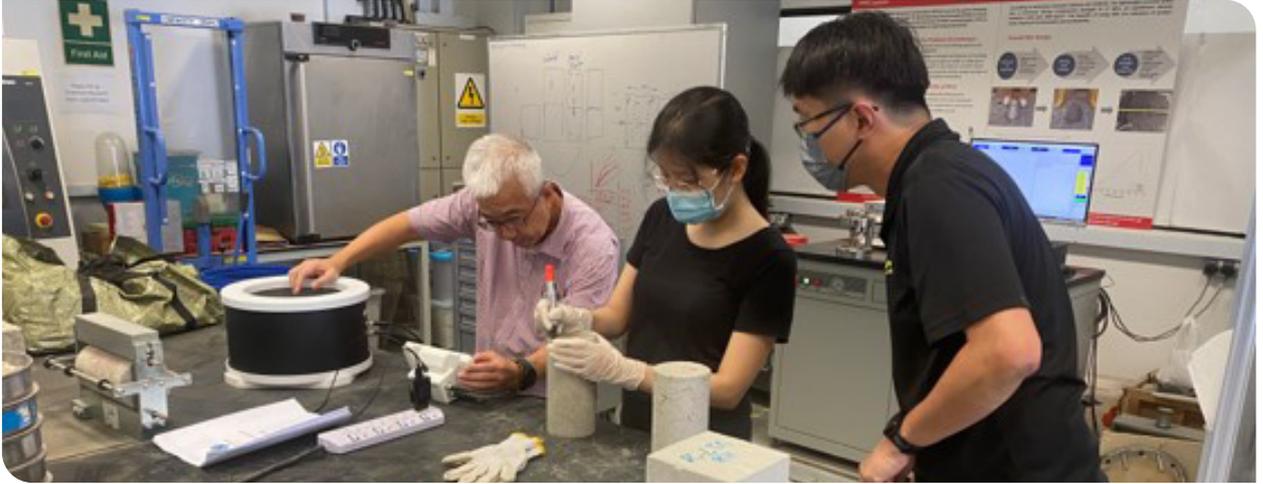
Commercialised products from FoodPlant. (Photos are sourced from the respective companies)

FoodPlant, a shared food production facility jointly set up by Enterprise Singapore, JTC Corporation and SIT, was officially launched in April 2022 to support innovation in the food manufacturing industry. The facility is licensed by the Singapore Food Agency and equipped with state-of-the-art food processing technologies, featuring 12 specialised rooms for small-batch food production.

As of March 2023, close to 30 companies comprising both MNCs and SMEs have benefitted from this facility, producing more than 100 prototypes, of which 7 have been commercialised. FoodPlant helped a local company, Fish Soup Paradise, to develop new shelf-stable soup pouches, which could be stored at ambient temperatures and ready to be heated up for consumption. To date, Fish Soup Paradise has sold more than 10,000 packs of soup and is building its own food facility to scale production. Another beneficiary of FoodPlant is Sustyfoods, a direct-to-consumer brand selling healthy, calorie-controlled food products online, which used to outsource their production. By partnering with FoodPlant, they were able to lower their costs of production by about 30% and catalyse their own food manufacturing business. Other companies which have developed commercial products through FoodPlant's support are Agrocorp International, WellSpent and Green Capsule.

FoodPlant has conducted 4 customised training courses in collaboration with Workforce Singapore for 6 companies, as well as another 3 customised training courses to help Singapore food companies adopt advanced food processing technologies.

ENHANCING SUSTAINABLE INFRASTRUCTURE ENGINEERING AND MAINTENANCE

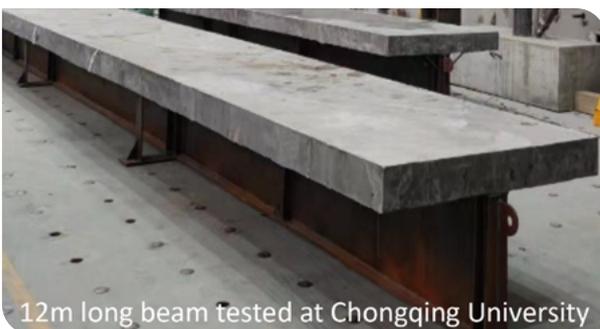


CITE staff and students conducting lab test for the Fibre Concrete project.

STRENGTHENING SINGAPORE'S TUNNELLING AND INFRASTRUCTURE DEVELOPMENT CAPABILITIES

The **Centre for Infrastructure and Tunnel Engineering (CITE)** was established in collaboration with the Land Transport Authority (LTA). The centre focuses on projects to enhance productivity and safety throughout the lifecycle of infrastructure and tunnels, including design, construction, operation and maintenance. CITE also plays a vital role in upskilling civil engineers in these domains.

CITE worked with LTA on a project that focuses on concrete reinforcement with steel fibres to make tunnels safer, save man hours and minimise corrosion from water seepage. These fibres greatly increase the durability of concrete and prevent cracking, which is particularly crucial for transport tunnels such as MRT lines, where the availability of limited operational downtime restricts repair opportunities. CITE provided material tests, design reviews, as well as scaled model tests.



12m long beam tested at Chongqing University

Development of high-performance pre-engineered steel concrete composite beams by CTIL. (Photo: Prof. Yang Bo, Chongqing University, China)

IMPROVING PRODUCTIVITY IN THE CONSTRUCTION SECTOR

The **Construction Technology Innovation Laboratory (CTIL)** serves as a platform for the development of innovative construction technologies to enhance the productivity of the Singapore construction sector. In FY2022, CTIL successfully obtained \$1.47 million for 3 research projects working with 4 industry partners. CTIL also developed 2 patents during this period.

An example of an ongoing project is the development of high-performance pre-engineered steel concrete composite beams that offer several advantages over traditional concrete flooring systems, including cost-effectiveness, reduced weight and lower embodied carbon emissions. The industry partner is currently conducting trials to assess the technology's feasibility and effectiveness.

Embodied Carbon (kg eCO₂)

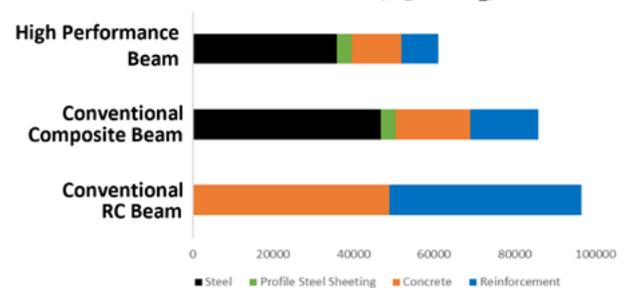


Chart comparing embodied carbon emissions volume from high-performance beam to other conventional beams.

ENHANCING ENERGY RESILIENCE

HELPING COMPANIES TACKLE ENERGY CHALLENGES

The **Energy Efficiency Technology Centre (EETC)**, a collaboration between SIT and the National Environment Agency (NEA), supported more than 25 SMEs to conduct energy sustainability assessments to identify opportunities that can reduce energy-related costs, pollution and greenhouse gas emissions. These initiatives under Phase 1 will help the SMEs catalyse substantial energy savings of up to 12 million kWh (equivalent to about \$1.6 million in electricity bill savings) and annual carbon abatement of up to 4.5 million kgCO₂e upon implementation of these energy conservation strategies.

EETC will train a pipeline of SIT engineering undergraduates and upskill existing energy efficiency practitioners in the field. As of FY2022, 70 students have completed their attachment in EETC and worked under the supervision of Singapore Certified Energy Manager (SCEM)-qualified energy specialists. These training initiatives will grow the pipeline of talent in the industry.

With a recent second tranche of funding from NEA for Phase 2, EETC will broaden its impact by establishing a specialised training facility to conduct a hands-on training module for the SCEM course to support more SMEs

in developing and upskilling these capabilities in their employees. EETC will also leverage the SIT Punggol Campus as a testbed to unlock new opportunities to catalyse applied research projects.



Training of talent pipeline for the industry.

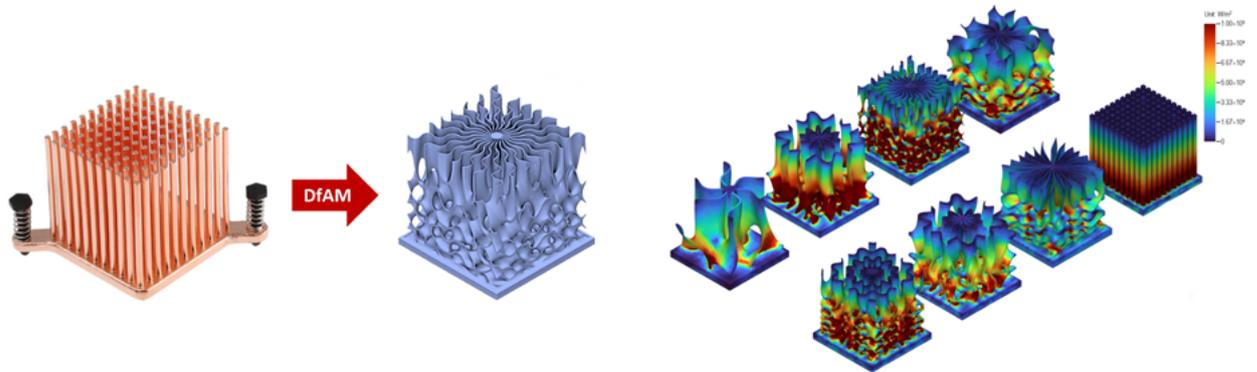
DRIVING INDUSTRY INNOVATION THROUGH INNOHUB

InnoHub comprises 4 interconnected innovation centres, namely **Design Factory@SIT (DF@SIT)**, **National Additive Manufacturing Innovation Cluster (NAMIC Hub@SIT)**, **Rapid Product Innovation and Development (RaPID) Centre**, and **SIT-Poly Innovation Centre of Excellence (SPICE)**. These centres work synergistically to drive innovation and contribute to the development of innovative solutions for industry.

As of 31 March 2023, InnoHub and its innovation centres have secured nearly \$6 million in external funding to set up the innovation infrastructure and to support their manpower resources. More than 600 students and Professional Officers actively participated in various innovation projects and activities, successfully developing 25 innovation projects in collaboration with industry.



Team members from Innohub and the 4 innovation centres.



(Left) Design for Additive Manufacturing (DfAM) enhanced passive heat sink and the different generated design computational results, a project by NAMIC Hub@SIT.

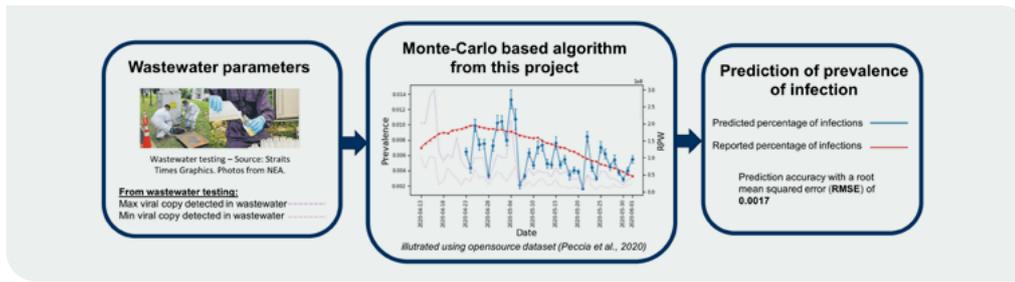
CONTRIBUTING TO COMMUNITY HEALTH TRANSFORMATION

POLLEN-BASED HYDROGEL FILM TO PREVENT POST-SURGERY COMPLICATIONS

A/Prof Cheow Wean Sin from the Food, Chemical and Biotechnology Cluster teamed up with local startup Sporogenics, to develop a fully biodegradable and biocompatible pollen-based hydrogel film to prevent post-surgery complications. The hydrogel film acts as a membrane barrier against peritoneal adhesion and releases a treatment drug at the adhesion site. The prototypes are undergoing clinical trials, and Sporogenics hopes to introduce hydrogel film to the global market by 2026.



A/Prof Cheow Wean Sin developed a hydrogel film that can prevent post-surgery complications.



COVID-19 wastewater-based epidemiology with predictive algorithm.

COVID-19 WASTEWATER-BASED EPIDEMIOLOGY

Asst Prof Elisa Ang from the Engineering Cluster collaborated with the Home Team Science and Technology Agency (HTX) to develop a robust predictive algorithm that can estimate the prevalence of symptomatic and

asymptomatic COVID-19 infection based on measurable data obtained through wastewater monitoring. The developed algorithm can take the measured RNA copies in wastewater and estimate the prevalence of COVID-19 infection. The algorithm can also be utilised for disease monitoring or other applications that require wastewater-based surveillance such as drug detection.



Led and facilitated by A/Prof Kwah Li Khim from SIT and A/Prof Shamala Thilarajah from SGH, a workshop was held with stroke survivors and caregivers from Singapore National Stroke Association to refine the physical activity programme. (Photo: diFilm Pixel works/James Chung)

MOTIVATE: A MULTI-MODAL TRAINING PROGRAMME TO PROMOTE PHYSICAL ACTIVITY AFTER STROKE

The MOTIVATE project, funded by SIT's Ignition Grant and in collaboration with the Singapore National Stroke Association, developed a multimodal training programme to promote physical activity (PA) after stroke in Singapore.

A/Prof Kwah Li Khim from the Health and Social Science Cluster led this initiative, which has since secured a SingHealth research grant to test the programme's effectiveness through a randomised controlled trial. This project could potentially lead to the development of an affordable and scalable programme that will offer stroke patients the same PA opportunities as the able-bodied population in Singapore.



An SIT physiotherapy student assisting a residential participant in Ang Mo Kio-Thye Hua Kwan Hospital to put on the accelerometer/activity tracker.

UNDERSTANDING BEHAVIOURAL MAP TO ASSESS QUALITY OF PHYSICAL ACTIVITY IN STROKE SURVIVORS

A behavioural map to assess the quality of physical activity in residential stroke survivors across different institutional settings in Singapore was developed by a Health and Social Science faculty, Asst Prof Choo Pei Ling and her team. The behavioural map was validated across 4 community hospitals and nursing homes to capture a myriad of rehabilitation settings. 11 SIT physiotherapy students were trained in a real-life healthcare setting and employed by hospitals and polyclinics upon graduation.

ADVANCING INFOCOMM TECHNOLOGY ADOPTION



South West District Mayor Low Yen Ling (right), with SIT faculty and students at the launch of the Heartland Gems @ South West Augmented Reality (AR) Trail on 2 July 2022. (Photo: South West Community Development Council)

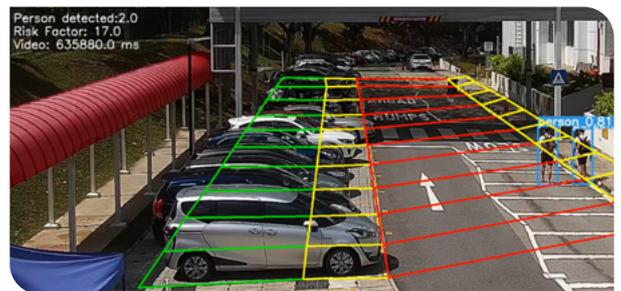
DEVELOPING FIRST-OF-ITS-KIND CURATED AUGMENTED REALITY TRAIL IN THE HEARTLAND

Supported by SIT's Ignition Grant, Prof Lim Boon Huat from the Business, Communication and Design Cluster collaborated with the South West Community Development Council, Corporate Alliance for Good Ltd, LDR Technology Pte Ltd and SG Digital Office to launch the **Heartland**

Gems @ South West Augmented Reality Trail on 2 July 2022. This initiative aims to encourage residents to appreciate the rich history, culture and heritage of the heartlands and learn new digital skills in support of the Digital for Life movement. SIT students were involved in the development of the user experience concept and digital content for the trail, as well as the design of a heritage logo embedded with a QR code.

ENHANCING ROAD SAFETY THROUGH A REAL-TIME RISK ASSESSMENT SYSTEM

This 4-party collaborative project is supported by the National Research Foundation, Singapore, and the LTA under its Urban Mobility Grand Challenge Programme, and led by Senior Lecturer Dan Chia (Infocomm Technology) in partnership with MooVita, Strides Frontiers and the University of Glasgow, Singapore. The team developed a real-time risk assessment methodology and created a novel **Spatial Temporal Risk Estimation Ensemble Technique (STREET)** algorithm using deep learning embedded with a model-based risk tagging approach. The outcome product is a **Mobile Camera Acquisition System (MoCAS)** that performs STREET risk tagging of the environment. Building on this outcome, the team moved on to develop a novel **Real-time Risk Assessment Cooperative Mode (ReRAC)** system to alert drivers in advance of potentially hazardous events at specific times and locations. The technology enables advance notice through Smart Infrastructure, including 5G communication and edge computing for drivers to avoid risk. This Smart Infrastructure equipped with the ReRAC will be deployed at 6 locations within Ngee Ann Polytechnic.



Real-time Risk Assessment Cooperative Mode (ReRAC).



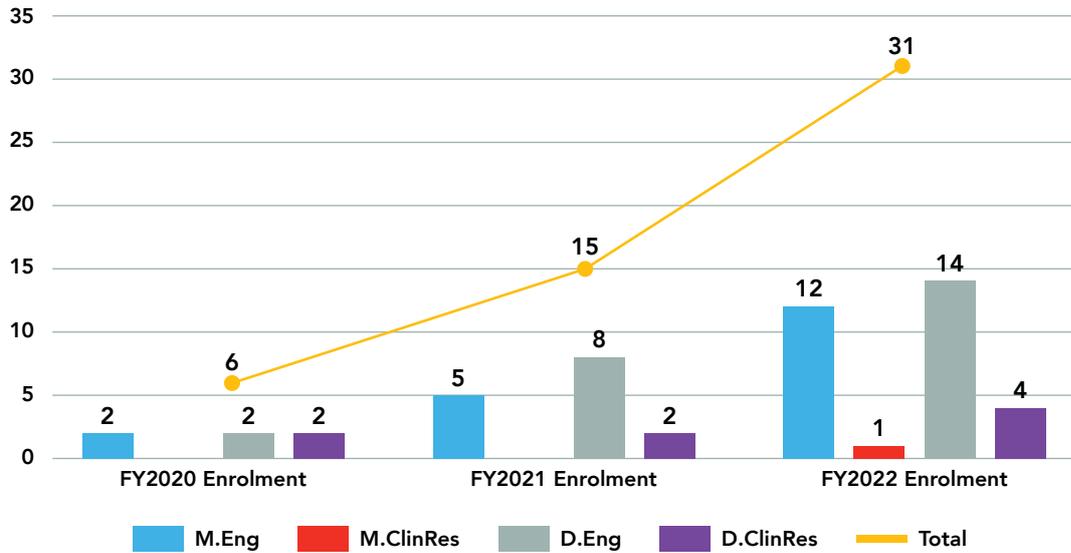
Mobile Camera Acquisition System (MoCAS).

TRAINING MANPOWER FOR INDUSTRY THROUGH APPLIED RESEARCH

In addition to securing grants, our academic staff are also actively encouraged to leverage SIT's Industrial Doctorate and Industrial Masters (ID/IM) programmes to grow their research capability through practice-oriented research with industry partners. SIT's ID/IM programmes have garnered the participation of 21 companies.

An example of a successful partnership is NVIDIA, which currently has 7 employees enrolled in our ID/IM programmes.

CURRENT ENROLMENT (AS OF FY2022)



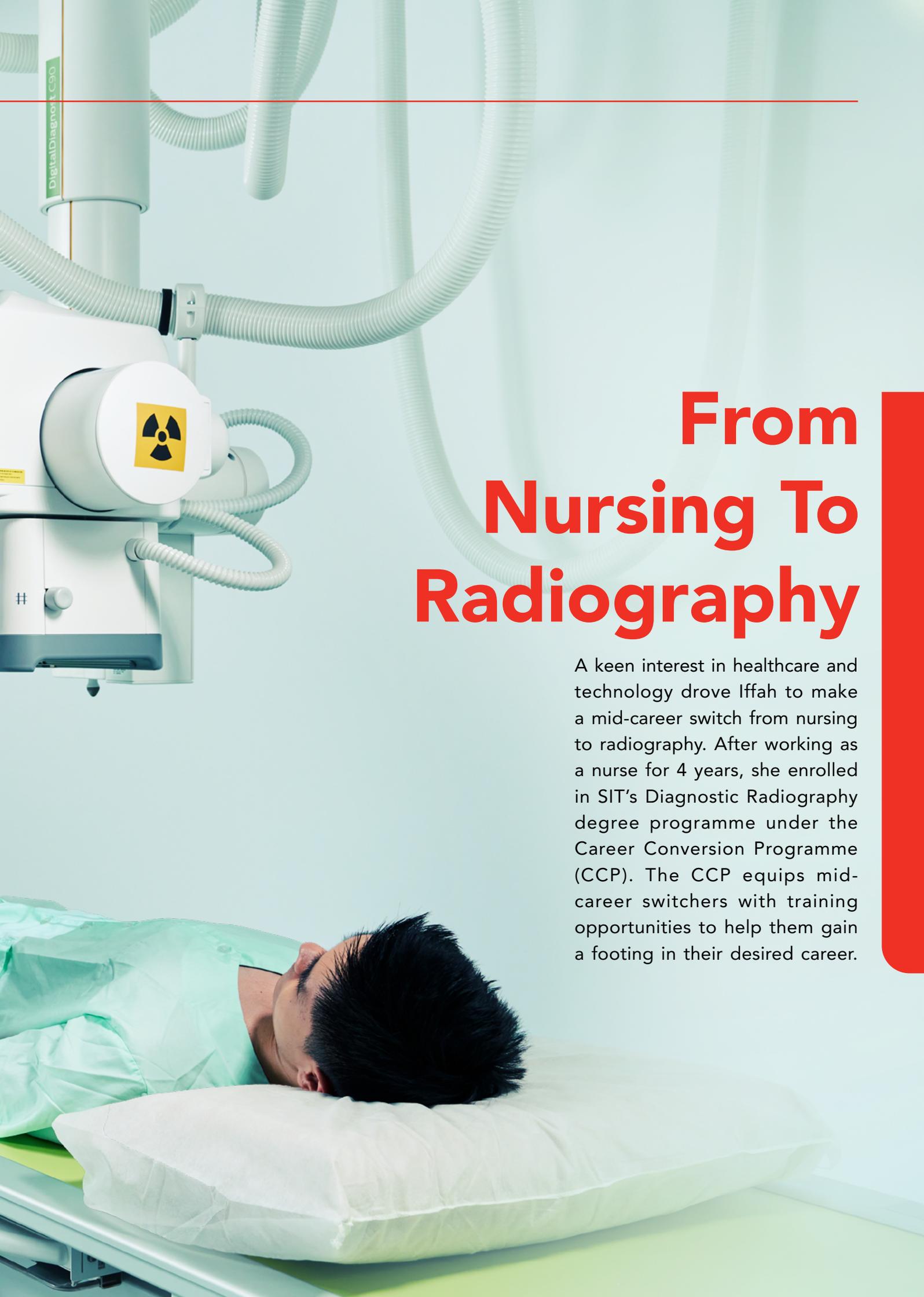


“The CCP is a perfect opportunity that melds my passion in science and helping others. I did not want to spend the rest of my life lamenting the opportunities that I didn’t take advantage of while I had the chance.”

**IFFAH FARZANAH BINTE
MOHAMED FAUZAN**

BSc (Hons) Diagnostic Radiography





From Nursing To Radiography

A keen interest in healthcare and technology drove Iffah to make a mid-career switch from nursing to radiography. After working as a nurse for 4 years, she enrolled in SIT's Diagnostic Radiography degree programme under the Career Conversion Programme (CCP). The CCP equips mid-career switchers with training opportunities to help them gain a footing in their desired career.

Industry

SIT has developed thriving and symbiotic partnerships with industry in formulating and delivering its education and research programmes. Industry involvement is evident and sustained in SIT's educational, applied research and innovation activities. The University also works closely with industry partners to support industry's growth, transform work processes, move up the innovation value chain, and develop manpower capabilities.

SIT's industry-focused learning and research efforts position us well to meet industry demands and the lifelong learning needs of the future workforce.

CHAMPIONING LIFELONG LEARNING

SINGAPORE'S FIRST COMPETENCY-BASED STACKABLE MICRO-CREDENTIALS PATHWAY

SIT has partnered with NCS, Singtel, Singapore Computer Society, and 3 polytechnics (Nanyang Polytechnic, Singapore Polytechnic and Temasek Polytechnic) to offer Singapore's first Competency-based Stackable Micro-credentials (CSM) degree pathway for in-employment learners.

The CSM degree pathway is piloted through the Bachelor of Science with Honours in Applied Computing programme and comprises micro-credentials, a workforce essentials component and a capstone project. The pathway allows in-employment learners to earn micro-credentials, or qualifications in specialisations such as cybersecurity, software engineering and network systems, to complete their degree. Separately, learners could also just subscribe to each micro-credential as a standalone, which would equip them with the necessary competencies to start pivoting to new job opportunities.

The micro-credentials will be delivered via a combination of asynchronous and synchronous modes, augmented by face-to-face sessions for practical and laboratory experiments, allowing learners the flexibility to personalise their learning journey while managing multiple commitments.

The competency-based education approach in the CSM degree pathway ensures learners acquire both knowledge and skills, as well as the competency to apply them at work, empowering them to stay relevant in their industries. The first intake in September 2023 comprises mainly in-employment learners from Singtel and NCS.



An MOU signing ceremony was held on 28 November 2022 between SIT and partners — NCS, Singtel, Singapore Computer Society, Nanyang Polytechnic, Singapore Polytechnic, and Temasek Polytechnic — to launch the CSM degree pathway.

ALIGNED WITH INDUSTRY NEEDS

SIT strives to develop relevant and timely courses and programmes to meet industry needs through its lifelong learning unit, **SITLEARN Professional Development**. In 2022, more than 4,000 CET training places were offered to upskill/reskill learners.

PIONEER BATCH: POSTGRADUATE DIPLOMA IN SONOGRAPHY

SIT is the first autonomous university to offer a Postgraduate Diploma in Sonography to meet the demand for skilled sonographers in allied health. Modules can be taken individually or be stacked towards a Postgraduate Certificate or Diploma. Since 2019, over 40 allied health professionals have embarked on this specialised programme. In November 2022, the pioneer batch of 5 learners graduated with a Postgraduate Diploma in Sonography.

INAUGURAL BATCH: POSTGRADUATE CERTIFICATE IN URBAN RAILWAY TECHNOLOGY

In collaboration with Singapore Rail Academy, SBS Transit, and SMRT Corporation, SIT launched the Postgraduate Certificate in Urban Railway Technology (PGCert URT) in 2021. Designed for engineering professionals in the local rail industry, the programme equips learners with specialised skills in the planning and management of railway assets. The inaugural batch of 11 learners completed the programme in December 2022, while the second batch of 15 learners commenced the programme in January 2023.

SKILLSFUTURE CAREER TRANSITION PROGRAMME (SCTP) IN DESIGN INNOVATION

In 2022, SIT launched the SkillsFuture Career Transition Programme (SCTP) in Design Innovation. The SCTP

supports mid-career individuals in gaining industry skills and expanding employment prospects through project opportunities and career support. The first cohort of 7 learners worked on real-life application projects with industry partner Purely Fragrances. They gained skills and knowledge on the key drivers of innovation and developed innovative solutions for new product launches.

ELECTRICAL SAFETY SYMPOSIUM 2023

SIT's maiden Electrical Safety Symposium held at SIT@ Dover on 4 January 2023 drew over 260 attendees. The event featured industry experts who shared best practices in preventing electrical-induced injuries and fire hazards. The full-day symposium featured speakers from the Energy Market Authority, National Fire and Emergency Preparedness Council, Ministry of Manpower, ON Engineers, The Institution of Engineering and Technology, Singapore Civil Defence Force, Singapore Battery Consortium, DEHN Asia Pacific, SJ Thames, Sunlight Electrical and SIT.

PARTNERSHIP WITH APPLIED MATERIALS TO SUPPORT FUTURE-READY WORKFORCE

Applied Materials South East Asia Pte. Ltd. and SIT signed an MOU to provide CET programmes to Applied Materials employees. The aim is to contribute to the manpower capability building of the local semiconductor industry and its ecosystem. The learning programmes are customised and offered through short courses and stackable postgraduate modules related to Industry 4.0 concepts, such as artificial intelligence, data engineering, the Internet of Things, machine learning and smart factory. To date, over 200 Applied Materials employees have participated in courses offered by SIT.



MOU signing between Applied Materials and SIT in July 2022. (Photo: Applied Materials South East Asia)

GROOMING WORK-READY TALENTS

SIT's Centre for Career Readiness (CCR) grooms students to be work-ready employees who contribute to their organisations from day one. It boosts students' employability through initiatives such as work attachments, career events and career mentorship programmes.

A WINDOW OF OPPORTUNITIES THROUGH INTEGRATED WORK STUDY PROGRAMME (IWSP)

The Integrated Work Study Programme (IWSP) is a hallmark feature of SIT's degree programmes, where

students undertake up to 12 months of work attachment relevant to their course of study. The longer duration allows students to apply what they have learned in real work situations. In AY2022, about 1,900 SIT students went for their IWSP with opportunities offered by more than 750 industry partners.



Thriving conversations between job seekers and participating companies at Career Nexus 2023.

CAREER NEXUS 2023: NETWORKING WITH PROSPECTIVE EMPLOYERS

Held on 1 February 2023 at the Sands Expo and Convention Centre, Career Nexus organised by CCR gathered about 2,000 students and representatives

from 205 companies, far exceeding the participation rate at the last physical event in 2020. The annual career fair is a platform for students to network with company representatives, explore IWSP options, and seek full-time employment opportunities.



T-Up EAGLES award winners with Ms Chan Lai Fung, Permanent Secretary (National Research and Development) and Chairman, A*STAR; Professor Chua Kee Chaing, SIT President; and company representatives. (Photo: A*STAR)

T-UP EAGLES AWARDS: RECOGNISING IWSP EXCELLENCE

SIT has been partnering with the Agency for Science, Technology and Research (A*STAR) to engage local enterprises to provide industry R&D IWSP opportunities for its students. The A*STAR-SIT Technology for Enterprise Capability Upgrading (T-Up)/IWSP collaboration enables local enterprises to build their in-house R&D capabilities with the researchers seconded from A*STAR, while the

A*STAR researchers will mentor and work with the IWSP students attached to the company.

In 2022, the newly-introduced T-Up Eagles Awards commended 4 SIT student innovators who have excelled in their work attachments at local enterprises under the T-Up/IWSP partnership. As of AY2022, the partnership has seen 16 completed T-Up/IWSP cases with the participation of 21 students from various degree programmes.



Mentors and mentees from the 6th run of the Industry Mentorship Programme at the IMP Appreciation Night.

INDUSTRY MENTORSHIP PROGRAMME (IMP)

SIT continues to organise the **Industry Mentorship Programme (IMP)** with Young NTUC to prepare students for their future careers. Through the programme, students

are paired with industry mentors for 5 months to receive industry-specific guidance, develop career paths, and broaden their perspectives on career opportunities. Since its inception in 2018, the IMP successfully completed its 6th run in June 2023, and the programme benefitted close to 500 students from 20 degree programmes.

FORGING STRATEGIC COLLABORATIONS WITH INDUSTRY

Robust engagement with industry through collaborations is pivotal in exchanging knowledge, deepening applied learning and catalysing innovations. In AY2022, SIT forged several key MOUs and partnerships with the industry in various areas.



Key representatives at the MOU signing ceremony to collaborate on the WSDeg pathway.

NURTURING FINTECH TALENTS

In November 2022, SIT inked 7 MOUs with 6 financial institutions and an IT service provider at the Singapore Fintech Festival to jointly nurture fintech talents. The partners are AIA Singapore, DBS Bank, Oversea-Chinese Banking Corporation (OCBC), Prudential Singapore, Standard Chartered Bank, United Overseas Bank (UOB) and Infosys.

This partnership signifies the commitment to jointly nurture talents in the Applied Computing (Fintech

specialisation) degree programme. Through the MOU, the industry partners will participate in the co-development of the degree programme and provide relevant work attachments and learning opportunities in the SkillsFuture Work-Study Degree (WSDeg) pathway under the Term-In Term-Out (TITO) model. SIT students and faculty can also participate in Fintech projects with industry partners to deliver integrated solutions that address real-world business challenges. A total of 14 students were awarded placements in the WSDeg pathway in AY2022.



The SingHealth-SIT MOU signifies a multi-faceted collaboration to co-develop education and research programmes. (Photo: SingHealth)

DRIVING HEALTHCARE INNOVATION

In September 2022, SingHealth and SIT extended their partnership to co-develop education programmes and collaborate on healthcare research till 2026. Both parties will focus on solutions to improve healthcare operations and processes for early diagnosis and intervention, and to bring healthcare services from the hospitals closer to home. The partnership will also look at developing a Living

Lab in the Punggol and Sengkang estates, leveraging SingHealth's healthcare facilities to provide an authentic and hands-on experience for SIT students. Another area is the experimentation and co-development of new healthcare innovations. There will be opportunities for SIT students and academic staff to work with SingHealth innovators on tackling real-world healthcare challenges through applied research and innovation.



The partnership with SMRT saw the set-up of the Transport Living Lab, which will provide mutual benefits for both organisations. (Photo: SMRT Corporation)

STRENGTHENING R&D EFFORTS IN LAND TRANSPORT

The SMRT-SIT Transport Living Lab (TLL) was established in November 2022 to co-create land transport solutions to address SMRT's operational problems. SIT will be an extension of SMRT's

engineering arm, while SMRT offers its infrastructure and facilities to SIT academic staff and students for applied learning and research. The collaboration will also explore applied research opportunities and staff exchange initiatives, thereby strengthening the talent pipeline for SMRT and the land transportation industry, and upskilling the SMRT workforce.



An MOU signing ceremony was held in Singapore, attended by key representatives from ENGIE and SIT. (Photo: ENGIE)

DEVELOPING EXCELLENCE IN DISTRICT COOLING

Global energy and services group ENGIE and SIT inked an MOU in July 2022 to jointly develop a district cooling centre of excellence in Singapore. The ENGIE-SIT District Cooling Centre of Excellence will catalyse innovation in cooling solutions across the Asia-Pacific. The partnership

includes joint development and funding of applied research, as well as knowledge exchange between ENGIE Southeast Asia, ENGIE Lab Singapore and SIT. It also covers work attachment and commercial district cooling system (DCS) development opportunities for SIT students. ENGIE is currently building a DCS plant at SIT's Punggol Campus.



The collaboration between DNV and SIT aims to promote maritime decarbonisation and digitalisation. (Photo: DNV)

A BOOST TO SINGAPORE'S MARITIME ECOSYSTEM

Leading classification society DNV and SIT signed a 3-year MOU in September 2022 to progress net-zero ambitions in Singapore's maritime sector. Both parties will focus on advancing zero-emission and autonomous ships; shore remote control and simulation centres; shore charging and future fuel bunkering infrastructure.

The collaboration combines SIT's applied learning pedagogy and DNV's Simulation Trust Centre to conduct lessons on optimising ship system design for hydrodynamics, energy, emissions and safety management. Students will have opportunities to work on final-year projects in maritime technology applications, undertake IWSP at DNV, and co-organise student competitions.



“As young engineers, our imaginations can go wild. We are excited to apply what we have learned at SIT to this project. Our mentors kept us grounded and reminded us that the best designs are those that are the simplest.”

THE BLOOBOX TEAM

Sherry Low, Ralph Gerald Apostol
Faller and Axal Ang Yong Sheng

Sustainable Infrastructure
Engineering (Land)* degree
programme

**The programme has been renamed
Bachelor of Engineering with
Honours in Engineering Systems from
Academic Year 2023.*



Promoting Recycling With Bloobox

SITizens (from left) Sherry, Ralph Gerald and Axal were given a month to conceptualise, design and prototype a recycling receptacle fit for use by all households in Singapore. Spearheaded by the National Environment Agency, the project threw real-world challenges at these students from the Sustainable Infrastructure Engineering (Land) degree programme. With help from mentors at SIT, the team's efforts paid off. In March 2023, their creation — affectionately named Bloobox — was rolled out to the public via 140 vending machines island-wide.



Community

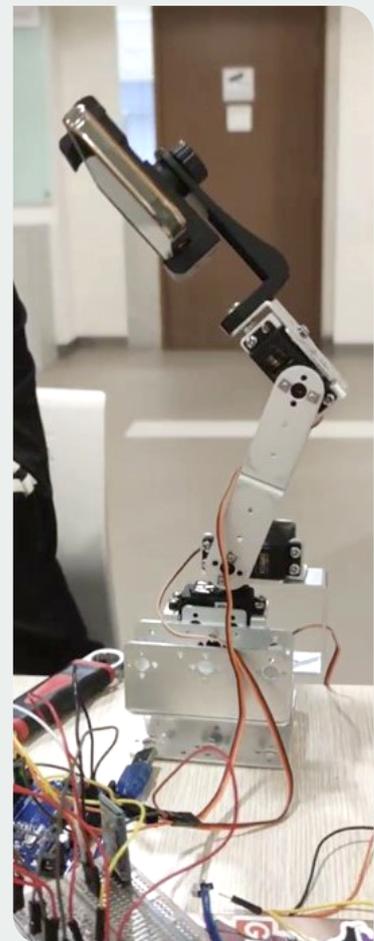
SIT aims to build a university ecosystem that provides opportunities, resources and mentorship to enable SITizens to serve the community by utilising their knowledge and skills gained through their studies and job experience. Throughout the year, students, faculty, and staff at SIT were actively involved in meaningful collaborations to benefit the social, economic, or environmental aspects of the community.

COMMUNITY PROJECTS AND COLLABORATIONS

TECH FOR GOOD 2022

At SIT, students have ample opportunities to hone their technical and industry-relevant skills while building empathy towards others in society. Competitions such as Tech for Good (T4G), organised by Engineering Good and co-produced by SIT, give students the chance to contribute to vulnerable communities.

Held at the National Library on 1 October 2022, T4G 2022 featured 30 shortlisted teams, including 3 teams from SIT. Team MECIT from SIT clinched the Best Advocate award. Its prototype allows users to position a mobile phone attached to a motorised arm on a wheelchair, snap pictures and review them straight away. As users navigate the various options on the app by winking, they can enjoy a more independent form of recreation and expression.



Team MECIT received the Best Advocate Award at T4G 2022 for their device (right) that helps users capture photos conveniently. (Photo: Engineering Good)

SIT COMMUNITY CHALLENGE 2022

The SIT Community Challenge is an annual competition organised by SIT, James Dyson Foundation and Greendale Secondary School. Themed 'Sustainable Living', the 2022 edition of the challenge involved 300

secondary 2 students from Greendale and 10 student mentors from SIT's Yes!Program. The students went through prototyping workshops to work on designing or re-designing a product or service that can promote sustainability at home or in their community.



SIT Community Challenge 2022 brought together students and staff from SIT and Greendale Secondary School to promote sustainable living. (Photo: Greendale Secondary School)

COMMUNITY EVENTS

On 6 August 2022, visitors to the NDP@Heartlands celebrations in Punggol got a chance to experience SIT's virtual campus through an interactive virtual reality experience. The event, which took place in

Punggol Field, was attended by 30,000 residents from Punggol, Pasir Ris, Sengkang and Tampines. In an effort to bring healthy living to the community, 80 students from the Physiotherapy degree programme provided complimentary sports massages for participants of the Standard Chartered Run in December 2022.



Students from SIT's Physiotherapy programme giving sports massages to participants of the run.



SITizens gave visitors a glimpse of SIT's Punggol Campus via virtual reality.

ENGAGING THE MIGRANT WORKER COMMUNITY

In January 2023, 3 SIT student groups — Muzeka, Soul Extreme and SITintegrates — collaborated with JTC to organise a carnival for the migrant worker community. Activity booths and performances were held to engage and thank the workers who contributed to the construction of the SIT Punggol Campus.

In addition, SITintegrates partnered with the Ministry of Manpower (MOM) and Westlite Papan Dormitory on outreach programmes for the migrant worker community. In FY2022, more than 700 migrant workers participated in various sports, arts and cultural activities organised by SITizens. SIT was recognised as a valued partner of the Assurance, Care and Engagement (ACE) Group at an MOM Appreciation Lunch for its efforts in integrating migrant workers into the community.



SIT students sharing their cultural game of 5 stones with the migrant brothers.



SIT students and migrant friends at Punggol Digital District (PDD) dormitory having a game of jumbo Jenga.

STUDENT ENGAGEMENT AND DEVELOPMENT

Complementing SIT's community efforts is the shaping of future leaders of Singapore through various student activities and scholarships.

FIRST YEAR EXPERIENCE 2022 WELCOMES NEW SITIZENS

After 2 years of being held online, SIT welcomed over 3,000 freshmen in person at SIT@Dover for the First Year Experience. From 20 to 26 August 2022, freshmen learned more about SIT through a series of induction programmes — University Life Club Fair, Day Zero and Helix. The **University Life Club Fair** gave freshmen a taste of SIT's vibrant university life through over 100 exhibition booths and 40 student performances and workshops.

Day Zero took place over 7 sessions covering all academic clusters and provided a platform for purposeful interaction between first-year students, seniors, academic staff and industry speakers.

The week-long orientation culminated in **Helix**, where freshmen displayed their talents through performances, fostered community resilience and forged new friendships through various group activities, expanding their social support for their academic journey.



First Year Experience (FYE) is back as a fully physical event after 2 years of being held in an online/hybrid mode.

NEW PERFORMING ARTS GROUP

The SIT Chinese Orchestra was formed in July 2022 to celebrate traditional Chinese music and culture and foster a sense of belonging for SIT student musicians on campus. With only 12 initial members, the Orchestra has

grown exponentially to 70 members within 10 months. In their first year, the SIT Chinese Orchestra performed at multiple events such as SIT Open House, Student Leaders Appreciation Night, Graduation Dinner and the Community Chest Fú Dài event.



(Left) SIT Chinese Orchestra members with Guest-of-Honour Senior Minister Teo Chee Hean at the Community Chest Fú Dài event. (Right) The SIT Chinese Orchestra performing at the Graduation Dinner 2022.

SINGAPORE UNIVERSITY GAMES (SUNIG)

SUNiG was the highlight of the University sporting calendar that saw SIT pitting its athletes against teams from other autonomous universities. The annual sporting affair aims to unite students through sports and foster **inter-university** friendship. SIT was represented by 389 student athletes across 16 sporting categories. The SITizens brought home 10 medals, including the first gold medal in Men's Football.



(Top) The SIT Women's Basketball team received the bronze medal. (Bottom) The SIT Men's Football Team won the gold medal.

GROOMING FUTURE LEADERS THROUGH SCHOLARSHIPS

We support and nurture our students through a wide range of scholarships made available by the University and our partners.

Held on 11 November 2022, the annual **SIT Scholarship Awards and Appreciation Ceremony** welcomed 34 new SIT Scholars, as well as recognised the contributions and achievements of 26 graduating scholars. The SIT Scholarship aims to cultivate well-rounded individuals who will shape student culture at SIT, contribute to the community, assume roles as future leaders for Singapore's growing industries, and become responsible global citizens.

At the **Recognition of Excellence 2022** held on 17 November 2022, a total of 77 Book Prizes, Outstanding Student Awards, Yearly Performance Awards and 198 Scholarships were presented. The awards are made possible by the generosity of SIT's philanthropic partners.



2 key events were held in November 2022 for scholarship and award recipients.

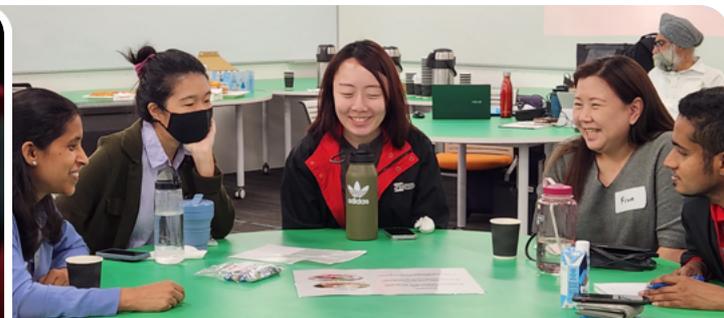


SITIZENS FORM 7 NEW SIT ALUMNI GROUPS

Graduating does not mean having to leave one's friends and interests from university days behind. In 2022, more than 200 SIT alumni came together to form 7 new official Alumni Groups to stay connected with fellow

SITizens who share the same interests. The groups — SIT Muzeka Alumni Group, SIT Tennis Alumni Group, SIT Running Alumni Group, SIT Handball Alumni Group, SIT Air Transport Management (ATM) Alumni Group, SIT Glasgow School of Art (GSA) Alumni Group, and SITizen Ambassadors Alumni Group — are supported by the SIT Advancement & Alumni Division.

EMPLOYEE WELLNESS AND WORKPLACE CULTURE



SIT Culture Handbook and Culture Induction Programme are initiatives to promote a strong workplace culture.

At SIT, we believe that a strong culture is essential to align everyone toward our mission. While our strategic goals establish where we want to be, culture determines how we get there. A shared work culture and values help to keep employees united in purpose, allowing different perspectives to help shape and improve outcomes at the workplace.

BUILDING A STRONG SIT CULTURE

The **SIT Culture Handbook** was launched on SIT Day on 28 March 2023. The handbook comprises a collection of stories contributed by staff that aims to promote a shared work culture in the University.

The **Culture Induction Programme (CIP)** was introduced to acquaint employees with SIT's core values. Commenced in November 2022, CIP has completed 6 runs of workshops involving more than 200 participants. The CIP is part of SIT's culture-building effort that introduces new employees to the University's culture, values and mission.

PROMOTING STAFF WELL-BEING

With staff well-being being one of the key pillars of SIT's Employee Value Proposition, the **SIT Staff Well-being Framework** was launched during the inaugural Staff Well-being Day in May 2022. The framework focuses on 3 areas — mental, physical and social well-being — that will serve as the roadmap for upcoming initiatives and programmes.

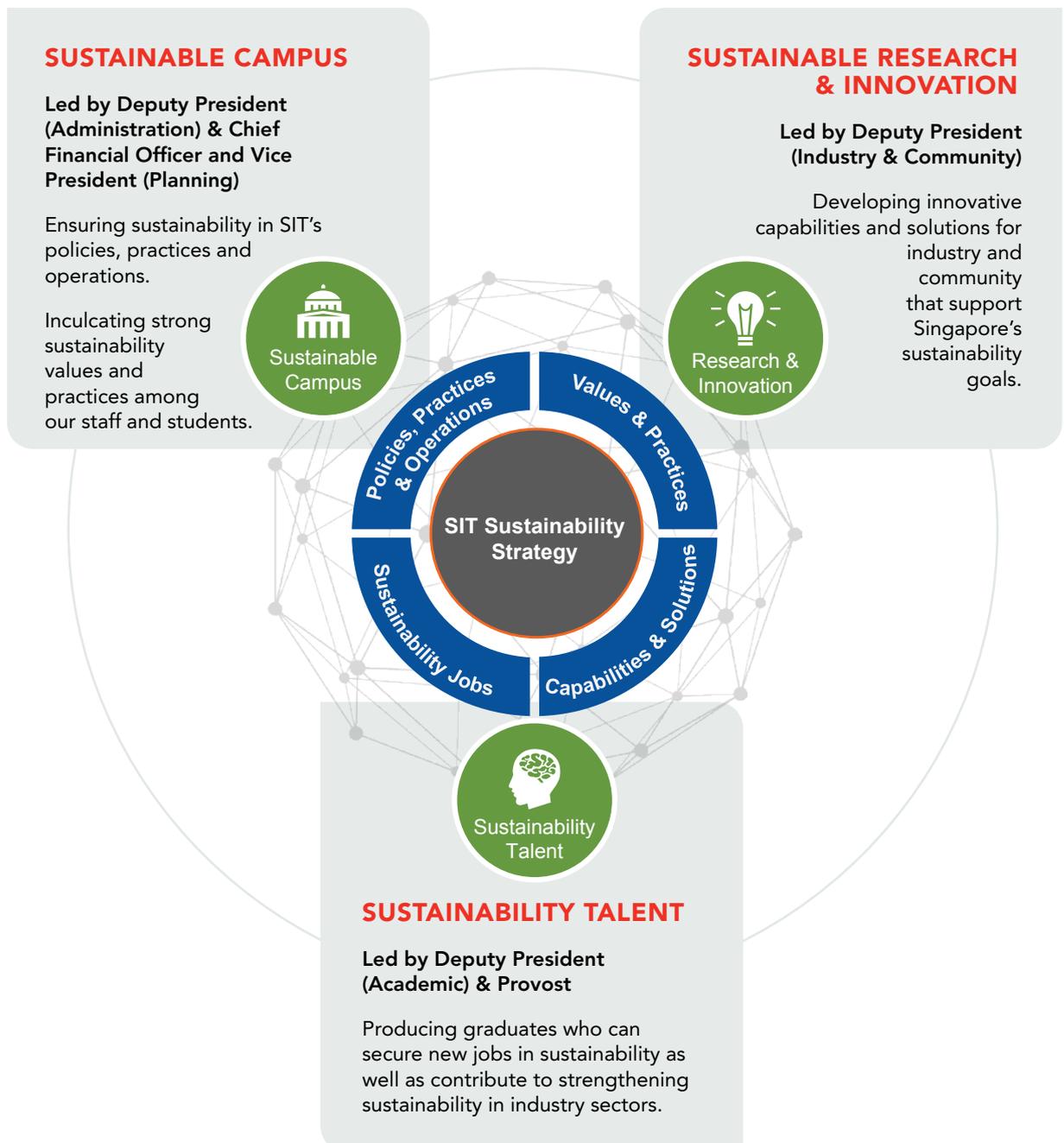
Launched in August 2022, **SIT Revitalize** is a holistic employee health and well-being programme that engages staff through an interactive digital platform by a leading corporate health provider, Virgin Pulse. With content spanning physical, emotional, financial and mental health, SIT staff have access to evidence-based tools and resources that support their health and well-being needs. To date, 46% of staff have enrolled on SIT Revitalize, with half actively engaged on the platform.

Sustainability at SIT

DRIVING SUSTAINABILITY STRATEGY IN THREE FOCUS AREAS

SIT contributes to Singapore's sustainability goals with a focus on 3 areas: **Building a Sustainable Campus, Driving Sustainability Research & Innovation, and Developing Sustainability Talent.**

Each of these focus areas has a dedicated workgroup, chaired by SIT Senior Management members to drive **SIT's Sustainability Strategy**.



BUILDING A SUSTAINABLE CAMPUS

ECO-FRIENDLY OFFICES

All offices across the 6 SIT campuses have attained Eco Office Certification awarded by the Singapore Environment Council. This is a recognition of the University's efforts in implementing and championing sustainability in the workplace by increasing eco-consciousness among staff in conserving resources and managing waste.

SIT enhanced its infrastructure through ensuring water and electricity efficiency, and responsible waste management. We also reviewed existing procurement processes and encouraged staff to adopt GreenGov.SG's latest measures when organising events and functions.

DEVELOPING A SUSTAINABLE CAMPUS AT PUNGGOL CAMPUS

Block E4 Food Court Building achieved the BCA Green Mark Platinum and Super Low Energy (SLE) certification. The building features a hybrid cooling system and a Building Integrated Photovoltaic (BIPV) roof that generates renewable energy. These would result in at least 40% energy savings.

The smart building pools data from various building systems. The first smart solution tracks the building's electrical energy usage to ensure energy consumption does not exceed the SLE threshold. It also includes a calculator to help track and forecast the annual utility budget. The second smart solution automates the building's ventilation and equipment operation based on prevailing weather conditions.



The Block E4 Food Court Building features a Building Integrated Photovoltaic (BIPV) roof that generates renewable energy.

DRIVING SUSTAINABILITY RESEARCH & INNOVATION

SUSTAINABILITY ACROSS SIT'S RESEARCH DOMAINS

Sustainability is featured across our 5 strategic translational research domains. These research domains are aligned

with national and economic imperatives, and are bolstered by technology enablers such as AI. By working closely with private and public sector partners, the outcomes from these domains will help to contribute to Singapore's goal of becoming a smart and sustainable nation.



A demonstration of the extrusion machine at the official opening of FoodPlant in April 2022, graced by Deputy Prime Minister and Coordinating Minister for Economic Policies Heng Swee Keat.

ENSURING SINGAPORE'S FOOD SECURITY

SIT has partnered local companies to develop novel future foods derived from sustainable plant protein ingredients and single-cell proteins through fermentation. In our bid to lower our carbon footprint, we are also refining our technology platforms to enable greener plant protein extraction processes.



(From left) SIT Professional Officers Kwok Kwen and Raymond Keh, with SITizens Ralph Faller and Axal Ang at the nationwide launch of Bloobox in March 2023 with Dr Amy Khor, Senior Minister of State, Ministry of Sustainability and the Environment & Ministry of Transport, and Mr Wong Kang Jet, Chief Executive Officer, National Environment Agency. (Photo: NEA/Hong Kah North CC/Ms Chan Wai Peng)

GREEN SOLUTIONS WITH INDUSTRY & PUBLIC SECTOR

Through our Applied Research Centres, such as InnoHub, we also work closely with industry and the public sector to develop innovative and viable sustainable solutions. Spearheaded by National Environment Agency (NEA), a group of students, together with mentors from SIT's InnoHub, worked on conceptualising and developing a recycling receptacle — Bloobox — that was subsequently mass manufactured and distributed to all households in Singapore.

DEVELOPING SUSTAINABILITY TALENT

SUSTAINABILITY EDUCATION FROM UNDERGRADUATES TO ADULT LEARNERS

All SIT undergraduates will have a baseline understanding of sustainability concepts through the 'Introduction to Sustainability' micro-module. From AY2023, SIT will also launch a **Minor in Environmental Sustainability** for

undergraduate students of selected programmes, such as the Electrical Power Engineering degree programme.

For adult learners, they will be able to select from over 18 modules that cover sustainability-related topics, from sustainable building engineering to green interior design.

SUSTAINABILITY AS A CORE VALUE

Our core values support the University's vision and mission. It is the foundation upon how we interact with one another and engage with industry partners.

Last year, we updated our core values to include Sustainability, given how it permeates all our activities — from the education we provide and research we undertake — to how it shapes our policies and operations.

Purpose and Agility



- We are purposeful and united in delivering on our mission
- We are agile in responding to disruptions and opportunities

Respect and Sustainability



- We respect one another and are open to a diversity of views
- We promote sustainability in our lifestyle and operations, education and research endeavours

Integrity and Excellence



- We maintain a high level of professional integrity at all times
- We strive for excellence in all that we do

SUSTAINABILITY EFFORTS IN FY2022

**JUNE
2022**

**WORLD
ENVIRONMENT
DAY**

Themed 'Only One Earth', SIT organised a series of activities to drive home the message that we only have one planet to call home.

Among the activities organised were a virtual talk, upcycling workshops, a guided tour showcasing food composting at SIT@Dover, as well as a trip to the Sustainable Singapore Gallery.



Mr Shiddalingeshwar Channabasappa Devihosur, Research Engineer (in blue shirt), explained to participants the concept behind SIT's simulated rooftop hydroponic farm that utilises solar photovoltaics.



Participants observed how food waste collected from SIT@Dover food outlets is recycled into compost using a food composter.

The 'Getting Ready for the Green Economy' panel discussion addressed sustainability-related challenges faced by industry, and business solutions implemented by organisations. Over 150 staff, students and alumni also learned more about growing job opportunities in sustainability.

**SEPTEMBER
2022**

**GETTING READY
FOR THE GREEN
ECONOMY**



Panellists discussed the impact of sustainability on a company's performance.

**DECEMBER
2022**

**CARBON
MANAGEMENT
AND
SUSTAINABILITY
REPORTING
TRAINING**

Deloitte conducted the 'Carbon Management and Sustainability Reporting Training' for SIT staff. The workshop aimed to provide an overall understanding of sustainability and carbon management, and helped staff understand the evolving environmental, social and governance (ESG) reporting standards.



Attendees at the training.

SIT organised the inaugural SG Clean Day with the aim of promoting a clean and green environment for all to enjoy. Ms Rachel Ong, Member of Parliament, West Coast GRC welcomed and addressed the participants before they went about SIT@Dover and the neighbouring vicinity to pick up litter.



SIT's first SG Clean Day saw participation from staff and students.

**FEBRUARY
2023**

**SIT X SG
CLEAN DAY**

SIT joined in **#GoBlue4SG2023** by lighting its building façade in blue and promoting the message of water conservation through e-newsletters and digital displays.

Staff and students also dressed in blue on the day to signal their commitment towards water sustainability.

**MARCH
2023**

**SINGAPORE
WORLD WATER
DAY**



SIT@Dover University Tower was lit up in blue for #GoBlue4SG movement.



Staff dressed in blue in support of #GoBlue4SG movement.



“Knowing that my lifelong learning journey is a shared endeavour made possible through the unwavering belief and support of individuals who recognised my potential, as well as NCS who is investing in my professional and personal growth, is truly humbling. I am grateful for this opportunity to be part of the CSM pathway, and looking ahead, I am excited to continue growing in my career.”

ALVINA HO

NCS employee

BSc (Hons) Applied Computing
[Competency-based Stackable Micro-credentials
(CSM) Pathway]



A Pathway For Competency-Based Lifelong Learning



As an analyst at NCS, Alvina Ho oversees data incidents that are reported by users. It is a role that requires her to continually sharpen her skills and expand her knowledge. Through the fully sponsored NCS Fusion work and study programme, she discovered SIT's applied learning pedagogy that helps bridge the gap between academia and technical skills. Alvina eventually decided to enrol in the Bachelor of Science (Honours) in Applied Computing degree programme via the Competency-based Stackable Micro-credentials (CSM) pathway. SIT's meticulous application process for enrolment into the CSM pathway made her confident that SIT would provide the ideal environment for her to excel and prepare for her current and future roles.

Support for Students

SIT strives to ensure that deserving students are not deprived of a quality education because of their financial situations. We offer an extensive range of financial assistance to help students with their tuition fees and expenses.

'FORWARD CITIZEN' INITIATIVE

SIT launched the 'Forward SITizen' Initiative (FSI) in January 2023. Supported by SIT and its donors, this initiative will help top up government-funded public bursaries, so as to fully fund tuition fees for SIT's most financially needy undergraduate students. FSI will benefit an estimated 220 eligible students annually, starting from Academic Year 2023. At the launch, 6 donors pledged a total of \$8.7 million in endowed gifts. The sum included a seed donation of \$3 million from the Quantedge Foundation, as well as other endowed gifts made through the Dou Yee Enterprises Bursary, Kewalram Chanrai Group Bursary, KKH Bursary, Kwai Fong & Raymond Goh Study Grant, and Wilmar Bursary.



(From left) Mr Suhaimi Zainul-Abidin, Chief Executive Officer, Quantedge Capital and Director, Quantedge Foundation (Singapore); SIT President Prof Chua Kee Chaing; Dr Mohamad Maliki Osman, Second Minister for Education; Mr Xie Yao Quan, Chief Executive Officer, Quantedge Foundation (Singapore); Prof Tan Thiam Soon, Institute Professor, SIT at the launch of the Forward SITizen Initiative.

SIT'S CLASS OF 2022 PIONEERS ANNUAL CLASS GIVING TRADITION

The Class of 2022 made history when they started the first-ever annual Class Giving drive to support their juniors. To commemorate their graduation, 30 Class Giving Champions from the 10th graduating cohort encouraged their peers to give \$20.22 each to support the SIT Bursary for their juniors who are most in need of financial aid. The Class Champions managed to raise 3 SIT Bursaries (valued at \$3,000 each) from 231 donors, paving the way for the future graduating cohorts to make Class Giving a tradition at SIT.



LIM LENG SWAN HOME LIVING LAB

A naming ceremony for the Lim Leng Swan Home Living Lab and the Lim Leng Swan Seminar Room was held in February 2023. Built like the interior of an HDB flat, the Lim Leng Swan Home Living Lab at SIT's future campus in Punggol will give SIT's Allied Health and Nursing students a good understanding of the living conditions of elderly or physically impaired persons and can be used for case simulation. The first for a health sciences facility at Punggol Campus, the naming was made possible by an endowed gift of \$500,000 that the Diana Koh Foundation had made through the Community Foundation of Singapore. The naming is in memory of Madam Lim Leng Swan, the mother of the late Ms Diana Koh and a trained nurse.



(From left) Ms Janet Lim, Administrator, Diana Koh Foundation, and SIT President Prof Chua Kee Chaing, unveiled the Lim Leng Swan Seminar Room at SIT@Dover in the interim. The Lim Leng Swan Home Living Lab will be named in perpetuity following SIT's move to Punggol in 2024.

SPONSORSHIPS AND BONDED SCHOLARSHIPS

Thanks to the generous contributions of industry partners, government agencies and organisations, our students can benefit from various forms of sponsorships and bonded scholarships.

ACKNOWLEDGEMENTS

Alexandra Hospital	Ministry of Defence	Singapore General Hospital
Asian Heart and Vascular Centre	Ministry of Education	Singapore Maritime Foundation (SMF)
Continental Automotive Singapore Pte Ltd	Ministry of Trade and Industry	SMRT Corporation Ltd
DSO National Laboratories	MOH Holdings (MOHH)	Society for the Physically Disabled
Economic Development Board	National Council of Social Service	SP Group
EDB - NVIDIA Corporation	NTUC Health	Tan Tock Seng Hospital
Ensign Infosecurity	Oversea-Chinese Banking Corporation, Limited	Thye Hua Kwan Hospital
GovTech	Rainbow Centre	Thye Hua Kwan Moral Charities Limited
IHH Healthcare	Ren Ci Hospital	Woodlands Health Campus
Infocomm Media Development Authority	SBS Transit Ltd	
Land Transport Authority	Sengkang General Hospital	

In Appreciation of SIT's Donors

For the financial year ended 31 March 2023

Their impactful giving nurtures our students through bond-free bursaries, study grants, scholarships and excellence awards, while enabling us to strengthen applied learning and drive industry innovation and transformation. We gratefully thank all our donors, including those who wish to remain anonymous.

8Bit Global Pte. Ltd.	Bushiroad International Pte Ltd	Enviro Gas Pte Ltd	ITSEC Services Asia Pte Ltd
AbbVie Operations Singapore Pte Ltd	Canon Medical Systems Asia Pte. Ltd.	EPS Computer Systems Pte Ltd	JCS-Echigo Pte Ltd
Abwin Pte Ltd	CASY Engineering Consultancy Pte Ltd	Estate of Irene Tan Liang Kheng	Jeff Goh
Aegis Building & Engineering Pte Ltd	CBJ Foundation	EY	John Abraham
Aeris Dynamics Pte Ltd	CEI Limited	Family of Loo Shaw Chang and Tan Hooi Hong	Julie Teo Lee Meng
Aero Inspection Asia Pte Ltd	Centre for Strategic Infocomm Technologies	Family of Ng Sheng Poh and Quek Siew Keow	Kampung Spirit Fund
Aerospace Consultancy Pte Ltd	Chan Chik Weng and Chong Chow Hah	Far East Organization	Kaneto Foundation
AGI Freight Singapore Pte Ltd	Chan Mei Hong	finexis advisory Pte Ltd	Karen Lee Yun Fun
Ajit Aravind Prabhu	Changi Airport Group (Singapore) Pte Ltd	Foo Kon Tan LLP	Kaspersky Lab Singapore Pte Ltd
Albert Wong	Chau Shing Chi	Foong Yi-Lin and Foong Sheng-Wei	Kat Cat Pte Ltd
Alfa Tech Vestasia Pte Ltd	Chen Teck Shing	Gabriel Tan Yong Kai	KCTex International Ltd
Allgrace Investment Management Pte Ltd	Choo Chiau Beng	Gan Hui Ben and Jae Sook Do	Kee Sek Huat
Alric MEP Engineering Pte Ltd	Choo Chong Ngen	Garena Online Private Limited	Kenmooreland Pte Ltd
Alteryx Singapore Pte Ltd	Chua Foundation	General Filter Pte Ltd	Keppel Care Foundation Limited
Alvin Yeo	CLA Global TS Holdings Pte Ltd	Geo Energy Group	Keppel Corporation Limited
Amazon Web Services Singapore Private Limited	Community Foundation of Singapore	GIC Private Limited	Kevin Liang Choon Yee
Ang Poon Liat	Conrac Asia Display Products Pte Ltd	GlaxoSmithKline - EDB HRD Fund	Kewalram Singapore Limited
Angela Tan Guat Hoon	Continental Automotive Singapore Pte Ltd	Goh Foundation Limited	Khoo Chwee Neo Foundation Ltd
Angela Wu Peihui	Core Concepts Pte Ltd	Goh Wei Ming Alvin	Kimly Construction Private Limited
Angkasa Daehan Steel Pte Ltd	CPA Australia Ltd	Goldbell Financial Services Pte Ltd	Kitchen Haus Group Pte Ltd
Applied Materials South East Asia Pte Ltd	CrimsonLogic Pte Ltd	Harrier Technology Pte Ltd	Kleen-Pak Products Pte Ltd
Ascendas Funds Management (S) Limited	Cyber Security Agency of Singapore	He Hui Foundation	Ko Oen Tjiang
Ashland Singapore Pte Ltd	Cybersprout Pte Ltd	Hiap Chuan Hardware (Pte) Ltd	Koh Shirley
AsiaCloud Solutions Pte Ltd	Cyclelect Electrical Engineering Pte Ltd	Ho Bee Land	Koufu Group Limited
Association of Consulting Engineers Singapore	DBS Bank Ltd	Ho Han Khoon	KRISfam Fund
Association of Process Industry (ASPRI)	Decision Science Agency Pte Ltd	Ho Yee Yang Edmond	KSF Beverage Holding Foundation
Assure (Singapore) Pte Ltd	Dell Global B.V. Singapore Branch	Hock Seng Hoe Metal Co. Pte Ltd	Kuang Yong Auto
AY Anaesthesia And Pain Pte Ltd	Deloitte & Touche LLP	Hummingbird Health Pte Ltd	Kuok Khoon Hong
Azalea Investment Management Pte. Ltd.	DH RegSys Consulting Pte Ltd	IES-IStructE Joint Committee, The Institution of Engineers, Singapore	Kwai Fong and Raymond Goh
Baker Tilly	Diana Koh Foundation	IGG Singapore Pte Ltd	Kwee Liong Keng
Beach Road Hotel (1886) Ltd	Discovering Foundation	Info-Communications Media Development Authority of Singapore	Kwek Leng Beng
Benjamin Toh Tsui Chuan	Dou Yee Enterprises (S) Pte Ltd	Ingredion Singapore Pte Ltd	Kwek Muar Kang Alvin
Bindu Singh	Dr Clear Aligners Pte Ltd	Institute of Chemical and Engineering Sciences	Lam Yi Young
Blu5 View Pte Ltd	Edy Hardijana Tjugito	Institute of Materials (East Asia)	Land Transport Authority of Singapore
Boey Jun Hoe, Martin (Mei Junhao)	ENGIE Services Singapore Pte Ltd	Institute of Singapore Chartered Accountants	Lau Ying Hui
Boon Swan Foo	EnGro Corporation Limited	Interlocal Exim Pte Ltd	Learning Access Foundation
BR Metals Pte Ltd			Lee Foundation
			Lee Kok Keong and Goh Ling Ling Serene
			Leo Infocomm Pte Ltd
			Leong Kwok Kee Stephen
			Lew Foundation

Lien Ber Luen	Parsing Pte Ltd	Singapore Chinese Chamber Of Commerce Foundation	The Copyright Licensing and Administration Society of Singapore Ltd
Lighthouse Club (Singapore)	Patrick Lee	Singapore Computer Society	The Estate of Chong Yook Yin
Lih Ming Construction Pte Ltd	Paul Tseng	Singapore Concrete Institute	The Estate of Lim Doa Hin
Lim Daoyi, Moses and Lee Wen Wen Sandra Jean	Paul Wong AICM Pte Ltd	Singapore Food Manufacturers' Association	The Estate of Eng Liat Kiang
Lim Joo Boon	Pei Hwa Foundation Limited	Singapore Green Building Council	The Hokkien Foundation
Lim Peng Hun and Vanisa Lee	Peter Lim	Singapore Heart Foundation	The Ireland Funds (Singapore)
Lim Siah Mong	Petrochemical Corporation of Singapore (Private) Limited	Singapore Hotel Association	The Masonic Charitable Fund
Lim Sok Mui	PFPPA Pte Ltd	Singapore Leong Khay Huay Kuan	The Mohan Family
Lim Sze Wee	PKF-CAP LLP	Singapore Nurses Association	The Ngee Ann Kongsi
Lions Community Service Foundation (Singapore)	PPC Building Services Pte Ltd	Singapore Pools (Private) Limited	The Polyolefin Company (Singapore) Pte Ltd
Lo Hock Ling & Co	Precious Treasure Pte Ltd	Singapore Society of Radiographers	The Silent Foundation Ltd
Loh Lin	Prima Limited	Singapore Sports Council	The Tan Chin Tuan Foundation
Loo Tze Kian	QQCK Foundation	SIT Health and Social Sciences (HSS) Cluster Faculty and Alex Wirianski	Thomson Shin Min Foundation
Low Geok Cheng	Q'son Kitchen Equipment Pte Ltd	Siti Noorbaiyah Binti Abdul Malek	Tiong Seng Contractors (Private) Ltd
Low Ming Wah	Quantedge Foundation (Singapore) Ltd	SMRT Corporation Ltd	TL Whang Foundation Limited
Low Tze Huoy	Quantum Inventions Pte Ltd	Soon Sze Meng	TME Systems Pte Ltd
Loyang Tua Pek Kong	Quek Loo Ang	SP Group	Toe Teow Heng
L-QuBE Pte Ltd	Racks Central Pte Ltd	Sprinkler Fire Systems Pte Ltd	Toh See Kiat
LSK Engineering (S) Pte Ltd	Raytheon Technologies Corporation	ST Engineering IHQ Pte Ltd	Tong Kok Chiang and Thng Poh Choo
LU Kee Hong and Chan Haw Ngee	RB Corp Pte Ltd	St Luke's ElderCare Ltd.	Tong Seng Produce Pte Ltd
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Malaichamy Mani	Rosalind Fok	Steven Wong Kai Juan	Trihatma Kusuma Haliman and Tsang Kam Heung
Mapletree Investments Pte Ltd	Rotary Club of Bugis Junction, Singapore	Straits Bunkering Pte Ltd	Tseng Family Foundation
Marina Bay Sands Pte Ltd	Rotary Club of Garden City	Straits Construction Singapore Pte Ltd	Tunnelling and Underground Construction Society (Singapore)
MHC Medical Network Pte Ltd	Rotary Club of Jurong Town, Singapore	STT Communications Ltd	Tyco Electronics Singapore Pte Ltd
Mighty Jaxx International Pte Ltd	Rotary Club of Tanglin, Singapore	Sugiarta Foundation	United Overseas Bank Limited
Mitsubishi Electric Asia Pte Ltd	Rotary Engineering Pte Ltd	Sun Ace Kakoh (Pte.) Ltd.	Utoc (Singapore) Pte Ltd
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Mohit Maheshwari	S C Mohan PAC	SYNthesize Pte Ltd	VGC Technology Pte Ltd
Mount Alvernia Hospital	S M Jaleel Foundation	SystemEngineer360 Pte Ltd	VMware Singapore Pte Ltd
Naterra Resources International Pte Ltd	S.S. Jhunjnuwala Charity Fund	T T J Design And Engineering Pte Ltd	Wee Siew Kim
National Council of Social Service	Sabrina Ong Geok Khim	T.E Engineering & Trading	Wilmar International Limited
National Healthcare Group Pte Ltd	SAGE Publications Asia-Pacific Pte Ltd	Ta Yoke Kat	Woh Hup Pte Ltd
Nebulas Tree Pte Ltd	Samwoh Corporation Pte Ltd	Tai Tak Estates Sdn Bhd	Wong Chong Yee Kenny
NetLink Management Pte Ltd (as trustee of NetLink Trust)	SATS Ltd	TAK Products & Services Pte Ltd	Wong Kai Yun
Net-Source Group Pte Ltd	SBS Transit Ltd	Talentsis Pte Ltd	Wong-Mah Jia Lan
Nexia Singapore PAC	SCAL Resources Pte Ltd and members of The Singapore Contractors Association Ltd	Tammie Tham	X-Inc
Ngee Cheng Electric Company Pte Ltd	Seagift Food Pte Ltd	Tan Bhing Leet	Yangzheng Foundation
NING Research Pte Ltd	Security Systems Association of Singapore	Tan Hwee Hua @ Lim Hwee Hua	Yeo Jia Hui
Nippon Express (Singapore) Pte Ltd	Select Group Pte Ltd	Tan Si Rong	YP Academy Pte Ltd
Octava Foundation Limited	Sheng Siong Group	Tan Siew Ooa	Yusuf Bin Amir Wahid
Ohm Energy Pte Ltd	Siemens Pte Ltd	Taylor & Francis Asia Pacific	Z L Construction Pte Ltd and Jake Yeoh
Ong Kiem Kiok	SIM People Development Fund Limited	Temasek Holdings Pte Ltd	
OUE Limited	Singapore Buddhist Youth Mission	Mr and Mrs Teo Hock Chuan	
Pan Pacific Hotels and Resorts Pte Ltd	Singapore Chemical Industry Council Limited	Terra Systems Pte Ltd	
PARKROYAL on Beach Road		Texas Instruments Southeast Asia Pte Ltd	
PARKROYAL KITCHENER HOTEL PTE LTD			

Corporate Governance

For the financial year ended 31 March 2023

INTRODUCTION

SIT was incorporated in September 2009 as a company limited by guarantee under the Companies Act 1967. It is an Institution of Public Character ("IPC") under the Charities Act 1994.

SIT is governed by the Singapore Institute of Technology Act 2014. Its key constituent document is the Memorandum and Articles of Association which states that the purpose of the University is to promote and undertake the advancement of education by providing educational facilities and courses of study in all fields of knowledge, promote and engage in research and scholarships and establish, operate, promote and maintain the University as a going concern. SIT has three subsidiaries — Verbosecurity Pte. Ltd. (Company Registration No. 201902376G), which was incorporated on 18 January 2019, SIT Microgrid Pte. Ltd. (Company Registration No. 201926986H), which was incorporated on 19 August 2019, and Foodplant Pte. Ltd. (Company Registration No. 202007139N), which was incorporated on 2 March 2020. The three subsidiaries were incorporated to support SIT's strategic initiatives.

Good corporate governance is the cornerstone of a well-managed University which is, in turn, critical to SIT's performance and operations. The focus of its governance framework, on which the University's vision, mission and core values are formulated, promotes accountability and transparency and is manifested in the composition of the Board of Trustees ("**Board**") and its Committees, division of powers and duties between the Board and Management, adoption of checks and balances, and sound measures for internal and corporate controls.

GOVERNANCE EVALUATION CHECKLIST

The University adheres to the Code of Governance for Charities and Institutions of Public Character ("**Code**"). The University has complied in material aspects with the principles and guidelines set out in the Code. Where there are departures from the Code, these are explained under the relevant sections of the Governance Evaluation Checklist ("**GEC**").

According to disclosure requirements imposed by the Charity Council, Ministry of Culture, Community and Youth, all IPCs are required to publicly disclose their compliance with the Code. The University's GEC is made available on the website of the Charity Portal at www.charities.gov.sg.

BOARD OF TRUSTEES

The Board is the highest governing authority of the University and comprises 20 Trustees, chaired by Mr Bill Chang, Chief Executive Officer, Digital InfraCo, Singapore Telecommunications Ltd. The Board oversees the business of the University, ensures that it acts in accordance with its objects, that its funds and assets are properly accounted for and safeguarded and provides guidance and stewardship to Senior Management, conferring regularly with them.

The Board is accountable to the Minister for Education, Singapore for its acts and decisions.

The Trustees are eminent persons of good repute and sound judgment who possess collective competencies in areas such as the public and private sectors, academia, accounting and finance, law, information technology, strategic planning, engineering, defence, investment and asset management, healthcare, real estate, and sustainability. New Trustees will continue to be selected and invited to serve on the Board on the basis of the diversity of their experience, skills, knowledge, abilities and insight from time to time to ensure constant refreshing of the Board. The Trustees' profiles appear on pages 10 and 11 of the Annual Report.

There is an objective decision-making process, which allows each Trustee to exercise his or her own independent judgment. The University has established financial authorisation and approval limits for operating and capital expenditure, the procurement of goods and services, the acquisition and disposal of assets and making investments. The Board approves the annual budget and annual audited financial statements of SIT, amongst other responsibilities. With regard to the reserves policy, the use of the reserves is subject to the approval of the Board.

The Board is supported by seven Board Committees formed in accordance with Article 53 of the Articles of Association ("**AAs**"), namely the Audit, Campus Development, Finance, Industry and Research, Investment, Remuneration and Nomination, and Sustainability Committees. Each Board Committee has clear Terms of Reference setting out their role, authority, powers and matters requiring their approval. The list of Board Committees is on pages 60 and 61 of the Annual Report.

Briefly, the responsibilities of the Board Committees are as follows:

- a) The Audit Committee oversees and reviews the University's internal controls, integrity of its financial reporting, legal and regulatory risks, enterprise risk management, internal and external audit functions.
- b) The Campus Development Committee maintains oversight of the University's campus development policies and any other matters related to the acquisition, commissioning and management of significant physical assets or facilities.
- c) The Finance Committee provides oversight of the University's financial policy management.
- d) The Industry and Research Committee provides strategic guidance on the University industry engagement and collaboration and applied research.
- e) The Investment Committee oversees the investment of the University's endowment and surplus funds.
- f) The Remuneration and Nomination Committee oversees and reviews the University's overall remuneration framework and policies, and also oversees succession planning for the Board and the Board Committees.

- g) The Sustainability Committee provides strategic guidance on the University's sustainability strategy, policies and initiatives, as well as the development of the University's talent and applied research capabilities in sustainability.

Each Board Committee comprises Trustees with appropriate qualifications and skills and there is a fair distribution of responsibilities amongst the Trustees. Where required, non-Trustees with relevant areas of expertise are invited to provide advice to the Board Committees to enhance the process of decision making. The Board is kept informed of the key matters discussed at each Board Committee meeting.

None of the Trustees have general control and management of the University's subsidiaries.

BOARD ATTENDANCE

A total of four Board meetings were held during the financial year from 1 April 2022 to 31 March 2023. The attendance of the Trustees at the Board meetings during the financial year is tabulated below:

Name	Percentage (%) of Attendance
Mr Bill Chang	100
Mr Chan Hian Lim	100
Dr Chia Tai Tee	100
Prof Chua Kee Chaing	100
Mr Han Kwee Juan	100
Dr Benjamin Koh	50
Mr Kwee Liong Keng	50
Ms Lim Wan Yong	100
Mrs Margaret Lui	75
Mr Abu Bakar bin Mohd Nor	100
Ms Neo Gim Huay	25
Ms Gail Ong	75
Ms Jacqueline Poh	50
Mr Quek Gim Pew	100
Mr Ravinder Singh	75
Mr Nagaraj Sivaram	100
Ms Susah Soh	100
Mr Soon Sze Meng	100
Ms Tammie Tham	100
Mr Wen Khai Meng	75

MANAGEMENT OF THE UNIVERSITY

The President of the University, Professor Chua Kee Chaing, is appointed by the Board and is the Chief Executive Officer and the University's academic and administrative lead. He is responsible to the Board for the conduct, co-ordination and quality of the programmes of the University and its future development. He is empowered with the authority to perform all acts which are necessary to implement the policies, procedures and actions of the Board. As a liaison between the Board and the University, the President is tasked with the responsibility of informing each party of the views and

concerns of the other that relate to the programmes and administration of the University. He also arranges for the annual budget of the University to be presented to the Board annually for approval as part of his duties.

The profiles of other members of the Senior Management of the University can be found on its corporate web page and at pages 8 and 9 of the Annual Report.

CONFLICTS OF INTEREST

The Trustees and staff are required to act in the best interest of the University at all times. Policies have been developed to prevent or manage situations where conflicts of interest could arise, by promoting integrity and ethical business conduct.

The AAs contain provisions for the management and avoidance of conflicts of interest by members of its Board of Trustees. Such provisions include:

- permitting a Trustee to be interested in any transaction with the University provided that the Trustee has declared the nature of the interest to the other Trustees of the Board as required under the Companies Act of Singapore and complied with the provisions of AAs to abstain from voting on any matter related to the transaction,
- permitting a Trustee, or a firm associated with the Trustee, to act in any professional capacity for the University (except as auditor) and to be remunerated for the provision of professional services, and
- permitting a Trustee to be reimbursed for out-of-pocket expenses, travelling and other expenses properly incurred by the Trustee in attending and returning from meetings of the Board of Trustees, any of its committees, or any general meeting of the University or otherwise in connection with the affairs of the University.

The AAs also state that Trustees shall not receive any remuneration for services rendered by them as Trustees. In addition, the University does not have any staff receiving more than S\$50,000 in annual remuneration that is a close relative of any Trustee.

The University has implemented a Conflict of Interest Policy which all staff must comply with. In accordance with that Policy, staff must ensure that their private activities and interests do not conflict with their professional obligations to the University. Where there is a potential conflict of interest, the staff is required to submit full disclosure and request for an appropriate exemption. The University will grant such exemptions at its discretion. In addition, staff are required to declare their compliance with the University's prevailing policy on conflicts of interest annually.

WHISTLEBLOWING POLICY

The University seeks to uphold the highest standards of governance, ethics, and conduct. To this end, the University has a Whistleblowing Policy which provides individuals with a confidential avenue to report, in good faith, any wrongful practices in the University, without fear of reprisal against the whistleblower. The policy and reporting channels are published on SIT's website.

Board Committees and Internal Audit

For the financial year ended 31 March 2023

BOARD COMMITTEES

Board Committee	Composition	
AUDIT COMMITTEE	CHAIRMAN Mr Nagaraj Sivaram	MEMBERS Dr Chia Tai Tee Dr Benjamin Koh Ms Gail Ong Mr Han Kwee Juan
CAMPUS DEVELOPMENT COMMITTEE	CHAIRMAN Mr Wen Khai Meng	MEMBERS Ms Gail Ong Ms Tammie Tham Ms Neo Gim Huay
FINANCE COMMITTEE	CHAIRMAN Mr Ravinder Singh	MEMBERS Mrs Margaret Lui Mr Wen Khai Meng
INDUSTRY AND RESEARCH COMMITTEE	CHAIRMAN Mr Abu Bakar bin Mohd Nor	MEMBERS Mr Chan Hian Lim Mr Quek Gim Pew Ms Tammie Tham Ms Jacqueline Poh

Board Committee	Composition	
INVESTMENT COMMITTEE	CHAIRMAN Mrs Margaret Lui	MEMBERS Dr Chia Tai Tee Ms Susan Soh CO-OPTED MEMBER Mr Oo Wooi Cheng
REMUNERATION AND NOMINATION COMMITTEE	CHAIRMAN Mr Bill Chang	MEMBERS Ms Lim Wan Yong Mr Quek Gim Pew Mr Ravinder Singh
SUSTAINABILITY COMMITTEE	CHAIRMAN Mr Soon Sze Meng	MEMBERS Mr Chan Hian Lim Mr Bill Chang Ms Neo Gim Huay

INTERNAL AUDIT

Internal Audit provides independent, objective assurance and consulting services designed to add value and improve the University's operations. Internal Audit activity is guided by a value-driven philosophy of partnering with other departments to enable SIT to meet its business objectives. Its key role is to assist Management in evaluating their risk management, control, and governance processes so that business objectives can be met.

Financial Statements

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 March 2023

	GENERAL FUNDS		ENDOWMENT AND TERM FUNDS		TOTAL	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Revenue	107,444	96,234	—	—	107,444	96,234
Other Income	1,552	2,553	4,536	4,185	6,088	6,738
Operating Expenditure						
Staff and Related Expenses	(153,022)	(128,373)	(719)	(521)	(153,741)	(128,894)
Programme and Student-Related Expenses	(73,947)	(70,048)	(3,652)	(3,761)	(77,599)	(73,809)
Depreciation and Amortisation Expenses	(42,082)	(44,406)	(20)	(3)	(42,102)	(44,409)
Rental and Other Facility Expenses	(17,311)	(15,664)	(16)	—	(17,327)	(15,664)
Interest Expense	(1,258)	(1,250)	—	—	(1,258)	(1,250)
Other Operating Expenses	(27,027)	(24,394)	(219)	(1,612)	(27,246)	(26,006)
Total Operating Expenditure	(314,647)	(284,135)	(4,626)	(5,897)	(319,273)	(290,032)
Deficit before Investment Income and Government Grants	(205,651)	(185,348)	(90)	(1,712)	(205,741)	(187,060)
Net Investment Income/(Loss)	4,770	542	(42,672)	39,866	(37,902)	40,408
(Deficit)/Surplus before Government Grants	(200,881)	(184,806)	(42,762)	38,154	(243,643)	(146,652)
Government Grants	248,233	218,947	—	—	248,233	218,947
Net Surplus/(Deficit), representing Total Comprehensive Income/(Loss)	47,352	34,141	(42,762)	38,154	4,590	72,295

Important Note:

The Consolidated Financial Statements, as set out on pages 63 to 67, are extracted from Singapore Institute of Technology and its subsidiaries ("the Group") Audited Financial Statements for the year ended 31 March 2023. It may not contain sufficient information to allow for a full understanding of the results and the state of affairs of the Group. For further information, please refer to the full set of the audited financial statements published on SIT's official website at SingaporeTech.edu.sg.

STATEMENTS OF FINANCIAL POSITION

As at 31 March 2023

	GROUP		SIT	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
ASSETS				
Non-Current Assets				
Investments in Subsidiaries	—	—	— (a)	— (a)
Property, Plant and Equipment	1,024,629	777,031	1,024,223	776,520
Intangible Assets	1,144	2,627	1,144	2,627
Student Loans	589	309	589	309
Other Non-Current Assets	60,548	63,974	60,514	63,940
Total Non-Current Assets	1,086,910	843,941	1,086,470	843,396
Current Assets				
Cash and Cash Equivalents	315,334	270,109	315,334	270,098
Financial Assets at Fair Value through Profit or Loss	814,476	811,608	814,476	811,608
Deposits for Investments	—	2,584	—	2,584
Fees and Other Receivables	216,122	123,523	218,600	124,652
Student Loans	48	81	48	81
Other Current Assets	10,808	10,505	10,808	10,505
Derivative Financial Instruments	119	20	119	20
Total Current Assets	1,356,907	1,218,430	1,359,385	1,219,548
TOTAL ASSETS	2,443,817	2,062,371	2,445,855	2,062,944
LIABILITIES				
Current Liabilities				
Trade and Other Payables	114,358	77,383	116,989	77,414
Deferred Tuition Fee Income	3,647	9,207	3,647	9,207
Grants Received In Advance	28,165	132,673	28,165	132,673
Lease Liabilities	5,883	4,888	5,879	4,884
Borrowings	2,317	43	2,317	43
Total Current Liabilities	154,370	224,194	156,997	224,221
NET CURRENT ASSETS	1,202,537	994,236	1,202,388	995,327
Non-Current Liabilities				
Deferred Capital Grants	767,192	591,652	767,192	591,652
Other Deferred Grants	63,520	66,847	63,520	66,847
Lease Liabilities	37,258	32,892	36,732	32,371
Borrowings	264,900	34,000	264,900	34,000
Total Non-Current Liabilities	1,132,870	725,391	1,132,344	724,870
TOTAL LIABILITIES	1,287,240	949,585	1,289,341	949,091
NET ASSETS	1,156,577	1,112,786	1,156,514	1,113,853
FUNDS AND RESERVES				
General Funds				
Accumulated Surplus	292,994	245,642	292,931	246,709
Endowment and Term Funds				
Capital	670,332	631,131	670,332	631,131
Accumulated Surplus	193,251	236,013	193,251	236,013
	863,583	867,144	863,583	867,144
TOTAL FUNDS AND RESERVES	1,156,577	1,112,786	1,156,514	1,113,853

^(a) Less than \$1,000

CONSOLIDATED STATEMENT OF CHANGES IN FUNDS AND RESERVES

For the financial year ended 31 March 2023

	GENERAL FUNDS	ENDOWMENT AND TERM FUNDS	TOTAL
	\$'000	\$'000	\$'000
2023			
At 1 April 2022	245,642	867,144	1,112,786
Net Surplus/(Deficit), representing Total Comprehensive Income/(Loss)	47,352	(42,762)	4,590
Government Grants and Donations	—	39,201	39,201
At 31 March 2023	292,994	863,583	1,156,577
2022			
At 1 April 2021	211,501	783,370	994,871
Net Surplus, representing Total Comprehensive Income	34,141	38,154	72,295
Government Grants and Donations	—	45,620	45,620
At 31 March 2022	245,642	867,144	1,112,786

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2023

	2023 \$'000	2022 \$'000
Cash Flows From Operating Activities		
Deficit before Government Grants	(243,643)	(146,652)
Adjustments for:		
Depreciation and Amortisation	42,102	44,409
Donations	(4,536)	(4,185)
Net Gain on Disposal of Property, Plant and Equipment	(1)	(12)
Interest Income	(5,742)	(1,230)
Dividend Income	(3,635)	(4,138)
Foreign Currency Exchange Loss/(Gain)	43	(201)
Fair Value Loss/(Gain) on Financial Assets at Fair Value through Profit or Loss	47,581	(27,650)
Fair Value (Gain)/Loss on Derivative Financial Instrument	(229)	52
Gain on Disposal of Financial Assets at Fair Value through Profit or Loss	(116)	(7,241)
Interest Expense	1,258	1,250
(Reversal of Expected Credit Loss Allowance)/Expected Credit Loss Allowance	(68)	4
Operating Cash Flows before Changes in Working Capital	(166,986)	(145,594)
Change in Operating Assets and Liabilities		
Fees and Other Receivables	(514)	(28,428)
Student Loans and Other Assets	2,876	13,325
Trade and Other Payables	19,724	1,624
Net Cash Used in Operating Activities	(144,900)	(159,073)
Cash Flows From Investing Activities		
Purchase of Property, Plant and Equipment and Intangible Assets	(260,111)	(148,407)
Proceeds from Disposal of Property, Plant and Equipment	3	17
Purchase of Financial Assets at Fair Value through Profit or Loss	(87,656)	(157,338)
Proceeds from Disposal of Financial Assets at Fair Value through Profit or Loss	39,907	108,175
Deposits for Investments	—	(2,584)
Settlement of Foreign Currency Forwards	130	(90)
Interest Received	2,546	1,487
Dividend Received	3,635	4,138
Net Cash Used in Investing Activities	(301,546)	(194,602)
Cash Flows From Financing Activities		
Operating Grants Received	173,925	146,063
Development Grants Received	33,932	72,784
Other Government Grants Received	28,819	27,969
Matching Endowment Grants Received	14,143	41,103
Donations Received	20,035	16,687
Principal Payment of Lease Liabilities	(5,974)	(5,916)
Interest Paid on Lease Liabilities	(1,258)	(1,250)
Proceeds from Borrowings	230,900	34,000
Interest Paid on Borrowings	(2,851)	—
Net Cash Flows Generated From Financing Activities	491,671	331,440
Net Increase/(Decrease) in Cash and Cash Equivalents	45,225	(22,235)
Cash and Cash Equivalents at Beginning of Financial Year	270,109	292,344
Cash and Cash Equivalents at End of Financial Year	315,334	270,109

Note A: Reconciliation of Liabilities Arising From Financing Activities

	1 April 2022	Principal and Interest Payments	Proceeds from Borrowings	Non-Cash Changes		31 March 2023
				Additions	Interest Expense	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2023						
Lease Liabilities	37,780	(7,232)	—	11,335	1,258	43,141
Borrowings	34,043	(2,851)	230,900	—	5,125	267,217
	1 April 2021	Principal and Interest Payments	Proceeds from Borrowings	Non-Cash Changes		31 March 2022
	\$'000	\$'000	\$'000	Additions	Interest Expense	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2022						
Lease Liabilities	42,712	(7,166)	—	984	1,250	37,780
Borrowings	—	—	34,000	—	43	34,043

Note B: Purchase of Property, Plant and Equipment and Intangible Assets

During the financial year, the Group acquired Property, Plant and Equipment and Intangible Assets with an aggregate cost of \$288,219,000 (2022: \$151,838,000). The additions were by way as follows:

	Note	2023 \$'000	2022 \$'000
Cash at Bank		260,111	148,407
Payables for Property, Plant and Equipment		16,773	2,447
Lease Liabilities	A	11,335	984
		288,219	151,838

Road To Punggol

REDEFINING UNIVERSITY EXPERIENCE FOR LEARNERS, INDUSTRY AND COMMUNITY



Artist's perspective of SIT Campus Court from the waterfront.

The SIT Punggol Campus is taking shape as a hub for transformative education and innovation.

Comprising 2 plots ('SIT Campus Heart' and 'SIT Campus Court') in the heart of Punggol Digital District (PDD), the campus is expected to be completed by 2024 and can accommodate approximately 12,000 students — bringing together the SIT community from 6 locations to 1.

Designed to integrate with the neighbouring industry and community, the new campus will provide a vibrant and authentic applied learning environment for students, as well as for the wider PDD community. Some facilities include a Library of the future, Superlab, Lectorial classes

and a Smart Playground. We are connected to JTC Corporation's business park via Campus Boulevard and the elevated Collaboration Loop. Students and faculty can test-bed proofs-of-concept across the street, while industry partners innovate at The Hatchery in the campus.

More importantly, the Punggol Campus presents opportunities for SIT to build a shared organisational identity and culture, enhance inter-disciplinarity in our education and research, strengthen collaborations with industry, drive greater authenticity in our education programmes, and serve the local Punggol and Sengkang communities.



The Hatchery is a 10-storey building conceived to drive the cross fertilisation and incubation of ideas between academia and industry.



SIT marked a major construction milestone for the new Punggol Campus on 22 May 2023 at a Topping Out Ceremony, graced by Mr Chan Chun Sing, Minister for Education.

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