People's Association

Sustainability Report 2023

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Overview

About People's Association

The People's Association (PA) was established on 1 July 1960 as a statutory board to promote racial harmony and social cohesion in Singapore. Our mission is to spark and nurture community participation for a caring and united Singapore. Our vision is to contribute towards building a nation that cares for our community.

Together with our staff, volunteers, community partners and residents, we provide the platform and common spaces for residents from all walks of life to come together in our community clubs and residents' network centres and at the events and activities that we have facilitated every year to build stronger bonds and trust.



Board Statement



At the People's Association (PA), we are fully supportive of Singapore's efforts to build a more sustainable future for our future generations. As we embark on our mission to spark and nurture community participation for a caring and united Singapore, we will do so sustainably with our staff, volunteers, community partners and residents.

The Board will take an active role in integrating sustainability considerations into our strategic planning. In 2024, we have approved the establishment of PA's sustainability framework covering nine material topics across the social, environmental and governance pillars. This framework is aligned with the United Nations Sustainable Development Goals (UN SDGs). Our strategic direction is for PA to strengthen the social fabric of our communities, reduce our environmental footprint, and build up our governance capabilities to be a responsible steward of public resources. To achieve this, PA has set up the Sustainability Steering Committee (SSC) to develop policies and implement actions to fulfil our sustainability commitment.

As we embark on this journey, let us work hand in hand to build a greener community and a sustainable Singapore.

Deputy Chairman's Message



"Together, we craft a greener and more sustainable community fabric for Singapore."

We are pleased to share our inaugural Sustainability Report for the People's Association (PA). While this is our first published report, sustainability – whether it is in the social, environmental or governance domains – has always been at the forefront of our mission as we go about building and bridging communities in Singapore.

Since our establishment in 1960, PA has been working with our grassroots volunteers and community partners to forge stronger bonds and build mutual trust among our residents. In this report, we have included some of the activities we have conducted to give a glimpse of the social impact we are making on the ground, especially in reaching out to the most vulnerable amongst us in our community. We will build upon these strong foundations to spark and nurture greater community participation for a more caring and united Singapore.

On the environmental front, PA has been rallying our communities to do more for a greener and more sustainable Singapore for our future generations. One noteworthy mention is our Green Action for Community (GAC) movement, which has introduced over a hundred ground-up initiatives all over the island to spark and nurture green actions. We have also deployed more than a hundred e-waste collection points in our Community Clubs (CCs) and Residents' Committee (RCs), collecting over 200,000kg of e-waste for recycling. On the governance front, PA is cognisant of our duty to be a responsible steward of the public resources that we have been entrusted with. Over the years, we have built up systems and capabilities to enable our staff and volunteers to manage our resources prudently. We have also updated our enterprise risk management to ensure that we put in place mechanisms to allow us to proactively mitigate our operational risks.

All these efforts have put PA on a more sustainable footing for us to navigate our future challenges with greater confidence. We want to thank all our staff, volunteers, community partners and residents who have contributed towards our sustainability journey. We look forward to your continued support as we embark on PA's new vision to engender a nation that cares for our community.

Yours faithfully,

Mr Edwin Tong
Deputy Chairman
People's Association Singapore

Year in Review

Environment

Formed
93
Green Action for Communities groups

Implemented over
100
community green projects

Over
200
tonnes of e-waste collected from ALBA collection points

18
community centres have achieved Green Mark certification

Established a **baseline and 2030 targets** for Energy Utilisation Index (EUI), Water Efficiency Index (WEI), and Waste Disposal Index (WDI)

Conducted **solar energy feasibility studies** at PA's buildings

All consultants and contractors follow **Green Procurement guideline**

Social

Around
13 million
participants attending community activities and courses for active engagement with community life

Organised more than
1,500
Grassroots Organisations (GRO) events

40,000 grassroots leaders **and** **13,000** community volunteers

Governance

0
data leaks

100%
communication of Code of Conduct to all PA employees and grassroots volunteers

Launched LEARN@PA to more than
3,000
employees to strengthen awareness of corporate governance

Sustainability Management

Engagement with PA's Network

Making sure all voices are heard

Stakeholder engagement helps PA identify key ESG issues and shape PA's sustainability efforts for continuous improvement. The inclusive dialogues ensure all perspectives are valued and considered.

Employees

- Tailor training opportunities for different employee groups
- Conduct employee engagement survey to seek feedback and better understand employees' sentiments

Grassroots volunteers

- Organise networking events to share best practices with the community
- Acknowledge the contributions of grassroots volunteers through recognition programmes

Engaging our network

Communities

- Create the common space and develop platforms for residents to volunteer and give back to the community
- Organise community wellness programmes that promote physical, mental, and emotional health
- Support community-led environmental projects (including through GAC) and provide resources to empower residents to take action on local environmental issues and integrate sustainability into everyday life

Corporate partners

- Establish partnerships to leverage each other's strengths to address social issues and enhance community well-being
- Co-create initiatives with community partners to support community needs
- Contribute to policy development by providing insights from the community level

PA's Sustainability Framework

Uniting communities towards sustainability

Our sustainability mission supports the core mission of PA. The framework includes three main pillars, linked to our commitments in respective Environmental, Social and Governance areas. Under each pillar, we have identified key enablers and focus areas (or our material topics) that PA and our communities could collaborate to meet our commitments. Our framework is in alignment with Singapore's national sustainability agenda and the UN SDGs, ensuring that our local actions contribute to global sustainability efforts .

PA's Sustainability Mission

Spark and nurture community participation for a caring and united Singapore ***sustainably***

PILLAR 1 Environment	PILLAR 2 Social	PILLAR 3 Governance
Contributing to Singapore's greener future	**Caring for our people and our community**	**Pursuing organisational excellence**

ENABLERS FOR PA AND OUR COMMUNITIES

Adopt green practices, improve resource efficiency and collaborate with the community to raise awareness and support green efforts	Foster a vibrant and inclusive community, promote wellbeing and capacity building for sustainability	Adopt and promote governance best practices and ethical business conduct within PA and our grassroots movement

MATERIAL TOPICS[1]

Climate Action **Resource Management and Efficiency** **Sustainable Procurement**	**Community Vitality and Inclusivity** **Wellbeing, Health and Safety** **Talent Development and Capacity Building**	**Cybersecurity and Data Privacy** **Corporate Governance and Ethics** **Risk Management**

MAPPED UN SDGs

6 CLEAN WATER AND SANITATION · 7 AFFORDABLE AND CLEAN ENERGY · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION · 13 CLIMATE ACTION

5 GENDER EQUALITY · 8 DECENT WORK AND ECONOMIC GROWTH · 10 REDUCED INEQUALITIES · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

[1] The materiality assessment process is discussed in Page 8.

Materiality Assessment

Understanding what matters most

The materiality assessment is a process for organisations to identify and prioritise ESG topics that are most important to their operations and stakeholders. PA adopted a four-step process as illustrated below.

Four-Step Process for Materiality Assessment



1. Identification

- Identify the initial list of relevant ESG topics based on megatrends research, peer benchmarking and media reviews and the insights from both internal and external stakeholder engagements[2]

2. Prioritisation

- Shortlist material topics based on the following criteria:
  - Likelihood and impact on the operational continuity
  - Influence on decision-making process of key stakeholders

3. Validation

- Validate the material topics with management and get Board's approval

4. Review

- Conduct an annual review of material topics for ongoing relevance and significance

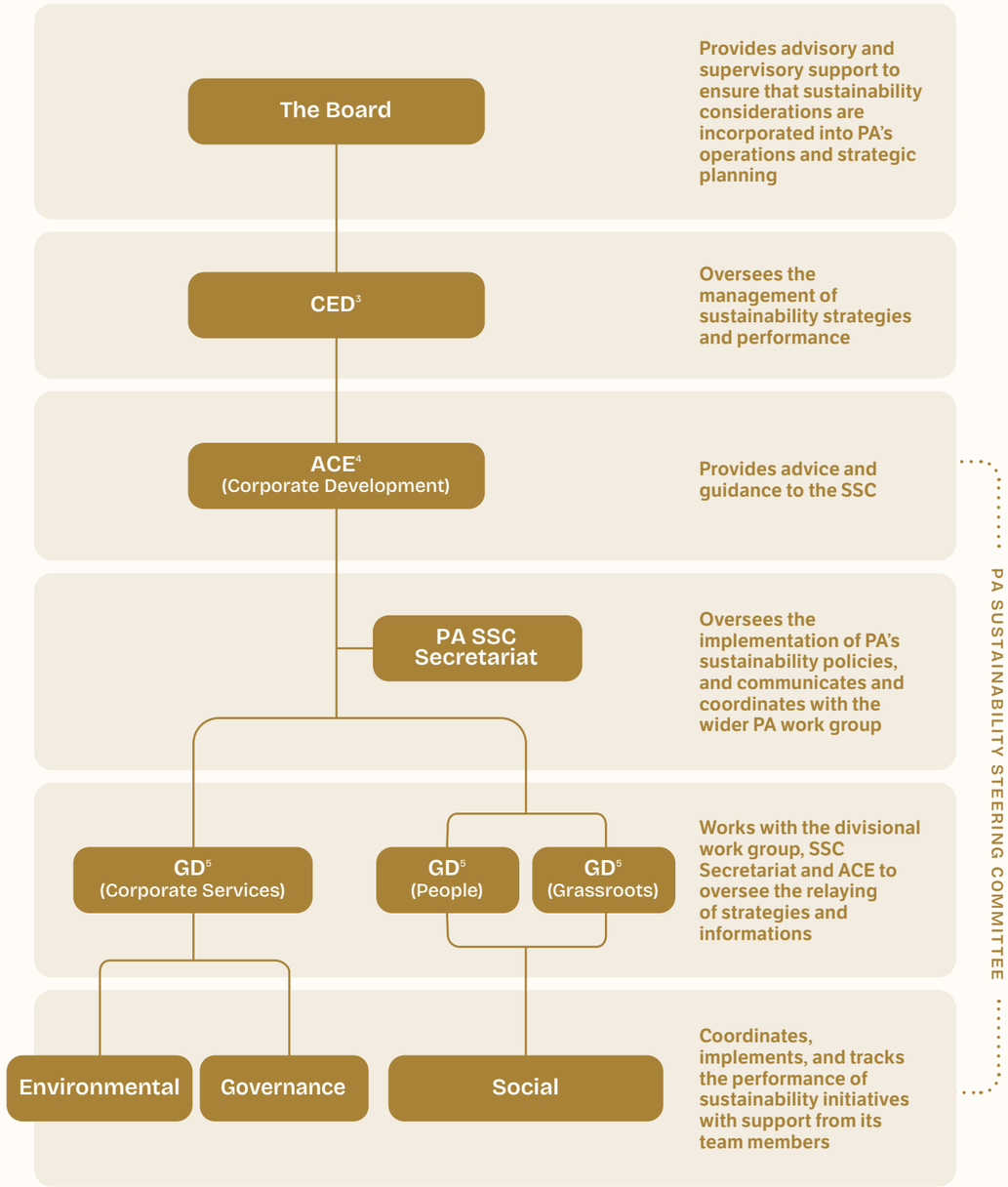
[2] For the first year report, inputs from key departmental representatives who work closely with external stakeholders are used for this step.

Sustainability Governance

Integrating sustainability into our organisation

The SSC has been formed to provide guidance on all sustainability matters within PA and the Grassroots movement.

Overview of PA's Sustainability Governance



[3] CED – Chief Executive Director
[4] ACE – Assistant Chief Executive
[5] GD – Group Director

Our Sustainability Approach

Community and Workforce Building

Bridging communities and our people

Why is this important to us?



Youth volunteers engaging with the community

Diversity is the fabric of Singapore's multi-racial society. PA works closely with communities and grassroots volunteers to foster inclusivity and well-being within our community and strive to address the needs of all Singaporeans through targeted and impactful programmes. This commitment is also observed within our organisation, where we value each individual and strive to create an environment that promotes both personal and professional growth.

Associated UN SDGs



Our Targets and Performance

Achievements in FY2023

Approximately
1,580
sustainability-related events organised by GROs

Around
13 million
participants attending community activities and courses, across all PA engagements

40,000
grassroots leaders and
13,000
community volunteers

Our Targets Moving Forward

Maintain active contribution through volunteerism by aiming for
5%
growth for community volunteers

>10 million
participants attending community activities and courses

Maintain
ZERO
tolerance for unsafe workplace among employees

Enhance talent development initiatives through a workforce competency programme

Promote employees' participation in wellbeing activities

Working with our Communities and Grassroots

PA spearheads an array of initiatives that strengthen community connections and promote care among diverse groups, contributing to nation building. Below are some examples of our programmes.



"Just for Papa" networking session



PSLE care pack distribution

Lean on Me Mental Wellbeing Initiative

The Lean on Me initiative aims to create awareness and encourage residents to prioritise their wellbeing daily, and not only during challenging times.

As part of the initiative, community partners collaborated to reach out and engage diverse groups of participants and residents, through hands-on workshops such as crochet art and cookie painting to express creativity and nurture mental wellbeing. We also conducted themed focus group discussions and networking sessions like "Just for Papa" to foster meaningful conversations which also allow participants to form friendships and lasting connections with one another.

Other engagement efforts include showing support and care to PSLE students which are well-received by students, teachers and parents. The Lean On Me initiative also leverages digital platforms to extend its reach and provide residents the opportunity to participate, learn and connect virtually.

Our Tampines Hub Sports Festival 2023

The Our Tampines Hub Inclusive Sports Festival was a pioneering sports event designed to cultivate an inclusive and compassionate community by promoting diversity and normalizing disabilities through sports. It also served as a platform for Persons with Disabilities (PwDs) to engage with key stakeholders in the disability community.

To ensure inclusivity, the event involved collaborations with various sports agencies and stakeholders in the disability community, such as the Singapore Disability Sports Council and the Wheelchair Basketball Association. Together, they developed a range of sports activities that allowed the public to participate with PwDs, aiming to normalise disabilities and showcase the inclusive nature of sports.



Participants playing table tennis at the OTH ISF



Residents taking part in Siglap Hearty Meals

Siglap Hearty Meals: Bringing the Farm to Your Table!

The Siglap Hearty Meals initiative consists of two pillars: the Harvest Pillar and the Feast Pillar.

The Harvest Pillar aims to minimise food wastage and encourage self-sustainability by harvesting vegetables grown by residents at community gardens. These vegetables are then donated to those in need within the Siglap Division.

Meanwhile, the Feast Pillar seeks to reduce instances of elderly individuals living in isolation by inviting solo-living elderly residents to the Siglap Community Club for monthly meals with other seniors. This initiative provides opportunities for seniors to interact with their peers and the younger generation, fostering meaningful connections.

For more details on major community initiatives and highlights, refer to PA's FY2023/24 Annual Report.

Working with our Employees and Volunteers

At the organisational level, PA is committed to providing a holistic and safe work environment for our employees, with the appropriate tools to further their personal and professional development. We have established robust management guidelines that empower our workforce to thrive and enhance their capacities. An engaged workforce also extends its positive impact to the broader community through active participation in social initiatives, volunteering, and supporting community events.

To guide our employees and volunteers in their development, PA has implemented several frameworks.

Employees			Volunteers	
Diversity Framework	Workforce Competency Framework	Training and Career Development Frameworks	Volunteer Management and Development Framework	Volunteer Experience Journey
Puts forth our diversity commitment, which is centred upon four pillars: 1. Talent acquisition for diverse teams 2. Inclusive organisational culture building 3. Workforce learning and development 4. Performance and talent management.	Aims to equip our officers to be future ready by cultivating a growth mindset and building their skills and capabilities through our principal considerations: 1. Every employee matters 2. To be future ready 3. Build skills and capabilities 4. Growth mindset and self-driven learning	Training framework: Built upon three different levels: core training, functional training, and enhancement training. Career development framework: Maps out the principles, target groups, and approach of employees' career journeys, tailored towards their unique position within PA.	Includes a seven-step process in place for the management and development of volunteers. This is accompanied by a four-step volunteer engagement process, spanning from identification and recruitment to empowerment and sustainment.	Maps out a Grassroots Volunteer's and Community Volunteer's experience journey from registration to exit interview, to help identify gaps and areas of improvement in our processes and plans, to enhance their volunteering experience with PA.

DNA of Grassroots Volunteers

We have established these core principles that all our Grassroots Volunteers are expected to abide by.

Service before Self

- Be sincere and fair
- Walk the talk and be a role model for others
- Stay relevant through continuous learning

Relationships as the Foundation

- Work as a team and be cooperative
- Be sensitive to the needs of others
- Not take unfair advantage of any relationships or information for personal gains

Values-driven Community Ownership

- Encourage active citizenry and promote community empowerment
- Be committed and take ownership of community building efforts
- Not be subjected to inappropriate publicity

Induction for our Grassroots Leaders

We have a special programme for new Grassroots Leaders (GRLs) who are in their first year of service, held at the local Group Representation Constituency (GRC) level. During the programme, the Group Constituency Directors share the main goals and projects in their GRC. There are also community sharing sessions where new GRLs can share ideas and talk with local community leaders and top officials from PA.







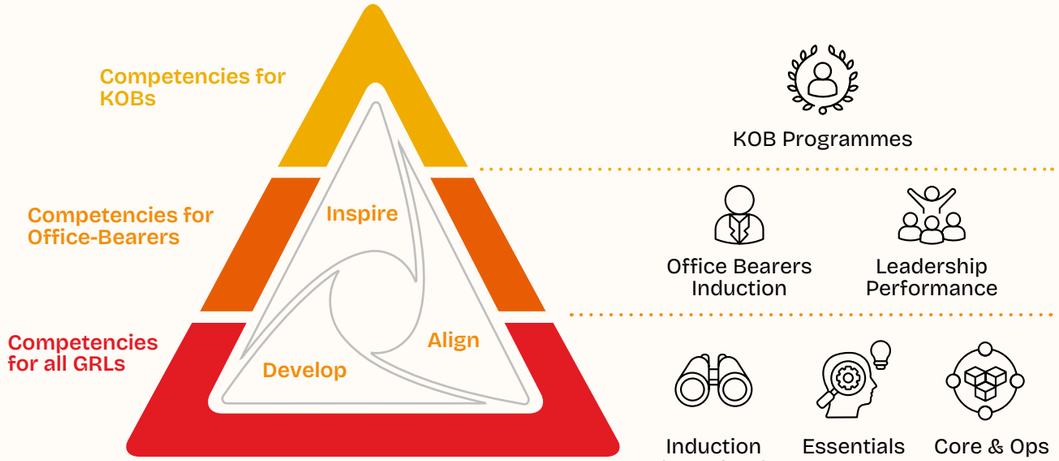
New GRLs undergoing the induction programme

Enhancing training for Grassroots Leaders

The National Community Leadership Institute (NACLI) is enhancing capability building for GRLs through competency-based training aligned with the Community LEAD Framework. This training equips GRLs with essential leadership knowledge and skills. GRL training is structured into three tiers: Members, Office Bearers (OBs), and Key Office Bearers (KOBs).

New GRLs start with an Induction Programme, while newly appointed OBs undergo an OB Induction Programme to prepare for their specific roles. KOBs participate in the Leadership in Community Programme to refine their leadership abilities and inspire community engagement.

Grassroots Leaders' Training Pathway Diagram



Induction for our Employees

The Induction Programme is a crucial milestone for our employees as they embark on their career with us. The programme is designed to provide learners with an understanding of the organisation's mission, vision, and core values, as well as the role we play in the community. Through the Programme, learners will gain organisational awareness and a clear understanding of their role within the organisation. This will enable them to contribute effectively towards achieving PA's objectives.

Our employees also get to build strong bonds and network with colleagues from other departments. Together with other employees in their cohort, PA officers learn to understand and appreciate PA's role in building social capital. They learn about the work and synergy of the divisions within PA and get up close and personal with senior management.





New employees partaking in the induction programme

Enhancing Employee Welfare

The PA Staff Club plays a pivotal role for employee engagement by regularly organising bonding activities, training sessions, and workshops that are accessible to all staff members. In FY2023, the Club organised 55 activities such as an Inter-Divisional Games Bowling competition, fitness assessments, "Bring Your Child to Work" day, school holiday movie screenings, and more.

Bring Your Child to Work





Children being involved with "Bring Your Child to Work" day

On "Bring Your Child to Work" day, 150 employees and their children spent a memorable day bonding with an exciting treasure hunt journey at PA's headquarters. This special day offered a unique opportunity to strengthen bonds and for the children to catch a glimpse into the world where their parents make a difference every day. It was a heartwarming and joy-filled event that brought a new dimension of family spirit to our professional environment.

Inter-Divisional Games Bowling Challenge



Staff having fun at the Inter-Division Games Bowling Challenge

About 180 staff members gathered for an engaging team-building event at Sonic Bowl @ OTH, where collective efforts led to an impressive tally of 35,000 pins knocked down. The event was marked by a spirit of camaraderie and enjoyment, as colleagues united in a display of friendly competition and mutual encouragement.

To promote good practice in holistic health management, we provide annual health screenings for all employees arranged by the Human Resources department.

PA also values the feedback of its employees, actively seeking their perspectives through Whole-of-Government engagement sessions and informal "Chit Chat" meetings with our Chief Executive Director. Based on feedback received, we have introduced improvements in our processes such as a "PA bot" designed to provide officers with quick responses to their queries, the introduction of brownbag sessions focusing on topics related to well-being and training, and more.

Additionally, we organise social activities that not only foster camaraderie among employees but also provide avenues for them to contribute by giving back to communities, including efforts towards environmental responsibility. For further details on these initiatives, please see the Climate Action chapter.

Case Study: Taking Care of Our Employees with the Well-being @ PA Programme

As part of Well-being@Gov via 'Intellect' App, PA has introduced a suite of wellbeing services for our employees, including one-to-one coaching and counselling sessions, a 24/7 distress helpline, as well as self-care resources on wellness topics. We hope to continue supporting the emotional and mental wellbeing of our employees, to meet their needs.

Providing Support for Career Development

We provide a development journey for our employees throughout their time at PA, no matter where they are in their career trajectory.

Staff Training Support

- Employees are allocated an annual training budget for their training needs; including top-ups on training budgets and reimbursements for professional certifications' membership fees and relevant undergraduate and post-graduate studies, as well as diploma courses.
- PA curates training pathways and induction/milestone programmes for each category of employee.

Leadership and Supervisory Training

- PA provides management and senior management access to leadership milestone and development programmes, as well as career coaching and performance management courses.

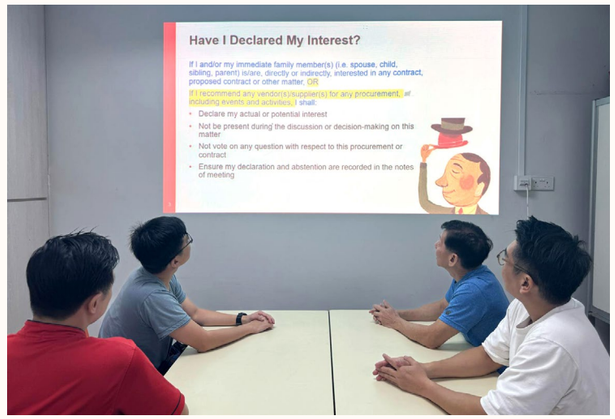
Professional Growth and Development Initiatives

- Career agility initiatives are provided for greater mobility, including PA short-term attachment programmes, external attachments and secondments with public and private sector/agencies etc.
- Career coaching and career conversations by supervisors are held to support growth and development
- Flexi-work arrangements are offered to allow for working from home, part-time hours, and staggered work hours

Corporate Governance and Risk Management

Maintaining a strong foundation

Why is this important to us?



Good governance helps the organisation achieve its objectives through proper accountability and transparent monitoring processes. By assigning clear responsibilities across all levels and establishing transparent targets, PA maintains stakeholder confidence and operational integrity.

Associated UN SDGs

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Our Targets and Performance

Achievements in FY2023

0
data leaks

2
cybersecurity breaches (classified as "Low")

100%
communication of Code of Conduct to all PA employees

100%
communication of Code of Conduct to all grassroots volunteers

Our Targets Moving Forward

Ensure robust risk, IT, and cybersecurity management

Establish an ERM framework by 2025

Maintain **ZERO** cybersecurity breaches and data leaks

Maintain **ZERO** tolerance for fraud and corruption

Maintain **100%** communication of Code of Conduct to all PA employees

Maintain **100%** communication of Code of Conduct to all grassroots volunteers

Risk Management

The Audit and Risk Committee (ARC) plays a pivotal role in risk management, audit oversight, and ensuring adherence to regulatory standards. The committee convenes at least twice a year to facilitate the effective implementation of their responsibilities.

The Internal Audit Division (IAD) shares the internal audit workplan, audit progress and observations to PA's management and the ARC annually. Concerns on internal controls are reported to the ARC and escalated to the Board as required. PA is in the process of developing an Enterprise Risk Management (ERM) framework for the ARC's endorsement. In the future, the IAD seeks to align its practices to the new Framework.



Our grassroots volunteers ensure adherence to our code of conduct

Corporate Ethics and PA's Code of Conduct

We are committed to the highest standards of corporate ethics, guided by a robust Code of Conduct that outlines our principles and expectations for ethical behaviour across our operations. We ensure adherence through an annual compulsory code of conduct quiz that all officers are required to complete and an annual declaration exercise. Our grassroots volunteers adhere to the highest standards of ethical governance. It is important for our volunteers to disclose any conflicts of interest where they, or their immediate family members, have a direct or indirect stake in a transaction. Should such a transaction be awarded to them or their immediate family, volunteers are required to recuse themselves from related discussions and decision-making processes.

Strengthening Governance

PA is dedicated to transparency and accountability in procurement matters, mandating adherence to the guidelines set forth in the PA Staff Manual. PA has embarked on several structural changes to strengthen our key processes.

PA has been developing and enhancing the Grassroots E-Mart System II (GEMS) to digitalise processes since 2020. GEMS represents a pivotal shift from conventional pen-and-paper practices to the utilisation of system checks and automation, reinforcing GROs' adherence to current rules and regulations. GEMS aims to reduce administrative load and create capacity for GRLs and Constituency Office (CO) staff to focus on community engagement and outreach.



The adoption of Grassroots Financial Accounting System (G-FAST) has further refined our financial processes with system checks against duplicate payments and self-approved claims. This online approval system streamlines payment authorisation by the designated authority based on payment amount and enables mobile approvals for increased flexibility. The shift to electronic payments has improved processing times and eliminated the risk of lost cheques in transit. Furthermore, the integration of data interfaces, such as onePA, has streamlined operations by cutting down on manual data entry and work duplication.

We are also embarking on the following:

1. Setting up Field Governance Offices at the Group Constituency level to strengthen compliance for ground operations with the forward deployment of procurement and finance expertise.

2. Rolling out a digital payment function using PayNow for welfare assistance disbursements to reduce cash handling.

3. Developing procurement checklists and templates that succinctly outline key procurement rules and regulations.

In addition to the strengthening of key processes, we continue to raise employee awareness on procurement governance through training courses on procurement topics and Community of Practice (COP) sessions. In FY2023, PA has begun implementing procurement e-learning for employees to complement the existing face-to-face training courses. Additionally, PA employees are regularly apprised and informed on current policies and procedures through regular updates via circulars and electronic direct mails.

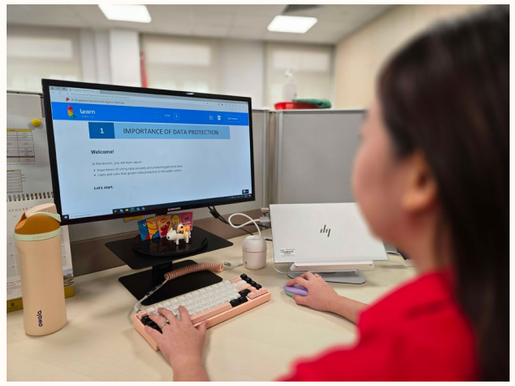


Field governance workshop for CO colleagues and sharing by Finance, Procurement and Estates Management divisions

Cybersecurity and Data Privacy

At present, the ICT team adopts the Risk Management Methodology to manage cybersecurity risks and data breaches. This methodology was published by GovTech Cybersecurity Group and is used by all Whole-of-Government (WOG) agencies to manage ICT risks. PA also has in place Conduct and Discipline Rules for Public Officers Instruction Manual and an internal disclosure/ whistleblowing policy. Aside from this, we have an instruction manual in place that stipulates the data management policy that all Public Officers ought to comply. Details of these policies are hosted on the PA intranet, Government intranet and HR portal. All these measures have led to zero data breaches for this financial year.

The ICT team is adopting the Central Accounts Management system to facilitate the prompt disablement and removal of inactive and resigned employees. This system has been developed by GovTech for use by all WOG agencies. ICT also conducts phishing simulation tests for employees on a quarterly basis to enhance their digital literacy skills. To promote awareness and understanding of cybersecurity, ICT creates and shares security awareness articles with employees. Moreover, ICT conducts an annual Incident Management Tabletop Exercise that involves various stakeholders with the aim to improve incident management responses. Regular ICT internal and external audits are also conducted to identify vulnerabilities. ICT team has also developed a "PA After Action Review (AAR) Report" to complement existing risk management processes. When populating details of ICT incidents in the AAR report, the root causes are to be identified and corresponding remediation actions are to be implemented.



Employee undergoing data security e-training



Heartbeat@Bedok

Contributing To Singapore's Greener Future

PA's Contribution to Singapore Green Plan

Why is this important to us?

The Singapore Green Plan is a whole-of-nation movement to advance Singapore's national agenda on sustainable development, in line with the nation's commitments under the UN's 2030 Sustainable Development Agenda and Paris Agreement. A key enabler of this is the public sector's new sustainability movement – GreenGov.SG – launched by the Ministry of Sustainability and the Environment (MSE).

GreenGov.SG efforts are categorised into the following three pillars:

Associated UN SDGs



PILLAR 1 Excel	PILLAR 2 Enable	PILLAR 3 Excite
GREENGOV COMMITMENTS		
Sets out targets to reduce environmental footprint and ensure that resources are used in a sustainable manner.	Aims to promote a green economy and green citizenry by embedding environmental sustainability into organisations' core activities.	Aims to build capabilities of public officers and a culture of sustainability, where public officers understand and are excited to contribute actively to environmental sustainability.
PA'S CONTRIBUTION		
Aligning its environmental targets with GreenGov.SG.	**Refining our procurement processes to prioritise environmental considerations, thereby supporting the transition to a greener economy.**	**Educating and engaging communities, GRLs, and our employees in sustainability, fostering a shared responsibility for environmental preservation.**

PA's contributions to the Singapore Green Plan are further elaborated in the following sections. They have been categorised into three material topics – "Climate Action", "Resource Management and Efficiency", and "Sustainable Procurement".

Climate Action

Shaping our green future as one

Our Targets and Performance

Achievements in FY2023

93
GAC groups formed at the division level

>100
community green projects implemented

Our Targets Moving Forward

- **Appoint Sustainability Champion in every Division to coordinate and drive sustainability initiatives**
- **Communicate and encourage the adoption of PA's environmentally friendly events guidelines by all employees and GROs by 2025**
- **Raise awareness and promote environmental education within PA and the community by collaborating with government agencies and community partners on environmentally-related events**

Our Approach

The GAC movement, launched in 2022, is a cornerstone initiative that synergises with MSE and other Green Plan organisations. It empowers community leaders and residents to ideate and organise, bringing to life 100 projects to date; including community gardens, recycling drives, food waste reduction, and educational events like workshops and eco-festivals.

Programmes and Initiatives

PA and GROs have spearheaded a range of programmes and initiatives within the community aimed at fostering sustainability awareness, nurturing a shared sense of responsibility, and disseminating knowledge on sustainable practices. Below are some notable examples.



Organising GAC events at respective CCs

Green Action for Communities

Notable Initiatives


Students facilitating hands-on workshop to educate residents on environmental sustainability

Brickland – ITE Green Festival

About 1,000 youths and 4,000 residents participated in a two-day Green Festival.

The festival was a collaboration between Brickland youths and the Green Ambassadors Club in ITE College West. It offered a myriad of programmes and hands-on sustainability workshops to inspire youths to adopt environmentally friendly practices and advocate for the Singapore Green Plan 2030.

Notable Initiatives

Green Hub at Blk 40 Cambridge Road

The Green Hub is a comprehensive resource centre for residents to gain knowledge and engage in sustainability efforts. It features a variety of informative artworks, recycling stations, and areas dedicated to sustainability workshops. To date, over 1,000 residents have been engaged at the Green Hub on various sustainability topics.

In 2023, the Green Hub was recognised with the Municipal Service Award for the collaborative efforts by Our Green Moulmein-Cairnhill and schools to rejuvenate the space and provide a venue for sustainability-related innovative workshops and events.


Parent-Child Upcycling Workshop held during the June school holidays


Grassroots volunteers distributing fruits and vegetables to residents at Lengkong Tiga RC


Grassroots volunteers distributing fruits and vegetables to residents near Sunlove Active Ageing Centre

Rescue Vege and Composting Programme

The Rescue Vege & Composting Programme is a collaboration between Kembangan-Chai Chee Division and Fridge Restock Community Singapore to reduce waste by rescuing ugly fruits and vegetables and redistributing them to residents. Any produce deemed unsuitable for distribution would be generated into compost, enriching the soils at community gardens.

To date, six distribution points have been established, serving approximately 400 recipients on a weekly basis, and two community fridges have been installed to simplify the collection process.

Loyalty Programme to Inculcate Recycling Habits

To encourage recycling habits, Woodgrove Zone 6 Residents' Committee (RC) partnered ITE College East to introduce a loyalty programme in June 2023 to reward and inculcate recycling habits in the community. For every 250g of recyclables brought to the RC centre, residents receive a stamp on a loyalty card. Stamps can then be used to redeem rewards such as mugs, umbrellas, and handmade soaps.


Loyalty programme at Woodgrove



Tampines Green & Wellness Festival



Residents participating in the Green Action Pledge at the Tampines Green & Wellness Festival

Tampines Green and Wellness Festival

The Tampines Green & Wellness Festival on 14 October 2023 was a huge success, in partnership with the North East CDC, Our Tampines Hub and SG Mental Well-Being Network. The festival provided opportunities for the residents to explore fresh and nutritious locally grown produce, gain eco-knowledge and skills, as well as connect with green-living experts. Residents participated in green talks on topics including tackling food security, advancing green building and built environment sustainability, and conducting restorative and rehabilitative therapy using hydroponics farm techniques.

PAssion Wave – "Kayak 'N' Klean"

Environmental sustainability is a cause that the youth resonate with and is passionate about. Since the launch of the FutureYOUth Campaign, a Youth parallel of Forward SG in November 2023, youth from PA Youth Networks (YNs) are leaning forward to launch ground up initiatives to support this cause, one of the top-of-mind topics of the FutureYOUth Campaign.

For instance, the YNs organise the "Kayak 'N' Klean" programme, encouraging civic participation and environmental action among the youths. The youths not only bond through water sports, but also do their part to clean up our waterways and in the process, become more aware about the impact of pollution to our environment. In FY2023, YNs collaborated with PAssion Wave to initiate 23 "Kayak 'N' Klean" activities at the PAssion Wave outlets across Singapore, engaging some 700 youths in this effort.











Participants picking up debris in our waterways

CDCs – Clean up @ South West CDC

In January 2024, the South West CDC celebrated their 19th anniversary of its annual recycling initiative, Clean Up@South West. This eco-conscious programme has consistently demonstrated growth and resilience which was made possible through the collaborative efforts of the National Environment Agency (NEA), GROs, corporate partners, and educational institutions within the district.

In line with the Southwest Masterplan's 'Our Zero Waste Journey' and 'Our Active, Gracious People' pillars, the programme features a district-wide recycling drive that encourages residents to adopt sound recycling habits, and an outreach event that both applauds the district's environmental initiatives and educates on the 3Rs and broader environmental issues.

Significant milestones include the establishment of 76 grassroots recycling points, engaging over 6,000 residents and 300 volunteers, and orchestrating a focused recycling effort for schools and corporates. Since 2006, the collection of nearly 1,100 tonnes of recyclables has made a profound environmental impact, equivalent to saving over 18,300 trees.





Residents participating in Clean Up @ South West recycling drive

Resource Management and Efficiency

Reducing our environmental footprint

Our Targets and Performance

Achievements in FY2023

> 200 tonnes
of e-waste collected from ALBA collection points

Measured and established the baseline for EUI, WEI, and WDI

Our Targets Moving Forward

10%
energy used reduced[6] from the baseline by 2030

10%
water used reduced[7] from the baseline by 2030

30%
waste disposal reduced[8] from the baseline by 2030

[6] Represented by the EUI, which is energy used per unit area
[7] Represented by the WEI, which is water used per person per day
[8] Represented by the WDI, which is waste disposed of per person per day

Our Approach

Our carbon footprint primarily stems from our network of approximately 120 buildings and extensive community engagement activities. To enhance our monitoring capabilities, we are developing a process to collect data, monitor, and manage our environmental performance. Our resource management objectives align with GreenGov.SG's directives, aiming to improve our EUI, WEI, and WDI. We look forward to detailing our strategies and progress in forthcoming sustainability reports.

Resource Management and Efficiency Baseline and Targets

The information below provides an overview of PA's baseline data and targets across the various environmental indicators.

Indicators	Baseline data[10, 11, 12]	2030 Target
Energy		
Greenhouse Gas Emissions (GHG) emissions (tCO_2e) – Scope 2[9]	22,936	–
Electricity consumption (million kWh)	56	
EUI (kWh/m^2)	**85**	**76.5**
Water		
Water consumption (m^3)	1,025,254	–
WEI (litres/person/day)	**248**	**223.2**
Waste		
Waste disposal (kg)	9,349,553	–
WDI (kg/person/day)	**0.8**	**0.6**

Programmes and Initiatives

For new PA buildings, PA will target to meet the Green Mark Platinum and Super Low Energy requirements. For existing buildings, PA will strive to comply with the prevailing Green Mark requirements when existing buildings are scheduled for major retrofitting. PA has also embarked on solar energy feasibility studies, in collaboration with Solar Energy Research Institute of Singapore (SERIS), with the aim of installing solar panels on our buildings.

In efforts to reduce our electricity consumption, the lights in PA's buildings are switched off for an hour during lunch time. We have also encouraged a 'zero printing' initiative for all internal meetings within our organisation to reduce waste. To encourage sustainable habits, GROs are encouraging individuals to bring their own water bottles, adopt paperless practices at GRO meetings, increase the availability of water dispenser points and utilise sustainable cutlery at buffets during GRO-related events.



Switching lightbulbs to LED to encourage energy efficient practices in PA's buildings


Students adopting sustainable habits like BYOB at CCs



We also encourage electronic waste (e-waste) collection within our communities. In collaboration with ALBA, PA has set up designated ALBA e-waste bins at our CCs to encourage residents to properly dispose of consumer e-waste. With 98 e-bins set up across the island, we have collected over 200 tonnes of e-waste in 2023.

Case study: Digitalisation of CDC vouchers

The CDC Voucher Scheme was first introduced in June 2020 during the COVID-19 pandemic to help lower-income households defray their daily expenses, while supporting local merchants and hawkers affected by the pandemic. Paper vouchers were first distributed to 400,000 families identified through government help schemes.

Recognising the need to reduce our waste consumption, a digital version was developed and launched in December 2021, with CDC voucher ambassadors and SG Digital Office deployed to help support merchants and hawkers to learn how to use the RedeemSG Merchant app.

However, recognising that caring for our residents is our primary motive, we ensure that paper vouchers are still made available for those who are not able to access the digital vouchers. In this manner we align our 3Rs strategy while putting our communities first.

Sustainable Procurement

Embarking on the green journey with our partners

Our Targets and Performance

Achievements in FY2023	Our Targets Moving Forward
All consultants and contractors followed Green Procurement guidelines	Continue incorporating and improving on the environmental sustainability considerations in tender specifications and evaluation criteria

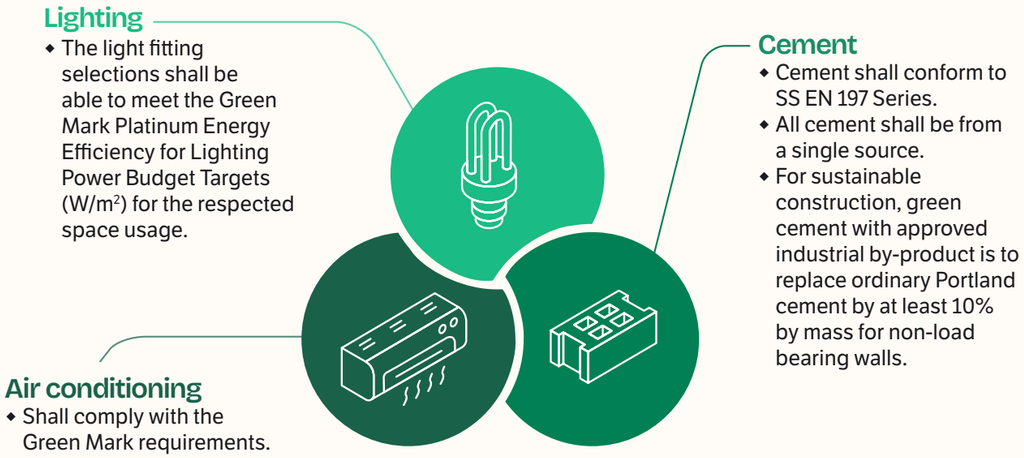
[9] PA does not have any direct emissions from owned or controlled sources; PA had previously owned company vehicles but has since discontinued this service. Hence, Scope 1 GHG emissions are not applicable for PA.

[10] The baseline year for EUI is the average of FY2018-FY2020.
[11] The baseline year for WEI is the average of FY2018-FY2020.
[12] The baseline year for WDI is FY2022.

Our Approach

PA remains committed to achieving sustainable procurement, which involves both environmental and social considerations. PA leverages on the Whole-of-Government Demand Aggregation (DA) contracts that are aligned with GreenGov.SG such as through the procurement of white printing paper accredited under the Enhanced Singapore Green Label Scheme (SGLS+). Internal guidelines have also been established to promote green procurement practices. At PA, all consultants and contractors are to follow these guidelines and practices to uphold high standards of conduct across PA's environmental and social efforts.

PA has tender specifications in place that favour the procurement of more environmentally friendly products. Here are some examples:



Moreover, as part of the tender specifications for suppliers, PA requires the adoption of the Progressive Wage Model. This model helps to increase wages of workers through upgrading skills and improving productivity. It details the approach of increasing lower-wage workers' salaries at a sustainable and meaningful pace.

Programmes and Initiatives

Use of sustainable catering services

In FY2023, PA awarded a DA contract to a panel of catering companies that have provisions for reusable crockery and cutlery; this added service of reusability helps to reduce waste generated. Moreover, caterers that use sustainably-sourced ingredients that are accredited with the Farm-to-Table recognition are highlighted in the ordering guide to support sustainability effort.

Introduction of Gallon Drinking Water

PA has established a DA contract to provide 19-litre Gallon drinking water tanks to encourage the use of personal reusable water bottles as opposed to increasing waste through one-time-use bottled plastic water at various offsite activities.



Appendix

Reporting Framework, Scope and Period

Our inaugural report aligns with PA's GreenGov.SG reporting submission and has been prepared with reference to the Global Reporting Initiative (GRI) Standards 2021 – the most widely adopted standards for reporting on environmental, social and governance topics. PA has also aligned material matters to the corresponding UN SDGs. For our GHG emissions disclosures, we adhere to the operational control approach as outlined in the GHG Protocol Corporate Accounting and Reporting Standard.

The reporting period for this sustainability report is from 1 April 2023 to 31 March 2024 (FY2023), unless stated otherwise. This report includes information on sustainability performance and practices across the entire PA organisation, unless specified otherwise.

This report has not been externally assured for this reporting period. We welcome inquiries and feedback for further improvement. Should you have any questions regarding the contents of this report, please reach us through the contact form here.

Definitions and Methodologies

This section explains the key definitions and methodologies applied for PA's sustainability report. These are adapted in the context of the GRI Standards and various authoritative intergovernmental instruments.

Environment

Greenhouse Gas Emissions

The methodology for calculating Scope 2 emissions follows the GHG Protocol Corporate Standard. We have set our organisational boundary following 'Operational Control' approach. Our reporting scope covers buildings and premises that are owned, occupied, and/or operated by PA where we have full authority to introduce and implement operating policies.

Scope 2 GHG Emissions

To calculate Scope 2 GHG emissions, the latest Grid Emission Factor data was obtained from the Energy Market Authority's website.

Years	GEF (kg CO_2/kWh)
2020	0.407

Energy

Energy use and EUI metrics relate only to electricity use for the FY2023 Sustainability Report. The total electricity use is defined as electricity consumed from the grid. Solar energy generated and used on-site is not included. Biomass energy and energy used for district cooling are also not included. We are working to include other forms of energy used in future reports.

GRI Content Index

GRI Standards Disclosures	People's Association (PA) has reported the information cited in this GRI Content Index for the period 1 April 2023 to 31 March 2024 with reference to the GRI.		
GRI 1 used	GRI 1: Foundation 2021		
GRI Standards Disclosures		**Report Section**	**Page Reference**
GRI 2: General Disclosures 2021			
The Organisation and its Reporting Practices			
2-1	Organisation details	About People's Association	02
2-2	Entities included in the organisation's sustainability reporting	Reporting Framework, Scope and Period	29
2-3	Reporting period, frequency and contact point		
2-4	Restatements of information	As this is PA's inaugural Sustainability Report, PA does not have any restatements of information to disclose.	–
2-5	External Assurance	External assurance has not been sought for PA's FY2023 Sustainability Report.	–
Activities and Workers			
2-6	Activities, value chain, and other business relationships	About People's Association, Board Statement, Deputy Chairman Message	02 – 04
2-7	Employees	We are working towards disclosing more granular details of the information on employees as well as other workers who are not employees of our organisation	–
2-8	Workers who are not employees		
Governance			
2-9	Governance structure and composition	Sustainability Governance, Annual Report	09
2-10	Nomination and selection of the highest governance body	Highest governance body was nominated and selected in accordance to PA Act.	–
2-11	Chair of highest governance body	The Chair of the Board is not a senior executive of the organisation.	–
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance, Annual Report	–
2-13	Delegation of responsibility for managing impacts	Sustainability Governance	09
2-14	Role of the highest governance body in sustainability reporting		

GRI Standards Disclosures		Report Section	Page Reference
GRI 2: General Disclosures 2021			
Governance			
2-15	Conflicts of interest	Processes to ensure that conflicts of interest are prevented and mitigated are set out in PA's Code of Board Governance. This is not disclosed due to confidentiality reasons.	–
2-17	Collective knowledge of the highest governance body	Board Statement, Sustainability Governance	03, 09
Strategy, Policies and Practices			
2-22	Statement on sustainable development strategy	Board Statement, Deputy Chairman Message	03, 04
2-23	Policy commitments	Board Statement, Deputy Chairman Message, Across all material topics	03, 04, 10 – 28
2-24	Embedding policy commitments	Board Statement, Deputy Chairman Message, Across all material topics	03, 04, 10 – 28
2-25	Processes to remediate negative impacts	Across all material topics	10 – 28
2-26	Mechanisms for seeking advice and raising concerns	Stakeholder Engagement, Corporate Governance and Risk Management	06, 17 – 19
2-28	Membership associations	This disclosure is not applicable to PA.	–
Stakeholder Engagement			
2-29	Approach to stakeholder engagement	Stakeholder Engagement	06
2-30	Collective bargaining agreements	This disclosure is not applicable to PA.	–
Material Topics			
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	Materiality Assessment	08
3-2	List of material topics	Materiality Assessment, PA's Sustainability Framework	07, 08
3-3	Management of material topics	Across all material topics	10 – 28

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