





A testament to our sustainability efforts

The retrofitted Nee Soon South Community Club serves as a landmark and visual focal point, drawing residents to the building and its activities.

The facade of the building is defined by contemporary profiles and technological imagery. Central to this effort is the incorporation of the Zero-Energy concept during the retrofitting process, which includes energy-efficient design, renewable energy technologies, and optimised building systems aimed at maximising both energy savings and generation.

As a testament to our sustainability efforts, our building achieved the Green Mark certification as a Net Zero Energy Building in 2024.





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- ◆ PA's Sustainability Framework
- ◆ FY2024 Performance and Key Initiatives



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- ◆ Spark and Nurture Community Participation
- ◆ Build Networks and Connections



Governance

Pursuing Organisational Excellence

- ◆ Sustainable Corporate Governance
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- ◆ Cybersecurity and Data Privacy Stewardship



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Contributing to Singapore's Greener Future

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- ◆ Empowering Green Citizenship
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Board Statement



“As we progress on this journey, let us work closely with our communities to spark meaningful change and nurture a greener, more sustainable future for Singapore.”

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.

PA's organisational strategy and operations. We have reviewed PA's current environmental, social and governance efforts and affirmed their relevance to broader sustainability trends within the public sector in accordance with the Board's direction. As we continue on this sustainability journey, PA will focus on strengthening the social fabric of our communities, reducing our environmental footprint, and enhancing our governance capabilities to achieve our mission as a responsible steward of public resources.

The Board remains actively engaged in overseeing the integration of sustainability into

Chief Executive Director Message

We are pleased to share our second Sustainability Report for the People's Association (PA). PA's commitment to spark and nurture community participation for a caring and united Singapore remains steadfast. Over the past year, we have continued our journey alongside diverse communities while expanding our efforts in fostering a culture of sustainability among our neighbourhoods. In this report, we highlight the significant strides we have made together with our dedicated stakeholders.

Net Zero 2045

In alignment with GreenGov.SG, we are committed to reducing our environmental impact by setting our environmental targets in accordance with its guidelines, empowering green citizenry, and fostering sustainability awareness throughout our networks. Key highlights of our environmental sustainability efforts include the installation of solar panels on five of our buildings, generating over 150 million kWh of solar energy and the certification of 42 PA-owned facilities under the Green Mark scheme. We are on track to meet our 2030 targets, having achieved an 8% reduction in Energy Utilisation Index (EUI) in FY2024 against the baseline. We are also proud to report on the continued growth of the Green Action for Communities (GAC) movement, and the appointment of Sustainability Champions (SCs) in all divisions and offices at PA.

Caring for Our People and Our Community

At the heart of our mission is nurturing a Singapore that cares for its community, with a strong commitment to social sustainability focused on both our employees and the community. PA prioritises the professional growth and wellbeing of our employees, exemplified by the PA Staff Club, which organised diverse programmes that engaged more than 4,000 staff and family members. Our Inno@PA movement further supports

our efforts to foster an innovative culture. Additionally, PA invests in empowering community members through initiatives like the Community Volunteer Enabling Grant, which has disbursed more than S\$0.5 million in grant funds as of December 31, 2024. This grant funds the establishment of Community Volunteer (CV) groups and supports approved volunteering projects, encouraging residents to take ownership of ground-up initiatives within their communities.

Pursuing Organisational Excellence

PA's overarching governance strategy emphasises sustainable corporate governance, responsible risk and compliance management, and cybersecurity and data privacy stewardship. We recognise that achieving organisational excellence in these domains is key to maintaining the trust of our residents and stakeholders. We are aware of our duty to be a responsible steward of the public resources entrusted to us. Over the years, we have developed frameworks, systems and capabilities that empower our staff and volunteers to manage these resources wisely and prudently.

The Road Ahead

These improvements require hard work and perseverance. We thank our staff, volunteers, community partners and residents for your unwavering support. Your involvement has strengthened our sustainability journey and helps us face future challenges with confidence. We look forward to your continued support in building a sustainable community and caring home for all.

Yours faithfully,



Mr Jimmy Toh
Chief Executive Director
People's Association
Singapore



PA's Sustainability Framework

Sustainability at the heart of our communities

Our sustainability efforts support the core mission of PA. Our sustainability framework is structured around three main pillars which correspond to our commitment to the ESG domains. Within each pillar, we have identified material topics – our key enablers and focus areas – where PA and our communities can collaborate to fulfil our commitments.

The framework is aligned with Singapore's national sustainability agenda and the United Nations Sustainable Development Goals (UN SDGs), ensuring that our local actions contribute to wider national and global sustainability efforts.





FY2024 Performance and Key Initiatives



Environment

Contributing to Singapore's greener future



Our Performance

- 93**
GAC groups formed
- 1,664**
sustainability-related events organised by GROs
- >100**
community green projects implemented
- 42**
properties owned by PA are certified by Green Mark, including PA's first Net Zero Energy Building, the Nee Soon South CC

- 8%**
reduction in Energy Utilisation Index (EUI) in FY2024 from baseline
- 64%**
reduction in Water Efficiency Index (WEI) in FY2024 from baseline
- 10%**
reduction in Waste Disposal Index (WDI) in FY2024 from baseline
- 10**
solar feasibility study projects conducted at PA premises
- >1,650**
solar panels installed on five of PA's buildings
- >150**
million kWh of solar energy generated, equivalent to powering >32,000 four-room HDB households for one year
- 109**
e-waste bins deployed at CCs and RNs

- >400**
tonnes of e-waste collected since 2023
- 24**
Electronic Vehicle (EV) charging stations deployed across PA premises
- 146**
SCs appointed to drive adoption of sustainable practices at PA



Our Key Initiatives



Achieved our first Green Mark Net Zero Energy Building, Nee Soon South CC



Introduced the new Distributed District Cooling (DDC) network in Our Tampines Hub



Deployed EV charging stations at CCs



Executed green initiatives led by GACs, including Pasir Ris Sustainability Action Group, Bishan East-Sin Ming GAC, Zhenghua GAC, Marine Parade GAC and Yuhua GAC



Social

Caring for our people and our community

Our Performance



>8,000

volunteers registered since the launch of the interim CV Recruitment Portal in 2024

~S\$504,000

funds disbursed through the Community Volunteer Enabling Grant (CV-EG) scheme as of 31 December 2024

40,000

grassroots volunteers (GVs) and

21,000

CVs in our volunteer pool engaged

>4,400

of PA's employees and their families engaged through PA Staff Club to promote work-life harmony

Our Key Initiatives



Celebrated learning and innovation (L&I) efforts with the Inno@PA Movement



Fuelled community projects through the CV-EG



Continued and improved iCARE visits to CCs and #BecauseiCARE Day



Provided skills and career guidance at SkillsFuture Advice@CDC



Enriched staff engagement and work-life harmony through our PA Staff Club



Supported households with daily necessities through the Community Development Council (CDC) Vouchers Scheme



Enhanced volunteer management and engagement through the GRL@PA Portal



Launched the interim CV Recruitment Portal



Governance

Pursuing organisational excellence

Our Performance

ZERO

cybersecurity breaches and data leaks

771

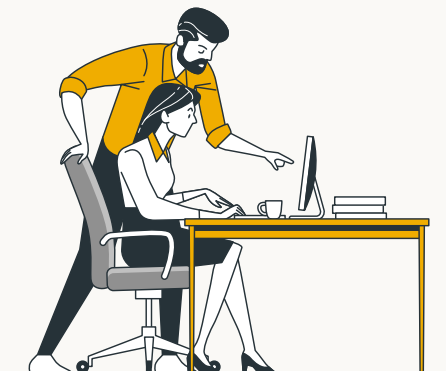
participants engaged in cybersecurity trainings and briefings

100%

of PA staff completed training on cybersecurity and data protection

100%

communication of Code of Conduct to all PA employees and GV



15

vendors engaged during Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) session on ethical contracting standards and fair employment practices

Our Key Initiatives



Held the annual Community Development Welfare Fund briefing to share key highlights on governance matters



Administered phishing simulations and ICT audits



Collaborated with TAFEP to organise session on ethical contracting and employment practices



Organised trainings and briefings on cybersecurity throughout the year



Established an Enterprise Risk Management (ERM) framework



Launched the GRO toolkit and Field Governance Offices to strengthen compliance



Environment

Contributing to Singapore's Greener Future



Reducing Environmental Impact

Green buildings



42

PA-owned
facilities are
Green Mark
certified



80%
Green Mark
certification
targeted for all
PA buildings
by 2030

Achieved our first Green Mark Net Zero Energy Building, Nee Soon South CC

We optimise energy savings and generation through natural ventilation, strategic window placement, and high-efficiency HVAC systems with smart thermostats. A building management system allows real-time energy monitoring, supporting our sustainability goals. There has been a total of 3,034 MWh of solar energy generated from the panels installed at Nee Soon South CC, maximising both energy reduction and energy generation.



Solar panels on the roof of Nee Soon South CC.

Prominent Green Mark features at Tampines Changkat CC

Tampines Changkat CC recently achieved Green Mark Gold certification, a testament to its commitment to environmental stewardship. The CC incorporates a range of green features, to name a few:

- ◆ Sustainable construction practices were adopted, including the use of Mass Engineered Timber and Singapore Green Building Products, ensuring environmentally responsible material choices.
- ◆ Water efficiency was prioritised through fittings with high Water Efficiency Labelling Scheme ratings.
- ◆ The building's energy performance is enhanced by an efficient Variable Refrigerant Volume air-conditioning system and 100% LED lighting, complemented by smart motion sensors in low-occupancy areas to minimise energy waste.

These integrated features collectively support Tampines Changkat CC's sustainable outcomes and its role as a green community hub.



Our Green Mark Gold building – Tampines Changkat CC.





New Distributed District Cooling network in Tampines Central to reduce carbon emissions by 1,000 tonnes annually

The Distributed District Cooling (DDC) network in Tampines Central is a pioneering, energy-efficient cooling solution serving seven existing buildings. Developed by SP Group as part of the Tampines Eco Town initiative, it utilises existing in-building chiller plants and injects nodes with excess cooling capacity as part of a centralised cooling solution.

Our Tampines Hub is one of the key contributors to this efficient DDC network.

Commencing operations in 2025, the initiative is projected to save 2,300 MWh of energy annually, equivalent to 1,000 tCO₂e per year. This is comparable to removing 910 cars from our roads or powering more than 710 three-room HDB households for a year. In March 2025, when fully operational, the network achieved a reduction of 375,087 kWh in energy consumption compared to that in March 2024.



Distributed Cooling Network at Tampines Eco Town.

Renewable energy: Solar energy feasibility studies and EV deployment



10
solar feasibility studies and over 150 million kWh of solar energy generated



24
EV charging stations established



Installed more than 1,650 solar panels on five PA buildings

Solar panels have been installed across PA Headquarters (PAHQ), Bukit Panjang CC, Changi Simei CC, Nee Soon South CC, and Our Tampines Hub. Among these, Our Tampines Hub and Nee Soon South CC account for the largest installations, with 830 and 470 solar panels respectively.

Looking ahead, we plan to conduct 10 more feasibility studies in 2025. All future building upgrades will also include provisions for solar panel connectivity.



Changi Simei CC (top) and Bukit Panjang CC (below) are two key PA buildings that have solar panels installed on the rooftops.



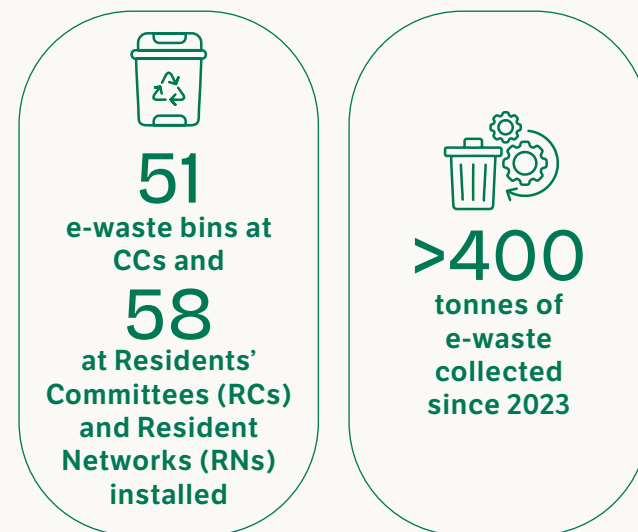
EV charging station at a PA facility.

EV charging stations deployment at CCs

PA has established 24 EV charging stations across seven CCs and plans to deploy additional stations at 11 more PA buildings. This aligns with Singapore's Green Plan 2030 which aims to achieve 100% cleaner energy vehicles by 2040 through the promotion of EVs to reduce the nation's carbon footprint. Our commitment to EV charging infrastructure will support the growing demand for EVs and enhance the charging network, facilitating the transition to EVs.



Reducing environmental footprint within PA and its premises



Sustainability efforts within PA offices

Responsible waste management includes recycling recyclable materials like plastic, paper, glass, and metal. In FY2024, PA expanded recycling bin installations across all buildings to encourage recycling among employees and residents. Furthermore, since 2023, PAHQ has been actively promoting the complete adoption of the 'Go25' initiative which seeks to maintain a temperature of 25 degrees Celsius. Additionally, to save energy, PA launched the 'Lights Off During Lunch' initiative, encouraging employees to turn off the lights during lunch breaks to reduce consumption and promote sustainability awareness.



Air-conditioning temperature control at 25 degrees Celsius at PAHQ.

Increased deployment of e-waste bins at PA-owned buildings

Singapore has seen a significant increase in e-waste due to the rapid adoption of technology and electronic devices, leading to an increase in discarded electronics. However, e-waste often contains hazardous materials, such as lead and mercury, which can harm the environment and public health if not disposed of properly.

Since 2023, PA has collaborated with ALBA, Singapore's e-waste operator, to install e-waste bins across its premises, with 51 bins at CCs and 58 at RCs and RNs. Since the start of this initiative, over 400 tonnes of e-waste have been collected. In the following years, PA is committed to expanding e-waste bin installations at all CCs to further promote responsible disposal practices.



E-waste bin installed at Siglap CC.

Empowering Green Citizenship

Green Action for Communities movement

Established in 2022, the GAC movement is a nationwide initiative that empowers community leaders and residents to ideate and organise grassroots actions that promote environmental sustainability.



Notable Initiatives

Pasir Ris Sustainability Action Group: Inculcating an appreciation for nature

The Pasir Ris Sustainability Action Group organises mangrove walks which emphasise the role of mangroves in climate action, enabling residents to appreciate these vital ecosystems. They received a Certificate of Appreciation from NParks for exemplary efforts in organising the greatest number of Nature Kakis activities.

In 2024, they launched three new initiatives: the Intertidal Walk, Climate Change Mangrove Walk, and the Mangrove Guide Programme for Facilitators, resulting in 456 volunteer hours, the development of 24 skilled volunteers, and the delivery of six community sessions led by trained environmental leaders. Additionally, the Group conducts beach clean-ups that have contributed 300 volunteer hours in ten sessions.

The Workgroup also introduced gamified nature trails to engage residents in eco-challenges and environmental education, making conservation efforts more interactive and encouraging greater community participation.



Participants discover uncommon wildlife animal during one of the Group's guided Mangrove Walks.



Pasir Ris Sustainability Action Group's Earth Day 2025 Mangrove Photo Walk activity.



Bishan East-Sin Ming GAC: Leading sustainable initiatives

Food Rescue Programme

Since its launch in 2022, Bishan East-Sin Ming GAC regularly organises food rescue initiatives to reduce food waste. With the dedication and support of CVs who regularly sort and distribute rescued food, each monthly food rescue session successfully diverts approximately 5,000 kg of food from going to waste. Cumulatively, this has amounted to a whopping 180,000 kg of food waste avoided since its inception. Furthermore, each session benefits nearly 500 recipients. This demonstrates the significant environmental and social impact that dedicated volunteers can have on their community.



Residents collecting fresh fruits at Bishan Community Club's food distribution drive.

Repair Kampung Programme

Each month, around 60 residents gather at Bishan CC to repair household items – ranging from electronics to textiles – promoting sustainability and reducing waste. The sessions also serve as informal learning platforms, where residents gain basic repair skills and exchange knowledge. Supported by volunteers and hobbyists, the initiative strengthens community bonds while encouraging mindful consumption.



Volunteers teaching repair skills at a Bishan East-Sin Ming Repair Kampung session.

Zhenghua Green GAC: Sustainable living



A resident hands over bags of pre-loved clothes to an Alba Waste Collector representative for weighing.

Cash-for-Trash Programme

Since February 2019, Zhenghua Green has collaborated with Alba Waste Collector on the Cash-for-Trash programme, promoting sustainable waste management. Operating at four locations monthly, it rewards residents for recycling paper, clothing, and metal, collecting about 100 kg of recyclables weekly and enhancing community engagement in recycling efforts.

Zhenghua Green GAC: Sustainable living

Monthly Zhenghua Pre-loved Market

Launched in June 2024, the pre-loved market promotes sustainable consumption by enabling residents to exchange used items for monetary value. The monthly event has attracted nearly 100 vendors and over 10,000 visitors, offering hands-on exposure to circular economy concepts.

Zhenghua Green's sustainability efforts have been recognised with the Platinum Award at the 2024 Green Living Awards, jointly presented by the NEA and North West CDC.



A resident vendor showcases her collection of pre-loved dolls and figurines at the bustling Zhenghua Pre-loved Market at Senja Hawker Centre.

Marine Parade GAC: Practicing urban farming

Marine Crescent Ville RN's Kitchen Garden has evolved from a simple plot into a dynamic green hub for sustainable urban farming. In partnership with Foo Hai Elderly Lodge, vegetables are harvested and prepared as nutritious meals for the elderly, fostering a farm-to-table initiative that connects seniors, caregivers, and volunteers. Collaboration with The Hut, a drop-in centre for children and youth, allows young participants to learn gardening basics alongside senior volunteers, promoting intergenerational bonding.

Meanwhile, the community garden serves as a hands-on learning space where residents pick-up herb and vegetable cultivation and composting techniques. To date, over 30 families have participated in edible corner workshops, gaining valuable insights into sustainable food practices and waste management.



Gardeners share composting techniques with Minister Dr Vivian Balakrishnan during a community visit.



Gardeners from Our Kitchen Garden presenting varied seedlings to young learners from The Hut.



Yuhua GAC: Innovative practices

Yuhua Agritech Solar (YAS) Living Lab

Located at Block 354 Jurong East Avenue 1, the YAS Living Lab is one of Singapore's pioneering integrated solar-agricultural projects, transforming an underutilised carpark rooftop into a sustainable urban farming hub.

The lab brings together project partners to test eight sustainable farming innovations. These include Project Shine, which uses black soldier flies to convert waste into fertiliser for muskmelon farming and prawn feed, and the National University of Singapore's Solar Energy Research Institute of Singapore, which combines rotating solar panels with



YAS Living Lab features the future of farming where solar, aqua-tech, and agri-tech converge.

an aquaponic system for vertical vegetable farming. This platform promotes hands-on innovation and serves as an educational space.

Yuhua Green Day

Yuhua Green Day is an annual event focused on environmental sustainability. One highlight is the community marketplace for residents to exchange pre-loved items. Additionally, there are workshops on green living and demonstrations by various organisations that showcase practices like upcycling, urban farming, and resource conservation, effectively engaging residents in learning about and practicing environmental responsibility.



Nurturing connections: Residents trade plants and gardening advice at Plant Swap SG booth.

Building Sustainability Awareness In Our Networks

Capacity Building



146
Sustainability Champions
(SCs) appointed as of
May 2025

146 SCs appointed across our divisions and offices to promote sustainability awareness

SCs lead initiatives to implement sustainable practices at the office level, focusing on reducing water and electricity consumption, and encouraging the principles of Reduce, Reuse, and Recycle. As of May 2025, there have been a total of 146 SCs appointed, demonstrating PA's commitment to fostering an environmentally conscious workplace. An Appointment Ceremony for the SCs will be held in November 2025.

PA's sustainability engagement sessions and training programmes

To ensure that sustainability is integrated at all levels of our organisation, PA conducts engagement sessions for management from all divisions. In FY2024, PA facilitated two sessions focused on environmental sustainability, including critical topics like the global sustainability agenda, PA's sustainability framework, PA's nine key material topics, and key whole-of-government environmental targets for PA to achieve.

PA also equips managers with the skills to implement sustainable practices. We offer

specialised courses for Estate Management Division facility and Building Division project managers, such as the 'Understanding Sustainability for Business' course, which provides practical insights on sustainability implementation.

Managers can also become certified sustainability practitioners through the Centre for Sustainability and Excellence Certified Sustainability Practitioner programme, covering essential sustainability topics. This comprehensive training enables participants to effectively integrate sustainability into decision-making and support sustainable organisation strategies.



Sustainability briefing session for PA Senior Management.

Sustainable Procurement

Green procurement guidelines for all consultants and contractors

PA leverages Whole-of-Government Demand Aggregation (DA) contracts that align with GreenGov.SG initiatives. One example is the procurement of white printing paper accredited under the Enhanced Singapore Green Label Scheme (SGLS+).

PA has also established internal guidelines that require all consultants and contractors to adhere to high standards of conduct in support of PA's environmental and social efforts. Our tender specifications further emphasise this commitment by favoring the procurement of environmentally friendly products, such as green cement. Through these initiatives, PA aims to foster greater awareness and responsibility within our wider network.

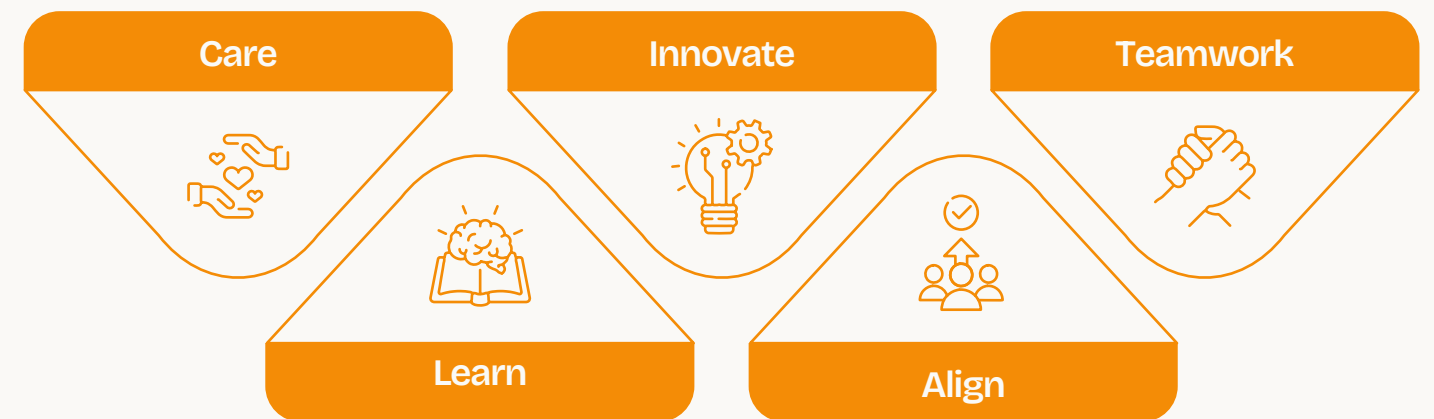


Social

Caring for Our People and Our Community



PA's five cultural patterns are central to our commitment to enhancing positive impact for both our people and our community.



Our People: Enhance Wellbeing and Development



Career growth support for our people throughout their journey with PA

PA supports employees throughout their career journey. The Induction Programme conducted by the National Community Leadership Institute (NACLI) introduces new hires to the organisation's mission, vision, and values, fostering connections across departments and with senior management. NACLI also offers milestone and development programmes such as the Youth Leadership Collective and Leaders in Community Programme.

Our leaders benefit from Whole-of-Government leadership programmes and executive training opportunities at local and overseas institutions. PA takes a holistic approach to leadership development through structured programmes,

coaching, and a 360-degree feedback system to nurture and grow our staff.

Looking ahead, we will launch a dedicated PA learning platform and talent gateway, along with a comprehensive learning framework. Short-term attachments and flexible work arrangements broaden exposure and accommodate diverse needs for career development.

To strengthen people management, supervisors are trained in career conversations and performance management. High-potential officers are identified and nurtured through targeted interventions and mentoring by senior leaders, ensuring well-rounded development of capabilities.



Celebrating Learning and Development at the PA Scholarship and Learning & Development Awards Ceremony

To nurture young talent, PA offers both local and overseas undergraduate scholarships to outstanding students passionate about community development. Scholars receive full tuition and compulsory fees, along with development opportunities in community organisation and leadership through community projects, engagement with GVs

and PA leaders, strategic job placements, and overseas attachments programmes.

This year, PA celebrated six undergraduate scholars and 35 officers who received the Undergraduate Scholarship, Postgraduate Scholarship, and Learning & Development Awards. The ceremony celebrated learning and achievement, fostering meaningful connections among scholars, award recipients, and mentors.

Promoting continuous learning and innovation exemplified through Inno@PA

The Inno@PA Movement was introduced in July 2023 to celebrate our learning and innovation (L&I) efforts and dedicate resources to foster an L&I culture at PA.

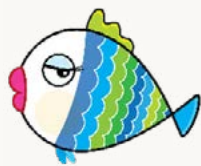
Our approaches	Our initiatives
Whole-of-PA efforts leveraging expertise of PA units	InnoPlayground Celebrate L&I efforts and provide one-stop L&I resources
Leadership endorsement for creation of safe space, resources and protected time	InnoBreak & InnoFund Commit Resources for L&I
Foster self-directed L&I culture	InnoLearn & InnoChallenge Build the L&I culture

In 2024, the PA InnoChallenge engaged over 230 staff across 43 teams to enhance workplace culture and promote innovation. Building on this success, the InnoLearn Series, launched since 2023, aims to further nurture innovation capabilities. The 2025 series featured a Behavioural Insights webinar which was co-hosted with the Ministry of Manpower (MOM) and sparked significant interest in the science of decision-making.



110 team representatives completed learning journeys to Centre for Healthcare Innovation, Gardens by the Bay, KPMG Digital Village, MOM Services Centre, and LEGO.

This webinar was further complemented by a series of Design Thinking and User Experience workshops, learning journeys, and discussions. For instance, during the Design Thinking and User Experience workshops, participants gained insights into Human-Centered Innovation and design thinking methodologies, engaging in hands-on experiences with various tools such as user journey mapping, Substitute, Combine, Adapt, Modify, Put to another use, Eliminate, and Reverse (SCAMPER), and concept creation. The successes of InnoChallenge and InnoLearn have generated significant momentum for ongoing innovation efforts at PA.



Innie, the Inno-Fish, is our innovation mascot, inspired by the fishbone diagram – a tool for uncovering root causes and developing solutions. Innies embodies the spirit of continuous learning and innovation at PA.

Building a caring culture since 2021

PA demonstrates its commitment to a caring culture through iCARE visits and #BecauseiCARE Days. iCARE visits, led by senior management, bridge understanding between HQ and frontline staff, addressing operational challenges and fostering meaningful engagements. This year, the #BecauseiCARE Day 2024 was extended to frontline staff at Integrated Community Hub and Specialists CCs – PASSion Wave outlets and imPact@Hong Lim Green – on top of the decentralised self-care activities at the GRC-level in the 2023 iteration.



Tanjong Pagar GRC's #BecauseiCARE Day.



Staff with their children during Bring Your Child to Work Day 2024.

Engaging over 4,400 of our people through PA Staff Club

The PA Staff Club fosters staff engagement and work-life harmony. This year, it organised ten sports activities that engaged 1,494 staff, and 18 family-focused programmes that attracted 4,406 participants. In addition, the club's corporate pass programme enabled 2,442 visits to local attractions and enriching recreational opportunities for staff and their families.



Inter-Division Games Dragon Boat Challenge 2024.



Our Volunteers: Spark and Nurture Community Participation



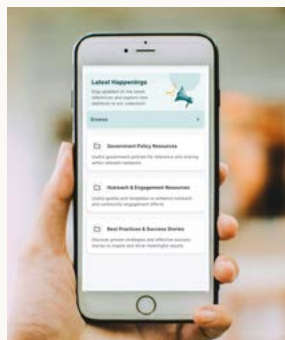
>8,000
volunteers registered
since the launch
of the interim CV
Recruitment
Portal



100
GAC projects
executed
800
community leaders
and SCs engaged

Resources for Grassroots Volunteers for knowledge sharing and collective learning

PA has introduced a knowledge library in GRL@PA for GVs to deepen their understanding of essential processes and best practices. It offers news highlights, rules and guidelines, best practices, and a list of useful resources to empower GVs in their roles. Additionally, we are exploring the development of playbooks on areas such as designing meaningful volunteering opportunities.



Knowledge library in GRL@PA offers useful resources, guidelines and best practices.

Enhanced volunteer management and engagement with GRL@PA Portal

PA has implemented the GRL@PA portal, designed to streamline and optimise processes for PA staff by digitalising manual work processes and enhancing accessibility and usability. The portal also serves as a one-stop platform to engage GVs and empower them in their community work. Key features include self-service capabilities for scheme applications, service records, and access to a knowledge library with corporate information and best practices. Additionally, the portal serves as a gateway to other grassroots-related platforms, such as Grassroots E-Mart System II (GEMS) for procurement and Grassroots Financial Accounting System (G-FAST) for accounting.

The GRL@PA mobile app provides on-the-go capabilities, enabling GVs to serve their communities efficiently. Additional features such as attendance taking and exit management are in development.



GRL@PA, a one-stop platform that empowers GVs in their community work.

Expanding our volunteer network with streamlined recruitment process

A streamlined volunteer recruitment process has helped PA expand its volunteer network and build deeper connections within our local communities. This has resulted in the registration of over 8,000 volunteers since the launch of the interim CV Recruitment Portal.

Furthermore, PA is expanding the CV scheme to encourage residents to volunteer based on their passions. This year, we are also enhancing online visibility by featuring CV stories on social media and updating the volunteering page on the PA corporate website, while also collaborating with external partners to extend the reach of the CV Scheme.



Stories of our volunteers



Ms. Jessica Ong
Community Volunteer

Driven by her passion for conservation and green living, Ms. Jessica Ong, a senior logistics manager and Tampines West resident, has been volunteering at the Block 912 Tampines West community garden since 2023. Today, she continues to be actively involved in re-designing the garden, conducting workshops and organising events at the garden. One of her recent initiatives was the Tampines Summerville RN Mother's Day Garden Tea Party where Ms. Ong facilitated a terrarium workshop and led the distribution of freshly harvested vegetables to residents.



Ms. Jessica Ong volunteering at the Block 912 Tampines West community garden.



Ms. Maya Patnaik
Community Volunteer / GAC Co-Chair

Ms. Patnaik is the co-chair of Our Green MoCa (OGM), an initiative focused on educating residents about reducing plastic waste and reusing materials. She has organised various workshops on zero-waste cooking and garden-to-table practices. In the OGM upcycling project, she collaborated with partners such as the Singapore American Club and Ralph's Coffee to collect over 80,000 plastic bottles, weighing over 500 kg. She also develops publicity materials, manages OGM's social media, and represents OGM at partner events.



Ms. Patnaik teaches residents how to upcycle newspapers into household items during an OGM event.



Mdm. Sarimah Binte Amat
Grassroots Leader

As Vice Chairperson of Nee Soon Central Zone 3 RN, Mdm Sarimah plays a key role in the Growing Together: Community Garden & Food Rescue Initiative. She leads a team of 26 volunteers, training them in logistics, resident engagement, and food safety. At each event, she shares practical tips on salvaging imperfect food and reducing household waste. Passionate about guiding the next generation, Sarimah teaches children the value of sustainability and caring for the environment.



Mdm. Sarimah Binte Amat practices sustainable gardening using eggshells.



Our Community: Build Networks and Connections



~S\$504,000

in the Community Volunteer Enabling Grant (CV-EG) funds has been disbursed as of 31 December 2024



>3,000

children supported through the School Starter Kit @ Central initiative

Fostering Community Connections and Collaboration

Empowering community initiatives through financial support

The CV-EG empowers residents to initiate community projects by providing funding for establishing CV groups and implementing approved projects. The grant offers kickstart funding of up to S\$1,000, enabling CVs to execute meaningful initiatives that promote civic participation with additional funds available for projects exceeding S\$1,000

upon completion and verification of expenses. In 2024, the CV-EG scheme supported youth volunteers at Siglap South CC to kickstart a ground-up composting project to “turn food waste into gold”, which made a positive impact to the neighbourhood and sparked community movement towards starting home composting for the better of the natural environment. As of 31 December 2024, approximately S\$504,000 in grant funding has been disbursed, reflecting our commitment to active civic engagement.

Fostering community collaboration through Community Innovation Spaces

With a refreshed mission to spark and nurture community participation, we have introduced Community Innovation Spaces (CIS) in CCs. These designated and redesigned spaces provide a conducive environment for residents, volunteers, and partners to come together to ideate, share insights, and testbed innovative solutions to local issues.

This initiative is part of PA’s overarching mission to move from serving the needs of residents to encouraging residents to co-create solutions with us. Furthermore, this transforms PA spaces from mere common areas into arenas that spark creativity, foster collaboration and empower active participation.



Renovated CIS @ Geylang West CC.

Smart Networked RN Centres enhance accessibility to community spaces

The recent implementation of remote door access systems enable residents to utilise spaces at the RN centres at any time, independent of staff presence. Such improved accessibility has transformed RN Centres into truly resident-centric spaces, moving beyond spaces that are for use only during conventional operating hours, to become versatile community hubs where residents can utilise spaces for various purposes. CCTV surveillance throughout the premises ensures security and safety of the residents. This flexibility has led to an increased usage of the centres and a growth

in ground-up initiatives. Looking ahead, by 2027, the digitalisation of all RN Centres will further enhance such accessibility.



Smart RN Centres provide accessibility to RN Centres near home where residents can book to organise birthday celebrations, festive gatherings, wedding anniversaries, baby showers and many more.

Enhancing community vibrancy with exciting RN Division programmes

The Water Carnival Package exemplifies PA’s “plug-and-play” programming model, offering a ready-to-deploy event resource including inflatables, paddle boats, game and snack booths, and lifeguards.

This initiative fosters conversations and strengthens partnerships between RNs, Neighbourhood Committees, and Management Corporation Strata Titles (MCSTs), while reaching harder-to-engage residents. Since



A Water Carnival event at The Rainforest (Chua Chu Kang Division).

2018, the package has been deployed over 600 times, engaging 100,000 residents across 350 unique MCSTs.

Bringing arts to life with beneficiaries through WeCare Arts Fund @CDC

The WeCare Arts Fund, established in partnership with CDCs and the National Arts Council, aims to make arts accessible to beneficiaries from social service agencies and Self-Help Groups. It supports projects where artists engage with beneficiaries through art forms such as workshops and music sessions, uplifting beneficiaries’ lives and fostering social connections.



Beneficiaries expressing themselves artistically with the support of WeCare Arts Fund.



Supporting our Communities to Strengthen Our Social Fabric



Skills for Good Festival, Plaza Singapura, Central Singapore CDC.

New SkillsFuture courses to build future-ready skills for our communities

Since 2017, the SkillsFuture Advice @ CDC initiative has empowered Singaporeans with essential skills and career guidance through workshops, job fairs, and industry-specific sessions.

The recent SkillsFuture @ CDC Festival focused on the Digital, Green, and Care economies, addressing emerging workforce demands. By offering relevant training, we aim to alleviate economic anxieties and promote lifelong learning tailored to community needs.

Supporting Singaporean households and local heartland businesses through the CDC Vouchers Scheme

The Community Development Council Vouchers (CDCV) Scheme was launched in 2020 during the height of the COVID-19 pandemic to support Singaporean households and local heartland businesses impacted by the pandemic. In 2021, the scheme transitioned from paper to digital vouchers as part of efforts to promote

environmental sustainability and to encourage businesses to embrace digital payment methods.

In its sixth tranche in January 2025, the network of CVs supporting on-the-ground voucher distribution expanded significantly, with strong participation from students in schools and Institutes of Higher Learning during the launch period.

The CDC Planning & Development Team, together with the five CDCs, adopted a whole-of-government approach, leveraging existing government solutions such as RedeemSG, Postman, Go-where, Singpass, and Infocomm Media Development Authority's Customer Relationship Management system. This was further supported by the PA's Grassroots team, forming a comprehensive ecosystem to facilitate the administration of the CDCV.

Furthermore, we continue to rally the whole-of-community, encouraging those who are able to assist those in need, thereby supporting the daily needs of Singaporeans.



PA adopts a digital-first but not digital-only approach.

Empowering women through early cancer detection

The North East Cancer Warrior Support Scheme offers peace-of-mind and financial support to women diagnosed with breast cancer. In partnership with SingHealth and Health Promotion Board's Screen for Life programme, eligible women in the North East District

receive free mammogram screenings. If diagnosed through the scheme, beneficiaries may receive up to S\$10,000 in financial assistance, comprising:

- ◆ Up to S\$5,000 for out-of-pocket medical expenses after national subsidies
- ◆ S\$5,000 cash assistance to help with cost-of-living needs



North East Cancer Warrior Support Scheme event.



A local resident attends a Pop-Up Market.

Supporting 8,000 families at North West Service Weeks

North West Service Weeks provides quarterly support to residents in public rental flats and local welfare schemes through food and household essentials. Corporate and community volunteers run Pop-Up Markets, allowing residents to customise care packs. Some partners also offer home improvement services or additional items and vouchers. In FY2024, 84 Pop-Up Markets were held, benefitting 8,000 families with support from over 40 partners.



Providing school supplies to over 3,000 children

'School Starter Kit @ Central' aims to ease the financial burden of low-income families with school-going children by helping to defray some of the expenditures for their children's new school term. 'School Starter Kit @ Central' provided these children with bookstore vouchers which allowed them to purchase necessary school supplies such as textbooks, stationeries, and other learning materials. Each year, more than 3,000 children within the Central Singapore District benefit from this meaningful initiative.



Students receiving their bookstore vouchers to enable them to purchase new school supplies.



Community members attend FairPrice Walk for Rice+ @ South East.

Mobilising steps for community support

Launched in 2009, FairPrice Walk for Rice+ @ South East encourages more-able community members and organisations to walk or run to raise grains for vulnerable residents in the South East District. For every 300m walked, FairPrice Foundation donates 1 bowl each of brown rice, white rice, and oatmeal. The initiative mobilises residents, schools, corporates, and grassroots groups to strengthen community bonds while supporting the vulnerable. Grains earned are distributed through partner organisations.

Accessible Meals for All in the South West

Value Meals @ South West is a joint initiative by South West CDC and Select Group to provide affordable meals (at S\$3 or below) via 80 vending machines located in heartland areas. The machines offer a variety of ready-to-eat options, including halal meals. To support vulnerable residents, S\$600,000 worth of meal credits have been sponsored by Select Group and distributed based on residents' needs.



A South West resident retrieves a Value Meal from a vending machine.



Governance

Pursuing Organisational Excellence





Sustainable Corporate Governance

Awareness and Capacity Building



GRLs attending a briefing on good corporate governance.

Refresher on the code of governance at the annual Community Development Welfare Fund briefing

The annual Community Development Welfare Fund meeting refreshes the importance of proper governance, underscoring their roles and responsibilities as governing members while highlighting key audit issues. These refreshers offer a comprehensive overview of the charity sector, drawing attention to revisions in the code of governance and the various systems and processes that have been established to strengthen governance.

Educating employees on the Code of Conduct and contractors on Tripartite Alliance for Fair and Progressive Employee Practices

To enhance corporate governance at all levels, PA has established core functional competencies designed to strengthen accountability, transparency, and ethical decision-making among its officers. This structured competency framework equips PA officers with the skills needed to tackle future challenges effectively. Additionally, all officers must complete an annual Code of Conduct quiz and submit a yearly declaration. Newly appointed GVs are also provided the Code of Conduct through the GRL@PA portal. To further refresh their understanding of corporate governance practices, officers can utilise the LEARN@PA platform.

Corporate governance at PA involves not only our employees but also extends to the contractors we engage. In collaboration with

the Tripartite Alliance for Fair and Progressive Employee Practices (TAFEP), PA engaged 15 tenants in a sharing session on the Tripartite Standards, specifically tailored for DA contractors.

Through equipping participating DA contractors with knowledge of ethical contracting standards and fair employment practices, PA seeks to promote a more equitable working environment and social sustainability.



A session with NTUC on the TAFEP Standards.

Responsible Risk and Compliance Management

Navigating the Risk Landscape



Establishing a robust framework for Enterprise Risk Management

In FY2024, PA established an Enterprise Risk Management (ERM) framework to provide a unified approach to risk management across the organisation. PA identified 12 key risks that could significantly impact its mission. These risks span three broad focus areas: strategy, compliance, and operations.

Under this framework, each risk is overseen by a risk owner, a member of PA's senior management team, who coordinates the monitoring and assessment of the risk, and ensures the implementation of mitigating measures. Furthermore, the risk owners would closely monitor and regularly report these key risks to the Chief Executive Director and senior management.

Mitigating Operational Risks and Compliance Risks

Ensuring Compliance through the GRO toolkit and Field Governance Offices

To address operational and compliance risks under our ERM framework, PA is streamlining operations and strengthening volunteer and data management. This includes maintaining a robust volunteer pool and ensuring proper data handling to reduce risks.

In FY2024, we introduced a new GRO toolkit that provides practical advice and informative guides to assist GROs in daily tasks – from

acquisition of goods and services to collection and payment processes – to improve effectiveness.

One outcome has been the time and effort saved by eliminating manual tasks like invoice stamping, thereby streamlining administrative tasks.

Complementing this effort is the ongoing setup of Field Governance Offices to enhance oversight and strengthen compliance.



Ongoing awareness building on procurement governance

PA continues to raise employee awareness on procurement governance through training courses on procurement topics and Community of Practice sessions. Since FY2023, PA began introducing procurement e-learning courses for employees to complement the existing face-to-face training courses. Additionally, PA employees are regularly apprised of current policies and procedures through regular updates via circulars and electronic direct mails (EDM).

This year, PA has also identified the core functional competencies to strengthen corporate governance and ensure PA officers are future-ready. This encompasses a structured roadmap that defines the blueprint for successful performance of officers undertaking governance roles. For example, officers that hold a specialised procurement role are required to complete relevant procurement training ranging from policy development to contract management.

Enhancing the Grassroots Financial Accounting System

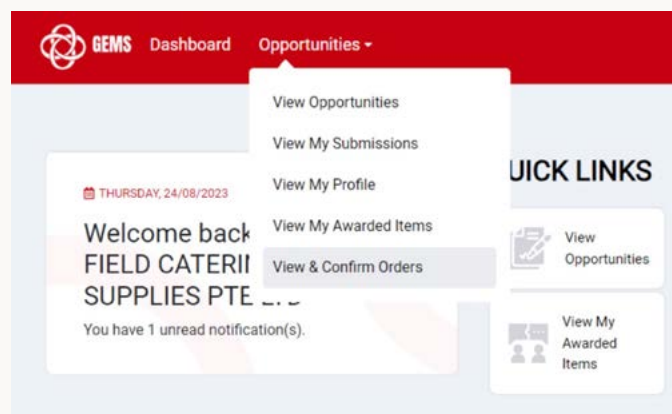
The adoption of G-FAST since 2020 has refined PA's financial processes such as introducing system checks against duplicate payments and self-approved claims, allowing on-the-go approvals of payment vouchers through electronic devices, and enabling electronic payments and e-invoicing for GROs. These e-initiatives have improved work efficiency for the GROs with estimated time savings of 48,100 manhours each year and GRLs as well as staff can work more efficiently and re-channel their time towards outreach efforts for residents.



The adoption of G-FAST has refined PA's financial processes, improving work efficiency among GROs.

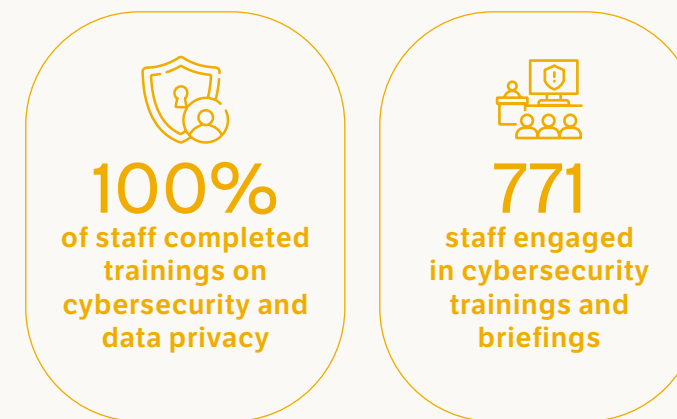
In 2024, e-invoicing for GROs was introduced, adding an estimated time savings of 3,250 manhours a year.

Overall, G-FAST strengthens governance, increases efficiency, and brings a more seamless experience to both GRLs and staff.



Vendors can view their orders on the GEMS dashboard.

Cybersecurity and Data Privacy Stewardship



Knowledge sharing and ICT audits

Reinforcing knowledge through trainings and briefings

Education plays a pivotal role in PA's cybersecurity strategy. ICT disseminates security awareness articles for employees to staff via EDMs. Additionally, monthly briefings are conducted for new hires, featuring a cybersecurity session led by the Security Incident Response Officer and a data-related session run by the Data Management Division (DMD). These initiatives are further supported by refresher courses and the annual Incident Management Tabletop Exercise, which are aimed at improving incident management responses and promoting vigilance among key stakeholders, including the CED, DMD, and Corporate Communications.

In FY2024, all PA personnel have received communication and have completed their mandatory trainings on cybersecurity and data protection. In addition, PA extends its cybersecurity efforts beyond internal operations, conducting two dedicated sessions for vendors, facilitated by the Agency Chief Information Security Officer.

Building cybersecurity awareness with phishing simulations and quizzes

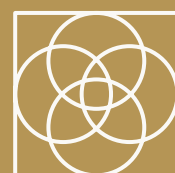
To bolster defences against potential threats, phishing simulation tests are administered throughout the year, ensuring that personnel are well-prepared to identify and mitigate phishing attempts. Mandatory training sessions are also held for individuals identified as phishing exercise offenders to promote continuous improvement and awareness. Notably, ICT Coordinators appointed from each department and employees who repeatedly fail phishing tests are given extra training on how to identify phishing emails.

Additionally, employees undergo cybersecurity and data protection e-training before taking a cybersecurity quiz on an annual basis. This assesses their understanding of best practices and ensures that they are equipped to effectively protect sensitive information and mitigate cybersecurity risks.

Strengthening security with ICT systems and audits

To facilitate the prompt disablement and removal of inactive and resigned employees, ICT has implemented a Central Accounts Management system developed by GovTech. Furthermore, ICT has implemented immutable backups for all systems to ensure that backups are not compromised and are available for recovery in the event of a ransomware attack.

Additionally, regular ICT internal and external audits are conducted to identify vulnerabilities. PA has also developed a "PA After Action Review Report" in which root causes are to be identified, and corresponding remediation actions are to be implemented.



Appendix



About 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.

PA offers a wide range of programmes to cater to Singaporeans from all walks of life. We do this through our network of over 2,000 GROs, over 100 CCs, five CDCs, 3,000 employees, 40,000 GRLs, and 10,000 corporate partners.

Reporting Framework, Scope and Period

Our 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 our material topics to the UN SDGs.

For our GHG emissions disclosures, we adhere to the operational control approach as outlined by the GHG Protocol Corporate Accounting and Reporting Standard. This approach requires a company to account for 100% of emissions from operations in which

it or one of its subsidiaries has operational control. As such, our reporting scope comprises buildings and premises that are owned, occupied, and/or operated by PA where we possess the full authority to introduce and implement operating policies.

The reporting period for this sustainability report is from 1 April 2024 to 31 March 2025 ("FY2024"), 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](#).

Engagement with PA's Network

Collaborating for collective impact

Stakeholder engagement helps PA identify key ESG issues and shape our sustainability efforts for continuous improvement. These inclusive discussions ensure all perspectives are valued and considered.



Engagement with PA's Network

Employees

- ♦ Tailor training opportunities for different employee groups
- ♦ Hold quarterly engagement sessions between PA senior management and frontline staff
- ♦ Conduct an 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 GVs through recognition programmes

Communities

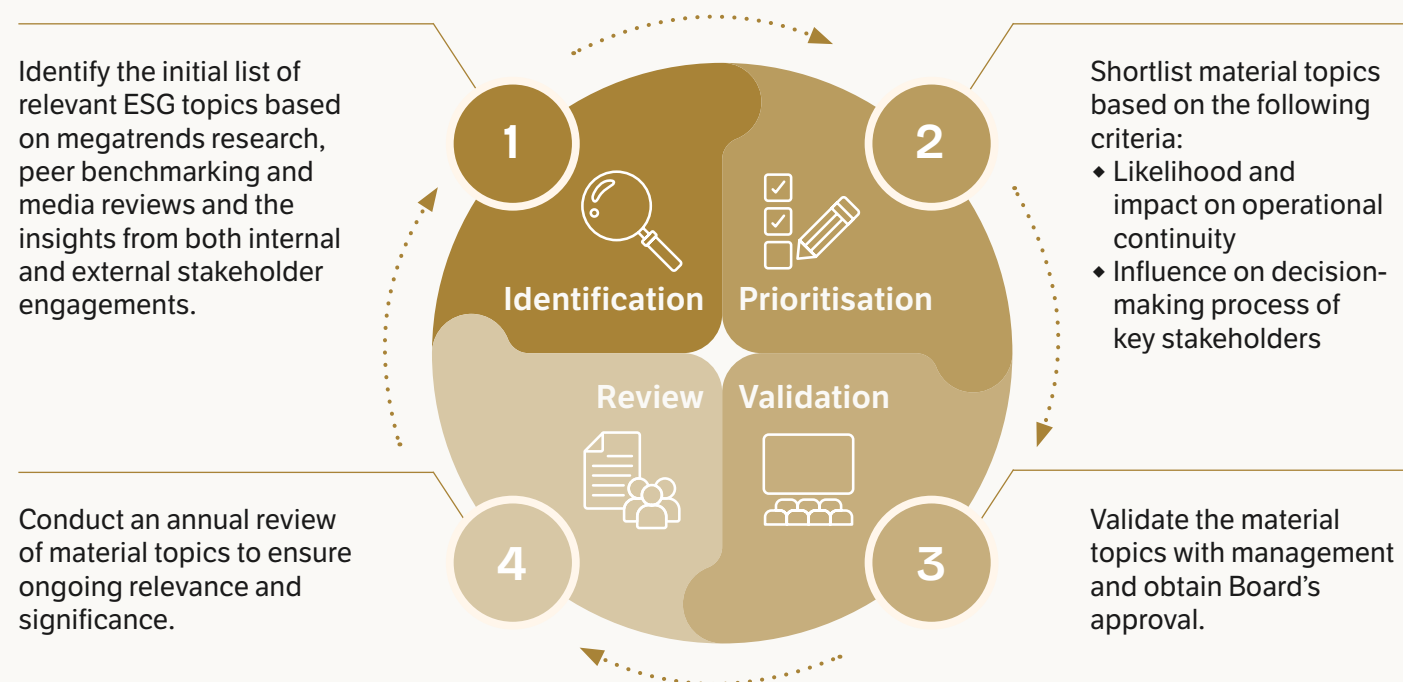
- ♦ Create common spaces and develop platforms for residents to volunteer and to give back to the community
- ♦ Organise community wellness programmes to promote physical, mental, and emotional health
- ♦ Support community-led environmental projects and provide resources
- ♦ Organise community outreach initiatives to understand concerns and issues

Corporate partners

- ♦ Establish partnerships to leverage one another's strengths to address social issues and enhance community wellbeing
- ♦ Co-create initiatives with community partners to support community needs
- ♦ Contribute to policy development by providing insights from the community level

Materiality Assessment: PA's Four-Step Process

PA adopts a four-step materiality assessment process to identify and prioritise ESG topics most relevant to our operations and stakeholders. In FY2024, the Board reviewed the FY2023 material ESG topics and affirmed their ongoing importance and alignment with our sustainability direction.

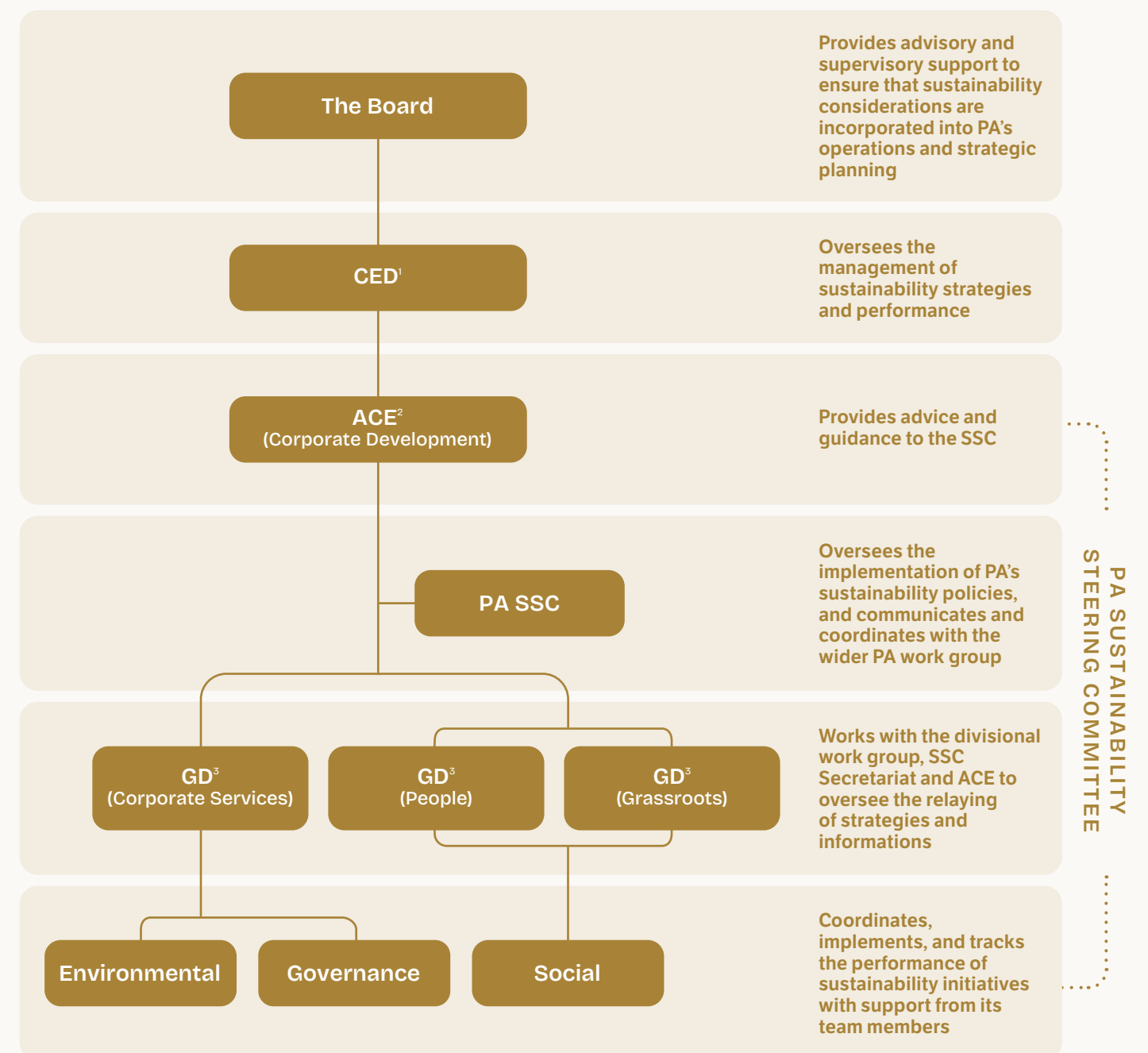


Sustainability Governance

Embedding sustainability in our organisation

In FY2023, the Sustainability Steering Committee (SSC) was established to provide guidance and advisory support on all sustainability matters within PA and the Grassroots movement. The committee meets quarterly to coordinate and oversee the implementation of sustainability initiatives, as well as monitor their progress.

Overview of PA's Sustainability Governance



¹ CED – Chief Executive Director

² ACE – Assistant Chief Executive

³ GD – Group Director



Our Sustainability Approach

We address our material topics and their significance to our organisation by recognising the importance of assessing their impact on the economy, environment, and society. We outline our policies and commitments, detail the actions we take to mitigate risks, and track the effectiveness of these actions. Additionally, we integrate our findings into our operations while engaging with stakeholders to inform and enhance our efforts.

Environment		
Enablers for PA and our communities	Material topics	Our Management Approach
Adopt green practices, improve resource efficiency and collaborate with the community to raise awareness and support green efforts	Climate Action	◆ We recognise the importance of fostering sustainability awareness and promoting green citizenship within PA and in our community, as we understand the importance of influencing behaviours from the ground-up. ◆ To manage our impacts, we have appointed SCs in every division to drive environmental initiatives, promote adherence to environmentally friendly event guidelines, and collaborate with other government agencies and community partners on related events. ◆ We allocate dedicated resources, including staff time and budget, to support climate action programmes and training, involving community members, employees, and partners in the design and implementation of our initiatives.
	Resource Management and Efficiency	◆ PA recognises the environmental impact of our resource consumption and emissions, which arise from our network of around 120 buildings and community engagement activities. ◆ We aim to reduce our overall environmental impact by aligning our targets with GreenGov.SG and identifying key strategies to support the national sustainability agenda. ◆ Our approach involves identifying and implementing strategies focused on the principles of the 3Rs: we seek to replace systems and practices with sustainable alternatives, reduce resource consumption and waste generated, and remove resource waste.
	Sustainable Procurement	◆ We seek to promote sustainable procurement through implementing internal guidelines and leveraging Whole-of-Government DA contracts aligned with GreenGov.SG to promote green procurement. All contractors and consultants must also adhere to high standards of environmental and social conduct. ◆ Our procurement practices prioritise environmentally friendly products, such as energy-efficient air conditioning and lighting that meet Green Mark standards. These actions aim to reduce any potential negative impacts and enhance positive outcomes across our supply chain, supporting our commitment to responsible sourcing.

Social		
Enablers for PA and our communities	Material topics	Our Management Approach
Foster a vibrant and inclusive community, promote wellbeing and capacity building for sustainability	Community Vitality and Inclusivity	◆ Bridging communities is at the heart of our work. PA works closely with communities and GVs with the aim of addressing the needs of all Singaporeans. ◆ Our approach includes empowering our community and GVs, while also expanding our network to reach people from all walks of life and cultivating meaningful engagements and collaborations with them. ◆ Beyond connectivity, we are committed to building a vibrant, inclusive community through sustained partnerships and active participation, ensuring everyone has opportunities to contribute and benefit.
	Wellbeing, Health and Safety	◆ Safeguarding the health, safety, and wellbeing of our people fosters a safe and supportive work environment, enhancing employee morale and productivity. PA manages this through organising various initiatives like Wellbeing@Gov and our PA Staff Club, which play pivotal roles for employee engagement and wellbeing support. ◆ We recognise that a core part of ensuring positive wellbeing of our people involves listening and addressing needs. We hold employee feedback sessions through iCARE visits and informal “Chit Chat” meetings with our CED that underscores staff appreciation and fosters continuous improvement.
	Talent Development and Capacity Building	◆ At PA, we are committed to creating a holistic workplace that prioritises our people’s talent development. An engaged workforce also extends its positive impact to the broader community through active participation in community initiatives. ◆ We manage this by implementing structured frameworks for employees and volunteers (e.g. our Workforce Competency Framework, Volunteer Management and Development Framework, etc.). We also provide annual training budgets, access to leadership programmes and coaching, and access to career agility opportunities. ◆ For our GRLs, we provide competency-based training aligned with the Community LEAD Framework, structured into three tiers dependent on GRLs’ experience.



Governance		
Enablers for PA and our communities	Material topics	Our Management Approach
Adopt and promote governance best practices and ethical business conduct within PA and our grassroots movement	Corporate Governance and Ethics	- PA is committed to upholding the highest standards of integrity and corporate ethics across our organisation. Our Code of Conduct sets out clear expectations for ethical behaviour across our operations, guiding responsible decision-making. - To reinforce accountability and ensure ongoing compliance, all officers are required to complete an annual Code of Conduct quiz and complete a yearly declaration. Our GVs are also held to the highest standards and are required to disclose any actual or potential conflicts of interest. - Additionally, PA has various initiatives in place to continually improve awareness and strengthen corporate governance across the organisation and among the contractors we engage, fostering organisation-wide transparency and responsible decision-making.
	Risk Management	- Effective risk management enables PA to maximise positive impacts – such as organisational resilience and stakeholder confidence – while minimising negative impacts, including potential financial loss and reputational harm. - PA manages risk through its Audit and Risk Committee (ARC), which oversees risk management, audit processes, and regulatory compliance, meeting at least twice a year to provide strategic guidance. - The Internal Audit Division supports the ARC and management by monitoring internal controls, reporting audit progress, and escalating significant risks to the Board. This approach ensures that actual and potential risks are promptly identified, assessed, and addressed.
	Cybersecurity and Data Privacy	- Managing cybersecurity and data privacy enables PA to safeguard sensitive information and maintain trust. In an increasingly digital world, PA recognises the importance of managing impacts of cybersecurity and data privacy. - PA's ICT team adopts the Risk Management Methodology published by the GovTech Cybersecurity Group to manage cybersecurity risks and data breaches. PA has in place a Conduct and Discipline Rules for Public Officers Instruction Manual and an internal disclosure and whistleblowing policy. An instruction manual outlines the data management policy all Public Officers must comply with. - To facilitate the prompt disablement and removal of inactive and resigned employees, PA's ICT team also adopts the Central Accounts Management system developed by GovTech.

Our Performance Data

The information below provides an overview of PA's baseline data, performance data covering FY2022 – FY2024, and 2030 targets across the various environmental indicators.

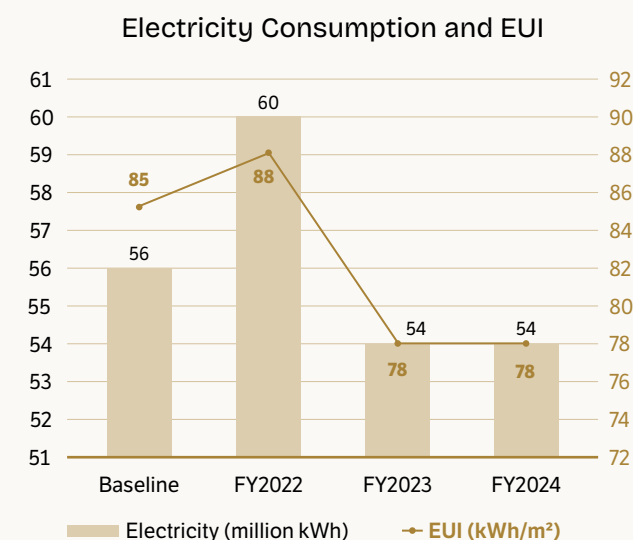
We are currently developing a process to enhance our data collection and monitoring capabilities to improve data accuracy and enhance the management of our environmental performance.

Indicators	Baseline data	2030 Target
Greenhouse Gas Emissions (GHG) emissions (tCO ₂ e) – Scope 2	22,936	-
Electricity consumption (million kWh)	56	-
EUI (kWh/m ²) ⁴	85	76.5
Water consumption (m ³)	1,025,254	-
WEI (litres/person/day) ⁵	248	223.2
Waste disposal (kg) ⁶	7,149,817	-
WDI (kg/person/day) ⁷	1.0	0.7

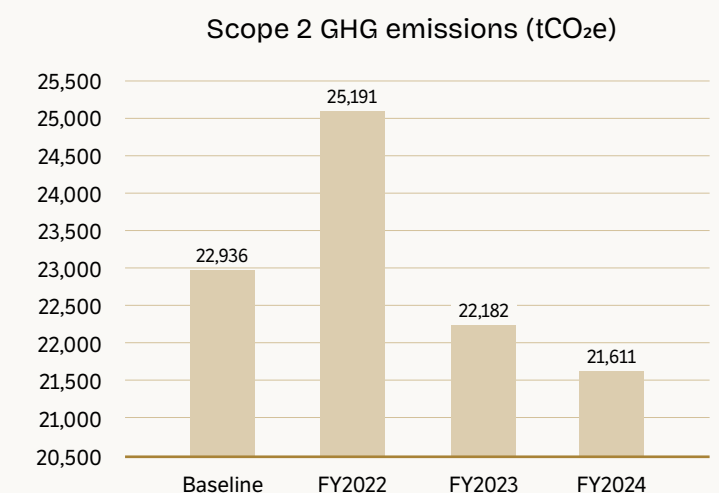
Total Energy Consumption

At PA, electricity is the primary source of our energy consumption across our buildings. In FY2024, we recorded a consumption of 54 million kWh⁸ — a 4% reduction from our baseline. This improvement is attributed to the implementation of energy-efficient measures such as smart lighting systems, the promotion of energy-saving practices, and the expanded installation of solar panels on PA premises.

As a result, our Scope 2 GHG emissions for FY2024 stood at 21,611 tCO₂e, reflecting a 6% decrease from the baseline. Our EUI also saw an 8% reduction. PA remains committed to monitoring and managing electricity consumption to stay on track toward our 2030 EUI target.



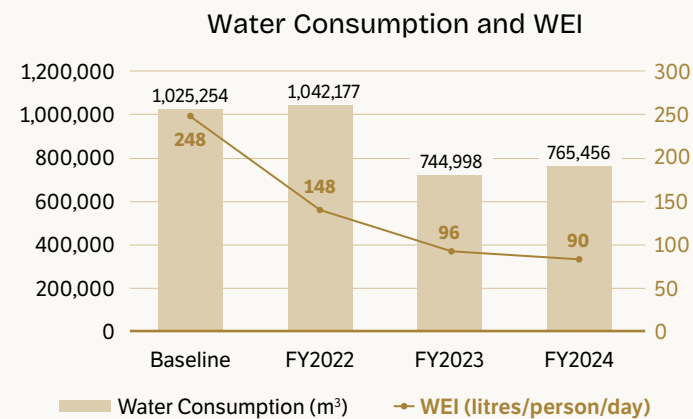
⁴ The baseline year for EUI is the average of FY2018 – FY2020.
⁵ The baseline year for WEI is the average of FY2018 – FY2020.



⁶ The baseline data for waste disposal has been restated due to an error made in the previous reporting period.
⁷ The baseline year for WDI is 2022.
⁸ This figure is rounded to the nearest million kWh.

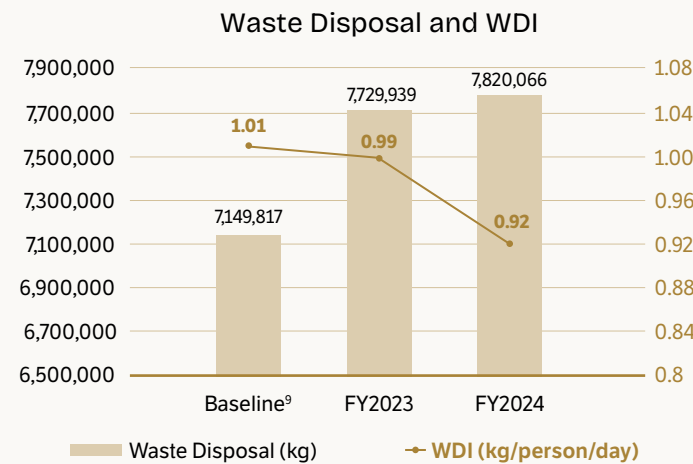


Total Water Consumption



Water plays a vital role in the operations of our buildings. Our water supply is sourced from local municipal systems, including potable water and NEWater — a high-grade recycled water produced by the Public Utilities Board. In FY2024, PA's total water consumption was 765,456 m³, marking a 25% reduction from the baseline. This decrease is primarily due to the reduction of water-intensive activities at Tampines Hub. As a result, our WEI also saw a substantial 64% improvement compared to the baseline. With a WEI target of 223.2, PA is well on track to achieving our 2030 goal.

Total Waste Disposal



Waste generated at PA premises — excluding recycled waste and e-waste — forms the bulk of our overall waste footprint. In FY2024, a total of 7,820,066 kg of waste was disposed, representing a 9% increase from the baseline. However, our WDI improved, decreasing by 10% to 0.92. This indicates greater efficiency in managing waste relative to operational scale. PA continues to closely monitor our waste performance and remains on track to meet our 2030 WDI target.

Quarterly Environmental Scorecard Submission

Complete and accurate environmental scorecards contribute to the accurate tabulation of PA's annual EUI and WEI. This year, 129 Environmental Scorecard Submission representatives responsible for data collection successfully provided 90% of the required data. PA remains committed to working closely with these representatives to further enhance the comprehensiveness of the data collected.

Definitions and Methodology

This section explains the key definitions and methodologies used in this Sustainability Report. These definitions and methodologies have been adapted to align with the GRI Standards and various authoritative intergovernmental instruments.

GHG Emissions: Indirect, Scope 2 emissions accounts for the entirety of PA's GHG footprint. The methodology PA adopts for calculating Scope 2 emissions follows the GHG Protocol Corporate Standard. A location-based method is adopted to reflect the average emissions intensity of the national grid on which energy consumption occurs. For consistency, the grid emission factor (GEF) used for the reporting year is sourced from the latest published factor at the time of publication from the Singapore Energy Statistics (SES), the Energy Market Authority's (EMA) annual publication on energy statistics in Singapore.

Year	GEF (kgCO ₂ /kWh)
2022	0.417
2023	0.412
2024	0.402

Energy: Electricity consumption refers to the total electricity consumed from the grid. Solar energy that has been 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.

EUI is defined as the energy used per unit area. It is calculated by dividing PA's electricity

consumption by its total gross floor area, as shown in the formula below:

$$\frac{\text{Total electricity used in Year X}}{\text{Total gross floor area in Year X}}$$

Baseline EUI is calculated using the following formula:

$$\frac{\sum \text{Total electricity used between FY2018 – FY2020}}{\sum \text{Total gross floor area between FY2018 – FY2020}}$$

Water: Water consumption refers to the total water consumed at PA's premises.

WEI is defined as the water used per person per day. It is calculated using the following formula:

$$\frac{\text{Total water used in Year X}}{\text{No. of operational days in Year X} \times [\text{Avg. no. of occupants per day} + 0.25 (\text{Avg. no. of visitors per day})] \text{ in Year X}}$$

Baseline WEI is calculated using the following formula:

$$\frac{\sum \text{Total water used between FY2018 – FY2020}}{\text{Avg. no. of operational days} \times \sum [\text{Avg. no. of occupants per day} + 0.25 (\text{Avg. no. of visitors per day})] \text{ between FY2018 – FY2020}}$$

Waste: Waste disposal refers to the total waste generated within PA's premises, excluding e-waste and recycled waste.

WDI is defined as the waste disposed of per person per day. It is calculated using the following formula:

$$\frac{\text{Total waste disposed of in Year X}}{\text{No. of operational days in Year X} \times [\text{Avg. no. of occupants per day} + 0.25 (\text{Avg. no. of visitors per day})] \text{ in Year X}}$$

Baseline WDI is calculated using the above formula, for the year FY2022.

⁹ The baseline data for waste disposal has been restated due to an error made in the previous reporting period.



GRI Content Index

GRI Standards Disclosures		PA has reported the information cited in this GRI Content Index for the period 1 April 2024 to 31 March 2025 with reference to the GRI.	
GRI 1 used		GRI 1: Foundation 2021	
GRI Standards Disclosures		Report Section	Page
GRI 2: General Disclosures 2021			
The Organisation and its Reporting Practices			
2-1	Organisation details	About People's Association	42
2-2	Entities included in the organisation's sustainability reporting	Reporting Framework, Scope and Period	42
2-3	Reporting period, frequency and contact point		
2-4	Restatements of information	The baseline data for waste disposal has been restated due to an error made in the previous reporting period.	48 – 49
2-5	External Assurance	External assurance has not been sought for PA's FY2024 Sustainability Report.	–
Activities and Workers			
2-6	Activities, value chain, and other business relationships	About People's Association, Board Statement, Chief Executive Director Message	07 – 08, 42
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	SR: 44 AR: 23, 25 – 26
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	SR: 44 AR: 23, 25 – 26
2-13	Delegation of responsibility for managing impacts	Sustainability Governance	44
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance	44
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	07, 44
Strategy, Policies and Practices			
2-22	Statement on sustainable development strategy	Board Statement, Chief Executive Director Message	07, 08
2-23	Policy commitments	Board Statement, Chief Executive Director Message, Across all material topics	07, 08, 15 – 40
2-24	Embedding policy commitments	Board Statement, Chief Executive Message, Across all material topics	
2-25	Processes to remediate negative impacts	Across all material topics	15 – 40
2-26	Mechanisms for seeking advice and raising concerns	Engagement with PA's Network, Corporate Governance and Risk Management	37 – 40, 42 – 43
2-28	Membership associations	This disclosure is not applicable to PA.	–
Stakeholder Engagement			
2-29	Approach to stakeholder engagement	Engagement with PA's Network	42 – 43
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	43
3-2	List of material topics	Materiality Assessment, PA's Sustainability Framework	9 – 10, 43
3-3	Management of material topics	Our Sustainability Approach	45 – 47



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