People's Association

Sustainability Report

2025







ONE PUNGGOL

A Showcase of Sustainable Growth

One Punggol serves as a vibrant landmark and community focal point, drawing residents and visitors to its diverse range of activities and spaces. From a 600-seater multi-purpose hall and sports courts for badminton, futsal, and basketball, to culinary and music studios, the development offers something for everyone. Residents can also access a wide range of government services at the ServiceSG Centre, a one-stop service point featuring a digital lobby and video conferencing facilities for seamless, convenient transactions.

The development is defined by its striking design and forward-looking vision, with sustainability central to how the building is built and operated. Core to this effort is the incorporation of energy-efficient measures throughout, including rooftop solar panels that harness renewable energy, energy-efficient LED lighting across all spaces, and optimised building systems aimed at reducing our overall carbon footprint. The renewal of our BCA Green Mark Platinum certification in 2025 reaffirms our dedication to sustainability. We are pleased to share that 8 EV charging stations will be introduced at One Punggol, supporting Punggol town's transition towards cleaner and greener living.

Beyond the physical space, One Punggol is a place where community comes alive. Through partnerships with Punggol Library, Skool4Kidz, Yayasan MENDAKI and other community organisations, we curate a rich calendar of programmes that bring residents together, foster connection, and nurture a strong, inclusive community spirit.



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01 BOARD STATEMENT



> As we move forward, let us continue working hand in hand to build a greener, more resilient community and a sustainable Singapore for future generations.

At the People's Association (PA), our mission is to spark and nurture community participation for a caring and united Singapore, and our vision is to help build a nation that cares deeply for its communities. Guided by this shared purpose, we are committed to advancing Singapore's transition to a more sustainable future by empowering communities to be active partners in driving meaningful change.

As we progress on this journey, we continue to strengthen our partnerships with residents, volunteers, and grassroots leaders, placing communities at the heart of our sustainability efforts. By fostering greater ownership and participation, we cultivate a culture where sustainability is not merely understood, but lived and sustained through collective action. This community-first approach reinforces PA's role in nurturing a resilient, inclusive, and environmentally responsible society, while supporting Singapore's broader national sustainability commitments.

Strategically, PA is well-positioned to support and amplify community-led sustainability efforts across Singapore. We will continue to strengthen partnerships, provide platforms for meaningful participation, and enable communities to contribute to sustainability outcomes, while supporting national priorities such as climate resilience, resource efficiency, and environmental stewardship.

The Board remains actively engaged in guiding and overseeing the integration of sustainability into PA's strategy, operations, and governance. We have reviewed our environmental, social, and governance priorities and affirmed their alignment with broader public sector sustainability directions. Moving forward, the Board will continue to provide strategic guidance to strengthen community resilience, reduce environmental impact, and enhance governance practices, in line with PA's role as a trusted steward of public resources.

02 CHIEF EXECUTIVE DIRECTOR'S MESSAGE

We are pleased to present PA's third Sustainability Report, reflecting our continued commitment to building a caring and inclusive Singapore. Guided by our mission to spark and nurture community participation, we have made meaningful progress across our Environment, Social and Governance (ESG) priorities, strengthening both community outcomes and organisational resilience.

CLIMATE ACTION AND ENVIRONMENTAL STEWARDSHIP

In support of Singapore's Green Plan, we continued to advance environmental sustainability through measurable progress in energy efficiency, green infrastructure, and responsible resource management. This year, we expanded solar deployment across our facilities, generating over 500,000 kWh of renewable energy and avoiding approximately 200 tonnes of carbon emissions. Our green building efforts also progressed, with ongoing upgrades on sites to meet the higher Green Mark Platinum Super Low Energy certification. In parallel, we expanded initiatives, including e-waste collection and sustainable infrastructure development to improve accessibility and promote resource circularity within communities. More importantly, through the Green Action for Communities (GAC) movement, PA plays an enabler role, setting direction, supporting and resourcing community-led initiatives, and scaling what works across grassroots networks.

EMPOWERING PEOPLE AND STRENGTHENING COMMUNITIES

At the heart of our sustainability journey is our commitment to people and communities. In 2025, we strengthened workforce wellbeing and capability through initiatives such as the Wellbeing@PA framework, enabling our staff to grow and contribute meaningfully. We also deepened community impact through inclusive programmes and strengthened volunteerism. Our Community Volunteer Enabling Grant supported over 700 ground-up projects, while the Community Portal enhanced access to volunteering opportunities, growing our community volunteer base to 35,000. Across our communities, key initiatives such as SG60 Vouchers and WeCare Arts Fund improved accessibility, fostered inclusion, and supported economic resilience. We also strengthened healthcare access through initiatives, including the Cancer Warrior Support Scheme, which improves support for vulnerable groups. Collectively, these efforts reflect PA's role as a bridge, translating national priorities into tangible community outcomes.

STRENGTHENING GOVERNANCE AND ORGANISATIONAL EXCELLENCE

Strong governance remains fundamental to sustaining trust and delivering meaningful impact. In 2025, we further strengthened our governance practices by enhancing risk management, corporate governance, and cybersecurity resilience. The establishment of more integrated corporate structures, including the Grassroots Services Division, has improved coordination, strengthened accountability, and enhanced service delivery across our operations. In parallel, our continued digitalisation efforts and enhancements to financial systems have streamlined processes, reinforced internal controls, and improved overall operational efficiency. We have also strengthened our cybersecurity capabilities through ongoing trainings, awareness programmes, simulation exercises, and regular system audits, ensuring that we remain vigilant and resilient in an increasingly complex digital landscape.

LOOKING AHEAD

As we look ahead, we will continue to deepen partnerships, scale community-led solutions, and strengthen our role as an enabler of sustainable outcomes. By setting direction, empowering communities, and stewarding resources responsibly, we remain committed to creating long-term value for Singapore. We thank our staff, volunteers, partners, and residents for their continued support. Together, we will build a more sustainable, resilient, and caring Singapore for generations to come.



Mr Jimmy Toh
Chief Executive Director
People's Association
Singapore

03 OUR SUSTAINABILITY FRAMEWORK

Our sustainability efforts support PA's core mission to spark and nurture community participation for a caring and united Singapore in a sustainable manner. These efforts are guided by a structured framework organised around three key pillars aligned with the ESG domains. For each pillar, we have identified material topics and mapped them to relevant United Nations Sustainable Development Goals (UN SDGs), alongside targets and commitments. Central to this framework is PA's role as a community enabler, empowering communities, grassroots leaders, and volunteers to take ownership of sustainability initiatives, while scaling community-led efforts across networks. This integrated structure provides a transparent view of how PA operationalises its sustainability priorities and monitors outcomes over time. The framework is aligned with Singapore's national sustainability agenda and UN SDGs, ensuring that PA's efforts contribute meaningfully to broader national and global sustainability outcomes.

PA's Sustainability Mission

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

PILLAR 1 ENVIRONMENT

Supporting a Greener Singapore

Material Topics and their Mapped UN SDGs

- Climate Action
- Resource Management and Efficiency
- Sustainable Procurement



Our Targets

- 10% energy used reduced from the baseline by 2030
- 10% water used reduced from the baseline by 2030
- 30% waste disposal reduced from the baseline by 2030
- Achieve 80% of Green Mark certified PA properties by 2030.
- Increase deployment of e-waste bins at Community Clubs (CCs) and Residents' Networks to 185 by 2026
- Appoint SCs in every division to drive sustainability initiatives
- Communicate and encourage the adoption of PA's environmentally friendly events guidelines by all PA staff by 2027
- Raise awareness and promote environmental education within PA and the community by collaborating with government agencies and community partners on environmentally related events

PILLAR 2 SOCIAL

Empowering Communities, Enriching Lives

Material Topics and their Mapped UN SDGs

- Community Vitality and Inclusivity
- Wellbeing, Health and Safety
- Talent Development and Capacity Building



Our Targets

- >10 million participants attending community activities and courses
- Maintain active contribution through volunteerism by continuous growth and engagement of community volunteers
- Maintain zero tolerance for unsafe workplace among employees
- Enhance talent development initiatives through a workforce competency programme
- Promote employees' participation in wellbeing activities

PILLAR 3 GOVERNANCE

Advancing Organisational Excellence

Material Topics and their Mapped UN SDGs

- Cybersecurity and Data Privacy
- Corporate Governance and Ethics
- Risk Management



Our Targets

- 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
- Ensure robust risk, IT and cybersecurity management

04 FY2025 PERFORMANCE AND KEY INITIATIVES

ENVIRONMENT
Supporting a Greener Singapore

Our Performance

15%
reduction in Energy Utilisation Index (EUI) in FY2025 from baseline

63%
reduction in Water Efficiency Index (WEI) in FY2025 from baseline

22%
reduction in Waste Disposal Index (WDI) in FY2025 from baseline

52
PA-owned facilities are Green Mark certified

25
feasibility studies across CCs with estimated 2,300 kWp of deployable solar capacity, equivalent to powering around 600 HDB households annually

1,950
panels installed with 513,075 kWh of solar energy generated, avoiding approximately 200 tonnes of CO_2 emissions

4,397
MWh of energy savings through the Distributed District Cooling network, avoiding around 1,768 tonnes of CO_2 emissions

173
E-Waste bins deployed across PA's premises

500
tonnes of e-waste collected in FY2025

94
GAC groups formed at the division level, comprising grassroots leaders (GRLs) and community sustainability champions

313,700
participants and 6,300 volunteers were involved in GAC activities

125,000
volunteer hours contributed from volunteers under the GAC movement

1,751
sustainability-related events organised by GROs



Our Key Initiatives

- Expanded our solar PV installations in Siglap CC and One Punggol Hub
- Developed a sustainable jogging track using recycled tyre materials at Our Tampines Hub
- Executed green initiatives led by GACs, including Community Litter Picking, Green Action Day Event, Tree Planting, Coastal Clean-Up, and the establishment of a Green Innovation Centre
- Digitised CDC voucher communications, eliminating 2.7 million letters and reducing logistics emissions
- Incorporating Green Mark Platinum Super Low Energy (SLE) into the upgrading project for Gek Poh Ville CC and Kim Seng CC
- Developing Bukit Timah Integrated Development as a Green Mark Platinum Super Low Energy (SLE) community hub with smart and sustainable building features

04 FY2025 PERFORMANCE AND KEY INITIATIVES

Social
Empowering Communities, Enriching Lives

Our Performance

39,000
Registered Grassroots volunteers

600
Office Bearers attended 18 GRC-level workshops for Effective Volunteer Management (VM).

35,000
unique CV individuals registered via PA Community app as of 31 December 2025

71
initiatives delivered and >13,000 participation achieved through PA Staff Club

$811,000
in the Community Volunteer Enabling Grant (CV-EG) funds has been disbursed as of 31 December 2025.

>1,400
seniors onboarded and >30,000 tasks completed through the Neighbourhood Kakis Initiative using the PA Community App

>780
beneficiaries from 36 Social Service Agencies (SSAs) and four Self-Help Groups (SHGs) across the five CDC districts were brought together by "Our Community: SG60 and Beyond".

S$55,202
in financial assistance was disbursed under the Northeast Cancer Warrior Support Scheme (NE CWSS).

48,000
participants in the FairPrice Walk for Rice enabled 1,100 vulnerable residents to receive $100 worth of supermarket vouchers.

Our Key Initiatives

- Streamlined digital volunteer recruitment process through PA's Community App
- Piloted an expansion of the Northeast Cancer Warrior Support Scheme (NE CWSS) to include financial assistance for Colorectal Cancer in Tampines GRC and Tampines Changkat SMC.
- Hosted localised SkillsFuture @ CDC festival that is tailored to the needs of residents in their respective districts
- Organised 835 National Day-related activities, including National Day Observance Ceremonies, National Day Carnivals and National Day Dinners.

Governance
Advancing Organisational Excellence

Our Performance

10%
reduction of staff clicking on simulated phishing links in FY2025.

ZERO
incidents of cybersecurity breaches or data leaks in FY2025

100%
Communication of Code of Conduct to PA employees and grassroots volunteers



Our Key Initiatives

- Established the Grassroots Services Division (GSD) to centralise functions and strengthen governance and organisational effectiveness across grassroots operations.
- Streamlined financial rules and SOPs through the Grassroots Financial Handbook and Knowledge Library
- Enhanced financial processes via G-FAST by introducing mass payment capabilities to improve efficiency and governance controls
- Organised cybersecurity training and phishing simulations
- Conducted ICT audits and strengthened third-party risk management

ENVIRONMENT

SUPPORTING A GREENER SINGAPORE



Reducing Environmental Footprint

ADVANCING RENEWABLE ENERGY THROUGH SOLAR DEPLOYMENT

25

feasibility studies across CCs with estimated 2,300 kWp of deployable solar capacity, equivalent to powering around 600 4-room HDB households annually

>1,950

panels installed with 513,075 kWh of solar energy generated, avoiding approximately 200 tonnes of CO_2 emissions

In FY2025, a total of 25 feasibility studies were conducted across CCs, identifying an estimated 2,300 kWp of deployable solar capacity, equivalent to powering around 600 HDB households annually. This significantly expands the pipeline of implementation-ready sites. This positions PA to move beyond pilot projects towards coordinated, large-scale deployment. PA plans to participate in the HDB-led SolarNova 9 programme in 2026 to further accelerate solar adoption across multiple locations.

In parallel, solar installations continued at key sites, including Siglap CC (108 panels) and One Punggol Hub (193 panels). In total, PA currently has over 1,950 installed solar panels across seven sites, namely PA Headquarters (PAHQ), Bukit Panjang CC, Changi Simei CC, Nee Soon South CC, Our Tampines Hub, Siglap CC, and One Punggol Hub. These installations collectively contributed to 513,075 kWh of solar energy generation in FY2025, avoiding approximately 200 tonnes of CO_2 emissions. Additional sites, such as Fuchun CC, are scheduled for PV installations in FY2026, further strengthening PA's solar energy adoption.

Collectively, these efforts position PA as an active enabler of Singapore's solar energy transition, translating underutilised community spaces into renewable energy assets while building a scalable pipeline that contributes meaningfully towards the nation's goal of achieving at least 2 GWp of solar deployment by 2030 under the Singapore Green Plan.



Figure 1: Aerial view of Siglap CC Solar Panel installations

OPTIMISING ENERGY CONSUMPTIONS THROUGH DISTRIBUTED DISTRICT COOLING

4,397 MWh

energy savings achieved through the Distributed District Cooling network, avoiding around 1,768 tonnes of CO_2 emissions

The Distributed District Cooling (DDC) network in Tampines Central is a centralised, energy-efficient cooling system serving multiple buildings. Developed by SP Group as part of the Tampines Eco Town initiative, it leverages existing in-building chiller plants and integrates excess cooling capacity through interconnected nodes to form a shared cooling network. Our Tampines Hub is one of the key contributors to this efficient DDC network.

With the DDC network fully operational throughout FY2025, PA enhanced its ability to optimise energy use across multiple facilities. This resulted in estimated energy savings of 4,397 MWh, significantly exceeding the original projection of 2,300 MWh by approximately

82%. The strong outperformance underscores the effectiveness of a centralised cooling approach that maximises existing infrastructure, while highlighting PA's role in enabling more efficient, shared energy systems across stakeholders and the wider community.

Looking ahead, there are preliminary plans to expand the DDC network, subject to stakeholder alignment and infrastructure readiness. This positions PA to scale a proven model of collaborative energy efficiency, unlocking further savings and strengthening precinct-wide sustainability outcomes as more buildings are integrated into the network.



Figure 2: Distributed District Cooling (DDC) network in Tampines Central

ACCELERATING GREEN MARK PLATINUM SUPER LOW ENERGY CERTIFICATION ACROSS PA FACILITIES

52

PA-owned facilities are Green Mark certified

By the end of FY2025, 52 PA-owned facilities have attained BCA Green Mark certification, contributing to Singapore's national goal of greening 80% of buildings by 2030 under the Singapore Green Building Masterplan. This reflects the public sector's commitment to lead by example in advancing a low-carbon built environment, given that buildings account for a significant share of national emissions.

Building on this progress, PA continues to pursue higher certification standards in alignment with national efforts to mainstream Super Low Energy (SLE) buildings. As part of this commitment, PA has appointed consultancy teams to integrate a comprehensive range of sustainability measures into the design of upgrading projects, with the aim of attaining the BCA Green Mark Platinum Super Low Energy (SLE) certification, representing best-in-class energy performance and a pathway towards net-zero buildings.

These measures are designed to meet stringent energy performance and efficiency requirements and include the adoption of energy-efficient lighting systems that comply with lighting power budgets, upgrades to air-conditioning and mechanical ventilation (ACMV) systems, and the use of environmentally sustainable building materials. Additional enhancements include



Figure 3: Artist Impression of the Upgraded Kim Seng Community Centre



Figure 4: Artist Impression of the Upgraded Gek Poh Ville Community Club

improving natural ventilation in common areas, implementing hybrid cooling solutions in multi-purpose halls, and maximising rooftop space for solar panel installations where feasible. Collectively, these design strategies support significant energy savings and align with Singapore's push to achieve at least 40 to 60% improvement in building energy performance under SLE benchmarks.

In FY2025, these measures were incorporated into the upgrading works for Gek Poh Ville CC and Kim Seng CC. Both facilities are expected to complete their upgrading works and achieve the targeted certification in 2027 and 2028 respectively, demonstrating PA's role in operationalising national sustainability policies while strengthening community infrastructure to be more energy-efficient, climate-resilient, and environmentally sustainable.

SHAPING THE FUTURE OF GREEN COMMUNITY INFRASTRUCTURE - BUKIT TIMAH INTEGRATED DEVELOPMENT

With initial construction commencing in 2025, Bukit Timah Integrated Development (BTID) is designed to achieve BCA Green Mark Platinum Super Low Energy (SLE) certification targeted for 2027, with additional badges in Whole Life Carbon, Health & Wellbeing, and Maintainability. The project underscores PA's leadership in driving sustainable, future-ready community infrastructure and setting new benchmarks in integrated development delivery.

The development adopts a comprehensive suite of energy efficiency measures, including a high-performance façade with an average ETTV of 34.61 W/m², a highly efficient chiller plant targeting 0.52 kW/RT, LED lighting with occupancy and motion sensors, and a CO_2-sensor-driven mechanical ventilation system. On-site solar photovoltaic panels are expected to generate up to 410 MWh of renewable energy annually, equivalent to offsetting 164 tonnes of CO_2 per year.

On sustainability and resilience, PUB WELS 3-tick water fittings are installed throughout, offering water savings of 22–60%. A Whole Life Carbon Assessment covers the full building lifecycle, and the use of low-carbon materials is projected to reduce embodied carbon by more than 30% against the national baseline. Over 40% of demolition concrete waste is recycled, and Green Leases are adopted for all tenants to ensure shared sustainability commitments, directly supporting Singapore's decarbonisation goals.

For health and wellbeing, the building targets BCA Universal Design certification and provides occupants with access to rooftop gardens and communal green spaces. Operationally, Building Information Modelling (BIM) supports system coordination and defect management, while performance dashboards enable real-time monitoring of building systems.

Smart Facilities Management (FM) solutions, including digitised workflow automation, video analytics, and a Digital Twin platform, are implemented to streamline maintenance, improve productivity, and support data-driven sustainability management. This positions BTID as a low-carbon development that delivers measurable environmental outcomes and long-term operational excellence, reinforcing PA's role in delivering high-impact, sustainable infrastructure with long-term community value.



Supporting Circular Economy and Resource Efficiency

SCALING E-WASTE COLLECTION TO DRIVE HIGHER RECYCLING AND COMMUNITY PARTICIPATION

173

e-waste bins deployed across PA's premises

>500

tonnes of e-waste collected in FY2025

Since 2023, PA has progressively expanded its e-waste management network across its premises to improve accessibility and encourage responsible disposal behaviours. In FY2025, an additional 28 e-waste bins were deployed across Community Clubs (CCs) from October, bringing the total to 173 bins by year-end. This expansion contributed to a cumulative collection of 176.8 tonnes of e-waste and supports Singapore's national initiative to equip all community centres with e-waste bins by June 2026.

Beyond infrastructure expansion, PA has implemented operational enhancements to improve programme efficiency. Collection frequencies were increased at high-volume locations, with sites identified through an analysis of historical collection data, fill-rate trends, operational indicators of overflow risk, and feedback from CC operators on bin capacity. In FY2025, 16 CCs were placed on enhanced collection schedules exceeding the standard monthly baseline, with frequencies ranging from fortnightly to as often as three times per week, depending on demand. The seven sites on a fortnightly schedule are Nanyang CC, Nee Soon South CC, Nee Soon East CC, Woodlands Galaxy CC, Siglap CC, Fengshan CC, and Punggol CC.

Collectively, these enhancements have made e-waste disposal more convenient and responsive to community needs, fostering sustained public participation. As a result, 509.9 tonnes of e-waste were collected from PA premises in FY2025, reflecting a significant improvement in recycling outcomes and community engagement. Through accessible infrastructure, strong partnerships, and robust operational support, PA continues to empower residents to adopt more sustainable practices while reducing improper e-waste disposal and its environmental impact.



Figure 6: Resident using the E-Waste bins at Jalan Basar CC

ADVANCING CIRCULAR MATERIALS USED THROUGH SUSTAINABLE JOGGING TRACK DEVELOPMENT

Jogging track constructed using recycled rubber materials, equivalent of 28,000 car tyres repurposed into track base

PA piloted the use of recycled materials in the replacement of the jogging track at Our Tampines Hub (OTH), demonstrating how circular economy principles can be incorporated into community infrastructure projects. As part of a track replacement initiative, sustainable materials were adopted to reduce environmental impact and promote responsible resource use.

The jogging track in OTH incorporates Styrene-Butadiene Rubber (SBR), which is processed from end-of-life tyres. These materials are recovered, treated, and repurposed into durable track surfaces, giving a second life to waste resources that would otherwise be discarded. This initiative supports Singapore's broader push towards resource circularity and waste reduction by transforming waste into functional infrastructure.

Implemented concurrently with the jogging track replacement works, the project includes an educational information board along the track to raise awareness of sustainability efforts. This element enhances community engagement by communicating the environmental benefits of recycled materials and encouraging residents to adopt more sustainable behaviours in their daily lives.

The initiative benefits both users of the jogging track and residents in the surrounding Tampines area by providing improved amenities while embedding environmental considerations into community infrastructure. In total, the materials used in the track are estimated to be equivalent to repurposing approximately 28,000 car tyres, contributing meaningfully to waste diversion and resource efficiency.

This effort was enabled through collaboration with industry partner H&H Resources, which supported the sourcing and processing of recycled materials. Through this partnership and innovative material application, PA demonstrates how sustainability can be embedded into infrastructure development while delivering functional and community-focused outcomes.



Figure 7: Jogging track in Our Tampines Hub

Enabling Community-Driven Sustainability

GREEN ACTION FOR COMMUNITIES MOVEMENT

The Green Action for Communities (GAC) movement is a nationwide initiative that mobilises community leaders and residents to drive grassroots sustainability efforts and foster environmentally responsible behaviours at the local level.

94

GAC groups formed at the division level, comprising grassroots leaders (GRLs) and community sustainability champions

313,700

participants and 6,300 volunteers were involved in GAC activities

1,751

sustainability-related events organised by GROs

125,000

volunteer hours contributed from volunteers under the GAC movement

Notable Achievement:

Championing Sustainability: Brickland-Tengah's ASEAN 'Environmentally Sustainable Cities (ESC) Award Win

The Brickland-Tengah Division's sustainability programme integrates multiple initiatives to embed green practices into daily community life while strengthening environmental stewardship and community cohesion. With PA providing platforms, resources, and partnership opportunities, residents, youth leaders, and stakeholders co-developed and sustained initiatives spanning waste reduction, upcycling, and active mobility.

Initiatives under the programme include the annual Brickland Green Festival, the monthly Brickland Green Village (redistribution of surplus produce), Project Circular (wood upcycling workshops), and cycling programmes, including the construction of Singapore's first BMX Racing and Pump Track, promoting sustainable transport and car-lite behaviours.

Since 2023, the programme has reached over 2,500 participants, including more than 1,000 youths. It is supported by 200 youth leaders and strong partnerships with ITE College West, Ngee Ann Polytechnic, Scanteak Singapore, the Singapore Cycling Federation, and 30 community partners, each contributing expertise, resources, and volunteer support. Together, these efforts reflect strong and broad-based community ownership. Key outcomes include the redistribution of over 500 kg of surplus produce to 100 families, reducing food waste while supporting those in need, and the upcycling of 1,600 kg of discarded wood into over 635 functional items, demonstrating substantial waste diversion.

These sustained efforts led to national recognition, with Brickland-Tengah selected as Singapore's representative for the 6th ASEAN Environmentally Sustainable Cities (ESC) Award, emerging as the national winner from 93 divisions and demonstrating exemplary performance across innovation, impact, stakeholder ownership, and sustainability criteria. The award was presented in September 2025 during the ASEAN Ministerial Meeting on the Environment in Langkawi, Malaysia. Brickland - Tengah GAC successfully delivered measurable environmental impact, strengthened community participation and sustainable behaviours, and demonstrates how structured support and partnerships can scale lasting, community-led change.



Figure 8: Brickland-Tengah Division has been awarded the 6th ASEAN Environmentally Sustainable Cities (ESC) Award in 2025

Progress Since 2024: Pasir Ris Sustainability Action Group: Expanded Focus on Nature Activities

Pasir Ris Central has continued to expand its focus on nature-based activities in FY 2025, providing residents with more opportunities to connect with nature while learning about sustainability and conservation.

Central to this programme was a storytelling approach championed by a key community volunteer Chai Lee, who developed a creative concept to share the unique stories of Pasir Ris. Through guided walks and nature trails, the programme wove together local history, biodiversity and human connection, going beyond simply identifying flora and fauna to deepen residents' sense of place, belonging and environmental stewardship.

A total of 30 sessions were conducted throughout FY2025, including the URA Master Plan engagement at Bedok in September 2025. These sessions attracted 675 participants and were supported by 21 volunteers, comprising six Grassroots Leaders and 15 Community Volunteers, who collectively contributed over 500 volunteer hours. This marks a notable increase from FY 2024, reflecting the growth of both the team and the range of activities offered, which have contributed to a wider outreach and greater participant numbers since 2024.

Beyond nature engagement, the programme also delivered tangible environmental outcomes. A total of 270 trees were planted in FY 2025, as part of ongoing greening efforts, while e-waste collection saw particularly encouraging growth. With two collection bins in operation at Pasir Ris Central, a total of 2,383 kg of e-waste was collected in FY2025, diverting a significant volume of electronic waste from landfills. A comparison of first quarter figures between 2025 and 2026 shows that collection volume nearly doubles from 426 kg to 835.5 kg, illustrating residents' growing openness to recycling.

Together, these efforts fostered greater environmental awareness among residents and encouraged behavioural changes towards sustainability, including greater stewardship and care for community green spaces. In recognition of these contributions, Pasir Ris Sustainability Action Group was named NParks' Nature Kakis Most Active Chapter in 2025. By providing a platform for residents and volunteers to co-create and lead sustainability programmes, PA helps enable ground-up initiatives that drive environmental awareness, community participation, and lasting behavioural change.



Figure 9: Lead facilitator Jerome shares his knowledge of intertidal ecosystems with participants at the Intertidal Walk, organised by the Pasir Ris Sustainability Action Group.

Notable Achievement:

Jalan Kayu GAC: Cultivating community bonds and environmental stewardship through community litter picking

Fernvale Community Club partnered with Stridy and community volunteers to organise weekly Saturday litter-picking sessions across the Fernvale estate. With PA enabling coordination, partnerships, and programme structure, the initiative provided a consistent and scalable platform for residents to take collective action towards a cleaner environment across residential clusters, parks, and common spaces.

Volunteers were equipped and deployed in teams to conduct systematic clean-up efforts, complemented by on-site engagement to promote proper waste disposal and reduced use of single-use plastics. This led to increased environmental awareness and stronger ownership of shared spaces among residents.

The use of Stridy's digital platform to track litter data strengthened awareness of environmental trends and supported more targeted interventions. Data visibility also reinforced accountability and sustained community participation.

The initiative brought together residents, youths and seniors, as well as strengthened partnerships between community stakeholders and environmental organisations while encouraging sustainable ground-up action. Through consistent weekly engagement, volunteers helped reduce visible litter in common areas and cultivated stronger environmental responsibility among residents. PA acts as an integral link between the community to the national commitment of Singapore Green Plan 2030, enabling ground-up action that drives broader, community-wide change.



Figure 10: A group photo taken after a successful clean-up session.

Punggol Coast GAC: Fostering Sustainable Living and Wildlife Harmony at Punggol Coast

The Green Action Day: Wildlife Edition - Harmony in Coexistence was organised by the Punggol Coast GAC at Civic Commons. This initiative aimed to raise awareness on environmental sustainability and promote harmonious coexistence between residents and local wildlife.

The event featured a range of engaging and educational activities. These included interactive game booths by community partners and Residents' Networks, where participants completed stamp card challenges and learned about sustainability topics. An expert-led Wildlife Management Talk provided practical guidance on managing encounters with wildlife such as monkeys, snakes, and crows. Additionally, guided sustainability tours at the SIT Punggol Campus were conducted to showcase eco-friendly infrastructure and sustainable practices. These hands-on and experiential activities translated awareness into practical knowledge and actionable behaviours.

Participants included residents and families, alongside community organisations and government agencies such as National Parks Board (NParks), National Environment Agency (NEA), Land Transport Authority (LTA), Jurong Town Corporation (JTC), and SBS Transit. Beneficiaries extended to both the community and local wildlife, with community engagement and environmental stewardship strengthened through a combination of education and hands-on activities. Additionally, the Punggol Coast Green Action Committee has been recognised by NParks for their sustainability and biodiversity activities with the Colours Award in 2025.

Apart from providing facilitation and resources, PA has come up with innovative mixed approaches to engage the community, contributing to greater public awareness of wildlife management and sustainability, encouraging residents to adopt environmentally responsible habits and support the preservation of Singapore's urban biodiversity.



Figure 11: Volunteers sharing recycling methods to residents at Green Action Day.

Bedok Reservoir – Punggol GAC: Save the Wave: Youth-Led Coastal Clean-Up for Environmental Stewardship

Save the Wave is a community-led coastal clean-up initiative organised by the Save the Wave group under Bedok Reservoir - Punggol Youth Network, which is part of the PA Youth Movement. The initiative was conducted across three coastal locations in the East of Singapore, chosen for their ecological value and vulnerability to coastal debris accumulation.

The initiative was motivated by a desire to take tangible, ground-level action in preserving Singapore's coastal environments. Beyond simply cleaning up shorelines, Save the Wave sought to build a culture of environmental stewardship among youth by mobilising a large and diverse group of volunteers, fostering a sense of collective responsibility for the natural spaces in their community. Spanning 6 sessions between December 2025 to January 2026, volunteers walked designated stretches of coastline to collect debris and litter, using tongs and rubber gloves for safe waste handling.

The initiative saw strong community uptake and success, with 790 participants and 3,800 kg of trash removed from Singapore's coastlines. This works out to an average of approximately 633 kg of debris cleared per session, underscoring the scale of coastal pollution in these areas and the meaningful difference that organised community action can make. All collected waste was weighed and logged each session, and recycled materials were systematically separated from general waste.

A distinctive feature of this initiative was the meaningful role played by youth volunteers, who took the lead in organising and facilitating clean-up operations. This youth-led model strengthened leadership capabilities and empowered young people to drive environmental action. It also established a sustainable pipeline of community champions, demonstrating how PA enables youth-driven initiatives to scale impact and foster long-term stewardship within the community.



Figure 12: Residents and youth volunteers participating in a community clean-up activity.

Limbang GAC: Nurturing Environmental Ownership Through Community Tree Planting at Limbang

The Limbang Tree Planting Initiative mobilised residents, community volunteers, and grassroots leaders to co-create a greener neighbourhood through hands-on environmental action. By providing a structured platform, resources, and opportunities for participation, the initiative brought together families, seniors, and children to collectively contribute to tree planting and community greening efforts.

Through active involvement in planting and caring for trees, residents developed a stronger sense of ownership over their shared environment, with younger participants in particular gaining valuable learning through the experience. This translated into increased environmental awareness, deeper appreciation of biodiversity, and more consistent participation in sustainability-related activities. The initiative also strengthened intergenerational bonding, as families and volunteers engaged in meaningful activities together, reinforcing social ties within the community.

Beyond enhancing greenery within the estate, the programme built longer-term outcomes by embedding sustainability values and encouraging collective responsibility for maintaining green spaces. Its simple, hands-on approach demonstrated strong scalability, showing how accessible activities can effectively mobilise broad participation while delivering tangible impact.

The initiative further highlighted the value of integrating environmental sustainability with community engagement. By bringing together education, volunteerism, intergenerational participation, and hands-on environmental action, it created meaningful shared experiences for residents while reinforcing collective responsibility for the environment. The success of this initiative highlights PA's role in encouraging and facilitating programs that not only delivered immediate community impact but also fostered stronger and a more sustained pro-environment behaviour among participants. The strong turnout and active participation also reflected growing community interest in sustainability efforts, helping to build momentum and establish a solid foundation for future green initiatives within the Limbang estate.



Figure 13: A heartwarming initiative as the little ones actively took part in planting and caring for the trees alongside community leaders and residents, learning the importance of environmental stewardship from a young age.

Bukit Batok GAC: Building a Community Sustainability Ecosystem at Cosy Garden

The Green Innovation Centre (GIC), launched on 8 June 2023 at Cosy Garden in Bukit Batok, is a collaborative initiative between the Swedish Chamber of Commerce (SwedCham), South West Community Development Council (CDC), Bukit Batok's Grassroots Organisations, and 13 Swedish Multi-National Companies (MNCs). It supports the local community in adopting sustainable urban living practices through the 3Rs (Reduce, Reuse & Recycle) and green living, aligned with the SG Green Plan 2030. PA played a key role as a community enabler, activating the space and convening partners by providing the structure, coordination and support needed to bring together diverse stakeholders.

The GIC features 10 green solutions accessible via self-guided tours or virtually through the susGain digital explorer trail, where users complete sustainability challenges that contribute to coastal clean-ups by NGO AllClear. Its sustainability features have delivered tangible outcomes, including avoiding an estimated 305 kg of CO2 (June–December 2023), harvesting approximately 50 m^3 of rainwater annually, reducing emissions through low-carbon concrete pathways, and enabling hydroponics that uses up to 98% less water than traditional farming methods. The garden has also achieved fertiliser self-sufficiency through composting.

Community engagement has been strengthened through partner- and volunteer-led programmes, including workshops hosted by external partners, alongside regular ground-up activities such as eco-printing and terrarium-making. The GIC has brought together almost 50 partners and stakeholders, while workshops, tours, and school visits have broadened outreach across residents of all ages.

The GIC has established Cosy Garden as an enduring community node for sustainability learning and action, with measurable environmental benefits and strong partner participation. It has increased community awareness and adoption of green practices, while fostering greater ownership through volunteer- and partner-led initiatives. PA's contribution in convening stakeholders, providing enabling infrastructure, and facilitating collaboration has been critical in translating individual efforts into a cohesive ecosystem, allowing for co-creation and scaling of impact.



Figure 14: The hydroponic farm at Cosy Garden, built and maintained by the garden community.

Strengthening Sustainability Awareness in Our Networks

DRIVING SUSTAINABILITY THROUGH WORKFORCE ENGAGEMENT

147

Sustainability Champions (SCs) appointed to drive environmental initiatives

PA has appointed Sustainability Champions across all divisions to drive environmental initiatives, promote adherence to environmentally friendly event guidelines, and collaborate with government agencies and community partners. Strengthening ground-up action, the network expanded to 147 Sustainability Champions in FY2025.

PA also continues to enhance sustainability awareness and capability building across its workforce through targeted engagement and training initiatives. In FY2025, the Sustainability Office organised a Community of Practice session for all 147 Sustainability Champions, where participants gained practical insights from industry practitioners on climate action challenges, sustainable behaviours, and effective waste management practices. The session also provided updates on PA's sustainability targets aligned with the Singapore Green Plan 2030, reducing electricity and water consumption by 10% and waste by 30% by 2030. In conjunction with these efforts, PA launched the "Top 10 Green Practices" to encourage practical, everyday actions such as Bring Your Own Bag (BYOB), adopting a 25°C indoor temperature setting (Go25°C), Green Commute and Digital Meeting, reinforcing sustainable habits across the organisation.

To further strengthen awareness and reinforce learning, the Sustainability Office also introduced the PA Sustainability Quiz, with over 90% of approximately 2,900 staff completing and passing the assessment. The quiz, developed based on the PA Sustainability Report 2024, helped deepen staff understanding of PA's sustainability initiatives and the Singapore Green Plan 2030.

Collectively, these initiatives have enhanced staff awareness, strengthened internal capabilities, and driven more consistent adoption of sustainable practices across PA's offices and community networks, reinforcing a culture of sustainability throughout the organisation.



Figure 15: Sustainability Champions Community of Practice 2025

REDUCING ENVIRONMENTAL IMPACT THROUGH RESPONSIBLE PROCUREMENT

Eliminated approximately 2.7 million physical letters, equivalent to saving estimated more than 600 trees

PA has actively integrated sustainability considerations into its procurement practices, with a focus on reducing environmental impact, optimising resource use, and supporting national sustainability goals. Through targeted initiatives across consumables, communications, and digital infrastructure, PA continues to embed environmentally responsible practices into its operations.

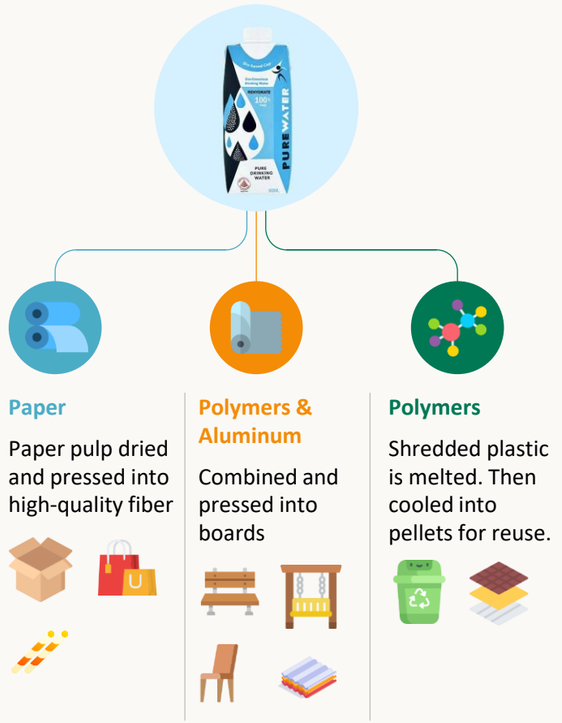
As part of Singapore's broader push towards a circular economy and reducing packaging waste, PA expanded water supply options in one of their Demand Aggregation (DA) contracts to include more sustainable alternatives to conventional plastic bottled water. This aligns with national efforts under the Zero Waste Masterplan, where packaging waste, including plastics, has been identified as a priority waste stream due to its significant contribution to domestic waste. In FY2025, carton-based packaging and aluminium cans were introduced to complement existing options. These alternatives reduce reliance on single-use plastics while supporting recyclability and resource efficiency, in line with Singapore's targets to increase recycling rates and reduce waste sent to landfill by 2030.

In parallel, PA has reduced environmental impact from mailing and printing. Since May 2025, PA stopped printing physical letters and envelopes to notify Singaporean households about CDC vouchers. In addition, envelope printing has been simplified from double-sided to single-sided formats, reducing printing costs by approximately 50% per envelope based on current communications needs.

These initiatives have delivered significant environmental benefits. Approximately 2.7 million physical letters were eliminated across CDC voucher campaigns conducted in May 2025 and January 2026, equivalent to saving more than 600 trees, while also reducing the use of postage resources. The transition away from physical delivery has further contributed to lower carbon emissions from transportation and logistics.

Within ICT operations, PA has adopted cloud hosting to improve energy efficiency and reduce its digital footprint. Systems can be scaled based on actual demand, and test environments are switched off when not in use, avoiding unnecessary energy consumption. This approach reduces reliance on continuously running servers and eliminates the need for over-provisioning hardware, supporting more efficient and sustainable use of resources. This aligns with Singapore's Green Plan 2030 and the GreenGov.SG initiative, which emphasise the decarbonisation of public sector ICT systems through the adoption of energy-efficient, scalable digital infrastructure and greener data centre practices.

Through these integrated initiatives, PA continues to strengthen its sustainable procurement approach by driving resource efficiency, reducing waste and emissions, and supporting the transition towards more sustainable and circular operational practices.



SOCIAL

EMPOWERING COMMUNITIES, ENRICHING LIVES



Our People: Promoting Employee Wellbeing and Growth

71

initiatives delivered and >13,300 participation achieved through PA Staff Club

145

PA staff pledged and raised $20,000 in total for various beneficiaries through PA65 Ride & Raise

INTRODUCTION OF WELLBEING@PA FRAMEWORK

Wellbeing@PA positions PA as an enabler of a self-sustaining workplace ecosystem where divisions, leaders, and staff take ownership of wellbeing. By appointing Wellness Ambassadors across divisions, CDCs, and GRCs, PA decentralises efforts and empowers ground teams to design initiatives tailored to local needs, supported by training, communities of practice, and funding. The piloting of Wellness Corners reinforces this ownership by embedding wellbeing into daily workspaces, translating staff ideas into tangible improvements that strengthen resilience and team cohesion.

Building on this culture of ownership, PA adopts an integrated approach to workforce development that equips officers from the outset. Launched in January 2026, PA101 provides bite-sized e-learning modules completed within the first four months, establishing a strong foundation, boosting confidence, and shortening ramp-up time. This is reinforced by the redesigned 5D4N People's Association New Staff Induction Programme (PANSI) residential programme, which delivers a structured, outcome-driven induction with clear themes from self-discovery to organisational purpose, enabling faster integration and stronger alignment with community outcomes.

Sustaining this momentum, the Career Fitness Movement provides clear development pathways through leadership frameworks, job family roadmaps, and mandatory annual career conversations, embedding continuous growth and accountability. To scale these efforts, the PA Learning Matters (PALM) intranet microsite serves as a central enabler, consolidating resources to promote self-directed learning and connect wellbeing, onboarding, and development initiatives.

Together, these efforts reflect a coherent system where PA sets direction, equips officers, and enables collective ownership, strengthening capability, resilience, and long-term organisational impact.

Service and Purpose
- Meaning & Purpose
- Service

Positive Relationships
- Positive Interactions
- Psychological Safety



Work-Life Harmony
- Flexibility and Autonomy
- Balance in Work and Life

Positive Health
- Physical & Mental Health
- Workplaces

Opportunity for Growth
- Accomplishment & Mastery
- Personal Growth

Figure 17: Diagram of Wellbeing Framework for Public Service

PA STAFF CLUB

In FY2025, the PA Staff Club (PASC) enhanced staff wellbeing and engagement by delivering 71 initiatives and achieving over 13,300 participations, bringing improved work-life balance, stronger team cohesion, and increased staff satisfaction. Through a wide range of welfare, wellness, and community programmes, PASC enabled meaningful outcomes while reinforcing PA's role in fostering a supportive, inclusive, and purpose-driven workplace.

Promoting Staff Welfare through PA Staff Club

In FY2025, PA Staff Club strengthened its role in enabling staff wellbeing by scaling up both programme volume and participation, underscoring PA's role as a key enabler of a supportive and vibrant workplace.

PA enabled tangible outcomes across multiple dimensions of wellbeing. On the welfare front, comprehensive support schemes, ranging from life-event benefits to education grants, were complemented by corporate partnerships and workplace enhancements, improving both financial value and day-to-day staff experience. Notably, over 2,400 staff and family members utilised corporate passes to attractions, reinforcing work-life balance and family bonding, while new initiatives such as subsidised vending options were well received.

PA's efforts in physical wellness and team cohesion saw strong participation and cross-divisional engagement. Over 1,400 staff took part in Inter-Division Games such as Dragonboat, Go-Kart, and Fitness. Lifestyle enrichment also gained traction, with nearly 20 workshops and activities including Latte Art, Leather Craft, and Neon Art Jamming. Family-oriented initiatives like Bird Paradise visits and school holiday movie screenings drew about 1,300 participants, reflecting growing demand for programmes that support both staff wellbeing and family engagement.



Figure 18: PA Family Day @ Chingay NE Parade 2026

New Community Service and Volunteerism Programmes

PASC organised and facilitated a range of community service and environmental initiatives in FY2025, encouraging PA staff to contribute meaningfully beyond their professional roles.

Despite a demanding SG60 year, more than 220 staff participated in volunteerism and community service efforts, including beach clean-ups, Kayak & Klean initiatives, creating accessible platforms for staff to participate in fundraising and environmental stewardship. Educational visits through partnerships with SPCA and ACRES supported learning and awareness on animal welfare and conservation. A key highlight, the PA65 Ride & Raise, mobilised 145 pledgers who raised $20,000, alongside 23 cyclists who completed a 65km route across seven PA facilities, demonstrating strong commitment and collective impact.

The involvement of external partners and inclusion of staff families strengthened participation and broadened the reach of these initiatives beyond the workplace. Together, these efforts demonstrate how PASC provides the structure, opportunities, and partnerships that enable staff to contribute meaningfully to the community.

Building on this foundation, PASC is expanding its role in shaping a more sustainable and holistic wellbeing ecosystem through new FY2026 initiatives, such as enhanced recreational benefits, more family-focused programmes, and a structured CSR framework. These efforts aim to support regular staff participation and community contribution, while strengthening a supportive and engaging work environment that enhances overall wellbeing and satisfaction.



Figure 19: Staff at the start of the 65km "Ride & Raise"

INVESTING IN FUTURE LEADERS: LEADERSHIP DEVELOPMENT PROGRAM (PA SCHOLARSHIP PROGRAMME)

PA has strengthened leadership development by introducing a clear leadership framework that defines core expectations of supervisory and leadership competencies, supported by structured training roadmaps that guide capability building over time. Moving away from a one-size-fits-all model, PA adopts a targeted approach tailored to different career stages, enabling officers to build the right skills at the right time, enhancing leadership readiness and strengthening organisational capability in a more intentional and sustainable way.

Complementing this, NACLI's Youth Leaders Collective (YLC) extends leadership development to the next generation of community leaders. Launched in 2025, the programme equips youths with leadership skills anchored on the pillars of Caring for the Community, Leading Teams, and Stewarding Change, through a structured 15-day programme over 14 weeks. This equips participants with the confidence and resources to initiate ground-up projects, with 49 youth leaders from the inaugural cohort successfully implementing 10 community initiatives in partnership with PA GROs, and a further 47 youth leaders completed 10 community initiatives in June 2026. Together, these efforts demonstrate how PA builds a strong and sustained leadership pipeline, developing both current officers and future community leaders to drive meaningful, community-led impact.



Figure 20: Leadership Development Programme - YLC Commencement 2026

INNO@PA MOVEMENT - INNOCHALLENGE OUTCOMES

Following PA InnoChallenge 2024, OSED shifted from idea generation to enabling sustained adoption and strengthening PA's Learning and Innovation (L&I) culture. InnoPlayground was enhanced into a central platform for staff to access and build on 43 past projects, supporting continuous learning and scaling. Building on these insights, PA Hackathon 2025 was redesigned with greater intentionality to deepen learning impact.

The hackathon brought together 27 staff from 17 divisions to co-create solutions to real organisational challenges. With cross-divisional teams, strong leadership support, and guidance from Open Government Products, participants gained design and prototyping skills while building connections and addressing shared pain points. The streamlined format from 3.5 months to 1 month helped prioritise protected time for deep work, helping sustain focus and momentum. InnoPlayground further supported engagement, generating 130 comments to refine solutions. All five teams delivered tested prototypes, with three (The Onboarders, BuddyBots, and PAthways) progressing towards implementation and two being integrated to improve volunteer management. These outcomes strengthened PA's pipeline of design and tech talent while reinforcing a culture of continuous innovation.

To sustain this momentum, OSED also conducted a structured review of PA's L&I landscape, drawing on surveys, engagement data, and leadership focus groups. The findings clarified desired behaviours and capability gaps, shaping a "north star," staff archetypes, and targeted recommendations. These now guide PA's L&I strategy for FY2026 and FY2027, positioning OSED as an enabler that sets direction, builds infrastructure, and empowers divisions to sustain innovation beyond individual programmes.



Figure 21: The Onboarders Hackathon Team sharing their project concepts with fellow colleagues during the Hackathon Grand Finals.

Our Volunteers: Driving and Inspiring Community Involvements

35,000
unique CV individuals registered as of 31 December 2025

39,000
Registered Grassroots volunteers

STREAMLINED DIGITAL VOLUNTEER RECRUITMENT PROCESS THROUGH PA'S COMMUNITY APP

PA continues to strengthen its role as a community enabler by enhancing the end-to-end volunteer journey through digital platforms. With the rollout of PA Community App Beta 1 across 10 Constituency Offices, approximately 600 sign-ups as of end March 2026 have been recorded. PA has improved how volunteering opportunities and stories are surfaced, making them more visible and accessible to residents. This, together with a more intuitive and streamlined sign-up process, has reduced barriers to participation and enabled smoother recruitment of Community Volunteers (CVs).

Besides recruiting more CVs, the new PA Community app will also enable PA to provide better online engagement for its current 35,000 CVs. The growing CV pool will complement PA's 39,000 grassroots leaders in supporting PA's efforts to increase civic participation and involve residents to "do with" our volunteers in our community initiatives.

By providing the infrastructure, tools, and consistent user experience, PA empowers communities and grassroots leaders to more effectively engage residents and scale volunteer participation across the network.

STRENGTHENING GRASSROOTS CAPABILITY THROUGH DIGITAL INNOVATION AND CAPABILITY BUILDING

PA strengthened ground operations and grassroots capability through integrated digital enhancements and targeted leadership development. Improvements to the Intranet portal and mobile app streamlined processes and improved accessibility, while new tools, such as the Re-appointment Request Report, e-Certificates, and automated eligibility checks for the Community Long Service Award, reduced administrative effort and improved transparency. The mobile app further empowers grassroots leaders with on-the-go access to key services, enabling timely, self-service applications and more efficient service delivery.

NDHC 2025 drove strong central-local alignment and outreach for the Community Volunteer (CV) Scheme, resulting in 18,279 sign-ups and strengthening sustained volunteer participation. Following their sign-up, CO staff contacted new CVs and invited them to onboarding sessions, and these sessions helped new CV learn about volunteering opportunities and connect with fellow volunteers and the wider community.

Building on this, the Effective Volunteer Management workshops deepened grassroots leadership capability by equipping Office Bearers (OBs) with practical skills to recruit, motivate, and retain volunteers. Jointly developed by the Volunteer Management Division and NACLI, 18 GRC-level workshops reached 600 OBs, while also serving as platforms for leadership alignment and peer learning. Together, these efforts demonstrate how PA combines digital enablers with capability-building to strengthen volunteer management and sustain community leadership.



Figure 22: Participants of Effective Volunteer Management Workshop (NACLI).

Stories of our volunteers

Mr Nik Chew
Grassroots Leader/Residents' Network (RN) Chairman

Mr Nik Chew is the RN Chairman and CCC Vice-Chairman from the Tanjong Pagar–Tiong Bahru division. After returning to Singapore from overseas, he signed up as a GRL upon receiving a recruitment flyer at his doorstep. He has organised numerous initiatives, including distributing food and masks to seniors during the COVID-19 pandemic and the Qixi Festival. In addition, he brought together 100 residents from the Tanjong Pagar–Tiong Bahru division to take photographs with Senior Minister Lee Hsieng Loong in celebration of the LKY100 anniversary. Prioritising volunteering has helped him learn and grow, and it also serves as a way for him to relieve stress after a hectic day at work.



Figure 23: Mr Nik Chew, Grassroots Leader / RN Chairman.

Mdm Florence Low Poh Eng
Community Volunteer

Mdm Florence, a resident in Jurong Central Zone A, had initiated a community craft programme after suggesting to Residents' Network (RN) Vice Chairman, Mdm Lim Geok Chan that residents could create their own festive decorations instead of purchasing them. This would have increased community involvement whilst reducing costs.

Leading the craft group, Mdm Florence organised handicraft sessions for different festivals, sourcing raw materials and teaching various craft techniques. The programme has allowed residents to contribute to decorating precinct whilst learning skills to beautify their own homes.

The initiative had successfully engaged residents with free time in meaningful community activities that enhanced festive atmosphere. The RN had hoped to expand this volunteer programme to other RNs or develop it into a constituency-wide initiative to decorate the entire Jurong Central area.



Figure 24: Mdm Florence Low Poh Eng, Community Volunteer (4th from the left)

Our Community: Fostering Networks and Connections

$811,000
in the Community Volunteer Enabling Grant (CV-EG) funds has been disbursed as of 31 December 2025

>1,400
seniors onboarded and >30,000 tasks completed through the Neighbourhood Kakis Initiative using the PA Community App

FairPrice Walk for Rice rebranded to FairPrice Group Walk for Health @ South East. This year, 48,000 participants walked to enable 1,100 residents to receive supermarket vouchers

835
SG60 celebration activities organised and 711,322 participants engaged

NATIONAL DAY HEARTLAND AND COMMUNITY CELEBRATIONS

On 10 August 2025, Singaporeans celebrated the nation's 60th birthday (SG60) across five heartland sites – Bishan, One Punggol, Yishun, Wisma Geylang Serai and Bukit Gombak, which saw a strong turnout of over 210,300 residents, particularly the 3G and young families.

Organised by the PA and the NDP 2025 Executive Committee, the celebrations brought National Day closer to the community with family-friendly activities, community art, performances, fireworks, and a drone show which were well-received. One key highlight was the Mobile Column, with SAF, SCDF, and SPF vehicles travelling through neighbourhoods and making public pit stops since 2020. The event also saw a positive outcome of 18, 279 new sign-ups as Community Volunteer across the five districts.

Other than district-level National Day Heartland Celebrations, there were also various community celebrations including National Day Observance Ceremonies, National Day Carnivals and National Day Dinners. Around 835 National Day-related activities were organised with 711,322 participants engaged, bringing residents together as one community to celebrate Singapore's 60th birthday.

To mark this special milestone, we also saw interesting programming such as the Yuhua SG60 National Day Carnival, a street party held along Boon Lay Way; and the Whampoa's National Day Kayaking Expedition along Whampoa River, an asset which is not just a waterway, but where bonds are built, memories are made and kampung spirit shines.



Figure 25: Street party held along Boon Lay Way.

STRENGTHENING INCLUSIVE ACCESS AND COMMUNITY IMPACT THROUGH SG60 CARNIVALS

Teck Ghee Grassroots Organisations (GROs) organised the Teck Ghee SG60 Carnival on 16 August 2025, which saw the transformation of the Ang Mo Kio MRT viaduct into a vibrant community space, bringing together more than 1,500 residents to celebrate Singapore's 60th birthday. By creatively repurposing previously underutilised space beneath the MRT viaduct, the initiative also demonstrated how existing community spaces can be reimagined and activated to support more vibrant and sustainable neighbourhoods.

As part of the celebrations, the GROs collaborated with neighbouring schools and Teck Ghee residents to co-create art murals along the MRT viaduct, depicting Singapore's journey from the 1960s to the 2020s. This art creation provided opportunities for both students and residents to contribute their creativity towards a shared community artwork, fostering a sense of ownership, community pride and intergenerational bonding among participants.

The carnival also featured the Wheelies Showdown, where residents decorated their wheeled devices, including bicycles, wheelchairs and prams, and participated in a procession along the MRT viaduct. The activity provided an inclusive platform for residents of different ages and abilities to express their creativity and participate in the celebrations together, promoting social inclusion and community bonding.

Other activities, including traditional games, arts and crafts, and interactive installations, created opportunities for residents from diverse backgrounds to interact, share experiences and strengthen community ties. Through initiatives such as these, PA and its grassroots networks continue to enable community participation and care, creating opportunities for residents to come together, contribute and strengthen the community spirit.



Figure 26: Residents participating in the Wheelies Showdown at the Ang Mo Kio MRT viaduct during the Teck Ghee SG60 Carnival.

WECARE ARTS FUND (WCAF)@CDC: STRENGTHENING COMMUNITY COHESION AND INCLUSION

The WeCare Arts Fund (WCAF)@CDC advances PA's mission of fostering an inclusive and cohesive community by using the arts to drive connection, confidence, and social inclusion. Since 2014, it has expanded access for underserved residents, enabling self-expression, relationship-building, and a stronger sense of belonging.

Themed "Our Community: SG60 and Beyond", the exhibition brought together over 780 beneficiaries from 36 Social Service Agencies (SSAs) and 4 Self-Help Groups (SHGs) across 5 CDC districts, demonstrating how the arts can unite communities with greater needs and advance a more inclusive Singapore.

In addition, local artists benefit as secondary beneficiaries, gaining opportunities to engage communities, share their craft, and contribute to social inclusion. WCAF empowers residents as active contributors while supporting artists in community-building roles, reaching over 24,700 beneficiaries and strengthening more connected and resilient neighbourhoods.



Figure 27: Staff putting together the Opening of WeCare Arts Exhibition @ CDC

IMPROVING ACCESSIBILITY AND NEIGHBOURLY BONDS: SMART NETWORKED RESIDENT'S NETWORK (RN) CENTERS

The Smart RN Centres initiative demonstrates PA's role in enabling accessible, safe, and community-driven spaces that strengthen neighbourly bonds and increase resident participation. By enhancing infrastructure and introducing digital solutions, PA has improved both the usability and attractiveness of RN Centres as community nodes where residents can connect, co-create programmes, and build friendships. These upgrades have enabled more residents to confidently utilise the spaces, including families and children, while encouraging greater ground-up participation and self-organised activities.

In FY2025, targeted improvements delivered clear operational and user outcomes. The introduction of an e-booking system via OnePA enhanced convenience and accessibility, allowing residents to reserve facilities easily while enabling more effective programme planning and optimised space utilisation. Upgrades to a wired intercom system improved reliability and ensured stable access and communication, while the expansion of CCTV coverage (from 8 to up to 16 cameras per centre) strengthened safety and increased user confidence, encouraging broader usage of the centres, including for study and family activities.

PA also drove cost efficiency and sustainability through the implementation of an automated energy management system, which ensures utilities are switched off after operating hours. This has reduced energy wastage, lowered operating costs, and enabled centres to function effectively with minimal on-site manpower. Collectively, these enhancements demonstrate how PA has enabled smarter, safer, and more efficient community spaces, supporting increased utilisation, stronger community ownership, and a more vibrant neighbourhood ecosystem.

EMPOWERING COMMUNITY-LED INITIATIVES THROUGH SUSTAINED FUNDING SUPPORT

PA continues to enable community volunteers to initiate and sustain ground-up projects through the Community Volunteer Enabling Grant (CV-EG), which provides accessible funding and support structures. From FY2024 to FY2025, over 700 project applications were approved, with approximately $811,000 disbursed, with outreach efforts commonly targeting seniors, working adults and youths. The top 3 causes funded under the CV-EG were 1. Racial Harmony & Social Cohesion, 2. Health and Wellbeing, 3. Environment & Sustainability.

The CV-EG remains a key enabler for diverse participation, especially younger volunteers, with about 32% of applicants aged 18–35 and 29% aged 36–49. By maintaining consistent eligibility criteria while supporting a broad range of community initiatives, PA empowers youths and young adult volunteers to take ownership of projects, strengthen community connections, and contribute meaningfully to local needs.

SUPPORTING ACTIVE AGING THROUGH NEIGHBOURHOOD KAKIS

The Neighbourhood Kakis Initiative demonstrates PA's effectiveness in enabling active ageing and community contribution at scale, with clear outcomes in participation, impact, and social connectedness. By leveraging the PA Community App and a structured task-based model, PA has enabled seniors aged 50 and above to take on meaningful community roles, resulting in over 1,400 seniors onboarded and more than 30,000 tasks completed across divisions. This has translated into tangible support for vulnerable groups, including frail seniors and families in need, while strengthening grassroots-level community care networks.

The initiative has also delivered strong behavioural and social outcomes. High repeat participation indicates sustained engagement beyond initial incentives, with seniors motivated by purpose and a sense of contribution. Participants have reported stronger social connections and greater involvement in their neighbourhoods, reflecting a shift towards a more active ageing culture and increased mutual support within communities.

PA supports this by making it easy for seniors to get involved, working closely with grassroots leaders, volunteers, and community partners. With simple digital tools such as e-wallet payments and on-the-ground support, PA has created an accessible and scalable ecosystem. Building on successful outcomes from the pilot across 10 divisions, the initiative is expanding to 31 divisions by June 2026 and will reach all 97 divisions by end-2026, significantly amplifying its reach and deepening its long-term community impact.

SKILLSFUTURE @ CDC FESTIVALS: BUILDING A FUTURE-READY WORKFORCE THROUGH COMMUNITY ACTION

SkillsFuture @ CDC Festivals demonstrate the CDCs' role in translating national workforce initiatives into accessible, community-level impact by bringing jobs, skills upgrading, and career guidance directly into neighbourhoods. The 2025 SG60 editions focused on key growth sectors such as the Digital, Green, and Care economies, while addressing practical employment and upskilling needs of residents across life stages, including mid-career workers, caregivers, and jobseekers, supporting a more inclusive and adaptable workforce.

Across all five districts, the festivals delivered tangible outcomes by connecting residents to employment opportunities, equipping them with relevant skills, and strengthening pathways into growth sectors. By bringing together government agencies, training providers, employers, community partners, and volunteers, CDCs created localised platforms that enabled residents to discover opportunities, build capabilities, and access targeted support. Collectively, these efforts reinforce the CDCs' role as a critical bridge between national programmes and community needs, contributing to a future-ready workforce while deepening community support and cohesion.



Figure 28: SkillsFuture @ CDC (Festival) organised by North West CDC

ENHANCING PREVENTIVE HEALTHCARE ACCESS AND EARLY DETECTION IN THE COMMUNITY

NECDC (North East Community Development Council), one of Singapore's five CDCs under the People's Association (PA), delivers community programmes with PA providing strategic direction, resources, and partnerships to enable effective on-the-ground implementation.

The North East Cancer Warrior Support Scheme (NE CWSS) highlights NECDC's role in advancing Singapore's national commitment to support vulnerable families through accessible, preventive healthcare and early intervention. Aligned with broader efforts to improve health equity and outcomes, NECDC expanded the scheme in FY2025 to include colorectal cancer, strengthening a more holistic and proactive approach to early detection. This enabled residents, particularly underserved and lower-income groups, to access screening and support earlier, improving health outcomes while reducing long-term care burdens.

The newly introduced colorectal cancer component is also gaining traction. A pilot in Tampines GRC and Changkat SMC saw over 223 registrations. To further improve access, NECDC is expanding partnerships with SingHealth Polyclinics and Healthier SG GPs, integrating FIT kit collection into community care touchpoints.

Together, these efforts demonstrate how NECDC translates national healthcare priorities into tangible community outcomes, improving early detection, increasing screening participation, and advancing equitable health outcomes.



Figure 29: North East Cancer Warrior Support Scheme (Colorectal Cancer) booth.

FAIRPRICE GROUP WALK FOR HEALTH @ SOUTH EAST

Building on the original FairPrice Walk for Rice model, the 2025 rebrand to FairPrice Group Walk for Health @ South East reflects a strategic shift towards integrating community support with broader health and wellness outcomes.

The refreshed campaign shifted from donation-based giving to promoting sustained healthy behaviours while continuing to translate participation into tangible support for vulnerable residents. In 2025, over 48,000 participants enabled 1,100 residents to receive supermarket vouchers, easing cost-of-living pressures. By integrating community activation with health promotion, the initiative strengthened individual well-being and collective impact, reinforcing the CDC's role in driving community-led outcomes.



Figure 30: Participants clocking in their mileage at FairPrice Group Walk for Health @ South East.

GOVERNANCE

ADVANCING ORGANISATIONAL EXCELLENCE



Strengthening Corporate Governance

STRENGTHENING GOVERNANCE THROUGH INTEGRATED CORPORATE SERVICES

The formation of the Grassroots Services Division (GSD) in January 2026 strengthens governance and organisational effectiveness across grassroots operations. By consolidating key corporate functions — Finance, Grants & Charities, Procurement, Revenue, and Tenancy Management — under one structure, GSD enables more integrated oversight, clearer accountability, and consistent governance practices.

This reorganisation reduces fragmentation, improves visibility of gaps, and streamlines service delivery through a one-stop support model. Decision-making becomes more holistic and better coordinated — for example, the Finance and Tenancy teams now jointly manage rental collection, with Finance providing ongoing feedback for the Tenancy team to refine the contractual framework to improve the overall collection workflow.

GSD has also supported the development of a risk-based collaboration agreement framework, simplifying engagement with external partners. This reduces the administrative burden on Constituency Offices for lower-risk engagements, enabling them to channel their efforts towards higher-risk ones — and with clearer accountability, they can govern their ground activities with greater confidence.

REINFORCING CODE OF GOVERNANCE THROUGH ANNUAL COMMUNITY DEVELOPMENT WELFARE FUND COMMITTEES (CDWFS) BRIEFING

An annual CDWF briefing and three sessions of virtual governance clinics were conducted for office bearers, staff-in-charge and Field Governance Officers, strengthening governance capabilities across the network. Key topics included Code of Governance Annual Submission Requirements, CDWF Rules, Best Practices and Improvements, and CDWF Board Appointments.

These sessions enhanced alignment with the Code of Governance, reinforced accountability standards, and improved understanding of key risk and audit considerations. By equipping office bearers and staff with updated knowledge and a consistent governance framework, the sessions supported more effective oversight, strengthened compliance practices, and contributed to building a more resilient and well-governed CDWF ecosystem.



Figure 31: Annual Community Development Welfare (CDWF) briefing

Enhancing Risk and Compliance Management

ANNUAL REVIEW AND STREAMLINING OF FINANCIAL RULES AND SOPS

PA has enhanced its role as an enabler of grassroots effectiveness and compliance by simplifying access to critical knowledge and standardising operational guidance. The launch of the Grassroots Financial Handbook (GFH) in the GRL@PA Knowledge Library in April 2025 applied a "Cut, Clarify, Consolidate and Digitalise" approach to streamline financial rules and SOPs, making them more accessible and easier for Grassroots Leaders (GRLs) to apply in practice.

This is complemented by the continued development of the Knowledge Library as a central platform for learning and knowledge sharing, with curated best practices that support consistent understanding and execution across the network. By providing structured resources and a shared repository, PA enables GRLs to build capability, improve operational efficiency, and deliver their roles more effectively.



Figure 32: Grassroots Financial Handbook SOP

OVERSIGHT OF RISK AND COMPLIANCE

PA establishes risk oversight through its Board's Audit and Risk Committee (ARC), which oversees risk management, audit processes, and regulatory compliance, and meets at least twice yearly to provide strategic guidance.

The Internal Audit Division supports the ARC and Management by evaluating internal controls, reporting audit progress, and escalating significant risks identified from audits and investigations, ensuring timely risk identification and response.

In end-2024, 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, spanning across three broad focus areas: strategy, compliance, and operations.

Under this framework, each risk is overseen by at least one 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. Supported by the ERM Secretariat, comprising staff from the Strategic Planning Division (SPD), the risk owners of the 12 key risks provide half-yearly reporting to Senior Management and periodic updates to the ARC.

This approach ensures a consistent and structured risk management process, strengthens accountability among Risk Owners, and provides Senior Management with regular visibility of key risks to support timely decision-making.

BUILDING ON THE GRASSROOTS FINANCIAL ACCOUNTING SYSTEM (G-FAST)

The introduction of the Mass Payment (MP) template in June 2025 in G-FAST has strengthened the scalability and efficiency of financial disbursement processes across GROs. By enabling bulk creation and approval of payments, the initiative reduces administrative burden, enhances timeliness in delivering welfare assistance and bursary awards, and minimises process inefficiencies.

Adoption by 29 COs within the first year demonstrates growing acceptance and impact, contributing to more streamlined operations and allowing resources to be better directed towards community engagement and service delivery. Overall, the MP capability supports stronger financial governance, improves operational agility, and enhances the effectiveness of assistance distribution to residents.

STRENGTHENING SUSTAINABLE PROCUREMENT GOVERNANCE

PA strengthened procurement governance and accountability through targeted capability-building and alignment efforts. On 10 November 2025, a seminar for Approving Officers was conducted for Directors and Deputy Directors, equipping them with leadership skills and understanding of strategic procurement approaches for effective oversight. This enhanced decision-making quality and reinforced accountability across procurement processes.

Complementing this, a PA-wide Procurement Briefing Session held on 21 January 2026 ensured consistent understanding and implementation of the latest IM changes across all divisions. Together, these efforts improved transparency, standardisation, and compliance in procurement practices, demonstrating PA's role in enabling robust governance through clear direction, capability development, and effective change management.



Figure 33: PA-wide procurement briefing conducted on 21 January 2026.

Safeguarding Cybersecurity and Data Privacy

Achieve a 10% reduction of staff clicking on simulated phishing links in FY2025.

MAINTAINING INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) SYSTEM SECURITY WITH TARGETED AUDIT

ICT system security has been reinforced through targeted audits, with both Third-Party Management (TPM) and Third-Party Exit (TPE) reviews concluding with no findings. This outcome reflects strong controls and effective governance over vendor relationships across the system lifecycle.

The results provide assurance that third-party engagements are well-managed, risks are mitigated, and exit processes are robust, contributing to a secure and resilient ICT environment.

STRENGTHENING CYBERSECURITY AWARENESS AND PHISHING RESILIENCE

PA strengthened its cybersecurity posture by integrating awareness efforts with measurable behavioural outcomes, driving both knowledge enhancement and improved resilience across the organisation. Through targeted briefings for ICT vendors and structured training for staff, PA reinforced alignment with security expectations and equipped employees with practical skills to identify and respond to cyber threats. Complementing this, phishing simulation exercises embedded continuous learning, ensuring that awareness translated into real-world vigilance and response capabilities.

These integrated efforts delivered clear outcomes in strengthening organisational resilience. Across six phishing simulation exercises in 2025, click rates declined significantly from 16.5% to 6.5%, demonstrating improved staff awareness and reduced susceptibility to attacks. By combining proactive education with regular testing and feedback loops, PA not only enhanced cybersecurity knowledge but also drove sustained behavioural change, reducing risk exposure and reinforcing an organisation-wide culture of security and accountability.

APPENDIX



About this Report

REPORTING PERIOD

This report was prepared for the Financial Year ("FY") 2025, i.e. from 1 April 2025 to 31 March 2026.

REPORTING SCOPE

This report covers our buildings and premises that are owned, occupied, and/or operated by PA where we possess the full authority to introduce and implement operating policies.

REPORTING STANDARDS AND GUIDELINES

GRI Standards 2021

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards 2021, which is one of the most internationally recognised and widely used sustainability reporting frameworks globally. The GRI Content Index can be found on page 28.

United Nations Sustainable Development Goals (UN SDGs)

PA's sustainability framework is aligned with the UN SDGs. Further details on the SDGs that PA supports can be found on page 8.

RESTATEMENT

There has been no restatement of information in this report.

ASSURANCE

PA has not sought external assurance for the disclosures in this report.

Stakeholder Engagement

Stakeholder engagement enables PA to proactively identify and prioritise key ESG considerations, shaping more responsive and adaptive sustainability strategies. Through inclusive and structured engagement, diverse perspectives are systematically incorporated into decision-making, strengthening relevance, accountability, and continuous improvement in sustainability outcomes.

EMPLOYEES

- Strengthen workforce capability through targeted training and continuous engagement initiatives
- Enhance leadership–staff alignment via regular engagement platforms
- Leverage structured feedback mechanisms to inform decision-making and improve employee experience

GRASSROOTS VOLUNTEERS

- Enhance the volunteer ecosystem through networking and knowledge-sharing platforms
- Sustain engagement by recognising contributions and reinforcing volunteer value

COMMUNITIES

- Empower community ownership by providing platforms for participation and volunteerism
- Advance holistic well-being through integrated health and wellness initiatives
- Support ground-up sustainability efforts and community-led environmental actions
- Strengthen outreach to better understand and address evolving community needs

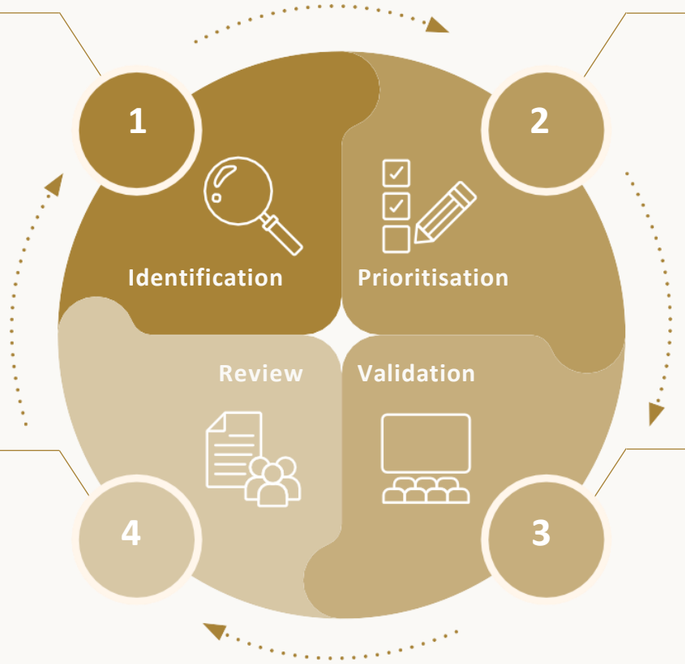
CORPORATE PARTNERS

- Deepen cross-sector collaboration to address social challenges and enhance community outcomes
- Co-develop targeted initiatives that leverage complementary strengths
- Incorporate ground insights to inform policy development and improve programme relevance

Materiality Assessment

PA adopts a structured four-steps materiality assessment to systematically identify and prioritise ESG issues most relevant to its operations and stakeholders.

Systematically identify potential ESG topics through a combination of megatrend analysis, peer benchmarking, media insights, and stakeholder engagement to ensure comprehensive coverage and relevance.



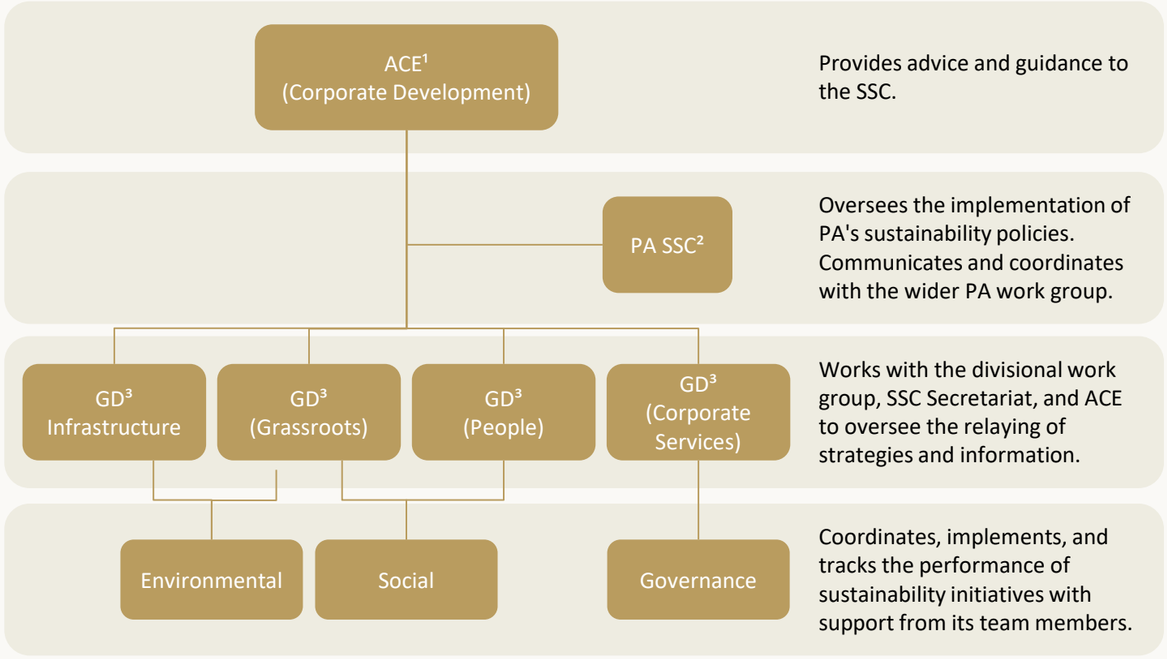
Evaluate and prioritise ESG topics based on their potential impact on operational continuity and their influence on stakeholder decision-making, ensuring focus on areas of greatest strategic importance.

Conduct regular reviews of material ESG topics to maintain relevance, respond to evolving risks and opportunities, and sustain alignment with long-term sustainability objectives.

Strengthen governance by validating key ESG priorities with management and securing Board endorsement to ensure alignment with organisational direction and accountability.

Sustainability Governance

The establishment of the Sustainability Steering Committee (SSC) in FY2023 strengthens governance and strategic oversight of sustainability efforts across PA and the Grassroots movement. By providing centralised guidance and driving coordinated implementation, the SSC ensures alignment of initiatives with organisational priorities and enhances accountability. Regular monitoring of progress supports sustained momentum and enables more effective delivery of sustainability outcomes.



[1] ACE – Assistant Chief Executive

[2] PA SSC – PA Sustainability Steering Committee

[3] GD – Group Director

Our Performance Data

The information below provides an overview of PA's baseline data, performance data covering FY2023 – FY2025, and 2030 targets across the various environmental indicators. We are working towards achieving our Green.Gov targets.

Indicators	Baseline	FY2030
EUI (kWh/m2)[1]	85	76.5
WEI (litres/person/day)[2]	248	223.2
WDI (kg/person/day)[3]	1.0	0.7

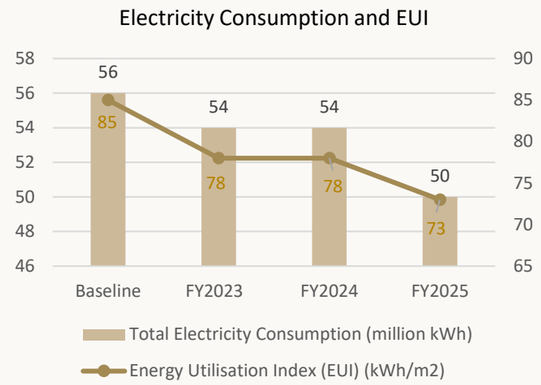
Electricity accounts for the majority of PA's energy consumption across its buildings. In FY2025, PA consumed 50 million kWh of electricity, achieving an approximately 10% reduction from baseline levels[4]. This progress reflects our ongoing efforts to enhance energy efficiency solutions, energy-saving awareness initiatives, and the increased installation of solar panels across PA premises and buildings.

[1] The baseline year for EUI is the average of FY2018 – FY2020.

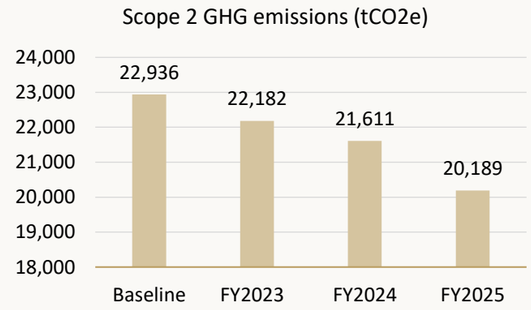
[2] The baseline year for WEI is the average of FY2018 – FY2020.

[3] The baseline year for WDI is 2022.

[4] The baseline electricity consumption is 56 million kWh



As a result, PA's Scope 2 GHG emissions decreased to 20,189 tCO_2e in FY2025, representing a 12% reduction from the baseline year[5] . Our Energy Utilisation Index (EUI) also improved, declining by 15% over the same period. PA remains committed to actively monitoring and managing electricity consumption as we continue progressing towards our 2030 EUI target.

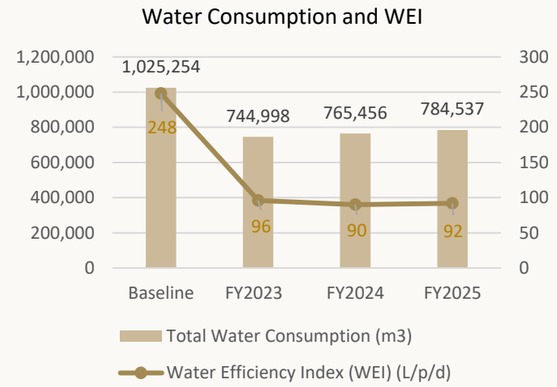


[5] The baseline Scope 2 GHG emissions is 22,936 tCO2e.

Water plays a vital role in the operation of PA's buildings. Our water supply is sourced from local municipal systems, including potable water and NEWater, a high-grade reclaimed water produced by the Public Utilities Board (PUB).

In FY2025, PA's total water consumption amounted to 784,537 m^3, representing a 23% reduction from the baseline year[6]. This decrease was primarily driven by reduced water-intensive activities at Our Tampines Hub. Reflecting this improvement, our Water Efficiency Index (WEI) improved by 63% compared to baseline levels, to 92.

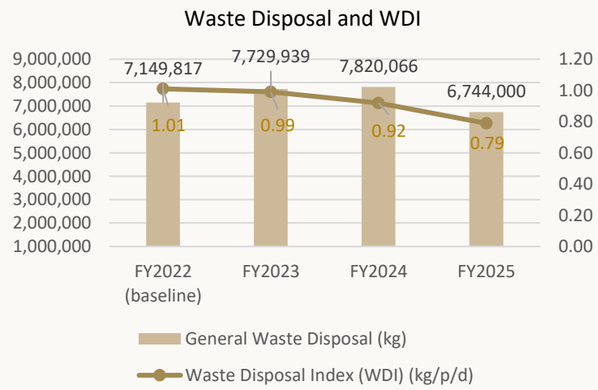
With a 2030 WEI target of 223.2, PA remains well positioned to achieve its goal and will continue to monitor and enhance water management practices across its operations.



Waste generated across PA premises—excluding recyclable waste and e-waste—constitutes the majority of our overall waste footprint. In FY2025, a total of 6,744,000 kg of waste was disposed of, representing a 6% decrease from the baseline year[7] .

Following the reduction in absolute waste generated, our General Waste Disposal (kg) in FY2025 reduced by 14% from FY2024, decreasing to 6,744,000, representing the lowest amount of waste produced during the reporting period. This improvement highlights our success in reducing waste generation relative to operational activity and the effectiveness of our waste management strategy. Key contributors included enhanced employee education and awareness programmes and initiatives promoting recycling and sustainable workplace behaviours.

PA remains committed to strengthening our waste management practices and closely monitoring waste performance to sustain progress and maintain achievement of our 2030 WDI target.



[6] The baseline water consumption is 1,025,254 m^3.

[7] The baseline waste disposal is 7,149,817 kg.

Definition and Methodology

This section outlines the key definitions and methodologies applied in this Sustainability Report, which have been developed in alignment with the GRI Standards and relevant authoritative intergovernmental frameworks.

GHG Emissions: Indirect (Scope 2) emissions constitute the entirety of PA's GHG footprint. Emissions are calculated in accordance with the GHG Protocol Corporate Standard, using a location-based approach to reflect the average emissions intensity of the national electricity grid where energy consumption occurs. For consistency, the grid emission factor (GEF) applied for the reporting year is sourced from the latest available figures published in the Singapore Energy Statistics (SES) by the Energy Market Authority (EMA).

Energy: Electricity consumption refers to the total electricity drawn from the grid. Energy generated and consumed on-site, such as solar power, is currently excluded, as are other sources including biomass and district cooling. Efforts are underway to progressively expand reporting boundaries to incorporate additional energy sources 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:

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

Baseline EUI is calculated using the following formula:

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

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:

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

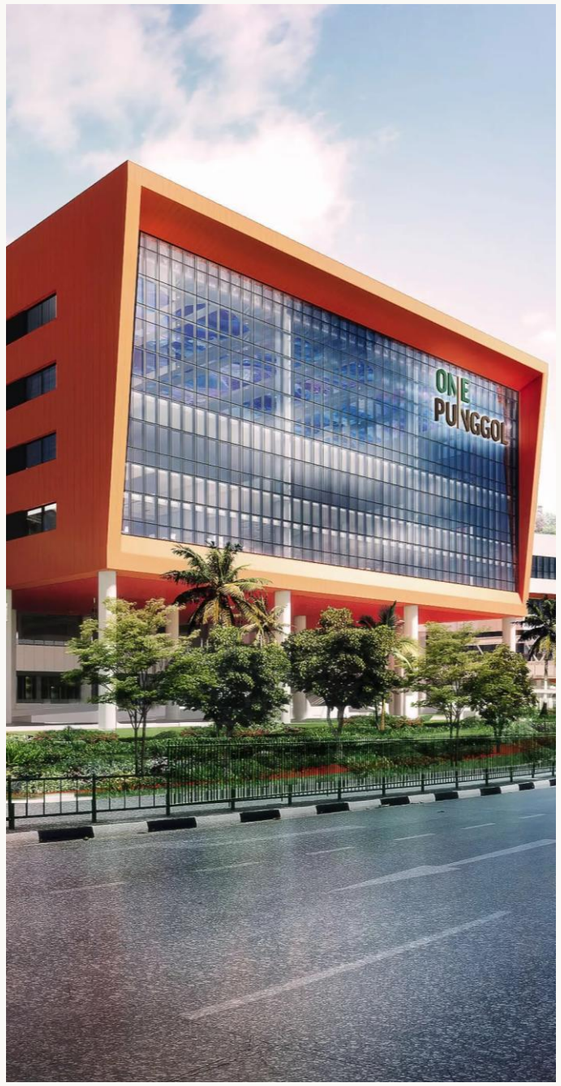
Baseline WEI is calculated using the following formula:

$$\frac{\sum Total\ watre\ used\ between\ FY2018 -\ FY2020}{Avg.no.of\ operational\ days\ in\ Year\ X} \times \sum\left(\frac{Avg.no.of\ occupants\ per\ day\ +\ 0.25}{(Avg.no.of\ visitors\ per\ day)\ in\ between\ FY2018 - FY2020}\right)$$

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:

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

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



GRI Content Index

Statement of use:	People's Association has reported with reference to the GRI Standards for the period 1 April 2025 to 31 March 2026.
GRI 1 used:	GRI 1: Foundation 2021

GRI Standards	Disclosure Number and Title		Location
General Disclosures			
GRI 2 (2021): General Disclosures	2-1	Organisational details	4
	2-2	Entities included in the organisation's sustainability reporting	23
	2-3	Reporting period, frequency and contact point	23
	2-4	Restatements of information	23
	2-5	External assurance	23
	2-6	Activities, value chain and other business relationships	4, 23
	2-9	Governance structure and composition	24
	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 the 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	24
	2-13	Delegation of responsibility for managing impacts	24
	2-14	Role of the highest governance body in sustainability reporting	24
	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	4, 24
	2-22	Statement on sustainable development strategy	4
	2-23	Policy commitments	4, 8 - 21
	2-24	Embedding policy commitments	
	2-25	Processes to remediate negative impacts	8 - 21
	2-26	Mechanisms for seeking advice and raising concerns	21 - 23
	2-28	Membership associations	This disclosure is not applicable to PA.
	2-29	Approach to stakeholder engagement	23
	2-30	Collective bargaining agreements	This disclosure is not applicable to PA.
GRI 3 (2021): Material Topics	3-1	Process to determine material topics	23
	3-2	List of material topics	5
	3-3	Management of material topics	8 - 21

People's Association

9 King George's Avenue
Singapore 208581