# Adapting for a Sustainable Future

Annual & Sustainability Report 2025/2026

National Environment Agency

Safeguard · Nurture · Cherish

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# ABOUT THE NATIONAL ENVIRONMENT AGENCY

The National Environment Agency (NEA) is a statutory board under the Ministry of Sustainability and the Environment (MSE). Established in 2002, we are the leading public organisation responsible for ensuring a clean and sustainable environment for Singapore.

We uphold high standards of public health and cleanliness, safeguard Singapore's living environment through effective pollution control and radiation protection, and deliver timely and reliable weather and climate services that support public safety and socio-economic activities.

Besides planning the supply of after-death facilities, NEA also operates Singapore's public after-death facilities, providing cremation, burial, columbarium and ash scattering services.

We advance Singapore's sustainability agenda by promoting resource efficiency and circular economy practices that reduce waste and conserve resources. Through the planning, development and management of hawker centres, we foster a vibrant hawker culture by providing clean, hygienic community dining spaces where people from all walks of life can enjoy affordable food.

Working closely with our partners, stakeholders and the community, we promote environmental stewardship and shared responsibility, helping to build a liveable and sustainable Singapore for present and future generations.

NEA is represented in the following organisations and international platforms:

- Amalgamated Union of Public Employees
- American Society of Heating, Refrigerating and Air-conditioning Engineers Singapore Chapter
- International Atomic Energy Agency (IAEA) – NEA's National Radiochemistry Laboratory serves as an IAEA Collaborating Centre for Radiochemistry in Southeast Asia
- Singapore Programme for Research in Epidemic Preparedness and Response
- Singapore Standards Council
- United Nations Global Compact and its local chapter, Global Compact Network Singapore
- World Health Organization (WHO) – Participation in WHO expert committees and technical advisory groups on arboviral disease surveillance, vector control and radiation safety, with NEA's Environmental Health Institute serving as a WHO Collaborating Centre for Reference and Research on Arboviruses and their Associated Vectors

# CHAIRMAN'S
## FOREWORD

**MR CHALY MAH**
Chairman

Since the 1960s, Singapore has transformed from a rapidly developing city-state into a global model of urban sustainability. Today, amid heightened geopolitical and economic uncertainty, NEA's mission is more critical than ever. Climate change, resource constraints, and global energy volatility continually challenge our liveability. To safeguard our future, NEA is reinforcing our core environmental mission while building the capabilities Singapore will need in the decades ahead.

Lasting environmental progress requires us to embed sustainable habits into our daily lives. The launch of the Beverage Container Return Scheme on 1 April 2026 marks a major milestone in our sustainability journey, demonstrating that everyone has a part to play. The scheme will improve the recovery of plastics and metals, turning everyday actions into meaningful environmental gains. Cultivating such habits takes time, which is all the more reason to begin now.

NEA is also advancing our scientific capabilities to tackle the existential threat of climate change. Last year, Singapore recorded its highest-ever Wet-Bulb Globe Temperature of 35°C, a stark reminder that extreme weather will persist. To bolster our climate readiness, we launched the Climate and Weather Research Alliance Singapore in September 2025. By bringing leading research institutions together on this national platform, we are actively tackling the unique challenges of predicting tropical urban weather and strengthening Singapore's resilience against extreme weather and climate change.

NEA is also strengthening our capabilities to advance nuclear safety at home and in the wider region. As Singapore studies the potential deployment of nuclear energy, NEA has been developing the technical and regulatory capabilities needed to support the effort. In October 2025, NEA established a dedicated Nuclear Safety Division to deepen institutional readiness and expertise in nuclear safety, security, and safeguards. We are building capability through international partnerships with Finland, France, Indonesia, the United Kingdom, and the United States. The designation of NEA's National Radiochemistry Laboratory as the first and only IAEA Collaborating Centre in Southeast Asia in March 2026 affirms Singapore's readiness to support regional efforts in strengthening radiological monitoring and emergency response capabilities.

To support our essential services, NEA will also continue to plan and upgrade our infrastructure. From the opening of Mandai North Crematorium to plans for the next phase of the Integrated Waste Management Facility and efforts to extend the lifespan of Semakau Landfill, NEA will continue to invest ahead of demand to meet Singapore's long-term needs, and to keep our infrastructure resilient and future-ready.

The challenges ahead are real, but so is our resolve. Together, we will continue to safeguard a liveable and sustainable Singapore for present and future generations.

# CEO'S MESSAGE

**DR BENJAMIN KOH**
**Interim Chief Executive Officer**
*(from 1 June 2026 to 31 August 2026)*

I would like to express my appreciation to Mr Wong Kang Jet for his stewardship of NEA. During his tenure, he strengthened our operational discipline, cultivated a people-centred culture, and enhanced NEA's capabilities to meet increasingly complex environmental and public health challenges.

2025 was a year of sustained progress for NEA. We deepened our operational readiness, accelerated transformation efforts, and raised the quality of essential services that Singaporeans rely on daily, while introducing strategic initiatives that will shape our future work.

Public health resilience remains a cornerstone of our mission. We are expanding operationally proven programmes and harnessing innovative technology to strengthen vector control. Project *Wolbachia* was expanded to protect more neighbourhoods and remains on track to achieve wider household coverage by the end of 2026. Even so, dengue prevention remains a shared responsibility. We will continue working closely with residents and community partners to eradicate mosquito breeding habitats.

To support the long-term sustainability of our hawker culture, NEA will invest up to $1 billion in the 'Hawker Centres Upgrading Programme 2.0' and build another five new hawker centres over the next 20 to 30 years, ensuring that these vital community spaces continue to thrive.

Underpinning these efforts is our continued investment in our people and systems. We expanded training and leadership programmes and actively responded to feedback to improve NEA's workplace culture. To drive greater agility, productivity and innovation, NEA is modernising our IT ecosystem with product-based approaches and artificial intelligence (AI), while evolving our enterprise architecture into a more scalable, resilient and future-ready platform.

Safety remains central to NEA's operations. Over the past year, we bolstered our commitment to workplace safety and health (WSH) excellence through robust governance, rigorous review of risk assessments with particular focus on high-risk activities, and active leadership engagement. These efforts were further reflected in NEA's attainment of the bizSAFE Level 4 certification, marking a significant milestone in our WSH journey. NEA will continue fostering a safety culture that goes beyond mere compliance, with an emphasis on embedding safe practices into our daily operations.

As we press on, we remain steadfast in our commitment to sustaining a clean and green environment for Singapore and serving Singaporeans wholeheartedly. I thank every NEA officer for your hard work and unwavering dedication. Let us continue to strive forward together.

**MS GERALDINE LOW**
**Chief Executive Officer**
*(from 1 September 2026)*

I would like to express my sincere appreciation to former Chief Executive Officer (CEO) Mr Wong Kang Jet for his decisive leadership over the past three years, and interim CEO Dr Benjamin Koh for ensuring stability and continuity during this leadership transition. The solid foundation established by them and the NEA senior management team puts us in a strong position to advance Singapore's liveability goals. As I step into this role, I look forward to working in close partnership with our officers, the Board, and our union partners, to advance NEA's mission with renewed clarity and purpose.

# BOARD OF DIRECTORS

(As at 1 April 2026)

**MR CHALY MAH**
**Chairman,**
National Environment Agency
**Chairman,** Surbana Jurong Pte Ltd
**Chairman,** Netlink NBN Trust

**MR WONG KANG JET**
**Chief Executive Officer,**
National Environment Agency
*(until 31 May 2026)*

**MS JANET YOUNG**
**Managing Director & Group Head,**
Channels & Digitalisation,
Strategic Communications & Brand,
United Overseas Bank Ltd

**MR WALTER FERNANDEZ**
**Editor-in-Chief &**
**Chief Sustainability Officer,**
Mediacorp Pte Ltd

**MS FANG EU-LIN**
**Partner, Sustainability &**
**Climate Change Practice Leader,**
PwC Singapore

**DR AZLINDA ANWAR**
**Former Executive Director,**
Biomedical Research Council,
Agency for Science,
Technology and Research

**MS TAN MAN EE**
**Chief Operating Officer & Director,**
NatSteel Holdings Pte Ltd
**Chairperson,**
WSH Council (Manufacturing)
Committee

**MS TEO SIEW PAN**
**Executive Secretary,**
Advanced Manufacturing
Employees' Union

**MR ABU BAKAR BIN MOHD NOR**
**Chairman,** M Kapital Holdings
**Chairman,** WSH Council

**MR BRIAN TAN**
**Regional President,**
Applied Materials South East Asia

**MR LIM ZHI JIAN**
**Chief Operating Officer &**
**Deputy Chief Executive Officer**
Public Transport, Policy & Planning,
Land Transport Authority

**MS RACHEL ENG**
**Managing Director,**
Eng and Co. LLC

**DR ANDREW KHOO**
**Former Deputy Managing Director,**
Monetary Authority of Singapore
*(until 31 March 2026)*

**MR ZIA ZAMAN**
**General Manager,**
Corporate Business Development
Asia, Microsoft
*(until 31 March 2026)*

# SENIOR LEADERSHIP TEAM (As at 1 September 2026)

**MS GERALDINE LOW**
**Chief Executive Officer**
*(from 1 September 2026)*

**DR BENJAMIN KOH**
**Interim Chief Executive Officer**
*(from 1 June to 31 August 2026)*

**MR WONG KANG JET**
**Chief Executive Officer**
*(until 31 May 2026)*

**MR ANANDA RAM BHASKAR**
**Deputy Chief Executive Officer,** Environmental Protection
**Director-General,** Environmental Protection

**MS KOH LI-NA**
**Deputy Chief Executive Officer,** Meteorological Services & Radiation Protection
**Director-General,** Meteorological Services

**MR NG CHUN PIN**
**Deputy Chief Executive Officer,** Planning, Corporate & Technology

**MR CHEW MING FAI**
**Deputy Chief Executive Officer,** Public Health
**Director-General,** Public Health

**MS TAN LI YEN**
**Group Director,** Clean Environment

**MR TAN ENG KIM FRANCIS**
**Group Director,** Corporate Services

**DR NG LEE CHING**
**Group Director,** Environmental Health Institute

**MR HALMIE HUSSEIN MATTAR**
**Group Director,** Environmental Public Health Operations

**MR ANDREW LOW**
**Group Director,** Hawker Centres

**MR KOH JOON HONG**
**2 Group Director,** Hawker Centres
**2 Group Director,** Resource & Sustainability

**MR DESMOND TAN**
**Group Director,** Infrastructure & Engineering

**MR NG KENG WEI**
**Group Director,** Joint Operations & Technology
**Chief Artificial Intelligence Officer**

**MS LIM CHUEN NI**
**Group Director,** Public Engagement

**MR FONG PENG KEONG**
**Group Director,** Public Health Services & Capabilities

**MR ANG KOK KIAT**
**Group Director,** Radiation Protection & Nuclear Science

**MR CHAN CHIN KAI**
**Group Director,** Resource & Sustainability
**Group Director (Infra Projects),** Infrastructure & Engineering
**Chief Sustainability Officer**

**MS IVY ONG BEE LUAN**
**Group Director,** Strategic Planning & Policy

# GOVERNANCE

## BOARD

In FY2025, the NEA Board comprised the Chairman and 13 members[1] from the public and private sectors. The Board provides strategic direction and oversight of NEA's organisational functions and priorities, guiding management in developing and implementing policies and strategies to advance NEA's vision and mission. It also oversees NEA's sustainability agenda, including sustainability-related risks, opportunities and challenges, as well as the organisation's impacts on people and the environment.

The Chairman is a non-executive member and does not hold a senior executive role within the organisation. In FY2025, all Board members, except NEA's CEO, were non-executive members. The Board comprises members with diverse expertise and extensive experience in sustainability, engineering, media, audit, finance, WSH, strategic planning, and enterprise risk management. These competencies support the Board's oversight of NEA's sustainability priorities, climate-related risks and long-term strategic direction.

The Board met regularly during FY2025 to provide strategic guidance and oversight on sustainability initiatives, organisational performance, enterprise risk management, operational resilience, public health and environmental outcomes, and emerging climate-related considerations. Board members also participated in engagement sessions, including site visits to the Centre for Climate Research Singapore and Paya Lebar Air Base Meteorological Office, where they were briefed on Singapore's weather and climate research capabilities, meteorological operations and research master-planning initiatives.

To support the discharge of its responsibilities, the Board has established four Board Committees – Audit, Finance, Human Resource and Risk, with members appointed based on their expertise and experience. The Committees meet regularly to review and oversee matters within their respective areas of responsibility. Together, the Committees support the Board in areas such as governance, financial stewardship, enterprise risk management, organisational capability, and sustainability-related risks and opportunities relevant to NEA's mission and operations.

The Board and its Committees review the effectiveness of governance, risk management and oversight processes on an ongoing basis, covering organisational performance, enterprise risks, internal controls, audit findings and sustainability-related matters.

High standards of governance are upheld through robust conflict of interest management. In addition to annual declarations of interests and related third-party transactions, Board members may make declarations as and when they arise. Where a potential conflict of interest exists, Board members recuse themselves from related discussions and decision-making processes.

NEA aligns with Public Service Division (PSD) guidelines on board remuneration, the maximum tenure for public officers serving on Boards, and the maximum number of public Board appointments held by Board members. The selection and appointment of Board members are guided by PSD guidelines and the recommendations of the Council for Board Diversity, taking into account factors such as gender diversity, minority representation, tenure, independence and relevant expertise.

Board members are selected based on their ability to strengthen the overall composition of the Board and contribute to emerging areas of focus and strategic priorities. As Board members are appointed by the Minister for Sustainability and the Environment, shortlisted candidates are proposed to MSE for consideration as part of the Board renewal process.

Annual Board evaluations assess the effectiveness of the Board's composition, processes, accountability, standards of conduct, and Committee functions, with outcomes informing continuous improvement and future Board renewal.

[1] Of the 14 Board members, six are female, and eight are male. In terms of age profile, five are between 30 and 50 years of age, and nine are aged 50 and above. This diversity in composition enables the Board to draw on a broad range of experiences and viewpoints in its deliberations and decision-making.

## SENIOR MANAGEMENT

Senior management drives NEA's strategic priorities and organisational performance. It oversees the organisation's financial, manpower and operational functions, while strengthening risk management, innovation and sustainability across NEA's operations.

Senior management oversees the preparation of sustainability disclosures, validates material topics, and guides the development of this report, which is reviewed and approved by the Minister for Sustainability and the Environment. It regularly reviews organisational performance, progress against sustainability targets, operational effectiveness and enterprise risks, and provides strategic direction where necessary.

The remuneration of senior management comprises fixed and variable components. Variable remuneration is linked to individual and organisational performance, as well as prevailing economic conditions. The Board Human Resource Committee reviews and approves salary adjustments and performance bonuses based on established performance evaluation frameworks.

## AUDIT

Our accounts are audited annually by independent external auditors, approved by the Board, and published in our Annual & Sustainability Report.

External auditors are required to declare their independence to the Board Audit Committee before being appointed by the Minister for Sustainability and the Environment, in consultation with the Auditor-General. Audits conducted by independent external auditors provide the Board with reasonable assurance that our financial statements are free from material misstatement. The audits are conducted in accordance with the audit plans presented to the Audit Committee, which also oversees the approval of any significant non-audit services.

Our financial governance is also subject to external controls from government agencies. The Auditor-General's Office conducts both scheduled and ad hoc audits to ascertain whether there are any financial irregularities, excesses, extravagance or gross inefficiencies leading to waste, and whether appropriate preventive measures are in place.

Within NEA, our Internal Audit Division provides independent assurance and consulting services by evaluating the effectiveness of governance, risk management and internal control processes.

## SUSTAINABILITY GOVERNANCE

Senior management defines NEA's sustainability strategy. All NEA Directors serve as Sustainability Champions, supported by the Eco-office Champions appointed within their Divisions.

The governance structure operates across three levels:

**SENIOR MANAGEMENT SUPPORT**

The Senior Leadership Team provides overall direction on sustainability efforts.

**MIDDLE MANAGEMENT SUPPORT**

The Sustainability Committee, chaired by the Chief Sustainability Officer and comprising Sustainability Champions as members, reviews sustainability performance and tracks resource consumption.

Sustainability Champions drive the implementation of sustainability initiatives within their divisions and premises.

**EMPLOYEE INVOLVEMENT**

Eco-office Champions monitor resource use, identify conservation opportunities, and reduce energy, water, and waste across NEA premises.

# Safeguarding Our Present

The quality of life Singaporeans enjoy today depends on high public health standards, effective environmental management, and operational readiness. Spanning public cleanliness, vector control, pollution management, and radiation safety, we work to keep Singapore clean, safe and liveable in an increasingly complex and uncertain landscape.

## CLEAN AND LIVEABLE SHARED SPACES

Clean public spaces are a shared responsibility. Through effective enforcement, technology and community partnerships, we maintain high cleanliness standards while encouraging a stronger sense of public ownership.

## ADDRESSING CLEANLINESS HOTSPOTS

Enforcement efforts against littering and smoking hotspots reinforce public responsibility and improve cleanliness outcomes across shared spaces. NEA conducted about 300 enforcement blitzes in 2025.

Video surveillance significantly expanded, with annual camera deployment capacity increasing from 1,000 to 2,500 to strengthen hotspot monitoring and enforcement effectiveness.

Deterrence measures included stepped-up patrols, installation of visual reminders and closer collaboration with community partners to identify offenders captured on camera. Corrective Work Order sessions also reinforced public education and deter repeat offences. Together, these efforts contributed to a 40% decline in litter counts at hotspots between July and December 2025.

In 2025, approximately 13,600 enforcement actions were taken for littering offences islandwide, of which 13,300 were for ground littering.

The Public Hygiene Council (PHC) also promoted community stewardship and shared ownership of public cleanliness through the enhanced 'CleanHood' programme which expanded partnerships with schools, residents and local businesses.

## ADVANCING ENVIRONMENTAL SERVICES THROUGH TECHNOLOGY

Technology improved the efficiency and consistency of environmental services operations.

Apart from deploying autonomous waterway cleaning machines across Singapore, we are working with service providers to trial and progressively roll out sensors that send alerts when drains are clogged or when water levels are high.

We collaborated with the National Parks Board (NParks) to pilot AI and video analytics to enhance the monitoring of cleaning performance across public spaces.

In FY2025, autonomous pavement sweepers were trialled at Bishan-Ang Mo Kio Park to improve cleaning productivity, optimise manpower, and uphold consistent cleanliness standards, with trials progressively extended to other suitable locations.

## IMPROVING PUBLIC TOILET CLEANLINESS

NEA supported the Public Toilets Taskforce to strengthen national toilet cleanliness standards.

Following the Taskforce's recommendations, two new grants were introduced in November 2025 to support coffeeshop operators.

The Coffeeshop Toilet Renovation Grant was rolled out to support improvements in coffeeshop toilet cleanliness.

Additionally, the Coffeeshop Toilet Deep-Cleaning Grant supports regular deep cleaning to remove persistent stains and odour.

PHC also continued engaging premises operators and community partners to encourage sustained improvements in toilet cleanliness standards.

## STRENGTHENING COMMUNITY STEWARDSHIP AND PUBLIC ENGAGEMENT

PHC's 'Keep Singapore Clean' campaign and 'SG Clean Day' initiatives reinforced shared responsibility for maintaining a clean environment.

PHC expanded its 'Train-the-Trainers' programme, equipping community, corporate and school cleanliness champions to lead environmental initiatives within their organisations and communities.

PHC's 'ASEAN U.N.I.T.E' initiative engaged over 600 participants from international communities in Singapore. PHC also participated in regional and international platforms on public cleanliness, vector control, and public health, fostering knowledge exchange and collaboration on environmental stewardship and public cleanliness.

# VECTOR CONTROL AND DISEASE PREPAREDNESS

Effective vector control remains critical in Singapore's dense urban environment. Through integrated surveillance, scientific innovation and community engagement, we strengthened early detection capabilities and reduced transmission risks.

## ADVANCING PEST MANAGEMENT STANDARDS

In November 2025, the Singapore Standard (SS) 721:2025, Code of Practice for the Performance of Pest Management Services, was published as Singapore's first national framework for professional pest management services.

Co-led by NEA and the Singapore Pest Management Association, this standard was developed with diverse stakeholders and promotes Integrated Pest Management principles – a sustainable approach that prioritises prevention and monitoring while minimising environmental and public health risks.

## ENHANCING RAT PREVENTION AND CONTROL

Rat prevention and control remained a key priority in FY2025. Efforts were directed upstream, focusing on improving refuse management and addressing environmental conditions that contribute to rat activity.

In 2025, together with the Singapore Food Agency, about 1,300 enforcement actions were taken against errant premises, with about half linked to poor refuse management. Targeted operations in high-density areas such as Little India were intensified through inspections, stakeholder engagement and stepped-up enforcement, reducing rat activity by up to 70%.

We enhanced surveillance and data analytics to support earlier detection of rat risks and more targeted interventions.

Camera-based rat surveillance pilots and enhanced monitoring technologies, including thermal cameras, passive infrared cameras and borescopes, were also used to improve surveillance effectiveness and support enforcement efforts.

Under the One Health[2] approach, agencies continued working together to strengthen rat-borne disease risk assessment and response.

## PREVENTING DENGUE TRANSMISSION

Sustained vector control, including the use of *Wolbachia* technology and strong community vigilance, continued to reduce dengue transmission despite ongoing regional dengue activity. The first quarter of 2026 recorded 410 dengue cases, significantly lower than the 1,222 cases reported during the same period in 2025.

The 2025 'National Dengue Prevention Campaign' was launched in May 2025, as Singapore entered the peak dengue season, with the tagline "This is no small matter", reinforcing the importance of collective responsibility in dengue prevention.

Despite continued dengue risk in the region, over 4,000 dengue cases were reported in 2025, representing a decline of around 70% compared with 2024.

In 2025, 565,730 mosquito inspections were conducted islandwide, uncovering about 20,469 mosquito breeding habitats, and over 9,800 enforcement actions were taken against errant premises.

[2] Established in 2012, the One Health Framework enables Singapore to prevent, prepare for, respond to, and learn from cross-sectoral public health challenges through integrated collaboration. It comprises the Communicable Diseases Agency, NEA, NParks, Singapore Food Agency (SFA), and PUB, Singapore's National Water Agency (PUB).

## EXPANDING PROJECT *WOLBACHIA*

Project *Wolbachia* continued to scale in FY2025, expanding coverage to approximately 45% of total households (740,000 households). This included the addition of new areas – Balestier-Whampoa, Geylang, Jurong West, Marsiling, Moulmein-Dorset, and Pasir Ris – as well as extended coverage in existing areas such as Bedok, Kaki Bukit-Kembangan and Woodlands. By the end of 2026, Project *Wolbachia* will be further extended to Ang Mo Kio, Bukit Panjang, Little India, Pioneer, and Toa Payoh, bringing total coverage to more than 800,000 households, or about half of all homes in Singapore.

This expansion is underpinned by robust scientific evidence. A multi-site field study published in an international scientific journal in February 2026 demonstrated up to 90% reduction in the *Aedes aegypti* populations, thus significantly lowering dengue risk in release areas. Building on these findings, a dengue cluster management trial was also initiated to explore the use of *Wolbachia* mosquitoes as a targeted tool for outbreak response.

## ADVANCING SCIENTIFIC COLLABORATION AND EMERGING DISEASE PREPAREDNESS

In FY2025, NEA's Environmental Health Institute (EHI) continued to reinforce its international scientific standing through expanded regional surveillance networks, global technical appointments and cross-border research collaborations focused on arboviruses and vector-borne diseases.

In November 2025, EHI hosted the '9th Singapore International Dengue Workshop', bringing together participants from 27 countries to strengthen collective resilience against dengue through knowledge exchange and regional collaboration.

EHI also expanded scientific partnerships through the UNITEDengue regional arbovirus surveillance network and a new collaboration with the Dengue and Zika Immunology and Genomics Network, connecting research partners across Asia, Africa and the Americas.

EHI's wastewater surveillance programme monitors pathogens such as COVID-19 and Zika to support the tracking and early warning of disease transmission, informing public health measures.

Under the One Health approach, EHI collaborated with NParks on joint field surveillance to enhance preparedness against emerging vector-borne diseases, including Japanese encephalitis and West Nile virus, which may be introduced through migratory birds and transmitted locally by mosquito vectors in Singapore. This collaboration also deepened our understanding of Singapore's biting insect diversity, resulting in the first documented detection of sandflies in Singapore, including four species new to science. In FY2025, NEA and other One Health agencies jointly developed and published Singapore's National Strategic Action Plan on Antimicrobial Resistance, reflecting a renewed national commitment to addressing antimicrobial resistance across human, animal, food and environmental sectors.

# SAFE ENVIRONMENT

Environmental risks continue to evolve with urbanisation, industrial activity and climate change. Through vigilant monitoring, effective regulation and readiness to respond, we work to ensure a safe, healthy and conducive living environment for all.

## MANAGING TRANSBOUNDARY HAZE

Singapore experiences occasional transboundary haze during the regional dry season. The Haze Task Force, chaired by NEA and comprising 28 agencies, coordinates national response measures to mitigate the impact of haze on the public.

In early 2026, hazy conditions were observed in Singapore due to regional hotspots. We kept the public updated through our digital platforms on the situation and shared health advisories for planning outdoor activities during haze, while preparing response measures as a precaution.

## MONITORING AMBIENT AIR QUALITY

We continuously monitor six criteria air pollutants through a nationwide network of ambient air monitoring stations, with the 24-hour Pollutant Standards Index and 1-hour $PM_{2.5}$ concentration readings updated hourly and published on the NEA website, myENV app, and Haze microsite. Our long-term air quality targets guide Singapore's efforts to improve ambient air quality and safeguard public health.

### AMBIENT AIR QUALITY PERFORMANCE

| KEY PERFORMANCE INDICATOR (KPI) | FY23 | FY24 | FY25 | LONG-TERM TARGETS |
|---|---|---|---|---|
| $PM_{2.5}$ (annual mean) (µg/m³) | 11.0 | 12.0 | 12.0 | 10.0 |
| $PM_{2.5}$ (24-hour mean, 99th percentile) (µg/m³) | 39.0 | 31.0 | 28.0 | 25.0 |
| $PM_{10}$ (annual mean) (µg/m³) | 24.0 | 25.0 | 23.0 | 20.0 |
| $PM_{10}$ (24-hour mean, 99th percentile) (µg/m³) | 62.0 | 52.0 | 51.0 | 50.0 |
| $SO_2$ (24-hour mean, max) (µg/m³) | 20.0 | 21.0 | 22.0 | 20.0 |
| $O_3$ (8-hour mean, max) (µg/m³) | 154.0 | 129.0 | 168.0 | 100.0 |
| $NO_2$ (annual mean) (µg/m³) | 23.0 | 23.0 | 22.0 | 40.0 |
| $NO_2$ (1-hour mean, max) (µg/m³) | 122.0 | 104.0 | 122.0 | 200.0 |
| CO (8-hour mean, max) (mg/m³) | 1.5 | 1.4 | 1.2 | 10.0 |
| CO (1-hour mean, max) (mg/m³) | 1.8 | 1.6 | 1.5 | 30.0 |

## SETTING INDOOR AIR QUALITY STANDARDS

Additional national standards on cooling systems, ventilation and indoor air quality were developed with the Building and Construction Authority (BCA), academia and industry partners during FY2025.

These standards – TR 141:2025, SS 553:2026 and SS 554:2026 – helped buildings better withstand haze and airborne disease transmission while supporting healthier indoor environments and energy-efficient operations.

## REDUCING VEHICULAR EMISSIONS

Our emissions policies and enforcement measures support the transition to cleaner-energy vehicles.

To nudge drivers into opting for vehicles with lower emissions, the Vehicular Emissions Scheme was extended from 1 January 2026 to 31 December 2027, while the Commercial Vehicle Emissions Scheme will continue until 31 March 2027. During FY2025, joint enforcement operations with the Land Transport Authority and the Singapore Police Force resulted in 238 enforcement actions against excessive vehicular emissions and noise offences.

Preparations progressed on tighter emissions requirements for foreign-registered vehicles and motorcycles entering Singapore. From 1 April 2026, foreign-registered commercial diesel vehicles emitting 50 Hartridge Smoke Units or more are no longer permitted entry through Singapore's land checkpoints. Stricter motorcycle emissions requirements, such as the phase-out of all motorcycles registered before 1 July 2003, are scheduled to take effect from 1 July 2028.

## REDUCING CONSTRUCTION NOISE

Construction noise is regulated under the Environmental Protection and Management (Control of Noise at Construction Sites) Regulations.

In 2025, NEA received 12,808 construction noise feedback and took 368 enforcement actions against contractors for exceeding noise limits or working during prohibited hours. New requirements for perimeter noise barriers were also introduced for eligible large-scale projects tendered from 1 April 2025, helping to better protect nearby residents while encouraging the adoption of quieter, more sustainable construction practices.

## MONITORING RECREATIONAL BEACH WATER QUALITY

We continue to monitor water quality at seven popular recreational beaches against the WHO guidelines for *Enterococcus* bacteria.

As of January 2026, all seven recreational beaches were graded "Good" and remained suitable for primary contact water activities such as swimming.

## STRENGTHENING POLLUTION MONITORING AND RESPONSE CAPABILITIES

Operational readiness to respond to pollution incidents remained a priority in FY2025.

Singapore conducted the 14th joint chemical emergency response exercise with Malaysia in July 2025, involving 15 agencies and the testing of newer technologies for air monitoring.

During the year, NEA also responded to pollution incidents. In April 2025, NEA and our stakeholders conducted clean-up operations at Changi and Pasir Ris beaches following an oil spill. We also managed an incident involving a chemical tank that fell into the sea from the Tuas Second Link in July 2025, with monitoring confirming no long-term public health risks.

We continue to enhance our environmental monitoring systems by adopting new technologies to improve monitoring capabilities and enable timely responses. These efforts include enhancing continuous buoy-based coastal water monitoring systems, which will integrate water, air, radiological and hydrological monitoring capabilities across the 10 buoys to be deployed around Singapore waters.

We are also working on establishing a new specialised ambient air monitoring network by 2027 to deepen scientific capabilities and understand emerging and non-traditional air pollutants.

# Securing Our Future

Singapore's long-term sustainability depends on efforts across multiple fronts, including climate action, decarbonisation, and international cooperation. NEA continues to enhance expertise in weather prediction and climate science, bolster emergency preparedness, and future-proof our infrastructure and facilities for generations to come.

## CLIMATE ACTION AND INTERNATIONAL COOPERATION

International partnerships, carbon market mechanisms and emerging decarbonisation pathways support Singapore's long-term climate strategy and global sustainability commitments.

## COLLABORATING ON INTERNATIONAL CARBON CREDITS

Singapore advanced international carbon credit cooperation in accordance with Article 6 of the Paris Agreement.

In the second half of 2025, Implementation Agreements with Thailand, Vietnam and Mongolia were signed, bringing the total number of Implementation Agreements to 11. Calls for carbon credit projects were also launched with Peru, Bhutan, Rwanda and Thailand, with applications assessed jointly on a rolling basis.

As Singapore's regulator of international carbon credits, NEA assessed and authorised eligible projects and reviewed methodologies to safeguard environmental integrity and ensure alignment with international standards.

## EXPLORING CARBON CAPTURE AND STORAGE

Cross-border carbon capture and storage was explored to support Singapore's long-term decarbonisation strategy.

NEA has been supporting the Ministry of Trade and Industry's efforts to study the viability of deploying cross-border carbon capture and storage projects from Singapore. As part of this effort, a year-long study was commissioned in June 2025 to develop measurement, reporting, and verification requirements to inform future governance frameworks for carbon dioxide handover.

## STRENGTHENING GREENHOUSE GAS REPORTING AND TRANSPARENCY

Singapore's greenhouse gas (GHG) inventory, compiled by NEA, complies with the Enhanced Transparency Framework under the United Nations Framework Convention on Climate Change (UNFCCC), supporting Singapore's obligations under the Paris Agreement.

In May 2025, following the submission of Singapore's first Biennial Transparency Report, Singapore underwent a UNFCCC Technical Expert Review. The review process improved reporting quality and promoted transparency, accuracy, completeness, consistency, and comparability.

## ADVANCING INTERNATIONAL COOPERATION

NEA fortified regional and international partnerships on environmental sustainability and climate action in FY2025.

On the bilateral front, NEA deepened engagements with Brunei, China, Indonesia, Malaysia, and the United States on topics including circular economy, environmental protection, and public health. NEA also welcomed over 30 international delegations, including those from the Republic of Korea, Thailand, and Timor-Leste, for study visits to exchange expertise in waste management, circular economy, air quality, transboundary haze pollution, hawker centres, and environmental public health.

Regionally, NEA works with regional partners through the ASEAN Environment sector, which aims to advance regional coordination on shared environmental priorities. In 2026, we assumed the Chairmanship of the ASEAN Working Group on Climate Change (2025–2027), strengthening Singapore's role in regional climate coordination. We also worked closely with MSE as part of the Singapore delegation to key regional fora, such as the ASEAN Ministerial Meeting on Environment and the Conference of the Parties to the ASEAN Agreement on Transboundary Haze Pollution. At the technical level, NEA actively contributes to regional projects on circular economy, air pollution, and transboundary haze, among others.

Additionally, NEA remains committed to supporting multilateral environmental cooperation to address challenges that require coordinated global action. Together with MSE, we supported Singapore's participation in global environmental negotiations in 2025, including the Intergovernmental Negotiating Committee to develop an international legally binding instrument on plastic pollution, the Conference of the Parties of the Basel, Rotterdam and Stockholm Conventions, and the 'Seventh Session of the United Nations Environment Assembly'.

NEA continues to support Singapore's capacity-building and technical assistance efforts for developing countries through the 'Singapore Cooperation Programme' (SCP) by the Ministry of Foreign Affairs. In the past year, NEA's programmes under the SCP trained officials from countries in Southeast Asia, Africa, and Eastern Europe on topics spanning waste management, environmental public health, and circularity.

# ENERGY EFFICIENCY AND LOW-CARBON DEVELOPMENT

Improving energy efficiency remains an important part of Singapore's transition to a net-zero future. NEA's measures continue to support more efficient energy use across households and industry.

### ADVANCING HOUSEHOLD ENERGY EFFICIENCY

Household energy efficiency programmes were enhanced to encourage the adoption of more energy- and water-efficient appliances.

The uptake of Climate Vouchers remained strong in FY2025, with about 81% of the vouchers (by dollar value) claimed and approximately $268 million utilised as of 31 March 2026. In April 2026, the programme was expanded to include additional appliances, namely induction stoves and 5-tick clothes dryers.

The Mandatory Energy Labelling Scheme and Minimum Energy Performance Standards were also extended to household water heaters and commercial storage refrigerators, enabling further energy savings for households and businesses.

### IMPROVING INDUSTRIAL ENERGY EFFICIENCY

NEA amended the Energy Conservation Act and its subsidiary legislation to extend the regulation of Minimum Energy Efficiency Standards (MEES) to water-cooled chilled water systems installed in existing industrial facilities. These regulatory amendments came into effect on 1 December 2025.

In addition, NEA introduced stricter MEES requirements for water-cooled chilled water systems used solely for space cooling. This new requirement applies to chilled water systems installed in new industrial facilities that apply for planning permission or equivalent approval from 1 April 2026 onwards.

### BUILDING ENERGY EFFICIENCY CAPABILITIES

NEA partnered the Singapore Institute of Technology's (SIT) Energy Efficiency Technology Centre to establish the Energy Efficiency Training Facility at SIT's Punggol Campus. Launched on 9 February 2026, the facility features Singapore's first integrated suite of industrial systems, providing practical training in simulated real-world manufacturing conditions for small and medium-sized enterprises. Participants can conduct energy efficiency assessments in a safe and controlled environment using real-time operational data, without disrupting operations or incurring costly downtime. The facility is expected to train about 400 professionals and students annually, supporting workforce readiness for Singapore's energy efficiency and decarbonisation goals.

# RESOURCE CIRCULARITY AND SUSTAINABILITY

Reducing waste and improving resource efficiency is central to Singapore's long-term sustainability strategy. We continue our efforts to strengthen producer responsibility, advance resource recovery, and build more resilient waste management systems.

### MONITORING WASTE PERFORMANCE AND RECYCLING TRENDS

Singapore has made steady and measurable progress in waste reduction over the past decade. Daily domestic waste generated per capita and daily non-domestic waste generated per billion dollars of Gross Domestic Product (GDP) have declined by more than 20% and 30% over the past decade respectively, under the Zero Waste Masterplan.

Waste generation and recycling trends remained broadly stable in FY2025. Singapore's overall recycling rate increased slightly to 52%, driven mainly by construction and demolition waste.

Domestic waste generated per capita declined further, while non-domestic waste generated per billion dollars of GDP increased slightly.

Recycling rates for paper, cardboard and plastics fell amid higher collection costs and changing global market conditions. Food waste recycling remained stable at 18%, while the recycling rate for horticultural waste declined due to reduced demand for woodchips and compost.

**WASTE AND RECYCLING STATISTICS**

| KPI | FY23 RESULTS | FY24 RESULTS | FY25 RESULTS | TARGETS |
|---|---|---|---|---|
| Domestic sector – waste generated per capita (kg/day/capita) | 0.88 | 0.85 | 0.83 | - |
| Non-domestic sector – waste generated per $bn GDP[3] [t/day/GDP ($bn)] | 25.4 | 23.2 | 23.8 | - |
| Overall recycling rate | 52% | 50% | 52% | 70% by 2030 |

## STRENGTHENING PRODUCER RESPONSIBILITY

In addition to the existing Extended Producer Responsibility Scheme for e-waste management, NEA prepared for the launch of the Beverage Container Return Scheme on 1 April 2026. The scheme introduces a 10-cent deposit refund for empty beverage containers returned at more than 1,000 designated return points islandwide, strengthening producer responsibility and improving recycling outcomes nationwide.

To support the industry's transition to the scheme, complementary measures, including the Producer Transition Grant and the Return Right F&B Scheme, were introduced. NEA also worked closely with producers, retailers, food and beverage (F&B) operators and mall operators to facilitate smooth nationwide implementation.

Public engagement was stepped up ahead of the scheme's launch, with the 'Return Right' campaign introduced in March 2026 to engage schools, corporates, non-governmental organisations (NGOs) and grassroots organisations.

## ENCOURAGING ENVIRONMENTAL SUSTAINABILITY

NEA fostered environmental awareness through public outreach and behaviour change campaigns, such as the 'Recycle Right' and 'Say YES to Waste Less' initiatives, which expanded partnerships to more than 320 organisations, including 143 new partnerships in 2025.

As part of the annual 'Clean & Green Singapore' (CGS) movement, NEA supported partner-led activities that engaged the public, such as the launch of 'REHub', the first smart recycling hub for schools by Cora Environment; the Gardens by the Bay 'Race to Sustainability!' event, which saw 4,000 students and teachers from 17 schools participate, and Ola Beach Club's series of 'Eco Paddle' kayak litter-picking activities. The 'CGS Experiences' programme, which offers curated environmental learning journeys to the public, also continued to see strong participation, with more than 2,500 participants.

## INVESTING IN WASTE REDUCTION AND RESOURCE RECOVERY

Food waste reduction and resource recovery were advanced through infrastructure investments, research and innovation under the 'Closing the Resource Loop Funding Initiative'.

In February 2026, $5.3 million was awarded to three proposals focused on converting food waste into higher-value products. A total of $36.5 million was awarded in the third quarter of 2025 for residue and toxic industrial waste management solutions.

The initiative also advanced solutions for plastics, food waste and e-waste while strengthening capabilities for managing complex waste streams.

TREASURES (Towards Resource Efficiency and Sustainability for Urban Environments), Singapore's first national research centre dedicated to residue and toxic industrial waste management, officially commenced on 1 January 2026. Established jointly with Nanyang Technological University (NTU), the centre brings together the wider Singapore research ecosystem – with the National University of Singapore (NUS) and other Institutes of Higher Learning as key partners – to accelerate the translation of research into practical and scalable solutions.

[3] Figure is updated based on latest population and GDP data provided by the Singapore Department of Statistics.

### ADVANCING OUR WASTE INFRASTRUCTURE

Development of the Integrated Waste Management Facility progressed as planned.

Phase 1, scheduled to be progressively completed from 2027 onwards, will include a waste-to-energy plant with the capacity to treat about 2,900t of waste daily, alongside other waste treatment plants such as an 800t-per-day sludge incineration facility and a 400t-per-day food waste treatment facility. The planning for Phase 2 also progressed with a tender for a multi-disciplinary consultancy team launched in May 2025.

Asset renewal works at the Tuas South Incineration Plant further strengthened the resilience of Singapore's waste management system.

A contract was awarded to Mitsubishi Heavy Industries Asia Pacific to upgrade the plant's boiler systems, extending its operational lifespan and enhancing its ability to manage higher-calorific waste.

### BUILDING INDUSTRY CAPABILITIES FOR SUSTAINABLE PACKAGING

The 'Packaging Partnership Programme' has been administered by the Singapore Environment Council in partnership with NEA since January 2026. It supports companies in adopting sustainable packaging practices through a range of activities and initiatives, including webinars, conferences, training workshops, and the development of sustainable packaging guidelines. To date, the programme has recruited over 560 members and engaged more than 2,100 distinct companies through its activities.

## SUSTAINING OUR HAWKER CULTURE

Hawker centres and markets are important social and community infrastructure that enrich Singapore's urban landscape. Our hawker centres serve as community dining spaces where Singaporeans can enjoy affordable food in a clean and hygienic environment.

### FUTURE-PROOFING OUR HAWKER CENTRES

As announced at Budget 2025, MSE and NEA will invest up to $1 billion over the next 20 to 30 years to upgrade existing hawker centres under the 'Hawker Centres Upgrading Programme 2.0', and build another five new hawker centres. Through the programme, hawker centre infrastructure will be upgraded to be more vibrant, accessible, and climate-resilient community spaces, while providing hawkers with a more conducive working environment.

To ensure that Socially-conscious Enterprise Hawker Centres (SEHCs) continue to serve hawkers and the community, we invited tenders in FY2025 ahead of the expiry of contracts with incumbent operators, such as at Yishun Park Hawker Centre and One Punggol Hawker Centre. We will continue to work closely with experienced F&B operators to help stallholders, keep hawker food affordable and accessible, and sustain SEHCs as vibrant community dining spaces.

FY2025 efforts to enhance hawker centre infrastructure, expand capacity, and support the vibrancy of hawker culture included:

- The opening of Punggol Coast Hawker Centre in July 2025, with features such as high ceilings to support good natural ventilation. The appointed operator has also introduced digital initiatives, including cashless payment options for hawkers.
- Progress on delivering 20 new hawker centres since 2015 remains on track. 16 new hawker centres have been completed, with Yew Tee Hawker Centre expected to be ready in 2027. The remaining three centres will follow in the coming years, while planning is underway for another five new centres.
- Repairs and redecoration works were completed at Tiong Bahru Market, Chomp Chomp Food Centre, Berseh Food Centre, and Pasir Panjang Food Centre.

### SUPPORTING OUR HAWKER CULTURE

At the 'Singapore Hawkers' Celebration and Awards 2025', nine hawkers were recognised for their contributions to tradition, innovation, and mentorship. Bukit Canberra Hawker Centre, an SEHC, received both the 'Favourite Hawker Centre Award' and the inaugural 'Healthier Dining Hawker Centre Award'.

The 'Vibrant Hawker Culture Programme' continued to support initiatives that preserve and enhance our hawker culture. Other programmes, such as the 'Incubation Stall Programme' and 'Hawkers Succession Scheme', helped sustain the hawker trade by supporting aspiring hawkers to enter the trade and matching retiring veteran hawkers with aspiring successors respectively.

# WEATHER AND CLIMATE SCIENCE

As the challenges posed by climate change and extreme weather continue to grow, NEA's Meteorological Service Singapore (MSS) is strengthening weather and climate science capabilities through research, improved forecasting accuracy, and regional collaboration to help Singapore better anticipate and respond to these risks.

## ADVANCING WEATHER SCIENCE RESEARCH

In FY2025, Singapore recorded its highest-ever Wet-Bulb Globe Temperature of 35°C, underscoring the importance of improved heat stress monitoring and forecasting.

As of March 2026, the heat stress monitoring network was expanded to 20 stations to provide more granular and location-specific information, with plans for 20 more stations by March 2027.

MSS' Centre for Climate Research Singapore (CCRS) expanded its use of AI for weather prediction in FY2025, working with NUS and the Australian Bureau of Meteorology to develop a new Deep Generative Model of Rainfall operational nowcasting system.

CCRS also implemented a testbed to objectively assess AI-based Numerical Weather Prediction systems emerging from international and private-sector efforts. Objective evaluation and tuning are underway to improve operational weather prediction for Singapore and across Southeast Asia.

The Climate and Weather Research Alliance Singapore was launched in September 2025 as a national research platform involving NEA, the Agency for Science, Technology and Research (A*STAR), NTU, and NUS.

Supported by the $25 million 'Weather Science Research Programme', the research platform advances next-generation weather modelling, enhances the use of observational data, conducts regional analysis of historical weather events, and develops improved forecasting techniques. Climate-scale research is also underway. These efforts will improve weather prediction for downstream users, helping them better mitigate weather-related risks and optimise decision-making.

## STRENGTHENING CLIMATE SCIENCE CAPABILITIES

Following the launch of Singapore's Third National Climate Change Study (V3) in January 2024, CCRS developed the V3 Data Visualisation Portal to make its findings more accessible to a broad audience. It hosts the V3 Stakeholder and Science Reports, topical brochures and the Climate Visualiser, a library of around 4,000 visuals on projected climate change impacts across Singapore and Southeast Asia.

CCRS also launched the V3 Data Sharing Portal, giving researchers and regional partners access to download V3 data for climate change impact research. Both portals will be enhanced with additional features in 2027.

CCRS is working with A*STAR to derive 300m and 100m urban-scale datasets for Singapore from the V3 projections. These will provide input data for street-level simulations to assess the effectiveness of proposed mitigation measures, such as increased greenery, against anticipated increases in urban heat.

In preparation for the next V4 national climate change study, CCRS has developed a new regional coupled ocean-atmosphere model to provide improved estimates of atmospheric climate change and deeper insights into the future state of the region's oceans, including changing ocean currents and the prevalence of ocean heatwaves in coming decades.

CCRS has also begun exploring AI-based techniques to complement traditional physical model-based regional climate projections.

## STRENGTHENING METEOROLOGICAL AND CLIMATE COOPERATION

NEA advanced regional meteorological cooperation through our role as the World Meteorological Organization-designated Regional Specialised Meteorological Centre for Vegetation Fire and Smoke Pollution.

We also enhanced regional smoke and particulate matter forecasting systems to improve haze assessment and early warning capabilities.

The ASEAN Specialised Meteorological Centre, hosted by NEA, conducted technical workshops and capability-building programmes with regional partners on the use of climate change projections, haze forecasting, fire monitoring and satellite data applications.

Together with the Civil Aviation Authority of Singapore, we established a national 'Aviation Meteorological Programme' to build research, development and operational expertise for better prediction, mitigation and management of weather impacts on air traffic control, airlines and airport operations.

We renewed a Memorandum of Understanding with South Korea's National Institute of Environmental Research until July 2029 to strengthen transboundary air monitoring collaboration.

Additional data-sharing agreements across the Asia-Pacific also improved regional coordination and supported more integrated aviation weather services.

# RADIATION PROTECTION AND NUCLEAR SAFETY

As Singapore's national authority for radiation protection, NEA safeguards people and the environment through effective regulation and emergency preparedness. As Singapore studies the potential deployment of nuclear energy, we remain focused on building the foundations needed to support this national effort.

### BUILDING NUCLEAR SAFETY AND RADIOLOGICAL CAPABILITIES

The Nuclear Safety Advisory Panel, which first convened in April 2025, provides strategic guidance on the development of Singapore's nuclear safety, security and safeguards (3S).

To strengthen research capabilities, NEA and NUS announced the establishment of the Singapore Nuclear Research and Safety Institute in July 2025. Supported by a $66 million grant under the Research, Innovation & Enterprise Plan, the institute will advance research in nuclear safety, radiochemistry and radiobiology.

In October 2025, we established a dedicated Nuclear Safety Division to strengthen regulatory readiness and institutional expertise in nuclear 3S.

### STRENGTHENING REGIONAL EMERGENCY PREPAREDNESS

In FY2025, we advanced regional cooperation through multilateral engagement, technical cooperation, and joint exercises.

As Singapore's representative in the ASEAN Network of Regulatory Bodies on Atomic Energy, NEA is committed to active and constructive participation to support the collective goal of strengthening nuclear 3S in the region.

We co-led the 'Radiation Monitoring' and 'Hazard Assessment & Radiological Dispersion Modelling' technical working groups, while supporting the remaining working groups on 'Emergency Preparedness & Response', 'Public Emergency Communications', and 'Radiological & Nuclear Security'.

Regional preparedness was further strengthened through the Malaysia-Indonesia-Thailand-Singapore Nuclear Security Detection Exercise in July 2025, which tested coordination and response arrangements among participating countries.

### ADVANCING INTERNATIONAL PARTNERSHIPS

International partnerships remain an important pillar of our work in radiation protection and nuclear safety.

In recognition of our radiochemistry expertise and technical excellence, Singapore's National Radiochemistry Laboratory under NEA was designated as an IAEA Collaborating Centre from 2026 to 2030, becoming the first and only IAEA Collaborating Centre in Southeast Asia.

Building on this partnership, we continue to facilitate Singapore's 'Third Country Training Programme' with the IAEA after its renewal in July 2025, providing specialised training for IAEA Member States in areas such as environmental monitoring, and nuclear and radiation safety.

We also signed a Memorandum of Understanding with the French Authority for Nuclear Safety and Radiation Protection in May 2025 to deepen technical cooperation and bolster domestic capability-building efforts.

# AFTER-DEATH INFRASTRUCTURE AND SERVICES

Reliable and dignified after-death services remain an important part of public service delivery. Through ongoing investments in infrastructure and technology, we are enhancing service reliability and efficiency to prepare for Singapore's future needs.

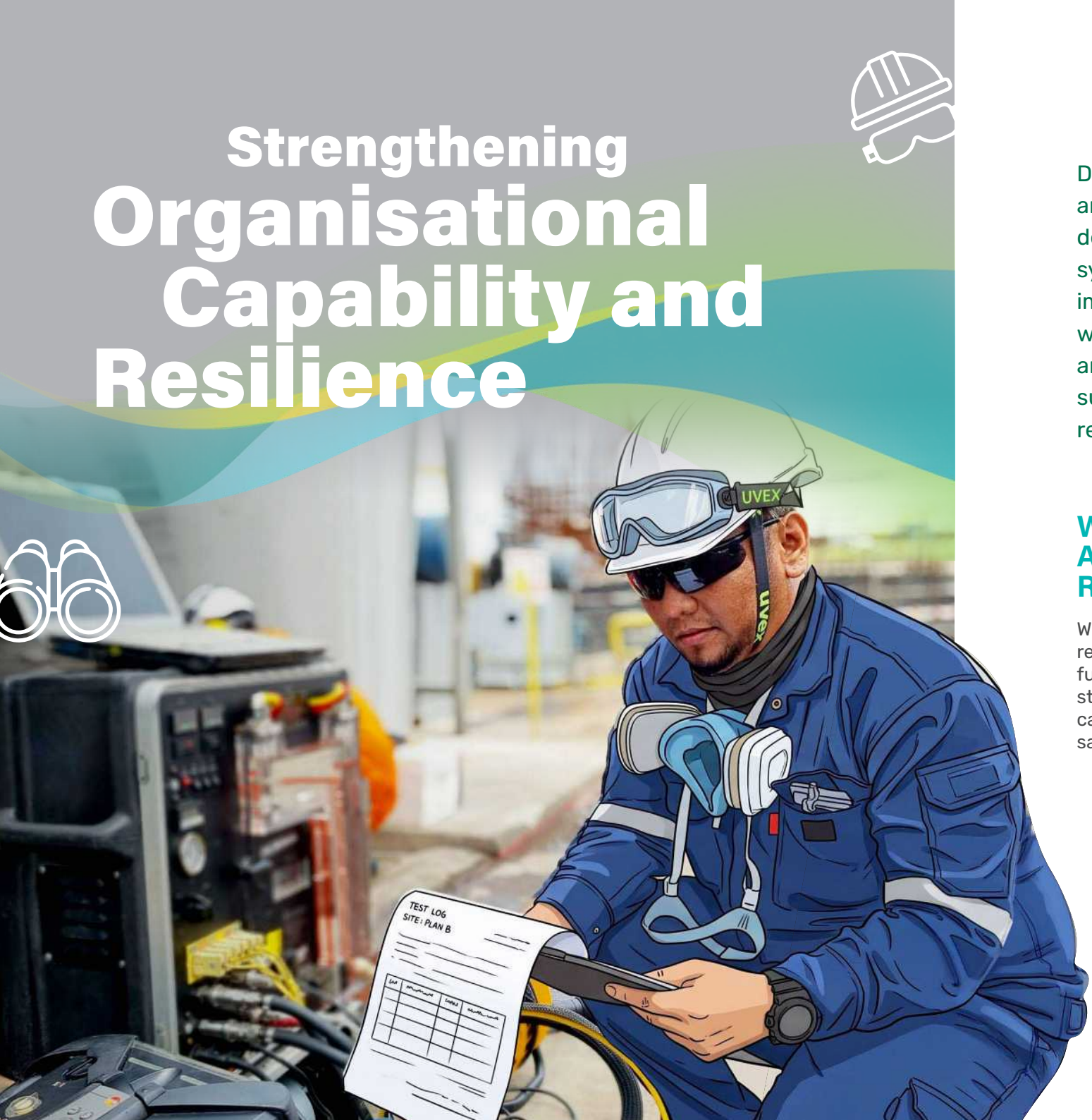
At Mandai Crematorium, a QR-based traceability system was implemented to track critical steps across cremation and ash collection processes, enabling real-time alerts and greater service assurance throughout the process.

To support Singapore's ageing population, Mandai North Crematorium and Garden of Serenity opened in August 2025. The facility features automated guided vehicles, self-service ash collection, and process monitoring systems to improve operational efficiency.

Mandai North Crematorium received the BCA Green Mark Platinum rating, while the Garden of Serenity incorporates sustainable stormwater management features.

We also continued planning for future funeral and columbarium infrastructure, with site suitability assessments underway for a proposed Funeral Services and Columbarium Complex to meet projected demand and provide dignified and accessible after-death care for Singapore's ageing population.

# Strengthening Organisational Capability and Resilience




Delivering Singapore's environmental and sustainability outcomes depends on capable people, resilient systems and a culture of continuous improvement. Investments in workforce capability, WSH, innovation and organisational excellence supported NEA's operational readiness and long-term resilience.

## WORKPLACE SAFETY AND ORGANISATIONAL RESILIENCE

WSH remained fundamental to operational resilience across NEA's diverse environmental functions. Throughout the year, we strengthened safety governance, workforce capability and risk management, supporting safe and reliable mission delivery.

## STRENGTHENING SAFETY GOVERNANCE AND OPERATIONAL READINESS

WSH is one of NEA's key strategic risks and is closely monitored by the Board. The Enterprise Risk and Safety Steering Committee, chaired by the CEO, provides strategic oversight of WSH matters, while Group WSH Committees, chaired by the respective Group Directors, reinforce leadership ownership at the group level. At the divisional and departmental levels, WSH Committees strengthen management-worker engagement and facilitate ongoing discussions on workplace safety matters. NEA complies with the WSH Act and its regulations, with WSH policies and standards applicable to all employees.

NEA attained bizSAFE Level 4 certification in FY2025. Building on this, annual enterprise-level reviews of the high-risk activities register were conducted to strengthen oversight and governance of operations carrying elevated safety risks.

To mitigate traffic-related risks, cycling for work purposes was discontinued, and all lorries were fitted with speed limiters in accordance with Traffic Police requirements.

Risk assessments, safe work procedures and mandatory safety briefings continued to strengthen safety management across NEA worksites and contractor operations. Contractors are required to submit Risk Assessments and Safe Work Procedures before commencing work to ensure a safe work environment. Visitors to operational facilities receive mandatory safety briefings, and personal protective equipment is provided where necessary.

NEA's Incident Reporting Framework supported timely reporting, investigation and implementation of corrective actions to prevent recurrence. Employees are empowered to report hazards, unsafe conditions and near misses through their supervisors or an open reporting platform, without fear of reprisal.

In November 2025, NEA was fined $230,000 by the Courts for an offence under the WSH Act arising from an explosion at the Tuas Incineration Plant in September 2021. We took the matter seriously and implemented corrective measures to strengthen safety oversight and prevent recurrence.

## BUILDING WORKFORCE SAFETY CAPABILITY AND CULTURE

NEA's WSH training roadmap continued to strengthen organisational safety competencies through induction programmes, risk management training and operational safety courses covering areas such as occupational first aid, fire safety awareness, confined space and work-at-height operations.

First aiders are appointed across all divisions and trained through the Occupational First Aid Course. Annual health screenings are made available to all employees, while pre-employment and periodic medical examinations are required for employees in hazardous occupations. Two mandatory in-house e-learning modules covering WSH fundamentals and slip, trip and fall prevention also strengthened baseline workplace safety awareness and reinforced safe work practices across the organisation.

The 'Safety Practices Observation and Training' programme equipped officers with skills to conduct safety observations, intervene early and reinforce safe workplace behaviours.

WSH Representatives are appointed across all divisions and supported through a structured induction programme that facilitates cross-sharing of WSH roles, NEA-wide initiatives, and good practices, strengthening alignment across the organisation. They serve as risk management champions, driving WSH culture and initiatives within their respective divisions.

Biannual safety walkabouts were held in March and September across NEA premises, reinforcing leadership visibility and operational preparedness. Each walkabout was themed around a specific focus area, such as first aid readiness and emergency preparedness.

In June 2025, NEA conducted a 'Safety Time Out' as part of the Ministry of Manpower (MOM)'s national workplace safety initiative, focusing on vehicular safety for officers and contractors through reviews of risk assessments, safe work procedures and organisation-wide safety communications. NEA's annual 'WSH Day' served as a flagship platform to showcase innovation and WSH excellence, with the internal 'WSH Awards' recognising divisions that demonstrate exemplary safety performance and commitment.

A refreshed workplace safety portal was also introduced with interactive safety content and customisable communication toolkits for division-level outreach.

### REPORTING WORKPLACE SAFETY PERFORMANCE

NEA recorded zero workplace fatalities and zero major workplace injuries in FY2025, with no reported cases of occupational diseases[4]. A total of 32 minor injuries were recorded, representing a decrease from FY2024[5]. Slips, trips and falls were the most common cause of injury. To heighten awareness and vigilance, NEA provided regular updates to keep officers informed of incident trends and disseminated targeted communications with practical prevention tips. Infrastructure improvements were also carried out across NEA premises, including anti-slip coatings, ramps, and kerb markings.

| | |
|---|---|
| Number of Fatal Injury | **0** |
| Number of Major Injury | **0** |
| Number of Minor Injury | **32** |
| Number of Occupational Disease | **0** |
| Workplace Injury Rate (per 100,000 workers) | **872** |

## INNOVATION AND EXCELLENCE

Innovation and technology adoption improved operational effectiveness, productivity and service delivery across NEA's environmental functions.

### ADVANCING OPERATIONAL INNOVATION

Advancements in innovation and technology were also recognised through international accolades, with NEA's projects receiving international awards.

'Project AIM (Automated Inspection and Mapping)' received the Gold Award at the '50th International Convention on Quality Control Circles 2025' in Taipei. The project leverages AI and video analytics to detect and map cleanliness issues in public areas, enabling smarter inspection workflows, improved productivity and cleaner shared spaces.

'Project Find Remy: Thermal Imaging for Rat Surveillance' also received the Gold Award. The project utilises thermal imaging technology to strengthen rodent surveillance capabilities and improve monitoring of rat activity in low-visibility conditions. It further supports earlier identification of environmental risks, such as improper refuse management, enhancing environmental public health protection and urban liveability.

### ACHIEVING COMMUNICATIONS EXCELLENCE

We are committed to communications excellence by engaging our target audiences through their preferred digital platforms and formats.

To foster conversations on end-of-life planning and raise awareness of ash scattering as an option for handling cremated remains, we collaborated with Mothership and Sincerely, Singles under Unfold Asia. These collaborations received industry recognition, earning Gold for 'Most Effective Use – Government/Non-Profit Marketing' at the 'Markies Awards Singapore 2026' and Bronze for 'Excellence in Marketing to a Specific Audience' at the 'Marketing Excellence Awards 2025'.

### ENHANCING SERVICE RESPONSIVENESS AND FEEDBACK CHANNELS

Public feedback and enquiry channels support responsive service delivery. Cases submitted through the NEA hotline, online feedback form, myENV app, and OneService app are consolidated within NEA's Customer Relationship Management System, enabling end-to-end tracking and coordinated inter-agency resolution.

In addition, Ask Captain Green, NEA's virtual assistant, provides instant responses to frequently asked questions.

[4] Occupational disease refers to the number of cases of recordable work-related ill health, consistent with the definitions and reporting requirements set out under the Singapore's WSH Act.

[5] WSH statistics are reported on a calendar year basis to enable benchmarking against MOM's national WSH statistics. The definitions of major and minor injuries are aligned with MOM's terminology.

# WORKFORCE CAPABILITY

Building a skilled, adaptable and future-ready workforce remained central to NEA's long-term organisational resilience and mission delivery.

## STRENGTHENING WORKFORCE CAPABILITIES

NEA's Singapore Environment Institute worked with internal and whole-of-government (WOG) partners to strengthen operational and functional capabilities across the organisation.

Competency-based development programmes and self-directed learning initiatives supported capability building and operational effectiveness across NEA's work areas.

In FY2025, NEA delivered training and upskilling through workshops, e-learning modules, virtual reality, and on-the-job training to build operational and functional competencies.

Programmes covered topics such as managing surveillance in enforcement duties, conversational skills for supervisors, digital readiness, and AI. NEA also provides sponsorship for employees to pursue further education or professional qualifications, supporting their long-term career development. The 'Learning Fridays' initiative also supported continuous learning through sharing sessions and learning journeys across NEA functions.

Career and professional development opportunities were further supported through internal mobility programmes, including job postings, attachments, project assignments and secondments across the Public Sector. All employees[6] received regular performance and career development reviews, including annual appraisals to discuss work targets and core competencies.

NEA partnered with the Council for Third Age and the Union to provide programmes covering life planning, wellness, financial literacy and digital skills for employees aged 50 and above, supporting them in preparing for a fulfilling life beyond their careers.

[6] New hires who joined in the final quarter of the calendar year were not required to undergo formal performance appraisals but would have received work progress conversations with their supervisors in preparation for contract confirmation.

# INCLUSION AND ETHICS

NEA promotes employee well-being, ethical conduct and workforce diversity through an inclusive and values-driven workplace.

## SUPPORTING EMPLOYEE WELL-BEING AND WORK-LIFE NEEDS

Our workforce was comprehensively covered under our Collective Agreement, with 93% of employees included in FY2025. The remaining employees were accorded equivalent employment terms, ensuring fair and consistent conditions across the organisation.

In February 2026, PSD announced a review of Civil Service generic schemes with salary adjustments. To ensure NEA's salaries remain competitive, we adopted similar adjustments for our equivalent schemes of service, which took effect from 1 August 2026.

Shared parental leave was enhanced from 1 April 2025, giving eligible parents greater flexibility to share leave and manage caregiving responsibilities during a child's early months. We continued the 'Back-to-School' time-off initiative, allowing eligible employees to accompany their children at the start of the school year. Parental leave uptake and return-to-work rates reflected strong workforce stability and retention.

Under the 'NEA Family Hour' initiative, employees are allowed to leave one hour earlier on designated days where operationally feasible. The frequency increased from quarterly to six times a year in 2026, to further enhance work-life balance and quality family time.

On physical health, NEA facilitated complimentary annual health screenings and flu vaccination through appointed health provider clinics and encouraged healthy lifestyle adoption through participation in 'Healthier SG', a national initiative by the Ministry of Health. The NEA Sports and Social Committee further supported healthy living and community bonding through a variety of sports events and social activities, while our Communities of Interest provided additional platforms for employees to pursue shared passions and strengthen peer networks.

For mental well-being, we partnered with Intellect to provide accessible, preventive and stigma-free mental health support through online resources, personal coaching, clinical counselling and workshops. This was complemented by a half-day time-off granted during NEA Mental Wellness Month, expanded volunteering opportunities and the recruitment of additional Well-being Ambassadors and CARE Officers to broaden support across the organisation.

The 'Learning with Captain Green' programme was expanded to include mental well-being workshops and health-related talks alongside professional skills development, reflecting our holistic approach to employee growth and well-being.

**RETURN-TO-WORK AND RETENTION RATES OF EMPLOYEES WHO TOOK PARENTAL LEAVE**

| NEA'S PARENTAL LEAVE | FY23 | FY24 | FY25 |
|---|---|---|---|
| **Total number of employees entitled to parental leave** | | | |
| Male | 93 | 107 | 114 |
| Female | 60 | 66 | 62 |
| **Total number of employees who took parental leave** | | | |
| Male | 93 | 107 | 114 |
| Female | 60 | 66 | 62 |
| **Total number of employees who returned to work after parental leave** | | | |
| Male | 93 | 107 | 114 |
| Female | 60 | 66 | 62 |
| **Return to Work Rate** | | | |
| Male | 100% | 100% | 100% |
| Female | 100% | 100% | 100% |
| **Total number of employees who returned to work after parental leave, still employed 12 months after their return** | | | |
| Male | 90 | 86 | 96 |
| Female | 59 | 54 | 60 |
| **Retention Rate** | | | |
| Male | 97% | 92% | 90% |
| Female | 98% | 90% | 91% |

## STRENGTHENING ETHICAL CONDUCT AND ACCOUNTABILITY

NEA maintains a zero-tolerance approach towards fraud, misconduct and unethical conduct, supported by clear governance frameworks and reporting channels that reinforce accountability and integrity across the organisation.

The Code of Conduct sets expectations on ethical behaviour, conflicts of interest and accountability, supported by mandatory training and annual declarations, which continue to strengthen compliance awareness across the workforce.

NEA provides employees with accessible channels to raise concerns relating to their terms and conditions of service. Employees who feel they have been treated unfairly are encouraged to surface their grievance through official internal channels, either verbally or in writing. All grievances raised in good faith are treated with strict confidentiality and used solely for grievance management purposes. Retaliation against employees who raise grievances will not be tolerated and may result in disciplinary action. Equally, grievances found to have been raised frivolously, maliciously, or for personal gain may also be subject to disciplinary proceedings. All grievances are reported to the CEO. In FY2025, no discrimination incidents were recorded.

NEA's whistleblowing framework enables employees and external stakeholders to report suspected fraud, misconduct and other improper conduct in confidence through secure reporting channels managed independently by the Internal Audit Division.

Guidelines on reporting procedures are accessible via the intranet and NEA's website.

Whistleblowers acting in good faith are protected from reprisal within legal boundaries, while false or malicious reports may result in disciplinary action or referral to the relevant authorities.

Employees may also report matters directly to the CEO under NEA's Internal Disclosure Policy.

## SUPPORTING WORKFORCE DIVERSITY AND INCLUSION

Our workforce comprises 3,675[7] employees across diverse disciplines and areas of expertise. Merit-based hiring and inclusive employment practices continued to support workforce diversity across age and gender, including targeted support programmes for persons with disabilities.

We monitor workforce composition and movement to support workforce planning, retention and organisational sustainability.

In FY2025, NEA hired 333 new employees and recorded 342 employee departures, with both new hire and employee turnover rates at 9%. Our workforce remained predominantly full-time, reflecting our commitment to stable, long-term employment and retaining experienced talent.

**WORKFORCE PROFILE**

| TOTAL NUMBER OF EMPLOYEES, BY AGE GROUP | FY23 | FY24 | FY25 |
|---|---|---|---|
| < 30 years old | 334 | 312 | 304 |
| 30-50 years old | 2,030 | 2,009 | 2,128 |
| > 50 years old | 1,314 | 1,356 | 1,243 |
| **Total** | **3,678** | **3,677** | **3,675** |

| TOTAL NUMBER OF EMPLOYEES, BY SEX | FY23 | FY24 | FY25 |
|---|---|---|---|
| Male | 2,359 | 2,354 | 2,338 |
| Female | 1,319 | 1,323 | 1,337 |
| **Total** | **3,678** | **3,677** | **3,675** |

| NEW EMPLOYEE HIRES, BY AGE GROUP | FY23 | FY24 | FY25 |
|---|---|---|---|
| < 30 years old | 112 | 100 | 101 |
| 30-50 years old | 220 | 208 | 215 |
| > 50 years old | 17 | 26 | 17 |
| **Total** | **349** | **334** | **333** |

[7] NEA's total staff strength as at 30 September 2025 was 3,667, based on headcount. There were no significant fluctuations in employee numbers during the reporting period or between reporting periods.

| EMPLOYEE TURNOVER, BY AGE GROUP | FY23 | FY24 | FY25 |
|---|---|---|---|
| < 30 years old | 50 | 36 | 28 |
| 30-50 years old | 177 | 165 | 185 |
| > 50 years old | 115 | 131 | 129 |
| **Total** | **342** | **332** | **342** |

| NEW EMPLOYEE HIRES, BY SEX | FY23 | FY24 | FY25 |
|---|---|---|---|
| Male | 187 | 207 | 204 |
| Female | 162 | 127 | 129 |
| **Total** | **349** | **334** | **333** |

| NEW EMPLOYEE TURNOVER, BY SEX | FY23 | FY24 | FY25 |
|---|---|---|---|
| Male | 204 | 211 | 222 |
| Female | 138 | 121 | 120 |
| **Total** | **342** | **332** | **342** |

| TOTAL NUMBER OF EMPLOYEES, BY EMPLOYMENT TYPE | MALE | FEMALE |
|---|---|---|
| Permanent and fixed-term contract | 2,338 | 1,337 |
| Temporary contract | 0 | 0 |
| Non-guaranteed hours | 0 | 0 |
| Full-time | 2,337 | 1,336 |
| Part-time | 1 | 1 |

## COMMUNITY AND SOCIAL RESPONSIBILITY

NEA continued to foster a socially responsible workforce through volunteerism, charitable giving and community partnerships that contribute to broader social outcomes.

In FY2025, NEA raised more than $26,000 in donations and contributed more than $100,000 through the 'Community Chest Programme'. Beyond fundraising, departments also supported community initiatives, including food distribution to vulnerable groups and volunteering activities that strengthened team cohesion and employee engagement.


# Accountability, Risk and Stakeholder Engagement

Strong governance, stakeholder engagement and enterprise risk management support NEA's ability to deliver environmental outcomes effectively while strengthening organisational resilience, accountability and public trust.

Governance frameworks, risk management processes and stakeholder partnerships support informed decision-making and long-term sustainability outcomes across NEA's functions.

## FINANCIAL GOVERNANCE AND PROCUREMENT

Strong financial governance and procurement practices support prudent resource management, accountability and value for money. These frameworks enhanced operational resilience and enabled NEA to deliver our environmental objectives effectively and sustainably.

## MANAGING FINANCIAL RESOURCES RESPONSIBLY

As a statutory board primarily funded through government grants, we hold ourselves to the highest standards of financial stewardship and corporate governance. Every operational decision is guided by sound financial management and long-term sustainability.

NEA's fees and charges are aligned with our policy objectives and are periodically reviewed based on these principles:

- Recover costs directly from users of the service
- Account for the full cost of goods or services provided
- Avoid competition with private sector offerings
- Enhance cost efficiency and affordability through business process improvements

A comprehensive framework of financial policies and procedures underpins our operations and ensures rigorous governance standards across the organisation. These policies are subject to regular review and are made available to all employees through the NEA intranet, supporting consistent implementation and standardised practices across departments.

At the Board level, annual budget approvals ensure the strategic allocation of resources in accordance with operational requirements. This governance structure is complemented by regular performance monitoring and reporting to NEA management and our parent ministry, reinforcing accountability.

## ENSURING GOOD PROCUREMENT PRACTICES

NEA is committed to responsible procurement practices that support the local economy and promote sustainable supply chain outcomes. Our procurement activities are governed by the Government Instruction Manual and aligned with the Ministry of Finance (MOF)'s procurement framework, upholding the principles of transparency, open and fair competition, value for money, and sustainability in supplier selection.

We apply a Price Quality Scoring Framework to ensure the fair and objective evaluation of quotations and tenders. High-value procurements are managed through a centralised oversight process to ensure prudent resource allocation, cost savings, and operational efficiency. Supplier debarment status is verified as part of the due diligence process to exclude vendors with records of misconduct or contractual non-compliance.

Our procurement activities are open to local and overseas suppliers[8]. In FY2025, 98.6% of our total procurement budget was spent on 206 local suppliers based in Singapore. This reflects our commitment to supporting the local business ecosystem, spanning environmental services, infrastructure, information and communications technology, and professional services.

In line with our core mission of environmental sustainability, we incorporated environmental sustainability considerations into our tender evaluation framework in FY2025, in alignment with Government Procurement Guidelines.

Sustainability criteria include environmental accreditations such as ISO 14001 certification and Green Mark ratings, where relevant to the nature of the goods or services procured.

We ensure that our supply chain upholds fair employment practices, workplace safety, and workers' rights and well-being. Our social criteria are anchored in two key areas: fair employment and workplace safety.

Suppliers are required to comply with Progressive Wage Mark requirements and WSH obligations as stipulated in NEA's Tender Conditions of Contract, establishing a clear baseline of social standards across the supply chain. These contractual clauses communicate NEA's expectations on social standards to suppliers.

No significant environmental or social impacts were identified in the supply chain.

[8] Local suppliers refer to those operating within Singapore, while overseas suppliers refer to those operating outside Singapore.

## STAKEHOLDER ENGAGEMENT

Stakeholder engagement remained integral to NEA's policy development, operational planning, and service delivery. Engagement across the public, private, and community sectors supported collaboration, strengthened implementation, and ensured that policies and initiatives remained responsive to evolving needs and expectations.

| STAKEHOLDER GROUPS | MODES OF ENGAGEMENT | PURPOSE OF ENGAGEMENT |
|---|---|---|
| Public Sector Agencies | • Inter-agency taskforces<br>• Cross-agency meetings | Strengthen inter-agency coordination, streamline public service delivery and support coherent policy implementation |
| Schools and the General Public | • Surveys<br>• Interviews<br>• Focus group discussions<br>• Mainstream media and digital platforms<br>• Learning journeys | Foster environmental ownership, nurture future environmental stewards, and ensure policies and initiatives remain responsive to public needs |
| Employees | • Employee engagement surveys<br>• Townhalls<br>• Dialogues<br>• Welfare and cohesion activities | Strengthen employee engagement, organisational culture, and workforce development |
| Industry, NGOs and Partners | • Surveys<br>• Industry sharing sessions<br>• Conferences | Leverage diverse expertise, resources, and partnerships to support innovation and sustainable solutions |

## MATERIAL ISSUES

NEA's material issues reflect the environmental, operational, and organisational priorities most significant to our mission, stakeholders, and long-term sustainability objectives. These material issues align with NEA's strategy map and corporate KPIs, which are reviewed and endorsed by the Board and monitored across the organisation.

The materiality assessment process considers stakeholder impact, strategic priorities, emerging risks and opportunities, and areas critical to organisational resilience and mission delivery. Material issues are reviewed periodically to ensure they remain relevant and aligned with evolving operational and national priorities. The latest review was conducted in FY2024, and the material issues identified are presented in this report.

| MATERIAL ISSUE | SIGNIFICANCE TO NEA | RISKS AND CHALLENGES | OPPORTUNITIES |
|---|---|---|---|
| High Public Health Standards | • NEA is responsible for managing vector population, public cleanliness, environmental sanitation, and hygiene<br>• NEA is also responsible for providing adequate government after-death facilities and services, and enforcing against public health offences such as mosquito breeding, littering and smoking in prohibited places to maintain high standards of environmental public health and quality of life for all | • Vector-borne disease outbreaks | • Use data to understand the epidemiology of diseases for temporal and spatial risk stratification<br>• Leverage technology to enhance operations and strengthen capabilities in related areas of research |
| Safe, Healthy and Conducive Living Environment | • To ensure a safe, healthy, and conducive living environment, NEA monitors, reduces, and prevents environmental pollution<br>• NEA also incorporates environmental considerations into land use planning, development, and building control | • Deterioration of ambient air quality<br>• Deterioration of coastal and inland water quality | • Leverage technology to monitor air and water quality and identify sources of pollution |
| Sustainable and Resource Efficient Singapore | • Minimising waste generation and disposal is vital to conserving resources and landfill space<br>• Increasing energy efficiency also helps reduce GHG emissions and combat climate change | • Tighter resource constraints<br>• Waste management capacity constraints<br>• Accelerated climate change | • Drive infrastructure enhancement, innovation, and behavioural change to achieve environmental sustainability<br>• Strengthen public trust in national environmental policies |
| Timely and Reliable Weather and Climate Services | • Timely and reliable meteorological services support decision-making and planning | • Increase in the frequency and intensity of severe weather events | • Leverage technology to strengthen capabilities in weather monitoring and forecasting |
| Vibrant Hawker Culture | • Preserving Singapore's hawker culture safeguards national heritage and ensures that people from all walks of life can enjoy affordable meals in a clean and hygienic environment | • Inability to meet the demand for affordable cooked food options in a clean and hygienic environment | • Build new hawker centres and rejuvenate existing ones<br>• Provide a variety of pathways for aspiring hawkers |
| Private Sector as Force Multipliers for Mission Success | • Environmental Services (ES) provides essential cleaning, waste management, and pest management services to keep Singapore clean and hygienic while maintaining a low incidence of vector-borne diseases | • Inability to meet the increasing demand for ES | • Transform the ES industry through the ES Industry Transformation Map, which promotes the adoption of technology to improve standards and service delivery, strengthen workforce capabilities, and support business growth and international expansion |

| MATERIAL ISSUE | SIGNIFICANCE TO NEA | RISKS AND CHALLENGES | OPPORTUNITIES |
|---|---|---|---|
| Active Community as Stewards of the Environment | • As a frontline agency with multiple public touchpoints, NEA relies on collaboration with stakeholders and public support to achieve our mission | • Lack of environmental ownership | • Strengthen partnerships and community collaboration to foster environmental ownership |
| Public Sector as Drivers of Environmental Sustainability and Public Health | • A WOG approach supports the achievement of a clean and sustainable Singapore | • Tighter resource constraints<br>• Waste management capacity constraints<br>• Accelerated climate change | • Drive innovation and behavioural change to achieve environmental sustainability<br>• Strengthen public trust in national environmental policies through public sector leadership and sustainable practices |
| International Partnerships as Strategic Levers | • International engagements and partnerships with strategic countries help safeguard and advance Singapore's environmental interests in the global arena | • Inability to fulfil NEA's obligations under environmental agreements | • Support the growing demand for clean energy, low-emissions transport and sustainable urban solutions |
| Creation of Capacity | • Operational capacity is critical to effective service delivery and enforcement efforts, given the wide range of operational demands and responsibilities across NEA | • Compromised data arising from malicious activities targeting IT systems and infrastructure | • Deepen technical capabilities in key areas to improve service delivery<br>• Simplify regulatory application and compliance processes where feasible |
| Strong Capabilities for Mission Success | • Digitalisation and capability development are key pillars supporting public sector transformation objectives | • Inability to meet NEA's manpower requirements | • Strengthen collaboration through the deployment of digital systems and services<br>• Improve productivity and build a future-ready organisation |
| Strong Corporate Practices for a Sustainable Organisation | • Financial and manpower management support effective and efficient operations, governance, and organisational development<br>• Good procurement practices support fair, transparent, effective, and efficient governance processes | • Rising public expectations<br>• Weak controls resulting in fraudulent practices<br>• Challenges in talent recruitment and retention<br>• Instances of non-compliance with WSH regulations or procedures | • Strengthen accountability and resource optimisation<br>• Strengthen public confidence in financial management and resource utilisation as a government-funded organisation<br>• Encourage strong corporate governance and risk management practices<br>• Foster a stronger sense of organisational identity and purpose among employees<br>• Build a more engaged and socially responsible workforce that contributes to the community |
| Safe, Caring and Conducive Workplace for Collaboration and Learning | • A strong organisational culture forms the foundation of a high-performing and future-ready organisation | • Fragmented data-sharing arising from siloed ways of working | • Drive organisational productivity and growth while strengthening NEA's position as an employer of choice |

# ENTERPRISE RISK MANAGEMENT

NEA's Enterprise Risk Management (ERM) framework supports the identification, assessment and management of risks across the organisation. The framework enables risks to be monitored and addressed through governance processes, mitigation measures and operational controls.

Our ERM approach is guided by three interconnected thrusts: risk management culture, capabilities, and structure.

## STRENGTHENING RISK GOVERNANCE AND OVERSIGHT

Risk governance and oversight are undertaken by the Enterprise Risk and Safety Steering Committee, together with Risk Owners and Process Owners.

Chaired by the CEO, the Committee provides strategic oversight of enterprise risks and workplace safety matters across the organisation. The Committee reviews enterprise risk assessments, mitigation plans, and key risk indicators, and provides regular updates to the Board and Board Risk Committee. Risk Owners across NEA oversee risks within their respective domains, supported by environmental scanning, operational monitoring, and risk treatment planning. Process Owners support implementation through detailed assessments of risk causes, consequences, controls, and mitigation measures.

## BUILDING A PROACTIVE RISK CULTURE

Risk communication and capability-building initiatives strengthened organisational awareness and ownership of risk management practices.

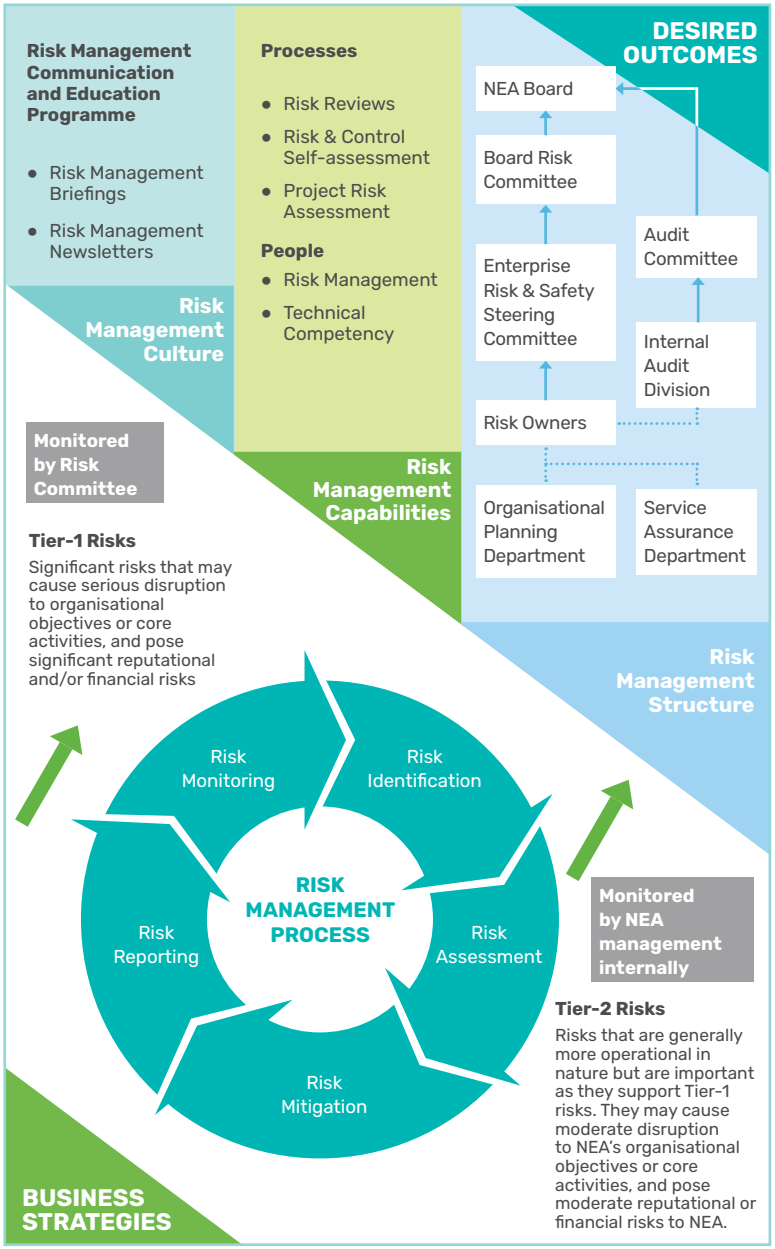
These initiatives included briefings, newsletters, and training programmes that reinforced understanding of risk methodologies, governance processes, and operational controls.

Risk Champions across divisions supported the implementation of risk-related initiatives and helped embed risk management practices within day-to-day operations.

## ENHANCING RISK MANAGEMENT CAPABILITIES

NEA continued to strengthen enterprise risk management capabilities through regular risk reviews, project risk assessments, and risk-and-control self-assessments.

Capability-building efforts also strengthened employee competencies in risk management methodologies, tools, and governance processes to support proactive risk identification and mitigation.



## NEA'S CLIMATE RESILIENCE

As a low-lying, densely populated city-state near the equator, Singapore faces increased vulnerability to climate change.

Based on Singapore's Third National Climate Change Study (V3), mean sea level could rise by up to 1.15m by 2100 and up to around 2m by 2150. However, if coupled with storm surges and high tides, sea levels could rise by up to 5m. Singapore is particularly vulnerable to the threat of sea level rise, as around 30% of the island lies less than 5m above mean sea level.

V3 projections show that by 2100, the annual average daily mean temperatures will increase by up to 5°C, and the number of days with high heat stress will increase to up to 326 days a year.

Extreme daily rainfall is projected to increase by up to 92% by 2100, which could cause more flash floods.

NEA's approach to climate action focuses on ensuring long-term economic stability, preserving natural resources, and protecting communities from climate-related impacts.

Our efforts to strengthen Singapore's climate resilience and low-carbon transition span several areas, including:

- Conducting climate projection studies
- Promoting energy efficiency across industries, households, and the public sector through legislation, incentives, and public education
- Administering Singapore's carbon tax regime under the Carbon Pricing Act
- Regulating the environmental integrity of carbon credits accepted under the International Carbon Credit Framework

We lead a multi-agency effort to compile Singapore's GHG Inventory and serve on the Inter-Ministerial Committee on Climate Change, ensuring WOG coordination in addressing climate change.

To enhance our weather forecasting services, NEA operationalised SINGV-EPS in 2025, an Ensemble Prediction System (EPS) based on the SINGapore Variable-resolution model (SINGV). It quantifies uncertainty in weather forecasts, supporting decision-making in areas such as public weather services and flood management. Several products were developed, including rainfall probability forecasts for the region and meteograms across five districts in Singapore. We have also completed research to double the ensemble size from 12 to 24 to further improve probabilistic forecasting.

Recognising the potential impact of climate change on our operations, NEA integrates climate-related risks and opportunities into our business strategy and planning.

Through ongoing identification and assessment of these risks, we continue to enhance our climate governance and climate risk mitigation efforts. This reflects our commitment to transparency, accountability, and continuous progress in climate risk mitigation.

## NEA'S CLIMATE-RELATED RISKS

To enhance our understanding and management of climate-related risks, we conducted a landscape scan and qualitative assessment in FY2024 to evaluate both physical and transition risks. The identified risks were reviewed and approved by NEA management.

In addition to risk mitigation efforts, we have identified potential climate-related opportunities that can enhance our operations and contribute to national sustainability goals.

To improve resilience and preparedness, NEA actively monitors new and emerging climate-related issues. This structured approach enables the systematic identification, assessment, and management of climate risks alongside other enterprise risks.

Guided by GreenGov.SG targets, we regularly review our decarbonisation strategies and monitor our carbon emissions. Our waste-to-energy plant operates in compliance with the Carbon Pricing Act, with emissions independently verified by a third-party verifier before submission to the authorities.

Detailed information on our climate performance can be found in the Sustainability Performance chapter of this report.

| CLIMATE-RELATED RISKS | POTENTIAL IMPACT | MITIGATION EFFORTS AND CLIMATE OPPORTUNITIES |
|---|---|---|
| **Physical Risks** | | |
| Up to a 5°C rise in annual average daily mean temperature by 2100 | • Greater strain on public health services due to heat stress and heat-related illness | • Developed the Heat Stress Advisory, which provides real-time information on heat stress levels in Singapore and offers tips for the public on how to protect themselves against heat-related risks |
| More days with high heat stress conditions (around 54–326 days annually) by 2100 | • Increased risk of heat stress for employees | • Raised awareness among employees of heat stress management through preventive measures such as monitoring the Wet-Bulb Globe Temperature (an indicator of heat stress), encouraging rehydration and acclimatisation, improving ventilation, providing rest areas and shade, and establishing emergency response plans for employees working outdoors |
| Up to a 1.15m rise in mean sea level by 2100 and up to 2m by 2150 | • Increased risk of flooding and damage to coastal infrastructure, leading to higher maintenance and repair costs<br>• Potential disruptions to waste management facilities affecting incineration, recycling, and landfill operations | • Planned and incorporated higher elevation into the design of future critical infrastructure to minimise flood risks |
| Extreme daily rainfall intensity across all seasons, with up to a 92% increase in April and May by 2100 | • Increased frequency and intensity of heavy rainfall may elevate the risk of flash flooding | • Planned and incorporated higher elevation into the design of future critical infrastructure to minimise flood risks<br>• Enhanced weather forecasting capabilities to improve forecast accuracy<br>• Disseminated forecasts of potential heavy rainfall events through the NEA and MSS websites, and the myENV app |
| Outbreak of dengue and other vector-borne diseases | • Increased burden on public healthcare | • Established a regional network for dengue surveillance<br>• Strengthened vector control through surveillance and legislation<br>• Enhanced mosquito control through the expansion of Project *Wolbachia* |

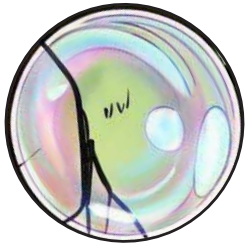
| CLIMATE-RELATED RISKS | POTENTIAL IMPACT | MITIGATION EFFORTS AND CLIMATE OPPORTUNITIES |
|---|---|---|
| **Transition Risks** | | |
| Increased costs of transitioning to lower-emissions technologies and more sustainable raw materials | • Increased expenditure on new or alternative technologies<br>• Increased maintenance and training costs associated with new technologies | • Prioritised high-impact and cost-effective technology upgrades to improve efficiency and sustainability<br>• Implemented green procurement policies to support more sustainable products and services<br>• Strengthened infrastructure resilience through the integration of modular and adaptable low-emissions solutions |
| Increased pricing of GHG emissions | • Increased operating costs, including carbon tax and insurance premiums | • Improved energy efficiency across operations<br>• Regular review of fees, charges, and budgets to account for increases in operating costs |
| Enhanced emissions reporting obligations | • Increased need for investment in data management systems to ensure accurate emissions tracking and reporting<br>• Increased costs arising from sustainability reporting | • Standardised reporting methodologies and established clear internal policies for emissions monitoring<br>• Strengthened internal capacity through targeted Environmental, Social and Governance reporting training<br>• Benchmarked against industry best practices to enhance transparency and accountability |
| Increased stakeholder concern or negative stakeholder feedback | • Potential reputational risks if adaptation and mitigation measures do not meet stakeholders' expectations | • Engaged key stakeholders to implement relevant policies and best practices in support of our mission |

# Sustainability Performance

NEA tracks environmental performance through measurable indicators across emissions, energy, water, and waste management. These indicators support operational decision-making, continuous improvement, and the achievement of national sustainability targets under GreenGov.SG.

## PUBLIC SECTOR SUSTAINABILITY TARGETS

Progress towards GreenGov.SG targets continued through improvements in energy efficiency, resource conservation, and sustainable building operations across NEA's facilities and infrastructure.



### ACHIEVING GREENGOV.SG TARGETS

Since its launch in July 2021, GreenGov.SG has set a clear course for the public sector's sustainability journey through the following targets:

- Reducing energy and water consumption by 10% by FY2030, based on average levels from FY2018 to FY2020
- Reducing the amount of waste disposed of by 30% by FY2030, using FY2022 levels as the baseline
- Achieving net zero emissions by around 2045

NEA advances these targets through ongoing improvements in energy efficiency, resource conservation, and green building performance, reinforcing the public sector's commitment to sustainable operations.

NEA facilities are certified under the BCA Green Mark Scheme. Senja Hawker Centre has achieved the Green Mark Platinum Super Low Energy certification under the Green Mark 2021 In-Operation scheme, while the office in the Environment Building's annex building has attained Green Mark Platinum under the Healthier Workplaces 2018 scheme. Water efficiency was also enhanced through the adoption of water-efficient fittings, with Yishun Park Hawker Centre earning PUB's Water Efficient Building certification.

## ENVIRONMENTAL PERFORMANCE OVERVIEW[9]

Environmental performance across emissions, energy, water and waste management was monitored to support operational efficiency, regulatory compliance, and continuous sustainability improvements across NEA premises.

### MANAGING CARBON EMISSIONS

As a statutory board responsible for managing essential infrastructure, including a waste-to-energy plant, a landfill, after-death facilities, and hawker centres, we play a significant role in shaping sustainable practices and designs that influence our environmental footprint. Our environmental accountability is reflected in the systematic tracking and reporting of Scope 1, 2 and 3 GHG emissions.

Most of our carbon footprint is attributable to the Tuas South Incineration Plant (TSIP), which forms an integral part of Singapore's waste management infrastructure. In FY2025, Scope 1 emissions remained comparable to the previous financial year. Scope 2 emissions were broadly stable year-on-year, while Scope 3 emissions registered a modest decline due to reduced overseas business travel mileage.

Our Scope 1 emissions are expected to rise in the coming years with the commissioning of the Integrated Waste Management Facility from 2027 onwards. This trajectory underscores the importance of the mitigation measures across our operations.

In the near to medium term, our focus is on progressively electrifying our on-road vehicle fleet and transitioning to more energy-efficient equipment. In the longer term, we will continue to monitor the techno-economic viability of carbon capture and storage technology for waste-to-energy plants as a potential decarbonisation pathway.

[9] Figures may not add up to totals due to rounding.

## CORPORATE CARBON FOOTPRINT

| CARBON EMISSIONS ($tCO_2e$)[10] (% OF TOTAL AGGREGATE) | FY23 | FY24 | FY25 |
|---|---|---|---|
| **Direct Carbon Emissions (Scope 1)** | | | |
| Waste-to-energy Plant[11, 12] | 421,400 (97.8%) | 343,190 (97.1%) | 316,191 (96.7%) |
| NEA Operations (e.g. vehicles and machineries)[13] | 6,621 (1.5%) | 7,302 (2.1%) | 7,331 (2.2%) |
| Liquefied Petroleum Gas (LPG), Natural Gas and Town Gas[14] | 3,028 (0.7%) | 3,042 (0.9%) | 3,343 (1.0%) |
| **Sub-total Scope 1 Emissions** | **431,049** | **353,534** | **326,865** |
| **Indirect Carbon Emissions (Scope 2)** | | | |
| Electricity (NEA Office Premises)[15] | 2,765 (31.8%) | 2,569 (30.7%) | 2,397 (26.7%) |
| Electricity (NEA Facilities)[16] | 5,918 (68.2%) | 5,809 (69.3%) | 6,585 (73.3%) |
| **Sub-total Scope 2 Emissions** | **8,683** | **8,378** | **8,982** |
| **Indirect Carbon Emissions (Scope 3)** | | | |
| Local Business Travel[17] | 154 (34.3%) | 173 (14.3%) | 181 (15.7%) |
| Overseas Business Travel (flight only)[18] | 295 (65.7%) | 1,034 (85.7%) | 968 (84.3%) |
| **Sub-total Scope 3 Emissions** | **449** | **1,207** | **1,149** |

[10] NEA's corporate carbon footprint is calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, established by the World Business Council for Sustainable Development and the World Resources Institute. This approach aligns with the 2006 Intergovernmental Panel on Climate Change (IPCC) Guidelines for National GHG Inventories used in Singapore's international reporting under the UN Framework Convention on Climate Change. GHG emissions from waste incineration at TSIP are similarly computed in accordance with the 2006 IPCC Guidelines. $CO_2e$, $CH_4$ and $N_2O$ are included in the calculation of Scope 1 emissions.

[11] Consumption is largely dependent on public demand for NEA's services. Scope 1 emissions from waste incineration were restated for FY2024 to reflect verified actual figures. Figures for January to March 2026 are based on estimates and will be finalised upon verification by mid-2027, with the actual FY2025 figures updated in the following year's report.

[12] Figures refer to TSIP's non-biogenic emissions. Biogenic emissions from TSIP were 617,675$tCO_2e$, 564,464$tCO_2e$ and 447,533$tCO_2e$ in FY2023, FY2024 and FY2025 respectively. In accordance with IPCC Guidelines, biogenic emissions comprising $CO_2$ only are reported as an information item and are excluded from NEA's corporate carbon footprint.

[13] Carbon emissions are derived from fuel consumption by NEA-operated vehicles, equipment, diesel generators, and marine vessels used across our operations.

[14] Consumption is largely dependent on public demand for after-death services. Carbon emissions are derived from fuel consumption arising from cremation activities. LPG emissions have been restated to reflect updated conversion factors in line with the 2006 IPCC Guidelines.

[15] Grid-average emissions factor (GEF) data is used to calculate GHG emissions from electricity purchased from the national grid. FY2024 figures have been restated using the 2024 electricity GEF: 0.402kg $CO_2$/kWh.

[16] Electricity consumed at TSIP and Tuas Marine Transfer Station is excluded from the carbon emissions calculation as electricity is self-generated on-site. At Semakau Landfill, electricity is generated by on-site diesel generators, with the associated diesel consumption accounted for under Scope 1 – NEA Operations. As Scope 2 emissions from electric vehicles (0.3$tCO_2e$, 0.4$tCO_2e$, and 1.1$tCO_2e$ in FY2023, FY2024 and FY2025, respectively) are negligible and constitute an immaterial proportion of NEA's overall Scope 2 emissions, they have been incorporated within the reported total Scope 2 emissions.

[17] Local business travel figures for FY2023 to FY2024 were restated following the adoption of emission factors from the Singapore Emission Factors Registry (SEFR), in place of those from the UK Department for Energy Security and Net Zero emission factors, as SEFR factors are more geographically representative of local operating conditions. As only FY2024 emission factors are currently available within SEFR, these factors were applied consistently across FY2023, FY2024 and FY2025 calculations for comparative purposes. Carbon emissions were calculated based on local business travel using employee vehicles, excluding home-to-office commuting.

[18] Scope 3 emissions for overseas business travel have been restated to reflect updated data.

## TRACKING EMISSIONS INTENSITY

Our carbon emissions intensity remained broadly comparable across the years, reflecting efforts to manage emissions relative to our growing operational footprint.

### CORPORATE EMISSIONS INTENSITY

| INDICATOR | FY23 | FY24 | FY25 |
|---|---|---|---|
| Indirect Carbon Emissions comprising Scope 2 & 3 ($tCO_2e$) | 9,132 | 9,586 | 10,131 |
| Gross Floor Area (GFA)[19] ($m^2$) | 238,753 | 237,701 | 253,222 |
| Carbon Emissions Intensity ($tCO_2e/m^2$) | 0.038 | 0.040 | 0.040 |

## MANAGING AIR EMISSIONS PERFORMANCE

NEA's environmental stewardship extends beyond carbon emissions reduction. Our operational facilities – TSIP, Mandai Crematorium and Mandai North Crematorium comply with Singapore's Environmental Protection and Management (Air Impurities) Regulations. Air quality is managed through robust air pollution control systems and regular emissions testing, with the same rigour and accountability that underpin our broader sustainability commitments.

### AIR EMISSIONS PERFORMANCE BY NEA FACILITIES

| NEA FACILITIES | COMPOUNDS (mg/$Nm^3$) | FY23 | FY24 | FY25 | EMISSION LIMITS |
|---|---|---|---|---|---|
| Tuas South Incineration Plant | Particulates | 10.8 | 5.5 | 4.6 | < 50 |
| | $SO_2$ | 85.0 | 112.9 | 107.5 | < 1,700 |
| | $NO_x$ | 169.3 | 130.9 | 138.1 | < 400 |
| Mandai Crematorium | Particulates | 9.9 | 21.9 | 16.8 | < 50 |
| | $SO_x$ | 0.0 | < 1.0 | 3.7 | < 1,700 |
| | $NO_x$ | 125.5 | 297.5 | 280.1 | < 400 |
| | HCl | 2.6 | < 0.5 | 0.5 | < 200 |
| | CO | 5.0 | 1.4 | 3.9 | < 250 |
| Mandai North Crematorium | Particulates | - | - | 8.0 | < 50 |
| | $SO_x$ | - | - | 1.0 | < 1,700 |
| | $NO_x$ | - | - | 179.7 | < 400 |
| | HCl | - | - | 0.8 | < 200 |
| | CO | - | - | 1.6 | < 250 |

[19] The GFA figures have been restated to improve accuracy across all premises.

## TRACKING ENERGY PERFORMANCE

NEA's total energy consumption decreased by 12% from FY2024, largely driven by reduced electricity usage at TSIP. Renewable energy consumption remained relatively stable, with a slight increase from 5TJ to 6TJ, reflecting NEA's continued efforts to diversify our energy mix in support of longer-term sustainability commitments.

## IMPROVING ENERGY EFFICIENCY

Overall electricity consumption declined across both office premises and operational facilities. Renewable energy adoption also expanded, with two additional premises deploying solar photovoltaic systems, bringing the total number of premises drawing on solar power to 11[20]. Collectively, these premises generated approximately 1,800MWh of renewable electricity, of which 1,600MWh was consumed on-site.

NEA's overall energy utilisation index (EUI) in FY2025 remained comparable to FY2024 levels, with the marginal increase attributed to the commissioning of Mandai North Crematorium to meet growing demand for after-death services. NEA has taken active steps to manage energy consumption through the optimisation of air-conditioning, lighting, and fan schedules at the premises. Looking ahead, NEA will continue to explore and adopt more energy-efficient equipment and practices to drive further improvements in energy performance.

### ENERGY CONSUMPTION BY SOURCE

| ENERGY CONSUMED (TJ) | FY23 | FY24 | FY25 |
|---|---|---|---|
| Total Energy Consumed within NEA | 568 | 574 | 505 |
| • Electricity purchased from the grid, and self-generated electricity from on-site generators | 421 | 419 | 342 |
| • Renewable energy | 5 | 5 | 6 |
| • LPG, Natural Gas and Town Gas | 54 | 54 | 60 |
| • Diesel and Petrol | 88 | 96 | 97 |

### ELECTRICITY CONSUMPTION BY NEA PREMISES

| ELECTRICITY CONSUMED (kWh) | FY23 ('000) | FY24 ('000) | FY25 ('000) |
|---|---|---|---|
| Total | 119,978 | 118,248 | 96,675 |
| • Offices | 6,711 | 6,391 | 5,962 |
| • Facilities | 113,267 | 118,857 | 90,713 |

### EUI PERFORMANCE

| EUI[21] ($kWh/m^2$) | BASELINE[22] | FY23 | FY24 | FY25 |
|---|---|---|---|---|
| Overall for Offices & Facilities | 80.4 | 78.8 | 78.9 | 80.1 |
| • Office | - | 194.5 | 188.5 | 186.6 |
| • Facilities | - | 64.9 | 65.6 | 68.3 |

[20] Solar photovoltaic systems were also deployed at four other premises. These are excluded from this report as they fall outside the scope of GreenGov.SG reporting.

[21] EUI calculations exclude certain premises, namely, NEA Headquarters, TSIP, cremators at Mandai Crematorium and Mandai North Crematorium, the Mosquito Production Facility, air pollution and weather monitoring stations, Semakau Landfill, Tuas Marine Transfer Station, Kranji State Cemetery, Garden of Serenity and Garden of Peace, in accordance with the GreenGov.SG reporting scope.

[22] The baseline is derived from the average of FY2019 and FY2020 levels, in accordance with the baseline methodology adopted by the MSE Family, which comprises MSE, NEA, PUB, and SFA.

TSIP's waste incineration process generates electricity to support the operations of both TSIP and Tuas Marine Transfer Station, with surplus electricity channelled to the national grid. TSIP remained fully operational in FY2025, generating sufficient electricity to fulfil the energy requirements of both facilities.

## MANAGING WATER PERFORMANCE

Water consumption across NEA's operations is primarily used for cleaning, sanitation, landscaping, and cooling tower operations. In FY2025, NEA's total water consumption increased due to the commissioning of Mandai North Crematorium and Garden of Serenity.

## IMPROVING WATER EFFICIENCY

NEA's water efficiency index (WEI) increased by 14.4% in FY2025 due to the commissioning of Mandai North Crematorium and reduced footfall at public facilities. Despite the reduced footfall, NEA continued to maintain a regular cleaning regime to uphold hygiene standards for the public.

NEA also undertook targeted maintenance efforts across our premises to maintain our infrastructure and effectively manage water consumption, contributing to the normalisation of consumption levels.

### ELECTRICITY GENERATED AND EXPORTED FROM WASTE INCINERATION

| TOTAL ELECTRICITY (kWh) | FY23 ('000) | FY24 ('000) | FY25 ('000) |
|---|---|---|---|
| Generated | 277,946 | 289,138 | 245,007 |
| Exported | 180,761 | 193,461 | 172,364 |

### WATER CONSUMPTION BY NEA PREMISES

| WATER CONSUMED[23] (L) | FY23 ('000) | FY24 ('000) | FY25 ('000) |
|---|---|---|---|
| Total | 546,530 | 591,894 | 608,440 |
| • Offices | 19,356 | 22,680 | 19,413 |
| • Facilities | 527,174 | 569,214 | 589,027 |

### WEI PERFORMANCE

| WEI[24] (L/person/day) | BASELINE | FY23 | FY24 | FY25 |
|---|---|---|---|---|
| Overall for Offices & Facilities | 29.5 | 27.3 | 21.7 | 24.8 |
| • Offices | - | 14.9 | 19.9 | 13.6 |
| • Facilities | - | 26.3 | 20.4 | 24.2 |

[23] Total amount of water withdrawn is equivalent to the total amount of water consumed.

[24] The scope of WEI is aligned with that of EUI as stated in footnote 21.

## MONITORING WATER DISCHARGE

In FY2025, TSIP discharged 108.3 million L of used water into the public sewers due to increased operational requirements.

All wastewater is properly treated, and its discharge is carefully monitored through flowmeters and monthly quality checks, ensuring compliance with PUB's Sewerage and Drainage Act (Chapter 294, Sections 31 and 32) and the Sewerage and Drainage (Trade Effluent) Regulations.

## REDUCING WASTE GENERATION[25]

As the guardian of Singapore's only landfill, we are aware of the finite capacity of Semakau Landfill and the importance of preserving it for future generations. This awareness drives NEA to adopt waste management practices that reduce the burden on Singapore's waste management infrastructure and support the nation's vision of a Zero Waste Nation.

Our total waste generated declined steadily, alongside measures to improve operational efficiency and circularity. These include conducting waste audits across our premises and ensuring the provision of recycling bins to facilitate proper waste segregation.

### WASTE GENERATED BY NEA PREMISES

| WASTE GENERATED (kg) | FY23 ('000) | FY24 ('000) | FY25 ('000) |
|---|---|---|---|
| Total | 15,220 | 15,013 | 13,688 |
| • Offices | 135 | 97 | 86 |
| • Facilities | 15,085 | 14,916 | 13,602 |

## IMPROVING WASTE EFFICIENCY

Although absolute waste generated decreased alongside reduced footfall at public facilities in FY2025, our waste disposal index (WDI) remained relatively stable year-to-year.

NEA-wide recycling initiatives facilitated the collection of close to 24,000kg of paper, plastics, and metal recyclables across our premises. These materials were sent to a third-party contractor for processing and resource recovery, supporting a more circular approach to waste management.

## OVERSEEING BIOHAZARDOUS WASTE DISPOSAL

We observe strict disposal processes to prevent environmental contamination. In FY2025, our Environmental Health Institute's laboratory generated 35,040L of biohazardous waste and 2,983L of chemical waste. All hazardous waste is managed in accordance with NEA's Environmental Public Health (Toxic Industrial Waste) Regulations and disposed of through licensed contractors for off-site incineration. Biohazardous and chemical waste are stored in purpose-built waste bins prior to collection by licensed industrial waste collectors. In addition, 0.85t of used oil generated from TSIP operations was disposed of through a licensed toxic industrial waste collector.

### WDI PERFORMANCE

| WDI[26] (kg/person/day) | BASELINE | FY23 | FY24 | FY25 |
|---|---|---|---|---|
| Overall for Offices & Facilities | 1.9 | 1.6 | 1.6 | 1.6 |
| • Offices | - | 0.5 | 0.3 | 0.2 |
| • Facilities | - | 1.6 | 1.6 | 1.6 |

[25] Waste data for all premises have been included in this report following the completion of data verification with the public waste collectors.

[26] The scope of WDI is aligned with that of EUI as stated in footnote 21. Waste generated at leased premises is accounted for under the respective landlord, consistent with GreenGov.SG reporting requirements.

# About This Report

This Annual & Sustainability Report presents NEA's corporate, financial and sustainability performance for the period from 1 April 2025 to 31 March 2026.

Our report is prepared in accordance with the GRI Standards. It covers environmental, operational, and organisational performance across NEA's core functions unless otherwise stated.

## REPORTING SCOPE[27]

This report, published in September 2026, documents NEA's organisational activities, achievements, and financial performance in FY2025 across all our premises, unless otherwise stated. The reporting boundary includes:

### STAND-ALONE OFFICE PREMISES

- Centre for Climate Research Singapore at Kim Chuan Road
- Choa Chu Kang Cemetery Office at Old Choa Chu Kang Road
- NEA Regional Offices:
  - Central Regional Office at Jalan Bukit Merah
  - Eastern Regional Office at Tannery Lane
  - Eastern Regional Office (Satellite Office) at Sin Ming Drive
  - Western Regional Office at Albert Winsemius Lane

### TENANTED OFFICE PREMISES

- Changi Meteorological Station
- Environmental Health Institute at Ang Mo Kio Tech Place II
- Environmental Health Institute at Biopolis
- Environmental Health Institute at Van Kleef Centre
- Hawker Centres Group at HDB Hub
- Meteorological Service Singapore at Changi Airport
- NEA Headquarters at the Environment Building
- Pollution Control Division 1 and 2 at Bukit Merah Central
- Radiation Monitoring and Services Division at Singapore Nuclear Research and Safety Institute
- Radioactive Waste Store
- Seletar Meteorological Station
- Singapore Environment Institute at Lifelong Learning Institute

### INDUSTRIAL PREMISES

- Semakau Landfill
- Tuas Marine Transfer Station
- Tuas South Incineration Plant

### OTHER PREMISES

- Burial Preparation Facility (Jalan Bahar)
- Choa Chu Kang Cemetery, Columbarium and Crematorium
- Garden of Peace @ Choa Chu Kang
- Garden of Serenity @ Mandai
- Hawker Centres and Markets[28]
- Kranji State Cemetery
- Mandai Crematorium and Columbarium
- Mandai North Crematorium
- Yishun Columbarium

[27] Our sustainability reporting scope aligns with GreenGov.SG, covering premises over which NEA has operational control of resource consumption. NEA's resource consumption performance excludes the Singapore Nuclear Research and Safety Institute, as resource consumption data is aggregated at the building level with no breakdown available for individual laboratories. It also excludes Socially-conscious Enterprise Hawker Centres, as these are not within NEA's operational control.

[28] Full list of hawker centres and markets is available at www.nea.gov.sg/our-services/hawker-management.

## REPORTING BOUNDARY AND DATA ASSURANCE

This year, we updated our reporting boundary to include Mandai North Crematorium, the Radioactive Waste Store, and the Radiation Monitoring and Services Division at the Singapore Nuclear Research and Safety Institute. These facilities were incorporated to enhance the comprehensiveness and representativeness of reporting, as they have become operationally significant and fall under NEA's direct management and control during the reporting period.

Conversely, the National Radiochemistry Laboratory at CREATE Tower and the Secondary Standards Dosimetry Laboratory at the Health Sciences Authority were excluded from this year's reporting boundary. This is due to the relocation of the Radiation Monitoring and Services Division to the Singapore Nuclear Research and Safety Institute.

Data presented in this report is based on internal monitoring systems and validated through established reporting controls. External assurance was not conducted for this reporting period.

All data is subject to internal review processes to ensure consistency, accuracy, and completeness.

## ACCESS TO REPORTS

This report is published in digital format to reduce environmental impact. Past and current reports are available on NEA's corporate website at www.nea.gov.sg/publications.

## ENQUIRIES

For feedback or enquiries regarding this report, please contact:

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NEA Corporate Communications Division

# GRI Content Index


For the Content Index – Essential Service, GRI Services reviewed that the GRI Content Index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.

| STATEMENT OF USE | GRI 1 USED | APPLICABLE GRI SECTOR STANDARD(S) |
|---|---|---|
| NEA has reported in accordance with the GRI Standards for the period 1 April 2025 to 31 March 2026. | GRI 1: Foundation 2021 | None |

GRI CONTENT INDEX ESSENTIALS SERVICE 2026

| GRI STANDARD | DISCLOSURE | REPORT SECTION | PAGE REFERENCE | REASON FOR OMISSION | EXPLANATION | DIRECT ANSWER/ ADDITIONAL INFORMATION |
|---|---|---|---|---|---|---|
| **GENERAL DISCLOSURES** | | | | | | |
| GRI 2: General Disclosures 2021 | 2-1 Organisational details | About the National Environment Agency | 2 | - | - | - |
| | | About This Report (Reporting Scope) | 47 | | | |
| | 2-2 Entities included in the organisation's sustainability reporting | About This Report (Reporting Scope) | 47 | - | - | - |
| | 2-3 Reporting period, frequency and contact point | About This Report | 46 - 48 | - | - | - |
| | 2-4 Restatements of information | Sustainability Performance | 41 - 45 | - | - | |
| | 2-5 External assurance | About This Report (Reporting Boundary and Data Assurance) | 48 | - | - | - |
| | 2-6 Activities, value chain and other business relationships | About the National Environment Agency | 2 | - | - | Our upstream value chain includes the MOF, MSE and PSD. Downstream stakeholders include businesses, hawkers, schools, research institutions and the general public. |
| | | About This Report (Reporting Scope) | 47 | | | |
| | 2-7 Employees | Strengthening Organisational Capability and Resilience (Inclusion and Ethics – Supporting Workforce Diversity and Inclusion) | 28 - 29 | - | - | - |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | PAGE REFERENCE | REASON FOR OMISSION | EXPLANATION | DIRECT ANSWER/ ADDITIONAL INFORMATION |
|---|---|---|---|---|---|---|
| GRI 2: General Disclosures 2021 | 2-8 Workers who are not employees | Strengthening Organisational Capability and Resilience (Inclusion and Ethics – Supporting Workforce Diversity and Inclusion) | 28 - 29 | - | - | NEA engaged 78 non-employees to cover the duties of officers on extended leave, such as maternity leave, hospitalisation leave or no-pay leave. These individuals performed a range of duties, from office-based to operational roles. |
| | 2-9 Governance structure and composition | Governance | 7 - 8 | - | - | - |
| | 2-10 Nomination and selection of the highest governance body | Governance | 7 - 8 | - | - | - |
| | 2-11 Chair of the highest governance body | Governance | 7 | - | - | - |
| | 2-12 Role of the highest governance body in overseeing the management of impacts | Governance | 7 - 8 | - | - | - |
| | 2-13 Delegation of responsibility for managing impacts | Governance | 7 - 8 | - | - | - |
| | 2-14 Role of the highest governance body in sustainability reporting | Governance<br>Accountability, Risk and Stakeholder Engagement (Material Issues) | 7 - 8<br>32 - 34 | - | - | GRI 2-14a: The Board oversees NEA's sustainability plans, strategies and targets, which inform the sustainability reporting process led by senior management. The Annual & Sustainability Report is subsequently reviewed and approved by the Minister for Sustainability and the Environment before its launch. |
| | 2-15 Conflicts of interest | Governance<br>Strengthening Organisational Capability and Resilience (Strengthening Ethical Conduct and Accountability) | 7<br>27 - 28 | - | - | |
| | 2-16 Communication of critical concerns | Strengthening Organisational Capability and Resilience (Strengthening Ethical Conduct and Accountability) | 27 - 28 | GRI 2-16b: Confidentiality constraints | Details are not disclosed due to the confidential and sensitive nature of the information. | - |
| | 2-17 Collective knowledge of the highest governance body | Governance | 7 | - | - | - |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | PAGE REFERENCE | REASON FOR OMISSION | EXPLANATION | DIRECT ANSWER/ ADDITIONAL INFORMATION |
|---|---|---|---|---|---|---|
| GRI 2: General Disclosures 2021 | 2-18 Evaluation of the performance of the highest governance body | Governance | 7 | - | - | - |
| | 2-19 Remuneration policies | Governance | 7 - 8 | - | - | - |
| | 2-20 Process to determine remuneration | Governance | 7 - 8 | - | - | - |
| | 2-21 Annual total compensation ratio | - | - | Confidentiality constraints | NEA's compensation policies are aligned with PSD guidelines. Information has not been disclosed due to its confidential and sensitive nature. | - |
| | 2-22 Statement on sustainable development strategy | Chairman's Foreword | 3 | - | - | - |
| | | CEO's Message | 4 | | | |
| | 2-23 Policy commitments | Strengthening Organisational Capability and Resilience | 22 - 29 | - | - | - |
| | | Accountability, Risk and Stakeholder Engagement | 30 - 38 | | | |
| | | Sustainability Performance | 39 - 45 | | | |
| | 2-24 Embedding policy commitments | Strengthening Organisational Capability and Resilience | 22 - 29 | - | - | - |
| | | Accountability, Risk and Stakeholder Engagement | 30 - 38 | | | |
| | 2-25 Processes to remediate negative impacts | Strengthening Organisational Capability and Resilience (Strengthening Ethical Conduct and Accountability) | 27 - 28 | - | - | - |
| | 2-26 Mechanisms for seeking advice and raising concerns | Strengthening Organisational Capability and Resilience (Strengthening Ethical Conduct and Accountability) | 27 - 28 | - | - | - |
| | 2-27 Compliance with laws and regulations | Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience – Strengthening Safety Governance and Operational Readiness) | 23 | - | - | - |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | PAGE REFERENCE | REASON FOR OMISSION | EXPLANATION | DIRECT ANSWER/ ADDITIONAL INFORMATION |
|---|---|---|---|---|---|---|
| GRI 2: General Disclosures 2021 | 2-28 Membership associations | About the National Environment Agency | 2 | - | - | - |
| | 2-29 Approach to stakeholder engagement | Accountability, Risk and Stakeholder Engagement (Stakeholder Engagement, Material Issues) | 32 - 34 | - | - | - |
| | 2-30 Collective bargaining agreements | Strengthening Organisational Capability and Resilience (Inclusion and Ethics – Supporting Employee Well-being and Work-Life Needs) | 26 | - | - | - |
| **MATERIAL TOPICS** | | | | | | |
| GRI 3: Material Topics 2021 | 3-1 Process to determine material topics | Accountability, Risk and Stakeholder Engagement (Stakeholder Engagement, Material Issues) | 32 - 34 | - | - | - |
| | 3-2 List of material topics | Accountability, Risk and Stakeholder Engagement (Stakeholder Engagement, Material Issues) | 32 - 34 | - | - | - |
| **MATERIAL TOPIC: HIGH PUBLIC HEALTH STANDARDS** | | | | | | |
| GRI 3: Material Topics 2021 | 3 – 3 Management of material topics | Safeguarding Our Present (Clean and Liveable Shared Spaces) | 9 - 10 | - | - | - |
| | | Safeguarding Our Present (Vector Control and Disease Preparedness) | 11 - 12 | | | |
| | | Securing Our Future (After-death Infrastructure and Services) | 21 | | | |
| | | Accountability, Risk and Stakeholder Engagement (Material Issues) | 33 | | | |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | PAGE REFERENCE | REASON FOR OMISSION | EXPLANATION | DIRECT ANSWER/ ADDITIONAL INFORMATION |
|---|---|---|---|---|---|---|
| **MATERIAL TOPIC: SAFE, HEALTHY AND CONDUCIVE LIVING ENVIRONMENT** | | | | | | |
| GRI 3: Material Topics 2021 | 3- 3 Management of material topics | Safeguarding Our Present (Safe Environment)<br>Accountability, Risk and Stakeholder Engagement (Material Issues)<br>Sustainability Performance (Environmental Performance Overview - Managing Air Emissions Performance) | 13 - 14<br>33<br>42 | - | - | - |
| GRI 303: Water and Effluents 2018 | 303-4 Water discharge | Sustainability Performance (Environmental Performance Overview - Water Discharge) | 45 | GRI 303-4a: Information unavailable/ incomplete | Water discharge data is disclosed for TSIP. While data for other facilities is unavailable, it is not considered material to NEA's overall environmental impact. All NEA facilities are designed and operated in compliance with regulatory requirements to ensure responsible management of water discharge. | - |
| GRI 305: Emissions 2016 | 305–6 Emissions of ozone-depleting substances (ODS) | - | - | Not applicable | NEA is not involved in the production, import, or export of ODS. | - |
| | 305-7 Nitrogen oxides ($NO_x$), sulfur oxides ($SO_x$), and other significant air emissions | Safeguarding Our Present (Safe Environment – Monitoring Ambient Air Quality)<br>Sustainability Performance (Environmental Performance Overview - Managing Air Emissions Performance) | 13<br>42 | - | - | - |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | PAGE REFERENCE | REASON FOR OMISSION | EXPLANATION | DIRECT ANSWER/ ADDITIONAL INFORMATION |
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| **MATERIAL TOPIC: SUSTAINABLE AND RESOURCE EFFICIENT SINGAPORE** | | | | | | |
| GRI 3: Material Topics 2021 | 3 - 3 Management of material topics | Securing Our Future (Climate Action and International Cooperation) | 15 - 16 | - | - | - |
| | | Securing Our Future (Energy Efficiency and Low-Carbon Development) | 17 | | | |
| | | Securing Our Future (Resource Circularity and Sustainability) | 17 - 19 | | | |
| | | Accountability, Risk and Stakeholder Engagement (Material Issues) | 33 | | | |
| GRI 302: Energy 2016 | 302-1 Energy consumption within the organisation | Sustainability Performance (Environmental Performance Overview - Tracking Energy Performance) | 43 | - | - | - |
| | 302-2 Energy consumption outside of the organisation | - | - | Information unavailable/ incomplete | NEA has not commenced tracking energy consumption beyond our organisational boundary. | - |
| | 302-3 Energy intensity | Sustainability Performance (Environmental Performance Overview - Improving Energy Efficiency) | 43 - 44 | - | - | - |
| | 302-4 Reduction of energy consumption | Sustainability Performance (Environmental Performance Overview - Tracking Energy Performance, Improving Energy Efficiency) | 43 - 44 | - | - | - |
| | 302-5 Reductions in energy requirements of products and services | Sustainability Performance (Environmental Performance Overview - Tracking Energy Performance, Improving Energy Efficiency) | 43 - 44 | - | - | NEA provides services such as weather-related data services to industries. The energy consumption associated with the delivery of these services is included in NEA's aggregated annual energy performance. |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | PAGE REFERENCE | REASON FOR OMISSION | EXPLANATION | DIRECT ANSWER/ ADDITIONAL INFORMATION |
|---|---|---|---|---|---|---|
| GRI 303: Water and Effluents 2018 | 303-1 Interactions with water as a shared resource | Safeguarding Our Present (Safe Environment - Monitoring Recreational Beach Water Quality) | 14 | - | - | No water bodies or related habitats were significantly affected by water withdrawals, discharges, or runoff. |
| | | Sustainability Performance (Public Sector Sustainability Targets - Achieving GreenGov.SG Targets) | 40 | | | |
| | | Sustainability Performance (Environmental Performance Overview - Managing Water Performance, Improving Water Efficiency) | 44 | | | |
| | 303-2 Management of water discharge-related impacts | Sustainability Performance (Environmental Performance Overview - Water Discharge) | 45 | - | - | No water bodies or related habitats were significantly affected by water withdrawals, discharges, or runoff. |
| | 303-3 Water withdrawal | Sustainability Performance (Environmental Performance Overview - Managing Water Performance, Improving Water Efficiency) | 44 | - | - | GRI 303-3d: All water withdrawal is sourced from PUB, a third-party supplier, and tracked using water meters. |
| | 303-5 Water consumption | Sustainability Performance (Environmental Performance Overview - Managing Water Performance, Improving Water Efficiency) | 44 | - | - | GRI 303-5b: None of NEA's water withdrawal is sourced from areas experiencing water stress. |
| GRI 305: Emissions 2016 | 305-1 Direct (Scope 1) GHG emissions | Sustainability Performance (Environmental Performance Overview - Managing Carbon Emissions) | 40 - 41 | - | - | - |
| | 305-2 Energy indirect (Scope 2) GHG emissions | Sustainability Performance (Environmental Performance Overview - Managing Carbon Emissions) | 40 - 41 | - | - | - |
| | 305-3 Other indirect (Scope 3) GHG emissions | Sustainability Performance (Environmental Performance Overview - Managing Carbon Emissions) | 40 - 41 | - | - | - |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | PAGE REFERENCE | REASON FOR OMISSION | EXPLANATION | DIRECT ANSWER/ ADDITIONAL INFORMATION |
|---|---|---|---|---|---|---|
| | 305-4 GHG emissions intensity | Sustainability Performance (Environmental Performance Overview - Tracking Emissions Intensity) | 42 | - | - | - |
| | 305-5 Reduction of GHG emissions | Sustainability Performance (Environmental Performance Overview - Managing Carbon Emissions, Tracking Emissions Intensity) | 40 - 42 | - | - | - |
| GRI 306: Waste 2020 | 306-1 Waste generation and significant waste-related impacts | Sustainability Performance (Environmental Performance Overview - Reducing Waste Generation, Improving Waste Efficiency, Overseeing Biohazardous Waste Disposal) | 45 | - | - | - |
| | 306-2 Management of significant waste-related impacts | Sustainability Performance (Environmental Performance Overview - Reducing Waste Generation, Improving Waste Efficiency, Overseeing Biohazardous Waste Disposal) | 45 | - | - | - |
| | 306-3 Waste generated | Sustainability Performance (Environmental Performance Overview - Reducing Waste Generation, Improving Waste Efficiency, Overseeing Biohazardous Waste Disposal) | 45 | - | - | - |
| | 306-4 Waste diverted from disposal | Sustainability Performance (Environmental Performance Overview - Reducing Waste Generation, Improving Waste Efficiency, Overseeing Biohazardous Waste Disposal) | 45 | - | - | - |
| | 306-5 Waste directed to disposal | Sustainability Performance (Environmental Performance Overview - Reducing Waste Generation, Improving Waste Efficiency, Overseeing Biohazardous Waste Disposal) | 45 | - | - | - |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | PAGE REFERENCE | REASON FOR OMISSION | EXPLANATION | DIRECT ANSWER/ ADDITIONAL INFORMATION |
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| **MATERIAL TOPIC: TIMELY AND RELIABLE WEATHER AND CLIMATE SERVICES** | | | | | | |
| GRI 3: Material Topics 2021 | 3 – 3 Management of material topics | Securing Our Future (Weather and Climate Science) | 20 | - | - | - |
| | | Accountability, Risk and Stakeholder Engagement (Material Issues) | 33 | | | |
| **MATERIAL TOPIC: VIBRANT HAWKER CULTURE** | | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Securing Our Future (Sustaining Our Hawker Culture) | 19 | - | - | - |
| | | Accountability, Risk and Stakeholder Engagement (Material Issues) | 33 | | | |
| **MATERIAL TOPIC: PRIVATE SECTOR AS A FORCE MULTIPLIER FOR MISSION SUCCESS** | | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Safeguarding Our Present (Clean and Liveable Shared Spaces) | 9 - 10 | - | - | - |
| | | Safeguarding Our Present (Vector Control and Disease Preparedness - Advancing Pest Management Standards) | 11 | | | |
| | | Securing Our Future (Energy Efficiency and Low-Carbon Development - Building Energy Efficiency Capabilities) | 17 | | | |
| | | Securing Our Future (Resource Circularity and Sustainability) | 17 - 19 | | | |
| | | Accountability, Risk and Stakeholder Engagement (Material Issues) | 33 | | | |
| **MATERIAL TOPIC: ACTIVE COMMUNITY AS STEWARDS OF THE ENVIRONMENT** | | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Safeguarding Our Present (Clean and Liveable Shared Spaces) | 9 - 10 | - | - | - |
| | | Securing Our Future (Resource Circularity and Sustainability – Encouraging Environmental Sustainability) | 18 | | | |
| | | Accountability, Risk and Stakeholder Engagement (Material Issues) | 34 | | | |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | PAGE REFERENCE | REASON FOR OMISSION | EXPLANATION | DIRECT ANSWER/ ADDITIONAL INFORMATION |
|---|---|---|---|---|---|---|
| GRI 413: Local Communities 2016 | 413-1 Operations with local community engagement, impact assessments, and development programmes | Safeguarding Our Present (Clean and Liveable Shared Spaces) | 9 - 10 | - | - | - |
| | | Securing Our Future (Resource Circularity and Sustainability – Encouraging Environmental Sustainability) | 18 | | | |
| | | Strengthening Organisational Capability and Resilience (Inclusion and Ethics - Community and Social Responsibility) | 29 | | | |
| | 413-2 Operations with significant actual and potential negative impacts on local communities | - | - | Not applicable | NEA's operations do not have any significant actual or potential adverse impacts on local communities. | - |
| **MATERIAL TOPIC: PUBLIC SECTOR AS DRIVERS OF ENVIRONMENTAL SUSTAINABILITY AND PUBLIC HEALTH** | | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Safeguarding Our Present (Clean and Liveable Shared Spaces) | 9 - 10 | - | - | - |
| | | Safeguarding Our Present (Vector Control and Disease Preparedness) | 11 - 12 | | | |
| | | Safeguarding Our Present (Safe Environment) | 13 - 14 | | | |
| | | Securing Our Future (Climate Action and International Cooperation – Exploring Carbon Capture and Storage) | 16 | | | |
| | | Securing Our Future (Energy Efficiency and Low-Carbon Development) | 17 | | | |
| | | Securing Our Future (Resource Circularity and Sustainability) | 17 - 19 | | | |
| | | Accountability, Risk and Stakeholder Engagement (Material Issues) | 34 | | | |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | PAGE REFERENCE | REASON FOR OMISSION | EXPLANATION | DIRECT ANSWER/ ADDITIONAL INFORMATION |
|---|---|---|---|---|---|---|
| **MATERIAL TOPIC: INTERNATIONAL PARTNERSHIPS AS STRATEGIC LEVERS** | | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Safeguarding Our Present (Vector Control and Disease Preparedness - Advancing Scientific Collaboration and Emerging Disease Preparedness) | 12 | - | - | - |
| | | Securing Our Future (Climate Action and International Cooperation) | 15 - 16 | | | |
| | | Securing Our Future (Weather and Climate Science) | 20 | | | |
| | | Securing Our Future (Radiation Protection and Nuclear Safety) | 21 | | | |
| | | Accountability, Risk and Stakeholder Engagement (Material Issues) | 34 | | | |
| **MATERIAL TOPIC: CREATION OF CAPACITY** | | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Safeguarding Our Present (Clean and Liveable Shared Spaces) | 9 - 10 | - | - | - |
| | | Safeguarding Our Present (Vector Control and Disease Preparedness – Enhancing Rat Prevention and Control) | 11 | | | |
| | | Safeguarding Our Present (Safe Environment – Strengthening Pollution Monitoring and Response Capabilities) | 14 | | | |
| | | Securing Our Future (Resource Circularity and Sustainability - Advancing Our Waste Infrastructure) | 19 | | | |
| | | Securing Our Future (After-death Infrastructure and Services) | 21 | | | |
| | | Strengthening Organisational Capability and Resilience (Innovation and Excellence) | 24 | | | |
| | | Accountability, Risk and Stakeholder Engagement (Material Issues) | 34 | | | |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | PAGE REFERENCE | REASON FOR OMISSION | EXPLANATION | DIRECT ANSWER/ ADDITIONAL INFORMATION |
|---|---|---|---|---|---|---|
| **MATERIAL TOPIC: STRONG CAPABILITIES FOR MISSION SUCCESS** | | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Safeguarding Our Present (Clean and Liveable Shared Spaces) | 9 - 10 | - | - | - |
| | | Safeguarding Our Present (Vector Control and Disease Preparedness – Enhancing Rat Prevention and Control) | 11 | | | |
| | | Safeguarding Our Present (Safe Environment – Strengthening Pollution Monitoring and Response Capabilities) | 14 | | | |
| | | Securing Our Future (Radiation Protection and Nuclear Safety) | 21 | | | |
| | | Securing Our Future (After-death Infrastructure and Services) | 21 | | | |
| | | Strengthening Organisational Capability and Resilience (Workforce Capability) | 25 | | | |
| | | Accountability, Risk and Stakeholder Engagement (Material Issues) | 34 | | | |
| **MATERIAL TOPIC: STRONG CORPORATE PRACTICES FOR A SUSTAINABLE ORGANISATION** | | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience) | 22 - 24 | - | - | - |
| | | Strengthening Organisational Capability and Resilience (Workforce Capability) | 25 | | | |
| | | Strengthening Organisational Capability and Resilience (Inclusion and Ethics) | 26 - 29 | | | |
| | | Accountability, Risk and Stakeholder Engagement (Financial Governance and Procurement) | 30 - 31 | | | |
| | | Accountability, Risk and Stakeholder Engagement (Material Issues) | 34 | | | |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | PAGE REFERENCE | REASON FOR OMISSION | EXPLANATION | DIRECT ANSWER/ ADDITIONAL INFORMATION |
|---|---|---|---|---|---|---|
| GRI 201: Economic Performance 2016 | 201-1 Direct economic value generated and distributed | Annual Financial Statements | Refer to Financial Statements page 6 | - | - | - |
| | 201-2 Financial implications and other risks and opportunities due to climate change | Accountability, Risk and Stakeholder Engagement (NEA's Climate-Related Risks) | 36 - 38 | - | - | - |
| | 201-3 Defined benefit plan obligations and other retirement plans | Annual Financial Statements | Refer to Financial Statements page 14 - 15 | - | - | - |
| | 201-4 Financial assistance received from government | Accountability, Risk and Stakeholder Engagement (Financial Governance and Procurement - Managing Financial Resources Responsibly) | 31 | - | - | - |
| | | Annual Financial Statements | Refer to Financial Statements page 6 and 10 | | | |
| GRI 204: Procurement Practices 2016 | 204-1 Proportion of spending on local suppliers | Accountability, Risk and Stakeholder Engagement (Financial Governance and Procurement - Ensuring Good Procurement Practices) | 31 | - | - | - |
| GRI 308: Supplier Environmental Assessment 2016 | 308-1 New suppliers that were screened using environmental criteria | - | - | Not applicable | NEA evaluates suppliers holistically through established procurement frameworks that incorporate relevant environmental and social criteria. | - |
| | 308-2 Negative environmental impacts in the supply chain and actions taken | Accountability, Risk and Stakeholder Engagement (Financial Governance and Procurement - Ensuring Good Procurement Practices) | 31 | - | - | - |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | PAGE REFERENCE | REASON FOR OMISSION | EXPLANATION | DIRECT ANSWER/ ADDITIONAL INFORMATION |
|---|---|---|---|---|---|---|
| GRI 401: Employment 2016 | 401-1 New employee hires and employee turnover | Strengthening Organisational Capability and Resilience (Inclusion and Ethics - Supporting Workforce Diversity and Inclusion) | 28 - 29 | - | - | - |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | Strengthening Organisational Capability and Resilience (Inclusion and Ethics - Supporting Employee Well-being and Work-Life Needs) | 26 | - | - | - |
| | 401-3 Parental leave | Strengthening Organisational Capability and Resilience (Inclusion and Ethics - Supporting Employee Well-being and Work-Life Needs) | 26 - 27 | - | - | - |
| GRI 403: Occupational Health and Safety 2018 | 403-1 Occupational health and safety management system | Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience) | 22 - 24 | - | - | - |
| | 403-2 Hazard identification, risk assessment, and incident investigation | Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience) | 22 - 24 | - | - | - |
| | 403-3 Occupational health services | Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience) | 22 - 24 | - | - | - |
| | 403-4 Worker participation, consultation, and communication on occupational health and safety | Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience) | 22 - 24 | - | - | - |
| | 403-5 Worker training on occupational health and safety | Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience) | 22 - 24 | - | - | - |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | PAGE REFERENCE | REASON FOR OMISSION | EXPLANATION | DIRECT ANSWER/ ADDITIONAL INFORMATION |
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| | 403-6 Promotion of worker health | Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience)<br>Strengthening Organisational Capability and Resilience (Inclusion and Ethics - Supporting Employee Well-being and Work-Life Needs) | 22 - 24<br>26 | - | - | - |
| | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience) | 22 - 24 | - | - | - |
| | 403-8 Workers covered by an occupational health and safety management system | Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience) | 22 - 24 | - | - | - |
| | 403-9 Work-related injuries | Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience) | 22 - 24 | - | - | - |
| | 403-10 Work-related ill health | Strengthening Organisational Capability and Resilience (Workplace Safety and Organisational Resilience) | 22 - 24 | - | - | - |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees | Governance<br>Strengthening Organisational Capability and Resilience (Inclusion and Ethics - Supporting Workforce Diversity and Inclusion) | 7<br>28 - 29 | - | - | - |
| | 405-2 Ratio of basic salary and remuneration of women to men | - | - | Confidentiality constraints | NEA's compensation policies are aligned with PSD guidelines. Information is not disclosed due to the confidential and sensitive nature. | - |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | PAGE REFERENCE | REASON FOR OMISSION | EXPLANATION | DIRECT ANSWER/ ADDITIONAL INFORMATION |
|---|---|---|---|---|---|---|
| GRI 406: Non-discrimination 2016 | 406-1 Incidents of discrimination and corrective actions taken | Strengthening Organisational Capability and Resilience (Inclusion and Ethics - Strengthening Ethical Conduct and Accountability) | 27 - 28 | - | - | - |
| GRI 414: Supplier Social Assessment 2016 | 414-1 New suppliers that were screened using social criteria | - | - | Not applicable | NEA evaluates suppliers holistically through established procurement frameworks that incorporate relevant environmental and social criteria. | - |
| | 414-2 Negative social impacts in the supply chain and actions taken | Accountability, Risk and Stakeholder Engagement (Financial Governance and Procurement - Ensuring Good Procurement Practices) | 31 | - | - | - |
| **MATERIAL TOPIC: SAFE, CARING AND CONDUCIVE WORKPLACE FOR COLLABORATION AND LEARNING** | | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Strengthening Organisational Capability and Resilience (Workforce Capability) | 25 | - | - | - |
| | | Accountability, Risk and Stakeholder Engagement (Material Issues) | 34 | | | |
| GRI 404: Training and Education 2016 | 404-1 Average hours of training per year per employee | - | - | - | - | Per employee: 41 hours<br>Male: 37 hours<br>Female: 46 hours<br>Senior Management (Directors and above): 43 hours<br>Middle Management (Deputy Directors/heads of department): 47 hours<br>Working level staff: 40 hours |
| | 404-2 Programmes for upgrading employee skills and transition assistance programmes | Strengthening Organisational Capability and Resilience (Workforce Capability) | 25 | - | - | - |
| | 404-3 Percentage of employees receiving regular performance and career development reviews | Strengthening Organisational Capability and Resilience (Workforce Capability) | 25 | - | - | - |

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