BUILDING A GREENER FUTURE

SUSTAINABILITY REPORT 2024-2025

NATIONAL PARKS

CONTENTS

ABOUT NPARKS

(GRI 2-1, 2-6)

The National Parks Board (NParks) is a statutory board under the Ministry of National Development (MND). As the lead agency for greenery, biodiversity conservation, as well as the management of wildlife, animal health and welfare in Singapore, NParks plays a central role in enhancing and managing the urban ecosystems of our City in Nature, and works closely with the community to enhance the quality of our living environment. The Animal & Veterinary Service (AVS), a cluster of NParks, is the main touch-point for animal-related issues and the first responder for animal-related feedback. By creating an enabling environment and improving the standards of veterinary and animal industries, we foster collaborations with the industries to raise the animal health and welfare standards in Singapore.

NPARKS' VISION AND MISSION

VISION

Let's make Singapore our City in Nature

MISSION

To create the best living environment through excellence in nature conservation, greenery and recreation, and veterinary care, in partnership with the community

GOALS

To provide and manage stimulating, diverse and valuable greenery

To inspire ownership and care for our greenery and nature

To promote 'green' recreation as a lifestyle

To manage nature areas for the advancement of life sciences

To achieve organisational excellence

CORE VALUES

Environmental Stewardship, Learning and Innovation, Excellent Service, Care and Compassion, Teamwork and Partnership

ABOUT THIS REPORT

(GRI 2-1, 2-2, 2-3, 2-4, 2-5)

Clementi Forest

This is NParks' first Sustainability Report published in accordance with international reporting standards, outlining NParks' sustainability initiatives and performance for the financial year 1 April 2024 to 31 March 2025, in alignment with our financial reporting period. The reporting scope is consistent with that of our Annual Report and covers NParks' operational footprint, which includes 33 office premises and a total area of about 13,300 ha of parks, nature reserves, roadside greenery, state land greenery and Istana and Parliament House grounds.

NParks recognises that many environmental outcomes are achieved through collaborative efforts involving multiple agencies, community partners, and regional cooperation. This report focuses on areas where NParks can make direct contributions while highlighting our active participation in broader sustainability initiatives that require collective action to achieve meaningful impact.

The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards (2021), a globally recognised standard that supports transparent and consistent disclosure of material sustainability topics, performance data, and management approaches.

While internal controls have been implemented to enhance the accuracy and reliability of the data presented, external assurance has not been sought for this reporting period. As we continue to strengthen our sustainability reporting processes, we will progressively enhance our internal controls and explore the feasibility of external assurance for future reports.

For any questions or feedback on this report, please contact Mr Lee at LEE_Tai_Wei@nparks.gov.sg or Mr Lim at LIM_Chung_Fee@nparks.gov.sg. The report is published on 19 December 2025. Environmental performance data from previous years has been restated; updated figures are presented in the GreenGov Targets and Performance section of this report.

CHAIRMAN'S MESSAGE

(GRI 2-22)

At NParks, our vision to transform Singapore into a City in Nature reflects our dedication to restore and integrate nature into Singapore's urban fabric, so as to ensure Singaporeans continue to enjoy a high quality living environment while mitigating the impacts of urbanisation and adapting to climate change.

We are pleased to share these efforts and our performance in this sustainability report, where we align with the Global Reporting Initiative (GRI) 2021 sustainability reporting standards for the first time. By adopting these standards, we can more effectively evaluate and communicate how Environmental, Social, and Governance (ESG) factors contribute to our sustainability efforts, and continue to ensure alignment with the Singapore Green Plan 2030 and the GreenGov.SG initiative.

As a small, low-lying city-state, Singapore is especially vulnerable to the impact of a changing climate. Climate change presents complex challenges that require an integrated approach informed by scientific evidence, empowered by technological innovation, and supported by collaborative partnerships. For example, OCBC and NParks launched Singapore's first seagrass restoration project in September 2024, to study and enhance conservation efforts.

Our various programmes involve active participation of our community and strategic partners. By fostering public involvement, NParks can strengthen social bonds and encourage environmental stewardship. For instance, NParks' Community in Nature Schools Award 2024, which recognises the efforts of our education institutions in promoting the conservation of our native flora and fauna, saw record participation in various innovation projects such as learning to code to collect data from 'Fauna Hotels', building a wetland pond on campus that was woven into the Science curriculum, and leading a learning symposium at Pulau Ubin to encourage place-based learning. In FY2024, we grew the Nature Kakis network to 23 chapters across the island, further expanding grassroots partnerships that foster everyday connections with nature and encourage community-led conservation. These programmes underpin the support and involvement of our community.

NParks has a robust governance framework in place to guide our strategy and risk management while ensuring accountability for our actions. This ensures that we operate with integrity and transparency, which is fundamental to building and maintaining trust with our key stakeholders. To improve operational oversight, we integrate digital innovation across our operations, leveraging it as a critical enabler for a more efficient and effective organisation, as well as enhancing park user experience. For instance, through our deployment of a Location Intelligence System for contractor vehicles, we have significantly reduced the need for manual monitoring and enhanced our crisis response capabilities, enabling swift mobilisation of contractor fleets during emergencies. Our digital innovations also support biosecurity efforts, including tracking of pets during home pet quarantine. These initiatives are streamlining operations, advancing research, and contributing to the long-term sustainability of our natural environment.

Looking ahead, NParks is well-positioned to harness emerging sustainability opportunities such as nature-based solutions for climate resilience, digital innovation in park and biodiversity management, and community partnerships.

We extend our appreciation to all our NParks officers, partners, volunteers, and the community for their continued support in our exciting transformation to a City in Nature. Progress toward a sustainable future is a collective effort, and together, we can build a Singapore we can be even prouder of, not just for our children, but their children after them.

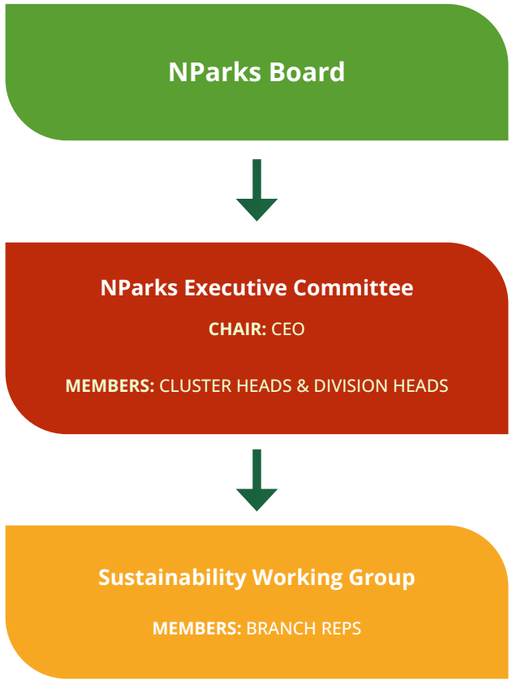
Loh Khum Yean
Chairman, National Parks Board

OUR SUSTAINABILITY GOVERNANCE STRUCTURE

(GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-15, 2-16, 2-17, 2-18, 2-25)

2024-2025

Our Sustainability Governance Structure



NParks has established a sustainability governance structure to ensure clear ESG accountability across the organisation. This framework is led by NParks' Board, which provides strategic oversight and direction on policies aligned with NParks' mission and objectives. NParks' Board is appointed by MND under the National Parks Board Act.

The Board convenes quarterly to review and approve key proposals, including those related to the Sustainability Report. Comprising 11 members from both the public and private sectors, the Board brings diverse expertise in finance, strategic planning, management, and sustainability to guide the Executive Committee in policy development. The Board maintains awareness of evolving sustainability issues through briefings on scientific advances, policy developments, and global best practices during its meetings.

The Board's remuneration is determined in accordance with the guidelines set out by Singapore's Public Service Division (PSD). These guidelines are periodically reviewed to ensure that remuneration remains fair, competitive, and reflective of prevailing market benchmarks as well as shifts in the broader economic climate. In line with good governance practices, Board members are also required to declare any potential conflicts of interest and recuse themselves from discussions where conflicts may arise.

NParks' Executive Committee, led by the Chief Executive Officer and comprising Cluster and Division heads, provides strategic leadership and oversight across all organisational matters, including sustainability.

Supporting the Executive Committee in sustainability efforts is the Sustainability Working Group, which oversees the implementation of sustainability initiatives and comprises representatives from NParks' various branches.

For more information on the Board, please refer to NParks' Annual Report page 7.

OUR SUSTAINABILITY FRAMEWORK

NParks' approach to sustainability is guided by a comprehensive framework built upon three pillars that define our strategic direction and operational priorities in advancing Singapore's City in Nature vision. The framework not only guides NParks' priorities but also supports the UN Sustainable Development Goals[1], as outlined in the table below.

NParks Sustainability Framework	Relevant SDGs
Transforming into a City in Nature: NParks advances environmental sustainability by integrating nature into the urban landscape, enhancing biodiversity, and building climate resilience. Through initiatives such as habitat restoration, sustainable construction, and emissions reduction, we aim to create lasting ecological impact while safeguarding animal health and welfare.	**SDG 13: Climate Action** through climate adaptation and emissions reduction strategies. **SDG 14: Life Below Water** through marine conservation and enhancement of marine habitats. **SDG 15: Life on Land** via habitat restoration, species recovery, and ecosystem management. **SDG 12: Responsible Consumption and Production** through sustainable construction and waste management. **SDG 6: Clean Water and Sanitation** via sustainable water solutions and nature-based water management.
Building Capacity and Cultivating Connection: NParks fosters social sustainability by cultivating strong community partnerships, promoting inclusive access to green spaces, and investing in workforce development. By encouraging public participation, enhancing park experiences, and supporting staff wellbeing, we strengthen social cohesion and nurture a shared sense of environmental stewardship.	**SDG 3: Good Health and Well-being** by enhancing access to parks and promoting green recreation. **SDG 4: Quality Education** through public education and outreach on biodiversity and sustainability. **SDG 8: Decent Work and Economic Growth** via staff development, career pathways, and safe workplaces. **SDG 11: Sustainable Cities and Communities** by fostering community stewardship and inclusive green spaces
Strengthening Governance and Enabling Innovation: Our governance approach is anchored in transparency, innovation, and accountability. We leverage digital solutions and sound management practices to enhance operational efficiency, ensure data integrity, and uphold public trust in delivering sustainable outcomes.	**SDG 9: Industry, Innovation and Infrastructure** through digital tools and smart park management. **SDG 16: Peace, Justice and Strong Institutions** by upholding governance, accountability, and public trust. **SDG 17: Partnerships for the Goals** through sustainable construction and waste management.

[1] The UN Sustainable Development Goals (SDGs) are 17 global objectives adopted by the United Nations in 2015, aiming to end poverty, protect the planet, and ensure prosperity and peace for all by 2030.

MATERIAL TOPICS

(GRI 2-29, 3-1, 3-2)

NParks conducted a comprehensive materiality assessment to help identify the impacts of our activities on the economy, environment, and people. This exercise, performed at the end of FY2024, included horizon scanning, market and regulation scanning, peer benchmarking review, and a prioritisation exercise. We adopted the following four-step process to review and select material topics.

1 Identification	2 Prioritisation	3 Validation	4 Review
• Conduct a desktop-based review to identify ESG material issues based on agreed-upon parameters, including sustainability-related developments, regulations, industry best practices, with reference to NParks' FY2023 report	• Conduct stakeholder mapping and identify key stakeholder groups • Conduct stakeholder engagement via (1) survey questionnaire and (2) stakeholder interviews to obtain internal and external viewpoints on NParks' influence on the environment, social fabric, and local communities	• Propose prioritisation of topics, considering NParks' relative impact levels • Validation of material issues by the NParks Senior Management team • Present finalised material topics to Board for feedback, inputs and sign-off	• Annual internal review of identified material topics by the Senior Management team and Board to confirm relevance to NParks' strategic objectives and stakeholders • Conduct full materiality assessment exercise, including stakeholder engagement once every three years

As part of the materiality assessment, a total of 400 survey responses were received and 16 stakeholders were engaged through interviews. A variety of stakeholders provided input to the process, with all stakeholder groups listed on pages 15 and 16 participating.

The following considerations were also taken into account during the materiality assessment process:

- Alignment with core national responsibilities
- Contribution to national strategic priorities
- Relevance to NParks' key organisational functions and management practices

A total of 10 material topics were identified from the materiality assessment.

Transforming into a City in Nature	Building Capacity and Cultivating Connection	Strengthening Governance and Enabling Innovation
1. Nature Conservation **2.** Veterinary Standards and Animal Management **3.** Climate Resilience **4.** Sustainable Resource Management	**5.** Partnerships, Participation, and Park Experiences **6.** Strategic Alliances **7.** Talent and Career Development **8.** Workplace Safety and Wellbeing	**9.** Good Governance **10.** Digital Innovation

Additionally, NParks is tracking other important topics[2], such as sustainable construction and waste management, and emissions and energy management. We recognise the need to be accountable for our impacts in these areas, given their direct relevance to our operations, even though they were assigned a lower priority compared to the above list of topics. Consequently, relevant disclosures are included in this report.

While our materiality assessment identifies NParks' most significant impacts, understanding the associated risks and opportunities is essential for proactive management. This approach helps us anticipate potential challenges and leverage opportunities to strengthen resilience. These considerations have been outlined at a strategic level and are presented in the table below.

Pillar 1: Transforming into a City in Nature

Material Topic	Impact on People, Environment and/or Economy	Sustainability-related Risks and Opportunities
Nature Conservation	NParks' impact is primarily realised through the management of an extensive network of green spaces, including parks, nature reserves, and the Park Connector Network, which function as vital urban habitats for diverse flora and fauna. NParks launched the Nature Conservation Masterplan in 2015 to strengthen biodiversity conservation at a national level. It focuses on four main areas: • Conservation of key habitats • Habitat enhancement, restoration and species recovery • Applied research in conservation biology and planning • Community stewardship and outreach in nature	NParks faces complex challenges in Singapore's dense urban environment, including risks from habitat fragmentation, human-wildlife interactions, climate change impacts, and invasive species. By strategically managing these risks, we can advance nature conservation and create resilient urban habitats that support the coexistence of humans and wildlife.
Veterinary Standards and Animal Management	NParks enhances animal welfare and public health through integrated strategies in animal and wildlife management, disease biosurveillance, and veterinary sector development. Programmes such as the Trap-Neuter-Rehome/Release-Manage (TNRM) programme help to manage stray populations humanely, while our science- and community-based approach to wildlife conservation helps to reduce human-wildlife conflicts. Systematic monitoring supports early detection of disease risks, and the establishment of a veterinary council aims to regulate professional standards and practices across the sector.	We operate within a landscape of evolving standards and increasingly complex animal welfare cases, requiring continuous policy adaptation. This involves balancing diverse stakeholder expectations across animal welfare groups, the public, and industry partners. With increased urbanisation and climate change, we face growing challenges from human-wildlife interactions and potential wildlife disease outbreaks that impact both animal populations and public health. Through management of these risks, NParks advances sector leadership and develops evidence-based practices for sustainable human-animal relationships in dense urban environments.
Climate Resilience	NParks addresses climate change through nature-based solutions that enhance biodiversity and resilience. Our initiatives include tree planting to reduce effects of rising temperatures and restoring shoreline protection to support growth of mangroves. We acknowledge our operational carbon footprint from machinery, vehicles, and facilities. In alignment with Singapore's GreenGov commitment, we are transitioning to energy-efficient operations, adopting low-carbon technologies, and implementing cleaner practices across our operations.	Climate challenges including rising temperatures, prolonged dry spells, and sea-level rise pose escalating risks to our assets and service delivery. These physical threats require ongoing investment supported by research to protect biodiversity and maintain critical urban cooling and flood protection systems. By managing these risks, NParks has the opportunity to advance our "City in Nature" vision while positioning Singapore as a global leader in nature-based solutions in the urban environment.
Sustainable Resource Management	NParks promotes resource sustainability through responsible water management and alignment with Singapore's Zero Waste Masterplan. We conserve water through efficient irrigation, rainwater harvesting, and water-sensitive urban design that reduces flooding while protecting water quality. Our waste management practices follow circular economy principles to maximise diversion from landfills.	Our operations involve extensive water use across construction, irrigation, landscape maintenance, and natural water body management. We actively manage environmental risks including chemical leaching from fertilisers and pesticides to prevent water contamination. Effective waste management addresses increased landfill burden, transportation emissions, and potential soil or water contamination that could compromise our urban ecosystems.

[2] The topics are (1) Sustainable Construction and Waste Management, (2) Emissions and Energy Management, (3) Visitor Experience, (4) Sustainable Procurement; and (5) Data Security and Privacy.

Sengkang Floating Wetland

Pillar 2: Building Capacity and Cultivating Connection

Material Topic	Impact on People, Environment and/or Economy	Sustainability-related Risks and Opportunities
Partnerships, Participation, and Park Experiences	NParks fosters public connection with nature and conservation through engaging, safe, and accessible parks. We build community stewardship through public consultation, partnerships, volunteer programmes, and education. We enhance visitor experience by ensuring safety, improving accessibility, and upgrading facilities based on feedback.	Growing a City in Nature presents challenges like volunteer fatigue, inconsistent participation, limited resources, and complex stakeholder coordination. We proactively manage operational risks such as weather disruptions, wildlife encounters, slope stability, and tree health to ensure visitor safety, build trust, and sustain long-term public support.
Strategic Alliances	NParks strengthens conservation and outreach through partnerships with public, private, and community sectors, research institutions, and international organisations. These collaborations enhance resource sharing, scientific research, industry development, and global knowledge exchange to address complex environmental challenges.	Strategic partnerships offer opportunities but present risks including operational misalignments, reputational concerns, and resource strains. NParks maintains strong governance and due diligence to ensure alignment with our values and sustainability goals.
Talent and Career Development	NParks builds a skilled workforce through talent attraction, training, career development, and employee engagement to enhance conservation and park management outcomes.	A key operational risk is attracting and retaining specialised technical expertise due to private sector competition. Despite competitive staff benefits, NParks faces challenges matching commercial remuneration packages, potentially limiting capacity for current and future projects.
Workplace Safety and Wellbeing	NParks prioritises workplace safety to enhance staff wellbeing, productivity, and organisational reputation through regular safety inspections, adherence to SOPs, and fostering environments that support physical and mental health.	Low staff morale and fatigue pose risks to operational effectiveness, including reduced service quality, slower response times, and diminished capacity for complex situations. These challenges may lead to higher staff turnover, increased recruitment costs, and loss of institutional knowledge. Supporting staff wellbeing is essential for sustaining organisational resilience and performance. NParks places utmost priority on staff safety, and we are committed to achieving a goal of zero serious injury for every employee.

Pillar 3: Strengthening Governance and Enabling Innovation

Material Topic	Impact on People, Environment and/or Economy	Sustainability-related Risks and Opportunities
Good Governance	NParks upholds strong corporate governance through regulatory compliance, ethical practices, and risk management to ensure responsible operations. We drive environmental and social benefits through sustainable procurement, integrating these considerations into supplier assessments and supply chain management. Strong data security and privacy measures protect sensitive information, enabling us to operate with integrity and transparency in accordance with our mandate to protect and enhance Singapore's greenery and biodiversity.	Inadequate oversight could expose NParks to risks including mismanagement of natural resources, diminished accountability, and loss of public trust. Through strong governance, we can enable organisational excellence, effective risk management, and positive environmental and societal contributions.
Digital Innovation	NParks strategically integrates innovation and technology to enhance organisational efficiency, customer experiences, and public service delivery. Our technology applications include smart park monitoring systems, AI and remote sensing for biodiversity assessments, automation for operational efficiency, data-driven decision-making, and digital platforms for public engagement. Ongoing R&D ensures we continually explore new solutions to advance our digitalisation and operational capabilities.	Digital innovation introduces risks including over-dependence on systems, cybersecurity vulnerabilities, increased visitor impact on sensitive sites, and potential digital divide issues that may limit stakeholder accessibility. Taking a carefully balanced approach to innovation, we can optimise resource management and operational efficiency while enabling smart solutions for environmental monitoring and biodiversity conservation.

OUR ENTERPRISE RISK MANAGEMENT FRAMEWORK

NParks' Enterprise Risk Management (ERM) Framework lays out a systematic approach to identifying and managing risks and opportunities across the organisation, facilitating decision-making and the achievement of NParks' strategic objectives. The framework is built around four core components:

ERM Objectives and Strategy

Provides the overall direction for NParks' ERM framework. It is defined by NParks Management, approved by the Board, and documented to ensure a consistent understanding across NParks.

ERM Governance

Establishes and communicates clear roles and responsibilities to support and sustain management of risk across NParks, ensuring relevance to NParks' operating environment and needs.

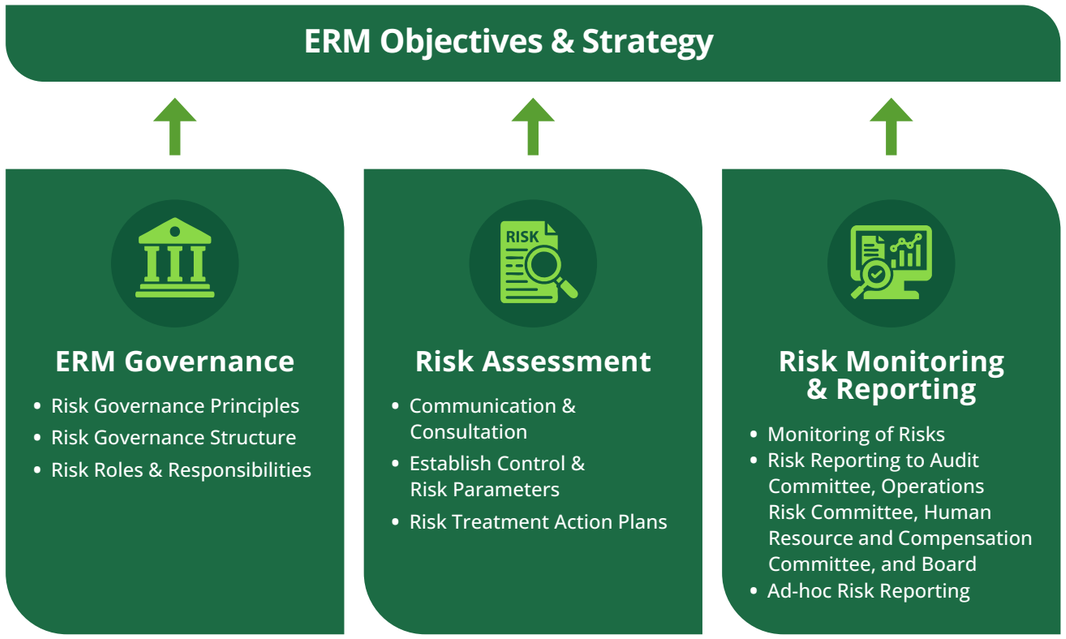
Risk Assessment

Entails an objective evaluation of all plausible risk events that may potentially have an impact on NParks' mission and objectives. It involves establishing risk parameters, identifying, and prioritising risks, assigning risk owners and assessing the adequacy and effectiveness of existing controls to manage the risks within acceptable thresholds.

Risk Monitoring and Reporting

Performed on a regular basis to ensure that NParks' risk profile remains relevant, that key trends are analysed, and that key risk data and information are escalated to Management and the Board to support decision-making.

The following diagram shows the key components of the ERM framework.



NParks' Risk Management Cycle

NParks undertakes a comprehensive risk review supported by an external consultant every five years. Each review involves a detailed evaluation of the risk manual, risk register, and operational activities. Risks are assessed through consultations with NParks' Senior Management.

Within NParks, risk governance is supported by three board committees, with annual risk reviews conducted by the respective risk focus groups and reported to the supervising board committees.

Sustainability Risk Management as part of ERM Process

NParks' ERM process incorporates sustainability-related risks spanning various aspects of our environmental, social and governance (ESG) policies and is aligned with NParks' strategic work areas. Accordingly, sustainability risks are part of regular enterprise risk reporting to NParks Management and Board, and include risks relating to:

Environmental

- Terrestrial, Freshwater, and Marine Ecosystems
- Tree management
- Infrastructure and slope management
- Animal/ wildlife health and management

Social

- Stakeholder management
- Workplace health and safety

Governance

- Financial management
- Fraud and corruption
- IT security

To address climate-related risks, we are adopting nature-based solutions that help mitigate the urban heat island effect, promote biodiversity, and enhance the capacity of urban areas to manage rainfall and reduce flood risk. For further details, please refer to the "Climate Resilience" section on page 28.

Naturalised river at Bishan-Ang Mo Kio Park

STAKEHOLDER ENGAGEMENT

(GRI 2-28, 2-29)

NParks fosters strong partnerships through ongoing, meaningful engagement with our stakeholders. Regular interactions cultivate a sense of place and ownership, empowering communities to actively contribute to the shaping of their living environment.

We identify stakeholders as individuals or groups affected or potentially affected by NParks' activities. The table below summarises our stakeholder groups with a detailed list of our membership associations provided in **Annex**.

STAKEHOLDER CATEGORISATION	STAKEHOLDER GROUP	CHANNEL OF ENGAGEMENT
Internal stakeholders	Employees	Events, surveys, workshops and townhalls to understand needs, while building organisational identity and promoting awareness
	Board Members	Quarterly meetings to provide strategic oversight and policy direction
Government & Industry Stakeholders	Ministries and Government Agencies	Inter-agency meetings to align policies and initiatives across Whole-of-Government (WOG)
	Industry Associations	Dialogue sessions and training facilitate feedback on sectoral issues and contributions to national and international policy discussion
Community & Educational Stakeholders	Local Community	Regular engagements and workshops to promote stewardship, collect feedback, and foster collaboration
	Institutes of Higher Learning (IHL)	Regular meetings and surveys to enable knowledge exchange and develop research collaboration
Environmental & Conservation Partners	International organisations	Annual meetings and conferences to strengthen global conservation efforts and biodiversity policy engagements
	Wildlife organisations	Surveys and discussions to provide insights into conservation, animal welfare and wildlife management
	Nature groups	Events and partnerships to support policy refinement and strategic research collaboration
	Animal welfare groups	Regular focus group discussions and engagements to provide practical insights for policy development
Professional & commercial stakeholders	Veterinary professionals	Licensing briefings and surveys to promote regulatory compliance and professional development
	Pet services and retail	Focus groups and surveys to ensure regulatory compliance and address operational challenges
	Import, export & transshipment	Communication platforms and site visits to ensure adherence to licensing and regulatory requirements
Business & Operational Partners	Donors	Regular meetings and events to foster financial and in-kind support while promoting NParks' vision
	Tenants	Tenant engagement meetings to align service delivery with operational standards and sustainability goals
	Contractors/Suppliers/ Service providers	Surveys and communication to ensure quality control and integration of sustainable practices

TRANSFORMING INTO A CITY IN NATURE

Climate change is bringing extreme weather patterns, and Singapore's growing urbanisation presents new challenges. NParks supports Singapore Green Plan 2030 – a whole-of-nation movement to advance Singapore's national agenda on sustainable development – by transforming Singapore into a City in Nature.

We focus our efforts on four critical areas:

- Conserving nature and biodiversity
- Upholding animal health and welfare
- Strengthening climate resilience
- Cultivating responsible resource use

Through active management of parks, nature reserves, and green spaces, NParks protects biodiversity through habitat restoration and species conservation. We promote animal wellbeing through responsible pet ownership programmes, enhance climate resilience by incorporating green infrastructure, and reduce our environmental impact through waste reduction, energy efficiency, and responsible water use. This integrated approach ensures a greener and more liveable Singapore.

Nature Conservation

(GRI 3-3)

Why this is Material to NParks

(GRI 304-1, 304-2)

As Singapore's lead agency for urban biodiversity and greenery, NParks plays a critical role in safeguarding and managing the nation's natural heritage, ensuring the health and resilience of our ecosystems for future generations. Our key operational areas are centered on the following spaces:

Nature Reserves:

We protect and restore Singapore's natural heritage by managing four nature reserves. These spaces serve as critical conservation hubs for our native flora and fauna.

Marine Park:

We are protecting Singapore's marine and terrestrial biodiversity and habitats with the establishment and enhancement of Sisters' Islands Marine Park, and our second marine park at Lazarus South and Kusu Reef.

National Parks and Gardens:

We design, develop, and maintain a network of over 400 parks and gardens across Singapore, including iconic sites like the Singapore Botanic Gardens and Jurong Lake Gardens.

Park Connector Network:

We manage the development and maintenance of the Park Connector Network (PCN), a vast web of pathways that links parks, gardens, and nature sites across the island.

Community and Allotment Gardens:

We oversee the development of community gardens and allotment gardens, which are spaces for the public to engage in gardening. These sites are supported by programmes like the Community in Bloom initiative.

Streetscape and Urban Greenery:

Our work extends to managing greenery along roads and other urban landscapes to create a more liveable city.

Coastal Areas and Waterways:

We manage the parkland greenery along Singapore's coastal areas and inland waterways, helping to protect them from erosion and enhancing their ecological value.

Specialised Facilities:

We operate specialised sites, like the Centre for Wildlife Rehabilitation, which provide care for rescued animals, as well as nurseries for plant propagation.

For more information on our parks, nature reserves and park connectors, please refer to our website.

Our Approach

NParks envisions a vibrant and resilient City in Nature where biodiversity flourishes and nature is integrated into our city. This requires balancing ecological enhancement and public safety, urban tree management, mitigating developmental impacts and maintaining existing habitats.

Our strategies support the Global Biodiversity Framework (GBF) and Singapore's National Biodiversity Strategy and Action Plan (NBSAP). We achieve this through habitat preservation, species recovery, and research, guided by the Nature Conservation Masterplan (NCMP). Our Science & Technology masterplan drives evidence-based policy and conservation planning by supporting applied research and facilitating partnerships to inform decision-making.

We employ five key strategies to manage and transform the green spaces under NParks' management:

1. Growing Nature Park Networks:
Developing new nature park networks in line with nature conservation policies, habitat conservation and species recovery programmes, and science-based management approaches.

2. Naturalising Gardens and Parks:
Transforming managed landscapes to enhance biodiversity and create resilient green spaces.

3. Restoring Nature in Urban Areas:
Planting trees to restore nature within urban environments and promote community stewardship, create new habitats for native flora and fauna and enhance ecological connectivity between green spaces.

4. Connecting Green Spaces:
Strengthening ecological connectivity by implementing 300km of Nature Ways by 2030. This creates vital wildlife corridors that reduce habitat fragmentation, support genetic diversity of urban wildlife populations and enable safer wildlife movement.

5. Enhancing Wildlife Management:
Balancing ecosystems and public safety through science- and community-based management, involving population ecology studies, evidence-based management strategies, public education initiatives, and community stewardship programmes.

Our strategies are supported by a comprehensive approach to community engagement, science and technology, and a strong governance framework. We ground our conservation efforts in evidence-based research, whilst involving the community and collaborating with other government agencies and partners. Our governance framework ensures continuous monitoring and improvement through regular management reporting, and updates provided to the Science & Technology Steering Committee (STSC), chaired by the CEO.

To reinforce this approach, NParks maintains certification to ISO 14001:2015 Environmental Management Systems, a globally recognised standard that provides a structured framework for ongoing improvement in environmental performance. This certification adopts a risk-based approach to managing environmental aspects such as air, water, land, biodiversity, and natural resources, ensuring that environmental impacts are systematically assessed and mitigated.

We actively monitor our progress on key initiatives, including tracking the number of trees planted as part of the OneMillionTrees Movement and the Nature Ways implementation; managing public feedback and human-wildlife interactions; conducting regular wildlife population surveys and behaviour studies; and undertaking biodiversity monitoring through bird, butterfly and wildlife surveys conducted by staff and volunteers, alongside plant health inspections and propagation efforts.

NParks also administers the Long-Term Socio-Ecological Research Programme (LTSER), which brings together a focused set of interdisciplinary research projects that leverage dedicated long-term study sites and repeated studies to collect and analyse long-term data in three focal domains: urban biodiversity, biogeochemical and biophysical, and socio-behavioural. For example, NParks is implementing a project on Long-Term Forest Ecological Monitoring in Singapore that establishes a network of permanent research plots in the forests in Singapore's nature reserves and parks for monitoring tree population and ecosystem dynamics.

The following City in Nature targets contribute to conserving and extending our natural capital:

S/N	City in Nature Targets	Cumulative progress to end of FY2024
	Conserving and extending our natural capital	
1	Add 200 ha of new Nature Parks by 2030	72 ha
	Intensifying nature in our gardens and parks	
2	Enhance around 170 ha of existing parks with more lush vegetation and natural landscapes by 2026	93 ha
3	Develop over 130 ha of new parks by 2026*	152 ha
4	Restore and enhance 80 ha of forest, marine and coastal habitats by 2030	57 ha
	Restoring nature into the urban landscape	
5	Establish 200 ha of skyrise greenery by 2030*	229 ha
6	Plant 1 million more trees between 2020 and 2030	770,000
	Strengthening connectivity between our green spaces	
7	Develop 500 km of park connectors by 2030	393 km
8	Develop 300 km of Nature Ways by 2030	240 km
9	100% of households will be within a 10-minute walk from a park by 2030	95%

** Target exceeded*

Our Endeavours and Initiatives

(GRI 304-3)

Nature conservation is deeply integrated into the fabric of NParks' daily operations.

Some examples of our nature conservation initiatives carried out in FY2024 are as follows:

NParks completed close to 30 ha of parks, including Bidadari Park, Tampines Boulevard Park and Pek Kio Park.

Habitat restoration and enhancement have been carried out in 25 more parks, including Lower Seletar Reservoir Park, Pasir Panjang Park and Pasir Ris Town Park.

30 km of Nature Ways have been completed, in areas such as Sengkang, Tyersall, Upper Changi, Lower Seletar, and Telok Blangah, bringing the total length of Nature Ways to 240 km.

The rejuvenated Sisters' Islands Marine Park was officially reopened in October 2024, with new features such as a floating boardwalk, a coastal forest trail, and a lagoon tidal pool. Reef enhancement units have been installed at the seawalls' intertidal zone, creating additional habitats for corals and other marine life. Kingfisher burrows, bee hotels, bat boxes and wildlife piles have also been set up around Big Sister's Island, supplementing the available nesting sites for wildlife.

With the opening of the rejuvenated Chinese and Japanese Gardens in September 2024, Jurong Lake Gardens brought to fruition larger plans to ensure green spaces are within easy reach and further integrated into our urban landscape.

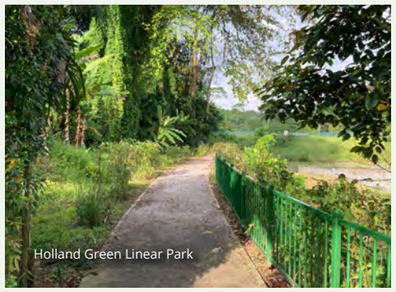
NParks completed another 6 km of park connectors (PC), including Jurong Town Hall PC, Pandan Garden PC East Bank, Paya Lebar PC Extension and Upper Thomson PC Phase 2, bringing the total length of park connectors to 393 km.

Case Study: **Multifunctional Corridors For People and Ecology**

As Singapore becomes increasingly urbanised, maintaining connectivity between green spaces is crucial for native wildlife survival. Ecological corridors such as forested links and green bridges facilitate movement of biodiversity, allowing wildlife populations access to a wider range of resources and benefits from improved gene flow. Their effectiveness varies depending on design and management. To optimise Singapore's ecological corridors, NParks initiated research in January 2025 to develop evidence-based guidelines for designing corridors that facilitate wildlife movement while serving social and recreational needs. The findings will directly support NParks' efforts to strengthen ecological connectivity and connect core habitats islandwide, contributing to more resilient and biodiverse ecosystems.


Holland Green Linear Park


Pandan Gardens (East Bank) Park Connector


Holland Green Linear Park

Case Study: **Marine Park at Lazarus South — Kusu Reef**


Stakeholder engagement on the proposed second marine park at Lazarus South-Kusu Reef


Aerial view of Lazarus South and Kusu Island, where the second marine park is proposed to be situated

Singapore's first marine park, the 40-ha Sisters' Islands Marine Park, celebrated its 10th anniversary in 2024. In 2024, NParks announced plans for Singapore's second marine park at Lazarus South-Kusu Reef, a major boost to marine conservation. The marine park will safeguard ecologically important habitats in the Southern Islands, including a rare rocky shore supporting unique marine life, one of the region's largest mature coastal forests, and exceptional coral reefs around Kusu Island with rare coral species. The park will also encompass vital seagrass meadows. Engagements with agencies and community partners are ongoing to finalise the boundaries of the Marine Park. The park will support our ongoing 100k Corals Initiative, launched in December 2024, which aims to plant and grow 100,000 corals over 10 years to boost marine biodiversity, enhance reef resilience, and strengthen ecological connectivity.

Partnering for Biodiversity

NParks' initiatives are shaped through dynamic stakeholder engagement that ensures projects are well-informed, effective, and aligned with the community's priorities.

Internal Collaboration

Creating a City in Nature requires unified, cross-functional collaboration. Researchers, planners, and operations staff work together through regular master-planning workshops to define goals, identify synergies, and foster organisational alignment. This ensures habitat conservation, urban development, and species management are addressed with a shared vision.

External Partnerships

NParks collaborates closely with agencies such as the National Environment Agency (NEA) and the Singapore Food Agency (SFA), and Town Councils for wildlife management, sharing knowledge and improving human-wildlife interaction solutions.

Community and nature group partnerships are vital to conservation success, and are enabled through initiatives such as Biodiversity Roundtables and dedicated working groups on macaques and otters. We invest in outreach including workshops, guided walks, and citizen science initiatives to deepen biodiversity understanding and enable direct community involvement.

This collaboration ensures conservation efforts adapt to evolving needs. NParks will expand habitat enhancement and restoration initiatives, with the goal of doubling restored forest, marine and coastal habitats from 40 to 80 hectares by 2030 while continuing to expand our green spaces.

Veterinary Standards and Animal Management

(GRI 3-3)

Why this is Material to NParks

Animal health, from wildlife to community animals, directly impacts ecological integrity and community safety. As Singapore's authority for animal health and welfare, NParks adopts an integrated approach spanning regulation, veterinary services, rehabilitation, and wildlife management to achieve a balanced ecosystem and safeguard public health and safety.

Our Approach

Through our leadership in veterinary science, NParks upholds high national standards for animal health and management.

Our approach is built upon three core pillars:

Strategic Framework and Governance	Operational Management	Partnership and Community Integration
Ensure robust regulatory oversight and proactive health management	Provide effective response across all aspects of animal and wildlife management	Fostering a collaborative environment for animal welfare

NParks ensures regulatory excellence through continuous alignment with international standards, regular policy reviews, and adaptation to emerging animal health challenges. We oversee industry players in accordance with regulations administered by NParks, including the Animals and Birds Act which governs specific animal-related businesses, veterinary clinics and professionals, animal welfare, and import/export controls. The Wildlife Act informs policies on wildlife feeding, handling, trade, and import/export.

Our biosurveillance and wildlife management framework establishes protocols for animal health, disease management, emergency response, and wildlife strategies. We enhance veterinary capabilities in biosurveillance and biosecurity, while collaborating with industry partners, veterinary professionals, and agencies. Community engagement through public awareness and education programmes ensures our approach is informed, effective, and responsive to both animal and public health needs.

Animal Care and Wildlife Management Framework

NParks employs a comprehensive framework addressing animal welfare and wildlife conservation challenges while promoting high standards of animal and wildlife management. The framework outlines principles for upholding national standards through industry regulation and veterinary oversight, and directs the approach to animal management and rehabilitation through suitable infrastructure and programmes. It also provides guiding principles for proactive wildlife management, including managing rescue and rehabilitation efforts, addressing human-wildlife conflict, and implementing a One Health approach to biosurveillance.

Our Endeavours and Initiatives

Strategic Framework and Governance

Regulatory Excellence

We ensure continuous improvement through regular reviews of licensing conditions and regulatory frameworks. NParks adopts a risk-based assessment approach to streamline processes and allocate resources efficiently, focusing efforts where most needed. To ensure staff possess the necessary expertise to manage the challenges of animal management, NParks has a competency framework which includes Animal Welfare & Behaviour and Animal Health. This will be enhanced to better support officers' development through the articulation of new competency areas and required proficiency levels for each role in the organisation.

One Health Approach

Recognising the interconnectedness of human, animal, and environmental health, NParks jointly developed the One Health Biosurveillance Framework with partner agencies including the Ministry of Health (MOH), NEA, PUB, Singapore's National Water Agency, and the SFA. This collaborative framework facilitates early detection and response to potential health threats through four strategic thrusts:

- **Scanning and early detection:** Proactive surveillance efforts to identify potential threats before they escalate.
- **Management of hosts and vectors:** Targeted interventions to control and manage potential sources of disease transmission.
- **Inter-agency information integration:** Seamless sharing of data and intelligence among partner agencies to facilitate coordinated responses.
- **Science and technology advancement:** Improved detection, monitoring, and response capabilities through driving innovation and the adoption of cutting-edge technologies.

Partnership and Community Integration

Responsible animal management is a shared responsibility. NParks' approach centres on proactive collaboration, particularly through our Trap-Neuter-Rehome/Release-Manage (TNRM) programme. We partner with animal welfare groups (AWGs) to trap, sterilise and microchip free-roaming dogs and community cats, before they are rehomed or released back into the environment. Following the success of TNRM for free-roaming dogs, we implemented the TNRM for community cats on 1 September 2024, providing enhanced funding support to the AWG partners for sterilisation and microchipping and expanding funding support to include trapping and boarding of community cats. This holistic approach builds upon our previous Stray Cat Sterilisation Programme, demonstrating commitment to humane and science-based population management.

Education plays a vital role through resources distributed across platforms and our website. Events like Pets' Day Out educate the public on responsible pet ownership, while co-organised events like Singapore Specials Day leverage stakeholders for wider reach. In addition, school programmes and youth-targeted content foster animal empathy, as we strive to build a well-informed community where animal welfare is shared responsibility.

Case Study: **Canine Leptospirosis Outbreak Response**

In 2024, NParks demonstrated effective disease management through rapid response to a cluster of four leptospirosis cases in the Upper Thomson area. The comprehensive One Health investigation, involving multiple agencies, successfully identified environmental risk factors including increased rat activity and wet weather conditions. The outbreak was contained by February 2024 through a coordinated multi-pronged approach incorporating environmental management, vector control, preventive vaccination, and public and industry education. This case highlighted the importance of inter-agency collaboration protocols in disease management.

Joint inspection by NEA and NParks to look for rodent activity

Wildlife Management and Response

NParks conducts wildlife management, research, and rehabilitation as part of biodiversity and nature conservation efforts. Our operations include science- and community-based urban wildlife management, wildlife rehabilitation and veterinary care through the Centre for Wildlife Rehabilitation, regulation and enforcement via the Wildlife Act, and wildlife population monitoring and research. Key challenges include urbanisation affecting wildlife habitats, increasing human-wildlife interactions risking public safety, wildlife disease outbreaks, and ecosystem imbalance.

Our management approach follows scientific methods with evidence-based, humane population control strategies through a four-pronged approach: population ecology, population management, public education, and community stewardship. Management strategies focus on achieving balanced ecosystems and safeguarding public health and safety, including managing non-native species to reduce public disamenities. Opportunities for improvement include expanded research and monitoring, stronger community partnerships, advanced wildlife conflict mitigation strategies, and improved disease surveillance.

Operational Management

Animal Care and Processing Efficiency

In 2022, NParks established the Centre for Wildlife Rehabilitation to provide veterinary care and rehabilitation for rescued wildlife. The facility safeguards Singapore's biodiversity by treating sick, injured, or orphaned animals to rehabilitate them for successful release back into their natural habitats. Our systematic animal processing protocol ensures comprehensive animal care and efficiency through meticulous documentation of each animal's attributes upon intake. This detailed record-keeping enables robust database matching systems, reuniting lost pets with owners swiftly. We coordinate with partner veterinary clinics, leveraging their expertise to augment our programmes and ensure timely veterinary care of animals.

Research

We are investing significantly in research and biosurveillance to strengthen early detection capabilities, understand zoonotic diseases, and assess climate change impacts. NParks leads a S$15 million Biosurveillance Research Programme under the Research, Innovation and Enterprise (RIE) 2025 plan for early detection and intervention against potential zoonotic disease outbreaks.

The programme advances scientific understanding of zoonotic diseases and their drivers in Singapore while developing evidence-based upstream mitigation strategies. Building on existing national biosurveillance efforts and One Health interagency collaboration, it addresses public health challenges from climate change and transboundary movement of people, animals, and vectors to enhance ecological resilience and protect public health.

Case Study: **Pigeon Management Plan**

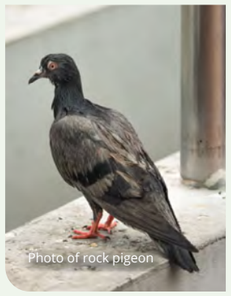


Photo of rock pigeon

Community outreach to People's Association and grassroots leaders of Tanjong Pagar Town Council

A pilot pigeon management programme was implemented across 3 town councils — Bishan-Toa Payoh, Ang Mo Kio and Tanjong Pagar from July 2024 to March 2025. NParks collaborated with NEA, SFA and town councils to reduce food source availability and manage pigeon populations, complemented by community outreach and enforcement against feeding. Following this pilot, the plan will be progressively rolled out to all town councils.

Climate Resilience

(GRI 3-3)

Why this is Material to NParks

Climate change presents a range of risks to our parks and greenery, impacting both the environment and public safety. Rising temperatures reduce visitor comfort and influence how our parks are used, while coastal parks face increased vulnerability to sea level rise and flash floods, endangering both safety and rich intertidal habitats. Additionally, shifting rainfall patterns – marked by drier dry periods and wetter wet seasons – heighten the risks of slope failures and erosion. Extreme weather events threaten our greenery, while the emergence of zoonotic diseases poses new public health challenges that require proactive attention.

Beyond maintaining and enhancing green spaces, NParks recognises that climate mitigation and adaptation must be embedded across all operations. Routine activities such as equipment selection and construction have implications for greenhouse gas emissions and environmental impacts. By aligning our practices with broader sustainability goals, we ensure our green spaces remain resilient.

Our Approach

NParks strengthens resilience against climate risks to our infrastructure, operations, and ecosystems while contributing to Singapore's national climate agenda. We align with the Paris Agreement and Singapore Green Plan 2030, leading the "City in Nature" vision through naturalising parks, restoring habitats, and expanding nature networks.

As part of GreenGov.SG, we aim to reduce energy use by 10% by 2030 and achieve net zero emissions around 2045, five years ahead of the national target. For progress details, see GreenGov Targets and Performance on pages 57-58.

Our Endeavours and Initiatives

To address climate-related risks, NParks is implementing a range of climate-adaptive strategies.

Urban Heat Mitigation

We are intensifying greenery in industrial estates — Singapore's hottest areas — through the OneMillionTrees movement. Trees have been planted to resemble natural forests, providing shade and cooling. These efforts have beautified and cooled areas like Jurong Island and Tuas Industrial Estate.

Studies show intensified tree planting can reduce mid-day temperatures by up to 0.9°C. We collaborate with institutes of higher learning to examine cooling effects of various tree typologies and deploy island-wide sensors to monitor tree planting impacts. This data supports microclimatic research and helps develop better cooling strategies.

Coastal and Flood Resilience

To adapt to sea-level rise and more intense rainfall, NParks will continue to incorporate nature-based solutions into all new and redeveloped coastal and riverine parks. This includes restoring mangroves along coastlines with rock revetment in Pulau Tekong and Kranji Coastal Nature Park, which protect shorelines and promote natural mangrove growth. Through naturalised waterways and drought-tolerant species, we will further strengthen flood and ecological resilience.

Tree and Slope Management

NParks maintains a rigorous tree inspection and maintenance regime that is aligned with the international best practices. To mitigate the risks of tree failure due to strong winds and heavy rains, we are progressively replacing storm-vulnerable tree species with hardier species. Additionally, NParks uses technology to analyse risks and improve inspection processes. For instance, we are piloting modelling techniques to understand the impact of adverse environmental conditions, such as strong winds, on the structural integrity of trees. This will help NParks to better determine the pruning required to improve tree stability.

NParks also implements slope stabilisation where required, with slope inspection in parks and gardens conducted quarterly during fair weather, and weekly or monthly during periods of intense wet periods.

Vegetation Fires

NParks has put in place fire safety measures to minimise the occurrence of vegetation fires in our nature reserves and parks, particularly during dry periods. For example, NParks trims vegetation, clears wood debris, and maintains fire breaks in nature reserves. We also conduct patrols at fire-prone hotspots and step up enforcement against smoking and unauthorised burning during dry spells.

NParks has also developed a Forest Fire Detection and Monitoring System for nature reserves, which makes use of closed-circuit television cameras, drones, and video analytics. This system allows NParks to quickly identify the location of fires and obtain real-time information, improving surveillance effectiveness and enabling a quicker response from NParks and the Singapore Civil Defence Force (SCDF).

Research

Research is a critical component of NParks' long-term climate strategy, building the scientific knowledge needed for effective, evidence-based interventions. Our key research programmes are as follows:

- **City in Nature Research Programme**: This programme funds research in urban ecology and greenery to strengthen our climate, ecological, and social resilience. For climate resilience, the goal is to improve ecosystem capacity to adapt and respond to disturbances (e.g., increased urban heat island effect, inland flooding) using nature-based solutions. For example, we have a research project on tree-root anchorage and non-destructive testing that investigates the load and deformation responses of trees planted in constrained urban spaces. This project also aims to develop reliable non-destructive testing protocols and equipment to assess tree stability and resistance to uprooting.
- **Marine Climate Change Science (MCCS) Programme**: NParks leads this programme, which serves as a national focal point for marine climate research. It develops solutions to address coastal and marine challenges, including sea level rise, increasing temperatures, and extreme storm events. The programme emphasises translational research to inform evidence-based interventions. An example is research on assessing the long-term viability of nature-based solutions like mangrove and coral reefs by studying their survival thresholds and ecological tipping points.

Emissions and Energy Management

Why this is Material to NParks

While NParks' operations may not constitute a significant portion of Singapore's national emissions footprint, we recognise our responsibility, as a public agency and a leader in environmental stewardship, to lead by example.

Our Approach

(GRI 302-1, 302-3, 305-1, 305-2)

Our efforts in emissions and energy management are a direct reflection of this commitment and are aligned with the national GreenGov.SG initiative. To drive our sustainability efforts, we have established a dedicated workgroup within NParks that monitors monthly energy, water, and waste consumption to address anomalies and drive continuous improvement.

Since 2018, NParks has been tracking energy data to improve data collection and validation processes, supporting consistent monitoring, evidence-based decision-making, and transparency in sustainability reporting. Our emissions encompass Scope 1 emissions such as direct fuel consumption from maintenance vehicles and equipment, and Scope 2 indirect emissions from electricity use in facilities such as offices, visitor centres, and park amenities. Energy demands from air conditioning, lighting, and other building services contribute significantly to our Scope 2 footprint.

NParks is committed to achieving key GreenGov.SG targets and has successfully achieved the GreenGov.SG energy reduction target ahead of schedule. In FY2024, onsite energy consumption was reduced by 23.56%, and energy intensity (represented by Energy Utilisation Index, which is energy used per unit area) improved by 25.61% compared to the FY2020 baseline. This reflects strong and sustained progress in energy efficiency, even as the building footprint expanded. NParks is working closely with MND and the Ministry of Sustainability and the Environment (MSE) to align our goals with whole-of-government direction. We will continue to review and calibrate our environmental targets in tandem with national priorities and emerging challenges. See the GreenGov Targets and Performance section of this report for more details on our progress against environmental goals.

Photovoltaic solar panel installation at Rifle Range Nature Park

Our Endeavours and Initiatives

Case Study: **Jurong Lake Gardens**

Super Low Energy Certification

Opened in September 2024, Jurong Lake Gardens successfully achieved the Building and Construction Authority's Green Mark 2021 Platinum Super Low Energy (SLE) certification, a prestigious award that recognises its best-in-class energy efficiency and use of intelligent energy management strategies.

This unique development showcases how sustainability can be achieved in the city, and how this can tie-in with efforts to promote a healthier lifestyle. The Garden sets a leading example for sustainable urban development by employing a range of innovative, low-carbon solutions.

- Utilising a passive ventilation cooling system that employs natural airflow to cool spaces, drastically reducing the electricity needed for mechanical air conditioning.
- Installing photovoltaic (PV) panels to generate clean, renewable energy, reducing the gardens' reliance on the electrical grid and lowering carbon emissions.
- Replacing conventional lighting and equipment with modern, energy-efficient technologies to significantly reduce the overall electricity consumption across the site.
- Employing sustainable building materials and design such as Mass Engineered Timber (MET) and carbon dioxide mineralised concrete (CarbonCure) that reduce embodied carbon and maximise natural light, lowering both initial environmental impact and long-term energy use.
- Pursuing BCA Green Mark certification to validate the gardens' commitment to meeting high standards for sustainable design and energy performance.

Mass Engineered Timber (MET) Building at Lily Pavilion

Sustainable Resource Management

Water Solutions

(GRI 3-3)

Why this is Material to NParks

(GRI 303-1)

Water remains vital in how we design, build, and care for our parks and green spaces. While PUB leads national water management, we recognise that our work contributes to Singapore's water sustainability goals.

Water-sensitive urban design is central to NParks' landscape strategy. Across our parks, we incorporate ABC (Active, Beautiful, Clean) features such as bioretention swales, permeable surfaces, and naturalised streams to manage stormwater and support biodiversity.

Through our landscapes, infrastructure, and operations, NParks contributes to the urban water cycle in ways that are both practical and ecological. Our parks increasingly function as living infrastructure. By integrating nature-based solutions, we improve water quality, enhance climate resilience and manage the risks posed by stormwater. These considerations are embedded in how we plan and maintain our spaces, ensuring that greenery serves both people and planet.

We interact with water across many stages of our work. During construction of gardens and parks, newly planted landscapes require significant water to establish. Once operational, our gardens and parks generally do not require irrigation, even during dry spells, as the plants species are selected to withstand extreme weather conditions. Only selected gardens, such as Singapore Botanic Gardens and Jurong Lake Gardens, require irrigation. Where irrigation is necessary, NParks draws water from canals, ponds, lakes and potable water supplies. Water discharge is carefully managed, either through the drainage network or directly into on-site waterbodies in the case of Singapore Botanic Gardens.

Our Approach

(GRI 303-2, 303-3, 303-4, 303-5)

Our approach to water management is anchored in national regulations and internal sustainability frameworks. All water discharge activities across our parks are governed by standards such as the Singapore Standard SS 636:2018, the Environmental Pollution Control Act, and PUB's Code of Practice on Surface Water Drainage. These standards guide water service installation, pollution risk management, and discharge quality.

To uphold water safety and quality for interactive water playgrounds, we conduct routine monitoring in collaboration with NEA. NParks maintains detailed records of water quality, test results, and operational activities to support audits and regulatory reporting, ensuring transparency and continuous improvement in our water management.

NParks actively involve the community through initiatives like the Nature Kakis Network and citizen science programmes, where volunteers support water monitoring and habitat restoration. Their insights help refine water-sensitive features and improve maintenance strategies. Through outreach efforts such as the Festival of Biodiversity and educational programmes, we raise public awareness about water conservation and pollution prevention. These engagements provide valuable feedback that informs our future programming, allowing us to respond to community concerns and strengthen water management.

NParks is aligned with GreenGov.SG targets to reduce our Water Efficiency Index (WEI) by 10% from baseline by 2030. To track progress, we are monitoring monthly utility bills, total operational water usage, and the number of parks with water-sensitive features such as naturalised streams and wetland systems. We also look at flood resilience implementation, park visitor numbers, and usage patterns to understand how our spaces are performing.

For more details on our progress against the target, please refer to the section on GreenGov Targets and Performance on page 57-58.

Our Endeavours and Initiatives

We have taken deliberate steps to reduce our water consumption by installing water-efficient fixtures including sensor taps and water-saving toilets. NEWater connections and rainwater harvesting systems reduce reliance on potable water and build resilience against dry spells. In places like Jurong Lake Gardens, we use closed-loop circulation systems to manage water more efficiently. Rainwater harvesting systems have also been introduced in new and upgraded parks.

Technology shapes how we manage water across parks through solar-powered desalination systems and automated irrigation controls, supported by smart monitoring tools that provide real-time water usage insights. These systems optimise irrigation schedules, reduce water waste, and ensure landscapes remain healthy during dry spells. Furthermore, we have expanded water storage capacity with additional tanks, including a 400 m^3 tank at Singapore Botanic Gardens, allowing us to conserve rainwater for extended dry spells. Complementing these innovations are evolving planning and maintenance practices. We select drought-tolerant species and time plantings to coincide with monsoon season, reducing supplemental watering needs. Along road verges, we use multi-tiered planting to retain water and slow runoff. During dry periods, we focus irrigation on priority areas and mulch with recycled wood chips to retain soil moisture.

We have reduced reliance on chemical pesticides, prioritising non-chemical pest management to mitigate pollution risk. We minimise pesticide use near water features. When pesticides are necessary, we prioritise non-synthetic options where possible, carefully control application amounts, and monitor to prevent leeching into waterbodies. Protecting water quality is a priority throughout both construction and operations. Subsoil drainage systems and erosion control measures are used to protect water bodies. Earth control measures are rigorously applied at construction sites to prevent sedimentation and runoff.

Case Study: **Multi-functional Drainage Infrastructure at Bidadari Park**

Bidadari Park, which opened in September 2024, highlights how large-scale green infrastructure can be seamlessly integrated into a residential setting. At the heart of the park is Alkaff Lake, a 1.8-ha first-of-its-kind multi-functional drainage infrastructure for stormwater management, enhancing flood protection for Bidadari estate and the surrounding areas. The lake is designed to hold up to 40,000 m^3 of stormwater — equivalent to 16 Olympic-sized swimming pools and collects runoff from a 43.5-ha catchment area during heavy rain. In dry weather, it transforms into a scenic community space with viewing decks and play-friendly edges.

Surrounding the lake are terraced wetlands, marshlands, and bioswales at the cascading creek that naturally channel, filter, and cleanse stormwater runoff from Bidadari Park before it discharges into Alkaff Lake. The lake has outlet points to control stormwater release. By capturing and retaining stormwater from nearby areas, the lake regulates and slows runoff flowing into the downstream drainage system, helping to mitigate flood risk downstream of Bidadari estate. These features respond dynamically to rainfall, with upper marshes forming during storms and lower marshes remaining wet year-round to support habitat diversity.

Beneath the lake, we introduced Singapore's first underground service reservoir in an HDB estate, optimising land use while delivering essential water services. The park's topography was intentionally shaped to guide stormwater through gentle hills and low-lying zones, reducing reliance on hard infrastructure.


Alkaff Lake


Bioswales in Bidadari Park


Bidadari Marshlands

Construction and Waste Management

Why this is Material to NParks

(GRI 306-1)

NParks' operations generate a wide range of waste streams, from construction site debris and packaging to visitor refuse and substantial horticultural trimmings. Effective materials management is crucial, as unmanaged waste increases landfill burden, elevates carbon emissions from transportation, and risks soil or water contamination, threatening our urban landscape's ecological integrity.

To mitigate these risks, we have adopted a strategic approach aligned with circular economy principles. We maximise recycling and upcycling, particularly with horticultural waste, which is processed into mulch or compost for reuse in parks and gardens. This proactive waste stream management directly contributes to Singapore's national efforts under NEA's Zero Waste Masterplan. By responsibly managing diverse waste streams and diverting a significant portion of them from landfills, NParks directly supports the national goal to reduce daily waste to landfill per capita by 30% by 2030, helping to ensure long-term sustainability of our city's resources.

Our Approach

(GRI 306-2, 306-3)

NParks is committed to ensuring that our construction and maintenance activities support waste reduction and resource optimisation.

We work closely with our contractors, suppliers, and internal teams to support our waste management efforts. Our various operations teams provide feedback on material performance and reusability, which inform our procurement decisions. We engage vendors to source lower-impact alternatives and collaborate with landscape contractors to assess the feasibility of converting horticultural waste into mulch.

Our strategic approach to waste management presents opportunities for innovation and sustainability. We seek resource optimisation by implementing closed-loop systems, such as composting efforts at HortPark, and exploring material reuse in construction and landscaping projects. This push for innovation extends to exploring new solutions such as Mass Engineered Timber, CarbonCure concrete, and 3D concrete printing to lower our carbon footprint. This focus on efficiency and innovation yields tangible benefits, including cost reductions through lower disposal and material procurement needs, while extending the lifecycle of valuable resources.

We align with the GreenGov.SG's national target of reducing waste disposal by 30% from our FY2022 baseline by FY2030.

We consistently monitor key metrics such as the total volume of horticultural waste generated, and the proportion recycled versus disposed provided by our landscape contractors in their reports. These figures guide our operational decisions and help us monitor progress toward our waste reduction goals.

Our Endeavours and Initiatives

Reducing Waste Through Smarter Design and Materials

We reduce construction waste by using prefabricated and modular building methods. To further improve material efficiency, we are currently exploring 3D concrete printing as a scalable solution for allotment garden planters. At HortPark, we replaced natural timber with glass fibre reinforced concrete (GFRC) and composite timber for planter beds. These materials contain recycled content and require less frequent replacement, reducing long-term waste.

We also upcycle materials creatively. Felled trees are repurposed into benches, trail markers, play equipment, and wildlife habitats. Construction debris is reused as hardcore, and existing structures are adaptively reused to avoid unnecessary demolition.

Managing Organic Waste Responsibly

At HortPark, we operate an in-house composting system that processes approximately 2,000 litres of horticultural waste every three months. The resulting compost is used to rejuvenate soil in our landscapes, reducing the need for chemical fertilisers and supporting a closed-loop system. Across our parks, leaf litter is sometimes collected and reused to improve soil health and moisture retention.

Case Study: **Granite Planter Beds at New HortPark Theme Gardens**

The use of granite planters enhances the naturalistic look of these new gardens

Using dry-stacked granite blocks to create the planters allows for easy maintenance

The creation of the new Horticultural Introduction Garden and Beginner Friendly Garden in HortPark prioritised sustainability and longevity in its design, with a key feature being the construction of planter beds using granite blocks to replace conventional concrete. This choice provides a durable and sustainable solution, selected for its natural aesthetic, durability, and low-maintenance qualities.

Granite's resistance to weathering, erosion, and moisture damage ensures a long lifespan for the planter beds, reducing future repair or replacement needs. Planters built with granite blocks (especially dry-stacked or with small joints) allow better natural water seepage, preventing waterlogging and hydrostatic pressure. Granite use also enhances the garden's visual appeal, blending seamlessly with the surrounding landscaping.

BUILDING CAPACITY AND CULTIVATING CONNECTION

Singapore's City in Nature initiative is a shared vision, brought to life through the active participation of our community, strategic partners, and dedicated staff. By fostering public involvement, enriching park experiences, and prioritising staff wellbeing, NParks contributes to strengthening social bonds and cultivating a shared sense of environmental stewardship.

NParks advances this vision by:

- Nurturing inclusive engagement with communities
- Expanding access to green spaces for all
- Investing in the development and wellbeing of our workforce
- Cultivating strategic alliances to accelerate progress

Together, we are not just greening our city — we are nurturing a culture of care, connection, and co-creation with nature.

Partnerships, Participation and Park Experiences

Why this is Material to NParks

(GRI 3-3)

Growing a City in Nature requires trust and collaboration. NParks fosters these connections by engaging communities and encouraging shared participation. NParks invests in strong partnerships and adaptive strategies that support long-term engagement and transform passive park users into active stewards.

Our Approach

NParks cultivates nature stewards who actively support Singapore's conservation efforts. Through stakeholder engagement with professional organisations, educational and botanical institutions, and industry partners, we create strong community impacts.

Annually, we run over 3,500 outreach programmes that grow environmental knowledge, practical skills, and intergenerational understanding. This strengthens community bonds and expands NParks' reach.

By creating opportunities to connect, learn, and contribute, NParks nurtures a vibrant City in Nature for all:

Hosting events and exhibitions like the Festival of Biodiversity, Singapore Garden Festival, Gardeners' Day Out, Pets' Day Out, and Concerts in the Park — events that bring nature and community together.

Knowledge sharing through talks, social media, school events and online platforms — sparking curiosity and deepening public understanding.

Offering guided walks, gardening workshops, and nature-based activities that help people build personal connections with the natural world.

Providing volunteering pathways such as tree planting, invasive species management, Citizen Science surveys, and the Community in Bloom movement — empowering individuals to take active roles in conservation.

Facilitating collaboration through public consultations, research projects, and partnership programmes that shape our shared green future.

Supporting Friends of the Parks communities and Youth Stewards for Nature — volunteer programmes where nature advocacy meets collective action.

Organising adoption drives and community events to help rehome pets.

Running monthly microchipping drives to promote responsible pet ownership.

Enabling contributions to nature causes through donations and sponsorships that help grow Singapore's green legacy.

NParks maintains robust data on community engagement to evaluate outreach effectiveness and guide planning. A master volunteer database and dashboard track programmes, hours, and trends, while surveys and feedback from focus groups and online platforms inform improvements and ensure responsiveness.

We also conduct impact assessments using data analytics to evaluate outcomes, support transparency, and strengthen public trust in our stewardship efforts.

Our Endeavours and Initiatives

Case Study: **Nature Kakis Network**

Launched by NParks in 2023, this initiative is a nationwide network of volunteers, educators, scientists and enthusiasts who rally together to organise and participate in activities like nature walks, conservation efforts, nature photography and planting edible gardens. "Kakis" is local slang for "buddies" or "friends."

The network grew to 23 chapters in FY2024, with more than 300 volunteers appointed leads and stewards initiating activities. This helps us shape more inclusive and responsive nature programmes. To date, more than 235 activities have been organised, with over 15,000 participants.

The Nature Kakis Annual Learning Festival 2025

Case Study: **Youth Stewards for Nature**

Through mentorship and engagement, we empowered 160 youths to explore and co-create solutions to real-world challenges — from community animal management to enhancing urban greenery over 17 projects under the Youth Stewards for Nature (YSN) programme.

Saloni Swaminathan, YSN Youth Mentor at World Wildlife Day 2024

Youths from the YSN 2024 Project - Improve and Promote Singapore's Nature Ways with Mr Tan Kiat How, then Senior Minister of State, Ministry of Digital Development and Information & Ministry of National Development.

Curating the Visitor Experience

Why this is Material to NParks

Our parks are public spaces that promote wellbeing, provide opportunities for recreation, and support lifelong learning. A positive visitor experience enhances physical and mental health, fosters social cohesion, and encourages deeper engagement with nature.

Our Approach

NParks' amenities and parks are thoughtfully designed to cater to diverse users, including seniors, families and individuals with special needs. We strive to ensure that everyone can navigate and enjoy our green spaces with ease with features such as barrier-free access and intuitive wayfinding tools, including mobile apps.

To enhance learning, we are introducing virtual experiences and interactive digital platforms that make nature more accessible. We maintain strong stakeholder ties through regular consultations with diverse public groups.

We conduct risk assessments across our parks, implement safety measures, and actively gather visitor feedback through satisfaction surveys. Response protocols ensure concerns are addressed efficiently as we continue to adapt to evolving needs.

NParks continues to make steady progress in enhancing green spaces and improving accessibility, setting targets and collecting data that support community wellbeing and environmental sustainability. We are:

- Curating contemplative landscape sites, with 15 completed and more planned. These spaces feature tranquil seating areas, natural elements, and scenic views that encourage reflection and contemplation among park visitors.
- Making our parks more accessible, with barrier-free access and multi-sensory gardens.
- Improving navigation, with clear and effective wayfinding systems and interpretive signage.

Our Endeavours and Initiatives

The Internet of Things (IoT)

To enhance safety and efficiency, NParks leverages smart technologies, such as IoT sensors, drones, and robotics to enable real-time remote monitoring of park amenities. For example, wireless electronic tilt sensors help to monitor tree movements or detect lean. These sensors also guide our staff on risk mitigation measures.

Our Remote Tree Management System (RTMS) automatically extracts the geospatial locations and physical parameters of trees from LiDAR (Light Detection and Ranging) scans and updates these data in our Tree Registry System, improving accuracy of assessment of tree structural conditions using the Tree Structural Model (TSM). Additional sensors track grass height, weather and soil humidity, supporting proactive landscape management.

Data is consolidated in a centralised dashboard called Maven 2 as part of a broader strategy to build a smart, resilient and sustainable greenery management system.

Case Study: **Lights by the Lake (2024)**

Jurong Lake Gardens' annual Mid-Autumn Festival celebration drew 280,000 visitors over 15 days. The event featured lanterns inspired by Chinese cultural icons, flora and fauna, while key attractions were transformed into vibrant displays of light and colour that fused tradition with innovation.

Highlights included performances of popular Mandarin and English hits by local artistes at the NParks Concert Series in the Park: Rockestra®, alongside cultural showcases, movie screenings, carnival games, community programmes, guided tours and a food street.

Enhanced safety and security measures were put in place for effective crowd control.

Lantern displays in the Chinese Garden during Lights by the Lake 2024

Talent and Career Development

Why this is Material to NParks

(GRI 3-3)

NParks strives to build a future-ready organisation by attracting and retaining an engaged workforce, and by providing meaningful learning and development opportunities.

We are cultivating a purpose-driven culture that aligns with our values and empowers people to do their best work to help fulfil Singapore's City in Nature vision and Singapore Green Plan 2030. However, growing and sustaining a workforce with sufficient specialised capabilities to achieve our goals is a challenge.

Our Approach

(GRI 3-3, 2-30, 404-3)

NParks seeks individuals with both technical expertise and strong interpersonal skills for public-facing roles, particularly in areas like arboriculture, horticulture, veterinary services, and wildlife management.

We focus on hiring staff with genuine passion for environmental and wildlife conservation across all roles from field operations to corporate functions, along with a readiness for both outdoor work and operational excellence. Senior Management regularly conducts ground visits to gather practical feedback on working conditions and operational challenges, ensuring continuous improvement and staff engagement. Our organisation prioritises work-life harmony through enhanced leave benefits, including accommodative study and exam leave policies to support professional growth and development.

All employees were entitled to, and received, performance and career development reviews during the reporting period and all of our employees are entitled to join unions. As of 31 December 2024, 397 (32%) of our employees were covered by collective bargaining agreements. The terms of employment for those employees who do not choose to join a workers' union are based on collective bargaining agreements that cover our other employees.

Our Endeavours and Initiatives

(GRI 404-2)

To track the effectiveness of our talent and recruitment practices, NParks conducts an annual Pulse Survey, and an Employee Engagement Survey once every two years. These tools provide valuable insights into staff satisfaction, workplace culture, and areas for improvement, helping us refine our strategies to attract, retain, and support a motivated and engaged workforce.

NParks invests significantly in staff development through:

- Ensuring diverse educational opportunities including scholarships and sponsorships
- Supporting professional certification programmes and field courses, particularly in sustainability
- Enabling job rotation opportunities and short-term attachments for broader exposure
- Supporting structured career development pathways aligned with technical and operational needs

Workforce Statistics

(as of 31 March 2025) (GRI 2-7, 401-1, 401-3)

	Total	Male	Female
Permanent employees[3]	1,219	574	645
New hires during FY2024	103 (8%)	45	58
Employee turnover during FY2024[4]	101 (8%)	43	58
Number of employees entitled to parental leave during FY2024	23 (2%)	13	10
Number of employees who took parental leave during FY2024	23 (2%)	12	10
Number of employees that returned to work in the reporting period after parental leave ended.	24 (2%)	8	16
Number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	22 (2%)	8	14

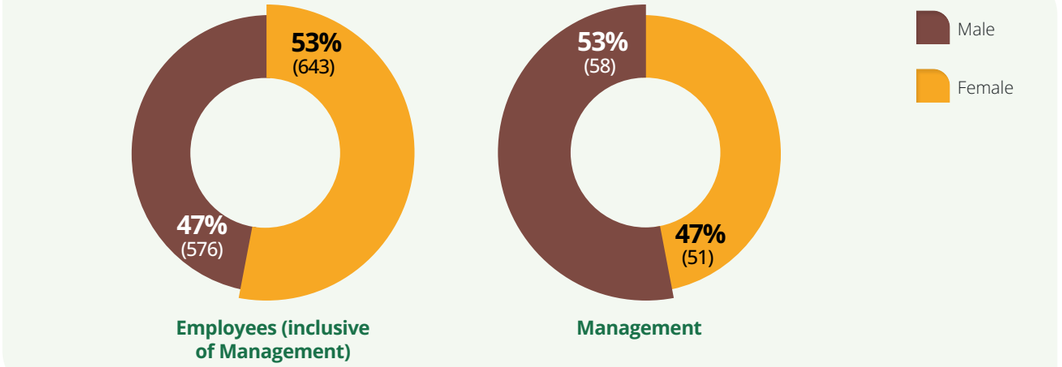
[3] All staff are permanent, full-time employees, and all are employed in Singapore. NParks did not employ any part-time staff as of 31 March 2025

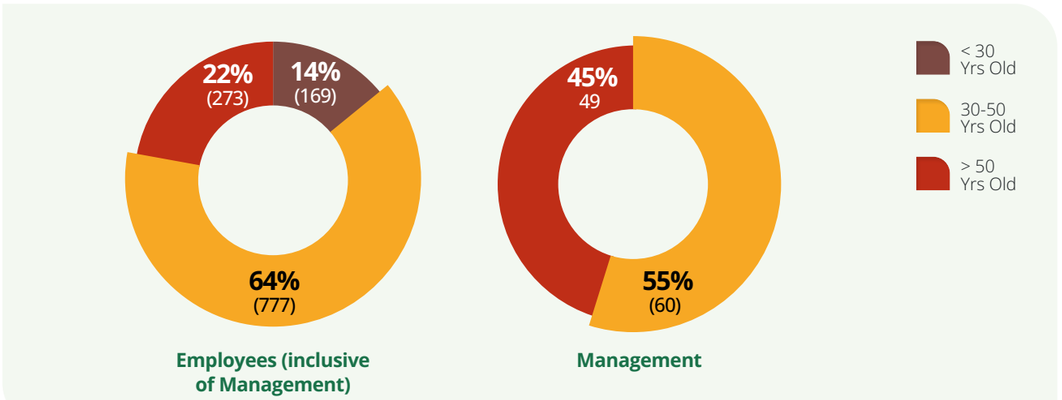
[4] All turnover was voluntary. Of the departing employees: 20 were aged 30 or below; 50 were aged between 30 and 50; and 14 were aged 50 or above.

Diversity of Workforce

(GRI 405-1)

NParks is committed to creating an inclusive workplace where everyone is treated with fairness and respect. We believe that diversity strengthens our teams and enhances our ability to serve local communities.





Staff Training

(GRI 404-1)

Total training hours (FY2024)
53,850 hrs

Average training hours
44.2 hrs

Workplace Safety and Wellbeing

(GRI 3-3, 403-3, 403-5, 403-6)

Why this is Material to NParks

The safety and wellbeing of our workforce is vital to the success and resilience of NParks' operations. We believe that a thriving City in Nature can only be nurtured by a workforce that is safe, healthy, and resilient but recognise that public-facing roles can be especially challenging for less experienced officers, and that sustained heavy workloads without adequate rest may impact staff morale and overall wellbeing.

Our Approach

NParks is committed to supporting the holistic wellbeing of our staff. We actively promote work-life harmony with clear guidelines for both staff and supervisors, supporting a balanced and healthy lifestyle.

NParks has convened a Staff Wellbeing Committee that operates in alignment with the Singapore Public Service Division's guidelines on work-life harmony, active living and community service. Activities developed under this framework include volunteering efforts run as part of the Singapore Kindness Movement, such as family carnivals and food donation drives. NParks staff have also helped to raise more than $19,000 in our donation drive to support the President's Challenge.

Our Endeavours and Initiatives

Our initiatives include social and recreational activities, health screenings, vaccination drives, and mental wellness programmes – all designed to foster physical, emotional, and psychological wellbeing. We have developed a systematic approach to identify staff that are more exposed to diseases or a hostile work environment, enabling targeted support and intervention such as risk assessments, regular health check-ups and work process reviews.

Safety is actively promoted for all staff through continuous training, regular safety briefings, and sharing of lessons learned from past incidents while monthly safety inspections are conducted to identify and address potential hazards.

Risk assessments are systematically carried out for all higher-risk projects, including public events, to ensure appropriate control measures are in place. This may include risks such as bad weather, crowd management or heat stress. In the event of a major incident involving injury or death, an investigation committee is convened. Findings and recommendations are reported to management and, where necessary, escalated to the Board.

To support ongoing awareness, NParks publishes a safety bulletin for all staff, along with a feedback channel for them to report any safety concerns or suggestions.

In FY2024, we recorded 17 work-related injuries and 0 work-related ill-health cases. All our staff are covered under the Work Injury Compensation Act (WICA).

Strategic Alliances

(GRI 3-3)

Why this is Material to NParks

Realising Singapore's City in Nature vision requires collective expertise. NParks builds strategic alliances across public, private, and academic sectors to advance urban sustainability, share resources, and access new technologies and data.

These partnerships drive innovation through joint research and idea exchange, expanding NParks' impact and outreach. They also support education, raise conservation awareness, and strengthen community backing — reinforcing Singapore's global leadership in urban biodiversity.

Our Approach

NParks actively builds strategic alliances across the Public-Private-People sectors, engaging in inter-agency collaboration, partnering industry, supporting academic research, and fostering international collaboration to advance Singapore's City in Nature vision.

Public-Private-People Collaboration

NParks actively collaborates with a diverse range of stakeholder groups. We partner with veterinarians and nature groups to enhance wildlife care, biodiversity research, and habitat restoration. Vets support rescue and rehabilitation efforts, while nature groups contribute field expertise and citizen science to monitor endangered species, restore ecosystems and conduct outreach. NParks also works closely with Town Councils and government agencies to coordinate efforts in wildlife management for public safety and to prevent the spread of disease.

Inter-Agency Collaboration

As the technical agency for biodiversity conservation matters, NParks provides technical advice to other government agencies to support greening and conservation efforts across Singapore. We also collaborate with NEA and SFA to reduce food sources that attract wildlife.

We also partner the Municipal Services Office and Town Councils to manage feedback and improve estate cleanliness. To curb persistent wildlife feeding, we work with the Agency for Integrated Care (AIC) to engage repeat offenders. NParks support estate managers in resolving wildlife-related issues and works with customs and police to combat illegal wildlife trade.

Partnering Industry

NParks serves to advance the landscape industry through a suite of industry development initiatives. We support the landscape industry through management of nursery lands, productivity grants and skills development. We partner the landscape and animal sectors to increase productivity and training across all levels.

For instance, our *Landscape and Animal Sector Productivity Grant* (LAPG) supports companies to adopt mechanisation and/or innovative solutions to improve their operational efficiency. In addition, we also work with industry and relevant stakeholders to develop best practices through standards and guidelines.

We also focus on professional skills development to build capability and capacity in the industry. NParks' training arm Centre for Urban Greenery and Ecology (CUGE), offers sustainability-focused programmes for landscape industry professionals, our staff and partner agencies. We also collaborate with local higher education institutions to embed technology, innovation, and sustainability into curricula.

Through the biennial *Landscape Excellence Assessment Framework* (LEAF), NParks recognises excellence in landscape design, construction, and management of parks and development projects. Since 2013, more than 100 public and private projects have been certified.

Academic Research

Collaborating on research allows NParks to access wider expertise for biodiversity monitoring, species recovery, and ecosystem restoration. We share findings through publications, guidelines, workshops, and public-private engagement.

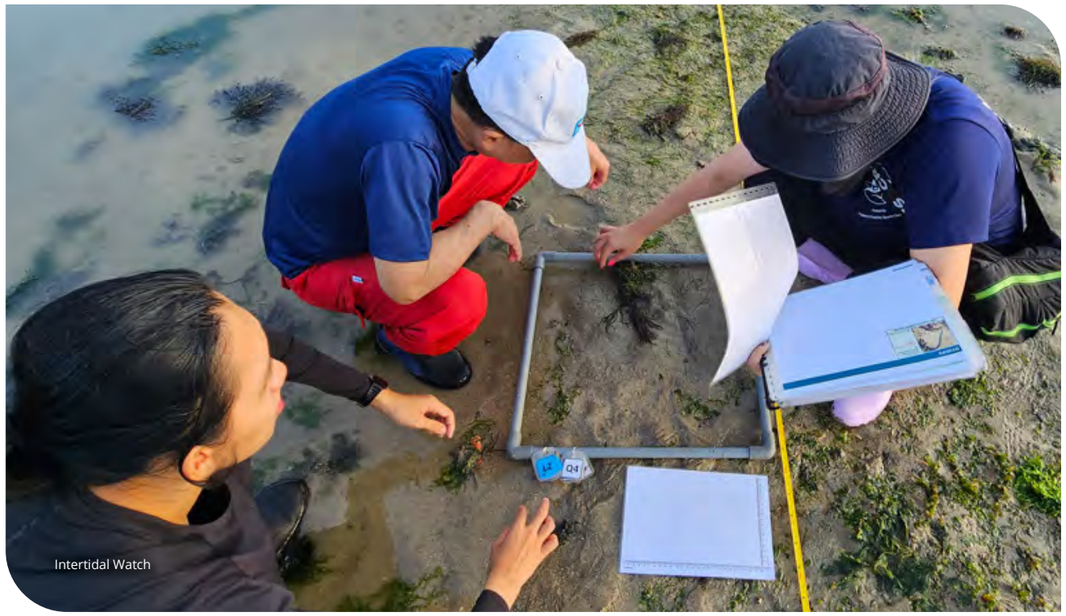
We also work with global botanical gardens and forestry associations, such as the UK's Royal Botanic Gardens, Kew and Forest Research Institute Malaysia, and maintain MOUs with universities to support research and build capacity in plant science and horticulture.

International Collaboration

NParks has built strong networks with research communities to advance research, staff exchanges, and training, while leading regional efforts like the *ASEAN Work Programme on Urban Biodiversity and Greenery*.

NParks also actively engages in global platforms such as the Convention on Biological Diversity, United Nations Framework Convention on Climate Change (UNFCCC), and the International Union for Conservation of Nature (IUCN).

Our co-hosting of the 8th Global Botanic Gardens Congress in August 2024 exemplified Singapore's active role in sustainability matters, strengthened NParks' international networks and partnerships, and highlighted NParks' role in plant conservation and sustainable urban development.



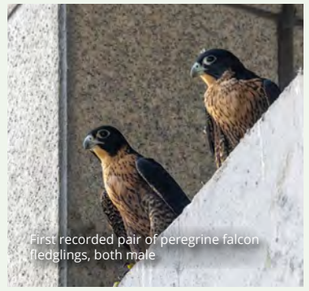
Intertidal Watch

Our Endeavours and Initiatives

Case Study: **Peregrine Falcon Project – A Collaborative Rescue**

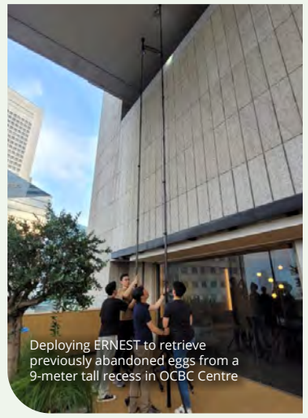
NParks partnered with the Singapore University of Technology and Design (SUTD) and the Lee Kong Chian Natural History Museum to support the successful breeding and rescue of a rare Peregrine Falcon sub-species in Singapore's urban core. A custom nesting tray installed at the OCBC building enabled the first recorded local breeding of this protected species. NParks' wildlife veterinary team provided advanced care for the newly-fledged chicks when they were found on the ground. This showcased NParks' readiness to manage complex urban wildlife scenarios.

To retrieve abandoned eggs, NParks' collaborated with Professor Foong Shaohui at SUTD to develop ERNEST (Egg Retrieval and Nest Enhancing Supporting Tool). One intact egg was retained by the museum as its first specimen of this species, while the cracked egg offered insights into nesting behaviour. This collaboration advanced species protection and opened new possibilities for urban wildlife management. ERNEST is now being explored to manage invasive house crow populations, demonstrating how innovation and collaboration can enhance our wildlife management operations.



First recorded pair of peregrine falcon fledglings, both male

Female peregrine feeding her young nestlings in the nest tray



Deploying ERNEST to retrieve previously abandoned eggs from a 9-meter tall recess in OCBC Centre

Dr Malcolm Soh (Wildlife Management Research) from NParks feeding a rescued fledgling before releasing it back to its nest site

STRENGTHENING GOVERNANCE AND ENABLING INNOVATION

Governance forms the foundation of NParks' sustainability efforts, ensuring accountability, transparency, and ethical conduct across our operations. Our corporate governance practices provide necessary oversight to integrate environmental and social considerations into NParks' core strategic planning and decision-making.

This commitment extends beyond biodiversity and greenery initiatives to our procurement practices and rigorous data protection to maintain partner and public confidence. By establishing clear lines of authority, responsibility, and accountability, we ensure effective oversight for managing risks, including those that could adversely impact Singapore's natural environment.

NParks' operations are supported by strategic innovation and technology adoption, using digital solutions to enhance efficiency, drive data-driven decision-making, and optimise resource use.

Good Governance

(GRI 3-3)

Why this is Material to NParks

Effective governance provides the framework for accountability and oversight, ensuring that our operations contribute positively to the conservation and enhancement of biodiversity, and that our decisions and actions consistently align with the interests of all stakeholders.

Our Approach

NParks has a robust corporate governance framework in place to guide our strategy and risk management whilst ensuring accountability for our actions. This ensures that we operate with integrity, transparency, and commitment to our mandate of protecting and enhancing Singapore's greenery and biodiversity. This structure is fundamental to building and maintaining trust with our key stakeholders, including the public, government partners, and the communities we serve.

Ethics and Conduct

NParks operates in strict accordance with a comprehensive compliance framework and maintains a strict zero-tolerance policy towards non-compliance and misconduct.

As an organisation, NParks ensures rigorous adherence to the Public Sector (Governance) Act, directives from the Ministries of Finance and National Development, and the Statutory Board Financial Reporting Standards. The Act provides a consistent governance model for all public bodies, while directives from the Ministry of Finance and Ministry of National Development guide our fiscal policies and national development contributions.

In line with our zero-tolerance policy for non-compliance, NParks has implemented comprehensive ethics and governance policies in our Code of Conduct. It covers topics such as fraud and corruption, and any employee found guilty of violating the Code of Conduct may face disciplinary action. We ensure that related policies on these critical issues are properly maintained and communicated to all employees. New staff are required to attend mandatory ethics briefings upon onboarding, and these resources are easily accessible for all employees.

Accountability is implemented at NParks through a structured risk management framework that is both preventative and responsive. This includes rigorous processes such as an annual declaration of interests, which helps us proactively manage potential conflicts and maintain transparency.

Our governance policies and risk management protocols undergo regular reviews to ensure our governance structure remains resilient and robust, safeguarding our organisation's integrity and, most importantly, the public's confidence in our mission.

Grievance and Whistle-blowing Mechanisms

(GRI 2-25, 2-26)

NParks practises an open-door policy by providing clear, secure and confidential channels for employees to report potential misconduct. A formal whistle-blowing policy is maintained for internal stakeholders, while our Quality Service Manager (QSM) channel serves as the designated channel for external stakeholders to report any concerns. These channels ensure that stakeholders may, in confidence and in good faith, raise concerns about potential wrongdoings or misconduct without fear of reprisals or retaliation. To ensure full accountability, every report received via our internal whistle-blowing policy or the external QSM channel is subject to a formal closure process by relevant personnel. NParks' governance framework mandates that all cases are tracked from receipt to completion, providing assurance to stakeholders that their concerns are addressed seriously and resolved effectively.

To uphold a safe, inclusive, and transparent workplace, NParks also has a formal grievance mechanism in place, as articulated in our Collective Agreement. Structured protocols have been established to manage concerns raised, including the specific escalation pathways to various levels of authority for timely and effective resolution. NParks' strict non-retaliation policy is central to this mechanism, ensuring all individuals can come forward without fear of reprisal, to raise concerns and seek resolution for matters such as workplace disputes or violations of their rights. For external stakeholders, critical concerns are communicated through formal channels that escalate issues to Senior Management and the NParks Board when necessary. Stakeholders can raise concerns through NParks' feedback portals, hotlines, or other engagement platforms. Inputs are reviewed by the relevant divisions and escalated for Board and Senior Management oversight to ensure timely action and remediation.

Sustainable Procurement

NParks recognises that every purchasing decision we make might have a direct or indirect impact on the environment and society, so we leverage sustainable procurement to encourage our supply chain to be more sustainable and socially responsible.

Our Procurement Policy

We follow WOG Procurement Policy, which outlines key principles of transparency, fair competition, and optimal value for money. We use a structured system that looks at both price and quality when choosing suppliers. All evaluators must declare any conflicts of interest to keep decisions fair and unbiased.

Choosing the Right Suppliers

We carefully select suppliers who meet important standards for worker welfare and safety. This includes Progressive Wage Mark accreditation (which ensures fair wages) and strong workplace safety compliance. We also consider environmental sustainability considerations in our tenders where possible, such as assessing use of sustainable materials for park development, landscape waste composting, or adoption of energy-efficient equipment.

By including environmental and social requirements in our tenders, we support the Government's sustainability goals, reduce risks in our supply chain, and encourage responsible business practices.

Monitoring Our Performance

We regularly track how well our procurement process works by monitoring the degree of competition and award outcomes. These indicators show us the market's confidence in our procurement process. We report key performance measures to management every quarter and hold annual forums to ensure all staff understand our purchasing standards and initiatives.

Our Endeavours and Initiatives

Case Study:
Embedding Sustainability Practices into Procurement Contracts

NParks' internal landscape teams initiated a project to integrate the upcycling of felled logs into mainstream operations. The primary goal was to elevate this service from a "good-to-have" initiative into a standardised, contracted requirement. This effort culminated in the successful integration of the upcycling service into our official Schedule of Rates (SOR) used in our greenery maintenance contracts. This achievement serves as a successful model for future initiatives, demonstrating a clear pathway for working with suppliers to identify, develop, and formalise innovative sustainable services within our core business practices.

East Coast Park Coastal Playgrove: Felled logs upcycled into seating for an outdoor classroom, transforming materials into functional community assets

Data Security and Privacy

As Singapore becomes increasingly digital, protecting data security and privacy is essential for maintaining NParks' integrity and public trust. We handle personal data from volunteers, partners, and the public, as well as sensitive environmental and geospatial data. Protecting this information is vital to our credibility as a public agency.

NParks takes a proactive, risk-based approach through strict policies, security controls, secure digital systems, and ongoing staff training. We conduct data protection assessments before starting any new data collection to identify and address privacy concerns early. Our Security Policy and Data Management Policy provide clear guidance on preventing unauthorised access, with additional safeguards for data shared with external parties.

If a cybersecurity incident occurs, our Incident Management Plan ensures quick, coordinated response to manage impacts and maintain public trust through clear communication. We conduct annual cybersecurity exercises to test our systems and ensure staff are prepared for emerging threats.

Digital Innovation

(GRI 3-3)

Why this is Material to NParks

Technology is a key enabler of NParks' work. Using digital tools allow us to work more efficiently and provide better services to the public.

Digitalisation can help us address major challenges facing NParks such as climate change's impact on our ecosystems and emergence of zoonotic and water-borne diseases. We use advanced data analytics and sensor networks to monitor the environment in real-time and predict how climate change will affect our biodiversity.

Digital tools make our work much more efficient by automating complex tasks, reducing man-hours, and streamlining processes. Our data-focused approach helps us make better decisions using predictive models, use resources more effectively, and share scientific findings from research on topics like African Swine Fever and environmental DNA. These technologies also let us develop early warning systems for emerging health and environmental threats, allowing us to respond faster and more effectively.

Our Approach

The strategic adoption of digital solutions can transform our operations at NParks.

Our Digital Transformation Strategy

NParks' Science & Technology (S&T) Masterplan guides our efforts to advance digitalisation and operational technology. This supports our commitment to the Cities of Tomorrow Research & Development (R&D) programmes that aim to transform Singapore into a City in Nature. Beyond these internal efforts, we also support our landscape sector's digital transformation under the Landscape Sector Transformation Plan (LSTP) which aims to uplift the landscape sector and improve productivity.

We work with industry partners, government agencies, and academic institutions to develop and test new technologies like advanced sensor networks. This not only enhances our own capabilities but also helps industry players to commercialise new digital tools, boosting productivity. Our strategy also involves the community by using technology to engage citizen scientists and partner with the public on initiatives like park adoption.

The following key policies and roadmaps provide a strategic and systematic governance structure for our innovation agenda:

Science & Technology (S&T) Masterplan	Digitalisation Roadmap for Parks and Greenery Management	Open Tender for Digital Greenery Management Model	Alignment with National Smart Nation Policies
NParks' S&T Masterplan is the overarching framework driving the strategic direction for our research, technology adoption, and innovation agenda.	NParks' operational roadmap drives the integration of digital platforms (e.g., Maven 2), IoT sensors, AI-enabled analytics, LiDAR-based Remote Tree Management Systems (RTMS), and robotic technologies into our daily operations.	NParks' procurement policy prioritises open tenders for contractors who are willing adopt the new, heavily digitalised greenery management model. For instance, tree inspection works were outsourced to competent and advanced landscape contractors at Bishan-Ang Mo Kio Park as a pilot, with the aim to promote this as a sector-wide transformation.	NParks' digital transformation journey is aligned with Singapore's broader Smart Nation and Digital Government strategies.

Real-Time Monitoring

The Maven 2 platform acts as our central control hub, bringing together real-time data from Internet-of Things (IoT) sensors, our Remote Tree Management System (RTMS), and other monitoring systems. This lets us continuously track our operations, greenery health, and public engagement. Using advanced data analytics and visualisation, we can measure performance indicators such as the monthly tree inspection completion rates and track productivity gains, such as managing more park areas with the same number of staff. This data-driven approach helps us assess whether our interventions work, identify emerging risks, and make better-informed decisions.

Testing and Feedback

Beyond data collection, we measure success through structured testing and feedback processes. Before rolling out new technologies widely, we test them in pilot programmes to assess their impact on manual workloads, data accuracy, and ecological outcomes. We use feedback from these trials to continuously improve our systems with landscape contractors and partners.

We also track broader success of our initiatives through public engagement through indicators such as website visits, number of volunteer numbers, and recognition schemes like LEAF.

Governance and Oversight

Clear governance supports this entire process. We hold regular meetings with IT colleagues, vendors, and Senior Management to track project progress and address emerging issues. This ensures consistent oversight, accountability, and strategic alignment of our digital transformation efforts.

Stakeholder Engagement and Industry Collaboration in our Digital Transformation

Our digital transformation strategy is built on strong collaboration with stakeholders, ensuring our technological solutions are relevant, practical, and effectively integrated. We engage a diverse range of partners, from industry practitioners to the public, to co-create and refine our digital initiatives.

1. Industry Partnership and Co-Development

- NParks works closely with our landscape industry partners to ensure our digital tools work well in practice. For example, in our Bishan-Ang Mo Kio Park digitalisation pilot, we developed and trialled technologies like Grass Height Sensors directly with contractors. This hands-on approach helps us gather critical feedback on usability and productivity, ensuring that technologies are refined before being scaled for nationwide adoption.

2. Community Engagement through Citizen Science

- Our digital strategy turns the public from passive observers into active participants. Through citizen science programmes such as the Butterfly, Dragonfly and Garden Bird Watches, we engage volunteers to collect valuable data on native biodiversity. Our public mobile app, SGBioAtlas, also empowers the community to become citizen scientists by submitting wildlife sightings. This information directly enriches our digital databases and strengthens our evidence-based conservation strategies, creating a shared sense of ownership over our natural heritage.

3. Cross-Sector Collaboration and User-Centric Design

- We work with other public agencies, research institutions, and NGOs to align our digital efforts with broader national goals. NParks also draws on expertise from Government agencies such as GovTech, who are domain experts in applying AI and technology to develop digital solutions.
- NParks actively seek and implements user feedback through targeted outreach, such as hands-on workshops with groups like playground managers, to ensure our process automation tools and technical services are user-centric and continuously improved.

Our Endeavours and Initiatives

(GRI 3-3)

This digital-first approach improves our capabilities in all key areas: landscape management, wildlife conservation, and public engagement. We use advanced analytics and sensor networks to monitor biodiversity based on real data, implement smart systems to optimise energy and water usage, and develop digital platforms that enhance visitor experience and support citizen science projects.

Type of Digital Solution	Application across NParks
 **Operational efficiency and resilience**	• Automating complex microbial pathogens and antimicrobial resistance (AMR) data analysis and digitalising of the lab inventory management • Automating processes for instant processing such as Automated Cargo Clearance Permit approvals • Deploying Robotic lawn mowers and digital inspection systems such as Contractor Fleet Management • Use of Optical Character Recognition (OCR) technology to retrieve important information from CITES permits • Transitioning to digital collaterals, inspections, and administrative processes
 **Digital reporting system**	• Standardising lost pet animal reports to ensure that complete and consistent data has been submitted and streamlining of matching processes
 **Visitor experience and monitoring**	• Implementing IoT devices, digital sensors, and data analytics for real-time monitoring of visitor safety, footfall, conservation efforts, and assets (such as tree tilt sensors for pre-emptive maintenance) • Surveillance cameras, video analytics used to collect visitorship and activity data, improve crowd management, and enhance public safety.
 **Data-driven Decision Making**	• Use of Geographic Information Systems (GIS) and remote sensing for asset monitoring • IoT sensors deployed in parks and streetscape for environmental monitoring complemented by remote dashboards and mobile field applications • Data analytics pipeline for disease investigation, biosurveillance and conservation genomics • Tree health monitoring tool using satellite imagery • Water quality and temperature sensors complemented by seawater temperature models to inform coral reef transplant • Computer modelling technology (e.g, hydrological models, agent-based models and population viability models) for research and urban planning • Use of Tree Structural Model based on Finite Element model to predict tree structural stability under wind load conditions • Remote Tree Management System to automatically perform tree management extraction from LiDAR point cloud
 **Wildlife Management and Biosurveillance**	• Leveraging scanning and early detection technologies to enhance disease surveillance and advance interagency information integration as part of the WOG biosurveillance programme • Early proof-of-concept trials using artificial intelligence (AI) to gather and manage disease outbreak information in alignment with the One Health approach. These trials were initiated and developed via a GovTech Hackathon. • Camera traps and Night Vision Goggles to monitor nocturnal animals

To ensure these initiatives succeed, we are establishing a formal framework to document and share learnings from all technology trials. This will allow us to systematically analyse pilot data before planning further expansion. We are also addressing the challenges of workforce upskilling and ensuring technological integration through partnerships with CUGE and Institutes of Higher Learning to prepare staff for digital roles.

Case Study: **Innovating Wildlife Management with Technology**

NParks' Wildlife Management Research team published a paper "A suite of wildlife crossing structures facilitates mammal movement across tropical forest fragments in a city" in December 2024. During the research, the team faced a major challenge of processing enormous amounts of data from over 60,000 hours of CCTV footage and bioacoustics recordings to identify wildlife species captured. This highlighted the need for a more efficient and scalable solution.

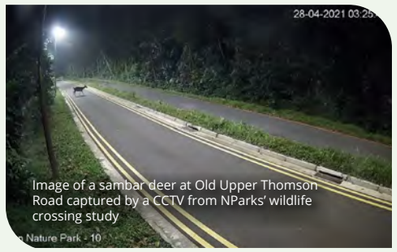


Image of a sambar deer at Old Upper Thomson Road captured by a CCTV from NParks' wildlife crossing study

To solve the problem, the team partnered with GovTech to develop an AI-powered video analytics solution that automates the identification of wildlife species, drastically reducing the time required for data analysis. By moving from manual, resource-intensive processes to data-driven methods, they have significantly enhanced their efficiency and ability to scale up research efforts.

GREENGOV TARGETS AND PERFORMANCE

NParks' sustainability efforts are guided by the GreenGov.SG initiative, which establishes clear, whole-of-government targets for the public sector. We are committed to not only accelerating our progress toward these goals[5] but also pioneering new strategic measures to ensure we play our part in Singapore's national decarbonisation and sustainability agenda.

Greenhouse gas emissions
(GRI 305-1, 305-2, 305-4)

Target: Peak emissions around 2025 and achieve net zero emissions around 2045

	FY2022	FY2023	FY2024
Fuel consumption from corporate vehicle usage (L)	NA[6]	Diesel: 23,423 Petrol: 11,633	Diesel: 16,591 Petrol: 17,818
Direct Scope 1 emissions (t CO_2e) *[calculated from fuel consumption from corporate vehicle usage]*		91	86
Indirect Scope 2 emissions (t CO_2e) *[calculated from NParks' electricity consumption]*	11,219	11,817	11,287[7]
Total emissions intensity from Scope 2 emissions (kg CO_2 e/sqm)	0.086	0.090	0.085

[5] Energy, water and waste data from FY2018 to FY2023 has been restated.
[6] Data not available for FY2022, as NParks only began tracking fuel consumption from corporate vehicle usage in FY2023.
[7] We have used the 2024 electricity Grid Emissions Factor of 0.402 kg CO_2/kWh as published by the Singapore Energy Market Authority

Electricity Consumption
(GRI 302-1, 302-3)

Target: 10% reduction in Energy Utilisation Index (EUI) by 2030, compared to an average of 2018-2020 levels

	2030 TARGET	BASELINE *(AVERAGE OF 2018 TO 2020)*	FY2022	FY2023	FY2024
EUI (kWh/sqm)[8]	155.13	172.37	183.74	186.43	146.56
Total electricity consumption (kWh)	NA	23,642,552	27,231,838	28,813,474	28,076,987
Total building electricity consumption (kWh)[9]		10,005,478	12,240,388	13,902,235	11,201,882

[8] EUI is calculated for NParks' standard infrastructure with meaningful gross floor area (GFA), which includes offices and facilities but excludes open public spaces such as parks
[9] Total building electricity consumption is similarly calculated for NParks' standard infrastructure with meaningful GFA

Water Consumption
(GRI 303-3, 303-4, 303-5)

Target: 10% reduction in Water Efficiency Index (WEI) by 2030, compared to average of 2018-2020 levels

	2030 TARGET	BASELINE *(AVERAGE OF 2018 TO 2020)*	FY2022	FY2023	FY2024
WEI (L/person/day)[10]	239.21	265.78	225.91	400.78	361.95
Total water consumption (L)	NA	787,026	1,014,198	974,001	887,746
Total building water consumption (L)[11]		363,811	292,324	241,218	209,230

[10] EUI is calculated for NParks' standard infrastructure with meaningful gross floor area (GFA), which includes offices and facilities but excludes open public spaces such as parks
[11] Total building water consumption is similarly calculated for NParks' standard infrastructure with meaningful GFA

Waste Generation
(GRI 306-3)

Target: 30% reduction in Waste Disposal Index (WDI) by 2030, compared to 2022 levels

	2030 TARGET	BASELINE *(2022)*	FY2023	FY2024
WDI (kg/person/day)[12]	0.266	0.383	0.279	0.239
Total waste (kg)	NA	197,531	165,750	136,296

[12] NParks' total waste and WDI are calculated based on only the amount of waste generated by NParks' offices and non-public accessible facilities, as NParks does not have data on the amount of waste generated within parkland, for which disposal is carried out by NEA's Division of Public Cleanliness (DPC) instead of NParks

GRI CONTENT INDEX

Statement of Use: NParks has reported in accordance with the GRI Standards for the period 1 April 2024 to 31 March 2025

GRI 1 used: GRI 1: Foundation 2021

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GENERAL DISCLOSURES					
GRI 2: General Disclosures 2021	2-1 Organizational details	About This Report, p4; About NParks, p3			
	2-2 Entities included in the organization's sustainability reporting	About This Report, p4			
	2-3 Reporting period, frequency and contact point	About This Report, p4			
	2-4 Restatements of information	About This Report, p4			
	2-5 External assurance	About This Report, p4			
	2-6 Activities, value chain and other business relationships	About NParks, p3			
	2-7 Employees	Talent and Career Development, Workforce statistics, p42-43			
	2-8 Workers who are not employees		All	Information unavailable/ incomplete	We rely on contracted workers from third-party vendors for critical services such as cleaning, waste collection, and landscaping. Data for these contracted employees is currently not centrally consolidated due to the large number of independent contractors. We are working with our vendor partners to start monitoring key metrics for future reporting.
	2-9 Governance structure and composition	Our Sustainability Governance Structure, p6; Annual Report 2024-2025, p62			
	2-10 Nomination and selection of the highest governance body		All	Confidentiality Constraints	This includes sensitive information and will not be disclosed due to confidentiality constraints.
	2-11 Chair of the highest governance body	Our Sustainability Governance Structure, p6; Annual Report 2024-2025, p7-12			
	2-12 Role of the highest governance body in overseeing the management of impacts	Our Sustainability Governance Structure, p6			

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GENERAL DISCLOSURES					
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	Our Sustainability Governance Structure, p6			
	2-14 Role of the highest governance body in sustainability reporting	Our Sustainability Governance Structure, p6			
	2-15 Conflicts of interest	Our Sustainability Governance Structure, p6; Annual Report 2024-2025, p43			
	2-16 Communication of critical concerns	Our Sustainability Governance Structure p6; Annual Report 2024-2025, p43			
	2-17 Collective knowledge of the highest governance body	Our Sustainability Governance Structure, p6			
	2-18 Evaluation of the performance of the highest governance body		All	Confidentiality constraints	This includes sensitive information and will not be disclosed due to confidentiality constraints.
	2-19 Remuneration policies		All	Confidentiality constraints	This includes sensitive information and will not be disclosed due to confidentiality constraints.
	2-20 Process to determine remuneration		All	Confidentiality constraints	This includes sensitive information and will not be disclosed due to confidentiality constraints.
	2-21 Annual total compensation ratio		All	Confidentiality constraints	This includes sensitive information and will not be disclosed due to confidentiality constraints.
	2-22 Statement on sustainable development strategy	Chairman's Message, p5			
	2-23 Policy commitments	Transforming into a City in Nature, p17; Building Capacity and Cultivating Connection, p37; Strengthening Governance and Enabling Innovation, p49			
	2-24 Embedding policy commitments	Transforming into a City in Nature, p17; Building Capacity and Cultivating Connection, p37; Strengthening Governance and Enabling Innovation, p49			
	2-25 Processes to remediate negative impacts	Good Governance, p51			

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GENERAL DISCLOSURES					
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	Good Governance, p51-52			
	2-27 Compliance with laws and regulations		All	Confidentiality constraints	This includes sensitive information and will not be disclosed due to confidentiality constraints.
	2-28 Membership associations	Stakeholder Engagement, p15			
	2-29 Approach to stakeholder engagement	Stakeholder Engagement, p15			
	2-30 Collective bargaining agreements	Talent and Career Development, Our Approach, p42			
MATERIAL TOPICS					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Material Topics, NParks' Materiality Approach and Material Topics, p8			
	3-2 List of material topics	Material Topics, NParks' Materiality Approach and Material Topics, p8			
NATURE CONSERVATION					
GRI 3: Material Topics 2021	3-3 Management of material topics	Transforming into a City in Nature, Nature Conservation, p19			
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Transforming into a City in Nature, Nature Conservation, p19			
	304-2 Significant impacts of activities, products and services on biodiversity	Transforming into a City in Nature, Nature Conservation, p19			
	304-3 Habitats protected or restored	Transforming into a City in Nature, Our Endeavours and Initiatives, p22			
VETERINARY STANDARDS AND ANIMAL MANAGEMENT					
GRI 3: Material Topics 2021	3-3 Management of material topics	Veterinary Standards and Animal Management, p25			

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
MATERIAL TOPICS					
CLIMATE RESILIENCE					
GRI 3: Material Topics 2021	3-3 Management of material topics	Climate Resilience, p28			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Emissions and Energy Management, p30; GreenGov Targets and Performance, p58			
	302-3 Energy intensity	Emissions and Energy Management, p30; GreenGov Targets and Performance, p58			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Emissions and Energy Management, p30; GreenGov Targets and Performance, p57			
	305-2 Energy indirect (Scope 2) GHG emissions	Emissions and Energy Management, p30; GreenGov Targets and Performance, p57			
	305-4 GHG emissions intensity	GreenGov Targets and Performance, p57			
SUSTAINABLE RESOURCE MANAGEMENT					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Resource Management, Water Solutions, p32			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Sustainable Resource Management, Water Solutions, p32			
	303-2 Management of water discharge-related impacts	Sustainable Resource Management, Water Solutions, p32			
	303-3 Water withdrawal	Sustainable Resource Management, Water Solutions, p32; GreenGov Targets and Performance, p58			
	303-4 Water discharge	Sustainable Resource Management, Water Solutions, p32; GreenGov Targets and Performance, p58			

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
MATERIAL TOPICS					
	303-5 Water consumption	Sustainable Resource Management, Water Solutions, p32; GreenGov Targets and Performance, p58			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainable Resource Management, Construction and Waste Management, p34			
	306-2 Management of significant waste-related impacts	Sustainable Resource Management, Construction and Waste Management, p34			
	306-3 Waste generated	Sustainable Resource Management, Construction and Waste Management, p34; GreenGov Targets and Performance, p58			
PARTNERSHIPS, PARTICIPATION AND PARK EXPERIENCES					
GRI 3: Material Topics 2021	3-3 Management of material topics	Partnerships, Participation and Park Experiences, p39			
TALENT AND CAREER DEVELOPMENT					
GRI 3: Material Topics 2021	3-3 Management of material topics	Talent and Career Development, p42-43			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Talent and Career Development, Workforce statistics, p43			
	401-3 Parental leave	Talent and Career Development, Workforce statistics, p43			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Talent and Career Development, Staff Training, p44			
	404-3 Percentage of employees receiving regular performance and career development reviews	Talent and Career Development, p42			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Talent and Career Development, Diversity of Workforce, p44			

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
MATERIAL TOPICS					
WORKPLACE SAFETY AND WELLBEING					
GRI 3: Material Topics 2021	3-3 Management of material topics	Workplace Safety and Wellbeing, p45			
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	Workplace Safety and Wellbeing, p45			
	403-5 Worker training on occupational health and safety	Workplace Safety and Wellbeing, p45			
	403-6 Promotion of worker health	Workplace Safety and Wellbeing, p45			
STRATEGIC ALLIANCES					
GRI 3: Material Topics 2021	3-3 Management of material topics	Strategic Alliances, p46			
GOOD GOVERNANCE					
GRI 3: Material Topics 2021	3-3 Management of material topics	Good Governance, p51			
DIGITAL INNOVATION					
GRI 3: Material Topics 2021	3-3 Management of material topics	Digital Innovation, p53			

Annex
LIST OF MEMBERSHIP ASSOCIATIONS

1. Alliance for Tompotika Conservation
2. American Association for the Advancement of Science
3. American Society of Plant Taxonomists
4. Association for Tropical Biology and Conservation
5. Botanic Gardens Conservation International
6. Botanical Art Society Singapore
7. Botanical Society of America
8. British Ecological Society
9. Building and Construction Standards Committee
10. East Asian-Australasian Flyway Partnership
11. Global Conservation Consortium for Dipterocarps
12. International Association for Plant Taxonomy
13. International Association of Bryologists
14. International Oak Society
15. International Organization for Succulent Plant Study
16. International Society for Arboriculture
17. International Union for the Conservation of Nature
18. Linnean Society (UK)
19. Royal Horticultural Society
20. Singapore Gardening Society
21. Society for Molecular Biology and Evolution
22. Society of Herbarium Curators
23. Society of Plant Curators
24. Southeast Asia Botanic Gardens Network Committee
25. The Orchid Society of South East Asia
26. Wetland Link International
27. World Urban Parks

WE THANK ALL CONTRIBUTORS TO THIS SUSTAINABILITY REPORT

Photographs

Vaness Kow

Page 23: Photos for Case Study: Multifunctional Corridors for People and Ecology

Bryan Lim

Page 27: Photo of rock pigeon

Pang Joo Kang

Page 40: Photos for Case Study: Youth Stewards for Nature

Front Cover

Bukit Timah Nature Reserve

Singapore's oldest forest reserve since 1883, home to over 1,000 plant species and 500 animal species.

Content Page

The Sempcorp Cool House

Step into a climate-controlled conservatory where cool-climate plants thrive in Singapore's tropical heat.

Chapter Dividers

Transforming Into a City in Nature - Henderson Waves at Telok Blangah Hill Park

Singapore's highest pedestrian bridge at 36 metres, featuring a stunning wave-like structure that connects Mount Faber Park to Telok Blangah Hill Park with panoramic city views.

Building Capacity and Cultivating Connection – National Orchid Garden Singapore

Wander through themed gardens featuring over 1,500 orchid species and 3,000 hybrids — including exclusive VIP orchids and the stunning Vanda Miss Joaquim, Singapore's national flower.

Strengthening Governance and Enabling Innovation – Bidadari Park

Inspired by Winnie-the-Pooh's Hundred Acre Wood, this 13-hectare park invites exploration and adventure through wooded trails, rustic landscapes, and nature-rich features.

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