

Our Sustainability Journey

ANNUAL AND SUSTAINABILITY REPORT 2025-2026

NATIONAL PARKS

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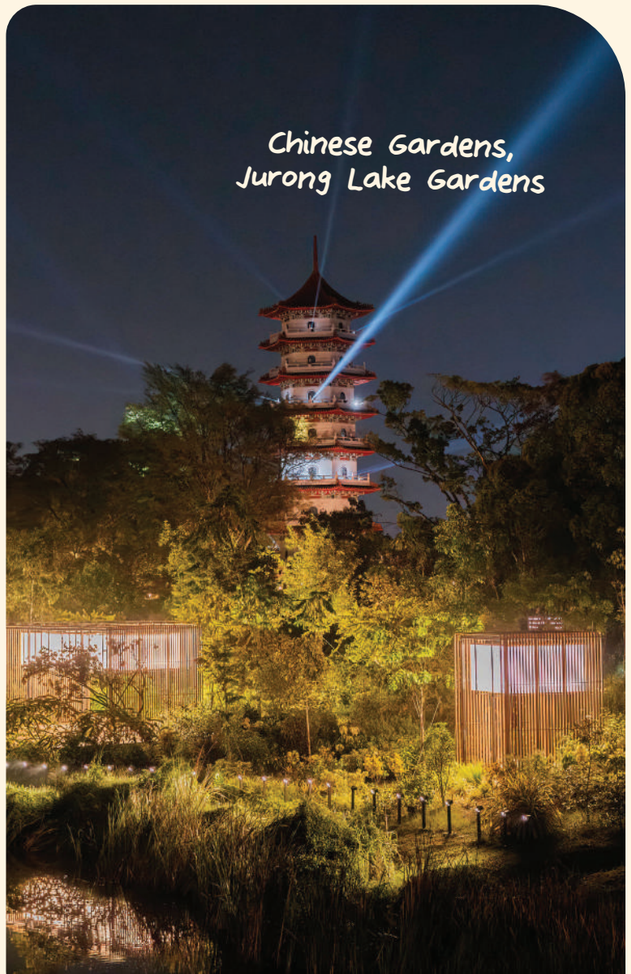
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About this Report

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

This is NParks' first combined Annual and Sustainability Report, covering our sustainability initiatives and performance for the financial year 1 April 2025 to 31 March 2026. The report encompasses NParks' operational footprint across office premises, parks, nature reserves, roadside greenery, state land greenery, and Istana and Parliament House grounds.

Many of the environmental outcomes NParks pursues are achieved through collaborative efforts with multiple agencies, community partners, and regional counterparts. While this report focuses on areas where NParks can make direct contributions, it also highlights our participation in broader sustainability initiatives that require collective action to achieve meaningful impact.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards (2021), a globally recognised framework for transparent and consistent disclosure of material sustainability topics, performance data, and management approaches. Internal controls have been put in place to support the accuracy and reliability of the data presented, though external assurance has not been obtained for this reporting period. We remain committed to strengthening our sustainability reporting processes over time and will assess the feasibility of external assurance for future reports.

How to read this report

Within each of the first three chapters, content is grouped by material topic; these are the areas in which our work has the most significant effects on the environment, on people and on the economy. Each topic is generally presented in two parts. The section headed “Material Topic” explains why the subject matters, the effects our work has and how we manage them, while the “Year in Review” section records our initiatives and activities undertaken during the reporting period of FY 2025.

Beyond these chapters, the report covers the Garden City Fund, our registered charity, and brings together our performance data in Facts and Figures, including progress against our GreenGov.SG targets. Subsequently we present the process followed for determining our material topics, highlight our stakeholder engagement channels, and list our publications and membership associations. The final sections comprise the GRI Content Index, which maps each disclosure to where it appears in the report, and our financial review and statements.





Mr Loh Khum Yean
Chairman

> “Land and resources remain constrained while residents’ expectations of our green spaces continue to evolve. The effects of climate change will also present new challenges for us. But the work that we do matters greatly and that is reason enough to press on and forward.

Chairman’s Message

(GRI 2-22)

In 2025, Singapore marked 60 years of independence. Our greening movement, which began in 1963, has run alongside the country’s development ever since: first making nature more accessible, and later transforming Singapore into a greener, more liveable city.

Today, NParks’ work spans nature reserves, nature parks, urban green spaces and the animals that share our island home. We advance conservation science, develop the companion animal sector, strengthen public health through biosurveillance and engage communities as active stewards of our environment. This work touches the lives of all residents. It is no wonder that generations of Singaporeans have deep appreciation of our greenery and this has intrinsically become part of our identity.

Celebrating Milestones

In the reporting year, NParks achieved several milestones. The Community in Bloom programme reached its 20th anniversary, a tribute to all our community gardeners across heartland estates, schools and organisations. The Singapore Botanic Gardens marked the 10th anniversary of its UNESCO World Heritage Site inscription, the 30th anniversary of the National Orchid Garden and the 150th anniversary of the Singapore Herbarium and Library of Botany and Horticulture. It has also begun its largest digitalisation effort to date, creating an online database of herbarium specimens to preserve these records and open them to researchers worldwide.

The Cat Management Framework completed its two-year transition period, with some 66,000 pet cats licensed and around 94% of them sterilised as of September 2026 when the two-year transition ended, a reflection of growing responsible pet ownership. We also established a Veterinary Council to uplift standards for veterinary professionals and safeguard animal health and welfare. Internationally, our Centre for Wildlife Forensics was designated a World Organisation for Animal Health Collaborating Centre in May 2025, strengthening Singapore's standing in the global effort to combat illegal wildlife trade.

Nature For Wellness

Meaningful interaction with nature supports physical and mental well-being, and that evidence guides how we design and manage our green spaces. Under the Parks for Health Framework, we introduced 15 contemplative landscape sites, offering tranquil settings that encourage residents to pause and reflect. New green spaces, including King's Road Park and the Punggol Heritage Trail, bring nature closer to residents.

Our park connectors and nature ways serve the wider ecosystem too. In the reporting year, we implemented 20 km of new Nature Ways, bringing the total to 260 km, and we added 3.86 km of park connectors, bringing the network to 424 km. Under the OneMillionTrees Movement, more than 855,000 trees had been planted, with continued focus on industrial estates to alleviate the urban heat island effect.

Research and technology make our work more efficient. For example, in wildlife trade enforcement, forensics technology now allows us to identify protected species with greater precision, supporting stronger action against smuggling. Additionally, a new S$15 million Biosurveillance Research Programme was established to enhance early detection of disease and advance our understanding of risks from changing weather patterns and cross-border movement of people, animals and vectors.

Meeting our Targets

Over time and with changing development needs, NParks’ work has grown. Land and resources remain constrained while residents’ expectations of our green spaces continue to evolve. The effects of climate change will also present new challenges for us. But the work that we do matters greatly and that is reason enough to press on and forward.

NParks is working to restore forest, marine and coastal habitats from 40 to 80 hectares by 2030, and to reach net zero emissions around 2045, five years ahead of the national target. Through the City in Nature Research Programme, we continue to study nature-based solutions to urban challenges. We also made significant progress towards achieving our GreenGov.SG targets. Taken together, these efforts demonstrate the contribution of NParks’ sustainability efforts to the City in Nature vision, strengthening our climate, ecological and social resilience.

Building a Greener City, Together

Creating a green, liveable city for the people, with the support of the community, is the purpose that drives NParks. Our programmes are shaped by residents’ input and sustained by community groups. This close cooperation is what I will recall most fondly from my tenure as Chairman of NParks.

I extend my deep appreciation to the Board, management and staff, to our sponsors, donors and partners, and to our volunteers, for working together towards a greener Singapore. The incoming chairman, Mr Chew Hock Yong, brings with him a wealth of experience and three decades of distinguished public service. I am confident that NParks will continue to fulfil its mission of transforming Singapore into a City in Nature under his stewardship.

Loh Khum Yean
Chairman, National Parks Board
(till July 2026)



Mr Chew Hock Yong
Chairman

NParks aims to create the best living environment through nature conservation, greenery and recreation, as well as veterinary care. We do this in partnership with the community, so that together we make Singapore a greener and more liveable home.

With sustainability growing in importance, we have been enhancing our efforts in this area. This year, we are presenting our annual and sustainability performance in one combined document. This combined Annual and Sustainability Report 2025/2026 better reflects how our programmes align with a whole-of-government approach to sustainability, and how they impact residents’ lives.

NParks has greatly benefitted from the assured leadership of Mr Loh Khum Yean who guided the organisation to enhance Singapore's positioning as a City in Nature, and strengthen the connectivity of our green spaces. His tenure also saw the rollout of the Cat Management Framework, the promotion of responsible pet ownership and the establishment of a Veterinary Council. On behalf of the Board, I thank him for his leadership.

I look forward to working with our officers, partners, volunteers and community groups, whose dedication and close collaboration make this work possible. Together, let us push on with our joint mission to create a greener, more endearing City in Nature for all.

Chew Hock Yong
Chairman, National Parks Board
(from August 2026)

Members of the Board

(AS OF SEPTEMBER 2026)



Mr Loh Khum Yean
CHAIRMAN
National Parks Board
(till 31 July 2026)



Mr Chew Hock Yong
CHAIRMAN
National Parks Board
(from 1 August 2026)



Ms Tham Loke Kheng
BOARD MEMBER
Chief Executive Officer
Mediacorp Pte Ltd
(till 31 July 2026)



Ms Eu Chin Fen
BOARD MEMBER
Chief Executive Officer
Frasers Hospitality



Mr Gerald Tan
BOARD MEMBER
APAC Head of Compliance and Conduct,
Financial Crime and Legal,
NatWest Markets Plc
(till 31 July 2026)



Ms Nur Hidayah Abu Bakar
BOARD MEMBER
Dean, Faculty of Design
LASALLE College of the Arts
(till 31 July 2026)



Mr Benett Theseira
BOARD MEMBER
Former Managing Director and
Head of Asia Pacific
PGIM Real Estate



Ms May Loh
BOARD MEMBER
Partner &
Singapore Office Head
Albright Stonebridge Group



Mr Stephen Beng
BOARD MEMBER
Head, ESG Strategy
Phillip Capital Management
(S) Ltd



Ms Magdelene Chua
BOARD MEMBER
Partner, Assurance
PricewaterhouseCoopers LLP



Mr Lim Shung Yar
BOARD MEMBER
Chief Executive Officer
National Council of Social Service



Ms Susan Soh
BOARD MEMBER
Co-Chief Executive Officer,
Avanda Investment
Management Ltd
(from 1 August 2026)



Ms Han Yong May
BOARD MEMBER
Deputy Editor-in-Chief,
Chinese Media Group,
SPH Media
(from 1 August 2026)



Ms Noorismawaty Binte Ismail
BOARD MEMBER
Principal,
Greendale Primary School
(from 1 August 2026)



Ms Hwang Yu-Ning
BOARD MEMBER
AND CEO
National Parks Board
(till 31 May 2026)



Prof Tan Puay Yok
BOARD MEMBER
AND CEO
National Parks Board
(from 1 June 2026)

Management Team

(AS OF SEPTEMBER 2026)



Ms Lee Pin Pin
GROUP DIRECTOR (CONCURRENTLY AS QSM)
Communications & Community Engagement

Dr Anna Wong
GROUP DIRECTOR
Community Animal Management

SENIOR DIRECTOR
Wildlife Trade

Francis Lim
GROUP DIRECTOR
Corporate Services

Prof Tan Puay Yok
CHIEF EXECUTIVE OFFICER

Ryan Lee
EXECUTIVE DIRECTOR
National Parks, Gardens, Nature Reserves and Community

GROUP DIRECTOR (COVERING)
Community Partnerships

GROUP DIRECTOR
Singapore Botanic Gardens

CHIEF SCIENCE & TECHNOLOGY OFFICER
Centre for Science of Urban Nature

Dr Kiat W Tan
ADVISOR TO NPARKS

Dr Karenne Tun
GROUP DIRECTOR
National Biodiversity Centre



Ms Tan Lai Kheng
SENIOR DIRECTOR
Lifestyle Business

Oh Cheow Sheng
GROUP DIRECTOR
Streetscape

Ms Chua Yen Ling
GROUP DIRECTOR
Corporate Strategy & Planning

GROUP DIRECTOR
Parks West

Julian Goh
ASSISTANT CHIEF EXECUTIVE OFFICER
Corporate Development & Services

Dr Yap Him Hoo
DEPUTY CHIEF EXECUTIVE OFFICER
Professional Development & Services

(Commissioner of Parks & Recreation)

Tan Jun Chao
GROUP DIRECTOR
Industry/ CUGE

Chan Sing Eu
CHIEF INFORMATION OFFICER
IT

Dr Thereis Choo
SENIOR DIRECTOR
Singapore Botanic Gardens

Not in photo: Ms Jessica Kwok (Group Director, Industry Standards & Regulatory & Enforcement and Investigation), Ms Kartini Omar (Group Director, Parks Development & Design), Ms Ang Chiean Hong (Group Director (Designate), Parks East)
Photos were taken at the Singapore Botanic Gardens (Gallop Extension and National Orchid Garden)



Dr Charlene Fernandez
CENTRE DIRECTOR
Centre for Animal & Veterinary Sciences

Ng Boon Gee
GROUP DIRECTOR
Fort Canning Park & Istana (Concurrently as CEO Singapore Garden City Pte Ltd)

Dr Chang Siow Foong
DIRECTOR-GENERAL
Animal & Veterinary Service

Tan Chong Lee
ASSISTANT CHIEF EXECUTIVE OFFICER
Park Management & Lifestyle

Lim Liang Jim
GROUP DIRECTOR
Conservation

SENIOR DIRECTOR
International Biodiversity Conservation

Dr Kelvin Lim
GROUP DIRECTOR
Animal & Veterinary Policy & Planning

Ms Jillian Lim
GROUP DIRECTOR
Parks Central



Ms Sophianne Araib
EXECUTIVE DIRECTOR
Jurong Lake Gardens, HortPark and Plant Science & Health

GROUP DIRECTOR
Jurong Lake Gardens & HortPark

(Director-General for Plant Health)

Chia Seng Jiang
GROUP DIRECTOR
Parks East

Wee Tee Heng
GROUP DIRECTOR
Finance & Procurement

Tang Tuck Weng
ASSISTANT CHIEF EXECUTIVE OFFICER / SPECIAL PROJECTS

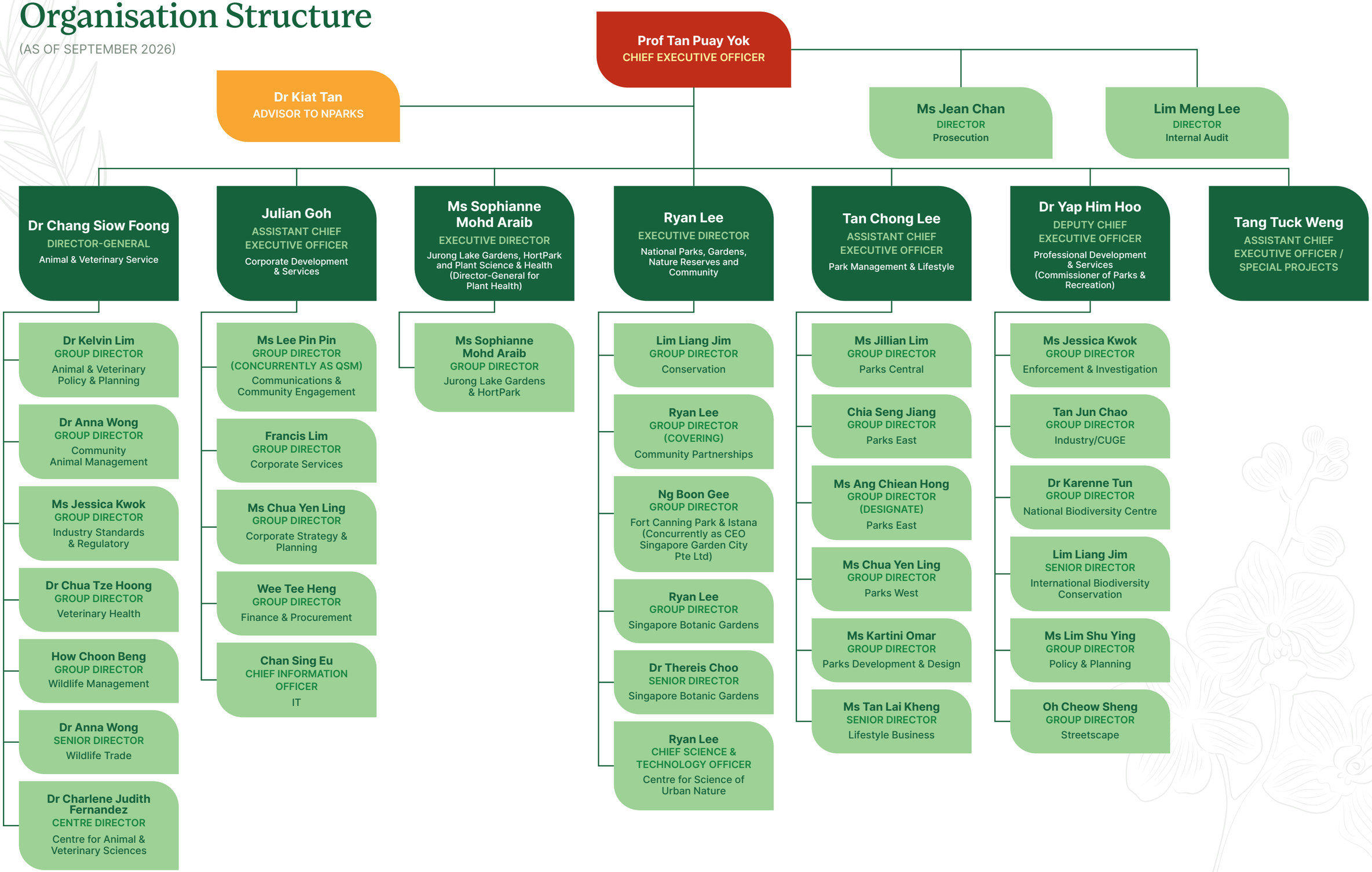
How Choon Beng
GROUP DIRECTOR
Wildlife Management

Dr Chua Tze Hoong
GROUP DIRECTOR
Veterinary Health

Ms Lim Shu Ying
GROUP DIRECTOR
Policy & Planning

Organisation Structure

(AS OF SEPTEMBER 2026)



About NParks

(GRI 2-1, 2-6)

The National Parks Board (NParks) is a statutory board under the Ministry of National Development, serving as Singapore's lead agency for greenery, biodiversity conservation, and the management of wildlife, animal health and welfare.

NParks plays an integral role in enhancing and managing Singapore's urban ecosystems as part of our City in Nature vision, and partners closely with the community to improve the quality of our living environment.

Within NParks, the Animal & Veterinary Service (AVS) cluster serves as the primary point of contact for animal-related matters, and the first responder to animal-related feedback. AVS works to create an enabling environment for the veterinary and animal industries, fostering industry collaborations to continually raise animal health and welfare standards in Singapore.

VISION

Let's make Singapore our City in Nature

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

MISSION

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

CORE VALUES

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

Corporate Governance

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

NParks' Board comprises 11 members appointed by the Minister for National Development pursuant to the National Parks Board Act 1996. All Board members are non-executive, except the Chief Executive Officer. Members bring diverse and complementary expertise across areas including finance, strategic planning, management, and sustainability, enabling well-rounded oversight of NParks' policies, objectives, and operational and financial performance.

The Board holds four meetings annually, and as and when necessary to address significant matters. To fulfil its responsibilities effectively, the Board is supported by the Management Team, which provides adequate and timely information during meetings and throughout the year. Direct and independent access to the Management Team is also available to Board members at any time.

In discharging its duties, the Board has appointed the following committees for purposes which, in the opinion of the Board, are better regulated and managed by means of the committees:

Audit Committee

Chairman: Ms Eu Chin Fen | Members: Mr Gerald Tan (until 31 July 2026), Ms Magdelene Chua

The Audit Committee comprises three non-executive Board members. It maintains high standards of corporate governance through independent reviews of internal controls, financial reporting processes, and financial risks. The committee reviews the audited financial statements, audit plans, and observations of external and internal auditors, and assesses the effectiveness of internal audit.

Operations Risk Committee

Chairman: Mr Loh Khum Yean (until 31 July 2026) | Members: Mr Benett Theseira, Mr Stephen Beng

The Operations Risk Committee comprises three non-executive Board members. It provides strategic oversight of NParks' risk management framework, reviews operational risks, and oversees the implementation of risk mitigation plans, policies, and practices.

Human Resource Committee

Chairman: Ms Tham Loke Kheng (until 31 July 2026) | Members: Ms Nur Hidayah Abu Bakar (until 31 July 2026), Mr Lim Shung Yar

The Human Resource Committee comprises three non-executive Board members. It assists the Board in providing guidance on human capital management challenges.

Garden City Fund Management Committee

The Garden City Fund Management Committee comprises staff from NParks and members of the public appointed by NParks, in accordance with the provisions of the Third Amended and Restated Garden City Fund Trust Deed dated 18 May 2021 (the "Deed"). It manages and administers the Garden City Fund, a registered charity and an Institution of a Public Character, to plan, develop, promote and manage the Garden City Fund in accordance with its Trust Deed. Please refer to page 62 for the work of the Garden City Fund in the year in review.

Board's Conduct of Its Affairs

Board members are guided by a set of key principles to ensure fairness and impartiality in carrying out their responsibilities, in line with the Public Sector (Governance) Act 2018. Members are required to declare any conflicts of interest and recuse themselves from relevant discussions. Board remuneration follows guidelines set by the 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.

Sustainability Governance

NParks has established a dedicated sustainability governance structure to ensure clear accountability on Environmental, Social, and Governance (ESG) priorities. The Board provides strategic oversight on sustainability, and is kept informed of developments through regular briefings on scientific advances, policy changes, and emerging global best practices.

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

The Sustainability Working Group, comprising representatives from NParks' various branches, supports the Executive Committee in overseeing the implementation of sustainability initiatives.

NParks Board

↓

NParks Executive Committee
CHAIR: CEO
MEMBERS: CLUSTER HEADS & DIVISION HEADS

↓

Sustainability Working Group
MEMBERS: BRANCH REPS

For more information on the Board, please refer to page 8.

Our Sustainability Framework and Material Topics

NParks' sustainability efforts are anchored in a three-pillar framework that shapes our strategic direction and operational priorities in advancing Singapore's City in Nature vision. This framework guides our priorities, while also supporting the UN Sustainable Development Goals (SDGs), 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. Topics covered: 1. Nature Conservation 2. Veterinary Standards and Animal Management 3. Climate Resilience a. Emissions and Energy Management 4. Sustainable Resource Management a. Water Solutions b. Construction and Waste Management	**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 well-being, we strengthen social cohesion and nurture a shared sense of environmental stewardship. Topics covered: 5. Partnerships, Participation, and Park Experiences a. Curating the Visitor Experience 6. Talent and Career Development 7. Workplace Safety and Well-being 8. Strategic Alliances	**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. Topics covered (including the non-material topics): 9. Good Governance a. Sustainable Procurement b. Data Security and Privacy 10. Digital Innovation	**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** via cross-sector collaborations and strategic alliances

Our Enterprise Risk Management Framework

Effective risk management is essential to how NParks operates, given the breadth and complexity of our responsibilities, from managing biodiversity and public green spaces to wildlife, animal health, and infrastructure. NParks' Enterprise Risk Management (ERM) Framework provides a systematic approach to identifying, assessing, and managing risks and opportunities across the organisation, supporting sound decision-making and the achievement of our strategic objectives.

The framework is anchored by four core components that work together to ensure risks are consistently identified, governed, assessed, and monitored. NParks Management defines the overall risk strategy and objectives, which are approved by the Board to ensure alignment with NParks' strategic direction. Clear roles and responsibilities are established across the organisation to sustain effective risk governance, with the framework regularly reviewed to remain relevant to NParks' evolving operating environment. Risks are assessed objectively against established parameters, with risk owners assigned and existing controls evaluated for adequacy and effectiveness. Risk monitoring and reporting are conducted on a regular basis, with key trends analysed and material risk information escalated to Management and the Board to inform timely decision-making.

To ensure the robustness of this framework, NParks engages external consultants every five years for a comprehensive risk review, covering the risk manual, risk register, and operational activities through consultations with Senior Management. Within the organisation, three Board committees provide risk governance oversight, with annual risk reviews conducted by respective risk focus groups and findings reported to the relevant supervising board committees.

Sustainability Risk Management as part of the ERM Process

Sustainability-related risks are integrated into NParks' ERM process, spanning ESG considerations aligned with our strategic work areas. Sustainability risks are reported as part of regular enterprise risk reporting to Management and the Board.

Key risks monitored include the health and management of terrestrial, freshwater, and marine ecosystems, tree management, infrastructure and slope management, and animal and wildlife health. On the social front, risks relating to stakeholder management and workplace health and safety are closely tracked. Governance risks, including financial management, fraud and corruption, and IT security, are also actively managed as part of this process.

Climate-related risks are addressed through the adoption of nature-based solutions, including the planting of trees and vegetation to mitigate the urban heat island effect, the restoration of natural habitats to promote biodiversity, and the enhancement of green infrastructure to improve urban water management and reduce flood risk.

For further details on our approach to climate resilience, please refer to the Climate Resilience section on page 34.

Transforming Singapore into a City in Nature

Chapter 1

NParks supports the Singapore Green Plan 2030, a whole-of-nation movement to advance our sustainable development agenda, by transforming Singapore into a City in Nature. This vision is challenging, given our land and resource constraints as a city state. In addition, there are challenges posed by climate change, which is driving more frequent severe weather patterns and places increasing pressure on our urban greenery and natural ecosystems.



Singapore Freshwater Crab
(*Johora singaporensis*)

Chapter 1: Transforming Singapore into a City in Nature

We focus on four critical areas:
- Conserving nature and biodiversity
- Upholding animal health and welfare
- Strengthening climate resilience
- Cultivating responsible resource use

We adopt an integrated approach to managing our green spaces, ensuring that ecological systems are protected and enhanced over time. This includes advancing biodiversity conservation through habitat restoration and species recovery efforts, alongside initiatives that promote responsible behaviours to support animal health and welfare.

Climate considerations are also embedded into planning and design of green spaces through the expanded use of greenery and nature-based solutions. Resource use is carefully managed by prioritising waste reduction and improving efficiency in energy and water consumption. Together, these support a more sustainable and liveable Singapore for all.



Material Topic: Nature Conservation

(GRI 3-3, 101-1, 101-2, 101-4, 101-5)

NParks plays a critical role in safeguarding Singapore's natural heritage. We manage approximately 13,430 ha, of which 3,350 ha are nature reserves which are legally protected areas. Our work is centred on:

Nature Reserves
We manage four nature reserves, safeguarding Singapore's natural heritage and supporting native biodiversity.

Parks and Gardens
We design, develop, and maintain over 400 parks and gardens, including key sites like the Singapore Botanic Gardens and Jurong Lake Gardens.

Streetscape and Urban Greenery
We manage roadside and urban greenery to enhance the city's liveability.

Marine Parks
We protect marine and coastal biodiversity through the Sisters' Islands Marine Park and the upcoming Lazarus South and Kusu Reef marine park.

Community and Allotment Gardens
We develop and support community and allotment gardens, encouraging public participation through initiatives such as Community in Bloom.

Park Connector Network
We develop and maintain the Park Connector Network, linking parks and green spaces across the island.

Coastal Areas and Waterways
We manage greenery along coasts and waterways, strengthening their ecological value and reducing coastal erosion.

Specialised Facilities
We operate specialised facilities, including wildlife rehabilitation centres and plant nurseries.

For more information on locations with biodiversity impacts see Singapore's 7th National Report to the Convention on Biological Diversity (CBD). These reports are periodic submissions required of all Parties to the CBD under Article 26, reporting national progress against the Kunming-Montreal Global Biodiversity Framework.

Our approach aligns with the Global Biodiversity Framework (GBF) and Singapore's National Biodiversity Strategy and Action Plan (NBSAP) while our conservation efforts are guided by the Nature Conservation Masterplan (NCMP), with research and partnerships under the Science and Technology Masterplan informing evidence-based policies and decision-making. Our work is guided by five key strategies:

1. Growing Nature Park Networks

Developing nature parks using conservation-focused and science-based approaches.

2. Naturalising Gardens and Parks

Intensifying nature in our new and existing gardens and parks.

3. Restoring Nature in Urban Areas

Planting trees and bringing nature closer to Singaporeans by integrating greenery into the built environment urban spaces.

4. Connecting Green Spaces

Enhancing ecological connectivity.

5. Enhancing Veterinary Care and Animal Management

Applying science- and community-based approaches to balance ecosystems and promote public safety.

These strategies are supported by research, stakeholder engagement, and inter-agency collaboration. Governance is maintained through regular management reporting and oversight by the Science and Technology Steering Committee (STSC) in NParks, chaired by the CEO.

Our biodiversity policies and commitments apply across all areas we manage and flow through to our business relationships via tender specifications and contractor obligations for landscape, construction, and wildlife-management works, as well as our research partners and animal groups.

NParks leads long-term research through the Long-Term Socio-Ecological Research Programme (LTSER), which studies urban biodiversity, ecosystem processes, and socio-behavioural factors. This includes permanent forest plots that support ongoing monitoring of ecosystem and species dynamics. Sites with significant actual or potential biodiversity impacts are identified through Singapore's biodiversity-inclusive spatial planning system and the Ecological Profiling Exercise (EPE), the first spatial conservation tool incorporated into upstream urban planning under the 2021 Long-Term Plan Review. Where works are in or near nature reserves, nature areas, areas of significant biodiversity, marine and coastal areas, or have potential trans-boundary impacts, an Environmental Impact Assessment (EIA) is required, with findings informing a project-level Environmental Monitoring and Management Plan (EMMP) to be implemented by the contractor undertaking the project. For supply-chain products and services, NParks seeks sustainable sources where practicable (e.g. recycled fallen trees for timber, NEWSand for sand) and applies Whole-of-Government procurement requirements. NParks' construction tenders require compliance with regulations such as the Environmental Pollution Control Act and impose demerit points for poor earth, dust and pollution controls.

NParks maintains ISO 14001:2015 certification, providing a structured, risk-based framework to manage environmental impacts across biodiversity, land, water, and resources, and to drive continual improvement with progress being tracked through key indicators, including tree planting under the OneMillionTrees movement, nature ways implementation, wildlife monitoring, biodiversity surveys, and public feedback on human-wildlife interactions. Across sites with the most significant biodiversity impacts, biodiversity is addressed upstream through spatial planning, with site-level measures such as narrow-spectrum, warm-temperature lighting near sensitive habitats, noise barriers during construction, phasing of works around bird breeding and migratory seasons, and speed limits in marine channels to limit ship-wake erosion.

Partnering for Biodiversity

Conservation outcomes are shaped by sustained engagement with partners across government, research, industry, and the wider community. This keeps our initiatives science-based and responsive.

Internal Collaborations

Researchers, planners, and operations in NParks come together through workshops and project working groups to set shared objectives, surface synergies, and collaborate on implementation work. This means habitat conservation, urban greening, and species management are pursued with a common direction.

External Partnerships

We work closely with public agencies, including the National Environment Agency (NEA) and the Singapore Food Agency (SFA), and Town Councils, to manage wildlife and facilitate responsible human-wildlife co-existence. These partnerships pool expertise, coordinate responses, and refine shared solutions.

Partnerships with community and nature groups remain central to conservation success. Platforms such as the Biodiversity Roundtable and our dedicated working groups on macaques and otters bring nature groups, academics, and residents into the conversation on managing Singapore's wildlife. We complement these with outreach programmes, including workshops, guided walks, and citizen science initiatives that build biodiversity literacy and create meaningful opportunities for the community to take part in conservation on the ground.

Habitat restoration and enhancement is similarly delivered in partnership with the community; Friends of the Parks groups, Community in Nature schools, OneMillionTrees movement volunteers, and corporate partners contribute to planting, and ongoing monitoring across our restoration sites. Such collaborations allow our conservation efforts to evolve with new science, new partners, and changing community expectations.

Looking ahead, we will continue to scale up habitat enhancement and restoration, working towards our goal of doubling restored forest, marine and coastal habitats from 40 to 80 ha by 2030, while continuing to expand and connect our green spaces island-wide.

The City in Nature targets presented in the table below contribute to conserving and extending our natural capital.

	City in Nature Targets[2] [3]	Cumulative progress to end of FY2025	Cumulative progress to end of FY2025
	Conserving and extending our natural capital		
1	Add 200 ha of new nature parks by 2030 [NT 12.1 / KMGBF T12]	72 ha[4]	36%
	Intensifying nature in our gardens and parks		
2	Enhance around 170 ha of existing parks with more lush vegetation and natural landscapes by 2026	104 ha[4]	61%
3	Restore and enhance 80 ha of forest, marine and coastal habitats by 2030 [NT 2.1 / KMGBF T2]	60 ha	75%
	Restoring nature into the urban landscape		
4	Plant 1 million more trees between 2020 and 2030 [NT 12.2 / KMGBF T12]	855,000	86%
	Strengthening connectivity between our green spaces		
5	Develop 500 km of park connectors by 2030 [NT 12.5 / KMGBF T12]	424 km	85%
6	Develop 300 km of Nature Ways by 2030 [NT 12.8 / KMGBF T12]	260 km	87%
7	100% of households will be within a 10-minute walk from a park by 2030 [NT 12.7 / KMGBF T12]	96%	-

[2] Square brackets show each target's Singapore National Target (NT) reference number from the 7th National Report to the CBD, and the corresponding Kunming-Montreal Global Biodiversity Framework (KMGBF) target it contributes to. 2020 is the common base year.
[3] The targets to develop over 130 ha of new parks by 2026 and to establish 200 ha of skyrise greenery by 2030 have been achieved, as reported in the prior year.
[4] The nature of park/garden development (and re-development) is such that the completion tends to be uneven. Thus, these targets may not show significant year-on-year increments.

Year in Review

Completing Biodiversity Survey of Southern Islands

In the reporting year, the Southern Islands Biodiversity Survey was completed, culminating in the first comprehensive biodiversity database of this area. As one of the most extensive databases for small island archipelagos in the region, the survey collated over 30,000 biodiversity records spanning about 1,500 flora taxa and 5,000 fauna taxa. The findings underscore the rich biodiversity supported by the Southern Islands' terrestrial and marine ecosystems.

NParks also established a Singapore Species Specialist Group comprising taxonomic experts, specialists and authors across the fields of academia, civil society and government. The group is part of the International Union for Conservation of Nature and is one of 10 national species specialist groups worldwide. This will strengthen the assessment of species' local conservation status and bolster biodiversity conservation efforts. These were announced during the 14th edition of the Festival of Biodiversity held on 31 May and 1 June 2025 at the Central Public Library.



The Festival of Biodiversity brought together some 30 booth partners from nature groups and schools, drawing more than 21,000 visitors, highlighting the community's shared stewardship of our natural environment.



Only male plants of the native Queen Coralbead (Nephroia orbiculata) existed in cultivation, and were originally found on Coney Island in 2015. In 2025, female plants were located, enabling propagation of this plant and its reintroduction to various parts of Singapore.

Stepping Up Efforts in Species Recovery

As of 2025, NParks has conducted 86 species recovery initiatives with 22,000 plants from 68 species having been propagated ex-situ and planted out, with ongoing monitoring showing positive establishment. Population genetic studies are also underway for four plant species to better understand and guide conservation measures.

In the area of marine species recovery, the coral culture facility on St John's Island, which opened on 7 April 2025, has since transplanted its first batch of reared corals into Sisters' Islands Marine Park, bolstering the resilience of Singapore's reefs through the 100k Corals Initiative.

Enjoying New Green Spaces

The first 400 m stretch of the Punggol Heritage Trail that runs from Punggol North Avenue to Campus Boulevard opened to the public on 23 August 2025. This trail retains much of the character of the former Old Punggol Road, including its undulating terrain, coastal forest habitat and mature greenery, inviting visitors to rediscover the area's rich natural and cultural heritage.

Residents looking to be refreshed by nature can now visit Compassvale Walk Park in Sengkang North. This tranquil green space also houses a therapeutic garden, the 18th in our growing network, bringing Singapore closer to our target of 30 therapeutic gardens by 2030.

King's Road Park is another green area shaped by residents' feedback, sought through engagement sessions held in 2024. The park features a nature play area and playground for inclusive play nestled around a multi-tiered planting scheme of trees and understorey species that provides shade and attracts fauna. And in the west, a 2.13 ha section of Bulim Park was opened, offering nearby residents a green space for recreation and functioning as a welcome respite for workers from the upcoming Jurong Innovation District.

Yishun Avenue 1 Park Connector was opened on 8 February 2026, providing safer access for cyclists across Yishun Dam. The new park connector was widely shared on social media amongst an appreciative cycling community. The project was unusual as it involved construction of a park connector across a dam with existing infrastructure and encumbrances. NParks had to overcome various technical challenges in the design and development works.



The three-storey net playground in Bulim Park features climbing nets, rope bridges and a slide for children.



Intensifying Conservation Efforts on Ubin

Eggs and tadpoles of the Cryptic Painted Frog (*Nyctixalus crypticus*) were collected from mainland habitats and translocated to suitable sites on Pulau Ubin, where an adult population has now become established and successful breeding has been documented. This is an encouraging early indication that the island may be a suitable habitat for this vulnerable species to be established outside of mainland Singapore.

Scan to learn more about our Species Recovery Programme

This year's bat survey on the island uncovered a substantial subterranean roost of the critically endangered Ashy Roundleaf Bat (*Hipposideros cineraceus*). With more than 100 individuals recorded, this is one of the largest known roosts of the species on the island. The survey also recorded a doubling of the Lesser False Vampire (*Megaderma spasma*) population to 510 bats since the last census in 2019, pointing to a healthy bat community in Pulau Ubin's forests.



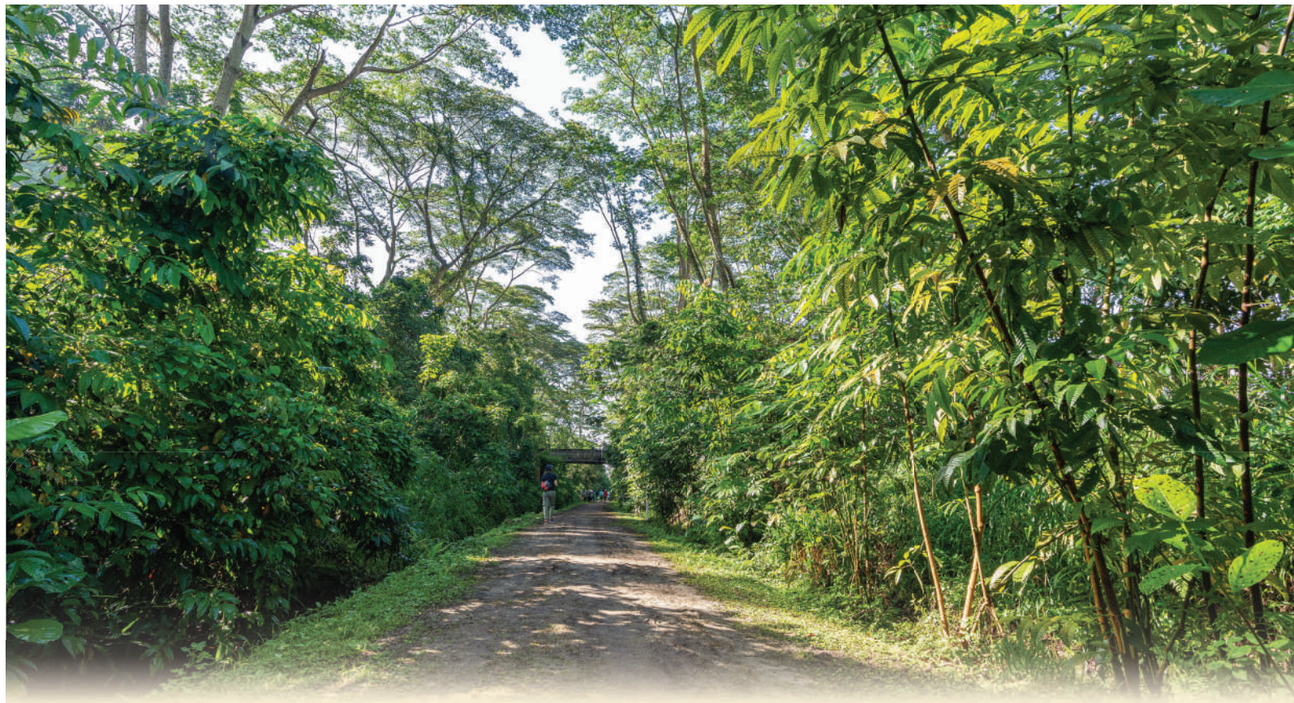


Greater Mouse-deer Population Recovery

A study on the Greater Mouse-deer (*Tragulus napu*) on Pulau Ubin has revealed a fivefold increase in population density following the 2023 African Swine Fever outbreak that eliminated more than 98% of wild boars. Using 42 camera traps in a 300 m-spaced grid across the island, the study deduced that a reduction in competition and predation pressure due to the wild pig mortality enabled rapid mouse-deer population growth. Simultaneously, ongoing habitat restoration efforts including reforestation using native plant species such as the Critically Endangered Singapore Kopsia (*Kopsia singapurensis*), Pauh Damar (*Mangifera pentandra*) and Sea Trumpet (*Cordia subcordata*), will help support their population.



Pulau Ubin is Singapore's stronghold of the Critically Endangered Greater Mouse-deer (*Tragulus napu*), which was rediscovered there in 2008 after an absence of more than 80 years from the citystate.



Singapore's green spaces are more than just places to relax – they are vital for supporting biodiversity and our City in Nature vision.

Strengthening Ecological Value of Green Spaces

Over 500 members of the public conducted more than 50 Invasive Species Management sessions in Bukit Timah Nature Reserve, its surrounding nature parks and the Rail Corridor. Many of these sessions were led by community partners such as Friends of Bukit Timah Forest, Nature Society Singapore, and NUS ToddyCats, focusing on the removal of invasive species that can smother native vegetation and disrupt forest ecosystems.

In addition, NParks carried out habitat restoration and enhancement works at 21 parks, including Springleaf Avenue Playground and Leban Park. These efforts strengthen the ecological value of the green spaces embedded in our residential areas, supporting the restoration of habitats and enabling native flora and fauna to thrive.

In the reporting year, NParks implemented 20 km of new nature ways across Benoi, Mandai, and Upper Changi, among others, bringing the total length of completed nature ways to date to 260 km. These planted roadside corridors of native trees and shrubs function as ecological stepping stones, supporting the movement of wildlife across our urban landscape.

Meanwhile, the upcoming Kranji Nature Corridor will expand the network of nature corridors – alongside those at Lornie, Bukit Batok, Clementi and Khatib – that strengthens connectivity between the Central Catchment Nature Reserve and the future Mandai Mangrove and Mudflat Nature Park. It will serve as both a wildlife movement pathway and a recreational green space, increasing the range of nature-based recreation spaces available to residents while supporting biodiversity conservation of our City in Nature.

Material Topic: Veterinary Standards and Animal Management

(GRI 3-3)

The Animal & Veterinary Service (AVS), a cluster within NParks, is the main touch-point for animal-related issues, as well as the first responder for animal-related feedback.

Urbanisation poses potential challenges, including pressure on wildlife, increased human-wildlife and human-animal encounters, disease risks, and ecosystem imbalance. In this context, ensuring animal health and regulatory oversight of animal-related sectors are key to maintaining ecological integrity and safeguarding public health and safety. NParks manages these through a coordinated, science- and community-based approach, integrating regulation, veterinary services, animal rehabilitation, and wildlife management.

Strategic Framework and Governance

We administer the Animal and Birds Act, the Wildlife Act, and the Endangered Species (Import and Export) Act, which cover animal health, animal welfare, animal-related sectors and wildlife management. Regulations and license conditions are reviewed regularly under a risk-based approach and updated in line with international standards and emerging animal health risks.

NParks also jointly developed the Biosurveillance Framework with partner One Health agencies including the Communicable Diseases Agency (CDA), the National Environment Agency (NEA), Singapore's National Water Agency (PUB), and the Singapore Food Agency (SFA), supporting early detection and coordinated response to potential health threats. Wildlife management strategies follow evidence-based, humane methods through a four-pronged approach of population ecology, population management, public education, and community stewardship. These are aimed at balancing ecosystems and safeguarding public health and safety, including managing non-native species to reduce public disamenities.

Operational Management

Our Animal and Wildlife Management approach establishes protocols for animal welfare, disease management, biosurveillance, emergency response, rescue and rehabilitation, and human-wildlife conflict management, underpinned by a One Health approach. On the wildlife side, this spans urban wildlife management, wildlife rehabilitation and veterinary care, and wildlife population monitoring and research.

Four dedicated facilities anchor day-to-day operations: the Centre for Wildlife Rehabilitation, Singapore's national wildlife rehabilitation facility, provides veterinary care and rehabilitation for injured, sick, displaced and confiscated wildlife, while supporting conservation, biosurveillance, wildlife management research and wildlife crime enforcement; the Centre for Animal Rehabilitation, Singapore's first facility for animal behaviour rehabilitation, prepares free-roaming dogs for rehoming through the Trap-Neuter-Rehome/Release-Manage programme; the Animal Management Centre triages and cares for lost pets and community animals, reunites microchipped and licensed pets with their owners; and the Centre for Wildlife Forensics, Singapore's first national facility for wildlife forensics, utilises science and technology to investigate cases of illegal wildlife trade.

We invest in veterinary capability and biosecurity capacity so we can respond effectively across the full spectrum of animal and wildlife issues, with continuing focus on expanded research and monitoring, advanced wildlife conflict mitigation, and improved disease surveillance.

Partnership and Community Integration

We work with industry players, veterinary professionals, fellow agencies, and the community to deliver consistent standards on the ground. Through the Trap-Neuter-Rehome/Release-Manage programme, NParks partners animal groups in managing free-roaming dogs and community cats, with engagement sessions held with community cat caregivers following rollout of the Cat Management Framework. The Dog Training Standards Workgroup brings together the dog training industry, the Singapore Veterinary Association, animal welfare groups and military working dog units to co-create advisories, guidelines and codes of practice. For the annual korban event, NParks works alongside SFA, Majlis Ugama Islam Singapura and the community to safeguard the welfare of imported animals through transport, unloading and slaughter. Public awareness and education programmes, including signature events such as Pets' Day Out and Singapore Specials Day, school programmes and youth-targeted content, build shared responsibility for animal welfare and safe human-wildlife encounters.

Through Our Wild Neighbours, a multi-stakeholder outreach initiative launched in 2022, we seek to promote safe and responsible encounters with wildlife in Singapore, empower members of the public with wildlife etiquette knowledge, and educate the public about ongoing rescue, rehabilitation and release efforts.

Year in Review

Raising Standards in the Pet Industry

AVS continues to work with partners to raise standards across the pet industry. To support humane and effective dog training, an advisory on the use of dog training devices has been developed. Co-developed by the Dog Training Standards Workgroup, co-chaired by AVS and the Society for the Prevention of Cruelty to Animals, the advisory provides science-based guidance on training methods, including the responsible use of higher-risk aversive tools such as electronic shock and prong collars.

Industry competencies are also being strengthened through training and knowledge-sharing initiatives. In September 2025, in-person seminars were conducted for over 400 industry professionals, featuring experts from Dogs Trust UK. This was complemented by a webinar on avian behaviour conducted by a parrot behaviour consultant and attended by more than 160 participants.

Establishing the Veterinary Practice Bill

AVS launched a public consultation on the proposed Veterinary Practice Bill at the end of 2025, drawing feedback from over 100 respondents. The Bill, introduced in Parliament in March 2026, provides greater assurance that veterinarians will meet established professional standards and can be held accountable for their practice, while supporting the continued development of the veterinary sector. Alongside the Bill, the new Veterinary Therapeutic Guidelines, jointly developed with the Singapore Veterinary Association, set out a framework for veterinarians and pet owners on conventional and non-conventional therapies.



The Veterinary Practice Bill provides the legal foundation for the Veterinary Council, a new professional body that has been established to regulate and uplift professional standards in Singapore's veterinary sector.

Promoting Responsible Cat Care

To mark the first year anniversary of the Cat Management Framework, AVS organised "Cat-ember", a month-long rollout of activities to promote responsible cat care.



AVS veterinarians carried out free microchipping services on pet cats, which involves inserting a tiny chip beneath the cat's skin. Each microchip contains a unique ID number, essential for reuniting lost cats with their owners.

Shaping Global Wildlife Trade Governance

NParks achieved several milestones at the 20th Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Conference of the Parties (CoP20) in Uzbekistan in November 2025. Dr Anna Wong, Senior Director for Wildlife Trade in NParks was appointed Chair of Committee II of CITES, the first time a Singaporean has chaired one of the two main committees at a CoP. Singapore was also elected as one of three Asian members of the Standing Committee, and Dr Alwyn Tan, Director for Biorisk and Biosurveillance in NParks was elected an alternate member of the Animals Committee for Asia. These appointments are recognitions of Singapore's growing leadership and active participation within the global CITES community, including its contributions towards global trade governance.

Singapore further advanced its role within the Convention by proposing amendments to the CITES Resolution on Youth Engagement to formally recognise the CITES Global Youth Network. In support of this, the Inaugural CITES Global Youth Summit was held in Singapore in May 2025, giving youth delegates a platform to shape proposals on wildlife trade governance. These proposals were brought forward by Singapore and co-proponents at CITES CoP20, where amendments were adopted to formally recognise the CITES Global Youth Network.



President Tharman Shanmugaratnam (left) was the Guest-of-Honour at the inaugural CITES Global Youth Summit, a key platform for youths to better understand and manage the intricacies of sustainable wildlife trade and conservation.

Enhancing Biosurveillance and Disease Preparedness

Under the Research, Innovation and Enterprise 2025 plan, a S$15 million Biosurveillance Research Programme has been established to enhance early detection and advance understanding of disease drivers. The programme supports evidence-based upstream mitigation strategies, addressing risks from climate change and the transboundary movement of people, animals and vectors. Complementing this, NParks has partnered with Ceva Wildlife Research Fund, Ceva Animal Health and Mandai Wildlife Group to pilot an avian influenza vaccination programme for zoological birds. Leveraging established expertise, the initiative aims to strengthen biosurveillance and protect at-risk bird species from High Pathogenicity Avian Influenza (HPAI).

Coordinating Regionally to Combat Zoonotic Diseases

Singapore co-hosted the One Health Workshop on Multi-Sectoral Prevention and Control of Avian Influenza for Southeast Asia from 20 to 22 January 2026. The event brought together over 100 experts and policymakers from the region, alongside international officials to strengthen coordination against HPAI, demonstrating Singapore's leadership in fighting zoonotic diseases, including policies and measures to keep countries safe.

Leading the Fight Against Illegal Wildlife Trade

NParks takes a zero-tolerance approach to illegal wildlife trade and works with local and global partners to curb this trade.

In October 2025, NParks carried out coordinated raids on six premises, targeting individuals suspected of trading wildlife through online platforms, resulting in the seizure of 16 wildlife specimens. In November 2025, NParks and the Airport Police Division worked with staff at Changi Airport to seize over 35 kg of rhinoceros horns and 150 kg of other animal parts, marking the largest seizure of rhinoceros horns in Singapore. In December 2025, NParks assisted the Directorate for Priority Crime Investigation of the South African Police Service in the seizure of 55.4 kg of rhinoceros horns and 26.2 kg of lion and tiger bones, skulls and claws in Johannesburg, an operation that resulted in the arrest of two individuals.



Twenty rhinoceros horns as well as 150 kg of other animal parts, including bones, teeth and claws, were detected in four pieces of cargo passing through Changi Airport.



December 2025 also marked the largest haul of Asian pangolin scales seized in Singapore to date. NParks and the Immigration & Checkpoints Authority seized over 830 kg of Asian pangolin scales estimated to be from over 2,200 Sunda Pangolins (*Manis javanica*), a CITES Appendix I species.

Despite these cases, 2025 saw a 33% reduction in animal smuggling cases from 2024, with eight cases leading to court charges, and 20 resulting in composition fines.

The United Nations Environment Programme conferred the Asia Environmental Enforcement Recognition of Excellence on NParks, the Commercial Affairs Department of the Singapore Police Force, and the Attorney-General's Chambers, in recognition of their roles in Singapore's October 2022 rhinoceros horn seizure of 34.7 kg. The offender in that case was sentenced to two years' imprisonment, the heaviest penalty ever handed down in Singapore for wildlife parts smuggling.

As a major transport hub, Singapore requires strong coordination between local and global partners to address illegal wildlife trade. NParks, together with TRAFFIC International Southeast Asia and WWF, and with input from the World Shipping Council, co-authored a compendium for the maritime industry, providing guidance to carriers, shippers and freight forwarders on at-risk routes, common red flags, and tools to identify CITES-listed species being shipped illegally.

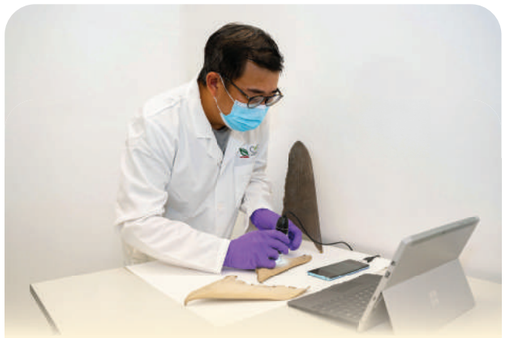
Designation as a WOAH Collaborating Centre

In May 2025, the NParks Centre for Wildlife Forensics was designated a World Organisation for Animal Health (WOAH) Collaborating Centre for Wildlife Trade and Wildlife Health. Leveraging cutting-edge forensics and a deep understanding of the wildlife trade supply chain, the Centre is working closely with WOAH and regional experts to advance biodiversity conservation and capacity building in biosurveillance.

In January 2026, NParks hosted the WOAH WildNet meeting in Singapore, bringing together 16 WOAH Collaborating Centres to advance the implementation of the global wildlife health strategy. The meeting was held concurrently with the FAO One Health Workshop on Multi-Sectoral Prevention and Control of Avian Influenza for Southeast Asia, offering members valuable insights into regional efforts to manage highly pathogenic avian influenza.



The NParks' Centre for Wildlife Forensics is the first WOAH Collaborating Centre to focus on risk analysis and management of wildlife movement aligned with the One Health approach.



By utilising science and technology, staff at the Centre for Wildlife Forensics are able to identify and verify species to produce evidence in investigating cases of illegal wildlife trade.

Managing Urban Wildlife Populations

NParks adopts a science-based, multi-agency approach to managing urban wildlife populations, focusing on humane control, public education and ecosystem balance. On Pulau Ubin, a field-based Long-tailed Macaque (*Macaca fascicularis*) sterilisation operation was conducted, marking the first offshore deployment and piloting a safe, controlled approach for population management in remote settings.

For Rock Pigeons (*Columba livia*), a non-native invasive species, management efforts are carried out jointly with NEA, SFA and Town Councils (TCs), covering population monitoring, control measures, public education and community stewardship. A pilot conducted between July 2024 and March 2025 across three TCs achieved about 50% reduction in pigeon numbers and a 34% decrease in related public feedback, after which efforts have been maintained by TCs and progressively expanded nationwide.

House Crows (*Corvus splendens*) management is similarly undertaken, combining trapping, nest removal, public education, and enforcement against illegal feeding. Since 2024, more than 8,600 nests and 16,000 crows have been removed from urban hotspots. Measures have been stepped up, including expanded nest removals with TCs and the reintroduction of targeted shooting in selected areas from March 2026.



Wildlife have been directed away from roads to safer crossing points such as the Eco-Link@BKE.

Protecting Wildlife from Vehicular Collisions

Since 2014, NParks has collaborated with nine stakeholder organisations to monitor roadkill incidents across Singapore. Drawing on this data, exclusion fencing and hedge planting deployed at collision hotspots in 2023 and 2024 have delivered a 66% reduction in Wild Boar (*Sus scrofa*) and Sambar Deer (*Rusa unicolor*) roadkill at these locations, by directing wildlife away from roads and towards designated safer crossing points such as the Eco-Link@BKE.

In April 2025, NParks announced the extension of exclusion fencing to nine additional high-risk locations, primarily along major roads near the Bukit Timah and Central Catchment Nature Reserves. NParks continues to monitor the situation and explore measures including enhancing wildlife warning signage, as well as habitat modification to reduce wildlife presence near roads.

Partnering the Community against Rabies

AVS conducts Operation Vax Lyssa annually, a preventative rabies vaccination programme for dogs and cats in higher-risk areas, such as coastal fish farms and Pulau Ubin. This is part of our biosecurity efforts to maintain Singapore's rabies-free status since 1953. In 2025, with support from the SFA, the exercise was conducted with experienced veterinarians and veterinary technology students from Temasek Polytechnic, bringing together professionals and the next generation of animal health practitioners.



Students from Temasek Polytechnic assisting in Operation Vax Lyssa, an annual rabies vaccination initiative where they help to draw blood samples and administer vaccines to animals in border and offshore regions.

Material Topic: Climate Resilience

(GRI 3-3)

Climate change poses challenges to natural ecosystems, green spaces and animal/plant health. Rising temperatures negatively affect visitor comfort and change how parks are used. Sea level rise and more frequent flash floods put coastal parks and intertidal habitats at risk, and shifting rainfall patterns raise the likelihood of slope failures and soil erosion. Extreme weather threatens flora and fauna. In particular, heavy rain and strong winds can significantly increase tree failures which pose public safety hazards. Changing weather patterns can lead to emerging zoonotic diseases, which create new public health pressures.

The Government has designated 2026 as the Year of Climate Adaptation to highlight the significance of this issue. NParks contributes to national resilience to climate risks by developing suitable adaptation measures. These include enhancing climate resilience in our natural ecosystems, urban greenery and infrastructure as well as stepping up climate-sensitive biosurveillance. We lead the City in Nature vision by intensifying greenery, restoring habitats, and expanding nature networks, and embed climate adaptation across day-to-day operations. This includes the removal of storm-vulnerable tree species such as Khaya (*Khaya senegalensis*).

Year in Review

Greenery to Mitigate Urban Heat

Intensification of greenery remains central to NParks' approach to mitigating the Urban Heat Island effect. In addition to the development of more green spaces, NParks also launched the OneMillionTrees movement in 2020, to plant a million more trees by 2030. As of March 2026, more than 855,000 trees had been planted across Singapore, with continued focus on industrial estates such as Jurong Island and Tuas Industrial Estate, which rank among the country's hottest areas.

Trees are planted in naturalistic, forest-like arrangements that provide layered shade and active cooling. A network of microclimatic sensors has also been deployed across Jurong to monitor the on-the-ground impact of new tree cover and inform future planting strategies. Studies have indicated that this intensified planting can reduce mid-day temperatures by up to 0.9 degrees Celsius. NParks continues to collaborate with institutes of higher learning to further assess the cooling performance of different tree typologies to enhance urban cooling through planting.

Thermal Comfort

NParks has developed a guide to support the implementation of site-appropriate cooling strategies at parks and park connectors. This guide leverages factors such as shade, wind flow and heat retention properties of ground materials to lower surface temperature in our parks to enhance thermal comfort of park visitors. We will continue to work on this area to promote heat resilience and thermal comfort of our green spaces.

Boosting Coastal and Flood Resilience

In FY2025, NParks made progress in embedding nature-based solutions into Singapore's coastal and riverine landscapes. Mangrove restoration is under way along the northern coast of Pulau Ubin, alongside mangrove toe protection works and continuing mangrove restoration at Sungei Durian Ponds. Further coastal protection works are planned for Mandai Mangrove and Mudflat Nature Park and Kranji Reservoir Park.

In addition to the rock revetment at Pulau Tekong and Kranji Coastal Nature Park, the creation of headlands along the northern coast of Pulau Ubin protects shorelines while promoting natural mangrove growth. They complement engineering solutions to mitigate erosion from storm surges and rising sea levels. Inland, naturalised waterways and drought-tolerant species continue to strengthen flood and ecological resilience across our parks.



Prime Minister Lawrence Wong planting Pink Mempat (*Cratoxylum formosum*) trees alongside children from PCF Sparkletots during a Tree Planting Ceremony on 6 December 2025.

Managing Tree and Slope Failures

NParks' tree management regime is guided by the International Society of Arboriculture guidelines, which set the global benchmark for tree care. The rigorous inspection regime pre-emptively identifies trees at heightened risk of failure during severe weather, allowing officers to act before damage occurs. In addition, NParks is progressively replacing storm-vulnerable species such as Khaya (*Khaya senegalensis*) and Sea Apple (*Syzygium grande*) with hardier natives such as Shore Laurel (*Neolitsea cassia*) and Sea Gutta (*Planchonella obovata*).

Data on tree failures is collected to support better analysis in anticipation of increased storm intensity resulting from climate change. To complement field inspections, NParks is piloting modelling techniques that simulate the impact of strong winds on tree structural integrity, helping officers to optimise pruning regimes to improve tree stability. For slopes, stabilisation works are implemented where needed, with inspections conducted quarterly during fair weather and stepped up to monthly or even weekly during prolonged wet periods.

Managing Risk of Vegetation Fires

NParks' fire safety approach pairs preventive groundwork with new detection technology. These measures include trimming vegetation, clearing wood debris and maintaining fire breaks in nature reserves, alongside heightened patrols at fire-prone hotspots and stepped-up enforcement against smoking and unauthorised burning. NParks has also developed a Forest Fire Detection and Monitoring System that combines closed-circuit television cameras, drones and video analytics to pinpoint the location of fires in real time, enabling a faster joint response with the Singapore Civil Defence Force.

Research Powers Long-term Climate Strategy

Research underpins NParks' long-term climate strategy, forming the scientific evidence base to derive effective intervention measures. The Marine Climate Change Science Programme, led by NParks, serves as Singapore's national focal point for marine climate research, developing solutions to address sea level rise, increasing temperatures and extreme storm events. Its translational emphasis is reflected in projects such as the long-term viability assessment of nature-based solutions including mangroves and coral reefs.

Complementing this, the City in Nature Research Programme funds urban ecology and greenery research that strengthens our climate, ecological and social resilience. A current project investigates tree-root anchorage and develops non-destructive testing protocols to assess tree stability in constrained urban spaces, amidst changing weather patterns.



Emissions and Energy Management

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

While NParks' operations account for only a small share of Singapore's national emissions footprint, we recognise our responsibility as a public agency and environmental steward to lead by example. Our most material climate impacts stem from Scope 1 fuel use in maintenance vehicles and equipment, and from Scope 2 electricity consumption in offices, visitor centres and park amenities, where air conditioning, lighting and other building services drive the bulk of our footprint.

NParks works closely with the Ministry of National Development and the Ministry of Sustainability and the Environment to align our targets with whole-of-government direction. A dedicated internal workgroup reviews energy, water and waste consumption monthly, investigating anomalies and driving continuous improvement in operational efficiency.

We have tracked energy and emissions data since 2018, refining the collection and validation processes to support consistent monitoring, evidence-based decision-making and transparent reporting.

We are committed to our GreenGov.SG energy reduction target and have reduced onsite electricity consumption and improved energy intensity. We will continue to review and calibrate our environmental targets alongside national priorities and emerging challenges.

Material Topic: Sustainable Resource Management

(GRI 3-3, 303-1, 303-2, 303-3, 303-4, 303-5)

Water Management

Water is integral to how NParks designs, builds and cares for our parks and green spaces, and we recognise our role in supporting Singapore's water sustainability goals. Our water-related impacts arise across the lifecycle of our work: newly planted landscapes require significant water to establish during construction, while operational gardens are largely designed not to require irrigation, with the exception of selected sites. For the national gardens – Singapore Botanic Gardens and Jurong Lake Gardens – much of the irrigation needs are met through freshwater harvesting and by having dedicated irrigation ponds/lakes, with potable water usage being minimised.

Our management approach combines water-sensitive urban design, demand reduction, operational technology and pollution prevention within a clear regulatory framework. Active, Beautiful, Clean (ABC) Waters features such as bioretention swales, permeable surfaces and naturalised streams are embedded across our parks to manage stormwater, improve water quality and support biodiversity by providing food sources and habitats. Beyond their water management function, these features also double up as green recreational spaces during clear days, with parks increasingly functioning as living infrastructure that strengthens climate resilience.

On the demand side, we have installed water-efficient features such as sensor taps and water-saving toilets, expanded NEWater connections and rainwater harvesting systems to reduce reliance on potable supplies, and deployed closed-loop circulation systems at sites such as Jurong Lake Gardens. Additional rainwater harvesting has been introduced at new and upgraded parks, and storage capacity has been expanded with new tanks including a 400 m^3 tank at Singapore Botanic Gardens to conserve rainwater through extended dry spells.

Operational technology is increasingly central to how we manage water. Solar-powered desalination systems and automated irrigation controls, supported by smart tools that monitor water usage data, optimise irrigation schedules and keep landscapes healthy during dry weather. Planning and maintenance practices complement these systems. For instance, drought-tolerant species are selected and plantings timed to coincide with the monsoon season, multi-tiered planting is used along road verges to retain water and slow runoff. Recycled wood-chip mulch is used to help retain soil moisture, and irrigation is focused on priority areas during dry periods.

We have reduced reliance on chemical pesticides in favour of non-chemical pest management to protect water quality. Moreover, we minimised pesticide use in water features and, where pesticides are necessary, non-synthetic options are prioritised with carefully controlled application amounts and monitoring to prevent leaching into waterbodies. During park construction and operations, subsoil drainage systems and erosion control measures are in place to protect waterbodies. Rigorous earth control measures are applied at construction sites to prevent sedimentation and runoff.

All water discharge activities are governed by national standards including Singapore Standard SS 636:2018, the Environmental Pollution Control Act and PUB's Code of Practice on Surface Water Drainage, which guide water service installation, pollution risk management and discharge quality.

Effectiveness is evaluated through routine monitoring of interactive water playgrounds in collaboration with NEA, alongside detailed records of water quality, test results and operational activities that support audits and regulatory reporting.

NParks is aligned with the GreenGov.SG target to reduce our Water Efficiency Index (WEI) by 10% from baseline by 2030. Progress is tracked through monthly utility bills, total operational water usage, and the number of parks with water-sensitive features such as naturalised streams and wetland systems, alongside flood resilience implementation and park visitor patterns. See the GreenGov.SG Targets and Performance section (pages 82-83) for further details on progress against this target.

Year in Review

Attaining Water Self-sufficiency

In FY2025, NParks advanced self-sufficient water infrastructure at two offshore sites. At Coney Island Park, zero-energy toilets draw on harvested rainwater for flushing and handwashing, removing the need for grid-connected supply. On Sisters' Islands, a solar-powered desalination plant converts seawater into clean water, eliminating the need to transport supplies from the mainland. The water is stored in an 8,000-litre gravity-fed tower and distributed across the facility without electric pumps, reducing both energy use and infrastructure dependency.





Solar panels and automated irrigation controls on Sisters' Islands keep landscapes lush with minimal energy.

Material Topic: Sustainable Resource Management

(GRI 306-1, 306-2, 306-3, 306-4)

Construction and Waste Management

NParks' operations generate a wide range of waste streams, from construction site debris and packaging to visitor refuse and substantial horticultural trimmings. We recognise that unmanaged waste increases the landfill burden, raises carbon emissions from transportation, and risks soil and water contamination that compromises the ecological integrity of our urban landscape. NParks is committed to ensuring that our construction and maintenance activities support waste reduction and resource optimisation, contributing to Singapore's national efforts under NEA's Zero Waste Masterplan and the goal of reducing daily waste to landfill per capita by 30% by 2030.

Our management approach is aligned with circular economy principles. We use prefabricated and modular building methods to reduce construction waste, and are exploring innovations such as CarbonCure concrete and 3D concrete printing (currently piloted for allotment garden planters) to lower our carbon footprint. At HortPark, natural timber has been replaced with glass fibre reinforced concrete (GFRC) and composite timber for planter beds. These are recycled materials that require less frequent replacement, thereby reducing long-term waste.

Where possible, felled trees are upcycled into benches, trail markers, play equipment and wildlife habitats, while construction debris is reused as hardcore, and existing structures are adaptively reused to avoid unnecessary demolition. An in-house composting system at HortPark processes approximately 2,000 litres of horticultural waste every three months into compost that rejuvenates soil across our landscapes and reduces reliance on chemical fertilisers, while leaf litter is collected and reused in parks to improve soil health and moisture retention. We work closely with contractors, suppliers and internal operations teams: feedback on material performance informs procurement processes, vendors are engaged to source for lower-impact alternatives, and landscape contractors collaborate on converting horticultural waste into mulch.

We consistently monitor key metrics, including the total volume of horticultural waste generated and the proportion recycled versus disposed, drawn from reports submitted by our landscape contractors. These figures guide operational decisions and progress against our waste reduction goals, while our broader approach yields cost reductions through lower disposal and material procurement needs and extends the lifecycle of valuable resources.

NParks is aligned with the GreenGov.SG target to reduce waste disposal by 30% from our FY2022 baseline by FY2030. See the GreenGov.SG Targets and Performance section (refer to page 82) of this report for further detail on progress against this target.

Year in Review

Managing Horticultural Waste Sustainability

HortPark's in-house composting system converts about 2,000 litres of horticultural waste every three months into nutrient-rich compost used on-site. The compost is used to improve soil in the edible gardens and as mulch for allotment garden community plots. This closed-loop system reduces waste sent for disposal and lowers reliance on chemical fertilisers, supporting more sustainable land management practices. The composting facility is situated in a back-of-house area and operated by HortPark's landscaping contractors.

The system is constructed from low-cost drainage materials lined with porous geotextile cloth, making it cost-effective and easy to maintain. The geotextile lining provides adequate aeration and drainage, enabling effective decomposition. In December 2025, the system was repaired and relocated onto a turf to prevent nutrient-rich leachate from running off onto hard surfaces, where it could otherwise cause algae growth and become a slipping hazard. Locating the system on the turf allows excess nutrients to be absorbed naturally by the soil, reducing this risk.



Allotment Gardens at HortPark

Building Capacity and Cultivating Connection

Chapter 2

Shared environmental stewardship forms the foundation of NParks' work towards our City in Nature vision. By facilitating meaningful public engagement and enhancing the vibrancy of Singapore's green spaces, we play a pivotal role in strengthening the social fabric and instilling a deep-rooted sense of environmental responsibility among local communities.



Climbing Oleander
(*Strophanthus preussii*)

Chapter 2: Building Capacity and Cultivating Connection

We advance this vision by:
- Nurturing inclusive engagement with communities
- Expanding access to green spaces for all
- Investing in the development and well-being of our workforce
- Cultivating strategic alliances to accelerate progress

Our commitment goes beyond urban greening. Driven by strong participation of our communities, industry partners, and dedicated workforce, we are championing a transformative culture where wellness, community connection, and the co-creation of our natural heritage are at the heart of our work.

Material Topic: Partnerships, Participation and Park Experiences

(GRI 3-3)

At NParks, we strive to provide good quality experiences in our green spaces through programming, outreach and events, to develop in visitors an appreciation for our natural heritage. We also engage stakeholders and cultivate partnerships with the community through concerted volunteer programmes to develop and sustain active stewardship of our City in Nature. This impact is amplified through robust engagement with our stakeholders, including professional organisations, academic and botanical institutions, and industry leaders. In turn, such strategic alliances enable us to expand community outreach and catalyse nature stewardship at every level.

Annually, we conduct outreach programmes that boost environmental literacy and create more liveable, welcoming spaces where communities can come together, strengthening social cohesion as a result. We nurture this vibrant ecosystem of shared responsibility through diverse opportunities for connection and contribution:

Event-Driven Engagement
Hosting events and exhibitions like the Festival of Biodiversity, Singapore Garden Festival, Gardeners' Day Out, Pets' Day Out, and NParks Concert Series in the Park: Rockestra®, that bring communities out to enjoy our green spaces

Strategic Collaboration
Driving public consultations and research partnerships to co-create our green future

Knowledge Amplification
Sharing insights via digital platforms and educational institutions to deepen public awareness

Dedicated Advocacy
Supporting volunteer groups like Friends of the Parks and Youth Stewards for Nature in collective advocacy

Experiential Learning
Offering workshops and guided nature activities that build more immersive connections with the natural environment

Animal Welfare Initiatives
Managing adoption drives and microchipping sessions to promote responsible pet ownership

Direct Conservation Pathways
Empowering individuals through tree planting, invasive species management, citizen science surveys, and the Community in Bloom movement

Philanthropic Support
Enabling meaningful contributions through donations and sponsorships to support Singapore's green legacy

Year in Review

Community Stewardship and Advocacy

Growing the OneMillionTrees movement

At the heart of the OneMillionTrees movement is the engagement and involvement of the community in contributing to our City in Nature. As of March 2026, more than 855,000 trees have been planted by the community. Beyond greening the island, the movement builds social resilience by forging connections across diverse groups, deepening people's attachment to the green spaces around them, and cultivating a collective stewardship for our natural heritage in the long run.

Empowering Youths and Community

The fifth edition of the Youth Stewards for Nature (YSN) programme concluded in October 2025, involving more than 100 youths developing projects that enhance outreach and engagement efforts to grow our City in Nature. They include guided tours of heritage trees, photography competitions and games to raise awareness of biosecurity risks.



The Youth Stewards for Nature programme invites youths aged 18 to 25 to explore and co-develop various City in Nature initiatives with the support of NParks staff and partner mentors.

Held in end March 2026 in Singapore, the World Wildlife Day Regional Youth Symposium convened over 150 youths, practitioners and partners from across the region for speaker sessions, showcases and hands-on workshops. This fifth edition was organised by 20 youths from the YSN programme and 10 members of the CITES Global Youth Network's Asia chapter and co-led by Singapore and the Philippines. Such events facilitate regional knowledge exchange and strengthen networks for collective action on wildlife matters.

NParks expanded the Nature Kakis Network to 29 established chapters, with the addition of six new groups in the reporting year. As of March 2026, the Network comprises 362 leads and stewards, who have engaged over 30,000 participants through 470 activities since 2023. The Nature Kakis chapters organised and conducted learning journeys on topics such as urban greenery, community animal management, and conservation.

Knowledge and Education

Nurturing the Seeds of Stewardship

NParks continues to involve schools, volunteers and partners in its Community in Nature (CIN) programmes. In 2025, the CIN Playtime Series and BioBlitz for Schools engaged over 36,000 students.

NParks also conducted specialised training for preschool teachers on responsible human-wildlife encounters, for them to educate their students. The training complements nationwide educational resources that NParks produces, with the aim of instilling a better understanding of native wildlife and nature from an early age.



NParks organises guided walks and workshops to inculcate a love for nature and animals in students of all ages.

Complementing these, NParks broadens access to biodiversity knowledge through its digital resources. NParks has published 870 native plant records on FloraFaunaWeb to date, each accompanied by verified information and photographs. As part of Singapore's National Targets corresponding to the Kunming-Montreal Global Biodiversity Framework targets, NParks aims to bring the total of verified and publicly available native plant records on FloraFaunaWeb to 1,000 by 2030.

Curating the Visitor Experience

Our parks and gardens are thoughtfully designed to cater to all visitors, including seniors, families and individuals with special needs. We strive to ensure that everyone can navigate and enjoy our green spaces with ease through features such as barrier-free access and intuitive wayfinding tools.

Alongside these initiatives, NParks is working towards interactive digital learning platforms and virtual experiences, as well as maintaining strong stakeholder ties through regular consultations with diverse public groups.

Ensuring the safety and well-being of park users remains a priority. Regular inspections are conducted across our parks to identify and address potential hazards, supported by robust response protocols that ensure concerns are resolved promptly and effectively. Risk assessments are done before public events, with mitigation measures implemented and provision of safety briefings to event staff and volunteers. We also actively gather visitor feedback through surveys, allowing us to continually refine the park visitor experience while adapting to the evolving needs of our communities.

Our dedication to enhancing community well-being is reflected in:

- Inclusive Contemplative Landscaping: Completed 15 contemplative landscape sites designed for reflection, with further expansion underway.
- Universal Access: Integrating barrier-free pathways and multi-sensory gardens throughout our parks.
- Improved Navigation: Deploying clear and effective wayfinding systems and interpretive signs.

Year in Review

Celebrating the Singapore Botanic Gardens

In 2025, the Singapore Botanic Gardens commemorated three milestones: the 10th anniversary of its UNESCO World Heritage Site inscription, 150th anniversary of the Singapore Herbarium and Library of Botany and Horticulture, and 30th anniversary of the National Orchid Garden.

The celebration's centrepiece was the 10th edition of the Singapore Botanic Gardens Heritage Festival, held in July 2025, featuring over 40 activities for visitors to enjoy.

Beyond the festival, the Gardens held the *Planting Memories – Singapore Botanic Gardens Through the Eyes of the Community* exhibition that gathered over 250 stories, photos, and recordings from past staff and members of the public, reflecting the deep communal bonds the Gardens has cultivated over generations. A Discovery Passport, co-created with students from LASALLE College of the Arts, encouraged visitors to explore the grounds to collect 10 commemorative stamps.

Visitors to the Learning Forest at the Gardens can now take a self-guided audio tour, connecting with nature at their own pace. Across nine stops along a 1 km trail through freshwater swamp and lowland dipterocarp forest, visitors can discover native species and learn about the work behind maintaining their habitats. NParks also worked with the Land Transport Authority to design and install botanical artworks in the Botanic Gardens MRT station. These initiatives exemplify how the Gardens continues to grow as a space where biodiversity, heritage, and community come together.

Scan to listen to the Learning Forest audio tour



Singapore Botanic Gardens' first ever light show was complemented by light installations at the Bandstand, Clock Tower at Orchid Plaza, and Palm Court near Nassim Visitor Services Centre as part of the 10th edition of the Heritage Festival.



The Festival line-up also included musical performances, outdoor movie screenings, guided tours and hands-on workshops.

Light shows at Swan Lake and Tanglin Gate were a highlight of the 10th edition of the Heritage Festival.

Connecting Friends of the Parks

The Friends of the Parks community is a platform for stakeholders to play a role in promoting responsible and sustainable use of our parks through ground-led programmes and initiatives. Organised in collaboration with the Friends of East Coast Park (ECP) and community partners, ECP Day 2025 was held on 22 November at Parkland Green. Around 400 residents and nature enthusiasts came together to celebrate the park's biodiversity, community initiatives, and stories, exemplifying NParks' approach to fostering partnerships, participation, and meaningful experiences. In Central Singapore, Bishan-Ang Mo Kio Park celebrated a decade of community volunteering on 5 July 2025. The gathering featured guided tours led by the Friends of Bishan-Ang Mo Kio Park group which covered the park's diverse tree species and its butterfly habitat enhancement project.

Expanding Connectivity

Residents can now enjoy better connectivity in our City in Nature. In the reporting year, NParks added 3.86 km of new park connectors, including the Kheam Hock Road, Lentor, and Yishun Avenue 1 (Yishun Dam) Park Connectors, bringing the total network to 424 km that incorporates key routes such as the Coast-to-Coast Trail and the Rail Corridor. To advance sustainability goals, solar-powered lampposts were installed at the Kheam Hock Road and Yishun Dam Park Connectors, delivering savings in capital and operating expenditure.

Parks for Health Framework

NParks introduced the Parks for Health Framework in 2025, leveraging existing parks and enhancing therapeutic landscapes to enable the community to enjoy the benefits of nature. The framework also consolidates other ongoing efforts, improving accessibility to green spaces and bringing them closer to residents.

Key initiatives include enhanced access to green spaces, including the introduction of 15 contemplative landscape sites that feature tranquil seating areas, natural elements and scenic views to encourage reflection and contemplation. In addition, more rest points along park connectors and therapeutic landscapes in housing estates and healthcare institutions will be introduced, coupled with therapeutic horticulture programming.

The Centre for Urban Greenery and Ecology (CUGE) introduced a Train-the-Trainer course in March 2026 to equip community care practitioners with skills to facilitate therapeutic horticulture programmes. Collaborations with Institutes of Higher Learning have also been established to scale up this training.



Planting sweetly scented flowers, such as that of the Mexican Tarragon (*Tagetes lucida*) is part of the multi-sensory design for Therapeutic Gardens, that encourages visitors to interact with nature using all five senses, deepening relaxation and mindfulness.



As part of HortFest, the Community Garden Edibles Competition showcased prize-winning vegetables such as tomatoes and pumpkins.

Celebrating Community Gardening

NParks celebrated the 20th anniversary of the Community in Bloom (CIB) programme in August 2025 with a week-long lineup of horticultural displays and activities at HortFest 2025. The seeds of the CIB programme were planted two decades ago in 2005 with the goal of promoting a gardening culture among Singaporeans by encouraging and facilitating community gardening efforts, while fostering a greater sense of ownership for our green spaces. To date, this gardening movement has brought together over 2,000 CIB groups comprising more than 48,000 enthusiasts all over the island. Three new themed gardens — beginner-friendly, Horticulture Introduction, and Scented — were opened at HortPark, supporting residents' growing interest in gardening and expanding the variety of experiences for visitors.

NParks also launched the Grow and Share initiative from March to December 2025, encouraging gardeners to share the joy of gardening with the wider community. The initiative successfully activated over 30,000 participants through more than 260 self-organised activities.



Minister in the Prime Minister's Office and Second Minister for Finance and National Development, Indranee Rajah, tours the Community Gardeners Plots with CIB Ambassador Felicia Tan.

Creating Inclusive Green Spaces

In 2025, NParks launched several pilots to enhance inclusivity at our green spaces, such as installing supplementary dementia-friendly wayfinding signs at four parks with a higher concentration of the elderly: Jurong Lake Gardens, Pasir Ris Park, Yishun Park, and Bishan-Ang Mo Kio Park. Additionally, East Coast Park also introduced accessible paths along its beaches as a pilot initiative to address mobility challenges faced by stroller and wheelchair users. The pilot will be extended to other sites, if suitable.

Material Topic: Talent and Career Development

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

NParks recognises talent and career development as a vital driver for building a future-ready and engaged workforce. Investing in our people is critical for NParks' work to transform Singapore into a City in Nature and to support our contributions to the Singapore Green Plan 2030. Our management approach leverages a purpose-driven culture to attract specialised expertise in areas like arboriculture, horticulture, and veterinary services. We focus on attracting and retaining talents with a genuine passion for environmental and wildlife conservation across a diverse range of roles like field operations to corporate functions, along with a readiness for both outdoor work and operational excellence.

At the operational level, there is regular ground-up engagement by Senior Management to gather feedback and ensure that working conditions are continuously improved for frontline excellence. To gather deeper insights on staff satisfaction, working culture, and areas for improvement, as well as track the effectiveness of our talent and recruitment practices, we conduct annual Pulse surveys and biennial Employee Engagement Surveys. We also invest significantly in our staff professional development through:

- Providing diverse scholarships and sponsorships to nurture future leaders
- Supporting sustainability-focused certifications and specialised field courses
- Enabling job rotations and attachments to build cross-functional capabilities
- Aligning career pathways with critical technical and operational needs

By offering comprehensive growth-oriented benefits, such as study and exam leave, we empower our workforce to grow and develop professionally. In FY2025, all employees were entitled to and received performance and career development reviews. Furthermore, NParks fully respects the right to collective bargaining, and all of our employees are entitled to join unions. In the reporting year, NParks and the Amalgamated Union of Public Employees (AUPE) renewed the three-year Collective Agreement, strengthening the partnership to enhance staff welfare, protect members' rights, and promote employability. As of 31 December 2025, 34% of our workforce was covered by union agreements, with consistent terms applied across the organisation to ensure equitable treatment. By integrating these feedback loops and professional development frameworks, we maintain a resilient and engaged talent pipeline.

Year in Review

NParks Recognised as a 'Social Enterprise Advocate'

In the reporting year, NParks was recognised by the Singapore Centre for Social Enterprises with the Social Enterprise Advocate award. This acknowledges NParks' contributions to the social enterprise ecosystem and social impact through partnerships, funding, and support for gardening and horticulture-related programmes through the Social Enterprise Community Urban Farm initiative.

Empowering Knowledge for Staff

NParks' Hort Champs programme continued to build expertise across the organisation through a series of workshops in 2025. Topics spanned practical and technical themes, from plant decoration for events and termite management of urban trees, to habitat enhancement measures for birds. A Hort Colloquium held in June 2025 provided an additional platform to share new initiatives and innovations, keeping staff at the forefront of knowledge and practice.

Workforce Statistics

(as of 31 March 2026) (GRI 2-7, 401-1, 401-3)

Permanent employees[5]

Male	Female	Total
561	657	1,218

Full-time employees

Male	Female	Total
555	653	1,208

Part-time employees

Male	Female	Total
6	4	10

New hires during FY2025[6]

Male	Female	Total
54	71	125

Employee turnover during FY2025[7]

Male	Female	Total
27	23	50

Number of employees entitled to parental leave during FY2025

Male	Female	Total
20	12	32

Number of employees who took parental leave during FY2025

Male	Female	Total
16	12	28

Number of employees that returned to work in the reporting period after parental leave ended

Male	Female	Total
20	13	33

Number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work

Male	Female	Total
3	8	11

[5] All staff are permanent, and all are employed in Singapore.
[6] Of new hires: 52 were aged 30 or below; 68 were aged between 30 and 50; and 5 were aged 50 or above.
[7] All turnover was voluntary. Of the departing employees: 6 were aged 30 or below; 38 were aged between 30 and 50; and 6 were aged 50 or above.

Diversity of Workforce

(GRI 405-1, 406-1)

NParks remains committed to fostering an inclusive workplace where fairness and respect are foundational, believing that our diversity strengthens our ability to serve local communities effectively. There were zero incidents of discrimination during the reporting year.

Gender

Employees (inclusive of Management)

Male	Female
561	657

Management

Male	Female
48	48

Age

Employees (inclusive of Management)

<30 Yrs Old	30-50 Yrs Old	>50 Yrs Old
170	789	259

Management

<30 Yrs Old	30-50 Yrs Old	>50 Yrs Old
0	51	45

Staff Training

(GRI 404-1)

Training Hours

Total training hours (FY2025)	Average training hours
46,785	38.4

Material Topic: Workplace Safety and Well-being

(GRI 3-3, 403-3, 403-5, 403-6, 403-9)

The safety and well-being of our workforce is foundational to our mission. Our work is inherently public-facing and may be physically demanding, with conditions that can place significant pressure on staff. Left unaddressed, these pressures can affect morale, performance, and organisational resilience. We recognise the importance of workplace safety and well-being because the quality of care we bring to Singapore's parks and green spaces is directly shaped by the health and well-being of the people who manage them.

To address this, NParks takes a holistic approach to staff well-being, encompassing physical health, mental wellness, and work-life harmony. Clear guidelines are in place for both staff and supervisors to support balanced workloads and healthy lifestyles. Our Staff Well-being Committee operates in alignment with the Singapore Public Service Division's guidelines on work-life harmony, active living, and community service, translating these principles into tangible programmes and activities. These include community initiatives under the Singapore Kindness Movement, such as family carnivals and food donation drives, as well as a staff-led donation drive that raised over S$19,000 for the President's Challenge.

NParks employs a systematic and risk-based approach to workplace safety, covering both staff and contractors. Staff more exposed to certain diseases or challenging working conditions due to their nature of work are identified proactively, enabling targeted interventions such as risk assessments, regular health check-ups, and work process reviews. Risk assessments are also conducted for all higher-risk activities such as tree climbing or diving to manage risks. Safety awareness is maintained through continuous training, regular briefings, monthly safety inspections, and sharing of lessons learnt from past incidents, complemented by regular outreach through roadshows, Workplace Safety and Health (WSH) Bulletins, and safety seminars. Teams collaborate closely to address gaps identified through Notice of Accident investigations, and staff are encouraged to surface concerns via a dedicated feedback channel. Divisional WSH representatives are supported to participate in Ministry of Manpower (MOM) and WSH Council conferences to stay current on industry developments. For contractors, NParks promotes a shared safety culture through the inaugural Safety Day and has introduced a Safety Demerit Points Framework to strengthen WSH compliance across its operational network.

In the event of a major incident involving injury or death, an investigation committee is convened, with findings reported to Management and escalated to the Board where necessary. A safety bulletin and staff feedback channel support ongoing communication and hazard reporting. All staff are covered under the Work Injury Compensation Act (WICA). In FY2025, we recorded 28 minor work-related injuries and zero cases of work-related ill health.

Year in Review

Equipping Staff to Respond to Safety and Risk

The third Risk Management Seminar was held on 8 October 2025, updating some 130 participants on lessons learnt from oil spills and Exercise Gallus X (designed to manage a simulated High Pathogenicity Avian Influenza outbreak locally), as well as cybersecurity threats.

To complement this, an inaugural Risk Assessment Webinar was conducted to share knowledge with about 170 participants on WSH regulations and risk assessment methodology using a standardised template. Together, these initiatives reflect NParks' proactive and structured approach to enterprise risk management, ensuring staff are equipped to respond effectively to any safety challenges.

NParks marked a significant step in our workplace safety journey with the launch of Safety Day. The event brought staff and experts from other agencies together to share insights and learn from experiences so as to foster a more inclusive and collaborative approach to safety. This lays the foundation for a stronger workplace safety culture that extends beyond compliance.



Risk management courses and seminars are offered to mitigate public safety hazards and upskill Singapore's landscape workforce.



Material Topic: Strategic Alliances

(GRI 3-3)

NParks builds strategic alliances across the public, private, and people sectors to advance urban sustainability, drive innovation through joint research, and expand conservation outreach. These partnerships strengthen community engagement, support education, and reinforce Singapore's global leadership in urban biodiversity.

Public-Private-People Collaboration

NParks partners with veterinarians, nature groups, Town Councils (TCs), and government agencies to advance wildlife care, biodiversity research, habitat restoration, and public safety. Vets support rescue and rehabilitation efforts, while nature groups contribute field expertise and citizen science to monitor endangered species and restore ecosystems.

Inter-Agency Collaboration

As Singapore's technical agency for biodiversity conservation, NParks provides advisory support to other government agencies on greening and conservation matters. We collaborate with NEA and SFA to manage wildlife attractants, partner the Municipal Services Office and TCs on estate cleanliness and feedback management, work with the Agency for Integrated Care (AIC) to engage repeat wildlife feeders, and coordinate with customs and police to combat illegal wildlife trade. NParks is also a member of the One Health Collaborating Centre, whereby we collaborate with other government agencies, for investigations on leptospirosis outbreak, other zoonotic diseases, and insect vectors.

Partnering Industry

The landscape sector is critical for our transformation into a City in Nature. As such, NParks partners industry stakeholders to develop and transform the sector through the Landscape Sector Transformation Plan (LSTP). This is a ten-year plan to uplift the industry through technology adoption, digitalisation, nursery land provision, productivity grants, and skills development. LSTP initiatives include the Landscape and Animal Sector Productivity Grant (LAPG), which supports companies to adopt mechanisation and innovative solutions to improve operational efficiency. We also work with industry and relevant stakeholders to develop best practices through standards and guidelines.

Through the Centre for Urban Greenery and Ecology (CUGE), NParks offers sustainability-focused programmes for landscape professionals, staff, and agencies, while collaborations with local higher education institutions embed technology, innovation, and sustainability into relevant curricula, build expertise in horticulture, landscape design, and advanced maintenance so as to meet growing industry demands.

Academic Research

NParks collaborates with research partners to access broader expertise in biodiversity monitoring, species recovery, and ecosystem restoration, sharing findings through publications, workshops, and public-private engagement. We maintain MOUs with universities including NUS and NTU, and work with global institutions such as the UK's Royal Botanic Gardens, Kew and the Forest Research Institute Malaysia (FRIM) to support plant science and horticulture research.

NParks also works closely with the academic community to build capabilities in marine science and biosurveillance through the Marine Climate Change Science (MCCS) research programme and the Biosurveillance Research Programme. These partnerships support knowledge creation and deepen understanding of the impacts of emerging threats, to strengthen our capacity to monitor, protect, and respond to changes in our natural environment.

International Collaboration

NParks engages actively in global platforms including the Convention on Biological Diversity, United Nations Framework Convention on Climate Change (UNFCCC), and International Union for Conservation of Nature (IUCN), while leading regional efforts such as the ASEAN Work Programme on Urban Biodiversity and Greenery.

Following the 2025 IUCN World Conservation Congress in Abu Dhabi, NParks has been working with Alexandra Zimmermann, Chair of the IUCN Species Survival Commission Human-Wildlife Conflict and Coexistence Specialist Group, to develop and deliver a capacity-building workshop for officers managing human-wildlife interactions and conflicts in Singapore.

Year in Review

Research Developments



Peregrine Falcons (*Falco peregrinus ernesti*) typically nest on loose gravel substrate, where they can scrape out a hollow to hold the eggs. NParks, supported by OCBC, installed a specially designed nesting tray filled with loose gravel to support breeding attempts.

First Record of Peregrine Falcon Chicks in Singapore

Two Peregrine Falcon (*Falco peregrinus ernesti*) chicks were successfully hatched on 6 and 9 April 2025, making this Singapore's first recorded instance of Peregrine Falcon chicks. Both fledged in mid-May 2025, following NParks' efforts from late 2024 to support the nesting of a breeding pair at the OCBC Centre on Chulia Street.

Digitalising the Herbarium and Library Collections

The Singapore Botanic Gardens has commenced its largest digitalisation effort to date, digitising approximately 800,000 herbarium specimens, and over 50,000 archival materials. The project also includes a 40% expansion of both the Herbarium and the Library of Botany and Horticulture aimed at improving research facilities and increasing public access to the Gardens' collections.

Colour Transformation of the Ferruginous Fan Palm

A new study has shed light on the unusual fruiting behaviour of the Ferruginous Fan Palm (*Licuala ferruginea*), an endangered understorey native palm. Unlike most flora, a lot of fruits change colour as they ripen. Researchers found that this may serve as a carefully timed signal to specific animal dispersers, including the Cream-vented Bulbul (*Pycnonotus simplex*). The mature fruits' high sugar content and high-contrast black and purple hues against green forest make them particularly attractive to avian frugivores. The study supports the dispersal syndrome hypothesis that plant characteristics and animal behaviour can co-evolve, and highlights the importance of conserving primary forest interiors where effective seed dispersers continue to thrive.



Fostering Ecological Connectivity

Road networks cutting through natural habitats can pose risks to wildlife. Various measures over the years have strengthened ecological connectivity for native species between our green spaces. A research paper examined how different wildlife crossing structures support mammal movement across Singapore's Central Catchment Nature Reserve. Over nine months, more than 1,100 wildlife crossings were recorded using camera traps and CCTV monitoring, including critically endangered species such as the Sunda Pangolin (*Manis javanica*) and Raffles' Banded Langur (*Presbytis femoralis*). The study found that culverts continue to serve as effective passageways for smaller mammals, rope bridges enable arboreal species to cross safely, and fencing measures direct animals towards safer routes, highlighting the value of wildlife crossing structures.



Nature playgardens are designed to foster a child's mental, physical and emotional growth through meaningful interactions with their surroundings.

Supporting Children with Special Needs through Nature Play

A NParks-NUS study examined the benefits of nature-based therapeutic programmes for children diagnosed with Autism spectrum disorder (ASD) and Attention-deficit/hyperactivity disorder (ADHD) in Singapore. Children with ASD showed sustained improvements in emotional regulation, while caregivers reported better mental well-being. Children with ADHD showed reduced hyperactivity and aggression. A practical toolkit has been developed to help professionals incorporate nature play into therapeutic programmes.

Raising Professionalism and Setting Industry Standards

Recognising Landscape Excellence

In 2025, 16 parks and developments that demonstrated strong ecological planning and innovative landscape design and management were awarded Landscape Excellence Assessment Framework (LEAF) certification. These included Mandai Wildlife Group's Rainforest Wild Asia, and Pan Pacific Orchard Singapore that embodies a “Hotel in Nature” concept. NPark's biennial LEAF certification scheme elevates industry standards by establishing clear benchmarks and recognising outstanding achievements in landscape design, construction, and management. Since its launch in 2013, more than 100 public and private projects have been LEAF-certified.

Revised Nursery Land Tenancy Model for New Land Plots

To better support the landscape and orchid nursery industries, NParks revised the tenure structure for new nursery land plots, starting in November 2025. Developed in consultation with industry stakeholders, the change reduces business uncertainty and supports longer-term planning. This complements NParks’ other pro-enterprise initiatives, such as an enhanced tender briefing process and a Temporary Occupation Permit and Certificate of Statutory Completion (TOP/CSC) guidebook and training aimed at helping landscape industry players bridge knowledge gaps and make well-informed business decisions.

Supporting the Landscape Sector

The Landscape and Animal Sector Productivity Grant (LAPG) continues to be a key driver of productivity and technology adoption in the landscape sector under the LSTP. It supports companies in adopting mechanisation and innovative solutions to improve operational efficiency, with about 80 applications received from landscape companies in the current tranche.

Supporting Lifelong Learning

NParks supports SkillsFuture Singapore's annual Fellowship and Employer Awards which recognise skills deepening and mastery, as well as strong lifelong learning commitment by individuals and employers. Since 2018, 12 out of 20 unique nominations endorsed by NParks have received either the SkillsFuture Fellowship or Employer Award, spotlighting industry champions who demonstrate skills mastery and exemplary employment practices.

Upskilling the Industry through Education

NParks-Peter Lim Scholarship

NParks introduced a new merit-based scholarship under the NParks-Peter Lim Scholarship (NPPLS) to recognise students who excel in landscape and animal science-related studies, providing enhanced funding support in recognition of their academic achievements in approved courses. This further nurtures professionalism and encourages environmental stewardship among deserving youths.

In 2025, 27 students received the Merit-Based Scholarship and 192 received the Study Award, with close to S$710,000 in financial assistance disbursed.

Collaboration and Partnerships

Collaborating Towards a Sustainable Future

NParks formalised a partnership with Mexico's Ministry of Environment and Natural Resources to advance scientific and technical exchange in coral reef restoration. Areas of collaboration will include assisted natural regeneration, coral propagation and outplanting, restoration of coral structural complexity, and monitoring protocols for ecological recovery.

NParks renewed its MOU with Temasek Polytechnic to strengthen collaboration in support of Singapore's City in Nature vision, spanning joint research and innovation, student development, and staff exchanges. As part of the renewal, NParks representatives visited Temasek Polytechnic's Aquaculture Innovation Centre and Centre for Urban Sustainability, gaining insights into applied research in fish genetics, health management, and sustainable materials innovation.

Sharing Knowledge to Tackle Sustainability Challenges

Representatives from the World Health Organization, Coastal 500, and private sector organisations, among others, were invited to share insights in addressing the biodiversity and climate crises, at the Southeast Asia Conference on Urban Nature-based Solutions, held in June 2025. Co-organised by NParks, the conference was an opportunity for government officials from Southeast Asia to explore how cities can leverage their biodiversity to implement nature-based solutions.

NParks co-hosted the first-ever Southeast Asia Urban Forestry Roundtable in September 2025, together with the Arbor Day Foundation and the International Society of Arboriculture. The event brought together over 40 professionals and representatives from countries in the region to reaffirm commitment to ensuring urban forests and trees are properly maintained and sustainably managed.



NParks' arborists manage and care for Singapore's millions of trees along roads, in parks and on state land.

NParks and Landscape Industry Association of Singapore (LIAS) to co-organise the Regional Arboriculture Week that saw over 300 attendees from the Asia-Pacific region. In addition to presentations by international and local speakers, participants also attended learning journeys, workshops and a science and technology showcase. An MOU between the International Society of Arboriculture and LIAS, formally recognising LIAS as an ISA Chapter and reaffirming both organisations' commitment to advancing professional standards in arboriculture, was also signed.

Singapore hosted the inaugural ASEAN Flyway Network Communication, Education, Participation and Awareness Learning Forum from 7 to 9 May 2025. Participants gained insights from international partners, as well as exchanged best practices in conservation and engagement.



Sungei Buloh Wetland Reserve serves as an anchor ASEAN Heritage Park and vital stopover for migratory birds.

Strengthening Governance and Enabling Innovation

Chapter 3

Governance forms the foundation of NParks' sustainability efforts, ensuring accountability, transparency, and ethical conduct across our operations. Our governance practices provide the oversight needed to integrate environmental and social considerations into strategic planning and decision-making. Alongside this, NParks continues to harness digital innovation to enhance operational efficiency, strengthen decision-making, and better manage our parks and natural resources.

Punggol Waterway Park

Chapter 3: Strengthening Governance and Enabling Innovation

Material Topic: Good Governance

(GRI 3-3)

Good governance is central to how NParks operates, providing the accountability and oversight structures that guide our decisions and ensure we remain responsive to the needs of our stakeholders.

Our corporate governance framework sets the parameters for how NParks operates, spanning strategy and risk management to day-to-day decision-making. It reflects our commitment to acting with integrity and transparency in service of our mandate to protect and enhance Singapore's greenery and biodiversity, and is fundamental to maintaining the trust of the public, government partners, and communities we serve.

Ethics and Conduct

(GRI 205-2, 205-3)

NParks maintains a zero-tolerance policy towards non-compliance and misconduct, operating in strict accordance with the Public Sector (Governance) Act, directives from the Ministries of Finance and National Development, and the Statutory Board Financial Reporting Standards.

Our Code of Conduct articulates the behaviours expected of all staff, including on matters of fraud and corruption, and sets out the consequences of any breaches. Ethics briefings are part of the onboarding process for all new employees, and policies are regularly reviewed and kept accessible. To manage conflicts of interest proactively, staff complete an annual declaration of interests, forming part of a broader risk management approach that is both preventative and responsive. At the Board level, members are similarly guided by a set of key principles to ensure fairness, impartiality, and the upholding of the integrity and reputation of the Public Service in carrying out their responsibilities.

NParks maintains a robust internal control system to safeguard assets, ensure accurate accounting records, and uphold the reliability of financial information. The overall control framework includes:

- An organisation structure with clearly defined authority and delegation limits and reporting mechanisms to higher levels of management and to the Board;
- An annual budgeting and quarterly financial reporting system for all operating units that enables progress against annual plans and objectives to be monitored;
- Compliance with the provisions of the National Parks Board Act 1996, Statutory Board Financial Reporting Standards, Government Instruction Manuals, Finance and PSD Circulars and Minutes for policies and procedures related to operations, human resource management and financial controls and regulations; and
- A risk management framework which ensures close monitoring with proper mitigating measures for all identified high-risk areas

Grievance and Whistleblowing Mechanisms

(GRI 2-25, 2-26)

NParks is committed to fostering a culture where concerns can be raised openly and safely. We provide clear, secure, and confidential channels for reporting potential misconduct. Internally, a formal whistle-blowing policy allows employees to raise concerns without fear of reprisal, for matters such as workplace disputes or violations of their rights. Outside the organisation, members of public can submit feedback to NParks via the OneService App, or relevant feedback forms on our website.

Every case received is logged and followed through to closure, with clear pathways for escalation to Senior Management and the Board where needed. For workplace matters, our Collective Agreement sets out a structured grievance process that ensures concerns are addressed fairly, consistently, and without fear of reprisal.

There were no confirmed incidents of corruption during the reporting period, and no employees were dismissed or disciplined in relation to such matters.

Sustainable Procurement

Procurement at NParks is guided by the WOG Procurement Policy, which emphasises transparency, fair competition, and optimal value for money. To ensure objectivity, all evaluators are required to declare any conflicts of interest before participating in procurement decisions. When assessing suppliers, we look beyond price, giving weight to sustainability, worker welfare, and safety. Through our tender process, NParks requires suppliers to adopt the National Wages Council's (NWC) recommendations on wage increases, and comply with Progressive Wage Model (PWM) requirements, including Sectoral Progressive Wages and Occupational Progressive Wages. Safety records are taken into account in our operational and construction tenders, with contracts requiring adherence to a safety framework throughout, helping to protect workers and reduce the risk of delays and reputational issues arising from workplace incidents.

Environmental and innovation considerations are embedded in our tender evaluation criteria. Suppliers are assessed on their proposals for using environmentally friendly and innovative materials, increasing sustainability and greenery of operations, improving resource management, and driving innovation in automation and mechanisation. This encourages suppliers to continuously improve their practices and contribute to NParks' sustainability goals. By embedding sustainability criteria into our procurement process, NParks not only advances our environmental and social goals but also reduces operational risk, as suppliers with strong sustainability practices are better placed to deliver services that are consistent, compliant, and uninterrupted.

To ensure our procurement processes remain effective, key indicators such as competition levels and award outcomes are tracked and reported to management each quarter. Annual forums ensure staff remain aligned on procurement standards and our commitments to responsible purchasing.

NParks also strengthened its governance and procurement practices by enhancing verification processes, reinforcing staff capabilities through project and contract management training, and updating term contract provisions. Independent quantity surveyor consultants were also engaged for higher-value projects to strengthen the verification of works and payment claims, enhancing procurement oversight and contract management.

Data Security, Privacy and Data Governance

As a public agency, NParks manages a wide range of data, including personal data from volunteers, partners and members of the public, as well as environmental, geospatial and operational information. Protecting and managing this data responsibly is essential to maintaining public trust and supporting informed decision-making across the organisation.

NParks adopts a risk-based approach to data security, privacy and governance, underpinned by our Security Policy and Data Management Policy. These policies establish clear requirements for data classification, access management, use, retention and sharing of information. Data protection assessments are conducted for new initiatives involving personal data to identify and address privacy risks early, while structured approval processes ensure that data sharing is carried out in accordance with legal, regulatory and security requirements. Building on these foundations, NParks continues to strengthen enterprise data governance through policies, standards and governance forums that promote the responsible use of data across the organisation.

As digital technologies become increasingly embedded in our operations, NParks also continues to enhance governance measures for emerging technologies, including Artificial Intelligence (AI), through appropriate policies, risk assessments and user awareness programmes. These measures help to enable innovation while ensuring that associated risks are appropriately managed.

Should a cybersecurity incident occur, our Incident Management Plan provides a clear framework for a prompt and coordinated response. Annual cybersecurity exercises complement these efforts by testing our readiness, strengthening organisational resilience and ensuring staff remain vigilant against evolving cyber threats.



Material Topic: Digital Innovation

(GRI 3-3)

Digital tools and data-driven approaches are essential to how NParks operates and plans for the future. Beyond improving operational efficiency, technology plays a critical role in helping NParks navigate major challenges, from understanding and responding to climate change impacts on ecosystems, to detecting and managing risks posed by zoonotic and water-borne diseases. Through real-time monitoring, predictive modelling, and early warning systems, we are better positioned to protect Singapore's biodiversity and safeguard public health.

NParks' digital transformation is guided by the Science & Technology (S&T) Masterplan, which provides the overarching framework for our research, technology adoption, and innovation agenda. This is complemented by our Digitalisation Roadmap, which drives the integration of digital platforms, IoT sensors, AI-enabled analytics, and robotic technologies into daily operations. Our efforts are aligned with Singapore's Smart Nation and Digital Government strategies, and extend beyond NParks to support the landscape sector's transformation under the Landscape Sector Transformation Plan (LSTP).

New technologies are piloted and assessed before wider rollout, with structured feedback loops involving landscape contractors and partners to refine systems. The Maven 2 platform serves as our central control hub, aggregating real-time data from IoT sensors and monitoring systems to track operational performance, greenery health, and productivity gains. Regular oversight meetings ensure accountability and strategic alignment.

NParks is also strengthening enterprise data capabilities through the development of shared data platforms and analytics capabilities that support cross-domain integration, data-driven insights and evidence-based decision-making across the organisation. These efforts enable more effective use of operational, environmental and scientific data to support policy, planning and service delivery.

Our digital transformation is also built on active collaboration across:

- **Industry partners:** Tools are co-developed and trialled with landscape contractors to ensure practical relevance before scaling, with open tenders prioritising contractors willing to adopt our digitalised greenery management model.
- **Public agencies and research institutions:** Partnerships with agencies such as GovTech enable NParks to apply AI and emerging technologies to conservation and operational challenges, as seen in initiatives developed through the GovTech Hackathon.

NParks has adopted a digital-first approach to enhance capabilities across landscape management, wildlife conservation, and public engagement. Operationally, this has meant automating complex processes from microbial data analysis and cargo clearance approvals to digital inspections, administrative workflows, and the standardisation of lost pet animal reporting, reducing reliance on manual and paper-based processes. IoT devices, surveillance cameras, and data analytics have been deployed across parks to monitor visitor safety, footfall, and assets in real time, supporting better crowd management and pre-emptive maintenance. An online data repository has also been established to consolidate information from research projects across NParks, strengthening our institutional knowledge base.

On the data and decision-making front, we have harnessed a wide range of tools including GIS, satellite imagery, IoT sensor networks, and computer modelling to support evidence-based management of greenery, trees, water quality, and coral reef conservation. Geospatial modelling has been applied to support conservation and greenery planning, while analysis of tree failure data has strengthened our approach to tree risk management. These efforts are complemented by advances in wildlife monitoring and park operations, where new digital tools are enabling more efficient and effective management on the ground.

To sustain this momentum, NParks is establishing a formal framework to document and share learnings from technology trials, enabling more systematic evaluation before scaling. Workforce readiness is also a priority, with partnerships with CUGE and Institutes of Higher Learning helping to prepare staff for an increasingly digital operating environment.

Year in Review

Leveraging Technology for Wildlife and Tree Management

NParks partnered with GovTech to pioneer the use of multi-modal large language models (LLMs) for wildlife monitoring. Traditional AI approaches to processing continuous CCTV footage require large training datasets, a barrier when monitoring rare species such as the critically endangered Sunda Pangolin (*Manis javanica*). To overcome this, the team developed a prompt-based pipeline that can be deployed without extensive prior data, making it better suited to species where footage is scarce. The innovation has the potential to reduce manhours required for footage processing by 50%, enabling more comprehensive and cost-effective wildlife surveillance.

NParks continues to leverage digital tools developed with the landscape industry, to manage the greenery in our parks and along the streets. Recognising the need for tree management standards focussed on tropical urban environments, NParks, and the Landscape Industry Association (Singapore) (LIAS) representing professionals from the landscape and arboricultural sectors, will develop the first national standard for tree management. This new Code of Practice will provide common standards for tree pruning and industry-recognised best practices in Singapore, raising the overall level of tree care and support the long-term health of our urban trees.

Digitalising Park Operations

NParks is taking significant strides in digitalising park operations through a suite of technology-driven initiatives, such as the Integrated Fault Management System (IFMS) and the AI-enabled Defect Management System (DAMS). The IFMS leverages the Internet of Things (IoT) sensors, QR codes, mobile reporting, and computer vision to enable real-time monitoring, automatic fault detection, and streamlined maintenance workflows of the parks' cleansing, greenery, mechanical as well as electrical assets.

Complementing this, the Defect Management System utilises mobile video and computer vision to identify structural defects and improve inspection consistency. Such technologies, combined with use of robotics and remote inspection trials in complex hilly terrain, enable staff to reprioritise time to higher value work while still ensuring a consistent high-quality experience for park visitors.



Due to its shy, nocturnal nature, camera traps are needed to observe the Sunda Pangolin in its habitat.

Garden City Fund

Message from the Chairman

As I reflect on 2025, I am deeply grateful for the steadfast support of our corporate and individual partners in advancing our City in Nature vision. Your generosity, commitment and shared belief in the importance of nature have enabled the Garden City Fund to support meaningful initiatives that conserve our natural heritage, strengthen community stewardship, and bring people closer to nature.

The year was marked by significant milestones that reminded us of how far we have come together. The Singapore Botanic Gardens commemorated its 10th anniversary as a UNESCO World Heritage Site, a reflection of its international significance and enduring contributions to conservation, research and education. This achievement would not have been possible without the support of many like-minded partners, whose contributions continue to help the Gardens grow as a leading botanic garden and extend its reach to more people. Their support has enabled initiatives such as new donation terminals to engage more donors, including overseas visitors, as well as the Herbarium's largest-ever digitalisation effort as it celebrated its 150th anniversary.

It is equally heartening to see donors share our commitment to nurturing future generations who will contribute to Singapore's environment and sustainability. Through the support of Peter Lim and his foundation, the NParks-Peter Lim Scholarship Programme will continue to provide scholarships to deserving students, enabling them to pursue their studies and future careers. These opportunities will create lasting benefits not only for the recipients, but also for their families and communities.

Our community of supporters continues to inspire us. We are encouraged by the many individuals who give regularly through Giving.sg, our key online fundraising platform, and who have supported important campaigns such as the Herbarium's digitalisation effort and the Pet Cat Sterilisation Support Programme. We are equally heartened by those who champion our cause within their own communities. One such example is Ms Rayea Bankal, an NPS International School student who organised a fundraising initiative in support of the Plant-A-Tree Programme. Her efforts reflect the growing commitment of younger generations towards environmental stewardship. It is deeply encouraging to see young people stepping forward to care for nature and contribute to a greener future for Singapore. Their passion reminds us that building a City in Nature is a shared responsibility that transcends generations.

We were saddened by the passing of Mrs Kirtida Mekani in January 2026. A dedicated member of the GCF Management Committee from 2005 to 2024, she provided invaluable guidance, nurtured partnerships with donors and volunteers, and championed stewardship of Singapore's natural heritage. Mrs Mekani was a passionate advocate for community greening and played a seminal role in the Plant-A-Tree Programme, which has since grown into a key initiative that enables individuals and organisations to contribute to the greening of our city. As a Community in Bloom ambassador, she inspired many to embrace gardening, helping to lay the foundation for the more than 2,000 community gardens maintained by over 48,000 people today. Her dedication, generosity of spirit and love for nature have left an enduring legacy, and we will remember her with deep gratitude and respect.

Looking ahead, we remain committed to advancing Singapore's journey as a City in Nature. We will continue to strengthen our long-term resilience to climate challenges through nature-based solutions that bring together capacity building, community engagement and outreach. Conservation efforts such as the 100k Corals Initiative will continue their important work to strengthen Singapore's ecosystems. More feature enhancement and outreach programmes will also be introduced at the Singapore Botanic Gardens, expanding opportunities for people to enjoy and appreciate nature-based experiences. At the same time, we will continue to promote responsible pet ownership and build communities where Singaporeans can live in harmony with animals.

Protecting and enhancing our natural heritage is a shared responsibility, and we cannot do this without the continued commitment of our partners and the community. I invite you to continue walking this journey with us as we bring Singapore's green vision to greater heights and create lasting impact for the environment we all share.

Let me close by thanking each of you. Your dedication and love for nature are the lifeblood of our work. I am grateful for all that you have done, and I look forward to growing our shared future as a City in Nature together.



Mr Guy Harvey-Samuel

About the Garden City Fund

Charity Registration Number/Unique Entity Number: T02CC1634C

Charity Registration Date: 19 November 2002

IPC Number: IPC000104

Auditor: Foo Kon Tan LLP

The Garden City Fund (GCF) is a registered charity and an Institution of a Public Character (IPC), with its registered address at the National Parks Board, Singapore Botanic Gardens, 1 Cluny Road, Singapore 259569.

It seeks to enhance the enjoyment of our City in Nature by working with corporations and individuals to support the development of amenities and special features in Singapore's green spaces; community activities and programmes that promote and enhance nature and ecology, art and culture, landscape and horticulture, animal and greenery management, animal health and welfare, and conservation; and citizen involvement to encourage greater ownership of our City in Nature.

The Board of NParks serves as the trustee of the GCF and has appointed the GCF Management Committee to plan, develop, promote and manage the GCF in accordance with its Trust Deed.

The GCF Management Committee comprises mainly non-executive members, except for the GCF Secretary Dr Yap Him Hoo, who is also Deputy Chief Executive Officer, Professional Development & Services at National Parks Board.

Between 1 April 2025 and 31 March 2026, the total amount of cash donations through GCF was about S$10.7 million.

Conflict of Interest Policy:
The GCF Management Committee members are required to comply with the charity's conflict of interest policy. The charity has put in place documented procedures for committee members to declare actual or potential conflicts of interest on a regular and need-to basis. Committee members also abstain from and do not participate in discussions or decision-making on matters where they have a conflict of interest.

Whistleblowing Policy:
GCF follows NParks' whistleblowing policy for reporting improper conduct and addressing concerns about possible wrongdoing or improprieties in financial or other matters within the charity.

The 12th Garden City Fund Management Committee (1 November 2024 – 30 October 2026) for the Year in Review

Name	Appointment	Past Appointments	Occupation	Meeting Attendance
Mr Guy Harvey-Samuel	Chairman	Member since 1 November 2022 Chairman since 1 November 2024	Former Chairman and Chief Executive Officer, HSBC Singapore	4/4
Mr Goh Kong Aik*	Treasurer	Member since 1 November 2014 Treasurer 1 November 2016 – 30 October 2020	Former Head of Group Corporate Sustainability and Communications, HSBC Singapore	3/4
Dr Yap Him Hoo	Secretary	Secretary since 13 June 2024	Deputy Chief Executive Officer, Professional Development & Services, NParks	3/4
Mr Daren Shiau	Member	Member since 1 November 2016 Treasurer 1 November 2020 – 30 October 2024	Partner, Allen & Gledhill LLP	2/4
Mr Han Jok Kwang	Member	Member since 1 November 2020	Business Development Advisor, Schneider Electric	4/4
Mr Ho Hin Wah	Member	Member since 1 November 2024	Chief Investment Officer, Genedant Capital	4/4
Ms May Loh	Member	Member since 1 November 2024	Partner & Singapore Office Head, Albright Stonebridge Group	3/4
Ms Shantini Ramachandra	Member	Member since 1 November 2024	Former Business Tax Partner, Deloitte Singapore	4/4

Professor Emeritus Leo Tan (Chairman, 1 November 2006 – 31 October 2024) is Adviser to the Garden City Fund.

*Mr Goh Kong Aik has continued to serve for more than 10 consecutive years. His wealth of knowledge, service and expertise has guided the charity to reach out to corporates and individuals for funding support, and ensured sound governance of the charity. With many years of corporate experience, he has also contributed to a balanced composition in the committee, with a diverse mix of backgrounds and experience to meet the growing needs of the charity.

As part of Garden City Fund's commitment to renewal, succession planning and diversity for the management committee, plans are ongoing to identify suitable members to enable an appropriate balance of skills, expertise, experience and views.

Greening the Red Dot

Donors and partners were at the heart of GCF's progress this year. Their contributions helped advance conservation, safeguard natural heritage, restore habitats, strengthen green spaces and deepen community participation in nature. From supporting Singapore's first recorded Peregrine Falcon (*Falco peregrinus ernesti*) chicks and planting more than 900 corals, to digitalising the nation's botanical collections and planting over 95,000 donated trees, their generosity translated shared commitment into tangible outcomes for wildlife, people and Singapore's City in Nature.

Honouring Our Natural Heritage

Support from **CDL, Equinix, Mdm Tina Ou, Ms Min Xiao Ling** and **Mr Tan Jiew Hoe** enabled the community to celebrate the Singapore Botanic Gardens' natural heritage in a milestone year. In 2025, the Gardens marked its 10th anniversary as Singapore's first and only UNESCO World Heritage Site, 30 years of the National Orchid Garden, and 150 years of the Singapore Herbarium and the Library of Botany and Horticulture. Their sponsorship made possible the Heritage Festival's guided tours, workshops, films, concerts, special exhibitions and the first light show held in the Gardens, bringing these milestones to life for visitors.

Donor contributions are powering the Singapore Herbarium's largest digitalisation effort to date - the digitalisation of some 800,000 specimens. This undertaking is made possible by **Aramco Singapore, the Estate of Jo and Gerry Essery, Mr Toh Lam Tiang and family, TikTok Singapore, Mr Ou Tsung Ming** and **Mrs Ou Chen Li Chin, ST Engineering, Mr Tan Jiew Hoe, Mr Chen Xi (Kevin), Geneco** and anonymous donors. Together, they are helping to preserve irreplaceable botanical records and make them more accessible for research and learning.



Minister of State for National Development Mr Alvin Tan (centre) and then Executive Director, National Parks & Gardens Cluster and Group Director, Singapore Botanic Gardens, Prof Tan Puay Yok (now CEO, NParks) examining some of the specimens that are being digitalised at the Herbarium. This is done in conjunction with the 150th anniversary of the Herbarium in 2025.

The Herbarium in Your Pocket campaign gave individuals and corporate partners a direct role in supporting this major undertaking. Donors that contributed S$1,000 or more received a limited-edition collectable featuring a S$5 note with a real pressed specimen from the iconic Tembusu (*Cyrtophyllum fragrans*) tree and serial numbers printed in ink made from the same tree by local botanical ink-making studio, **Wild Dot. Hong Leong Asia Ltd** donated the S$5 notes, while **McCann Worldgroup Singapore** designed the collectable, extending the impact of the campaign through valuable in-kind expertise and resources.

By 2027, these donors will have helped create what is expected to be the largest online database of specimens housed in Southeast Asia. Worldwide access to the collection will support researchers and the public in sharing knowledge and collaborating across biodiversity, conservation and pharmacology, including the study of species that have gone extinct or have yet to be formally described. This is a lasting legacy: contributions made today will continue to support discovery and conservation well beyond the campaign.



As part of the Festival, the Gardens introduced nightly light shows at Swan Lake and Tanglin Gate, set to music by the Singapore Symphony Orchestra, bringing art, nature, and national identity together.

New Life, New Wins in Conservation

OCBC's support made it possible for NParks to monitor and support a pair of Peregrine Falcons (*Falco peregrinus ernesti*) nesting in the recesses of OCBC Centre at Chulia Street since late 2024. In April 2025, Singapore welcomed its first recorded Peregrine Falcon chicks. Beyond this landmark, OCBC's contribution is helping deepen knowledge of the native species' breeding and foraging ecology, informing efforts to support its successful adaptation to Singapore's urban landscape.



Two Peregrine Falcon chicks were successfully hatched on 6 and 9 April 2025 respectively, and fledged in mid-May 2025. Their presence will provide crucial data about Peregrine Falcon breeding patterns and foraging preferences in tropical regions, where their ecology remains poorly understood.

More than S$2 million in support from **Delta Electronics, the GSK-EDB Trust Fund, Deutsche Bank, Takashimaya Singapore** and **KPI Ocean Connect,** has helped transform the 100k Corals Initiative from ambition to restoration in Singapore's waters. Since its launch in December 2024, more than 900 corals across 14 species have been planted towards the long-term goal of 100,000 corals. By enabling threatened coral species to be conserved and planted, these donors are helping strengthen marine habitats, support biodiversity and provide natural protection against shoreline erosion.



Since December 2024, the 100k Corals Initiative has worked towards planting 100,000 corals in Singapore's waters over the next decade and beyond. Besides serving as a natural defence against shoreline erosion, corals are a cornerstone of marine ecosystems, providing for around one-quarter of marine species.

The Blossoms of Community

Plant-A-Tree donors turned their support into trees in the ground and wider participation in the OneMillionTrees movement. New donors **QBE Foundation** and **Tempur** each contributed 50 trees, while returning donors **KLA Foundation**, **Singapore Maritime Foundation** and **Singlife** sustained their support. **FOZL** extended this impact by rallying its clients and personal contacts to raise S$30,000 for the programme, bringing more people into Singapore's shared greening journey.

As of 28 February 2026, donor support had put more than 95,000 trees into the landscape. Since Plant-A-Tree began in 2007, more than 153,541 participants — including some 914 corporations and 7,263 individuals — have taken part. Every donated tree is part of a larger, sustained effort to restore nature to the city and create a greener environment for all.

A cash donation from **Singapore Pools** and in-kind contributions from five partners made HortFest possible in August 2025. Support from **Bio-Flora (Singapore)**, **Biophilic Private Limited**, **Nanyang Inc**, **NaturalGRO by The Nature Company** and **Baba Gardening** enabled garden tours, a marketplace, workshops, demonstrations and three new themed gardens at HortPark. Their contributions helped more people discover practical ways to garden at home, while celebrating 20 years of Community in Bloom—a programme that has grown from fewer than 200 gardening groups in its first year to more than 2,000 groups islandwide.

Nurturing Tomorrow's Leaders

The **NParks-Peter Lim** Scholarship Programme invests in deserving students who will help carry Singapore's green journey forward. The new merit-based scholarship creates a pathway for students in disciplines including landscape architecture, horticulture, ecology, veterinary science and animal science to pursue higher education and build meaningful careers. For recipients, this opportunity can open doors to professional growth and greater financial independence, while giving their families greater confidence in the future. Over time, the knowledge and skills they gain will also strengthen Singapore's capabilities in caring for its natural environment — extending the impact of the scholarship from each student and family to the wider community.

Vital Support from Individuals

New donation terminals at the Singapore Botanic Gardens are making it easier for every visitor to play a part in connecting people with plants. Introduced in July 2025, the terminals provide a convenient way for members of the public to contribute to the Give to the Gardens programme. Each donation helps the Gardens advance its conservation work and create opportunities for people to discover, appreciate and build a deeper connection with plants.



Keen to contribute towards transforming Singapore into a City in Nature? Visitors to the Singapore Botanic Gardens can now donate to the Give to the Gardens programme using these handy terminals.

Individual donors showed how one idea can mobilise a wider community and generate meaningful support. **Ms Rayea Bankal**, a Grade 9 student at NPS International School Singapore, raised S$8,000 for the Plant-A-Tree Programme by transforming used clothes and fabrics collected from the community into vibrant art pieces. **Mr Chuck Ng** created a simple, sustained way for his fitness group at Fort Canning Park to give, with members who arrive late for weekly sessions contributing S$10 each to GCF. Their efforts demonstrate that donor impact is not defined only by scale, but also by the ability to inspire participation and make care for nature part of everyday life.



Minister for National Development, Mr Chee Hong Tat (centre), meets the recipients of the NParks-Peter Lim Scholarship 2026 at the Awards Ceremony held in ITE College East.



Ms Rayea Bankal started her own project to promote environmental awareness and conscious consumption, donating the funds raised to the Plant-A-Tree Programme.

More Impact to Come

Continued donor partnership can unlock the next wave of practical benefits for Singapore's natural heritage and communities. Planned work includes education projects and trials of nature-based solutions to mitigate different types of erosion at Pulau Ubin and Khatib Bongsu Nature Park, alongside further coral restoration under the 100k Corals Initiative to strengthen local coral communities and reefs.

Future contributions can also enhance green spaces and widen access to nature-based experiences. Support for new features and outreach programmes at the Singapore Botanic Gardens can enrich visitors' experiences, while contributions to therapeutic gardens and therapeutic horticulture programmes can help advance NParks' goal of establishing 30 therapeutic gardens islandwide by 2030 and improve the well-being of Singaporeans.

Corporate and individual donors can also help communities live more harmoniously with their animal companions. As more Singaporeans become pet owners, GCF will continue to engage partners to support programmes on responsible pet ownership.

Every donation is an investment in a greener, more resilient Singapore. By combining donor generosity with community participation and conservation expertise, GCF can turn contributions into lasting outcomes for habitats, wildlife and people. Visit www.gardencityfund.gov.sg for more information.

Garden City Fund

Statement of financial position

As at 31 March 2026

	Reporting Period FY2025/2026	Comparison Period FY2024/2025	Variance	
			Absolute Difference	Relative Difference
ASSETS	$	$	$	%
Current assets				
Other receivables and prepayments	2,068,400	376,430	1,691,970	450
Cash and bank balances	47,911,051	45,108,881	2,802,170	6
Total assets	**49,979,451**	**45,485,311**	**4,494,140**	**10**
ACCUMULATED FUNDS AND LIABILITIES				
Accumulated funds				
Unrestricted funds	10,657,479	18,363,231	(7,705,752)	(42)
Restricted funds	19,824,764	10,605,298	9,219,466	87
	30,482,243	**28,968,529**	**1,513,714**	**5**
Current liabilities				
Trade payables	210,317	248,017	(37,700)	(15)
Other payables	2,513,808	459,891	2,053,917	447
Deferred donations	16,773,083	15,808,874	964,209	6
Total liabilities	**19,497,208**	**16,516,782**	**2,980,426**	**18**
Total funds and liabilities	**49,979,451**	**45,485,311**	**4,494,140**	**10**

Statement of comprehensive income

For the financial year ended 31 March 2026

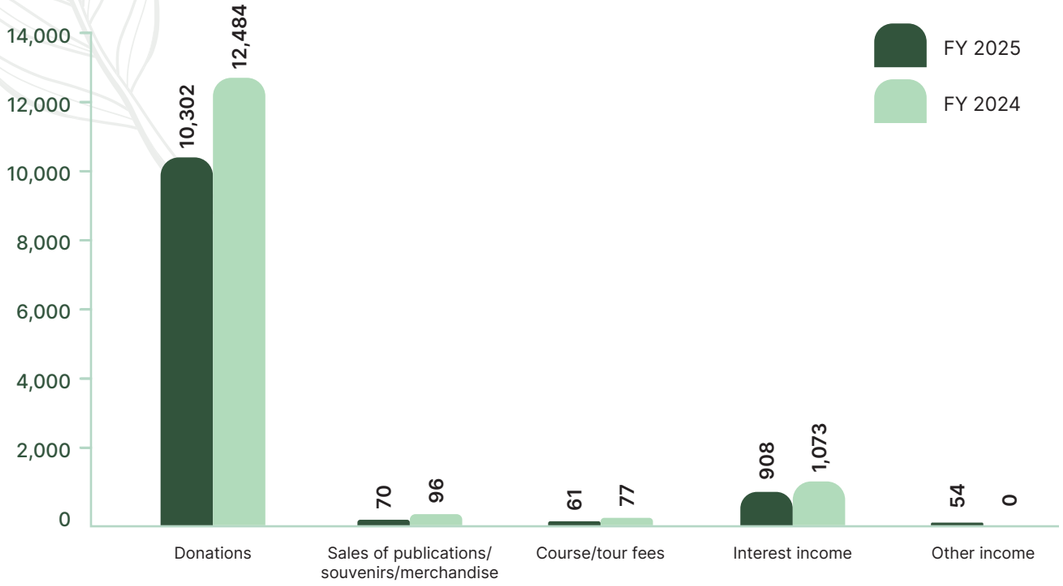
	Reporting Period FY2025/2026	Comparison Period FY2024/2025	Variance	
			Absolute Difference	Relative Difference
	$	$	$	%
Income				
Donations	10,302,342	12,484,237	(2,181,895)	(17)
Sales of publications/souvenirs/ merchandise	70,296	96,155	(25,859)	(27)
Course/tour fees	60,556	76,991	(16,435)	(21)
Interest income	907,302	1,072,782	(165,480)	(15)
Others	54,368	100	54,268	-
	11,394,864	**13,730,265**	**(2,335,401)**	**(17)**
Expenditure incurred:				
Conservation projects	79,191	610,821	(531,630)	(87)
Enhancements of parks, gardens and facilities	4,681,667	2,034,494	2,647,173	130
Outreach, education and research programmes	5,073,200	5,189,084	(115,884)	(2)
Publication	35,445	37,450	(2,005)	(5)
Other expenses	11,647	2,051,157	(2,039,510)	(99)
	9,881,150	**9,923,006**	**(41,856)**	**(<1)**
Surplus for the year, representing total comprehensive income for the year	**1,513,714**	**3,807,259**	**(2,293,545)**	**(60)**

Garden City Fund

Income

The income comprised mainly donations and interest income. The income for the year was $11.40 million. The decrease in income was primarily due to a drop in donations.

FY2025/2026 vs FY2024/2025 Operating Income ($'000)

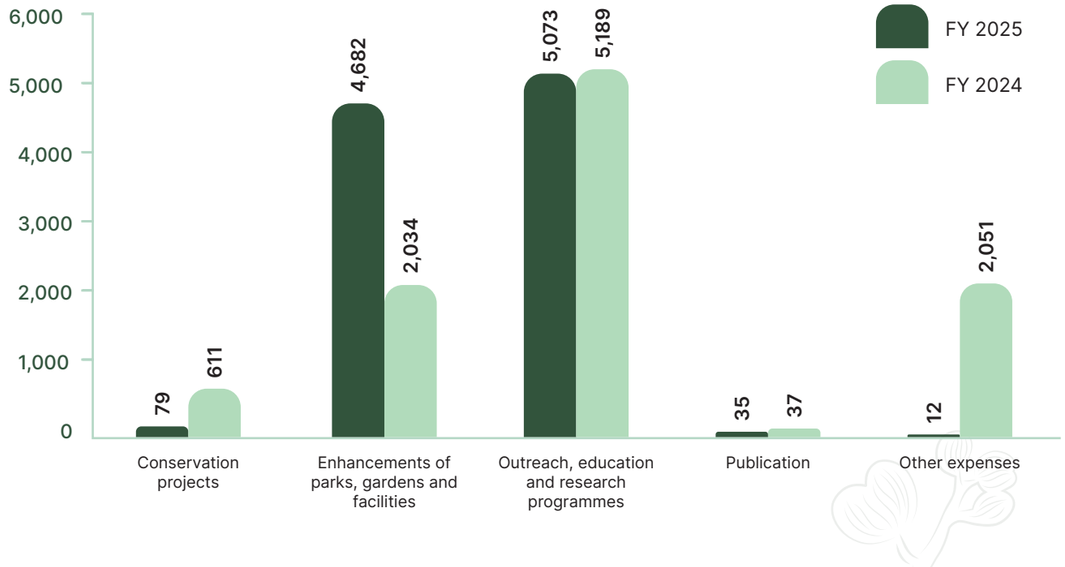


Income	FY 2025 $'000	FY 2024 $'000	Increase/(Decrease) $'000	% Change
Donations	10,302	12,484	(2,182)	(17)
Sales of publications/souvenirs/ merchandise	70	96	(26)	(27)
Course/tour fees	61	77	(16)	(21)
Interest income	908	1,073	(165)	(15)
Other income	54	0	54	-
	11,395	**13,730**	**(2,335)**	**(17)**

Operating Expenditure

The expenditure for the year was $9.88 million, which is $42,000 lower compared to last year's operating expenditure of $9.92 million. The decrease was in matching expenses for in-kind donation, offset with increase in expenses in enhancement of parks, gardens and facilities.

FY 2025 vs FY 2024 Operating Expenditure ($'000)

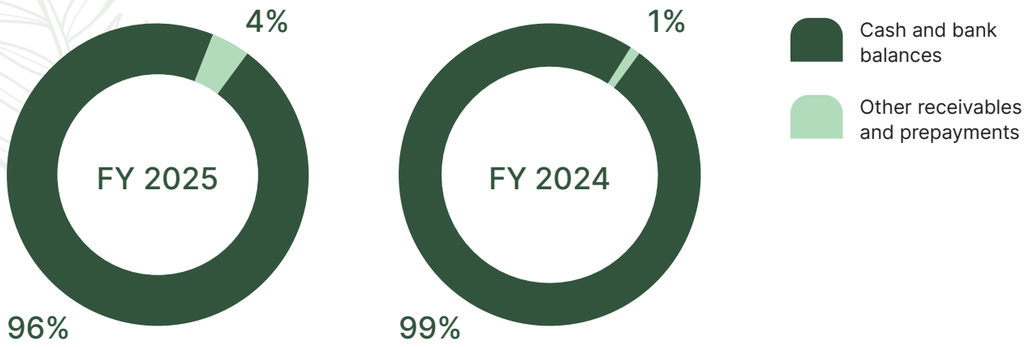


Expenditure	FY 2025 $'000	FY 2024 $'000	Increase/(Decrease) $'000	% Change
Conservation projects	79	611	(532)	(87)
Enhancements of parks, gardens and facilities	4,682	2,035	2,647	130
Outreach, education and research programmes	5,073	5,189	(116)	(2)
Publication	35	37	(2)	(5)
Other expenses	12	2,051	(2,039)	(99)
	9,881	**9,923**	**(42)**	**(<1)**

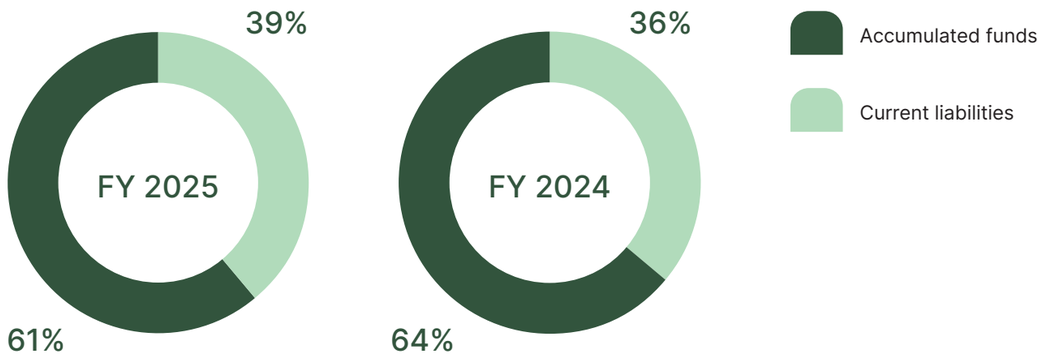
Garden City Fund

Financial Position

As at 31 March 2026, the total assets stood at $49.98 million, an increase of 10% from last year. Accumulated funds stood at $30.48 million, while current liabilities stood at $19.50 million.



Total Assets	FY 2025 $'000	FY 2024 $'000	Increase/(Decrease) $'000	% Change	FY 2025 %	FY 2024 %
Other receivables and prepayments	2,068	376	1,692	450	4%	1%
Cash and bank balances	47,911	45,109	2,802	6	96%	99%
	49,979	**45,485**	**4,494**	**10**	**100%**	**100%**



Accumulated Funds and Liabilities	FY 2025 $'000	FY 2024 $'000	Increase/(Decrease) $'000	% Change	FY 2025 %	FY 2024 %
Accumulated funds	30,482	28,968	1,514	5	61%	64%
Current liabilities	19,497	16,517	2,980	18	39%	36%
	49,979	**45,485**	**4,494**	**10**	**100%**	**100%**

Garden City Fund Donor Acknowledgement

FY2025

We acknowledge and thank the following donors who have generously supported our City in Nature efforts, including those who wish to remain anonymous.

S$1 million and above

- Estate of Tan Jiew Cheng
- Peter Lim
- Oversea-Chinese Banking Corporation Limited

S$100,000 and above

- Aramco Asia Singapore Pte Ltd
- CDL Management Services Pte Ltd
- Delta Electronics Intl (Singapore) Pte Ltd
- Leong Sou Fong Rosslyn
- LU Foundation Ltd
- Magical Bridge Foundation
- Resorts World at Sentosa Pte Ltd
- Sheng Siong Supermarket Pte Ltd
- Singapore Totalisator Board
- The Hongkong and Shanghai Banking Corporation Limited

S$10,000 and above

- Accelleron SEA Pte Ltd
- AirTrunk Singapore Pte Ltd
- Amazon Asia-Pacific Resources Private Limited
- Amgen Singapore Manufacturing Pte Ltd
- Amundi Singapore Limited
- Apollo Management Singapore Pte Ltd
- Bank of Singapore Limited
- Beach Road Hotel (1886) Ltd
- Cargill Asia Pacific Holdings Pte Ltd
- Cathay Petroleum International Pte Ltd
- Chen Xi
- CIMB Bank Berhad, Singapore Branch
- City Developments Limited
- Deutsche Bank AG
- DKSH Singapore Pte Ltd
- DSM Singapore Industrial Pte Ltd
- Dymon Asia Capital (Singapore) Pte Ltd
- Edrington Singapore Pte Ltd
- Equinix Singapore Pte Ltd
- ExxonMobil Asia Pacific Pte Ltd
- Fairy Holdings Pte Ltd
- Fan Li
- GenRiver Financial Pte Ltd
- HSBC Life (Singapore) Pte Ltd
- Hwang Yu-Ning
- Iconic Locations Singapore Pte Ltd
- Infineum Singapore LLP
- JW Marriott Hotel Singapore South Beach
- Kajima Overseas Asia (Singapore) Pte Ltd
- Kingsmen Exhibits Pte Ltd
- KLA Foundation
- Kua Su-Wen Dawn
- Kulicke & Soffa Pte Ltd
- Lam Research Singapore Pte Ltd
- Lee Foundation
- Low Sze Gin
- M&G Investments (Singapore) Pte Ltd
- Mayer Marketing Pte Ltd
- Methodist Church in Singapore (General Conference)
- MOL (Asia Oceania) Pte Ltd
- MorningStar Research Pte Limited
- NeutraDC Singapore Pte Ltd
- Nextgen Impact Inc (Goodera)
- Ou Chen Li Chen Tina
- Performance Motors Limited
- PetroChina International (Singapore) Pte Ltd
- PSA Corporation Ltd
- Pulau Sambu Singapore Pte Ltd
- RELX (Singapore) Pte Ltd
- Resolute Communications Pte Ltd
- Rotary Club of Marina City
- RTX
- Seraya Energy Pte Ltd
- Shell Singapore Pte Ltd
- Singapore Life Ltd
- Singapore Pools (Private) Limited
- Singapore Reinsurance Corporation Limited
- Singapore Reinsurers Association
- Singapore Telecommunications Limited
- ST Engineering IHQ Pte Ltd
- ST Logistics Pte Ltd
- STMicroelectronics Asia Pacific Pte Ltd
- Takashimaya Singapore Ltd
- Tan Jiew Hoe
- Tan Kwang Hwee
- Tan Li Ping
- Temasek Capital Management Pte Ltd
- Templeton Asset Management Limited
- Thakral Realty (S) Pte Ltd
- Thekchen Choling Singapore Ltd
- Toe Teow Heng
- Toh Capital Pte Ltd
- Toh Ting Feng
- Wah Loon Engineering Pte Ltd
- Wang Fengbo
- Warburg Pincus Singapore Pte Ltd
- Wee Kia Wah Daisy
- WWF-World Wide Fund for Nature (Singapore) Limited
- Xide Low
- Xylem Inc
- Yufan Holding Pte Ltd

Below S$10,000

- AET Tankers Pte Ltd
- Agency for Science, Research and Technology
- Alliance Francaise de Singapour
- Amit Oberoi
- Association Of Chinese Securities And Futures Industry
- Axis Petrochem Pte Ltd
- Bajan Graemer
- Berge Bulk Maritime Pte Ltd
- Borwornpadungkitti Mana
- Camfil Singapore Pte Ltd
- Cantonment Primary School
- Carlton Hotel (Singapore) Pte Ltd
- CD Imaging Pte Ltd
- Chiam I-Ling Grace
- Chua Peck Hoon
- CMC Markets Singapore Pte Ltd
- Dai Huan
- Daren Shiau
- Dataiku Pte Ltd
- Diana Seah
- Ding Haijiang
- Ee Shi En Jeremy
- Elisabeth Clarice Esther Gustava De Rothschild
- Emergent Capital Partners Pte Ltd
- Emirates NBD Bank (P.J.S.C)
- Fang Angzhen
- Felix Pronolo
- Fu Xiang Construction Pte Ltd
- Gao Jiatai
- Han Sack Teng
- Hicclife Pte Ltd
- Ho Choon Mei Susanna
- Hong Leong Asia Ltd
- Hsieh Pei-Fu
- Inova Pharmaceuticals (Singapore) Pte Ltd
- Jiang Wei
- Kansai Electric Power FTS Pte Ltd
- Kao Singapore Private Limited
- Karthik Sankaran
- Kelly Jonathan
- Khoo Ken Hui
- Khoo Ming Tsui Stella
- Kilk Productions Pte Ltd
- Kin Ying Seeto Geoffrey Mathew
- Koh Sai Kim
- Koh Shyuan May Jasmine
- Kone Pte Ltd
- Kose Singapore Pte Ltd
- Kris Cita Nusantara
- Lau Kai Cher
- Lee Chee Koon
- Lee Hsi En
- Lee Jin Rong Gerald
- Liang Jingfeng
- Liang Lifang
- Liew Ming Hau
- Lim Eng Hui Robert
- Lim Siang Hoe Benny
- Lim Siew Kheng
- Lin Li
- Lin Rongjiang
- Loh Khum Yean
- Luba Marine Survey Private Limited
- Lynux Shipping Bulk Pte Ltd
- Ma Fenglei
- Ma Hong Wai
- Maplebear International Schoolhouse Pte Ltd
- Mice Depot Pte Ltd
- Micron Technology
- Neo Zheng Yue Zechariah
- Ng Chung Lake
- Ng Siew Mun Mark
- Ng Wei Yong
- Ngien Hoon Ping
- Ocean Energy Pte Ltd
- Ocean Network Express Pte Ltd
- Okp Holdings Limited
- Okta
- Ong Shaw Hwa Donovan Mark
- Pacific Carriers Limited
- Pacific International (Lines) Pte Ltd
- Patwardhan Kaustubh Madhav
- Paul Anantharajah Tambyah
- Paul Mark Copplestone
- Pauline Andriejanssen
- Pertamina International Shipping Pte Ltd
- Petredec International Pte Ltd
- Phoon Kwong Yun Ian
- Pico (Singapore) Pte Ltd
- Poh Choo
- Precise Development Pte Ltd
- Quek Yan Ling Adrienna
- Re Sustainability Cleantech Pte Ltd
- Resonac HD Singapore
- Ronald Ian Del Mundo
- S&P Global
- Sabharwal Udit
- Sato Asia Pacific Pte Ltd
- Seah Yong Heng Trading Pte Ltd
- Seatrium (SG) Pte Ltd
- Sethia Anant
- Shankara S/O Selvanaidu
- Singapore FOZL Group Pte Ltd
- Singapore Helmster Holding Pte Ltd
- Singapore Maritime Officers Union
- Singapore Shipping Association
- SMC Corporation (Singapore) Pte Ltd
- Sng Aik Tiong Bobby
- Song Lin
- ST Divers Technics Pte Ltd
- Stephen Tong
- STT Tai Seng Pte Ltd
- Sulastri Arifin
- Swire Shipping Pte Ltd
- Tan Kah Heng
- Tan Kah Ming
- Tan Kee Ann
- Tan Wee Hin Leo
- Tay Guan Hock
- Tay Hui Yong
- Teekay Marine (Singapore) Pte Ltd
- Tempur Singapore Pte Ltd
- Teo Huey Yun
- TF IPC Ltd
- Tong YouFeng
- TPI Limited
- Traders Hotel Management Pte Ltd
- Tridex Pte Ltd
- Tru-Marine Pte Ltd
- TTJ Design & Engineering Pte Ltd
- Tuas Power Generation Pte Ltd
- Vivek Jayachandra Babu
- Wan Yen Ting Michelle Ashleigh
- Wang Xuan
- Wijaya Abora
- Wong Sook Jinn
- Yang Keng
- Yang Shuangge
- Yap Swee Cheng
- Yee Lai Ching
- Zhai Dong
- Zhang Hui

Facts & Figures

FY2025

(AS OF 31 MARCH 2026)

NPARKS STAFF STRENGTH

STAFF STRENGTH AS AT 30 SEPTEMBER 2025

1,265

PLANT HEALTH

43,885
Import permits issued

66
Post-entry inspections conducted

REGIONAL PARKS AND GREENERY MAINTAINED BY NPARKS

NUMBER OF REGIONAL PARKS

90

NUMBER OF NEIGHBOURHOOD PARKS

326

TOTAL MILEAGE OF PARK CONNECTORS MAINTAINED

424 KM

TOTAL AREA MAINTAINED (HA)

3,368.10
Parks, playgrounds, open spaces, fitness corners and park connectors*

3,347
Nature reserves (gazetted)

42
Istana and Parliament House grounds

2,015.77
Roadside greenery

4,656.86
State land greenery as of Mar 2025**

* Excludes Bukit Timah Nature Reserve, Central Catchment Nature Reserve, Sungei Buloh Wetland Reserve and Labrador Nature Reserve which have been computed under "Nature Reserves".
** Greenery on vacant land taken over from agencies

ANIMAL HEALTH AND WELFARE

LICENCES, PERMITS, AND HEALTH CERTIFICATES ISSUED FOR ANIMAL TRADE

5,130
Animals (excluding livestock)

292
Biologics

50
Birds

1,778
Products (blood, sera, urine, clinical specimens)

5,547
Ornamental fish (import permits)

2,946
Ornamental fish (export health certificates)

TOTAL: **15,743**

DOG LICENSING AND ENFORCEMENT

~93,000
Dog licences issued

~15,000
New licences issued

~78,000
Renewed licences (includes multi-year licences)

CAT LICENSING AND ENFORCEMENT

~28,000
Cat licences issued

~28,000
New licences issued

Cat licensing was introduced in September 2024 as part of the Cat Management Framework

LICENSING VETERINARIANS AND VETERINARY CENTRES

681
Number of veterinarians

119
Number of veterinary centres

TYPES OF ANIMAL DISEASE SURVEYED IN BREEDING FACILITIES

4
Ornamental bird breeders surveyed

- Avian influenza
- Newcastle disease

38
Ornamental fish breeders surveyed

- Aeromonas salmonicida
- Chytrid fungus
- Epizootic haematopoietic necrosis virus
- Infectious haematopoietic necrosis virus
- Infectious spleen and kidney necrosis virus
- Koi herpes virus
- Megalocytivirus
- Spring viraemia of carp virus
- Viral haemorrhagic septicaemia
- White spot disease

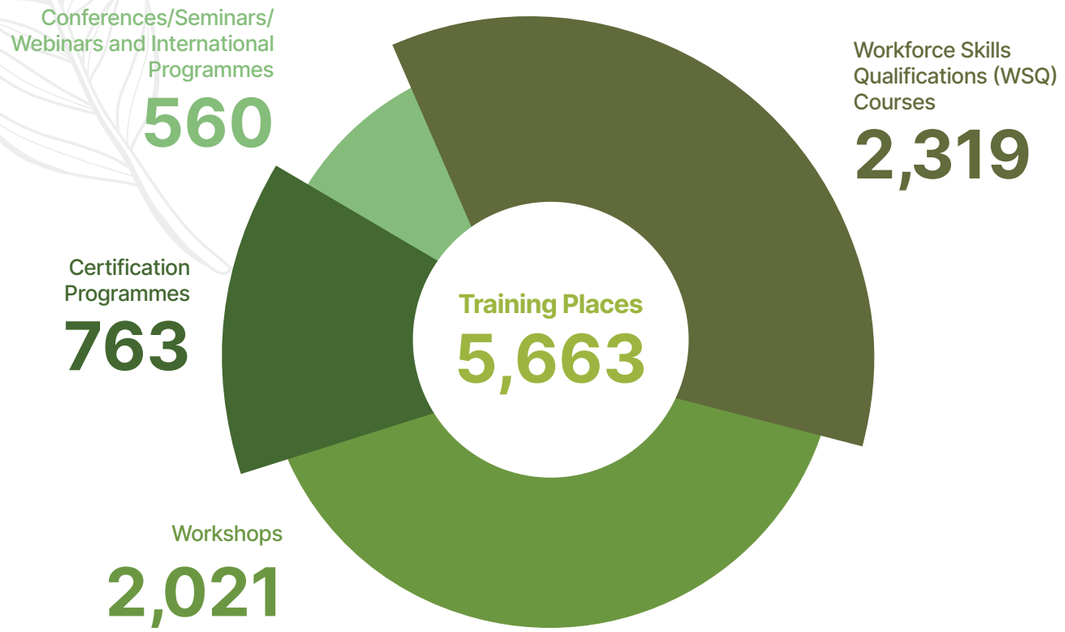
NPARKS' ANIMAL BIOSURVEILLANCE PROGRAMMES

- Aeromonas salmonicida
- African swine fever
- Anaplasmosis
- Antimicrobial resistance
- Avian influenza
- Babesiosis
- Bluetongue
- Bovine tuberculosis
- Brucellosis
- Campylobacteriosis
- Canine distemper
- Chytridiomycosis
- Classical swine fever
- Contagious bovine pleuropneumonia
- Coronaviruses
- Cryptococcosis
- Cryptosporidiosis
- Escherichia coli O157:H7
- Ehrlichiosis
- Epizootic ulcerative syndrome
- Foot and mouth disease
- Heartworm
- Koi herpes virus
- Leishmaniosis
- Leptospirosis
- Lyme disease
- Newcastle disease
- Nipah virus disease
- Parvovirus
- Plasmodium knowlesi
- Psittacosis
- Rabies
- Rickettsial disease
- Spring viraemia of carp virus
- Swine influenza
- Toxoplasmosis
- White spot disease

Facts & Figures

CUGE Training Programmes

The Centre for Urban Greenery and Ecology (CUGE) was established by NParks as a regional centre of excellence to advance an urban and green living environment, as well as a one-stop training and knowledge hub in urban greenery and ecology.



Workforce Skills Qualification (WSQ) Courses

WSQ Courses for Landscape Workers#
(Level 1)

- Plant Health Management and Disease Control
- Plant Identification
- Plant Pruning

WSQ Courses for Landscape Technicians#
(Level 2)

- Chainsaw Operation and Maintenance
- Hazards and Risk Control, and Policy Management*
- Horticultural Chemical Usage*
- Plant Health Management and Disease Control*
- Plant Propagation and Production
- Plant Pruning*
- Soil and Media Assessment and Remediation
- Tree Climbing and Aerial Rescues
- Tree Health Management
- Tree Pruning
- Turf Maintenance*

WSQ Courses for Landscape Supervisors#
(Level 3)

- Hazards and Risk Control, and Policy Management
- Plant Health Management and Disease Control
- Plant Identification
- Soil and Media Assessment and Remediation

WSQ Courses for Landscape Managers
(Level 4)

- Budgeting
- Environmental Management in Landscape Operations
- Hazards and Risk Control, and Policy Management
- Horticultural Chemical Usage
- Horticultural Maintenance Programme
- Plant Health Management and Disease Control
- Project Management

refers to the Approved list of Courses for PWM Pathway for Landscape

Workshops

- A Guide to Grow Healthy Plants
- Advanced Tree Climbing with SRS
- Advanced Tree Decay Assessment
- Butterfly Gardens — Ecology to Practical Design
- Designing a Nature Playgarden
- Designing Therapeutic Horticulture Programmes for Children with Special Needs
- Dragonflies and Damselflies: Ecology, Conservation and Wetlands Creation
- Edible Gardens in Our City in Nature
- Formative Pruning for Young Trees
- Fundamental Tree Management Programme
- Introduction to Contemplative Landscape Model Design Application
- Introduction to Therapeutic Horticulture and Therapeutic Garden
- Landscape Safety Orientation Programme (Bengali)
- Landscape Safety Orientation Programme (Chinese)
- Landscape Safety Orientation Programme (English)
- Landscape Safety Orientation Programme (Tamil)
- Playground Safety Management Workshop
- Pneumatic Blowpipe and Dart Gun New Operator Course
- Pneumatic Blowpipe and Dart Gun Refresher Course
- Refresher for ISA Arborist
- Resistance Drilling Equipment
- Therapeutic Garden Design
- Therapeutic Horticulture for Seniors
- Tree Decay — The Fundamentals
- Tree Felling
- Tree Inspection — Advanced
- Tree Inspection — Failure Documentation and Analysis
- Tree Inspection — The Basics
- Trees and Construction — Understanding the Arboriculture Impact
- Tropical Tree Identification, Biology and Physiology
- Urban Greenery Management
- Understanding Soil and Its Importance to Plants

Seminars/Webinars and International Programmes

- Managing Nature in Development Webinar for Development Agencies
- Managing Nature in Development Webinar for Qualified Professionals
- The Physiological Costs Of Group Movement And Collective Decision-Making

Certification Programmes

- Animal Health Professional Certification Programme
- Animal Health Professional Certification Programme (Refresher)
- Animal Management Certification Programme — Basic
- Animal Management Certification Programme Intermediate Electives — Mammals (Refresher)
- Animal Management Intermediate Elective — Mammals
- Animal Management Intermediate Elective — Reptiles
- Certificate in Basic Plant Recognition Programme (Module 1 to Module 10)
- Certificate in Field Epidemiology (Refresher)
- Certified Parks Manager
- Certified Practising Horticulturist Programme
- Chainsaw Operations and Maintenance (Refresher)
- ISA Certified Arborist Preparatory Programme
- ISA Tree Risk Assessment Qualification (TRAQ) Renewal Online
- ISA Tree Risk Assessment Qualification Programme
- Pneumatic Blowpipe and Dart Gun Refresher Course
- Tree Climbing and Aerial Rescue Level 2 (Refresher)

Facts & Figures

National Day Awards

Public Administration Medal (Silver)

Dr Chang Siow Foong
DIRECTOR-GENERAL / ANIMAL AND VETERINARY SERVICE CLUSTER

Ms Kwok Swee Cheng Jessica
GROUP DIRECTOR / INDUSTRY STANDARDS AND REGULATORY & ENFORCEMENT AND INVESTIGATION

Public Administration Medal (Bronze)

Dr Chee Lijun, Diana Marie
DIRECTOR / ANIMAL & VET PROGRAMME OFFICE
Animal and Veterinary Policy & Planning

Ms Koh Ah Chin
DEPUTY FINANCIAL CONTROLLER (BUDGET & ACCOUNTS)
Finance and Procurement

Commendation Medal

Ms Yeo Chin Sze Jancy
DEPUTY DIRECTOR / GARDEN CITY FUND
Communications and Community Engagement

Mr Lim Hann Yaw
DEPUTY DIRECTOR / CONSERVATION
Conservation

Ms Azza Dina binte Ab Aziz
SENIOR MANAGER / COMMUNITY IN BLOOM AND ENGAGEMENT
Horticulture and Community

Mr Lim Chung Fee
DEPUTY DIRECTOR / CORPORATE STRATEGY & PLANNING
Corporate Strategy and Planning

Ms Koh Shu Yuen
SENIOR MANAGER / STREETSCAPE
Streetscape

Ms Sim Bee Lan
SENIOR MANAGER / PARKS
Parks Central

Efficiency Medal

Ms Seah Wee Huang
SENIOR EXECUTIVE / PROCUREMENT
Finance and Procurement

Mr Wong Keng Kiang
SENIOR TECHNICAL OFFICER
Industry Standards and Regulatory

Ms Ho Cheng Hwei
SENIOR OFFICER / HORTPARK
Horticulture and Community

Ms Lim Yn Sheao
SENIOR OFFICER / GRAPHIC DESIGN
Parks Development and Design

Ms Hasnah binte Ibrahim
INVESTIGATION OFFICER
Enforcement and Investigation

Long Service Medals

Ms Sophianne Mohamad Araib
EXECUTIVE DIRECTOR
Jurong Lake Gardens, HortPark and Plant Science & Health

GROUP DIRECTOR
Jurong Lake Gardens & HortPark

Ms Lim Yen Ngoh
SENIOR MANAGER / NURSERY MANAGEMENT
Horticulture and Community

Mr Pan Chyau Yeong
SENIOR MANAGER / IT
Information Technology

Mr Azman bin Ahmad
SENIOR OFFICER / STREETSCAPE
Streetscape

Mr Ng Wee Liang Danny
SENIOR EXECUTIVE
Community Animal Management

Mr Tong Weng Yoong
ADMIN EXECUTIVE
Centre for Animal and Veterinary Sciences

Mr Lim Kiat Fong Dennis
COORDINATING DIRECTOR / FESTIVAL, EVENTS AND EXHIBITIONS & VISITOR MANAGEMENT AND SECURITY
Singapore Botanic Gardens

Mr Aw Lek Meng Benjamin
SENIOR EXECUTIVE / VISITOR SERVICES
Singapore Botanic Gardens

Mr Poh Yew Kwang
DIRECTOR / INDUSTRY DEVELOPMENT AND STANDARDS
Industry Standards and Regulatory

Ms Lim May Yen
DEPUTY DIRECTOR (GARDEN CITY FUND & ASSETS)
Finance and Procurement

Ms Tan Tiew Khim
MANAGER / GREENERY AND DEVELOPMENT PLANNING
Policy & Planning

Mr Rajendran s/o Thangayan
ASSISTANT OFFICER / CONSERVATION (OUTREACH)
Conservation

Awards and Accolades

Excellent Service Award

Attractions
16 STAR, 8 GOLD AND 7 SILVER

MND Minister's Award 2025

BIDADARI PARK

Municipal Services Awards 2025

Team Category
PIGEON MANAGEMENT PROJECT

ROAD REPURPOSING PROJECTS (TUAN SHENG AND CHOA CHU KANG TERRACE)

Certificate of Commendation (Team Category)
TAMPINES BOULEVARD PROJECT

Certificate of Appreciation (Team Category)
JOINT OPS AT SIMS AVE PARK CONNECTOR AND GUILLEMARD ROAD OPEN SPACE

PARKS NORTH EAST — PUNGGOL FIRE STATION COLLABORATION TEAM

PEK KIO PARK

PET CAT STERILISATION SUPPORT PROGRAMME

PST Awards 2025

Dare to Do Award
LEVERAING AI ANALYTICS FOR WILDLIFE MONITORING

GreenGov.SG 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[8] 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	FY2025
Fuel consumption from corporate vehicle usage (L)	NA[9]	Diesel: 23,423 Petrol: 11,633	Diesel: 16,591 Petrol: 17,818	Diesel: 15,249 Petrol: 15,823
Direct Scope 1 emissions (t CO_2e) *[calculated from fuel consumption from corporate vehicle usage]*		91	86	96
Indirect Scope 2 emissions (t CO_2e) *[calculated from NParks' electricity consumption]*	11,219	11,817	11,287[10]	10,683
Total emissions intensity from Scope 2 emissions (t CO_2e/sqm)	0.077	0.077	0.059	0.046

[8] Energy, water and waste data from FY2018 to FY2023 has been restated.
[9] Data not available for FY2022, as NParks only began tracking fuel consumption from corporate vehicle usage in FY2023.
[10] We have used the 2024 electricity Grid Emissions Factor of 0.402 kg CO2 /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 2018-2020)	FY2022	FY2023	FY2024	FY2025
EUI (kWh/sqm)[11]	155.13	172.37	183.74	186.43	146.56	115.01
Total electricity consumption (kWh)	NA	23,642,552	27,231,838	28,813,474	28,076,987	26,573,947
Total building electricity consumption (kWh)[12]		10,005,478	12,240,388	13,902,235	11,201,882	8,845,725

[11] 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
[12] 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 an average of 2018-2020 levels

	2030 Target	Baseline (Average of 2018-2020)	FY2022	FY2023	FY2024	FY2025
WEI (L/person/day)[13]	239.21	265.78	225.91	400.78	361.95	372.45
Total water consumption (kL)	NA	787,026	1,014,198	974,001	887,746	1,078,738
Total building water consumption (kL)[14]		363,811	292,324	241,218	209,230	230,697

[13] WEI 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
[14] 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 (FY2022)	FY2023	FY2024	FY2025
WDI (kg/person/day)[15]	0.266	0.383	0.279	0.239	0.260
Total waste (kg)	NA	197,531	165,750	136,296	163,387

[15] 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

Materiality Assessment

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

In FY2024, NParks conducted a comprehensive materiality assessment to identify the impacts of our activities on the economy, environment, and people. The process comprised four key steps, beginning with the identification of ESG material issues through desktop research, horizon scanning, and peer benchmarking. This was followed by a prioritisation exercise involving stakeholder mapping and engagement through surveys and interviews, drawing on input from 400 survey responses and 16 stakeholder interviews across a broad range of stakeholder groups. Key considerations included alignment with core national responsibilities, contribution to national strategic priorities, and relevance to NParks' key organisational functions and management practices. The proposed material topics were subsequently validated by Senior Management and the Board.

For FY2025, Senior Management and the Board conducted an internal review of the 10 material topics identified in FY2024, assessing their continued relevance against NParks' current strategic context and stakeholder priorities. The topics were reaffirmed as relevant for this reporting year. A comprehensive materiality assessment exercise, including stakeholder engagement, will be conducted once every three years.

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

Transforming into a City in Nature

1. Nature Conservation
2. Veterinary Standards and Animal Management
3. Climate Resilience
4. Sustainable Resource Management

Building Capacity and Cultivating Connection

5. Partnerships, Participation and Park Experiences
6. Strategic Alliances
7. Talent and Career Development
8. Workplace Safety and Well-being

Strengthening Governance and Enabling Innovation

9. Good Governance
10. Digital Innovation

Beyond our material topics, NParks also tracks other important areas[16], including sustainable construction, waste management, and emissions and energy management. While these were assigned a lower priority in the materiality assessment, they remain directly relevant to our operations, and we recognise our accountability for our impacts in these areas. Relevant disclosures are therefore included in this report.

Understanding the risks and opportunities associated with our material topics is equally important to how we manage them. By anticipating potential challenges and identifying opportunities to build resilience, we are better positioned to respond proactively. For more information, please refer to pages 9 to 12 of NParks' Sustainability Report 2024/2025.

Scan to see page 9 to 12 of NPark's Sustainability Report

[16] 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.

Stakeholder Engagement

(GRI 2-28, 2-29)

NParks recognises that strong partnerships are built through ongoing and meaningful engagement with our stakeholders. Regular interactions foster a sense of place and shared ownership, encouraging communities to play an active role in shaping their living environment.

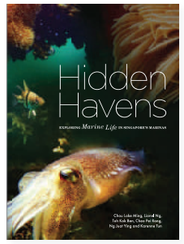
Stakeholders are identified as individuals or groups who are affected, or may be affected, by NParks' activities. The table below summarises our key stakeholder groups, with a detailed list of membership associations provided in the Annex.

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 and 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 and 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 and 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 Groups	Regular focus group discussions and engagements to provide practical insights for policy development
Professional and 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 and 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

Publications

Scan QR code to view full list of publications

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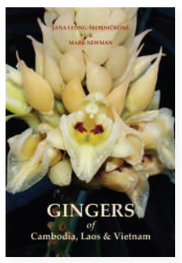

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Books

1 **Tropical Plants in Focus: Botanical Illustration at the Singapore Botanic Gardens**
By Michele Rodda

2 **Hidden Havens: Exploring Marine Life in Singapore's Marinas**
By Chou Loke Ming, Lionel Ng, Toh Kok Ben, Cheo Pei Rong, Ng Juat Ying and Karenne Tun
Published in collaboration with NUS.

3 **A Review of Garden Bird Watch (2015–2019)**
By Low Bing Wen, Joy Wong Shu Yee, Linda Goh and Kenneth Er

4 **A Guide to the Bees of Singapore**
By Zestin W.W. Soh and John S. Ascher
Published in collaboration with NUS.

5 **1001 Garden Plants in Singapore: A New Compendium**
By Soh Weijing, Tamako Kobayashi, Dr Jennie Tang, Jessica Teo, Pauline Tay and Low Wei Teng

6 **A Guide to the Sculptures of the Singapore Botanic Gardens**
By Grace Lee, Ada Davis, Tan Miao Yuan and Tan Wan Xin

7 **Singapore Garden Photographer of the Year, Celebrating Our City in Nature: Singapore Garden Photographer of the Year**
Edited by Wong Tuan Wah, Linda Goh, Ada Davis and Victoria Cheong
Singapore Garden Photographer of the Year won the Grand Award in the 2016 APEX Awards for Publication Excellence under the category of One-of-a-Kind Publication (Green).

8 **Rainforest in a City**
By Chua Ee Kiam
Won the Bronze medal in the 2015 Independent Publisher Book Awards under the category of Environment/Ecology/ Nature, and the Silver award in the 2015 Nautilus Book Awards under the category of Ecology Environment.

9 **Footprints on an Island: Rediscovering Pulau Ubin**
By Chua Ee Kiam, Choo Mui Eng and Wong Tuan Wah
Won the Nautilus 2016 Silver Award in the Multicultural & Indigenous category, and was recognised in the One-of-a-Kind Publication (Green) category at the 30th Annual APEX Awards for Publication Excellence competition.

10 **Gingers of Cambodia, Laos & Vietnam**
By Jana Leong-Škorničková and Mark Newman

11 **A Walk Through History: A Guide to the Singapore Botanic Gardens**
By Nigel Taylor and Ada Davis

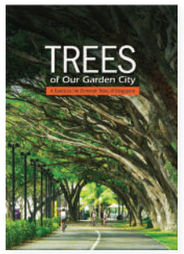
12 **Migratory Birds of Sungei Buloh Wetland Reserve**
By James Gan, Mendis Tan and David Li

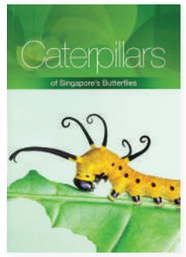
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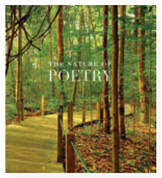

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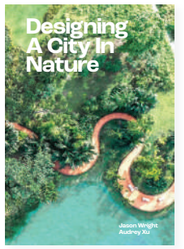
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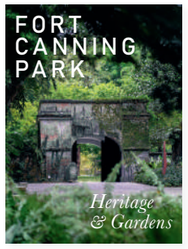
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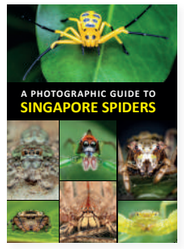

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13 **My Green Space: Indoor Gardening Made Simple**
By Ang Wee Foong and Lily Chen

14 **A Guide to the Common Epiphytes and Mistletoes of Singapore**
By Jean W.H. Yong, James Wang Wei, Joanne Y.T. Khew, Sheue Chiou Rong and Wong Wei San

15 **Native Orchids of Singapore: Diversity, Identification and Conservation (2nd edition)**
By Yam Tim Wing

16 **Dragonflies of Our Parks and Gardens**
By Robin Ngiam

17 **Trees of Our Garden City**
Edited by Tee Swee Ping

18 **Caterpillars of Singapore's Butterflies**
By Horace Tan and Khew Sin Khoon

19 **Birds of Our Wetlands: A Journey Through Sungei Buloh Wetland Reserve**
Edited by Wong Tuan Wah, Victoria Cheong, Ada Davis, How Choon Beng, David Li, Low Bing Wen, Florence Sim and Yang Shufen

20 **The Nature of Poetry**
Edited by Edwin Thumboo and Eric Tinsay Valles

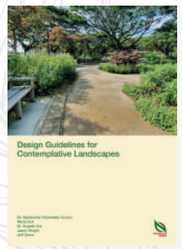
21 **Flora of Singapore, Volume 1 (Introduction), Volume 7 (Poales), Volume 13 (Gentianales)**
Edited by David Middleton, Stuart Lindsay and Jana Leong-Škorničková

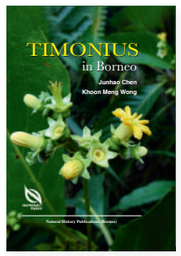
22 **A Guide to Macrofungi in Singapore**
By Serena M.L. Lee and Amy M.F. Choong

23 **Designing a City in Nature**
By Jason Wright and Audrey Xu

24 **Fort Canning Park: Heritage and Gardens**
By Chng Mun Wye and Sara-Ann Ang

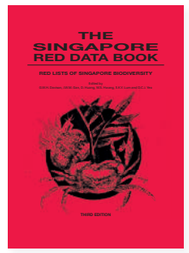
25 **A Photographic Guide to Singapore Spiders**
By Joseph Koh, David Court, Chris Ang and Paul Ng

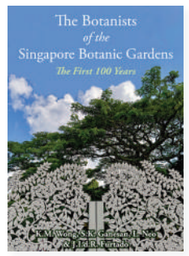
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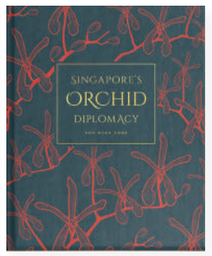
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26 **Design Guidelines for Contemplative Landscapes**
By Agnieszka Olszewska-Guizzo, Alicia Soh, Dr Angelia Sia, Jason Wright and Jeff Seow

27 **Timonius in Borneo**
By Junhao Chen and Khoon Meng Wong

28 **The Hunt for the Green Boomerang, Secrets of the Swamp**
By Neil Humphreys and illustrated by Cheng Puay Koon
Secrets of the Swamp won the Best Book award for 6-8 year olds in the 2014 Harper's Bazaar Junior Toy Awards.

29 **A Present for Ginger, My Dog is Not from a Pet Shop, Journey to the Animal Classroom**
By Jill Lim and illustrated by Patrick Yee

30 **The Singapore Red Data Book: Red Lists of Singapore Biodiversity**
Edited by Dr Geoffrey Davison, James Gan, Huang Danwei, Dr Hwang Wei Song, Dr Shawn Lum, Dr Darren Yeo

31 **The Botanists of the Singapore Botanic Gardens: The First 100 Years**
Edited by Dr Wong Khoon Meng, Dr S. K. Ganesan, Dr Louise Neo and Dr Jose Ireneu dos R. Furtado

32 **Singapore's Orchid Diplomacy**
By Koh Buck Song

Journals

33 **The Gardens' Bulletin, Jul 2025 & Dec 2025**

Periodicals

34 **Gardenwise, Sep 2025 & Mar 2026**

Admiralty Park

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GRI Content Index

Statement of use: NParks has reported in accordance with the GRI Standards for the period 1 April 2025 to 31 March 2026
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; About NParks			
	2-2 Entities included in the organization's sustainability reporting	About This Report			
	2-3 Reporting period, frequency and contact point	About This Report; Back cover			
	2-4 Restatements of information	Facts and Figures			
	2-5 External assurance	About This Report			
	2-6 Activities, value chain and other business relationships	About This Report			
	2-7 Employees	Talent and Career Development, Workforce Statistics			
	2-8 Workers who are not employees	NParks engages contract workers through third-party service providers to deliver essential services such as cleaning, waste collection, and landscaping. While the number of contract workers varies across the year according to operational needs, there was an estimated average of 1,256 engaged during the reporting period.			
	2-9 Governance structure and composition	Corporate Governance			
	2-10 Nomination and selection of the highest governance body	Corporate Governance			
	2-11 Chair of the highest governance body	Corporate Governance			
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance			
	2-13 Delegation of responsibility for managing impacts	Corporate Governance			
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance			
	2-15 Conflicts of interest	Corporate Governance			
	2-16 Communication of critical concerns	Corporate Governance			
	2-17 Collective knowledge of the highest governance body	Corporate Governance			
	2-18 Evaluation of the performance of the highest governance body	Financial Review	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			

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GENERAL DISCLOSURES					
GRI 2: General Disclosures 2021	2-23 Policy commitments	Transforming Singapore into a City in Nature; Building Capacity and Cultivating Connection; Strengthening Governance and Enabling Innovation			
	2-24 Embedding policy commitments	Transforming Singapore into a City in Nature; Building Capacity and Cultivating Connection; Strengthening Governance and Enabling Innovation			
	2-25 Processes to remediate negative impacts	Corporate Governance; Good Governance			
	2-26 Mechanisms for seeking advice and raising concerns	Good Governance			
	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			
	2-29 Approach to stakeholder engagement	Materiality Assessment; Stakeholder Engagement			
	2-30 Collective bargaining agreements	Talent and Career Development			
MATERIAL TOPICS					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment			
	3-2 List of material topics	Materiality Assessment			
NATURE CONSERVATION					
GRI 3: Material Topics 2021	3-3 Management of material topics	Transforming Singapore into a City in Nature			
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Transforming Singapore into a City in Nature			
GRI 101: Biodiversity 2024	101-2 Management of biodiversity impacts	Transforming Singapore into a City in Nature, Nature Conservation			
	101-4 Identification of biodiversity impacts	Transforming Singapore into a City in Nature, Nature Conservation			
	101-5 Locations with biodiversity impacts	Transforming Singapore into a City in Nature, Nature Conservation			
VETERINARY STANDARDS AND ANIMAL MANAGEMENT					
GRI 3: Material Topics 2021	3-3 Management of material topics	Veterinary Standards and Animal Management			
CLIMATE RESILIENCE					
GRI 3: Material Topics 2021	3-3 Management of material topics	Climate Resilience			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Emissions and Energy Management; GreenGov Targets and Performance			
	302-3 Energy intensity	Emissions and Energy Management; GreenGov Targets and Performance			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Emissions and Energy Management; GreenGov Targets and Performance			
	305-2 Energy indirect (Scope 2) GHG emissions	Emissions and Energy Management; GreenGov Targets and Performance			
	305-4 GHG emissions intensity	GreenGov Targets and Performance			
SUSTAINABLE RESOURCE MANAGEMENT					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Resource Management, Water Solutions			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Sustainable Resource Management, Water Solutions			
	303-2 Management of water discharge-related impacts	Sustainable Resource Management, Water Solutions			

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
SUSTAINABLE RESOURCE MANAGEMENT					
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	Sustainable Resource Management, Water Solutions; GreenGov Targets and Performance			
	303-4 Water discharge	Sustainable Resource Management, Water Solutions; GreenGov Targets and Performance			
	303-5 Water consumption	Sustainable Resource Management, Water Solutions; GreenGov Targets and Performance			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainable Resource Management, Construction and Waste Management			
	306-2 Management of significant waste-related impacts	Sustainable Resource Management, Construction and Waste Management			
	306-3 Waste generated	Sustainable Resource Management, Construction and Waste Management; GreenGov Targets and Performance			
PARTNERSHIPS, PARTICIPATION AND PARK EXPERIENCES					
GRI 3: Material Topics 2021	3-3 Management of material topics	Partnerships, Participation and Park Experiences			
TALENT AND CAREER DEVELOPMENT					
GRI 3: Material Topics 2021	3-3 Management of material topics	Talent and Career Development			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Talent and Career Development, Workforce Statistics			
	401-3 Parental leave	Talent and Career Development, Workforce Statistics			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Talent and Career Development, Staff Training			
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent and Career Development			
TALENT AND CAREER DEVELOPMENT					
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	Talent and Career Development			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Talent and Career Development, Diversity of Workforce			
WORKPLACE SAFETY AND WELL-BEING					
GRI 3: Material Topics 2021	3-3 Management of material topics	Workplace Safety and Well-being			
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	Workplace Safety and Well-being			
	403-5 Worker training on occupational health and safety	Workplace Safety and Well-being			
	403-6 Promotion of worker health	Workplace Safety and Well-being			
	403-9 Work-related injuries	Workplace Safety and Well-being			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions	Talent and Career Development, Diversity of Workforce			
STRATEGIC ALLIANCES					
GRI 3: Material Topics 2021	3-3 Management of material topics	Strategic Alliances			
GOOD GOVERNANCE					
GRI 3: Material Topics 2021	3-3 Management of material topics	Good Governance			
DIGITAL INNOVATION					
GRI 3: Material Topics 2021	3-3 Management of material topics	Digital Innovation			

Annex

List of Membership Associations

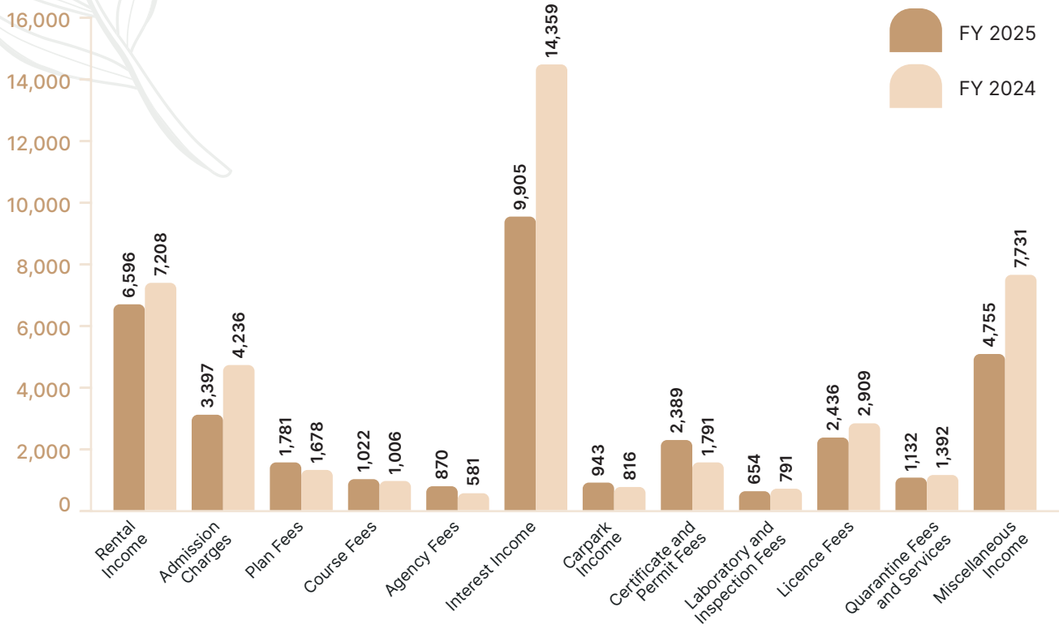
1. Alliance for Tompotika Conservation
2. American Association for the Advancement of Science
3. American Society of Plant Taxonomists
4. Association for Tropical Biology and Conservation
5. Botanic Gardens Conservation International
6. Botanical Art Society Singapore
7. Botanical Society of America
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 of Arboriculture
17. International Union for 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

Financial Review

Income

The Group's income comprised mainly interest income, rental income from souvenir kiosks and F&B outlets in Singapore Botanic Gardens and Fort Canning Park, admission charges and licence fees. The income for the year was $35.88 million. The lower income in FY2025 was mainly due to a decrease in interest income, rental income, admission charges and miscellaneous income.

FY 2025 vs FY 2024 Operating Income ($'000)

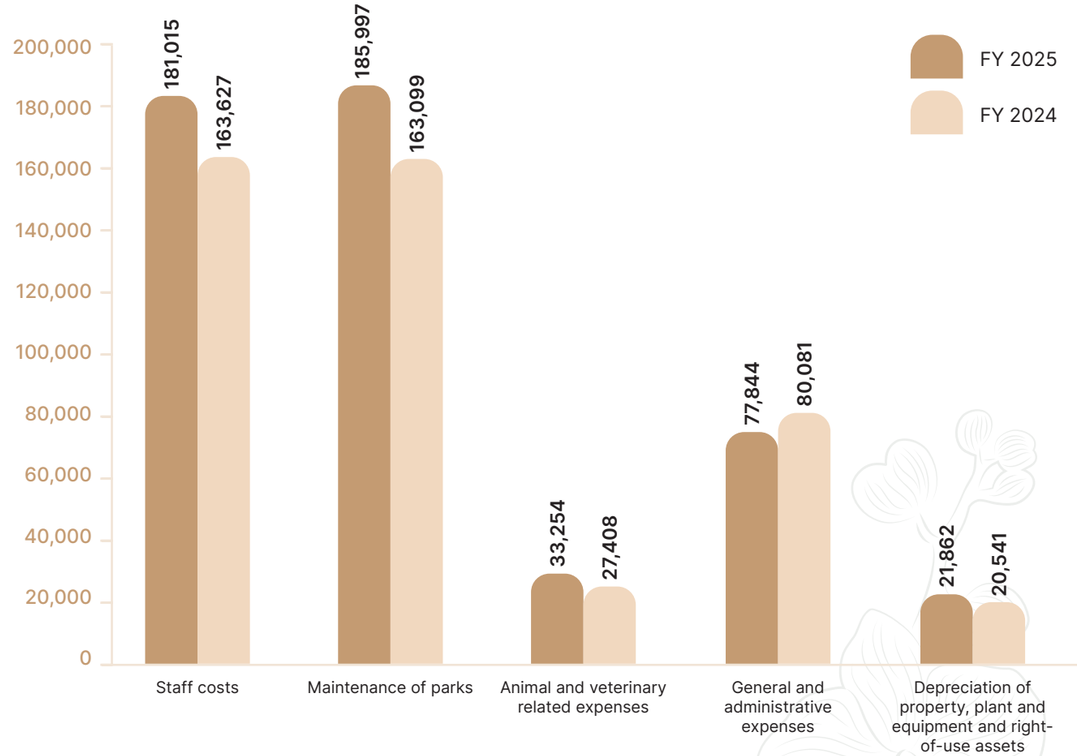


Income	FY 2025 $'000	FY 2024 $'000	Variance $'000	Variance % Change
Rental income	6,596	7,208	(612)	(8.5)
Admission charges	3,397	4,236	(839)	(19.8)
Plan fees	1,781	1,678	103	6.1
Course fees	1,022	1,006	16	1.6
Agency fees	870	581	289	49.7
Interest income	9,905	14,359	(4,454)	(31.0)
Carpark income	943	816	127	15.6
Certificates and permit fees	2,389	1,791	598	33.4
Laboratory and inspection fees	654	791	(137)	(17.3)
Licence fees	2,436	2,909	(473)	(16.3)
Quarantine fees and services	1,133	1,392	(259)	(18.6)
Miscellaneous income	4,755	7,731	(2,976)	(38.5)
	35,881	**44,498**	**(8,617)**	**(19.4)**

Operating Expenditure

The Group's operating expenditure for the year was $499.97 million. This marked an increase of about 10% more than last year's operating expenditure of $454.76 million. The increase was mainly due to an increase in staff costs, maintenance of parks, animal and veterinary related expenses and depreciation costs which was in turn offset by a decrease in general and administrative expenses.

FY 2025 vs FY 2024 Operating Expenditure ($'000)



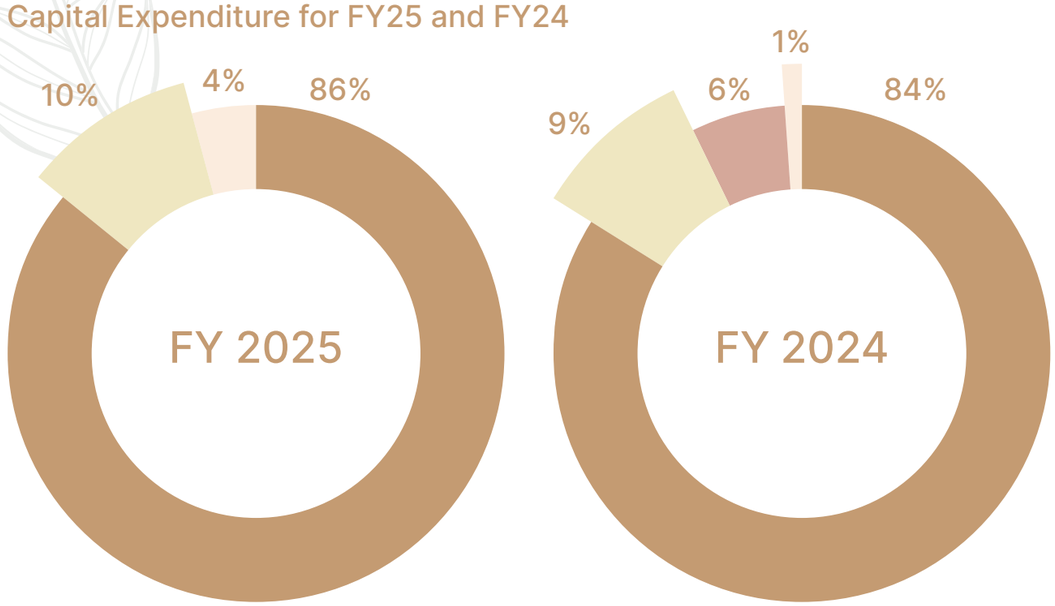
Expenditure	FY 2025 $'000	FY 2024 $'000	Variance $'000	Variance % Change
Staff costs	181,015	163,627	17,388	10.6
Maintenance of parks	185,997	163,099	22,898	14.0
Animal and veterinary related expenses	33,254	27,408	5,846	21.3
General and administrative expenses	77,844	80,081	(2,237)	(2.8)
Depreciation of property, plant and equipment and right-of-use assets	21,862	20,541	1,321	6.4
	499,972	**454,756**	**45,216**	**9.9**

Financial Review

Capital Expenditure

The group's capital expenditure for the year was $12.26 million. The decrease in capital expenditure was mainly due to lower spending incurred on equipment, land and other improvement works and development work-in-progress in FY2025.

Capital Expenditure for FY25 and FY24

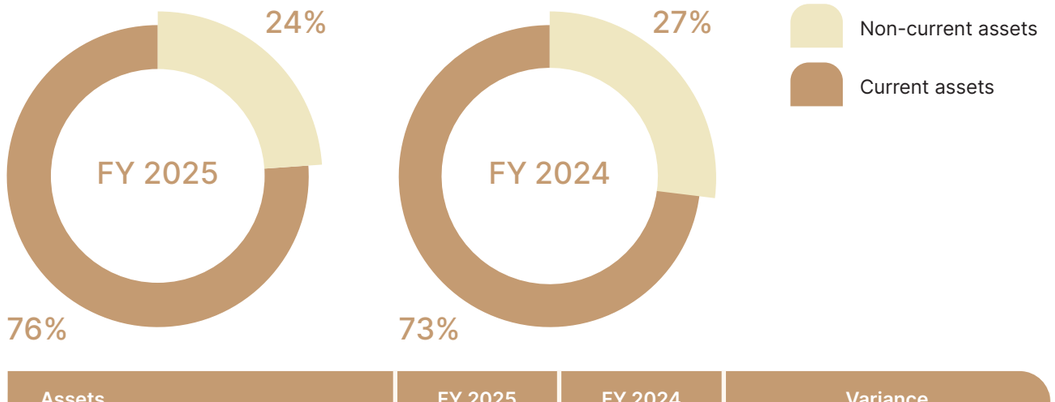


Expenditure	FY 2025 $'000	FY 2024 $'000	Variance $'000	Variance % Change
Development work-in-progress	10,557	16,942	(6,385)	(37.7)
Equipment	1,225	1,762	(537)	(30.5)
Land and other improvements	26	1,109	(1,083)	(97.7)
Motor Vehicles	454	239	215	90.0
	12,262	**20,052**	**(7,790)**	**(38.8)**

Financial Position

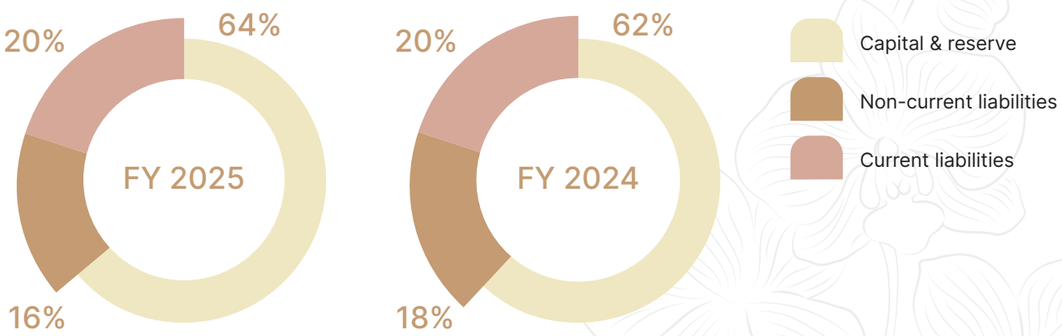
As at 31 March 2026, the Group's total assets stood at $765 million which was an increase of 6% from last year. Non-current assets and current assets represented 24% and 76% of total assets respectively. Non-current assets consisted mainly of leasehold land and buildings, structures, capital and other improvements at Singapore Botanic Gardens, Fort Canning Park, Animal & Plant Health Centre, Animal Quarantine Centre and Animal Management Centre. Capital and reserve stood at $483.47 million, while non-current liabilities and current liabilities stood at $125.47 million and $156.06 million respectively.

Assets



Assets	FY 2025 $'000	FY 2024 $'000	Variance $'000	Variance % Change
Non-current Assets	184,014	195,320	(11,306)	(5.8)
Current Assets	580,985	527,782	53,203	10.1
	764,999	**723,102**	**41,897**	**5.8**

Equity & Liabilities



Equity and Liabilities	FY 2025 $'000	FY 2024 $'000	Variance $'000	Variance % Change
Capital & reserve	483,470	445,610	37,860	8.5
Non-current liabilities	125,474	135,046	(9,572)	(7.1)
Current liabilities	156,055	142,446	13,609	9.6
	764,999	**723,102**	**41,897**	**5.8**

We thank staff and partners of NParks who kindly contributed to this Combined Report.

Photographs

Shi Biying
Page 24 Photo of *Nephroia orbiculata*

Leroy Alphonso
Page 26 Photo of Ashy Roundleaf Bat (*Hipposideros cineraceus*)

Dr Marcus Chua
Page 26 Photo of Greater Mouse-deer (*Tragulus napu*)

Limbang Grassroots Organisations
Page 34 Photo of Prime Minister Lawrence Wong

Jacky Loy
Page 39 Photo of allotment gardens in HortPark

Vicky Lim
Page 46 Photo of Mexican Tarragon (*Tagetes lucida*)

Zaki Jamil
Page 53 Photo of Ferruginous Fan Palm (*Licuala ferruginea*)

David Li
Page 55 Photo of Common Redshank (*Tringa tetanus*)

Rayea Bankal
Page 67 Photo of Rayea Bankal

Front Cover

Caitlin Elizabeth Tan
Keppel Discovery Wetlands, Learning Forest in Singapore Botanic Gardens

Chapter Dividers

Chapter 1: Transforming Singapore into a City in Nature
Page 18 Photo of Singapore Freshwater Crab (*Johora Singaporensis*)

Chapter 2: Building Capacity and Cultivating Connection
Page 40 Photo of Climbing Oleander (*Strophanthus preussii*)

Chapter 3: Strengthening Governance and Enabling Innovation
Page 56 Photo of Punggol Waterway Park

This report is published in September 2026. For any questions or feedback, please contact Mr Lee at LEE_Tai_Wei@nparks.gov.sg or Mr Lim at LIM_Chung_Fee@nparks.gov.sg.

NATIONAL PARKS NParks' Publication

NATIONAL PARKS BOARD
Singapore Botanic Gardens
1 Cluny Road
Singapore 259569
www.nparks.gov.sg

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