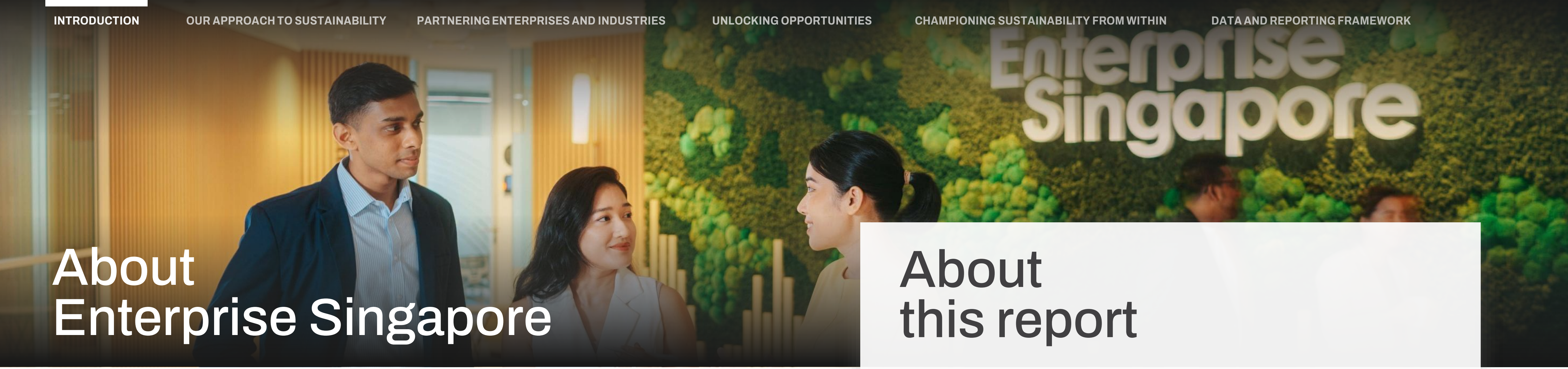
ENTERPRISE SINGAPORE SUSTAINABILITY REPORT 2025 / 2026

POWERING RESILIENT GROWTH

Enterprise Singapore

For where you're growing

Contents



About Enterprise Singapore

Enterprise Singapore (EnterpriseSG) is the government agency championing enterprise development. We partner committed companies to build capabilities, innovate and go global.

We drive growth – empowering local businesses and shaping industries; anchoring Singapore as a trade and startup hub; establishing trust in our products through quality and standards.

EnterpriseSG is headquartered in Singapore and has over 35 overseas offices.

For more information on our operations, read our Annual Report 2025/2026.

Our Mission

Grow stronger Singapore enterprises by building capabilities and accessing global opportunities, thereby creating good jobs for Singaporeans.

Our Vision

A vibrant economy with globally competitive Singapore enterprises.

About this report

This Sustainability Report reflects our efforts to partner Singapore enterprises in their sustainability journey, and improve our environmental, social, and governance (ESG) performance from 1 January 2025 to 31 December 2025. It should be read in tandem with our Annual Report 2025/2026.

Published annually and with reference to GRI Standards, the report covers our Singapore operations, overseas offices, and subsidiaries: IPI Singapore, Infrastructure Asia and Singapore Cooperation Enterprise. As a Singapore Government Statutory Board, our sustainability approach is aligned with GreenGov.SG and other Government policies.

Learn more about our programmes here or reach out to us here for feedback or enquiries.

Powering resilient growth: Our gift to the future

Lee Chuan Teck
Chairman

Geopolitical volatility and climate change have fundamentally reshaped the business landscape. Global events have impacted supply chains and sectors beyond energy, making sustainability a business imperative.

Yet, within this challenge lies significant opportunity. The transition to a low-carbon economy opens new frontiers in areas such as climate adaptation and carbon services and trading, offering businesses a pathway to resilient, long-term growth.

Enterprise Singapore remains firmly committed to supporting companies on this journey. In 2025, we partnered over 5,700 Singapore enterprises to strengthen their climate resilience through sustainable practices and advance innovation in green technologies. We are proud of this milestone and inspired by how much more we can achieve together.

Building a sustainable future demands collective effort. We will continue working alongside businesses and industry partners to shape a greener, more competitive, and resilient Singapore.

Cindy Khoo
Managing Director

We know the path to sustainability is not straightforward, especially for enterprises balancing multiple priorities. But with the right foundations and capabilities in place, it can become an advantage.

In 2025, we continued to partner enterprises on this journey through tailored support like the Enterprise Sustainability Programme and initiatives with industry partners. Beyond helping companies tap into green economy opportunities, these initiatives build lasting knowledge in areas like sustainability reporting, preparing businesses not just for today, but also for the years ahead.

At the same time, we have continued to embed sustainability within our culture, people and operations. From tracking and reducing our environmental footprint to engaging our people in sustainability efforts, we believe that leading by example matters.

Looking ahead, we remain committed to equipping enterprises with the tools, knowledge and capabilities to turn sustainability from a challenge into a genuine source of growth and resilience.

Enterprise Singapore's approach to sustainability

Our sustainability approach and initiatives empower enterprises and industries to embrace sustainable transformation, strengthening their long-term competitiveness and resilience.

Materiality assessment and sustainability framework

Materiality assessment

Our material topics were developed through engagements with key stakeholders including companies, trade associations and chambers, industry partners, other government agencies, our management and employees.

We review these material topics annually to ensure their relevance; no further changes were made to them in 2025.

Developing our materiality assessment and sustainability framework

1 **Identified** a list of key topics through peer, industry, and media reviews

2 **Prioritised topics through** management interviews, and employee and company surveys

3 **Validated prioritised** topics through executive management team

OUR MATERIAL TOPICS AND SUSTAINABILITY FRAMEWORK

A SUSTAINABLE FUTURE FOR SINGAPORE ENTERPRISES

DRIVING ENTERPRISE AND INDUSTRY SUSTAINABILITY

Enhancing capabilities in sustainability
Drive enterprise and industry competitiveness

Unlocking opportunities in the green economy
Enable access to new growth opportunities

Aligning with Singapore's sustainability goals
- Support Singapore Green Plan 2030 and national sustainability commitments
- Establish Singapore as a sustainability hub

CHAMPIONING SUSTAINABILITY FROM WITHIN

Stewarding our environmental footprint
Adopt environmental best practices from leading organisations

Fostering talent development and wellbeing
Support professional growth of employees

Ensuring a safe and conducive workplace
Maintain a safe environment for employees and visitors

Upholding integrity and ethical conduct
Ensure every employee upholds core values and integrity of the public service

Safeguarding our systems and data
Protect the security and privacy of systems and data

INDUSTRY AND ENTERPRISE SUSTAINABILITY | ENVIRONMENTAL | SOCIAL | GOVERNANCE

Sustainability governance

We integrate sustainability into our core operations and decision-making to strengthen operational resilience and drive consistent ESG practices organisation wide.

The Executive Management team is apprised of sustainability-related impact and developments through regular meetings.

Executive Management

Oversees sustainability strategies and policies, while ensuring the effectiveness of our sustainability framework

The Sustainability Steering Committee is co-chaired by our Assistant Managing Director for Capabilities, Product and Policy, and Assistant Managing Director for Corporate Development.

Sustainability Steering Committee

Provides guidance and direction in the implementation of the sustainability framework and regular review of sustainability performance and progress

The cross-divisional work groups support the Sustainability Steering Committee and are led by senior management team members.

Work Groups

Sustainable enterprises and industries

Translates strategy and coordinates efforts across our organisation

- Building capabilities
- Capturing opportunities

Sustainable organisation

Adopts best practices from the public and private sectors

- Climate change and resource management
- Talent development and wellbeing
- Workplace safety and health
- Data privacy, protection and cybersecurity
- Integrity and ethical conduct

Capability building

Builds sustainability capabilities in our employees

Engagement and champions

Champions a culture of sustainability across our organisation

Sustainability report

Oversees sustainability reporting, including engaging stakeholders on our sustainability efforts

Stakeholder engagement

We engage our stakeholders closely to understand the issues that matter most to them. By ensuring our strategies address their priorities and interests, we create the conditions for enterprises to be invested in pursuing sustainability and better positioned to seize opportunities in the green economy. Our impact evaluation approach is outlined here.

Enterprises

We develop market access and capability-building initiatives to promote enterprise growth. Our SME Pro-Enterprise Office helps SMEs navigate Government rules and regulations, especially for nascent or cross-cutting issues.

Government

We contribute to Singapore's sustainability ambitions by aligning our efforts to national initiatives, such as the Singapore Green Plan 2030 and GreenGov.SG.

Management

Our management sets our strategic direction to grow globally competitive enterprises, in line with Singapore's economic goals.

Employees

We prioritise the professional growth and wellbeing of employees through career development workshops, global immersion opportunities, and wellness initiatives.

Trade associations and industry partners

We partner TACs and other industry partners to help enterprises boost capabilities, access overseas opportunities and adopt sustainability standards and certifications.

SME Centres

Our 10 SME Centres provide enterprises with targeted business support. They collectively assist about 25,000 SMEs annually through one-on-one business advisory sessions, capability workshops and upgrading projects.

2025 sustainability highlights

Benefitted

>5,700

unique enterprises through sustainability initiatives

Unique enterprises supported since 2023: >9,200

Catalysed

S$350m

in green loans

Green loans catalysed since 2023: S$915m

Provided

S$31m

in grants for sustainability-related initiatives

Grants provided since 2023: S$98m

Other highlights

- Launched 11 new sustainability standards
- Refreshed sustainability playbook for food manufacturing

Driving enterprise and industry sustainability in Singapore

We work hand in hand with enterprises and industries to build the capabilities needed to turn sustainability commitments into tangible outcomes.

PARTNERING ENTERPRISES AND INDUSTRIES FOR SUSTAINABLE GROWTH

Goal
Partner Singapore enterprises to build sustainability capabilities

Our approach
Work with industry partners to help enterprises adopt more sustainable practices

Building awareness and foundational knowledge

Strengthening sustainability capabilities through partnerships

Embedding sustainability in industry transformation

Driving enterprise and industry sustainability

UNLOCKING OPPORTUNITIES IN THE GREEN ECONOMY

Goal
Support growth of local sustainability solution providers to position Singapore as a sustainability hub

Our approach
Cultivate an ecosystem to help enterprises innovate and access global opportunities in the green economy

Accelerating innovation of products and services

Cultivating new growth areas in sustainability

Taking green solutions global

Why sustainability matters

As stakeholder expectations evolve and global markets accelerate the transition towards low carbon, firms that integrate sustainability into their operations are well-positioned to strengthen resilience, improve resource efficiency, unlock new growth opportunities and remain competitive in the long term.

We support enterprises at different stages of their journey by strengthening capabilities, enabling access to resources and support, and helping them capture opportunities in the green economy.

OVERVIEW OF THE ENTERPRISE SUSTAINABILITY PROGRAMME (ESP) AND OTHER INITIATIVES

Building awareness and foundational knowledge

Training courses for enterprises
Build foundational sustainability awareness in areas such as decarbonisation and sustainable finance

Sustainability playbooks
Provide enterprises with practical sustainability knowledge across foundational, thematic, and sector-specific areas

SME Sustainability Hub
Offers enterprises quick and centralised access to resources, programmes, and support from different government agencies

Strengthening sustainability capabilities

Enterprise Development Grant – Sustainability
Supports enterprises in implementing sustainability initiatives across strategy development, resource optimisation, standards adoption, and solution development

Energy Efficiency Grant
Defrays the costs of investing in energy-efficient equipment

Sustainability Reporting Grant
Supports enterprises in building sustainability reporting capabilities and disclosures

Enterprise Financing Scheme – Green
Enables access to green financing for the development or adoption of green technologies

Productivity Solutions Grant – Carbon Management
Enables enterprises to build carbon management and accounting capabilities

Embedding sustainability in industry transformation

Industry-wide transformation efforts through TACs
Collaborate with trade associations and chambers (TACs) to develop and advance sector-wide sustainability initiatives

Programmes with industry partners
Partner ecosystem stakeholders, such as banks, to strengthen sustainability capabilities within enterprises

Partnerships with corporates
Support enterprises in reducing emissions and strengthening sustainability capabilities through partnerships with large corporates

Building awareness and foundational knowledge

SME Sustainability Hub

A new SME Sustainability Hub was launched in May 2025 to help enterprises kickstart or enhance their sustainability strategies.

It serves as a one-stop platform providing guidance on key topics, such as sustainability reporting and carbon management, enabling enterprises to assess their environmental performance and improve on sustainability.

Enterprises can also easily access information on government support programmes and resources on the platform. As of December 2025, the hub garnered about 195,000 views.

Sustainability playbooks

Our sustainability playbooks helped enterprises deepen their knowledge and implement sustainable practices, with over 7,000 downloads as of December 2025.

Developed with industry partners and TACs, the seven playbooks guide enterprises at different stages of their sustainability journey:

- **Foundational playbook** covers the fundamentals of sustainability
- **Thematic playbooks** provide actionable steps for decarbonisation and scope 2 emissions reduction
- **Sectoral playbooks** for the food manufacturing, logistics, food services, and general manufacturing sectors offer industry-specific best practices

Sustainability courses

The ESP Sustainability Courses, developed with industry practitioners, helped enterprises build expertise in key topics such as carbon accounting, decarbonisation, and green finance.

More than 1,000 enterprises have attended the courses since they were launched in 2022.

Photo: UN Global Compact Network Singapore

Strengthening sustainability capabilities through partnerships

From financial institutions to leading corporates, we fostered a community of partners to collectively help enterprises take practical steps and build the capabilities needed to meet the sustainability requirements of their customers.

Financial institutions and corporates

Through partnerships with leading local banks DBS, UOB, and OCBC, we support SMEs in adopting sustainable business practices while also helping them unlock access to sustainability financing that rewards their progress.

We also work with large corporates to drive sustainability across their supply chains. Together, these efforts have supported more than 350 enterprises as of 2025.

OCBC SME Start-ESG Programme

Launched in February 2025, the programme enables SMEs to obtain baseline sustainability metrics, expert guidance on sustainable practices and access to sustainability-linked loans. By tying financing to sustainability performance such as carbon emissions reduction, it incentivises SMEs to start and continue their sustainability journey.

Photo: OCBC

FairPrice Group Supply Chain Decarbonisation Programme

By partnering FairPrice Group on their inaugural supply chain decarbonisation programme, we equipped their key SME suppliers with the tools and knowledge to achieve measurable emissions reductions. This strengthened FairPrice Group's supply chain resilience while helping SMEs manage low-carbon transition risks.

Photo: FairPrice Group

Strengthening sustainability capabilities through partnerships

The Sustainability Alliance was expanded to include new TAC partners, bringing the total to 21 members. Supported by EnterpriseSG, the alliance aims to raise the sustainability capabilities of TACs, strengthening Singapore's broader sustainability ecosystem. Photo: Gprnt

Trade associations and chambers (TACs)

Through our network of TACs such as the Singapore Business Federation (SBF) and UN Global Compact Network Singapore, we help local enterprises build sustainability capabilities.

This includes supporting the Sustainability Alliance, which brings TACs together to help member companies and SMEs progress in their sustainability journeys, driving transformation at scale.

Launched by C3T, the Green 100 movement will bring together large enterprises, SMEs, and solution providers to achieve sustainability goals, strengthen supply chain transparency, and capture green opportunities. Photo: Gprnt

Council for a Competitive Climate Transition (C3T)

Led by the National Climate Change Secretariat and SBF, with support from EnterpriseSG and other partners, C3T was set up to help enterprises strengthen their climate resilience and competitiveness. It brings together stakeholders across the ecosystem to drive implementation of climate initiatives including sectoral transition pathways and the National Adaptation Plan.

Working closely with the industry, C3T will develop practical solutions to help businesses plan for and respond to climate change in areas such as climate disclosure, green procurement, and sustainable financing.

It will also drive action on the ground through the Green 100 campaign, tapping on large enterprises to encourage SMEs in their supply chains and business networks to start on sustainability reporting and capability building.

Embedding sustainability in industry transformation

Across industries, we supported enterprises in developing sustainability strategies and adopting practices such as decarbonisation and resource optimisation to strengthen their long-term competitiveness and resilience.

Food manufacturing

A sustainability consultancy study with Arup led to a refreshed sustainability playbook for food manufacturers and a new Scope 3 calculator for the industry, equipping companies with practical tools to estimate and track emissions and take concrete steps towards their sustainability and Scope 3 goals.

Transport and logistics

Working with industry partners such as the Singapore Logistics Association, Singapore Transport Association, Container Depot and Logistics Association (Singapore), and SAAA@Singapore, we drove adoption of carbon tracking among local logistics SMEs.

About 200 companies have undertaken carbon tracking as of December 2025.

Retail: Castlery

Furniture brand Castlery embarked on a project to identify sustainability gaps and formalise its sustainability strategy and policies, tapping support from EnterpriseSG's EDG-Sustainability initiative. The company also produced its inaugural sustainability report aligned with GRI standards.

Castlery also refreshed the sustainability zone at its Singapore flagship store, translating its environmental commitments into a tangible consumer experience. Following the refresh, average monthly footfall to the zone more than doubled, reflecting strong consumer interest.

Together, these efforts strengthened Castlery's internal sustainability capabilities and brand positioning in key Western markets, where consumers increasingly value environmental leadership and responsible business practices.

Photos: Castlery

Embedding sustainability in industry transformation

Leveraging standards and certification

Standards support industry transformation by providing a common framework for businesses to adopt sustainable practices with confidence. In 2025, 11 sustainability standards were rolled out across areas such as circular economy, maritime, data centres, and climate adaptation.

One example is TR 136:2025, which establishes safety and interoperability requirements for electric harbourcraft charging and battery swap systems. This strengthens users' confidence in system providers and supports the decarbonisation of the maritime sector.

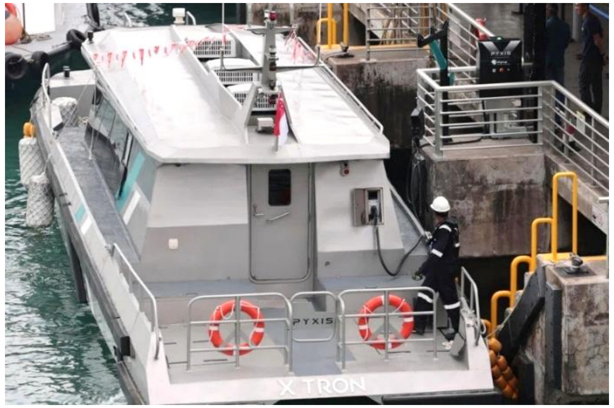


Photo: The Business Times

Photo: The Straits Times

Company spotlight: Beecharge

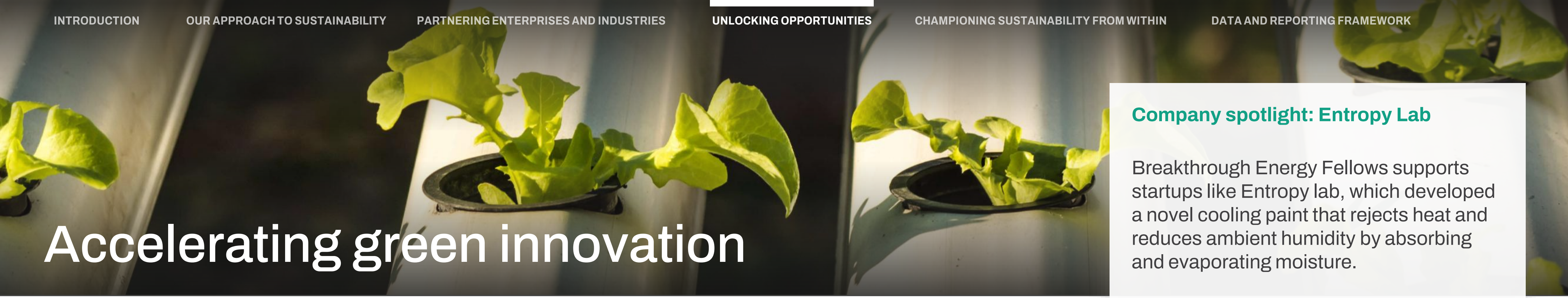
Beecharge develops smart, off-grid charging solutions that support cleaner mobility and give fleet operators greater flexibility in deploying charging infrastructure. TR 136 has given Beecharge a common framework to apply its land-based electric vehicle charging experience, including learnings from Singapore's TR 25 mobile charging sandbox, to marine electrification.

By setting out clear requirements across charging interfaces, communication, safety, and interoperability, the standard has reduced ambiguity in early-stage system integration and enabled more structured technical discussions across charger, battery, vessel, and infrastructure stakeholders. This has helped Beecharge develop scalable solutions like its BC2.0 energy delivery platform.

Photo: Beecharge

Unlocking opportunities in the green economy

The transition to a low-carbon economy catalyses new opportunities across green sectors. From fostering innovation to expanding into new markets, we support enterprises in venturing into these emerging areas for long-term growth.



Accelerating green innovation

Bringing sustainability innovations to market

Turning innovations into market-ready solutions requires more than good ideas. It takes the right platforms, partners, and expertise.

Our annual Sustainability Open Innovation Challenge fosters co-innovation between corporates and startups to tackle climate and sustainability challenges. Last year's edition onboarded 27 corporate partners with over 30 challenge statements spanning renewable energy, greener industries, sustainable agrifood, and sustainable materials, attracting more than 1,200 innovators.

We also support startups in commercialising and scaling their green solutions. Five climate tech startups participated in Breakthrough Energy Fellows – Southeast Asia, a joint programme by Breakthrough Energy, Temasek, and EnterpriseSG, gaining access to mentorship and expertise to bring their innovations to market.

Financing the development of sustainable technology

Access to financing is a key enabler that allows enterprises to turn green ambitions into action. One such example is Kim Heng, which provides engineering, procurement, construction, and installation support across the offshore renewable, marine, and oil and gas industries.

Through the Enterprise Financing Scheme – Green (EFS-Green), its subsidiary Adira Renewables secured funding to develop and launch Bridgewater Discovery, a specialised geotechnical survey vessel fitted with a new-built drill rig. The vessel enables Kim Heng and its Korean partner to conduct geotechnical surveys for offshore windfarm development in South Korea, supporting the transition to clean energy.

Company spotlight: Entropy Lab

Breakthrough Energy Fellows supports startups like Entropy lab, which developed a novel cooling paint that rejects heat and reduces ambient humidity by absorbing and evaporating moisture.

The paint, PasteCool Ultra, reduces building temperatures by around 5°C, surpassing the 2°C reduction offered by commercial cool paints.

With backing from a Startup SG Tech Proof-of-Concept grant, Entropy Lab is bridging the gap between lab innovation and large-scale production of PasteCool Ultra. Entropy Lab has since secured pilots with HDB and JTC to trial the paint in housing and industrial estates.

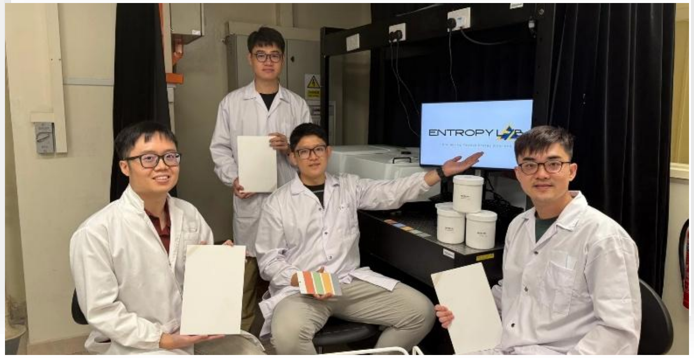


Photo: Entropy Lab

Cultivating new growth areas

As the green economy continues to expand, we have deepened our focus on areas where Singapore is well-positioned to capture emerging opportunities.

Carbon services and trading

To strengthen the credibility of the local carbon market, we developed and published guidance on the role of carbon credits in corporate decarbonisation with the Ministry of Energy, Trade and Industry and the National Climate Change Secretariat, in partnership with the Singapore Sustainable Finance Association, industry partners, academics, and international organisations.

The guidance helps companies use high-integrity carbon credits as part of a credible decarbonisation strategy, building confidence in Singapore's carbon market.

Offshore wind

Offshore wind is an emerging growth area where Singapore enterprises are well-positioned to contribute. We partnered the UK's ORE Catapult to launch an inaugural offshore wind track at the Sustainability Open Innovation Challenge, with Singapore and UK corporates including Seatrium, Cyan Renewables, and JERA Nex bp as demand drivers to catalyse co-innovation between Singapore and UK companies.

To deepen bilateral collaboration, we facilitated a Memorandum of Understanding between the Technology Centre for Offshore and Marine, Singapore and ORE Catapult to advance innovation and foster industry partnerships in the floating offshore wind market.

Spotlight: GenZero Climate Insights Summit 2025

Together with EDB and GenZero, we held an inaugural summit that profiled Singapore as a regional carbon services and trading hub and showcased Singapore-led initiatives in carbon financing and talent development.

At the summit, a new Carbon Services and Trading Skills Framework was launched. Developed by EnterpriseSG, EDB, and SkillsFuture Singapore in consultation with the industry, the framework aims to equip the workforce with the competencies needed to thrive in carbon services and trading roles, so businesses have access to a skilled pipeline as the industry grows.

Photo: GenZero

Cultivating new growth areas

Climate adaptation

Climate adaptation is another area of growing opportunity for Singapore enterprises. We partnered the Singapore Water Association (SWA) Coastal Protection Chapter, PUB, HDB, and the Coastal and Flood Resilience Institute to organise an inaugural business mission to the Netherlands, where companies learnt from Dutch best practices and forged partnerships in coastal and flood resilience.

To build capabilities closer to home, we also partnered PUB to support the SWA Coastal Protection Chapter in delivering an inaugural masterclass series on coastal and flood resilience, drawing 40 attendees from government agencies and industry partners to promote cross-sector collaboration and knowledge exchange.

Company spotlight: Mlion

Coastal erosion, driven by urbanisation and climate change, is a growing threat – and one that Mlion is addressing with an innovative nature-based solution.

Conventional coastal defences such as walls and embankments, which protect 80% of Singapore's coastline, are costly and harmful to marine ecosystems. Mlion's Biorock technology offers an alternative: electrified steel structures that use low-voltage electrolysis to grow limestone over steel surfaces, forming self-repairing living seawalls that support marine life. When powered by renewable energy and built with recycled steel, Biorock offers significantly lower carbon intensity than conventional coastal defences.

With our support, Mlion is commercialising Biorock, diversifying beyond its traditional steel business into nature-based climate resilience solutions. The company is scaling this solution across the region, with deployments in Singapore and Indonesia and discussions underway in the Philippines.

Taking green solutions global

We supported Singapore enterprises in accessing regional opportunities across green sectors. In the energy efficiency space, our subsidiary Infrastructure Asia organised the Energy Efficiency Track at the Asia Clean Energy Summit 2025 with the Sustainable Energy Association of Singapore, bringing together 120 policymakers and private sector leaders to explore new ways of scaling energy efficiency and accelerating the decarbonisation of Asia's built environment.

In industrial water management, we collaborated with PUB and SWA on business missions to Malaysia and Indonesia, helping Singapore companies to source for regional opportunities and build track record in industrial and municipal water management.

Company spotlight: TeamSolve

With our support, TeamSolve, a Singapore company specialising in digital solutions for water utilities, expanded into the Philippines. We introduced TeamSolve to Balibago Waterworks System, one of the Philippines' largest private water operators, supported their participation in tradeshows to build market visibility, and provided insights and regulatory guidance to help them navigate the market.

TeamSolve secured a multi-year partnership with Balibago, with phased implementation underway. The partnership also gave rise to Balibot, an AI co-pilot developed by both companies to assist with asset management and preventive maintenance.

Early trials have shown improvements in leak detection and survey efficiency, supporting efforts to reduce water losses and strengthen system reliability. TeamSolve has since established a presence in Manila, with plans to grow its in-market team.

Photo: TeamSolve

Championing sustainability from within

We foster a safe workplace that nurtures the professional growth and personal wellbeing of our employees, while upholding high standards of governance and integrity.

Embedding sustainability in our culture

Our estimated collective impact[1]

1,000kg
of **waste avoided**

2,500kg
of **materials recycled**

4,700kg
of **carbon avoided**

[1] FIGURES WERE COMPUTED BY SUSGAIN BASED ON ACTIVITIES RECORDED BY PARTICIPANTS THROUGH THE SUSGAIN APP.

In 2025, we tapped on local company susGain's app to launch Sustainabite Season, a six-month campaign encouraging employees to build eco-conscious habits at work, at home, and in the community.

The campaign focused on four themes: kickstarting sustainability journeys, going zero waste, developing carbon-conscious habits, and caring for mental wellbeing.

More than 400 employees in Singapore engaged in activities on the app and hands-on events such as a beach clean-up, waste-to-energy plant tour, local farmers' market, and thrift party. In total, they logged about 3,500 hours of sustainability-related learning and completed nearly 177,000 activities.

(Clockwise from left to right) Employees explored sustainable food sources at a local farmers' market, cleaned up a beach, and toured a Keppel plant to see how waste can be converted into energy.

Managing our environmental impact

Achieved our target to

Improve Energy Utilisation Index (EUI) by

↓10%

by 2030 from a 2018-2020 baseline[1]

We promote **efficient use of energy, water and waste resources** at our Singapore (including subsidiaries) and overseas offices to reduce our environmental and carbon footprint, and lower operational costs.

Our approach

Our environmental goals are aligned with GreenGov.SG – the Singapore public sector's sustainability initiative, which focuses on these four key aspects.

Climate change and energy management

- Set office devices on power-saving modes
- Replaced older equipment with energy-efficient models
- Adjusted air conditioning temperature settings
- Reduced electricity consumption, EUI and Scope 2 emissions in 2025, compared to our baseline[2]

Water management

- Limited water usage to drinking and cleaning
- Implemented water-saving features in toilets and pantries
- Water consumption and Water Efficiency Index (WEI) increased by about 10% and 74% respectively in 2025 compared to our baseline[3] primarily due to an increase in onsite meetings

Waste management

- Reduced printing and paper use by embracing digitalisation
- Placed recycling bins at pantries and common areas to promote recycling
- Reduced use of disposables, such as cups and utensils

Sustainable procurement

- Aligned procurement practices with GreenGov.SG and public sector principles of transparency, fairness and cost effectiveness
- Incorporated sustainability into tender evaluation criteria since May 2024 to encourage our vendors to adopt greener practices

[1] THE BASELINE YEARS ARE ALIGNED WITH GREENGOV.SG, BY AVERAGING EUI FROM 2018-2020.
[2] THE BASELINE YEARS ARE ALIGNED WITH GREENGOV.SG. THE BASELINE FOR ENERGY CONSUMPTION, EUI, WATER CONSUMPTION AND WEI WAS OBTAINED BY THE AVERAGE FROM 2018-2020, WHILE THE BASELINE FOR EMISSIONS IS 2020.

Fostering talent development and wellbeing

In 2025, we invested in workforce capabilities through structured development programmes focused on organisational competencies, leadership development, and future-ready skills to build a resilient workforce that can support Singapore enterprises in an evolving global environment.

Enabling competency-driven growth

We enhanced the Design-Your-Career framework to help officers own their long-term development, with workshops and structured tools equipping leaders to have meaningful career conversations with their teams.

Competency development was integrated into annual career chats, allowing employees and supervisors to plan practical learning pathways together. Career development plans were updated for all permanent employees, enabling more targeted investment in capability building across different career stages.

Strengthening leadership development

At the management level, leadership competency frameworks continue to provide leaders with a holistic view of their own development.

Leaders also received access to a wider range of support. An executive coaching programme and Senior Management Team Learning Circle for peer learning were introduced, strengthening leadership capabilities that cascade into better development support for officers across the organisation.

Developing future-ready skills

To build our global mindset and cross-cultural competencies, an Advanced Professionals Programme was launched for senior individual contributors, combining workshops with overseas immersion to deepen understanding of regional business ecosystems. Learning journeys also connected officers with industry players and innovation ecosystems in key markets.

We also expanded our Work@OC initiative, increasing the number of opportunities for Singapore-based officers to gain experience at our Overseas Centres.

Fostering talent development and wellbeing

Investing in our people goes beyond the workplace.

We continue to prioritise wellness initiatives, which remain highly valued by employees, and support community partnerships that enable staff to contribute to social impact through corporate social responsibility (CSR) activities.

Enhancing wellness

New quarterly wellness initiatives made healthy living accessible and practical – from lunchtime nutrition talks paired with healthy meals, to on-site health screenings, and educational sessions led by healthcare professionals. These were complemented by executive health screening subsidies and expanded corporate wellness benefits.

Beyond structured programmes, employee interest groups have fostered a broader culture of health by bringing colleagues together through a diverse range of fitness and wellness activities.

Creating social impact

We expanded our partnership with Children's Wishing Well in 2025, organising multiple sessions that help children develop essential life skills while providing our employees with the opportunity to contribute to the community.

Our ongoing collaboration with the Singapore Association for the Visually Handicapped brings together visually impaired therapists who provide massage services to our staff, creating employment opportunities while supporting employee wellness. These partnerships reflect our commitment to creating shared value.

Building strong bonds

From Sports Day and Dinner & Dance to Kids@Work and movie nights, our employee engagement activities created opportunities for colleagues to recharge and bond outside their usual work interactions.

We also facilitated small-group conversations between leadership and employees, providing a platform for open dialogue where staff can share their perspectives and concerns directly with management, ensuring their voices shape how we grow together.

Ensuring a safe and conducive workplace

A safe and healthy workplace is fundamental to a resilient and productive organisation. Our workplace safety and health (WSH) policies are regularly reviewed to safeguard all employees and ensure compliance with relevant laws and regulations.

The WSH Focus Group, chaired by an Assistant Managing Director, leads these efforts organisation-wide with regular updates to management.

Ensuring workplace safety and health

Premises

- Implemented safety and health procedures across office premises
- Engaged Integrated Facilities Management contractor to inspect and mitigate safety and health risks at office

Events

- Implemented safety and health procedures at all event venues[1]

Travel

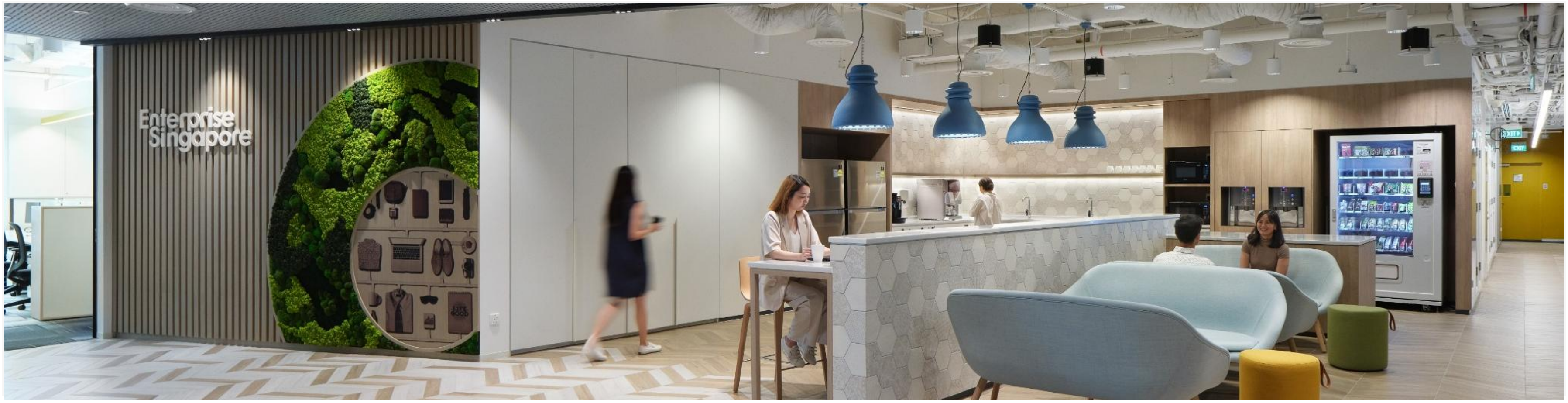
- Established protocols for business trips to ensure employees make safe travel arrangements
- Ensured business travel insurance for official trips

Employees

- Ensured work injury compensation insurance
- Provided annual health screening benefits
- Ensured access to Well-being@Gov and mindline at work, which provide personalised wellness and mental health support
- Communicated WSH policies to employees through EDMs and intranet

Customers

- Set up disengagement processes for employees in customer-facing roles to respond to abusive customers



[1] DESPITE SAFETY MEASURES IN PLACE, AN EMPLOYEE SUSTAINED A HIGH-CONSEQUENCE SPORTS-RELATED INJURY DURING FOOTBALL AT OUR 2025 SPORTS DAY. WE WILL CONTINUE TO REINFORCE SAFETY MEASURES AT ALL EVENTS.

Upholding integrity and ethical conduct

Our Code of Conduct sets clear guidelines for employees to maintain the highest standards of integrity and avoid any conflict of interest. We have zero tolerance for non-compliance and disciplinary action will be taken for any breaches.

Building an ethical workforce

Education and training

- Code of Conduct hosted on the intranet and included in the orientation programme for new hires
- Regular dissemination of EDMs to address queries on ethical dilemmas

On-demand learning resources

- Governance and risk management information hosted on the intranet

Disclosure of conflict of interest

- Board members required to declare potential conflicts and submit annual Declaration of Interests
- Members' directorships verified against agenda ahead of board meetings to pre-empt conflicts of interest
- Ad-hoc declarations required whenever a conflict of interest arises

Proactive fraud awareness

- Regular dissemination of fraud trends and prevention strategies to mitigate fraudulent activities

Open communication channels

- Open-door policy for employees to report concerns or discuss ethical dilemmas without fear of reprisal

Whistle-blowing framework

- Confidential reporting of misconduct via go.gov.sg/EnterpriseSGtipoff, the intranet, email, post and hotline
- All investigations undertaken by the Internal Audit division and Investigation Committee

Issue reporting

- Employees may report concerns to supervisors, with serious matters escalated to the People and Culture division or Chairman
- Clear process in place to investigate and address issues

Safeguarding our systems and data

ACHIEVED OUR TARGET OF

0 **complaints received**

concerning breaches of customer privacy

Our approach

- Uphold good corporate governance and sound internal controls
- Identify, assess, manage, and report key risks and their impact on the organisation
- Develop and embed an organisational risk culture within EnterpriseSG
- Ensure compliance with legal and regulatory requirements
- Minimise unexpected losses and manage expected losses

Our key policies

Data governance

- Adheres to the Public Sector (Governance) Act and the Government's Instruction Manual for Infocomm Technology and Smart Systems Management

End user IT security policy

- Defines the IT security policy applicable to end users
- Outlines the end user's roles and responsibilities and informs them of their obligations

IT systems security policy

- Establishes infocomm technologies security management guidelines required to protect classified information

EnterpriseSG incident management plan

- Provides overview of processes and guidelines for the management and reporting of incidents

Data and reporting framework

Definitions and methodology

Environmental

Greenhouse Gas (GHG) Emissions

GHG Standards definition and boundary: GHG emissions refer to gases that contributes to the greenhouse effect by absorbing infrared radiation.

EnterpriseSG adopts the use of the GHG Protocol Corporate Accounting and Reporting Standard and accounts for our direct (Scope 1) and energy indirect (Scope 2) GHG emissions using the operational control approach.

- **Direct (Scope 1) GHG emissions:** GHG emissions from combustion of fuel used for vehicles and equipment owned or under EnterpriseSG's operational control. GHG emissions were calculated from carbon dioxide (CO_2) emissions testing results under LTA's Vehicular Emissions Scheme for each vehicle.

- **Electricity indirect (Scope 2) GHG emissions**: GHG emissions that result from the generation of purchased electricity used for leased spaces. A location-based method is adopted to reflect the average emissions intensity of the national grid on which energy consumption occurs. For consistency, the grid emission factor (GEF) used for the reporting year is sourced from the latest published factor at the time of publication, sourced from the Singapore Energy Statistics (SES), the Energy Market Authority's (EMA) annual publication on energy statistics in Singapore: 0.402 $kgCO_2e/kWh$ (2025, 2024), 0.4120 $kgCO_2e/kWh$ (2023).

Energy

Energy consumption is derived from grid electricity and non-renewable fuel sources such as petrol for EnterpriseSG's owned and leased vehicles. Energy from fuel use is derived using the 2006 IPCC guidelines for National Greenhouse Gas inventories (69.3 tCO_2/TJ for petrol or motor gasoline).

Energy Utilisation Index (EUI) metrics relate only to electricity use at our Bugis Junction Towers office in Singapore for now. The total electricity use is defined as electricity consumed from the grid. The baseline for energy and EUI was obtained by averaging consumption from 2018-2020. This was to account for the abnormal consumption levels in 2020 caused by the COVID-19 pandemic.

EUI is determined by dividing the total annual electricity consumption by the total Gross Floor Area (GFA) of each year.

Water

The baseline for water use and water efficiency index (WEI) was obtained by averaging consumption from 2018-2020. This was to account for the abnormal consumption levels in 2020 caused by the COVID-19 pandemic.

Water Efficiency Index (WEI):

WEI metrics relate only to water use at our Bugis Junction Towers office in Singapore for now and is calculated using the following formula:

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

Baseline WEI is calculated using the following formula:

$$\frac{\sum \text{Total water used between FY2018 and FY2020}}{\text{No. of operational days in Year X} \times (\text{Avg. no. of employees per day} + 0.25\ (\text{Avg. no. of visitors per day})\text{ between FY2018 and FY2020})}$$

Social

High-consequence work-related injury

GRI Standards definition: Work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.

$$\text{Rate of high-consequence work-related injuries (excluding fatalities)} = \frac{\text{Number of high-consequence work related injuries (excluding fatalities)}}{\text{Number of hours worked}} \text{ X } 1{,}000{,}000$$

Work-related Injury

GRI Standards definition: Workplace Injury refers to negative impacts on health arising from exposure to hazards at work.

$$\text{Rate of recordable work-related injuries} = \frac{\text{Number of recordable work-related injuries}}{\text{Number of hours worked}} \text{ X } 1{,}000{,}000$$

Key performance data

Driving enterprise and industry sustainability

Indicator	Unit	CY2023	CY2024	CY2025
Number of Unique Enterprises Supported				
Total	Number	>4,000	>3,700	>5,700

Managing our environmental impact

Indicator	Unit	Baseline	CY2023	CY2024	CY2025
Fuel[3]					
Total	GJ	-	70.2	1,023.1	943.9
- Singapore[4]	GJ	-	70.2	58.2	48.0
- Subsidiaries & Overseas Centres	GJ	-	-	964.9	895.9
Electricity					
Total	MWh	1,202	770	1,038	989
- Singapore[4]	MWh	1,202	770	762	760
- Subsidiaries & Overseas Centres	MWh	-	-	276	229
Energy Utilisation Index (EUI)[4,5]	kWh/m^2	101.0	65.2	64.5	64.4
Water[5]					
Water Withdrawal	m^3	610	634	677	672
Water Efficiency Index (WEI)	m^3/ person/ day	4.16	6.17	6.82	7.23
GHG Emissions					
Scope 1[7]					
Total	tCO_2e	-	4.9	70.9	65.4
- Singapore[4]	tCO_2e	-	4.9	4.0	3.3
- Subsidiaries & Overseas Centres	tCO_2e	-	-	66.9	62.1
Scope 2					
Total	tCO_2e	496	317	475	440
- Singapore[4,6]	tCO_2e	496	317	313	313
- Subsidiaries & Overseas Centres	tCO_2e	-	-	162	127

Fostering talent development and wellbeing[8]

Indicator	Unit	CY2023	CY2024	CY2025
Number of employees by gender				
Total	Number	1,045	1,017	1,002
- Male	Number	359	345	343
- Female	Number	686	672	659
New hires				
Total	Number	115	68	66
- Experienced	Number	50	29	44
- Management Associates	Number	65	39	22
Turnover				
Total	Number	103	81	67

Ensuring a safe and conducive workplace

Indicator	Unit	CY2023	CY2024	CY2025
Occupational health and safety				
High-consequence work-related injuries	Number	0	0	1
	Rate	0	0	0.56
Work-related injuries	Number	3	0	5
	Rate	1.52	0	2.81
Working hours	Hours	1,969,102	1,836,094	1,781,711

Safeguarding our systems and data

Indicator	Unit	CY2023	CY2024	CY2025
Number of substantiated complaints concerning breaches of customer privacy				
Total	Number	0	0	0

[3] AS FUEL CONSUMPTION DATA WAS ONLY COLLECTED FROM CY2022, THERE IS NO AVAILABLE DATA FROM CY2021 AND INSUFFICIENT DATA TO FORM A BASELINE
[4] THE DATA PERTAINS ONLY TO ENTERPRISESG'S OPERATIONS IN BUGIS JUNCTION TOWERS SINGAPORE OFFICE
[5] PRIOR YEAR ENERGY UTILISATION INDEX FIGURES HAVE BEEN RESTATED AS THE UNIT WAS PREVIOUSLY MISSTATED AS MEGAWATT-HOURS PER SQUARE METRE (mWh/m^2). VALUES ARE NOW CORRECTLY PRESENTED IN KILOWATT-HOURS PER SQUARE METRE (kWh/m^2) FOR ACCURACY AND COMPARABILITY.
[6] RESTATEMENTS WERE MADE TO PREVIOUS YEAR'S DATA TO REFLECT HIGHER DATA ACCURACY AFTER REVIEWING DATA TRACKING AND REPORTING PROCESSES
[7] THIS EXCLUDES FUGITIVE EMISSIONS FROM FIRE EXTINGUISHING AGENTS
[8] THE DATA DISCLOSED FOR "FOSTERING TALENT WELLBEING AND DEVELOPMENT" INCLUDES ALL OF ENTERPRISESG'S OPERATIONS IN SINGAPORE AND OVERSEAS, EXCEPT SUBSIDIARIES

GRI content index

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

GRI CONTENT INDEX ADVANCED SERVICE
WITH REFERENCE OPTION
2026

Statement of use	EnterpriseSG has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure		Report Section and Remarks	Page
GRI 2 General Disclosures 2021	2-1	Organizational details	**About Enterprise Singapore**	3
	2-2	Entities included in the organization's sustainability reporting	**About this Report**	3
	2-3	Reporting period, frequency and contact point	**About this Report**	3
	2-4	Restatements of information	**Key Performance Data**	33
	2-5	External assurance	EnterpriseSG has not sought external assurance for this Report, although we may consider doing so for future reports.	-
	2-6	Activities, value chain and other business relationships	**About Enterprise Singapore**	3
	2-7	Employees	**Key Performance Data** 2-7a, b – Not applicable: EnterpriseSG does not view the breakdown beyond gender to be meaningful.	33
	2-8	Workers who are not employees	2-8 – Information unavailable/incomplete: EnterpriseSG does not currently track the number of workers who are not employees.	-
	2-9	Governance structure and composition	**Annual Report – Our Board Members** 2-9a, b, ciii, iv, vi, vii – Confidentiality constraints: This disclosure contains sensitive and confidential information related to EnterpriseSG's business affairs, operations and/or operating information as a Statutory Board of the Government and are not to be disclosed.	Annual Report – 4-5
	2-10	Nomination and selection of the highest governance body	EnterpriseSG's board appointments are governed by clear guidelines requiring Ministerial approval, with MTI oversight and consultation with the Chairman. Nominations are vetted by the Special Personnel Board before Cabinet approval. The board must include members with relevant industry expertise, and appointments are for fixed terms. Reappointments are based on performance reviews, taking into account tenure, attendance, and effectiveness across multiple board roles.	-

GRI content index

GRI Standard	Disclosure		Report Section and Remarks	Page
GRI 2 General Disclosures 2021	2-11	Chair of the highest governance body	**Annual Report – Our Board Members**	Annual Report – 4-5
	2-12	Role of the highest governance body in overseeing the management of impacts	**Sustainability Governance**	7
	2-13	Delegation of responsibility for managing impacts	**Sustainability Governance**	7
	2-14	Role of the highest governance body in sustainability reporting	**Sustainability Governance**	7
	2-15	Conflicts of interest	**Upholding Integrity and Ethical Conduct – Building an Ethical Workforce**	29
	2-16	Communication of critical concerns	Confidentiality constraints: This disclosure contains sensitive and confidential information related to EnterpriseSG's business affairs, operations and/or operating information as a Statutory Board of the Government and are not to be disclosed.	-
	2-17	Collective knowledge of the highest governance body	**Sustainability Governance** The Board comprises of diverse and qualified candidates through our nomination process and is frequently updated on the progress of our sustainability efforts.	7
	2-18	Evaluation of performance of the highest governance body	Confidentiality constraints: These disclosures contains sensitive and confidential information related to EnterpriseSG's business affairs, operations and/or operating information as a Statutory Board of the Government and are not to be disclosed.	-
	2-19	Remuneration policies		-
	2-20	Process to determine remuneration		-
	2-21	Annual total compensation ratio		-
	2-22	Statement on sustainable development strategy	**Chairman's Message**	4
	2-23	Policy commitments	**Upholding Integrity and Ethical Conduct – Our Approach**	29
	2-24	Embedding policy commitments	**Upholding Integrity and Ethical Conduct – Our Approach**	29
	2-25	Processes to remediate negative impacts	**Upholding Integrity and Ethical Conduct – Building an Ethical Workforce**	29
	2-26	Mechanisms for seeking advice and raising concerns	**Upholding Integrity and Ethical Conduct – Building an Ethical Workforce**	29

GRI content index

GRI Standard	Disclosure		Report Section and Remarks	Page
GRI 2 General Disclosures 2021	2-27	Compliance with laws and regulations	Confidentiality constraints: This disclosure contains sensitive and confidential information related to EnterpriseSG's business affairs, operations and/or operating information as a Statutory Board of the Government and are not to be disclosed.	-
	2-28	Membership associations	Not applicable: EnterpriseSG is not part of any industry associations, other membership associations, and national or international advocacy organisations in which it participates in a significant role.	-
	2-29	Approach to stakeholder engagement	**Stakeholder Engagement**	8
	2-30	Collective bargaining agreements	Not applicable: EnterpriseSG employees are not covered by collective bargaining agreements.	-
GRI 3: Material Topics 2021	3-1	Process to determine material topics	**Materiality Assessment and Sustainability Framework – Materiality Assessment**	6
	3-2	List of material topics	**Materiality Assessment and Sustainability Framework – Materiality Assessment**	6
Material Topic: Driving Enterprise and Industry Sustainability				
GRI 3: Material Topics 2021	3-3	Management of material topics	**Driving Enterprise and Industry Sustainability**	10
Material Topic: Stewarding Our Environmental Footprint				
GRI 3: Material Topics 2021	3-3	Management of material topics	**Stewarding Our Environmental Footprint**	25
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	**Stewarding our Environmental Footprint – Climate Change and Energy Management** **Key Performance Data**	25, 33
	302-3	Energy intensity	**Key Performance Data**	33
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	**Stewarding our Environmental Footprint – Our Approach**	25
	303-2	Management of water discharge-related impacts	**Stewarding our Environmental Footprint – Our Approach**	25
	303-3	Water withdrawal	**Stewarding our Environmental Footprint – Water Management** **Key Performance Data**	25, 33

GRI content index

GRI Standard	Disclosure		Report Section and Remarks	Page
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	**Stewarding our Environmental Footprint – Climate Change and Energy Management** **Key Performance Data**	25, 33
	305-2	Energy indirect (Scope 2) GHG emissions	**Stewarding our Environmental Footprint – Climate Change and Energy Management** **Key Performance Data**	25, 33
Material Topic: Fostering Talent Development and Wellbeing				
GRI 3: Material Topics 2021	3-3	Management of material topics	**Fostering Talent Development and Wellbeing**	26-27
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	**Key Performance Data** a,b – Not applicable: EnterpriseSG does not view a breakdown by age group, gender or region to be relevant.	33
GRI 404: Training and education 2016	404-1	Average hours of training per year per employee	**Key Performance Data** ai, aii – Not applicable: EnterpriseSG's training programmes are targeted at developmental needs and thus a breakdown by gender or employee categories are deemed not relevant.	33
Material Topic: Ensuring a Safe and Conducive Workplace				
GRI 3: Material Topics 2021	3-3	Management of material topics	**Ensuring a Safe and Conducive Workplace**	28
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	**Ensuring a Safe and Conducive Workplace – Ensuring Workplace Safety and Health**	28
	403-2	Hazard identification, risk assessment, and incident investigation	**Ensuring a Safe and Conducive Workplace – Ensuring Workplace Safety and Health**	28

GRI content index

GRI Standard	Disclosure		Report Section and Remarks	Page
Material Topic: Ensuring a Safe and Conducive Workplace				
GRI 403: Occupational Health and Safety 2018	403-3	Occupational health services	**Ensuring a Safe and Conducive Workplace – Ensuring Workplace Health and Safety at EnterpriseSG**	28
	403-4	Worker participation, consultation, and communication on occupational health and safety	**Ensuring a Safe and Conducive Workplace – Our Approach**	28
	403-5	Worker training on occupational health and safety	**Ensuring a Safe and Conducive Workplace – Our Approach**	28
	403-6	Promotion of worker health	**Ensuring a Safe and Conducive Workplace – Ensuring Workplace Health and Safety at EnterpriseSG**	28
	403-9	Work-related injuries	**Ensuring a Safe and Conducive Workplace – Our Approach** **Key Performance Data** b – Information unavailable/incomplete: Information pertaining to work-related injuries of workers who are not employees are currently not available. EnterpriseSG is working to improve our data coverage to include such information in future reports.	28, 33
Material Topic: Upholding Integrity and Ethical Conduct				
GRI 3: Material Topics 2021	3-3	Management of material topics	**Upholding Integrity and Ethical Conduct**	29
Material Topic: Safeguarding Our Systems and Data				
GRI 3: Material Topics 2021	3-3	Management of material topics	**Safeguarding our Systems and Data**	30
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	**Safeguarding our Systems and Data – Key Achievements** **Key Performance Data** b – Confidentiality constraints: This disclosure contains sensitive and confidential information related to EnterpriseSG's business affairs, operations and/or operating information as a Statutory Board of the Government and are not to be disclosed.	30, 33

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