



Singapore
Environment
Council

ANNUAL REPORT 2025



SHAPING SINGAPORE'S SUSTAINABLE FUTURE

SHAPING SINGAPORE'S SUSTAINABLE FUTURE

Singapore's sustainability journey continues to evolve as businesses, communities, and individuals work together to create meaningful environmental change. As a trusted advocate and partner for sustainability, the Singapore Environment Council (SEC) plays a vital role in driving awareness, enabling responsible practices, and strengthening collaboration across sectors.

Through our programmes, partnerships, and advocacy efforts, we are helping to shape a greener, more resilient Singapore – one where sustainable choices become part of everyday life and collective action leads to lasting impact for generations to come.

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ABOUT SINGAPORE ENVIRONMENT COUNCIL

The Singapore Environment Council (SEC) was established in 1995 as an independently managed, non-profit, non-governmental organisation (NGO).

We are Singapore's only recognised member of the Global Ecolabelling Network (GEN), an association of the world's leading ecolabelling organisations.

In 2018, SEC was granted United Nations Environment Programme (UNEP) accredited environmental NGO status. We influence thinking on sustainability issues and coordinate environmental efforts in Singapore.

We are an approved Institution of Public Character (IPC) with tax exemption status to donors.

For details, please visit <https://www.sec.org.sg>



Globally recognised
in over 80 countries



ISO 17065:2012
ISO 14064-3:2019



UEN

199507762R

BANKERS

DBS Bank Ltd and CIMB
Bank Berhad

AUDITOR

Baker Tilly TFW LLP

REGISTERED ADDRESS

1 Kay Siang Road, #07-01
Singapore 248922

LAWYER

Bird & Bird ATMD LLP

OUR VISION AND MISSION

VISION

To be a trusted leader in environmental sustainability

MISSION

To foster lasting environmental and societal values that encourage and achieve environmental sustainability by:

- Collaborating with people, industries and governments
- Setting sustainability standards for green consumerism
- Educating and empowering communities to lead green lifestyles
- Promoting biodiversity in the urban environment
- Recognising environmental excellence by individuals and organisations

CORE VALUES

TEAMWORK

We are supportive of each other's efforts, and work together to meet our common goals as a diverse, yet unified team. We respect all individuals and value their contributions.

PASSION

We show pride, sincerity and dedication to our programmes, people and the environment.

INNOVATION

We promote a culture and attitude of innovation and strive to be creative and resourceful in our thinking.

EXCELLENCE

We go the extra mile to succeed, exceed stakeholders' expectations and stretch our capabilities to achieve the best possible outcome, constantly raising the bar on our performance.

CHAIRMAN'S MESSAGE



CHAIRMAN

MS ISABELLA HUANG-LOH, PBM

FSEng, CEng, FCMI,
FSID, SID-SRAD, Certified Chair™

Dear Donors, Sponsors, Partners, Industry Champions, and Friends,

Before reflecting on the year that has passed, on behalf of SEC Board and management, we would like to express my deepest appreciation to our donors, sponsors, partners, volunteers and supporters.

The year 2025 was characterised by volatility, uncertainty, complexity and ambiguity. Businesses and communities around the world faced geopolitical tensions, economic pressures, evolving sustainability regulations and rapidly changing market conditions. Yet despite these challenges, you remained steadfast in your support of the Singapore Environment Council (SEC) and our shared sustainability mission. Thank you with huge gratitude! 🙏

Your commitment sends a powerful message: that sustainability is not reserved for stable times or just to address green legislations, but an essential foundation for resilience, competitiveness and long-term success. For this, we are eternally grateful that we can also learn from each other!

The sustainability landscape is entering a new chapter.

Around the world, conversations are evolving from climate mitigation towards climate adaptation – preparing our societies, economies and communities to thrive amidst environmental change. Sustainability is increasingly intertwined with economic resilience, trade competitiveness, supply chain security and long-term prosperity.

The United Nations estimates that approximately US\$35 billion is invested annually in climate adaptation efforts, creating unprecedented opportunities for innovation, collaboration and sustainable growth.

For Singapore, this presents both a challenge and an opportunity. As a nation with limited resources and a strong commitment to sustainable development, we must continue to balance environmental stewardship with economic resilience. More importantly, we must ensure that sustainability remains relevant, accessible and actionable for businesses, communities and future generations.

We see SEC's role as helping to bridge that gap – connecting ambition with action and turning environmental responsibility into collective impact.

BUILDING ON A STRONG TRANSITION TO CLIMATE ADAPTATION

Over the past year, SEC continued to strengthen its role as a trusted advocate, educator and enabler within Singapore's sustainability ecosystem transitioning and encouraging adoptions of best practises to reduce impact of the advancing temperature rise beyond 1.5 degrees C.

Our outreach and engagement efforts brought together businesses, schools, community groups and individuals through a diverse range of programmes and activities designed to inspire meaningful environmental action.

CHAIRMAN'S MESSAGE

At the heart of these efforts were two of our flagship initiatives.

The Singapore Environmental Achievement Awards (SEAA) continued to serve as a platform for recognising environmental leadership and innovation. The 2025 edition attracted 13 qualified applicants, demonstrating the increasing importance organisations place on sustainability as a driver of resilience, competitiveness, and long-term value creation. Through SEAA, we celebrate businesses that are not only reducing their environmental footprint but also helping to shape the standards and practices that will define the future economy.

Equally important is our work with young people through the School Green Awards (SGA), which continues to nurture the next generation of environmental leaders. In 2025, the programme received 316 applications from schools across Singapore, with student-led projects collectively reaching more than 1.1 million individuals. From biodiversity conservation and waste reduction initiatives to resource efficiency and environmental education campaigns, these efforts demonstrate the powerful role that young people can play in inspiring behavioural change and advancing sustainability within their communities. Their enthusiasm, creativity, and commitment remind us that meaningful change often begins from the ground up.

Together, these programmes reflect a belief that has guided SEC for decades: sustainable change happens when people are empowered to take ownership of the future they wish to create.

Our certification programmes also continued to scale their impact across Singapore. Since 2004, SEC has certified more than 4.7 million square metres of spaces, helping organisations adopt credible sustainability standards and demonstrating how practical actions can collectively contribute to broader environmental outcomes.

STRENGTHENING SINGAPORE'S GREEN ECONOMY

As sustainability becomes increasingly integrated into business strategy and international trade, SEC has continued to play a role in enabling green growth and facilitating collaboration beyond our borders.

This year, we strengthened international cooperation through the signing of multiple Mutual Recognition Agreements (MRAs) with trade associations and sustainability organisations around the world. These partnerships support greater alignment of environmental standards and help facilitate green trade opportunities across markets.

The Singapore Green Labelling Scheme has certified around 5,000 products and supports an estimated US\$2 billion in green trade.

As discussions with international organisations and policymakers increasingly demonstrate, sustainability has not receded – it is being reframed. Today, it is increasingly recognised as a driver of economic resilience, innovation and competitive advantage.

We also welcomed the launch of initiatives that are helping to shape Singapore's evolving green economy.

Among these is the launch of Green 100, a collaborative platform developed with Greenprint under the umbrella of the Council for a Competitive Climate Transition. The initiative brought together 22 Queen Bee organisations and up to 100 SMEs within their value chains. This then levels up greening of supply chain providing transparency, unlock business opportunities and accelerate sustainable business transformation. SEC is happy to contribute as enabler to this growing ecosystem by supporting credible standards, collaboration and industry engagement.

At the same time, Singapore continues to make significant progress through new policy developments, including the introduction of the Beverage Container Return Scheme (BCRS), which marks another important step towards advancing circular economy practices and responsible resource management.

These developments reflect an encouraging trend: sustainability is increasingly being viewed not only as an environmental imperative, but also as an economic opportunity.

CHAIRMAN'S MESSAGE

LOOKING AHEAD

As we move into 2026 and beyond, the importance of climate adaptation will continue to grow. The question is no longer whether change is coming. The question is how prepared we are to respond whether disruptions from geopolitics, war or AI.

SEC remains committed to being at the forefront of environmental advocacy, education, certification and stakeholder engagement. We will continue to work closely with government agencies, businesses, schools, community groups and international partners to ensure sustainability remains embedded within everyday decisions and long-term planning.

We are also honoured that Singapore will host the Global Ecolabelling Network (GEN) Annual Meeting and Conference, bringing together sustainability leaders and ecolabelling experts from around the world. This milestone reflects Singapore's growing influence within the global sustainability movement and provides an important platform to advance credible environmental standards and responsible consumption practices.

Within Singapore's climate transition ecosystem, SEC will continue to play an active role as a trusted member of the Council for a Competitive Climate Transition (C3T), supporting national efforts to accelerate the country's transition towards a resilient, low-carbon economy. By convening stakeholders, fostering trusted partnerships, and promoting credible sustainability standards, we will continue to help businesses and communities seize the opportunities presented by the green transition. While the challenges before us are significant, they also present an opportunity to innovate, collaborate, and build a more sustainable and climate-resilient future together.

By working together, we can transform uncertainty into resilience, challenges into opportunities, and ambition into action – building a future that is not only more sustainable, but also more resilient, innovative and inclusive. Thank you once again for your continued commitment with us. We cannot describe the enormity of your contributions.

In deep appreciation, on behalf of Board and management,



MS ISABELLA HUANG-LOH, PBM

FSEng, CEng, FCMI,
FSID, SID-SRAD, Certified Chair™

Chairman of the Board
Singapore Environment Council

OUR ROLE IN SINGAPORE'S SUSTAINABILITY JOURNEY

Since its founding in 1995, SEC has played a pivotal role in shaping Singapore's environmental journey. For three decades, SEC has worked to inspire action, raise standards, and build a culture of environmental responsibility that touches every corner of society.

Core to SEC is a belief in collective impact. Whether through public engagement, industry collaboration, or policy advocacy, SEC brings people together to create meaningful and lasting change. Our efforts have evolved in step with Singapore's environmental priorities, but our mission remains constant: to champion sustainable living and responsible resource use for present and future generations.

PILLARS OF IMPACT

LEADING ADVOCACY FOR A GREENER FUTURE

SEC serves as a trusted voice for sustainability in Singapore. We engage with government agencies, businesses, and communities to inform policies, spark dialogue, and drive the national green agenda forward.

SETTING STANDARDS THROUGH CERTIFICATION AND INNOVATION

As the administrator of the Singapore Green Labelling Scheme — one of Asia's first eco certification programmes — SEC has helped pave the way for sustainable business practices. Our expanding suite of certifications, including the Eco Spaces and Eco F&B programmes, provides credible benchmarks that guide organisations towards greater environmental responsibility and operational excellence.

EMPOWERING PEOPLE THROUGH EDUCATION AND OUTREACH

Over the years, we have engaged schools, youth groups, working professionals, and community organisations through environmental campaigns, learning journeys, and capacity-building programmes. These efforts nurture a deep sense of environmental ownership and equip individuals with the knowledge to act.

BUILDING PARTNERSHIPS FOR COLLECTIVE ACTION

SEC connects people, ideas, and institutions. Our initiatives often bring together diverse stakeholders—from corporate leaders and policymakers to students and volunteers. These partnerships anchor many of our programmes.

BOARD OF DIRECTORS

SUPPORTING SEC'S MISSION AND IMPACT

The Singapore Environment Council is guided by a Board that provides oversight and strategic direction to ensure that the organisation remains accountable, resilient, and aligned with its mission. Through their stewardship, the Board supports SEC's continued relevance in a changing environment while strengthening governance, transparency, and responsible management of resources.

We extend our sincere appreciation to our Board members for their commitment, insight, and service in advancing SEC's work and impact.



CHAIRMAN

MS ISABELLA HUANG-LOH, PBM

Date of Appointment: 1 April 2008

Vice-Chair, Global Ecolabelling Network
PMC Cert Board, Board Director,
SBACC Former Chairman, Shell Marine Products
Founding Chairman and Life Member
Waste Management and Recycling Association of Singapore



VICE-CHAIRMAN

MR SEAH SENG CHOON

Date of Appointment: 17 July 2017

PBM, Justice of the Peace
Trustee of FAST



VICE-CHAIRMAN

MS JOAN PEREIRA

Date of Appointment: 3 September 2019

Member of Parliament,
Tanjong Pagar GRC

BOARD OF DIRECTORS



MR ZECHARIAH J. H. CHAN, PBM

Date of Appointment: 1 August 2014

Partner - Intellectual Property
Lee & Lee



MR RALPH FOONG, PBM

Date of Appointment: 17 August 2021

Chief Hydrogen Officer
City Energy



MR KONG CHI-NANG

Date of Appointment: 1 December 2016

Managing Director
Kota Capital Advisors



PROFESSOR LIM SUN SUN

Date of Appointment: 10 June 2019

Vice President, Partnerships &
Engagement, Lee Kong Chian Professor
of Communication & Technology,
Singapore Management University



MR NG KENG WEI

Date of Appointment: 27 July 2023

Group Director
Joint Operations and Technology
National Environment Agency



MS SUREE ROHAN

Date of Appointment: 5 July 2024

Principal,
Audit and Tax Advisory Services
Rohan Mah & Partners LLP



MR SAW KEN WYE

Date of Appointment: 30 June 2022

Managing Director, En-Vivo Pte Ltd
Justice of the Peace,
Chairman, Singapore Business
Advisors and Consultants Council



MR TAN PUAY HIANG

Date of Appointment: 1 April 2016

Chairman/CEO, Highvest Pte Ltd
A Contemporara Holdings



MR MICHAEL TOH

Date of Appointment: 24 August 2020

Managing Director
Singapore Water Association (SWA)



DR YAP HIM HOO

Date of Appointment: 27 July 2023

Deputy CEO, Professional
Development & Services and
Commissioner, Parks & Recreation,
National Parks Board



MR GERALD YONG

Date of Appointment: 27 August 2020

Chief Executive Officer,
Cuscaden Peak Investments

BOARD OF DIRECTORS



PROF LEO TAN WEE HIN
COUNCIL MEMBER

Date of Appointment: 1 April 2016
Professor Emeritus
National University of Singapore



MR JOHN LIM, PBM
COUNCIL MEMBER

Date of Appointment: 1 April 2016
Past Chairman
Singapore Institute of Directors



PROFESSOR SU GUANING
COUNCIL MEMBER

Date of Appointment: 1 April 2016
President Emeritus
Nanyang Technological University



DR TEO HO PIN
SENIOR ADVISOR TO THE BOARD

Date of Appointment: 1 July 2022
Senior Advisor, Surbana Technologies Pte Ltd
Adjunct Professor, NUS and SUSS,
Chairman, Tiong Seng Holdings Limited
Chairman, King Wan Corporation Limited



MR CHEANG KOK CHUNG
EXECUTIVE DIRECTOR

Date of Appointment: 1 February 2024
Singapore Environment Council (SEC) Secretariat

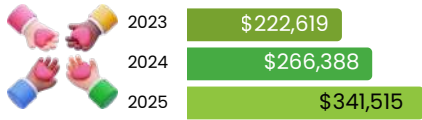
OVERALL TOTAL OUTREACH

2024	2025
1,046,670	1,164,970

YEAR IN REVIEW 2025

DONATIONS & SPONSORSHIPS

Total



Donations



Sponsorships



TRAINING & EDUCATION

TRAINING & EDUCATION

Total Outreach



Total Activities



Total Earth Helpers

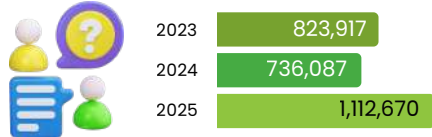


SCHOOL GREEN AWARDS

SCHOOL GREEN AWARDS (SGA)

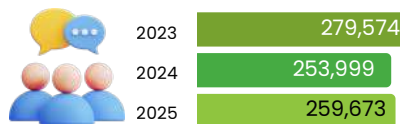
(Communities)

Total Project Outreach



(Students & Staff)

Total Outreach



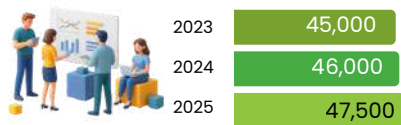
Total Submissions



Eco Spaces Office Events

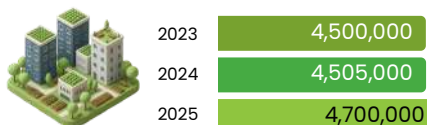
ECO ESTABLISHMENTS

Total Outreach



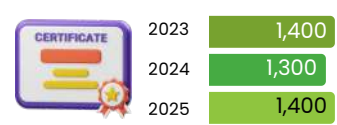
Since 2004

Total Eco Certified Space (sqm)



Since 2004

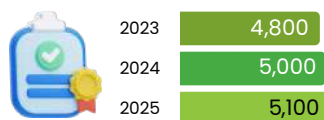
Total Certifications



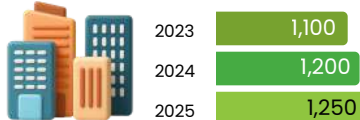
GreenMark Singapore

SINGAPORE GREEN LABELLING SCHEME (SGLS)

Total Products Certified



Total Companies



GreenMark Singapore

SGLS+

Total Products Certified



Total Companies



PROGRAMME HIGHLIGHTS 2025



SINGAPORE GREEN LABELLING SCHEME (SGLS)

SGLS is a Type I ecolabel that adopts a life-cycle approach to evaluate and address the environmental impact of products. The criteria for each product category are set and regularly updated to reflect evolving environmental priorities, technological developments, regulatory changes, and industry best practices.

The Green Label helps consumers identify environmentally preferable products. It supports more responsible consumption, responds to growing demand for greener products, and encourages manufacturers to design and produce with sustainability in mind. To date, SEC has certified over 5,000 products from 1,250 companies that are marketed in at least 50 countries.



ENHANCED SINGAPORE GREEN LABELLING SCHEME (SGLS+)

SGLS+ strengthens environmental assurance for pulp and paper products by requiring companies to meet comprehensive standards across responsible sourcing, peatland management, fire prevention, and ecosystem protection. The scheme sets clear expectations for legal and sustainable fibre sourcing, zero-burning commitments, and full supply-chain traceability.

For suppliers operating on peatlands, SGLS+ requires High Conservation Value (HCV) assessments, actions to safeguard biodiversity and ecosystem functions, and water management practices that comply with national regulations and reflect local ecological conditions.

The criteria also encourage collaboration with local communities to develop alternatives to fire for land management, alongside monitoring rainfall, hydrology, and groundwater levels. Together, these measures help reduce fire risks, protect fragile peatland ecosystems, support the well-being of surrounding communities, and promote the responsible production of pulp and paper.



Globally recognised
in over 80 countries



PROGRAMME HIGHLIGHTS 2025

ECO CERTIFICATIONS

SEC administers a family of eco certifications to drive corporate sustainability efforts and reduce their carbon footprints. While the respective certifications have different areas of focus, they share the common goal of inculcating environmentally-friendly business practices, and helping them to reduce waste generation and become more energy efficient.



ECO SPACES

The Eco Spaces certification was launched in August 2025 to address the needs of mixed-use venues, including Institutes of Higher Learning, MICE premises, and Places of Worship. Since its launch, the programme has certified three organisations, reflecting existing interest in sustainability standards tailored to diverse spaces.

Adopting an inclusive and comprehensive approach, Eco Spaces considers not only operations and infrastructure within specific spaces, but also shared areas and transitional zones that are often overlooked. Building on the success of SEC's established Eco certifications, the programme continues to expand with new modules to support a wider range of venue spaces.

CERTIFICATIONS IN 2025: 3



ECO OFFICE

Our Eco Office Certification has guided 787 offices in implementing effective environmentally friendly practices by increasing eco-consciousness among staff, which in turn helps organisations manage waste by reducing the usage of paper, water and electricity.

Launched in December 2018, the enhanced Eco Office programme provides applicants with new tools and approaches to begin their certification journey. This includes a greater focus on change management and driving behavioural changes among employees.

CERTIFICATIONS IN 2025: 87



PROGRAMME HIGHLIGHTS 2025



ECO EVENTS

The SEC Eco Events certification supports organisers of events, including conferences, exhibitions, and sports races, in their sustainability journey. The programme provides a comprehensive report on the environmental impact of initiatives implemented during events and certifies those that meet the sustainability criteria.



In 2025, the programme expanded its reach to a wider range of event formats, including environmental festivals such as Earthopia at Sundown Festival, while also moving towards certifying smaller-scale events such as workshops and half-day programmes. This reflects growing interest in embedding sustainable practices across events of different sizes and formats.

CERTIFICATIONS IN 2025: 5



ECO F&B

Eco F&B assesses the environmental management system of a food establishment. It facilitates the adoption of environmentally sustainable practices by addressing the establishment's environmental policies, procurement, menu planning, as well as its water, energy and waste management. Operators learn how to reduce their carbon footprint by incorporating environmentally friendly measures into their business practices.



CERTIFICATIONS IN 2025: 1



ECO SHOP

Intended for retail businesses, this programme encourages businesses to fit out their shops in an environmentally sustainable manner and adopt green practices in their daily operations. This reduces energy consumption and utility bills in the long run.



Eco Shop evaluates the environmental performance of retail shops in the areas of sustainable management and operations like procurement, energy conservation, waste management and water conservation.

CERTIFICATIONS IN 2025: 1

PROGRAMME HIGHLIGHTS 2025

OUTREACH, TRAINING & EDUCATION (T&E)

At SEC, sustainability and environmental awareness are cultivated through learning, dialogue, and hands-on experiences.

SEC offers a range of programmes including seminars, workshops, experiential trails, learning journeys, and site visits designed to deepen understanding across diverse audiences, from schools and youth groups to working professionals, corporate teams, and local communities.

In 2025, SEC launched Secret Seashores, an immersive programme offering complimentary learning journeys for schools to Singapore's mangrove parks. Through guided exploration at sites such as Sungei Buloh Wetland Reserve, Pasir Ris Park and Labrador Park, students gained a deeper appreciation of mangrove ecosystems, biodiversity, and the environmental value of these coastal habitats.

SEC also organised green learning journeys for schools to the ALBA E-Waste Visitor Centre and Keppel Seghers Waste-to-Energy Incineration Plant, supported by Income Insurance. These visits provided students with first-hand exposure to Singapore's waste management infrastructure and reinforced the importance of waste reduction and recycling.

At the corporate level, SEC collaborated with partners including Singapore Polytechnic, Navix Solutions (Schneider Electric) and Singapore Management University (SMU) to organise seminars on key sustainability topics. These sessions explored practical approaches to engaging employees in sustainability initiatives and leveraging sustainability practices to strengthen long-term organisational credibility.

Extending sustainability efforts into local communities, SEC partnered with the North West Community Development Council (CDC) to support the Green Homes @ North West programme. Through household green audits and practical guidance, residents were encouraged to adopt more sustainable practices at home. In 2025, participation grew significantly, with audits extended to more than 1,200 households.

TRAINING & EDUCATION



PROGRAMME HIGHLIGHTS 2025

SEC SINGAPORE ENVIRONMENTAL FILM FESTIVAL (SEC SEFF)

The Singapore Environmental Film Festival served as a platform for powerful storytelling that raises awareness of pressing environmental challenges and inspires action. Through a selection of films, the festival engaged audiences in conversations around conservation, environmental resilience, and the role of youth in shaping a sustainable future.

Featured films included *Savages*, *A Crack in the Mountain*, and *Future Council*. A highlight of the festival was the presence of Aurvi Jain, one of the young changemakers featured in *Future Council*, a movie on youth leadership in climate action.

The festival also welcomed Singapore's award-winning documentary filmmaker Ong Kah Jing, who presented his short film *Left Wandering*. The comedic documentary applies the emotive tone of wildlife storytelling to the waste we leave behind, using humour as a powerful way to engage audiences.

Proceeds from ticket sales supported SEC's outreach programmes in schools, helping nurture the next generation of environmentally conscious citizens and promote sustainable living from an early age.

FEATURED FILMS

SAVAGES A CRACK IN THE MOUNTAIN FUTURE COUNCIL

SEC ENVIRONMENTAL FILM FESTIVAL 2025

IN CELEBRATION OF WORLD ENVIRONMENT DAY



PROGRAMME HIGHLIGHTS 2025

SINGAPORE ENVIRONMENTAL ACHIEVEMENT AWARDS (SEAA)

SEAA recognises organisations for their exceptional environmental stewardship. The 26th edition of the SEAA was held on 20 August 2025. The Awards Ceremony, with Ms Grace Fu, Minister for Sustainability and the Environment, as the Guest of Honour, celebrated the outstanding achievements of companies in categories such as Systems and Management, Leadership & Advocacy and Innovation & Design.

OUTSTANDING ENVIRONMENTAL ACHIEVEMENT AWARD

Constellar Venues Pte Ltd
Razer INC
Rentalworks Pte Ltd

SYSTEMS AND MANAGEMENT

AWARD WINNERS:

Gammon Pte Ltd (MNC)
Constellar Venues Pte Ltd (SME)

MERIT WINNERS:

Razer INC (MNC)
Seatrium Limited (MNC)
Rentalworks Pte Ltd (SME)
Seah Yong Heng Trading Pte Ltd (dba redux)(SME)

LEADERSHIP AND ADVOCACY

AWARD WINNERS:

OCBC (MNC)
UOB (MNC)
Rentalworks Pte Ltd (SME)

MERIT WINNERS:

Razer INC (MNC)
Seatrium Limited (MNC)
Estes Consultancy Pte Ltd (SME)
Seah Yong Heng Trading Pte Ltd (dba redux)(SME)

INNOVATION AND DESIGN

AWARD WINNERS:

Razer INC (MNC)
Constellar Venues Pte Ltd (SME)

MERIT WINNERS:

Gammon Pte Ltd (MNC)
James Cook University (MNC)
Rentalworks Pte Ltd (SME)

COMMUNITY LEADER ENVIRONMENTAL RECOGNITION

Mrs Namrita Chowdhry, PBM

CERTIFICATE OF ENVIRONMENTAL COMMITMENT

Deluge Fire Protection (SEA) Pte Ltd
Estes Consultancy Pte Ltd
KGS Pte Ltd
Maybank Singapore Limited
Singapore Institute of Technology (SIT)
Terradian Consultancy Pte Ltd

SINGAPORE ENVIRONMENTAL ACHIEVEMENT AWARDS

For her unwavering leadership in driving a community to embrace greener habits through environmental...



PROGRAMME HIGHLIGHTS 2025

SCHOOL GREEN AWARDS (SGA)

SGA is a voluntary environmental programme that empowers students to take ownership of sustainability efforts within their schools and communities, nurturing future changemakers for a more sustainable Singapore. By providing a platform to develop and showcase environmental initiatives, SGA fosters environmental awareness, responsibility, and leadership among students.

Each year, submissions come from a wide spectrum of educational institutions, including preschools, primary and secondary schools, junior colleges, and international schools. In 2025, the 24th School Green Awards saw participation from over 310 schools, reflecting the strong commitment of educators and students across Singapore to advancing sustainability.

Inspired by the Singapore Green Plan 2030, students led a diverse range of initiatives addressing areas such as upcycling, biodiversity conservation, and water-saving practices. These projects demonstrate the growing role of youth as catalysts for environmental change, raising awareness and driving practical solutions within their school communities.

SGA 2025 was made possible with the support of the Land Transport Authority (LTA) and Keppel Ltd, which renewed its commitment with a three-year pledge of \$270,000. Through initiatives like SGA, SEC continues to empower future changemakers to shape a more sustainable and resilient Singapore.



OUTSTANDING ENVIRONMENTAL ACHIEVEMENT AWARD

MOE Kindergarten @ Jurong West
Yew Tee Primary School
Yuying Secondary School
Nanyang Junior College
APSN Chaoyang School

BEST 3R AWARDS

M.Y World @ Ang Mo Kio
PCF Sparkletots Preschool @ Nee Soon Central Blk 671 (DS)
Raffles Girls' Primary School
Unity Primary School
Yusof Ishak Secondary School
Eunoia Junior College
MINDS Woodlands Gardens School
GIG International School

LTA GREEN COMMUTE CHALLENGE AWARD

EXPLORER WINNER

St Margaret's School (Primary)

VOYAGER WINNER

Raffles Girls' Primary School

TRAILBLAZER WINNER

Paya Lebar Methodist Girls' School (Primary)

SCAN QR CODE FOR FULL WINNER LIST



PROGRAMME HIGHLIGHTS 2025

SG60: VISION OF A SUSTAINABLE FUTURE

In commemoration of Singapore's 60th year of independence, SEC initiated a project called SG60: Vision of a Sustainable Future, to articulate Singapore's environmental aspirations for the years ahead. The initiative brought together environmental organisations and the wider public to reflect on long-term sustainability priorities, trade-offs, and shared responsibilities.

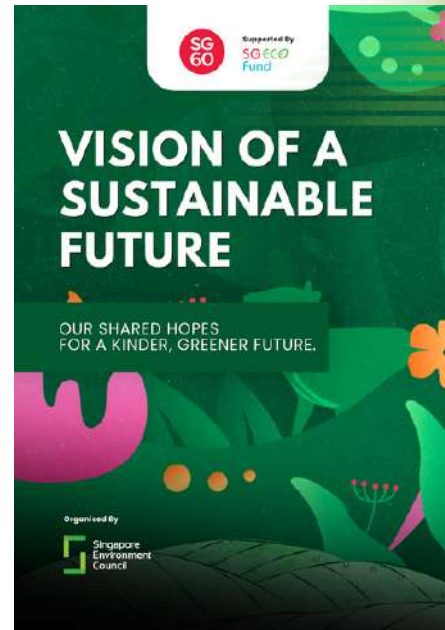
Through a series of visioning and consultation exercises involving 19 environmental and civil society groups and over 500 members of the public, a shared vision was developed around four key pillars: Biodiversity, Responsible Consumption, Circular Economy, and Decarbonisation & Resilience. Across multiple rounds of engagement, the vision was refined through insights on public attitudes and approaches to sustainability.

The Vision was launched at an event attended by over 70 participants, including representatives from government, businesses, civil society, and the community. The launch was graced by Senior Minister of State for Sustainability and the Environment, Dr Janil Puthuchery, and featured reflections on the visioning journey, a multi-stakeholder panel discussion on translating vision into action, and the presentation of a collective "Letter to Our Future Selves" by environmental groups.

Together, the initiative strengthened shared ownership and dialogue in shaping Singapore's sustainable future.



Vision of a Sustainable Future



SCAN QR CODE
TO DISCOVER SG60
IN MOTION



INTERNATIONAL ENGAGEMENTS

GLOBAL ECOLABELLING NETWORK (GEN)

GEN is a non-profit association of leading ecolabelling organisations worldwide that promotes environmental certification to help consumers and institutional purchasers identify products and services with lower environmental impact.

As Singapore's sole representative, SEC contributes to the alignment of credible ecolabelling standards across global markets through participation in GEN's working groups and annual meetings, sharing best practices and encouraging aligned standards.

SEC's Chairman, Ms Isabella Huang-Loh, has been an active participant in GEN since 2025 and currently serves as Vice-Chair, contributing to international discussions on ecolabelling and sustainable market development. Through this role, SEC supports collaboration among members and contributes to efforts to strengthen the credibility and recognition of ecolabelling systems globally. This involvement reflects SEC's continued commitment to strengthening international cooperation and advancing credible environmental certification systems.

At the GEN Annual General Meeting in Tashkent, Uzbekistan, SEC signed three new MRAs with partners in Uzbekistan and Türkiye, as well as a first multilateral agreement with Thailand and Sri Lanka, strengthening cross-market recognition of certified products.



INTERNATIONAL ENGAGEMENTS

SINGCHAM CHINA SUSTAINABILITY FORUM

In October 2025, SEC participated in the SingCham China Sustainability Forum 2025 in Shanghai, strengthening regional collaboration across China's sustainability ecosystem. SEC signed a Memorandum of Understanding (MoU) to advance collaboration in green labelling, capacity building, and cross-border certification, while engaging stakeholders on green product recognition, certification referrals, and sustainability reporting. The forum marked a key step in SEC's efforts to deepen regional sustainability partnerships.



UNITED NATIONS ENVIRONMENT ASSEMBLY (UNEA-7)

In December 2025, SEC participated in the seventh session of the United Nations Environment Assembly (UNEA-7) in Nairobi, Kenya – the world's highest-level decision-making forum on environmental matters, as a UNEP-accredited NGO. Convening representatives from 193 UN Member States, NGOs, and international organisations, UNEA-7 focused on advancing sustainable solutions for a resilient planet amid the triple planetary crises of climate change, biodiversity loss, and pollution.

Notably, SEC organised a Side Event in partnership with support from the Global Ecolabelling Network, supported by Singapore Ministry of Sustainability and the Environment (MSE) and the German Environment Agency. The event spotlighted the role of credible ecolabels in enabling sustainable consumption and green public procurement. The session attracted strong interest from UNEP officials, governments, and NGOs, and showcased Singapore's experience through the Singapore Green Labelling Scheme.

Beyond advocacy, SEC deepened relationships with UNEP teams and Asia-Pacific NGOs, opening pathways for collaboration on areas such as sustainable forestry, peatland management, and consumer education. Participation in UNEA-7 also provided insights into emerging global issues, including the environmental implications of artificial intelligence and the growing emphasis on climate resilience and adaptation.



SUPPORT US



DONATE THROUGH GIVING.SG

A local online platform created by the National Volunteer & Philanthropy Centre (NVPC)

<https://www.giving.sg/singapore-environment-council>



BY PAYNOW

QR Code

1. To donate, launch your digibank app and tap on "Scan & Pay".
2. Scan the QR code (left).
3. Log in using your digibank User ID and PIN.
4. Enter the amount you wish to donate and tap "Pay Now".
5. Verify the payment details and tap "Transfer Now" to complete the transaction.

UEN Number

1. Launch the digibank app and tap "PayNow".
2. Log in using your digibank User ID and PIN.
3. Select PayNow to "UEN" (Unique Entity Number) and enter: 199507762R
4. Enter the amount you wish to donate and tap "Pay Now".
5. Verify the payment details and tap "Transfer Now" to complete the transaction.

UEN

199507762R

BY CASH

To make a cash donation, please visit us at:

1 Kay Siang Road, #07-01, Singapore 248922
Our office operating hours are from Mondays to Fridays, 9am - 5pm.
We are closed on weekends and public holidays.



BY CHEQUE

Send it to 1 Kay Siang Road, #07-01, Singapore 248922.
Remember to write your name, NRIC (for company contributions, please provide UEN number), home address, email address, and contact number on the back of the cheque.



BE AN EARTH HELPER VOLUNTEER



Earth Helper is more than a volunteer programme; it is a community that brings together individuals committed to protecting the environment. Volunteers from diverse backgrounds contribute in different ways – some are passionate about sustainability, others have a deep interest in wildlife and natural spaces, while many are motivated to give their time and resources to meaningful environmental causes.

Through Earth Helper, volunteers actively channel their interests into impactful initiatives, gain valuable hands-on experience, and connect with like-minded individuals who share a common purpose.

Volunteers can contribute to SEC's programmes in several ways:

TALKS AND BOOTHS

Spread awareness and inspire sustainable practices by hosting talks and interactive booths at community events.

GUIDED ECO TRAILS

Lead or assist nature walks and eco-tours, introducing participants to Singapore's ecosystems and conservation efforts.

WORKSHOP FACILITATION

Engage with schools, organisations and the public through sustainability workshops and hands-on activities that deepen environmental awareness.

COMMUNITY ENGAGEMENT & SURVEYS

Assist in gathering public feedback and insights on sustainability through outreach activities and surveys at events and programmes.

JOIN US

Care about the environment? Take action with Earth Helper. Join us in shaping a greener Singapore.

Contact us at info@sec.org.sg to get started.



OUR SUPPORTING PARTNERS, DONORS AND SPONSORS

As a registered charity and Institution of Public Character (IPC), SEC relies on the generosity of donors towards our environmental causes. Without their support, our outreach programmes would not have been possible.

We extend our heartfelt appreciation to our supporting partners, donors, and sponsors for their contributions in 2025, including the following organisations:



HONG LEONG ASIA LTD



CORPORATE GOVERNANCE

CORPORATE GOVERNANCE

SEC has been registered as a charity under the Charities Act, (Cap. 37) since 5 March 1995. SEC's Board comprises 15 Directors with corporate and public sector experience and is chaired by Ms Isabella Loh Wai Kiew (also known as Ms Isabella Huang-Loh). Board Directors are appointed and hold office for a term commencing from the date of appointment, guided by the principles of SEC's governing instrument.

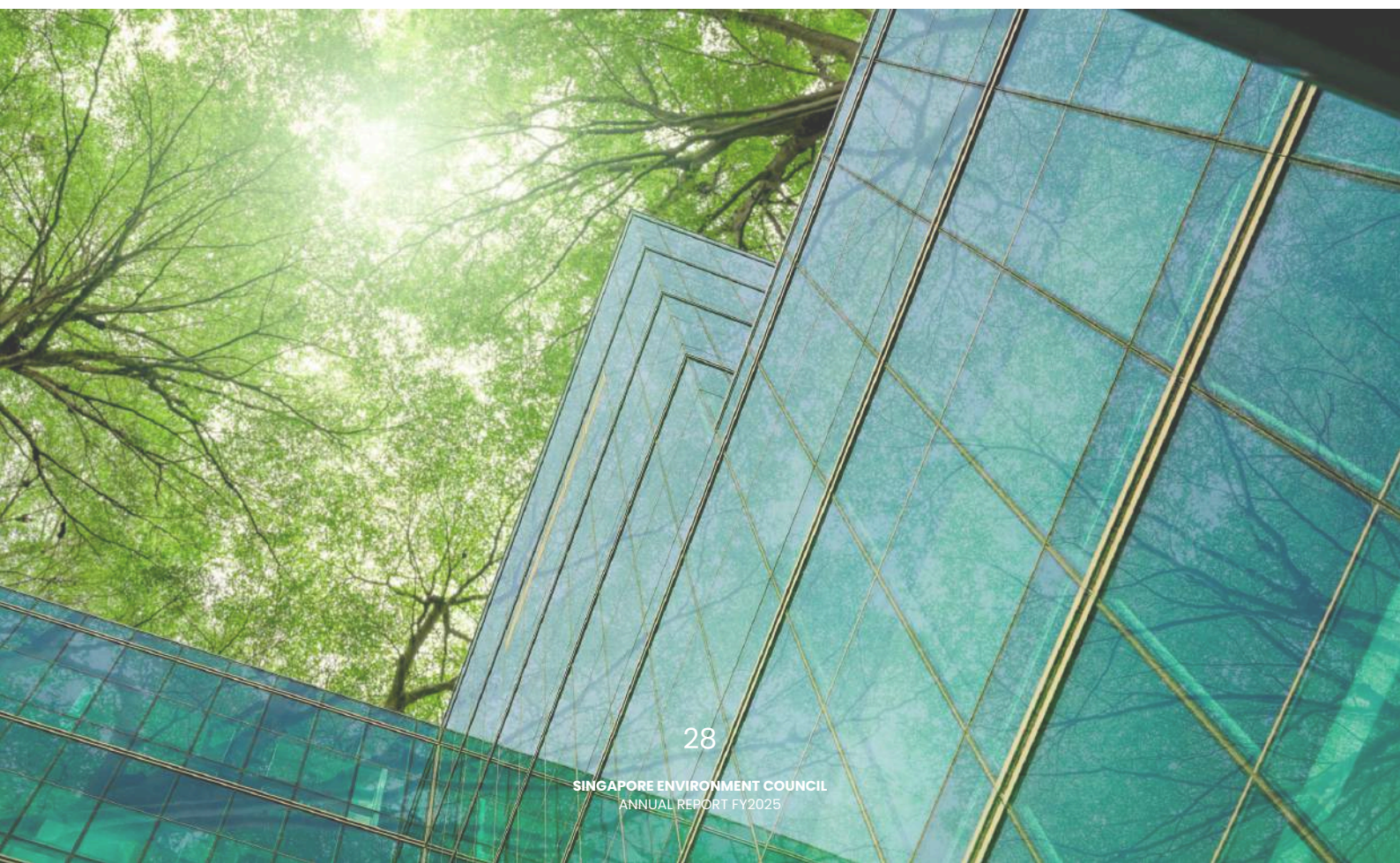
RESPONSIBILITY OF THE BOARD

The Board ensures that the charity is run responsibly, according to its governing instrument. SEC's strategic growth plan, vision and mission statements are reviewed from time to time so that the charity stays relevant in an ever-changing environment. The Board ensures that SEC is meeting its goals and objectives as an environmental charity. It ensures that effective and efficient systems are in place for managing SEC's financial and human resources.

Another important role is to maintain adequate reporting to all SEC's stakeholders regarding our strategic plan and status of our programmes.

BOARD RENEWAL AND SUCCESSION PLANNING

SEC is committed to long-term success through ongoing board renewal and robust succession planning. While the maximum term for board members is 10 years, we acknowledge the exceptional contributions of individuals like Ms Isabella Huang-Loh and Mr Zechariah J. H. Chan. Their deep understanding of SEC's history, operations, and strategic direction continues to add significant value, even as they have served beyond this limit. Their re-appointments as directors, which occur every two years, have been approved at the Annual General Meeting. We are actively developing the next generation of board leaders through mentorship, training, and the recruitment of individuals with diverse skills and backgrounds.



CORPORATE GOVERNANCE

INTERNAL CONTROLS



FUNDRAISING PRACTICES

All fundraising practices are transparent and ethical, with proper accounting to donors on how funds are utilised.



PROGRAMME MANAGEMENT

All programmes and activities conducted by SEC are carefully planned, tracked and reviewed to ensure that they are relevant to the mission and vision of SEC. Each programme is evaluated for its effectiveness and the progress is reported to the Board.



BUDGET PLANNING AND MONITORING

The Board approves an annual budget for SEC's programmes. There is close monitoring of the expenditure for each programme. A mid-year review of budget is conducted to compare and adjust the financial projections.



DISCLOSURE AND TRANSPARENCY

SEC seeks financial management advice from the Board and complies with all applicable laws and regulations. Annual external audits are conducted to ensure that its resources are used responsibly and are accountable. Updated information about its mission, structure, programmes, activities and finances are publicly displayed on SEC's website. The staff are employed based on individual merit, ability, skill and we have a non-discrimination policy.

SEC BOARD AND COMMITTEES

SEC BOARD

The SEC's Board provides independent objective guidance to SEC and acts in the best interests of the Council. The Board periodically reviews and approves the objectives of SEC to ensure that its programmes and operations are managed and directed towards achieving SEC's objectives. It acts as advocates and enthusiastic communicators of SEC's mission and vision, and to play an integral role in SEC's fundraising activities. It supports and guides SEC's programmes and fundraising plans and hence assists the Council in achieving its long-term strategic plans.

CORPORATE GOVERNANCE

SEC BOARD

The Board held 4 meetings in 2025:

Attendees	83 rd BOD 13 Mar 2025	84 th BOD 17 Jun 2025	85 th BOD 22 Sept 2025	86 th BOD 18 Dec 2025
Ms Isabella Loh	✓	✓	✓	✓
Mr Seah Seng Choon	✓	✓	✓	✓
Ms Joan Pereira	✓	✓	✓	✓
Mr Zechariah J. H. Chan	✓	✓	X	✓
Mr Tan Puay Hiang	X	✓	✓	X
Mr Gerald Yong	X	✓	✓	✓
Mr Kong Chi-Nang	X	✓	✓	✓
Professor Lim Sun Sun	✓	✓	✓	✓
Mr Chew Chee Bin	✓	✓	<i>Retired as at 18 Jun 2025</i>	
Mr Michael Toh	X	✓	✓	✓
Mr Ralph Foong	✓	✓	✓	✓
Mr Saw Ken Wye	✓	✓	✓	✓
Dr Yap Him Hoo	✓	✓	X	✓
Mr Ng Keng Wei	✓	✓	✓	✓
Ms Suree Rohan	✓	X	✓	X

LEGEND

✓ PRESENT

X ABSENT WITH APOLOGIES

CORPORATE GOVERNANCE

SEC SUBCOMMITTEES

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee oversees the financial information provided by SEC to the Board, in particular, the accounting policies and practices, the effectiveness of the internal controls over financial reporting and budgeting to identify, assess, manage and disclose financial risks. It also makes recommendations to the Board on the selection and appointment of the external auditor(s), reviews the external auditor's audit independence, and evaluates the audit findings.

FINANCE AND TENDER COMMITTEE

The Finance and Tender Committee provides oversight of SEC's cashflow management. The Committee is familiar with applicable accounting standards and keep abreast of changes in accounting standards and issues which have a direct impact on SEC's financial and risk management. In addition, the Committee advises SEC on procurement matters to ensure that the process is transparent and competitive. It reviews conflicts of interest, if any, during the procurement process.

COMPLIANCE COMMITTEE

The Compliance Committee monitors the level of compliance by SEC, with reference to its governing instrument and all relevant in identifying and reviewing compliance matters which require action or improvement and recommends action to be taken.

GREEN LABEL STEERING COMMITTEE

The Green Label Steering Committee provides professional advice on creating and maintaining the Green Label certification process. The Committee guides new category developments and monitors the impartiality of the certification process. It also guides the development of service delivery mechanisms related to lab testing, applications and assessment, initiates and guides programme evaluations, and recommends mechanisms for recertification.

3 MEETINGS IN 2025

CHAIRMAN

Mr Kong Chi-Nang

MEMBERS

Mr Chew Chee Bin *(Retired as at 18 June 2025)*
Mr Ralph Foong
Ms Suree Rohan

3 MEETINGS IN 2025

CHAIRMAN

Mr Ralph Foong

MEMBERS

Mr Tan Puay Hiang
Mr Chew Chee Bin
Mr Gerald Yong
Dr Ahmad Magad *(Retired as at 16 June 2025)*

2 MEETINGS IN 2025

CHAIRMAN

Mr Seah Seng Choon

MEMBERS

Mr Tan Puay Hiang
Mr Michael Toh

2 MEETINGS IN 2025

CHAIRMAN

Mr Zechariah J. H. Chan

MEMBERS

Ms Isabella Loh
Mr Seah Seng Choon
Mr Michael Toh
Dr Yap Him Hoo
Mr Ng Keng Wei
Mr Dalson Chung
Mr Christopher Tan

CORPORATE GOVERNANCE

SEC SUBCOMMITTEES

NOMINATION COMMITTEE

The Nomination Committee identifies, facilitates and recommends potential candidates to the Board to serve Board Directors. It ensures that the Board consists of independent members from varied industry sectors, with the capacity to contribute their expertise, knowledge and skills. Potential candidates are identified and contacted for their interest and availability for serving on the Board. The Committee will then make recommendations for these candidates to be elected as Directors of the Board. Re-nomination will be subject to the individuals' contribution and performance.

REMUNERATION COMMITTEE

The Remuneration Committee assists the Board in establishing equitable remuneration and human resource policies and practices. It enables SEC to attract, retain and develop talent by ensuring its employees are fairly and responsibly rewarded according to performance and the external remuneration environment. The Committee also reviews and makes recommendations to the Board on SEC's compliance with legislative requirements such as the Singapore Employment Act.

COMMUNITIES OUTREACH COMMITTEE

The Communities Outreach Committee advises on strategies to strengthen SEC's engagement with the public and community partners. It reviews outreach plans and supports efforts to foster ground-up initiatives, volunteerism, and partnerships with grassroots groups and schools. The Committee also helps shape inclusive approaches to community engagement and makes recommendations to the Board on enhancing SEC's outreach and impact.

STRATEGIC MARKETING AND FUNDRAISING COMMITTEE

The Strategic Marketing and Fundraising Committee provides advice on managing stakeholder relationships and marketing strategies to maximise the branding and revenue opportunities for SEC. The Committee provides a forum for an initial review of new SEC's programmes and corresponding communications and outreach proposals that are brought forward. It helps to identify potential partnership and sponsorship opportunities for SEC's programmes through a combination of professional connections and networks. It also acts as a resource in formulating, promoting and delivering communications and outreach strategies and makes recommendations to the Board on these matters.

2 MEETINGS IN 2025

CHAIRMAN

Ms Isabella Loh

MEMBERS

Ms Joan Pereira
Mr Kong Chi-Nang

2 MEETINGS IN 2025

CHAIRMAN

Ms Isabella Loh

MEMBERS

Ms Joan Pereira
Mr Saw Ken Wye

1 MEETING IN 2025

CHAIRMAN

Ms Joan Pereira

CO-CHAIRMAN

Ms Isabella Loh

MEMBERS

Prof. Lim Sun Sun
Mr Michael Toh
Dr Lynda Wee
Mr Ng Keng Wei
Mr Dalson Chung

3 MEETINGS IN 2025

CHAIRMAN

Mr Gerald Yong

DEPUTY CHAIRMAN

Prof. Lim Sun Sun

MEMBERS

Ms Isabella Loh
Ms Joan Pereira
Mr Chew Chee Bin
(Retired as at 18 June 2025)
Mr Saw Ken Wye

CONFLICT OF INTEREST POLICY AND RELATED PARTY TRANSACTIONS

The conflict of interest policy and related party transactions apply to all staff and volunteers of SEC, including but not limited to the following situations:

**PERSONAL INTEREST IN BUSINESS
TRANSACTIONS OR CONTRACTS IN
WHICH SEC MAY ENTER**



**VESTED INTEREST IN ORGANISATIONS
THAT HAVE DEALINGS WITH SEC**



**RECRUITMENT OF INDIVIDUALS WHO HAVE
PERSONAL RELATIONSHIPS WITH ANY SEC
STAFF OR VOLUNTEERS**



When a potential conflict of interest situation arises, the affected staff and volunteers shall immediately take a declaration of interest to the Executive Director and abstain from discussion and decision-making on the matter. When a potential conflict of interest situation relates to the Executive Director, he/she shall declare his/her interest to the Chairman for escalation to the Board and if deemed necessary, he/she shall abstain from discussion and decision making on the matter.

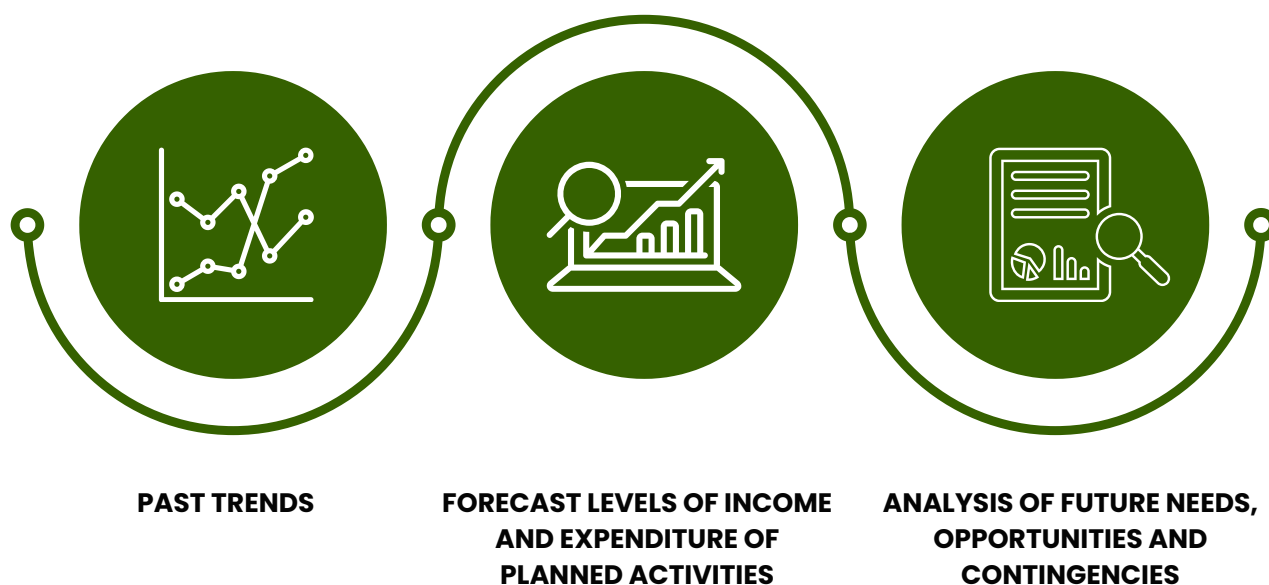
CONFLICT OF INTEREST POLICY AND RELATED PARTY TRANSACTIONS

RESERVE POLICY

The Council is mindful that charities or Institutions of a Public Character (IPCs) should avoid raising excessive funds and keeping them as reserves for public accountability reasons. The Council aims to maintain a reasonable level of reserves to ensure that the operational activities would be able to continue during a period of unforeseen difficulty.

The Council aims to maintain a reserve ratio of at least two times the annual operating expenditure. The Board shall review or re-assess the reserve ratio periodically or as and when the need arises.

In the review and determination of the reserve ratio, the Board will consider the following (but is not limited to):



DEFINITIONS

Reserve refers to unrestricted funds that can be expended at the Council's discretion in furtherance of its objectives (commonly referred to as "Accumulated Fund" in the balance sheet).

Annual operating expenditure refers to fixed or recurrent expenditure and major recurrent programme expenses.

ENVIRONMENTAL, SUSTAINABILITY AND GOVERNANCE (ESG) REPORT

OUR ENVIRONMENTAL EFFORTS

Singapore Environment Council is committed to advancing environmental sustainability through advocacy, certification, education, and industry collaboration. Our initiatives are aligned with Singapore Green Plan 2030 and United Nations Sustainable Development Goals (UN SDGs).

ON CLIMATE ACTION

SEC actively supports Singapore's Green Plan 2030 and UN SDG Goal 13: Climate Action by driving efforts to mitigate climate change. Through our eco-certifications, we guide companies to disclose their carbon emissions (Scope 1, 2 and selected Scope 3 emissions) and set targets to reduce their emissions.

ON SUSTAINABLE RESOURCE MANAGEMENT

We emphasise waste reduction, resource efficiency, and circular economy principles to minimise environmental impact through our certification programmes. For example, under the Singapore Green Labelling Scheme, we require companies to incorporate recycled content into their products and ensure that their products are managed properly at the end-of-life.

ON BIODIVERSITY AND NATURE CONSERVATION

Protecting Singapore's natural environment is a key priority, and it is essential that we raise awareness about the intrinsic value of nature and foster a deep connection with the environment through our activities. We organise learning journeys and eco-trails to introduce Singapore's biodiversity to companies and individuals, highlighting the importance of nature conservation.

ENVIRONMENTAL, SUSTAINABILITY AND GOVERNANCE (ESG) REPORT

OUR SOCIAL EFFORTS

Singapore Environment Council (SEC) is committed to fostering a sustainable, inclusive, and supportive workplace that prioritises the well-being of both employees and interns. This Social pillar overview outlines SEC's key initiatives, practices, and forward-looking priorities for the financial year 2025, reflecting our commitment to responsible employment practices, organisational resilience, and positive social impact.

ON EMPLOYEE WELFARE

SEC places strong emphasis on workplace safety, health, and fair employment practices. All new hires are briefed on emergency evacuation procedures as part of the onboarding and orientation process. In 2025, these procedures continued to be reinforced to ensure organisational readiness and employee awareness. SEC is committed to fair wages and competitive benefits, including health insurance and paid leave. Compensation and benefits are reviewed annually to promote fairness, equity, and market competitiveness. In addition, SEC invests in employee development through structured training programmes, workshops, and career advancement opportunities, supporting continuous learning and workforce capability building.

ON DIVERSITY AND INCLUSION

SEC is committed to fostering an inclusive workplace that values diversity and equal opportunity. Our workforce, comprising 25 employees and 2 interns, reflects a range of backgrounds and perspectives. Equal opportunity is upheld through formal non-discrimination employment practices, active recruitment from diverse talent pools, and support for underrepresented groups. To enhance cultural awareness and inclusivity, SEC organised internal engagement activities in 2025 to celebrate major cultural festivities, promoting mutual respect, understanding, and a positive workplace culture.

ON COMMUNITY ENGAGEMENT

SEC actively collaborates with local organisations, schools, and community partners to support environmental education and community-based initiatives. Through these partnerships, SEC conducted public seminars, workshops, and outreach campaigns aimed at raising awareness of environmental issues and promoting sustainable practices. These engagements strengthen community relationships while advancing shared responsibility for environmental stewardship and sustainability.

ON FUTURE SOCIAL GOALS

Looking ahead, SEC will continue to enhance employee engagement through improved communication channels, feedback mechanisms, and recognition programmes. Diversity and inclusion will remain key priorities, supported by inclusive recruitment practices and ongoing workplace initiatives.

SEC will also expand its social outreach efforts by growing volunteer opportunities and forming new partnerships with community organisations. Sustainability education will remain a core focus, equipping employees and the wider community with practical knowledge and skills to support sustainable practices and long-term environmental stewardship.

ENVIRONMENTAL, SUSTAINABILITY AND GOVERNANCE (ESG) REPORT

OUR GOVERNANCE EFFORTS

As an approved Institution of Public Character in Singapore, we are committed to upholding the highest standards of integrity, fairness, transparency, and ethical conduct. Our governance practices ensure compliance with the Code of Governance, all applicable legal and regulatory requirements and fostering trust and accountability with our stakeholders.

For more details, please refer to the Corporate Governance section on pages 27 to 32.



GOVERNANCE EVALUATION CHECKLIST

Tier 2 (for the period January to December 2025)

The Governance Evaluation Checklist covers the key guidelines in the Code of Governance for Charities and Institutions of a Public Character.

Principle 1: The charity serves its mission and achieves its objectives.			
Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	
Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	
Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes	

GOVERNANCE EVALUATION CHECKLIST

Principle 2: The charity has an effective Board and Management.			
Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	
The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	
Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance *Other areas include Programmes and Services, Fundraising, Appointment/Nomination, Human Resource, and Investment.	2.3	Yes	
Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	
Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and re-appointment, at least once every three years.	2.5	Yes	

GOVERNANCE EVALUATION CHECKLIST

Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.</p> <ul style="list-style-type: none"> ◦ After meeting the maximum term limit for the Treasurer, a Board member's re-appointment to the position of Treasurer or an equivalent position may be considered after at least a two-year break. ◦ Should the Treasurer leave the position for less than two years, and he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer. 	2.6	Yes	
<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Yes	
<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes	

GOVERNANCE EVALUATION CHECKLIST

Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	<p>2.9a 2.9b 2.9c</p>	<p>Yes</p>	
<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <ul style="list-style-type: none"> o The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9b. 	<p>2.9d</p>	<p>Yes</p>	

GOVERNANCE EVALUATION CHECKLIST

Principle 3: The charity acts responsibly, fairly and with integrity.			
Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
Conduct appropriate background checks on the members of the Board and the Management to ensure they are suited to work at the charity.	3.1	Yes	
Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes	
Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	
Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	

GOVERNANCE EVALUATION CHECKLIST

Principle 4: The charity is well-managed and plans for the future.			
Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	
Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: <ul style="list-style-type: none"> ◦ Revenue and receipting policies and procedures; ◦ Procurement and payment policies and procedures; and ◦ System for the delegation of authority and limits of approval. 	4.1b	Yes	
Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in this policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	
Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	

GOVERNANCE EVALUATION CHECKLIST

Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
<p>Set internal policies for the charity on the following areas and regularly review them:</p> <ul style="list-style-type: none"> a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection. 	4.4	Yes	
<p>The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.</p>	4.5	Yes	
<p>The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.</p>	4.6	Yes	

GOVERNANCE EVALUATION CHECKLIST

Principle 5: The charity is accountable and transparent.			
Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or “Partial Compliance”, please explain.
Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	
Generally, Board members should not receive remuneration for their services to the Board. Where the charity’s governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	
The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member’s attendance.	5.3	Yes	
The charity should disclose in its annual report the total remuneration (including any remuneration received in the charity’s subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	

GOVERNANCE EVALUATION CHECKLIST

Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
<p>The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.</p>	5.5	Yes	
<p>Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.</p> <p>a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.</p>	5.6a	Yes	
<p>Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.</p> <p>b. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.</p>	5.6b	Yes	
<p>Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.</p>	5.7	Yes	

GOVERNANCE EVALUATION CHECKLIST

Principle 6: The charity communicates actively to instil public confidence.			
Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	
Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	
Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	

FINANCIAL STATEMENTS



SINGAPORE ENVIRONMENT COUNCIL
(Co. Reg. No. 199507762R)

FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED
31 DECEMBER 2025

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SINGAPORE ENVIRONMENT COUNCIL

(A company limited by guarantee and not having share capital)

DIRECTORS' STATEMENT

The Directors are pleased to present their statement to the members together with the audited financial statements of Singapore Environment Council (the "Council") for the financial year ended 31 December 2025.

In the opinion of the Board of Directors:

- (i) the financial statements of the Council as set out on pages 6 to 29 are drawn up so as to give a true and fair view of the financial position of the Council as at 31 December 2025 and of the financial performance, changes in accumulated funds and cash flows of the Council for the financial year then ended; and
- (ii) at the date of this statement, there are reasonable grounds to believe that the Council will be able to pay its debts as and when they fall due.

Directors

The Directors in office and at the date of this statement are:

Isabella Loh Wai Kiew
Seah Seng Choon
Pereira Cheng Sim Joan
Chan Jin Han
Foong Weng Loong
Kong Chi-Nang (Kuang Zineng)
Lim Sun Sun (Lin Shanshan)
Michael Toh Kim Hock
Ng Keng Wei
Saw Ken Wye
Suree Binte Rohan
Tan Puay Hiang
Yap Him Hoo
Yong Choon Miao, Gerald

Directors' interests in shares and debentures, and arrangements to enable directors to acquire benefits by means of acquisition of shares and debentures

The Council is a public company limited by guarantee and has no share capital and debentures.

Singapore Environment Council

Independent auditor

The independent auditor, Baker Tilly TFW LLP has expressed its willingness to accept re-appointment.

On behalf of the Board of Directors



Isabella Loh Wai Kiew
Director, Chairman



Foong Weng Loong
Director

2 June 2026

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
SINGAPORE ENVIRONMENT COUNCIL**

(A company limited by guarantee and not having a share capital)

Report on the Audit of the Financial Statements***Opinion***

We have audited the accompanying financial statements of Singapore Environment Council (the "Council") as set out on pages 6 to 29, which comprise the statement of financial position as at 31 December 2025 and the statement of comprehensive income, statement of changes in accumulated funds and statement of cash flows for the financial year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Council as at 31 December 2025 and of the financial performance, changes in accumulated funds and cash flows of the Council for the financial year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Council in accordance with the Accounting and Corporate Regulatory Authority (ACRA) *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the Directors' Statement set out on pages 1 to 2 and the other information included in the Annual Report but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
SINGAPORE ENVIRONMENT COUNCIL (cont'd)**

(A company limited by guarantee and not having a share capital)

Report on the Audit of the Financial Statements (cont'd)

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and FRSs, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, Management is responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

The directors are responsible for overseeing the Council's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
SINGAPORE ENVIRONMENT COUNCIL (cont'd)**

(A company limited by guarantee and not having a share capital)

Report on the Audit of the Financial Statements (cont'd)

Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required to be kept by the Council have been properly kept in accordance with the provisions of the Act and the Charities Act and Regulations.

During the course of our audit, nothing has come to our attention that causes us to believe that during the financial year:

- (i) the Council has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (ii) the Council has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.

The engagement partner on the audit resulting in this independent auditor's report is Foong Chooi Chin.



Baker Tilly TFW LLP
Public Accountants and
Chartered Accountants
Singapore

2 June 2026

SINGAPORE ENVIRONMENT COUNCIL
(A company limited by guarantee and not having a share capital)

STATEMENT OF FINANCIAL POSITION
At 31 DECEMBER 2025

	Note	2025 \$	2024 \$
Non-current assets			
Property, plant and equipment	4	104,062	287,866
Intangible assets	5	–	–
		104,062	287,866
Current assets			
Trade and other receivables	6	346,199	195,151
Prepayments		29,784	25,857
Cash and cash equivalents	7	1,803,932	2,227,909
		2,179,915	2,448,917
Total assets		2,283,977	2,736,783
Non-current liabilities			
Lease liabilities	8	–	67,938
Provision	9	–	87,200
		–	155,138
Current liabilities			
Provision	9	87,200	–
Trade and other payables	10	347,163	692,522
Lease liabilities	8	67,951	132,196
Income received in advance	11	229,835	302,550
Deferred grants		13,334	12,063
		745,483	1,139,331
Total liabilities		745,483	1,294,469
Net assets		1,538,494	1,442,314
Represented by:			
Unrestricted fund		1,538,494	1,442,314
Accumulated fund			

The accompanying notes form an integral part of these financial statements.

SINGAPORE ENVIRONMENT COUNCIL
(A company limited by guarantee and not having a share capital)

STATEMENT OF COMPREHENSIVE INCOME
For the financial year ended 31 December 2025

	Note	2025 \$	2024 \$
Income			
Voluntary income	12	1,042,668	1,244,992
Activities for generating income - Programme receipts	13	2,570,871	2,743,572
		<u>3,613,539</u>	<u>3,988,564</u>
Interest income		31,770	43,813
Other income	14	34,495	78,986
		<u>3,679,804</u>	<u>4,111,363</u>
Expenditures			
Cost of generating income	15	1,094,662	1,030,919
Governance costs		17,440	34,183
Other expenses	16	2,466,365	3,291,340
Finance costs		5,157	7,113
		<u>3,583,624</u>	<u>4,363,555</u>
Total expenditures			
		<u>3,583,624</u>	<u>4,363,555</u>
Net surplus/(deficit) for the financial year		<u>96,180</u>	<u>(252,192)</u>

The accompanying notes form an integral part of these financial statements.

SINGAPORE ENVIRONMENT COUNCIL
(A company limited by guarantee and not having a share capital)

STATEMENT OF CHANGES IN ACCUMULATED FUNDS
For the financial year ended 31 December 2025

	S
2025	
Balance as at 1 January 2025	1,442,314
Net surplus and total comprehensive income for the financial year	96,180
Balance as at 31 December 2025	<u><u>1,538,494</u></u>
2024	
Balance as at 1 January 2024	1,694,506
Net deficit and total comprehensive losses for the financial year	(252,192)
Balance as at 31 December 2024	<u><u>1,442,314</u></u>

The accompanying notes form an integral part of these financial statements.

SINGAPORE ENVIRONMENT COUNCIL

(A company limited by guarantee and not having a share capital)

STATEMENT OF CASH FLOWS**For the financial year ended 31 December 2025**

	2025 \$	2024 \$
Cash flows from operating activities		
Net surplus/(deficit) for the financial year	96,180	(252,192)
Adjustments for:		
Depreciation of property, plant and equipment (Note 4)	189,365	175,772
Interest expenses	5,157	7,113
Interest income	(31,770)	(43,813)
Loss allowance/(write-back of loss allowance) of trade receivables	1,300	(18,125)
Operating cash flows before movements in working capital	260,232	(131,245)
Trade and other receivables	(146,458)	28,138
Prepayments	(3,927)	(3,949)
Trade and other payables	(345,359)	302,268
Deferred grants	1,271	(155,406)
Income received in advance	(72,715)	230,950
Net cash (used in)/generated from operating activities	(306,956)	270,756
Cash flows from investing activities		
Interest received	25,880	39,114
Purchase of property, plant and equipment (Note 4)	(5,561)	(16,728)
Net cash generated from investing activities	20,319	22,386
Cash flows from financing activities		
Interest paid	(5,157)	(7,113)
Repayment of lease liabilities (Note 8)	(132,183)	(127,648)
Net cash used in financing activities	(137,340)	(134,761)
Net (decrease)/increase in cash and cash equivalents	(423,977)	158,381
Cash and cash equivalents as at beginning of the financial year	2,227,909	2,069,528
Cash and cash equivalents as at end of the financial year as presented on the statement of financial position (Note 7)	1,803,932	2,227,909

The accompanying notes form an integral part of these financial statements.

SINGAPORE ENVIRONMENT COUNCIL
(A company limited by guarantee and not having a share capital)

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2025

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. Corporation information

Singapore Environment Council (the "Council") (Co. Reg. No. 199507762R) is incorporated and domiciled in Singapore as a company limited by guarantee whereby each member of the Council undertakes to meet the debts and liabilities of the Council in the event of its liquidation, to an amount not exceeding S\$1 per member.

The Council's registered office and principal place of operation is at 1 Kay Siang Road, #07-01, Singapore 248922.

The Council was registered as a charity under the Charities Act 1994 since 5 March 1996 and is accorded the Institution of a Public Character ("IPC") status for the financial period from 1 September 2025 and 31 August 2027. It is an independently managed, non-profit, non-government organisation that is principally engaged in the nurturing, facilitating and coordinating of environment causes and groups in and outside Singapore, working hand-in-hand with both government and private sectors.

The Council's objective is the promotion of greater public awareness of and concern for the living and natural environment, and to encourage members of the public to be more environmentally conscious.

2. Material accounting policies

2.1 Basis of preparation

These financial statements are presented in Singapore dollars ("S\$"), which is the Council's functional currency. The financial statements have been prepared in accordance with the provisions of the Companies Act 1967, Singapore Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs"). The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with FRS requires the use of estimates and assumption that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions and historical experiences and various other factors that are believed to be reasonable under the circumstances, actual results may ultimately differ from those estimates.

Use of estimates and judgements

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The areas involving a higher degree of judgement in applying accounting policies, or areas where assumptions and estimates have a significant risk of resulting in material adjustment within the next financial year are disclosed in Note 3 to the financial statements.

2. Material accounting policies (cont'd)

2.1 Basis of preparation (cont'd)

New and revised standards that are adopted

In the current financial year, the Council has adopted all the new and revised FRSs and Interpretations of FRSs ("INT FRS") that are relevant to its operations and effective for the current financial year. Changes to the Council's accounting policies have been made as required, in accordance with the transitional provisions in the respective FRS and INT FRS.

The adoption of these new/revised FRS and INT FRS did not have any material effect on the financial results or position of the Council.

New and revised standards not yet effective

New standards, amendments to standards and interpretations that have been issued at the reporting date but are not yet effective for the financial year ended 31 December 2025 have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Council except as disclosed below:

FRS 118 Presentation and Disclosure in Financial Statements

FRS 118 will replace FRS 1 *Presentation of Financial Statements* for annual reporting period beginning on or after 1 January 2027, with earlier application permitted. It requires retrospective application with specific transition provisions.

The new standard introduces the following key requirements:

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present subtotals and totals for "operating profit", "profit or loss before financing and income taxes", and "profit or loss" in the statement of profit or loss.
- Management-defined performance measures ("MPMs") are disclosed in a single note within the financial statements. This note includes details on how the measure is calculated, the relevance of the information provided to users, and a reconciliation to the most comparable subtotal specified by the FRSs.
- Enhanced guidance on aggregating and disaggregating information in financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.

The Council is in the process of assessing the impact of the new standard on the primary financial statements and notes to the financial statements.

2.2 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is calculated using the straight-line method to allocate depreciable amounts over their estimated useful lives. The estimated useful lives are as follows:

- | | |
|---------------------------------------|-----------------------|
| • Office premise (Right-of-use asset) | Over the lease period |
| • Furniture and fittings | 3 years |
| • Office equipment | 3 years |
| • Renovation | 5 years |

2. Material accounting policies (cont'd)

2.2 Property, plant and equipment (cont'd)

The residual values, useful lives and depreciation method are reviewed at the end of each reporting period, and adjusted prospectively, if appropriate.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is recognised in the statement of comprehensive income in the year the asset is derecognised.

2.3 Impairment of non-financial assets

The Council assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, (or where applicable, when an annual impairment testing for an asset is required), the Council makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses are recognised in the statement of comprehensive income.

A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in the statement of comprehensive income.

2.4 Financial instruments

(a) Financial assets

Initial recognition and measurement

Financial assets are recognised when, and only when the entity becomes party to the contractual provisions of the instruments.

At initial recognition, the Council measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVTPL"), transaction costs that are directly attributable to the acquisition of the financial asset.

Trade receivables are measured at the amount of consideration to which the Council expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

2. Material accounting policies (cont'd)

2.4 Financial instruments (cont'd)

(a) Financial assets (cont'd)

Subsequent measurement

Debt instruments

Subsequent measurement of debt instruments depends on the Council's business model for managing the asset and the contractual cash flow characteristics of the asset. The Council only has debt instruments at amortised cost.

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in the statement of comprehensive income when the assets are derecognised or impaired, and through the amortisation process.

Derecognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income for financial assets is recognised in the statement of comprehensive income.

(b) Financial liabilities

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Council becomes a party to the contractual provisions of the financial instrument. The Council determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at FVTPL, net of directly attributable transaction costs.

Subsequent measurement

After initial recognition, financial liabilities that are not carried at FVTPL are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in the statement of comprehensive income when the liabilities are derecognised, and through the amortisation process.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in the statement of comprehensive income.

2. Material accounting policies (cont'd)

2.5 Impairment of financial assets

The Council recognises an allowance for expected credit losses ("ECLs") for all financial assets not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Council expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

For trade receivables, the Council applies a simplified approach in calculating ECLs. Therefore, the Council does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Council has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment which could affect debtors' ability to pay.

The Council considers a financial asset in default when contractual payments are in accordance with the respective credit terms granted to the debtor. However, in certain cases, the Council may also consider a financial asset to be in default when internal or external information indicates that the Council is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Council. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2.6 Cash and cash equivalents

Cash and cash equivalents comprised of cash on hand and deposits with financial institutions which are subject to insignificant change in value.

2.7 Leases

The Council assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As lessee

The Council applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Council recognises lease liabilities representing the obligations to make lease payments and right-of-use assets representing the right to use the underlying leased assets.

Right-of-use assets

The Council recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

2. Material accounting policies (cont'd)

2.7 Leases (cont'd)

Right-of-use assets (cont'd)

If ownership of the leased asset transfers to the Council at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. The Council's right-of-use assets are presented within property, plant and equipment.

Lease liabilities

At the commencement date of the lease, the Council recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Council and payments of penalties for terminating the lease, if the lease term reflects the Council exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Council uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Council's lease liabilities are disclosed in Note 8.

Leases of low-value assets

The Council applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

2.8 Accumulated general fund

The Council is prohibited by its Constitution from distributing any of its income and property by way of dividend, bonus or otherwise to members of the Council.

2.9 Fund structure

Unrestricted funds

Unrestricted funds are funds that are expendable at the discretion of the Council for achieving their overall objective.

Restricted funds

Restricted funds are funds that are set up for specific purposes which may be imposed by the donor or have specific restrictions on the management's discretion regarding the utilisation of the funds.

The Council does not have any restricted funds.

2. Material accounting policies (cont'd)

2.10 Revenue recognition

Revenue is measured based on the consideration to which the Council expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Council satisfies a performance obligation by transferring a promised goods or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

(a) Donations and sponsorships

Donations and sponsorships are recognised when they have been received and when the Council has unconditional entitlement to receive them.

(b) Grants

Government grants, subsidies and other institutional funding are recognised at their fair value when there is reasonable assurance that the grant/subsidy/funding will be received and all attached conditions will be complied with.

When the grant or subsidy or funding relates to an expense item, it is recognised as income over the periods necessary to match them on a systematic basis to the costs which it is intended to compensate.

When the grant relates to an asset, the grant is deducted in calculating the carrying amount of the asset. The grant is recognised in profit or loss over the life of a depreciable asset as a reduced depreciation expense.

(c) Certification programmes and labelling schemes

Fees from certification programmes and labelling schemes are recognised as revenue when the customer obtains control of the respective certification and the Council satisfies the performance obligation stipulated under the programmes or schemes. Generally, the performance obligation is satisfied at a point in time, when the Council has completed its assessment of an application for a particular accreditation programme or labelling scheme.

(d) Training and education

The Council also provides various talks, workshops, seminars, experiential trails and corporate social responsibility activities in relation to environmental causes. Revenue from such services are recognised as a performance obligation satisfied at a point in time upon completion of the programmes. For certain programmes, revenue is recognised over the period of the programme depending on the nature and duration of the programme.

2.11 Expenditures

(a) Cost of generating income

These are costs associated with generating income from all sources. The costs in this category comprise costs on generating voluntary income and costs arising from programme receipts.

2. Material accounting policies (cont'd)

2.11 Expenditures (cont'd)

(b) Governance costs

Governance costs comprise all costs attributable to the general running of the Council in providing governance infrastructure and ensuring public accountability.

(c) Other expenditures

Other expenditures include staff costs, administrative expenses, and payment of any expenditure that the Council has not been able to analyse within the main expenditure categories.

2.12 Income tax

As the Council is registered as a charity under the Charities Act 1994, it is exempted from income tax in accordance with the provisions of the Income Tax Act.

3. Key sources of estimation uncertainty

The key assumptions concerning the future, and other key sources of estimation uncertainty at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

Allowance for expected credit losses of trade receivables

The Council uses a provision matrix to calculate ECLs for trade receivables. The allowance rates are based on days past due for groupings of various customer segments that have similar loss patterns.

The provision matrix is initially based on the Council's historical observed default rates. The Council will calibrate the matrix to adjust historical credit loss experience with forward-looking information. At every reporting date, historical default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Council's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

The carrying amount of the trade receivables at the end of the reporting period is disclosed in Note 6.

Leases - estimating the incremental borrowing rate

The Council cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate to measure lease liabilities. The incremental borrowing rate is the rate of interest that the Council would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The incremental borrowing rate therefore reflects what the Council 'would have to pay', which requires estimation when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Council estimates the incremental borrowing rate using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates.

4. Property, plant and equipment

	Office premise \$	Furniture and fittings \$	Office equipment \$	Renovation \$	Total \$
2025					
Cost					
As at 1 January 2025	383,152	10,165	135,630	193,500	722,447
Additions	–	–	5,561	–	5,561
Write-off	–	–	(22,667)	–	(22,667)
As at 31 December 2025	383,152	10,165	118,524	193,500	705,341
Accumulated depreciation					
As at 1 January 2025	127,719	9,318	104,044	193,500	434,581
Depreciation charge	170,292	518	18,555	–	189,365
Write-off	–	–	(22,667)	–	(22,667)
As at 31 December 2025	298,011	9,836	99,932	193,500	601,279
Net carrying value					
As at 31 December 2025	85,141	329	18,592	–	104,062
2024					
Cost					
As at 1 January 2024	385,323	25,178	193,130	193,500	797,131
Additions	383,152	–	16,728	–	399,880
Write-off	(385,323)	(15,013)	(74,228)	–	(474,564)
As at 31 December 2024	383,152	10,165	135,630	193,500	722,447
Accumulated depreciation					
As at 1 January 2024	353,199	23,705	162,969	193,500	733,373
Depreciation charge	159,843	626	15,303	–	175,772
Write-off	(385,323)	(15,013)	(74,228)	–	(474,564)
As at 31 December 2024	127,719	9,318	104,044	193,500	434,581
Net carrying value					
As at 31 December 2024	255,433	847	31,586	–	287,866

Property, plant and equipment includes right-of-use asset of \$85,141 (2024: \$255,433) relating to lease of office premise (Note 8). As a practical expedient, FRS 116 *Leases* permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease component as a single arrangement. The Council has applied this practical expedient of its lease of office premise.

4. Property, plant and equipment (cont'd)*Net cash outflow for purchase of property, plant and equipment*

	2025 \$	2024 \$
Aggregate cost of property, plant and equipment acquired	5,561	399,880
Less: Addition of right-of-use assets	–	(383,152)
	<hr/>	<hr/>
Net cash outflow for purchase of property, plant and equipment	5,561	16,728
	<hr/>	<hr/>

5. Intangible assets

	Mobile application \$	Website development \$	Total \$
Cost			
As at 1 January 2024	55,400	43,000	98,400
Write-off	(55,400)	–	(55,400)
	<hr/>	<hr/>	<hr/>
As at 31 December 2024, 1 January 2025 and 31 December 2025	–	43,000	43,000
	<hr/>	<hr/>	<hr/>
Accumulated amortisation			
As at 1 January 2024	55,400	43,000	98,400
Write-off	(55,400)	–	(55,400)
	<hr/>	<hr/>	<hr/>
As at 31 December 2024, 1 January 2025 and 31 December 2025	–	43,000	43,000
	<hr/>	<hr/>	<hr/>
Net carrying value			
As at 31 December 2024 and 31 December 2025	–	–	–
	<hr/>	<hr/>	<hr/>

6. Trade and other receivables

	2025 \$	2024 \$
Trade receivables	59,851	20,971
Less: Loss allowance	(6,300)	(5,000)
	<hr/>	<hr/>
	53,551	15,971
Grant receivables	–	19,960
Other receivables	260,348	126,710
Deposits	32,300	32,510
	<hr/>	<hr/>
	346,199	195,151
	<hr/>	<hr/>

6. Trade and other receivables (cont'd)

Trade receivables are non-interest bearing and are generally on 30 days' terms. They are recognised at their original invoice amounts which represents their fair values on initial recognition.

Movements in loss allowance on trade receivables are as follows:

	\$
2025	
Balance as at 1 January 2025	5,000
Allowance made - lifetime ECL	1,300
Balance as at 31 December 2025	6,300
2024	
Balance as at 1 January 2024	23,125
Write-back of loss allowance	(18,125)
Balance as at 31 December 2024	5,000

7. Cash and cash equivalents

	2025 \$	2024 \$
Bank balances	64,740	1,119,297
Fixed deposits	1,739,192	1,108,612
	1,803,932	2,227,909

8. Right-of-use asset and lease liabilities

Nature of the Council's leasing activities

The Council leases an office space from a non-related party. The lease has a tenure of 2 years. The Council is restricted from assigning and subleasing the leased asset.

In addition, the Council also leases office equipment of low-value. The Council has elected not to recognise right-of-use asset and lease liabilities for this lease.

The maturity analysis of lease liabilities is disclosed in Note 19(b).

8. Right-of-use asset and lease liabilities (cont'd)

Information about lease for which the Council is a lessee is presented below:

(a) Amount recognised in the statement of financial position

	2025 \$	2024 \$
<u>Carrying amount of right-of-use asset</u>		
Property, plant and equipment - Office premise	85,141	255,433
<u>Carrying amount of lease liabilities</u>		
Non-current	—	67,938
Current	67,951	132,196
Balance as at 31 December	<u>67,951</u>	<u>200,134</u>

(b) Amounts recognised in the statement of comprehensive income

	2025 \$	2024 \$
Depreciation charge for right-of-use asset	170,292	159,843
Interest expenses on lease liabilities	5,157	7,113
<u>Lease expenses not included in the measurement of lease liabilities</u>		
Lease expenses - low-value assets	<u>2,551</u>	<u>2,551</u>

During the financial year, the total cash outflow for all leases were \$139,891 (2024: \$137,312).

(c) Reconciliation of movements of lease liabilities to cash flows arising from financing activities:

	2025 \$	2024 \$
Balance as at 1 January	200,134	32,958
Changes from financing cash flows:		
- Repayments	(132,183)	(127,648)
- Interest paid	(5,157)	(7,113)
Non-cash changes:		
- Interest expense	5,157	7,113
- New lease	—	294,824
Balance as at 31 December	<u>67,951</u>	<u>200,134</u>

9. Provision

	2025 \$	2024 \$
Non-current		
Provision for reinstatement costs	–	87,200
Current		
Provision for reinstatement costs	<u>87,200</u>	<u>–</u>

10. Trade and other payables

	2025 \$	2024 \$
Trade payables	21,746	306,210
GST payables, net	23,986	20,611
Other payables	41,141	25,968
Provision for unutilised leave	25,077	26,547
Accrued operating expenses	235,213	313,186
	<u>347,163</u>	<u>692,522</u>

11. Income received in advance

Income received in advance relate to advance consideration received from customers, billings in excess of revenue recognised to-date and deferred revenue. Income received in advance are recognised as revenue as (or when) the Council satisfies the performance obligations under its contracts relating to certification programmes and labelling schemes and training and education.

The following table provides information about income received in advance from contracts with customers.

	2025 \$	2024 \$	1.1.2024 \$
Trade receivables from contracts with customers	53,551	15,971	54,590
Income received in advance	<u>229,835</u>	<u>302,550</u>	<u>71,600</u>

Income received in advance decreased due to lower consideration received ahead of provision of services.

12. Voluntary income

	2025 \$	2024 \$
Donations	276,584	234,521
Grant income	520,088	739,120
Programme recovery	181,065	239,484
Sponsorships	64,931	31,867
	<u>1,042,668</u>	<u>1,244,992</u>

During the financial year, the donations and sponsorships received comprise tax-deductible and non-tax-deductible donations and sponsorships of \$260,296 and \$81,219 (2024: \$229,610 and \$36,778) respectively.

13. Programme receipts

	2025 \$	2024 \$
Certification programmes and labelling schemes	2,518,867	2,617,598
Training and education	52,004	125,974
	<u>2,570,871</u>	<u>2,743,572</u>
<i>Timing of revenue recognition</i>		
At a point in time	<u>2,570,871</u>	<u>2,743,572</u>

14. Other income

	2025 \$	2024 \$
Government grants	28,765	54,696
Write-back of loss allowance of trade receivables	—	18,125
Others	5,730	6,165
	<u>34,495</u>	<u>78,986</u>

15. Cost of generating income

	2025 \$	2024 \$
Advertising and promotion expenses	4,500	3,850
Consultancy and professional fee	856,868	865,276
Event setup and management	129,477	111,497
Food and catering	9,872	4,762
Gifts and awards	18,882	12,916
Postage, print and stationery	12,860	2,110
Subscriptions	12,446	13,522
Transport	48,382	15,360
Website maintenance	1,375	1,626
	<u>1,094,662</u>	<u>1,030,919</u>

16. Other expenses

These include the following significant items:

	2025 \$	2024 \$
Corporate communications	7,802	58,891
Depreciation of property, plant and equipment (Note 4)	189,365	175,772
Travelling expenses	3,366	50,476
Rental expenses - low-value assets (Note 8)	2,551	2,551
Staff costs (Note 17)	<u>2,121,035</u>	<u>2,790,983</u>

17. Staff costs

	2025 \$	2024 \$
Salaries and bonuses	1,894,800	2,505,952
Employer's Central Provident Fund ("CPF") and Skills Development Levy ("SDL") contribution	203,905	247,420
Other short-term employee benefits	22,330	37,611
	<u>2,121,035</u>	<u>2,790,983</u>

18. Related party transactions

The following transactions took place between the Council and related parties during the financial year on terms agreed by the parties concerned:

	2025 \$	2024 \$
Donations to the Council by the Board of Directors, close family members and key management personnel	40,806	16,000

Key management personnel compensation

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Council. The Directors of the Council render their services on a voluntary basis. None of the Directors, or their close family members have received any remuneration, benefits, allowances or other manner of compensation from the Council.

Key management personnel compensation during the year is as follows:

	2025 \$	2024 \$
Salaries, bonus and other short-term benefits	277,703	250,392

The highest paid employees in bands:

	2025 \$	2024 \$
\$100,000 to \$199,999	2	2
\$200,000 to \$299,999	1	1

19. Financial instruments**a) Categories of financial instruments**

Financial instruments at their carrying amounts at the reporting date are as follows:

	2025 \$	2024 \$
<i>Financial assets</i>		
At amortised cost	2,150,131	2,423,060
<i>Financial liabilities</i>		
At amortised cost	366,051	845,498

b) Risk management framework

The Council's activities exposed it to a variety of financial risks from its operations. The key financial risks include credit risk and liquidity risk. The directors review and agree policies and procedures for the management of these risks, which are executed by the management team.

The following sections provide details regarding the Council's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

There has been no change to the Council's exposure to these financial risks or the manner in which it manages and measures the risks.

Credit risk

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in a loss to the Council. The Council's exposure to credit risk arises primarily from trade and other receivables. The Council minimises credit risk by dealing exclusively with high credit rating counterparties.

The Council has adopted a policy of only dealing with creditworthy counterparties. The Council performs ongoing credit evaluation of its counterparties' financial condition and generally does not require collateral.

The Council considers the probability of default upon initial recognition of assets and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period.

The Council has determined the default event on a financial asset to be when internal and/or external information indicates that the financial asset is unlikely to be received, which could include default of contractual payments due for more than 60 days, default of interest due for more than 30 days or there is significant difficulty of the counterparty.

The Company has no significant concentration of credit risk. As the Company does not hold any collateral, the maximum exposure to credit risk is the carrying amount of each class of financial instruments presented on the statement of financial position.

19. Financial instruments (cont'd)

b) Risk management framework (cont'd)

Credit risk (cont'd)

To minimise credit risk, the Council has developed and maintained the Council's credit risk gradings to categories exposures according to their degree of risk of default. The credit rating information is supplied by publicly available financial information and the Council's own trading records to rate its major customers and other debtors. The Council considers available reasonable and supportive forward-looking information which includes the following indicators:

- Internal credit rating;
- External credit rating;
- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations;
- Actual or expected significant changes in the operating results of the debtor;
- Significant increases in credit risk on other financial instruments of the same debtor; and
- Significant changes in the expect performance and behavior of the debtor, including changes in the payment status of debtors in the group and changes in the operating results of the debtor.

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 30 days past due in making contractual payment.

The Council determined that its financial assets are credit-impaired when:

- There is significant difficulty of the debtor;
- A breach of contract, such as a default or past due event;
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation; and
- There is a disappearance of an active market for that financial asset because of financial difficulty.

The Council's categorises a receivable for potential write-off when a debtor fails to make contractual payments more than 120 days past due. Financial assets are written off when there is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery.

The Council's current credit risk grading framework comprises the following categories:

Description of evaluation of financial assets	Basis for recognition and measurement of ECL
Counterparty has a low risk of default and does not have any past due amounts	12-month ECL
Contractual payments are more than 30 days past due or where there has been a significant increase in credit risk since initial recognition	Lifetime ECL - not credit-impaired
Contractual payments are more than 60 days past due or there is evidence of credit impairment	Lifetime ECL - credit-impaired
There is evidence indicating that the Council has no reasonable expectation of recovery of payments such as when the debtor has been placed under liquidation or has entered into bankruptcy proceedings	Write-off

19. Financial instruments (cont'd)**b) Risk management framework (cont'd)***Credit risk (cont'd)*

The table below details the credit quality of the Council's financial assets.

2025	12-month or lifetime ECL	Gross carrying amount \$	Loss allowance \$	Net carrying amount \$
Trade receivables	Lifetime	59,851	(6,300)	53,551
Other receivables	12-month	260,348	–	260,348
Deposits	12-month	32,300	–	32,300
Cash and cash equivalents	Not applicable (Exposure limited)	1,803,932	–	1,803,932
2024				
Trade receivables	Lifetime	20,971	(5,000)	15,971
Grant and other receivables	12-month	146,670	–	146,670
Deposits	12-month	32,510	–	32,510
Cash and cash equivalents	Not applicable (Exposure limited)	2,227,909	–	2,227,909

Exposure to credit risk

The Council's exposure to credit risk is primarily related to its trade and other receivables arising from its performance obligations under contractual agreements (trade in nature) with its customers. The Council has credit policies in place and the exposure to credit risk is monitored on an ongoing basis. The Council does not require collateral in respect of its trade receivables.

Trade receivables

For trade receivables, the Council has applied the simplified approach in FRS 109 to measure the loss allowance at lifetime ECL. The Council determines the ECL by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions.

19. Financial instruments (cont'd)**b) Risk management framework (cont'd)*****Liquidity risk***

Liquidity risk is the risk that the Council will encounter difficulties in meeting its short-term obligations due to shortage of funds. The Council's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. It is managed by matching the payment and receipt cycles. The Council finances its working capital requirements through funds generated from operations. The directors are satisfied that funds are available to finance the operations of the Council.

The table below summarises the maturity profile of the Council's financial liabilities at the balance sheet date based on contractual undiscounted repayment obligations:

	Repayable on demand or within one year \$	Within two to five years \$	Total \$
31 December 2025			
Trade and other payables	298,100	–	298,100
Lease liabilities	68,670	–	68,670
	366,770	–	366,770
31 December 2024			
Trade and other payables	645,364	–	645,364
Lease liabilities	137,340	68,670	206,010
	782,704	68,670	851,374

Market price risk

The Council is not exposed to any significant market price risk on its financial instruments.

Foreign currency risk

The Council is not exposed to any significant foreign currency risk on its financial instruments.

Interest rate risk

The Council is not exposed to any significant interest rate risk on its financial instruments.

Capital management

The Council's capital is represented by its Accumulated Funds (unrestricted funds). The Council's objectives when managing its fund is to safeguard the Council's ability to continue as a going concern.

The Council is a charity and thus, it is dependent on donations, sponsorships and grants to fund its activities for charitable purposes. The accumulated fund is primarily in the form of cash and cash equivalents to ensure adequate liquidity to meet the expenditure needs of the Council.

The Council is not subject to any externally imposed capital requirements.

19. Financial instruments (cont'd)

c) Fair values of financial assets and liabilities

The carrying amounts of financial assets and financial liabilities at amortised cost recorded in the financial statements of the Council approximate their fair values due to relatively short-term nature of these financial instruments.

20. Authorisation of financial statements

The financial statements of the Council for the financial year ended 31 December 2025 were authorised for issue in accordance with a resolution of the directors dated 2 June 2026.



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