



GROWING IMPACT TOGETHER
FY2025 SUSTAINABILITY REPORT

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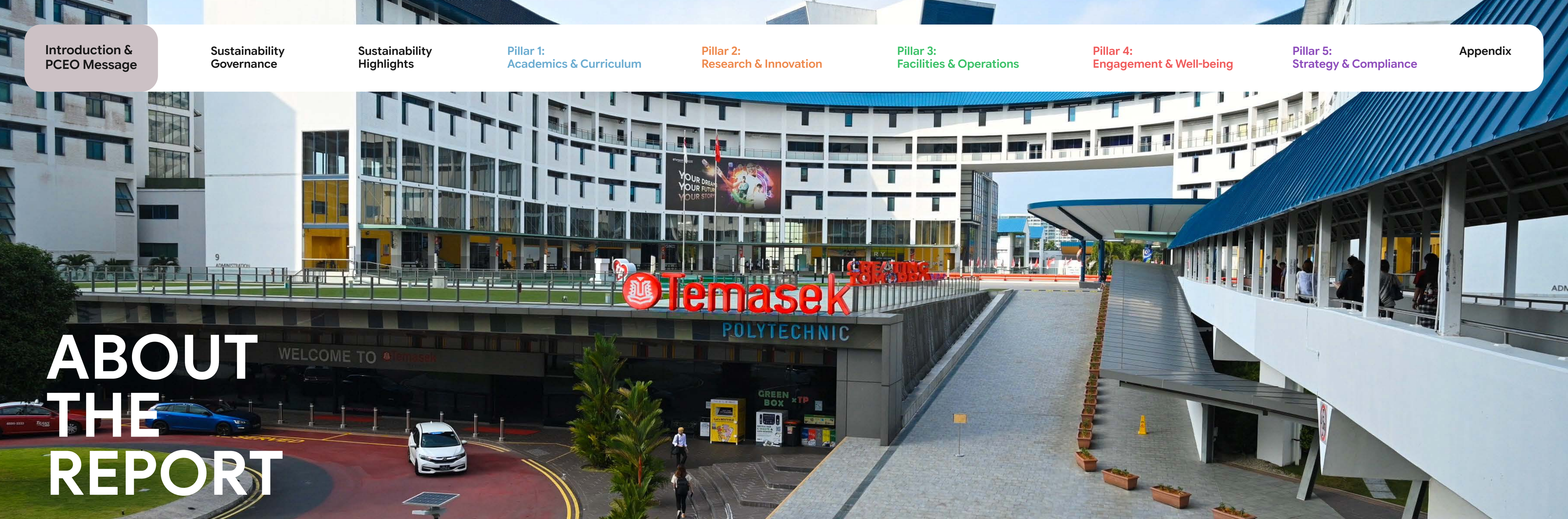
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ABOUT THE REPORT

Scope

This Sustainability Report presents Temasek Polytechnic's (TP) Environmental, Social and Governance (ESG) performance and initiatives for the financial year **1 April 2025 to 31 March 2026**. It is intended to be read alongside our Annual Report 2025 and other sustainability-related disclosures available on our corporate website (www.tp.edu.sg).

Building on our inaugural report in FY2023, TP continues to adopt a holistic approach to sustainability reporting – going beyond the environmental disclosure requirements under Singapore's GreenGov.SG initiative to provide a comprehensive view across environmental, social, and governance dimensions. This reflects our commitment to transparency, accountability, and continuous improvement in our sustainability journey.

Reporting Framework & Standards

This report has been prepared with reference to the **Global Reporting Initiative (GRI) Standards 2021** and the **Sustainability Accounting Standards Board (SASB)** standards for the Education sector (SV-ED). Additional guidance has been drawn from internationally recognized frameworks, including the United Nations Sustainable Development Goals and the International Financial Reporting Standards, where relevant to our operations as a public sector institution.

Guiding Principles

All data disclosed in this report has undergone internal review and is presented in good faith to the best of our knowledge. Where applicable, environmental performance data including greenhouse gas (GHG) emissions and waste have been restated to improve the accuracy and comparability of disclosures. Further details on the basis of restatement are provided in the Technical Annex (page 69).

To reduce environmental impact, this report is published in digital format only.

We welcome feedback as we continue to strengthen our disclosures and sustainability practices. Please contact us at sustainability@tp.edu.sg

PCEO'S MESSAGE



Creating Impact Through Learning, Innovation and Partnerships

As Temasek Polytechnic celebrated its 35th anniversary, we were reminded that our purpose remained constant: to shape lives through education, strengthen communities, and work with partners to create meaningful change.

Embedding Sustainability in What We Do

Over the past three years, our sustainability journey has evolved from establishing the foundations of our sustainability framework to embedding sustainability across our campus through our Living Lab approach. Today, we are seeing the impact of these efforts through how we develop talent, strengthen industry capabilities, and contribute to a more sustainable future.

At TP, sustainability is integrated into our core mission of preparing learners and enterprises for a future shaped by climate challenges, technological change, and evolving workforce needs. Through Pre-Employment Training, Continuing Education and Training, and applied research and innovation, we equip students, adult learners, and industry partners with the capabilities needed to thrive in a more sustainable and digital economy. In FY2025, we continued to expand sustainability-related curricula and research, enabling students to address real-world environmental and societal challenges while strengthening capabilities in areas such as smart and green buildings, clean mobility, circular design, climate resilience, and sustainable food systems.

Our Campus as a Living Lab

Our Living Lab approach remains central to this effort. By using our campus as a platform for learning, experimentation, and innovation, we bring together education, research, campus operations, and industry collaboration to translate ideas into practical outcomes for our learners, partners, and community.

This commitment was recognised in January 2026 when TP attained the BCA Green Mark Super Low Energy Campus Award. As OneTP, we also made further progress in water and waste management, reflecting sustained improvements in our systems and operations as well as the collective actions of our campus community.

Extending Our Impact Through Partnerships

Beyond our campus, we continue to strengthen sustainability impact through partnerships. The return of TP-ECollab 2025 was a significant milestone, bringing together more than 500 industry practitioners, educational institutions, and sustainability professionals to explore practical solutions for Singapore's green transition. Through discussions on sustainability reporting, green building technologies, AI, and digital twins, TP-ECollab exemplified TP's role as a catalyst and convenor of knowledge, capabilities, and partnerships.

Creating Impact for Our Community

Creating impact also means caring for the people and communities around us. During the inaugural TP Cares Week, more than 350 staff and student volunteers stepped forward to support families and seniors, care for the environment, and serve the wider community. Their contributions reflect the empathy, responsibility, and spirit of service that define the TP community.

As we look ahead, we remain committed to translating knowledge into action and partnerships into impact. Together, as OneTP, we will continue to equip learners, enable industry transformation, and contribute to a more sustainable, resilient, and inclusive future for Singapore.

Mr Patrice Choong

Principal & CEO
Temasek Polytechnic

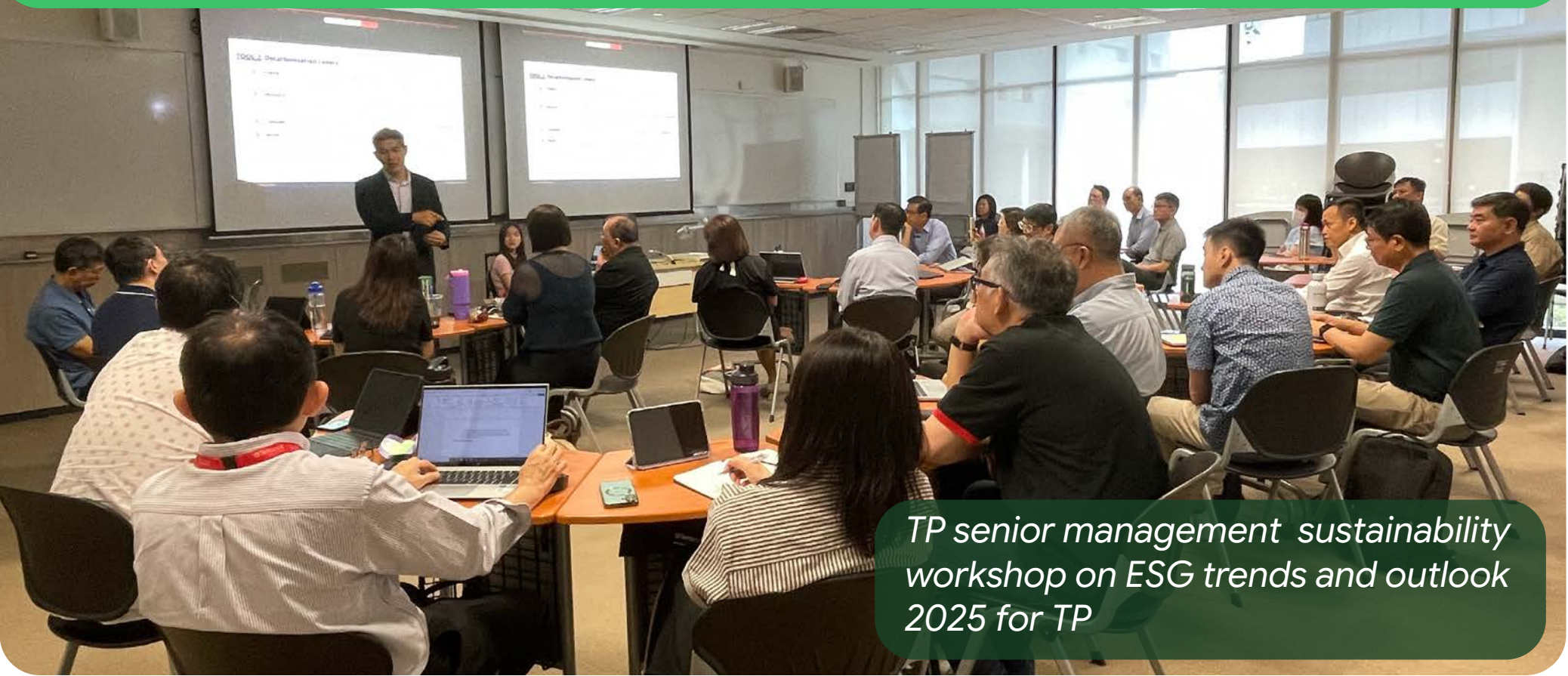
"Creating Tomorrow is more than a tagline. It is a promise to grow our people and shape the future with care, courage and conviction."

SUSTAINABILITY GOVERNANCE

TP's sustainability governance framework remained unchanged in FY2025, providing established channels for oversight, escalation and coordination of sustainability matters across the Polytechnic.

In practice, sustainability performance and reporting matters were subject to management review, with identified data gaps and changes in methodology escalated where necessary. This enabled management to challenge underlying assumptions, clarify the basis for reported information, and identify areas for improvement.

Senior leadership was also actively involved in sustainability initiatives beyond formal governance and training, participating in and garnering institution-wide support for TP Cares Week, Earth Day 2025, and TP-ECOLLab 2025. Together, these efforts reinforce the values of accountability and help translate TP's sustainability priorities into action across the campus.



TP senior management sustainability workshop on ESG trends and outlook 2025 for TP

Board of Governors

- Provides strategic oversight of TP's sustainability strategy
- Assumes overall responsibility for TP's sustainability performance
- Reviews and approves Environmental, Social & Governance (ESG) material topics

Principal & Chief Executive Officer (PCEO)

- Sets the direction and tone of TP's sustainability strategy, initiatives and policies
- Ensures sustainability is embedded within TP's operations and aligned with the interests of stakeholders

Chief Sustainability Officer (CSO)

- Leads the Sustainability Committee
- Strategises and oversees TP's sustainability initiatives

Sustainability Committee

Academics & Curriculum

Research & Innovation

Facilities & Operations

Engagement & Well-being

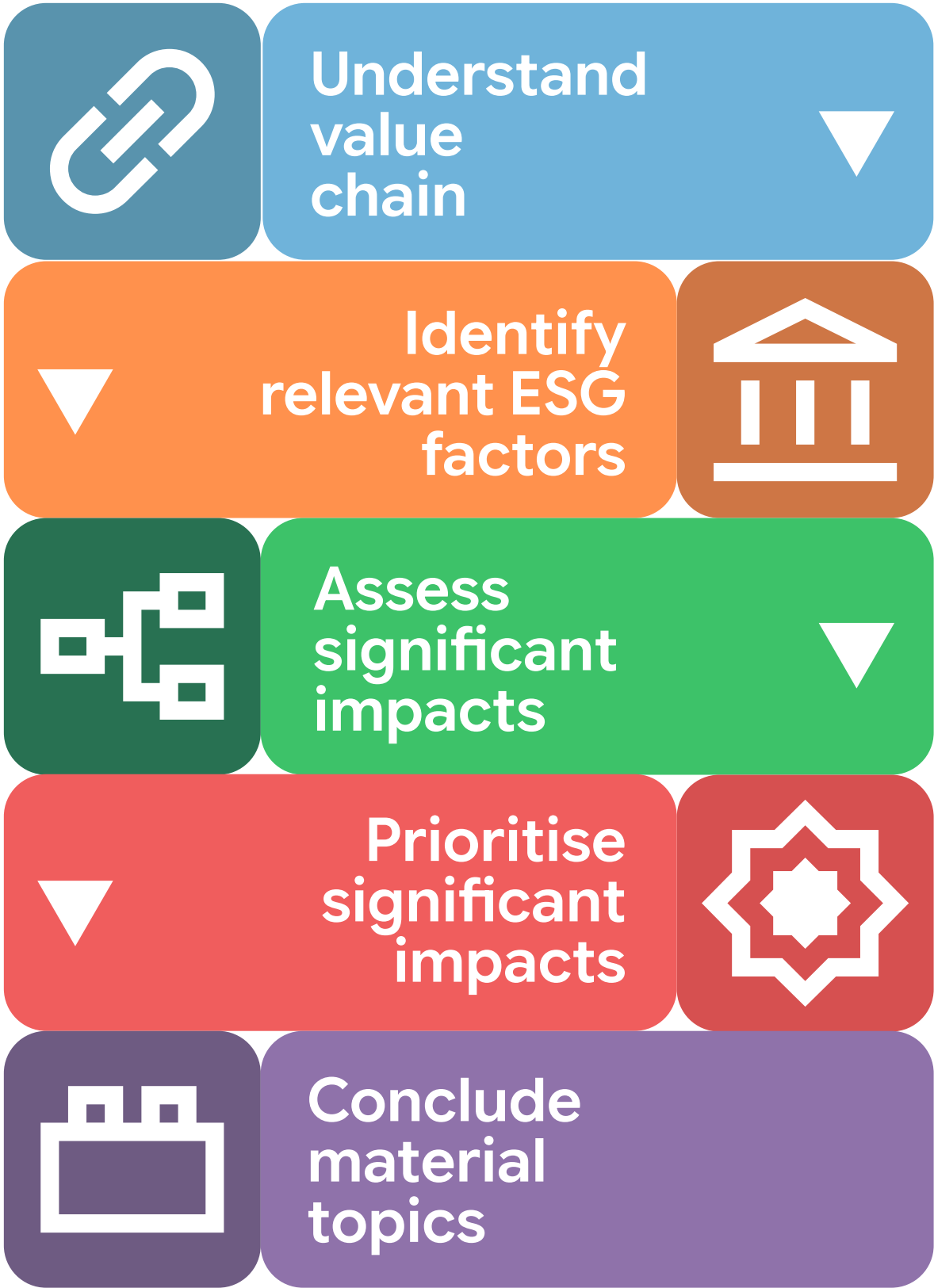
Strategy & Compliance

- Comprises representatives from administrative departments and academic schools
- Facilitates the reporting of sustainability data
- Provides guidance on sustainability-related matters
- Drives the implementation of sustainability initiatives
- Monitors the progress of ESG performance against targets

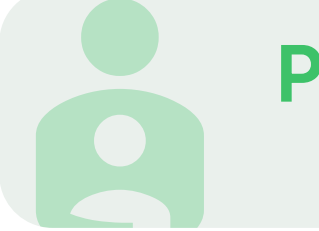
MATERIALITY ASSESSMENT

Since FY2023, TP has adopted a structured materiality assessment process to identify and prioritise the ESG topics most relevant to our operations and stakeholders. This ensures that our sustainability efforts remain focused on areas of greatest impact and significance.

In FY2025, we continued to apply our five-step approach, incorporating stakeholder feedback and internal evaluation to refine and validate our material topics.



STAKEHOLDER ENGAGEMENT

Stakeholder	Mode of Engagement	Key Topics and Concerns
 Staff	• New hire orientation • PCEO chat sessions • Campus-wide communication sessions • Communities of Practice (CoP)	• Career development • Diversity, equity and inclusion • Occupational health and well-being • Remuneration and benefits • Work-life integration
 Students	• Care person forums • Festivals and themed events • Student forums • Meetings with Student Union and Interest Groups	• Education and career guidance • Quality education and resources access • Mental health and well-being support
 Parents	• TP Open House • Surveys • Online feedback channels	• Quality of education • Students' safety and well-being • Engagement sessions
 Communities	• Publications (e.g., annual reports) • Community engagement programmes • Activities and communications • Corporate website	• Communication of TP's sustainability progress • Environmental stewardship • Corporate Social Responsibility
 Suppliers	• Due diligence visits • Meetings and calls • Tender processes	• Regulatory compliance • Procurement practice
 Partners (e.g., Corporations)	• External meetings and conferences • Student internship • Staff industry attachment	• Collaboration opportunities • Sustainable performance and practices
 Alumni	• Alumni sharing • Networking events and activities • Launchpad Support	• Continuing education and lifelong learning opportunities • Networking and career development support

MATERIAL TOPICS

5 Key Sustainability Pillars

TP’s material topics are grouped under five key sustainability pillars, which form the foundation of our sustainability strategy.

The subsequent chapters will detail the notable progress we achieved across each of the five pillars in FY2025.

Pillar 1 Academics & Curriculum

Sustainability Curriculum Integration

Infuse sustainability into the curriculum through TP’s Pre-Employment Training (PET), Continuing Education and Training (CET) subjects/offerings, raising awareness and responsibility towards environmental and social issues, and empowering learners to be proactive global citizens.

Collaborate with industry practitioners to offer high quality PET and CET courses, and organise or participate in impactful courses and seminars that inspire change.

Graduates bring these capabilities into their workplaces and communities, influencing industry practices, driving innovation, and amplifying sustainability impact beyond TP.



Pillar 2 Research & Innovation

Research & Industry Linkages

Facilitate the transfer of knowledge, expertise, and innovation between the academic and industrial sectors.

Contribute to the global knowledge base and help create a more resilient, sustainable society for current and future generations.

Develop solutions that industry can adopt and scale, applying them in workplaces and communities to influence practices, drive innovation, and amplify sustainability impact beyond TP.



Pillar 3 Facilities & Operations

Energy Management

Optimise energy usage through the use of smart technologies and process optimisation



Water Management

Responsible use and stewardship of water resources



GHG Inventory & Management

Contribute to global efforts to combat climate change through TP’s climate action strategy



Waste Management

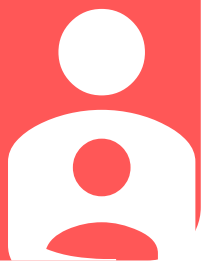
Promote a circular economy and sustainable waste management practices



Pillar 4 Engagement & Well-being

Human Capital Management

Foster an inclusive culture and prioritise staff well-being and learning/training & career development



Student Well-being

Invest in a range of support services and resources to guide students through their educational journey



Community Engagement & Impact

Foster positive and meaningful social impact for our community and stakeholders



Occupational Health & Safety

Cultivate a safe, healthy, and sustainable working environment



Pillar 5 Strategy & Compliance

Anti-Corruption

Operate with utmost integrity through policies, training and oversight mechanisms



Climate-related Risk Management

Integrate climate considerations into our decision-making processes



Green Procurement Policies

Drive positive environmental change through responsible resource management



Information Security

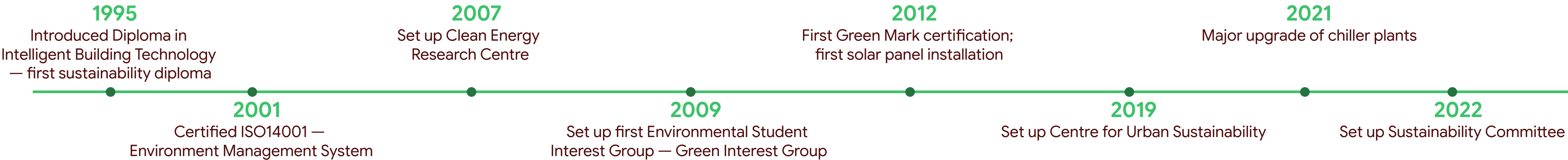
Safeguard sensitive information and privacy rights of TP’s stakeholders



Although topics of “Global Citizenship” and “Employability of Graduates” were deemed material as part of the materiality assessment, they are not disclosed in this report. Disclosures associated with these topics have already been provided in TP’s Annual Report and under the Polytechnic Graduate Employment Survey (GES). We reference relevant UN SDGs associated with the respective material topics.

A LIVING LAB IN PROGRESS

TP adopts a **Living Lab approach** — the campus as a platform to translate ideas into real-world solutions through collaboration between students, staff, and partners. Since launching our framework in **FY2023**, progress has been embedded across all five pillars.



FY2023 Establishing the Foundation	FY2024 Driving Implementation	FY2025 Strengthening Execution
✔ Published TP's inaugural Sustainability Report and introduced the five-pillar sustainability framework	✔ Launched the Sustainability Skills Certificate, with 22 sustainability-related electives across six schools	✔ Achieved BCA Green Mark Super Low Energy (SLE) Campus recognition
✔ Secured over 70 sustainability projects, including nine environmental and food innovation projects	✔ Advanced staff and safety engagement — digital and AI upskilling, CSR activities and workforce planning	✔ Expanded technology transfer and commercialisation partnerships across clean energy and food sectors
✔ Began environmental performance tracking, with early reductions in EUI, WEI and Scope 2 emissions	✔ Achieved TP's WEI target five years ahead of the 2030 goal	✔ Established the FutureBuilt Lab with Surbana Jurong for smart, sustainable built-environment innovation
	✔ Developed TP's Carbon Reduction Blueprint	✔ Over 500 participants attended TP-ECollab 2025, strengthening ecosystem engagement and knowledge-sharing

FY2025 SUSTAINABILITY HIGHLIGHTS

Pillar 1 Academics & Curriculum

Launched the Skills Certificate in Sustainability

251 students
across 6 sustainability electives

Introduced 8 new sustainability-related courses
5 of which were developed with external partners

Pillar 2 Research & Innovation

Achieved a total of 36 environmental and food sustainability industry projects

- Applied research
- Industry capacity building
- Practical innovation

Licensed 2 food sustainability-related technologies to SMEs, strengthening TP's technology transfer and commercialisation pathways in sustainable aquaculture

Engaged 500+ participants at TP-ECOLLab 2025

reinforcing TP's role as a platform for sustainability ecosystem engagement

Pillar 3 Facilities & Operations

5.71%
EUI Improvement year-on-year in campus energy

TP attained the BCA Green Mark Super Low Energy Campus Award

Exceeded FY2030 water efficiency target ahead of schedule

WEI 39.82L
Per Person a Day
36.45% reduction from the FY2018–FY2020 baseline

Pillar 4 Engagement & Well-being

Strengthened holistic student support

1 trained peer supporter
for every 9 students

and appointing 21 SEN Support Champions across campus

Encouraged practical climate action through the Eco Life Challenge,

8,435 sustainability actions
2,843 sustainability ideas

Pillar 5 Strategy & Compliance

Strengthening existing Strategies:

- Continual Waste Audits
- Sustainability Data Gap Assessment
- Green Procurement Policy Review

PILLAR 1:

ACADEMICS & CURRICULUM

Our Approach

TP adopts an inter-disciplinary approach to sustainability education, embedding sustainability principles across diploma programmes, electives and Continued Education and Training (CET) courses. In line with our Living Lab approach, the campus serves as a platform for experiential learning, enabling students and adult learners to apply theoretical concepts to real-world sustainability challenges through collaborations with industry, community partners and project teams.

Through this approach, TP seeks to equip learners with sustainability literacy, applied technical capabilities and relevant industry skills that support Singapore’s transition towards a low-carbon and resource-efficient future.

CET refers to courses in the part-time or specialist diploma programmes, short courses or micro-learning courses.

Material Topic

Sustainability Curriculum Integration



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Advancing Environmental Services	18
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Learning through Collaboration	20

PERFORMANCE & PRIORITIES

Material Topic

Sustainability Curriculum Integration

In FY2025, TP achieved that through:

- Expanded Continuing Education and Training (CET) offerings focused on environmental services, electric vehicle technologies and renewable energy systems
- Increased interdisciplinary sustainability projects involving industry collaboration and applied learning.
- Student-led sustainability initiatives and outreach programmes that reinforced climate awareness, behavioural change and community engagement.

TP also expanded its focus on specialised green skills areas, aligning sustainability learning with evolving industry and workforce needs.

PET refers to subjects in the full-time diploma programmes, while CET refers to courses in the part-time or specialist diploma programmes, short courses or micro-learning courses.

FY2025 Performance

- Introduced 8 new sustainability-related courses in AY2024/2025, including 5 developed with external partners
- Conducted 2 sustainability leadership engagement events in FY2025
- Established 2 sustainability-related CET partnerships in FY2025

Priorities Ahead

Strengthening curriculum quality

Continue embedding sustainability across curriculum and pedagogy, while strengthening staff capability and TP's ability to track curriculum integration.

Measure of Progress:

- % of students completing the foundational sustainability subject
- # of PET students participating in sustainability-infused or sustainability-focused subjects
- % of staff completing sustainability-related training

Next initiatives: Pilot AI sustainability curriculum tracker by 2Q 2027

Expand Living Lab experiences

Create more opportunities for students to apply sustainability learning through campus challenges, applied projects and industry partnerships, while capturing their learning and participation more systematically.

Measure of Progress:

- % of students completing the foundational sustainability subject
- # of PET students completing sustainability-related applied learning/projects
- # of industry partnerships supporting sustainability-related applied learning

Next initiatives:

- Establish student sustainability awareness baseline
- Introduce Sustainability Portfolio Builder for PET students

Build pathways to green employment

Enable students and adult learners to develop green skills for employment through CET offerings, certifications, internships and other experiential opportunities.

Measure of Progress:

- # of CET training hours linked to certifications and/or industry partnerships
- # of learners participating in industry-supported green skills programmes
- Sustainability-related internship participation*

Next initiatives: Introduce sustainability internships by end-FY2027

SUSTAINABILITY CURRICULUM INTEGRATION

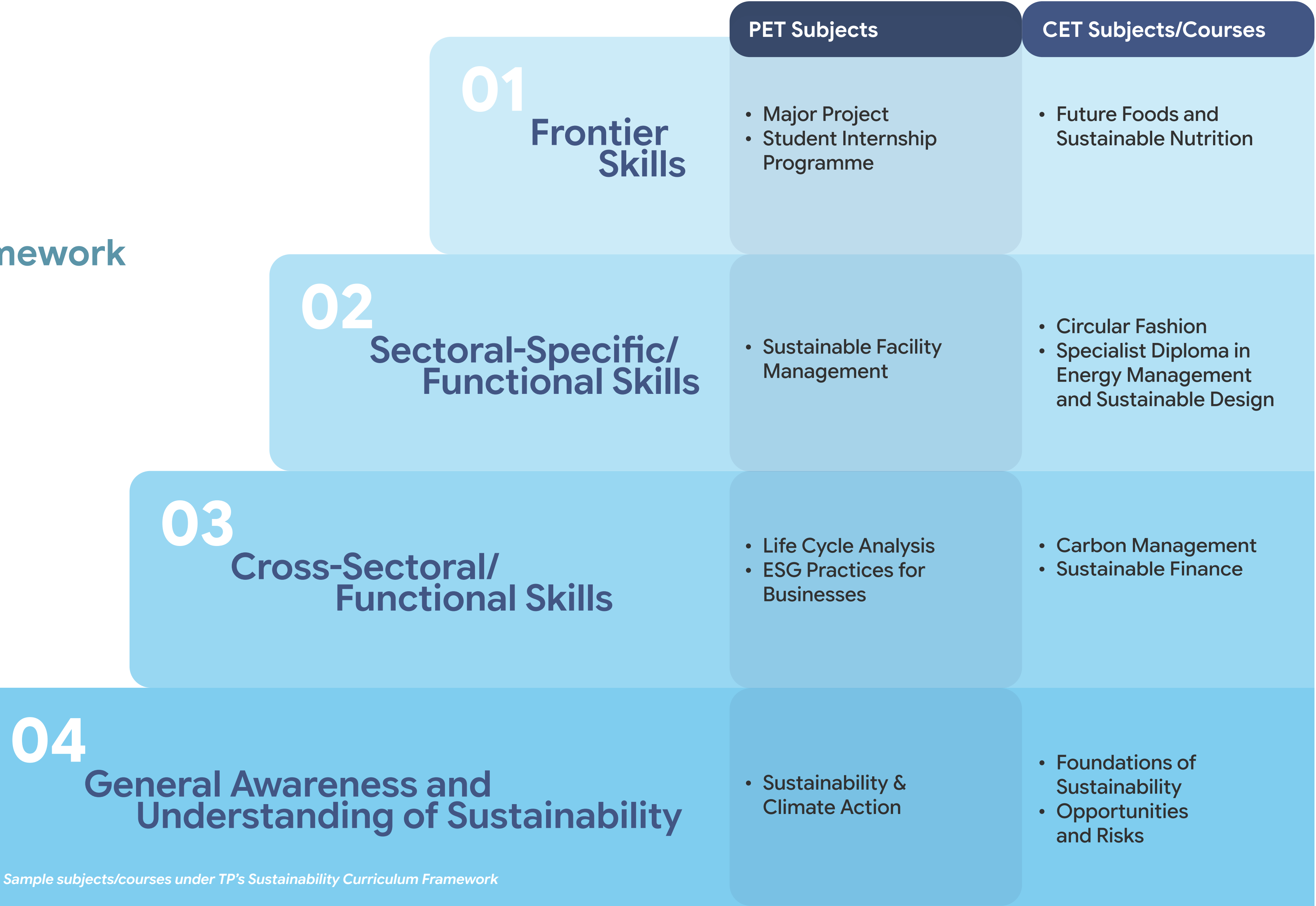
Sustainability Curriculum Framework

TP’s sustainability curriculum is closely aligned with Singapore’s Whole-of-Government Green Skills Strategy, which identifies four complementary segments of green capability development – baseline green skills, cross-cutting green skills, sector-specific green skills and frontier green skills.

Through its Pre-Employment Training (PET) and CET pathways, learners build baseline awareness of sustainability issues, develop cross-cutting competencies such as sustainable thinking and responsible decision-making, acquire sector-specific knowledge relevant to their disciplines, and gain exposure to emerging frontier areas shaped by innovation and the green transition.

SkillsFuture Singapore leads the national SkillsFuture movement, fostering a culture of lifelong learning, skills mastery, and enhancing Singapore's education and training ecosystem.

Students have the opportunity to intern at startups and research institutes to work on cutting-edge sustainability projects. Major Project is a semester-long subject where final year students get to apply their diploma skillsets in a project of their choice.



Sample subjects/courses under TP’s Sustainability Curriculum Framework

SUSTAINABILITY CURRICULUM INTEGRATION

TP equips learners with sustainability skills through an inter-disciplinary curriculum, empowering them to lead and create value for society. In FY2025, the curriculum emphasis moved from broad sustainability awareness into applied green skills for domains such as electric vehicles, environmental services, clean energy, food security and circular design.

Skills Certificate in Sustainability

In FY2025, TP piloted the Skills Certificate in Sustainability to strengthen students’ readiness for the growing green economy. Offered to students from the School of Engineering and School of Business, the certificate recognises students who complete a structured supplementary sustainability programme alongside their diploma studies.

Through the certificate programme, students get to acquire in-demand skills to strengthen their portfolios and enhance their competitiveness in the job market.

The programme introduced students to topics including sustainable facility management, green urban transportation, energy storage systems and solar photovoltaic technologies. It also covered broader sustainability concepts such as carbon footprinting, sustainability reporting, sustainability communication, resource management and corporate decarbonisation strategies.

In FY2025, 251 TP students participated in the Skills Certificate in Sustainability with six sustainability electives.



Applied Sustainability Learning

Using three subjects from the School of Applied Science as examples, these three PET subjects deepen students' sustainability learning in stages — from foundational awareness, to sector-specific technical skills, to industry-relevant green competencies.

- APS1001 (Applied Project Skills)**
builds project design, AI literacy and interdisciplinary skills through sustainability-focused workshops applying future and design thinking.
- ACE2021 (Water and Environmental Treatment Technology)**
covers water and wastewater treatment, utilities efficiency, effluent control and energy optimisation for clean industrial operations.
- ACE2022 (Biological and Chemical Reaction Engineering)**
extends this into sustainable process design — reaction principles, bioreactors and renewable energy, including biodiesel from waste cooking oil.

SUSTAINABILITY CURRICULUM INTEGRATION

01

Frontier Skills

Clean Energy Transitions Towards Net Zero Target

TP conducted a course on “Clean Energy Transitions Towards Net Zero Target” in August 2025. This is part of the Japan–Singapore Partnership Programme for the 21st Century.

The programme brought together 29 middle- to senior-level delegates from 17 countries across Asia and the Pacific.

Through technical sessions and learning journeys, TP faculty and staff engaged participants on their understanding of sustainability, renewable energy technologies and clean energy transitions. Topics included international climate agreements, low-carbon technologies, waste-derived renewable fuels, hydrogen solutions, and legal and regulatory perspectives on climate action. Delegates also shared country presentations on Nationally Determined Contributions (“NDC”) and energy transition projects.

A key highlight was the TP site visit, where delegates experienced sustainability concepts in practice through visits to the Chemical Pilot Plant, 1st Avenue and rooftop solar photovoltaic facilities.



BRINGING LEARNING TO LIFE

Sustainability Literacy for Students

The Sustainability & Climate Action (“SCA”) subject continues to serve as a foundation for sustainability education at TP, introducing students to sustainability concepts and climate-related risks and opportunities emerging from the green economy transition.

susGain, a gamified mobile app, helped the SCA subject team strengthen curriculum delivery in FY2025, inspiring students to turn sustainability concepts into everyday action. Through location-based activities and climate action challenges, students explore greener lifestyle choices, and track their own sustainability efforts.

Following a successful pilot in 2024, this initiative was expanded in 2025 as part of TP’s Sustainability Engagement Programme. The SCA subject team also received the TP Education Innovation Award in 2025 in recognition of its approach towards sustainability education.

To further connect classroom learning with real-world sustainability developments, the SCA subject joined The Straits Times’ News Literacy Champion Programme from the April Semester of AY2025. Through this pilot partnership, students received curated youth-focused sustainability news to deepen their understanding of current environmental issues, solutions and trade-offs.

The Straits Times also supported the subject through a fireside chat in the October Semester of AY2025, where Ms Ang Qing, a journalist covering the environment and sustainability, shared her insights and experiences in climate reporting and investigations with SCA students.



Group photo with Ang Qing after the fireside chat



SCA experiential learning activity at LKCNHM



Ang Qing during the chat

04 General Awareness and Understanding of Sustainability

BUILDING SKILLS THROUGH CONTINUED LEARNING

02 Sectoral-Specific/ Functional Skills

Executive Short Course: Food Security - Local Innovations to Global Partnership

TP’s School of Applied Science designed and delivered a five-day executive short course, “Food Security: Local Innovations to Global Partnership”, for 15 mid- to senior-level officials from 14 countries.

Participants represented national agencies across agriculture, fisheries, food security, trade, economy and foreign affairs, and included permanent secretaries, secretary generals, senior specialists, policy analysts and research officers.

The programme focused on strengthening food security management at the strategic and policy levels, particularly in preparedness and response. Key topics included food security management frameworks, crisis leadership, technology-enabled solutions, crisis communication and leadership resilience.

The course was delivered by a multidisciplinary team from the Schools of Applied Science, Business, and Humanities and Social Sciences, with guest speakers from the Singapore Food Agency (“SFA”). Key highlights included sessions on multilateral aquaculture, the Singapore Food Story, and cross-border food security. The programme also incorporated case studies, peer discussions, a group project on Food Security Preparedness Plans, visits to TP’s Centres of Excellence and Innovation, and learning journeys to Country Foods and Atlas Aquaculture.



TP’s CET programmes equipped working adults and regional partners with applied sustainability capabilities. In FY2025, TP delivered executive learning in food security and clean energy transition through multi-disciplinary teams and immersive site visits.

BUILDING SKILLS THROUGH CONTINUING LEARNING



Sectoral-Specific/ Functional Skills

Green Transport and Energy Storage

TP strengthened its CET offerings through specialised internal programmes focused on electric mobility, renewable energy systems and automotive technology. These included programmes on:

- Green Transportation & Energy Storage
- Hybrid & Electric Vehicle Technology and Maintenance
- Advanced Driver Assistance System (ADAS) Calibration.

The programmes support the growing demand for workforce capabilities in Singapore’s low-carbon transportation transition and clean energy sector. TP’s efforts were also featured in mainstream media and received recognition at the CET Awards 2025.

Environmental Services SkillsFuture Career Transition Programme (SCTP)

In addition to embedding sustainability across diploma programmes, TP rolled out pilot intakes for the SkillsFuture Career Transition Programme (SCTP) in Environmental Services, a 300-hour train-and-place programme designed to support mid-career individuals transitioning into the environmental services sector.

Developed in partnership with the Environmental Management Association of Singapore (“EMAS”) and industry partners, the programme aligns with the Environmental Services Industry Transformation Map, particularly in areas relating to innovation, technology adoption and productivity improvements.

The programme covered modules on:

- Singapore Standards in Environmental Management
- Cleaning management and pest control
- Sustainability in environmental services
- Waste management

In addition to classroom learning, participants underwent practical and on-the-job training with industry partners, supporting workforce readiness and employability within the sector.

Pilot intakes were successfully rolled out in May and July 2025.

01
Frontier Skills

02
Sectoral-Specific/ Functional Skills



ADVANCING ENVIRONMENTAL SERVICES (ES)



ES One Learning Festival 2025

TP organised the ES One Learning Festival 2025 in June 2025, bringing together 252 participants from 115 organisations across the environmental services ecosystem. The event was graced by Senior Minister of State Dr Janil Puthuchearry and featured 14 booth exhibitors showcasing solutions across digital platforms, technology, consumables, probiotic cleaning, cleaning robots, grant support and job redesign.

A key highlight of the festival was a knowledge-sharing session featuring 13 speakers who delivered presentations on industry pain points and practical solutions. The programme also included a conversation segment to support the Environmental Management Association of Singapore’s forward strategy, with a focus on transforming people, processes and operations towards Outcome-Based Contracting.

Discussion areas included the development of a credentialing framework to enhance professionalism, Outcome-Based Contracting best practices, and the use of digital platforms to support more transparent, consistent and effective adoption across the cleaning sector.

The event also included a Memorandum of Understanding signing ceremony between four industry partners and ETIH@TP, strengthening collaboration and innovation in the cleaning sector.



LEARNING WITH PURPOSE

Designing for Circularity & Social Impact

Apparel Design and Merchandising (ADM) students partnered with Yellow Ribbon Singapore on “Dress Me Up for the Gala”, upcycling a record-setting community patchwork blanket into costumes for anniversary bears. Reaching over 1,000 community participants, the project promoted second chances, social reintegration and circular design, demonstrating how student creativity can support sustainability and community impact.

TP’s Renewable Energy outreach introduced secondary school students to hydrogen fuel cells through hands-on workshops. Students explored electrolysis to produce hydrogen and oxygen from water, then generated electricity using a Proton Exchange Membrane fuel cell. Six workshops in 2025 strengthened awareness of clean energy technologies and inspired interest in sustainable engineering.

The winning student projects demonstrated how passion for sustainability can elevate creative practice and take students to greater heights. Lana Grace Lowe’s WATASHI reimagined fashion through heritage craft, sustainable materials and timeless, multifunctional design. Muhammad Faris Bin Azamshah’s VOID used design to reflect universal human experiences, while Arivazhagan Anishkumar’s Reviving the Past integrated biodiversity, green spaces and community learning into urban design. As Arivazhagan shared, “Through this project, I learned how nature, biodiversity, and community can be meaningfully connected through design.” Together, these works show how TP students translate personal values into purposeful, sustainability-driven innovation.



Leaders of Tomorrow 2025 – Inspiring the Next Generation of Sustainability Leaders

TP partnered with North East CDC to organise the Leaders of Tomorrow 2025 Hackathon, an interdisciplinary initiative for students to reimagine how sustainability concepts could be taught through gamified learning tools, storytelling approaches and interactive digital tools.

The initiative culminated during Clean & Green Singapore 2025, where the top five student teams showcased their prototypes in five primary schools across the North East District — Punggol Cove Primary School, Junyuan Primary School, Mee Toh School, Horizon Primary School and Waterway Primary School — allowing them to test and refine their ideas within authentic learning environments.

LEARNING THROUGH COLLABORATION

Dr Marta Miguel, School of Design

Dr Marta's work demonstrates how sustainability education can extend beyond theory to inspire meaningful action and create lasting impact.

Working alongside colleagues, educators and industry partners, Dr Marta has strengthened sustainability learning across TP's PET and CET programmes. Together with Rachna Johri (*Deputy Director, Learning Academy*), she co-created Guardians of Gaia, a gamified learning tool that develops systems thinking and enables learners to explore sustainability through a holistic perspective. She also co-developed the Sustainability Camp for Educators with Rachna Johri, Shirley Ong (*Senior Academic Mentor, School of Business*) and the Centre for Design Communication team, equipping more than 150 educators with innovative approaches to delivering engaging and impactful sustainability education.

Dr Marta has shared her expertise through presentations at international conferences, workshops and peer-reviewed publications on sustainability, regenerative design and design education, contributing to the broader discourse on sustainability education.

As a Senior Academic Mentor, Dr Marta continues to mentor colleagues, champion educational innovation and strengthen TP's leadership in sustainability education through collaboration, curriculum innovation and professional development, both locally and internationally.



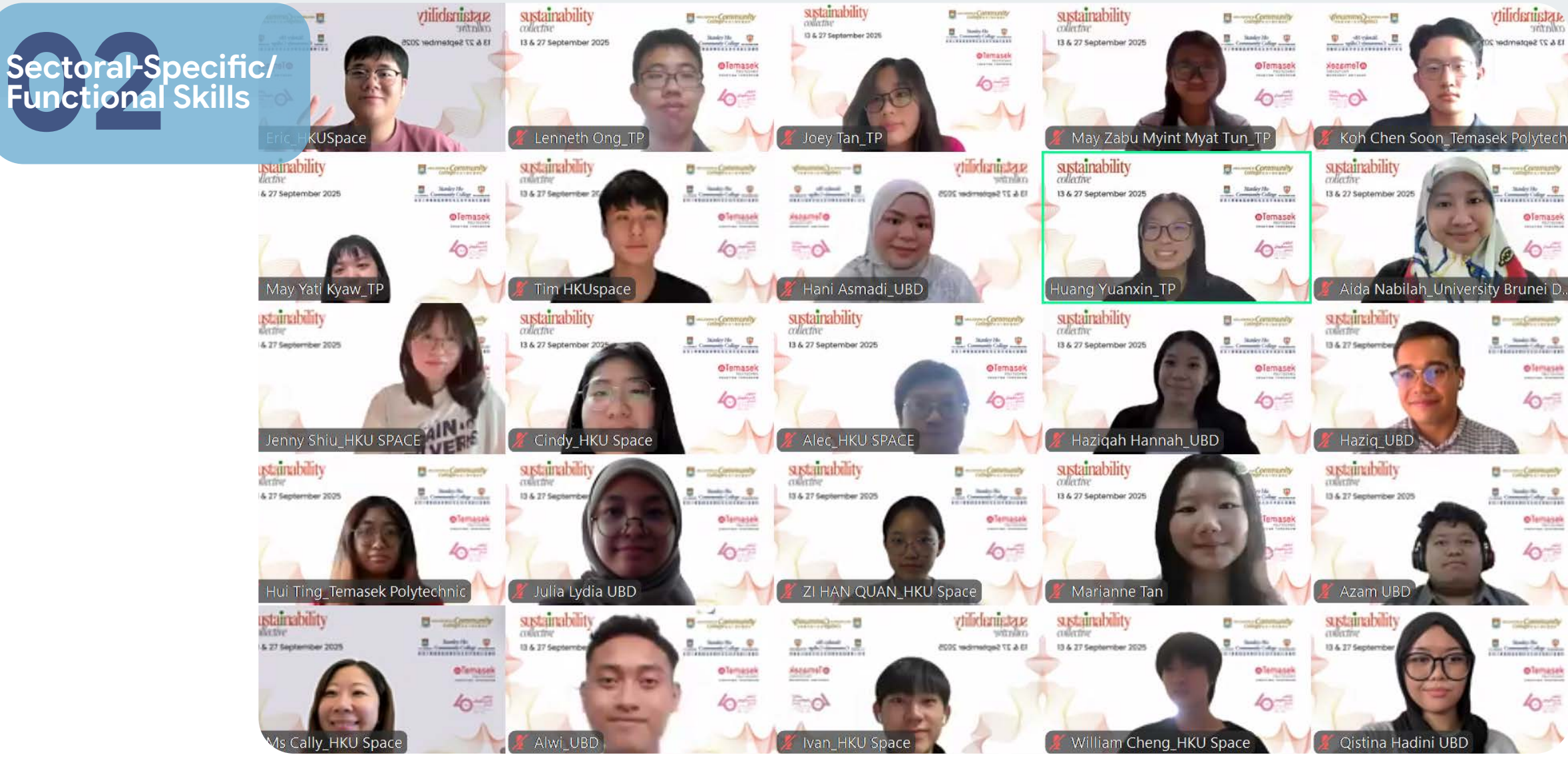
“The true value of sustainability education is not simply in teaching students about environmental challenges, but in helping them understand the interconnected systems that shape our world and recognise their own capacity to create positive change. That awareness influences not only what they do, but also how they choose to live.”

Dr Marta Miguel, School of Design

Sustainability Collective

In September 2025, TP held the Sustainability Collective, a virtual student exchange with HKU SPACE Stanley Ho Community College and Universiti Brunei Darussalam. Students from the participating institutions collaborated online to research sustainability topics and propose solutions for existing environmental challenges, culminating in a final presentation on 27 September 2025.

The exchange strengthened students’ sustainability literacy, cross-cultural collaboration and peer learning across the region.



PILLAR 2:

RESEARCH & INNOVATION

Our Approach

At TP, sustainability-related research and innovation projects are primarily driven through the Food Sustainability and Environmental Sustainability clusters. These clusters bring together multidisciplinary expertise and industry partnerships to test and develop solutions in areas such as sustainable food systems, waste valorisation, and clean energy, with the potential for wider industry and community application in areas such as agri-food tech, future foods, sustainable materials and energy systems.

Material Topic

Research & Industry Linkages



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PERFORMANCE & PRIORITIES

Material Topic

Research & Industry Linkages

In FY2025, TP strengthened research and industry linkages by:

- Advancing applied research in environmental and food sustainability
- Collaborating with industry partners on commercially relevant solutions
- Licensing sustainability-related technologies to SMEs and participating in international collaborations focused on sustainable food systems, climate-responsive agriculture and innovation.

FY2025 Performance

- Achieved a cumulative total of 36 environmental and food sustainability-related projects by the end of FY2025, exceeding its target of 32 projects
- Licensed two food sustainability-related technologies to SMEs in the aquaculture sector in FY2025
- Obtained S\$2.7 million in research grants (FY2024: S\$1.95 million)
- Secured S\$581,000 in consultancy value (FY2024: S\$354,000)
- S\$57,000 in licensing income recorded from the commercialisation of TP-developed technologies

Priorities Ahead

Beginning FY2026, TP will enter a new Research, Innovation and Enterprise (“RIE”) tranche under RIE2030, building on the capabilities, partnerships and applied research foundations established during RIE2025.

Environmental and food sustainability will continue to remain key focus areas within TP’s technology cluster map, alongside efforts to strengthen interdisciplinary innovation and industry collaboration. In FY2026, TP aims to conduct 32 food sustainability and environmental sustainability industry projects, and achieve at least one technology licence or technology transfer in environmental sustainability or food sustainability.

TP will also continue preliminary work on the TP–NABLE Eco-Materials Innovation Lab, a collaboration with NABLE Pte Ltd, that will support research into novel eco-materials and biodegradable material applications.

SUSTAINABILITY INNOVATION & APPLIED RESEARCH

TP Technology Clusters

Four focus areas advancing sustainability research, each powered by a shared base of cross-cutting enabling capabilities.

Food Sustainability

Agri-Food Tech

Future Foods

Environmental Sustainability

Sustainable Materials

Energy Systems

Healthcare & Nutrition

Applied Nutrition

Healthcare Engineering

Intelligent Systems

Advanced Manufacturing

Robotics & Automation

Enabling technologies

Capabilities applied across all four clusters

Artificial Intelligence

Analytical Science

Behavioural Science

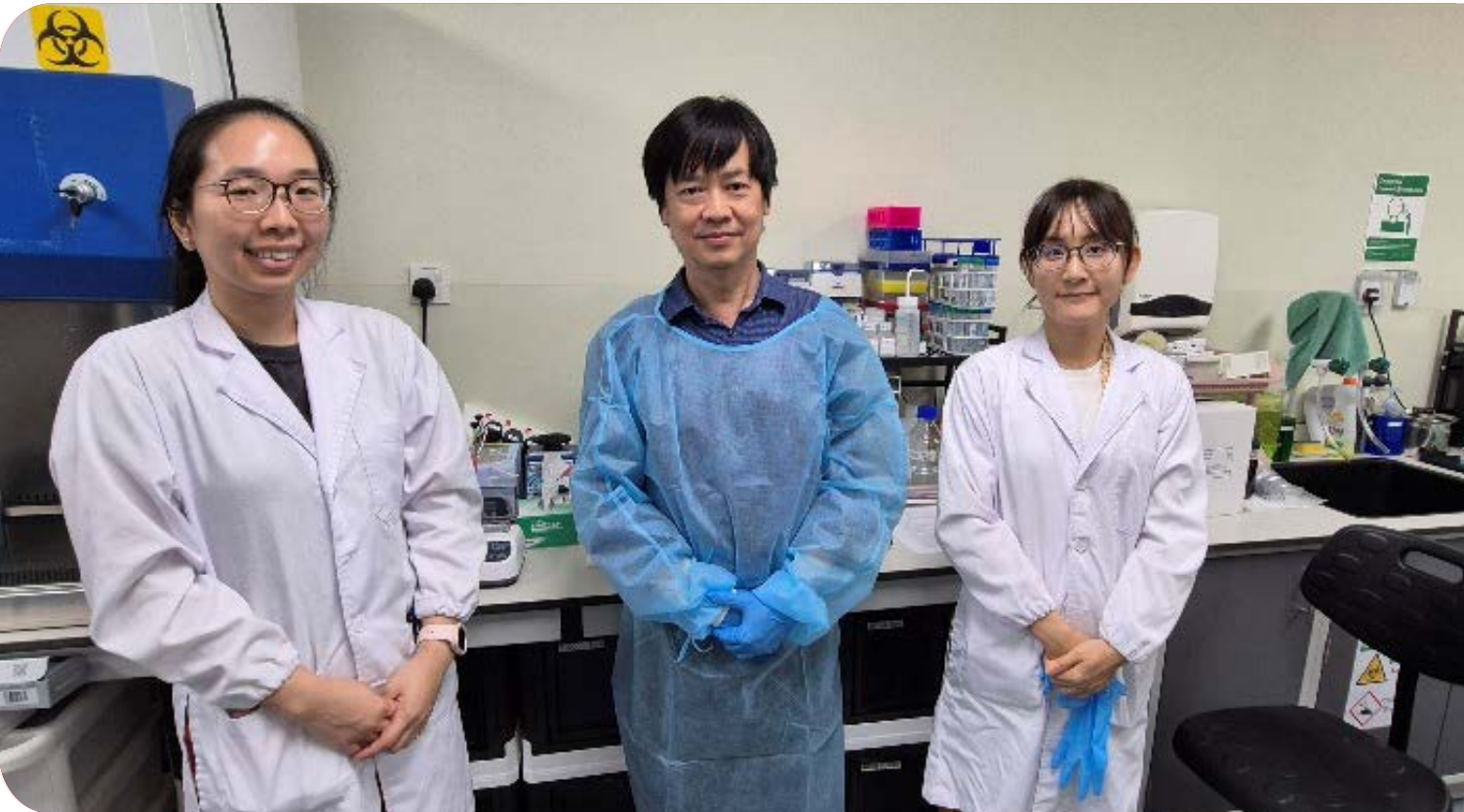
Cyber Security

Immersive Media

Internet of Things

SUSTAINABLE AQUACULTURE

Initiatives led by TP support the development of sustainable aquaculture technologies aimed at improving food resilience, aquaculture productivity and resource efficiency across the agri-food sector.



Detection Kit for Non-Invasive Monitoring of Shrimp Health

Researchers at TP developed a sample extraction workflow and colorimetric assay for two common shrimp pathogens and achieved a sensitivity that is comparable to laboratory-based tests. Further development resulted in an easy-to-use onsite detection kit that companies can use to effectively monitor shrimp health. The technology was successfully licensed and adopted by a local SME, AR Biotech Pte Ltd.

- AR Biotech Pte Ltd
- 2 shrimp pathogens
- Lab-grade sensitivity

Mud Crab Hatchery

Scientists at TP have been consistently developing capabilities in applied mud crab research. The technology was licensed to Aquast Pte Ltd, a local SME that has begun a pilot hatchery in Brunei.

The farm has a high-tech farming system that monitors parameters including water quality, ensuring that the quality of crabs harvested remains consistent.

- Aquast Pte Ltd
- Pilot hatchery · Brunei
- Water-quality monitoring



FROM RESEARCH TO INDUSTRY

Advancing technology transfer and commercialisation pathways was a key focus for TP in FY2025. Through licensing collaborations and partnerships, TP strengthened the bridge between applied research and industry innovation, providing staff and students with opportunities to participate in interdisciplinary collaboration and real-world problem solving.

Scaling Fuel Cell Technology with Powerzone H2

Since 2022, TP has collaborated with Powerzone H2 Technologies Pte. Ltd. (PZH2) to support the development and scale-up of Catalyst-Coated Membrane (CCM) technologies used in Proton Exchange Membrane (PEM) fuel cell systems.

In FY2025, supported by TP’s licensed CCM technology and engineering expertise, PZH2 secured major investment funding to scale up its manufacturing capabilities and establish a PEM Fuel Cell R&D Centre and manufacturing plant in Changzhou, China.

Through the collaboration, PZH2 was able to manufacture high-performance CCMs with improved productivity, while reducing production costs by at least 50% compared to existing market solutions. Beyond the core CCM technology, TP also licensed several additional fuel cell-related technologies to support PZH2’s continued expansion into the China market.



Advancing Fuel Cell Design with Spectronik

In FY2025, TP signed a collaboration agreement with Spectronik to develop an optimised cathode flow field plate for air-cooled Proton Exchange Membrane Fuel Cell (PEMFC) systems using Metal 3D Printing Technology.

The collaboration aims to enhance thermal management and gas diffusion performance, while enabling more efficient and cost-effective fuel cell system designs. Compared to traditional manufacturing approaches, Metal 3D Printing Technology allows for the production of more complex and scalable fuel cell component designs at lower development costs.

As part of the collaboration, Spectronik also licensed TP’s Fuel Cell Stack technology, supporting the application of TP’s research capabilities into industry-relevant sustainability solutions and commercialisation opportunities.

APPLIED RESEARCH IN ACTION

TP continued to advance applied research, developing technologies with strong potential for commercialisation and industry adoption.



Biomaterial for Water Filtration

Supported by SkillsFuture Singapore’s Mentorship Support Grant, TP collaborated with a local SME Salt Asia Pte Ltd on the development of processing methods for a fungus called mycelium. After processing, the derived biomaterial was assessed for its suitability for water filtration and purification.

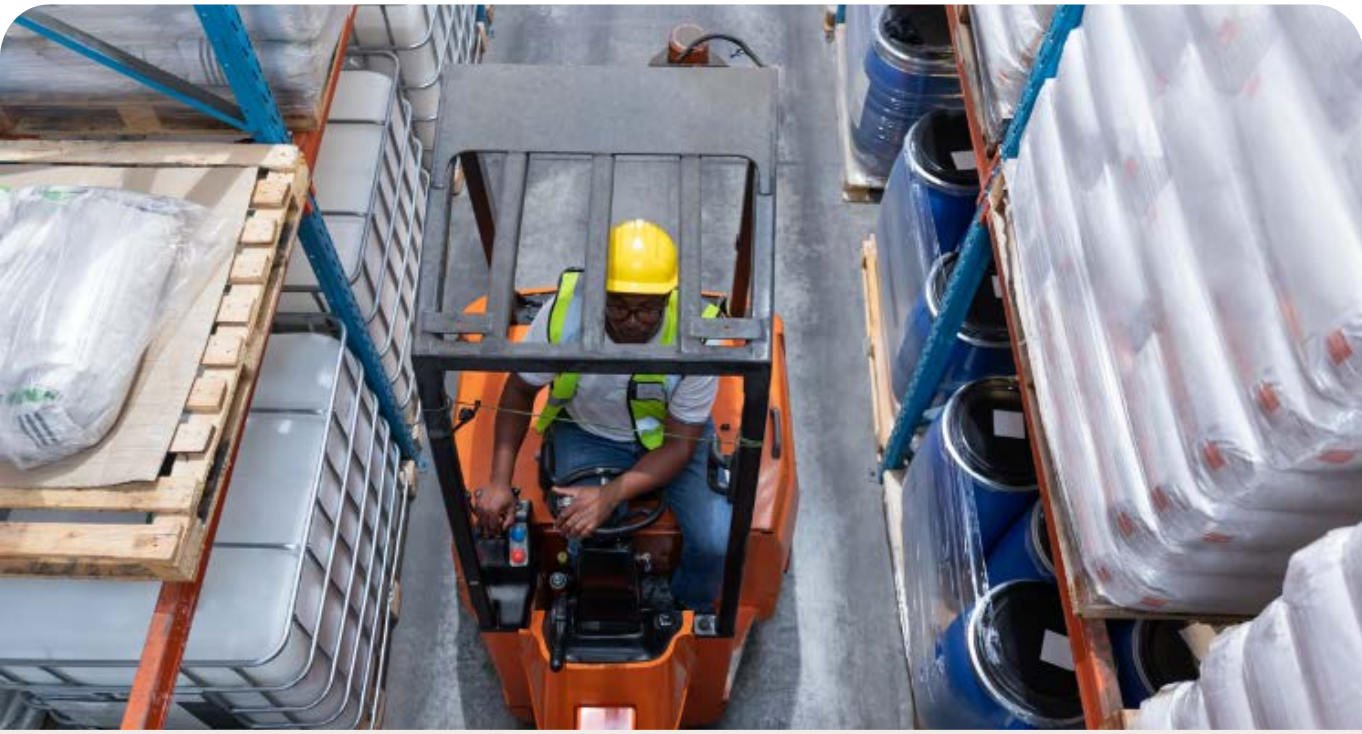
The project focused on developing processing and application workflows for myceliated materials and assessing their suitability for water filtration and purification. By using waste substrates as inputs, the collaboration supports circular economy principles by converting waste into value-added biomaterials with potential environmental applications.

The project is expected to provide training for 10 company staff or associates and internship opportunities for two TP students as part of a major project. Through this collaboration, TP supports industry capability-building in sustainable biomaterial processing while providing students with applied learning opportunities in circular economy, green materials and environmental technology.



Hydrogen Concept Vehicle

TP built a new Urban Concept Hydrogen vehicle, a remarkable 45 kg weight reduction to previous iterations. The team comprised students from Mechatronics, Biomedical Engineering, and Applied Science, collectively showcasing outstanding interdisciplinary innovation. This was the fifth year participating in the competition, and the team achieved 2nd place at the Shell Eco-Marathon held in Qatar.



Battery Management System for Sub-Zero Environments

Engineers at Clean Energy Research Centre (“CERC”) developed a novel battery temperature management system that solves the challenges of startup difficulties and reduced battery performance in low temperature environments. The technology incorporates Carbon Nanotube sheets and can be applied to batteries of different geometries and dimensions, with potential applications including battery-operated equipment used in cold-chain logistics operations.

RESEARCH ECOSYSTEM

In FY2025, TP continued to advance sustainability-related research and innovation through applied research projects, technology development and collaborations with industry, academia and research partners. Activities spanned clean energy, circular bioeconomy, food sustainability, sustainable materials and intelligent systems.

These efforts were supported through collaborations and grant programmes involving the likes of Singapore Food Agency (SFA), National Centre for Engineering Biology, PUB and the UK-Singapore Engineering Biology programme.

Selected projects and collaborations included:

Low-carbon materials

Development of low-carbon durable concrete incorporating waste-derived materials for coastal protection applications.

Sustainable construction and advanced manufacturing

Vertical 3D Printing of Cementitious Materials using Cobots for Construction Applications, supported by NAMIC.

Circular bioeconomy

CIRCBIONET, a UK-Singapore collaborative research initiative advancing circular bioeconomy applications for specialty chemical production.

Fuel cell technologies

TP is expanding its clean-energy collaborations through work with Spectronik, LIRI and CRIDUT, and Shenzhen Polytechnic University, covering 3D-printed fuel-cell components, membrane-electrode assemblies and innovative deployment of fuel-cell technologies.

Food safety innovation

The Li-GuARD project under SFA's Singapore Food Story 2.0 initiative, exploring Organ-on-Chip technology for advanced food safety risk detection and analysis.

Energy storage and intelligent systems

Partnerships with Vnergy, Battery Asia, Sodian Energy and Area 65 Technologies will support developments in flow batteries, battery management systems, sodium-ion battery evaluation and AI-enabled remote asset monitoring.

RESEARCH PARTNERSHIPS

Continued collaborations with industry partners, public agencies, Institutes of Higher Learning (IHLs) and sustainability practitioners supported TP’s role as a Living Lab for applied innovation, knowledge sharing and capability development across emerging sectors.

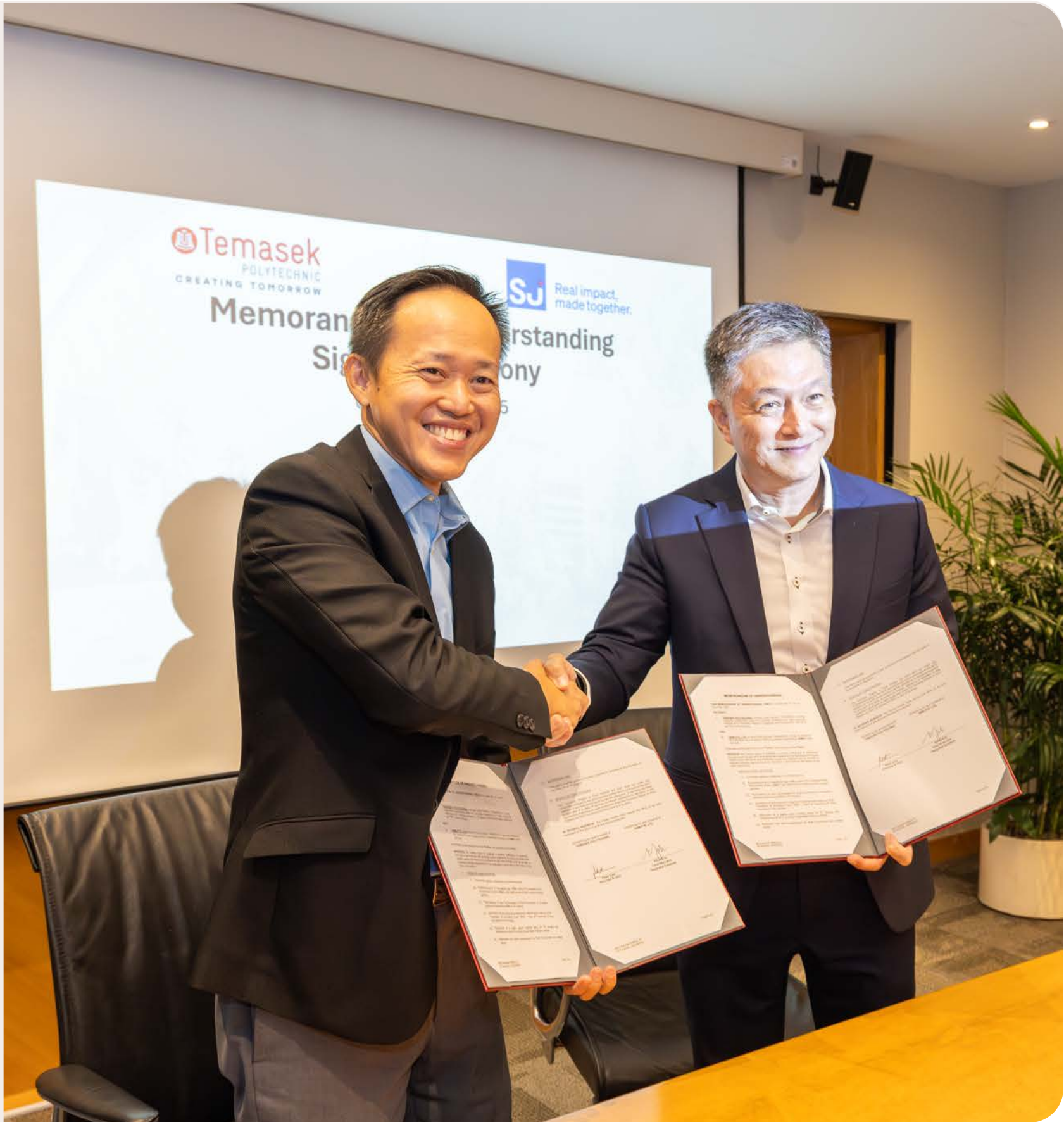
In FY2025, TP organised and participated in a range of industry and research engagement initiatives spanning green building technologies, sustainable mobility, hydrogen fuel cell systems, battery technologies and sustainability reporting.

FutureBuilt Lab

In FY2025, TP partnered with Surbana Jurong to establish the FutureBuilt Lab (FBL), an innovation and applied research hub aimed at advancing sustainability, digitalisation and talent development within Singapore’s built environment sector.

The collaboration supports TP’s transformation into a smart and sustainable campus by combining industry-leading facilities management practices with applied research and innovation capabilities. Through the partnership, TP and Surbana Jurong will jointly test-bed emerging built environment technologies and smart sustainability solutions across TP’s campus environment.

The partnership also supports collaborative research proposals under national innovation programmes, while contributing towards TP’s ongoing Green Mark Super Low Energy (SLE) ambitions and future-ready talent development in Smart Facilities Management and sustainability-related fields.



Industry-on-Campus: Building Future-Ready Skills

Dr Kalpana Bhaskaran, School of Applied Science

TP collaborated with Life Lab Resources Pte Ltd on a project to support the adoption of solid-state fermentation technology to convert food waste into animal feed. The project included hands-on workshops for 21 company staff on solid-state fermentation and carbon footprint analysis, while providing students with practical exposure to food waste valorisation and circular economy applications. By converting food waste into animal feed, the project supports waste reduction, resource recovery and more sustainable food resource management.

Long before food innovation and applied nutrition became widely established fields, Dr Kalpana was helping TP build its capabilities in these areas.

Her work has ranged from developing some of Asia’s earliest Glycaemic Index testing methodologies and setting up an accredited GI testing facility, to advising Singapore’s public health policies and Nutri-Grade labelling scheme. In 2024 and 2025, she secured more than S\$2 million in consultancy projects and grants across GI testing, food innovation and applied nutrition.

Through Dr Kalpana’s work in dysphagia and geriatric nutrition, she has also helped translate research into practical food solutions that improve lives. Her journey reflects resilience, purpose and a deep commitment to turning knowledge into meaningful impact.



INDUSTRY ENGAGEMENT

TP-ECollab 2025: Creating a Sustainable Tomorrow

TP-ECollab 2025 marked Temasek Polytechnic’s continued role as a convenor of sustainability learning, collaboration and applied innovation. Held on 6 November 2025, the one-day conference brought together more than 500 SME leaders, industry practitioners, educational institutions and sustainability professionals to explore how organisations can translate sustainability ambitions into practical action.

Jointly organised by TP and Brands for Good, the event was anchored on the theme “Creating a Sustainable Tomorrow: Building Smart, Reporting Right.” Discussions centred on two key enablers of Singapore’s green transition: sustainability reporting and green building technologies. Keynote speakers and industry experts from PwC, Mapletree Investments and the Singapore Green Building Council shared perspectives on evolving reporting expectations, corporate transition planning and national green building strategies.

The afternoon programme featured two concurrent breakout tracks on Sustainability Reporting and Green Building Technology & Practice, covering topics such as reporting compliance, carbon accounting, sustainable financing, digital twins, artificial intelligence and smart building technologies. Participants also took part in an interactive reporting workshop, sustainability showcase and guided campus tour highlighting TP’s green features and applied sustainability initiatives.

Building on the success of its inaugural edition in 2023, TP-ECollab 2025 deepened engagement across industry, education and the sustainability sector. By connecting diverse stakeholders, the event encouraged practical knowledge-sharing, new partnerships, and supported continued action towards a more sustainable and resilient future.



Beyond TP-ECollab 2025, TP strengthened collaboration across the energy, battery technology and sustainable mobility ecosystems through partnerships with Shenzhen Polytechnic University, VNERGY Pte. Ltd., Battery Asia (S) Pte Ltd, Area 65 Technologies Pte. Ltd., and Sodion Energy.

Researchers and staff also participated in regional sustainability and clean energy platforms, including the 3rd ASEAN Battery Technology Conference 2025 and Green Mobility Summit, sharing applied perspectives on battery optimisation, clean energy technologies and sustainable mobility innovation.



- TP-ECollab 2025 at a Glance:
- 500+ participants from SMEs, educational institutions and industry
 - 3 keynote addresses by sustainability leaders
 - 1 panel discussion on sustainability challenges and opportunities for SMEs
 - 8 breakout sessions across sustainability reporting and green building innovation
 - 11 exhibition booths showcasing TP’s and industrys’ sustainability solutions
 - 1 guided campus tour featuring TP’s green infrastructure

INDUSTRY ENGAGEMENT



Agri-Food Tech Expo Asia

TP partnered with Republic Polytechnic (RP) to exhibit agri-food technologies and research capabilities developed under the Centre for Research & Opportunities in Plant Science (CROPS). This included TP’s seed coating technology, which supports improved crop yield and shorter growth cycles for leafy green vegetables such as baby pak choi.

Singapore-Shizuoka Agri-Food Forum 2025

TP participated in the 6th Singapore-Shizuoka Agri-Food Forum 2025 alongside Republic Polytechnic (RP), the Institute of Technical Education (ITE) and the Singapore Food Agency (SFA). Held in Numazu City, Japan, the forum focused on "Climate Responsive Technologies for Sustainable Agriculture", and brought together industry stakeholders and researchers from Singapore and Japan to collaborate on climate-resilient food production.



PILLAR 3:

FACILITIES & OPERATIONS

Our Approach

In FY2025, TP continued to strengthen the environmental performance of our campus operations through smart facilities management, resource efficiency initiatives, renewable energy generation, waste data improvements and behavioural engagement.

As campus activities, student engagement and event participation continued to increase, TP focused on operational improvements while strengthening the completeness and reliability of environmental data. These efforts collectively support our long-term environmental targets under GreenGov.SG.

Material Topics

Water Management
Energy Management
GHG Inventory & Management
Waste Management



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PERFORMANCE & PRIORITIES

GreenGov.SG Targets

Energy Management

- Achieve a 49% reduction in Energy Use Intensity (EUI) by FY2030
- Achieve Green Mark Super Low Energy (SLE) Platinum for 6 buildings by FY2026

GHG Inventory & Management

- Achieve a 35% reduction in greenhouse gas emissions by FY2030
- Achieve Net Zero Scope 1 and 2 emissions by 2045

Water Management

- Achieve a 34% reduction in Water Efficiency Index (WEI) by FY2030

Waste Management

- Achieve a 30% reduction in waste disposed, or Waste Disposal Index (WDI), by FY2030

FY2025 Performance

- EUI improved by 5.71% year-on-year
- TP achieved the BCA Green Mark SLE Campus Award
- Chiller plant optimisation improved efficiency to 0.52 kW/RT
- Scope 1 and 2 emissions decreased to 11,915 tCO₂e Improving 5.84% year-on-year
- Generated 109,925 kWh of renewable electricity from on-campus solar systems
- WEI improved to 39.82 L/person/day
- Achieved a 36.45% reduction from the FY2018–FY2020 baseline, exceeding TP’s FY2030 water target
- WDI improved to 0.0948 kg/person/day
- Recyclable waste increased to 59,032 kg
- Achieved a 28.49% reduction from the FY2022 baseline

Priorities Ahead

Looking ahead, TP will focus on continuous optimisation — maintaining the performance of existing infrastructure, strengthening the quality of environmental data and translating operational insights into practical improvements.

Building management will remain key to TP’s energy and greenhouse gas management approach, supported by the optimisation of chiller systems, air-conditioning schedules, solar energy generation and other building controls to sustain operational efficiency.

For water management, TP plans to install additional monitoring meters in FY2026 to improve visibility over consumption patterns and identify further water-saving opportunities, particularly within building operations. The insights gathered will help inform more targeted measures in subsequent years. Waste reduction continues to be a shared effort across the campus community, as TP continues to sustain participation through recycling programmes, awareness protocols and responsible consumption and disposal practices. This builds on the cumulative impact of everyday actions by staff, students and partners.

Through regular monitoring, preventive maintenance and targeted operational improvements, TP aims to progressively enhance the resource efficiency and environmental resilience of its campus.

ENERGY MANAGEMENT

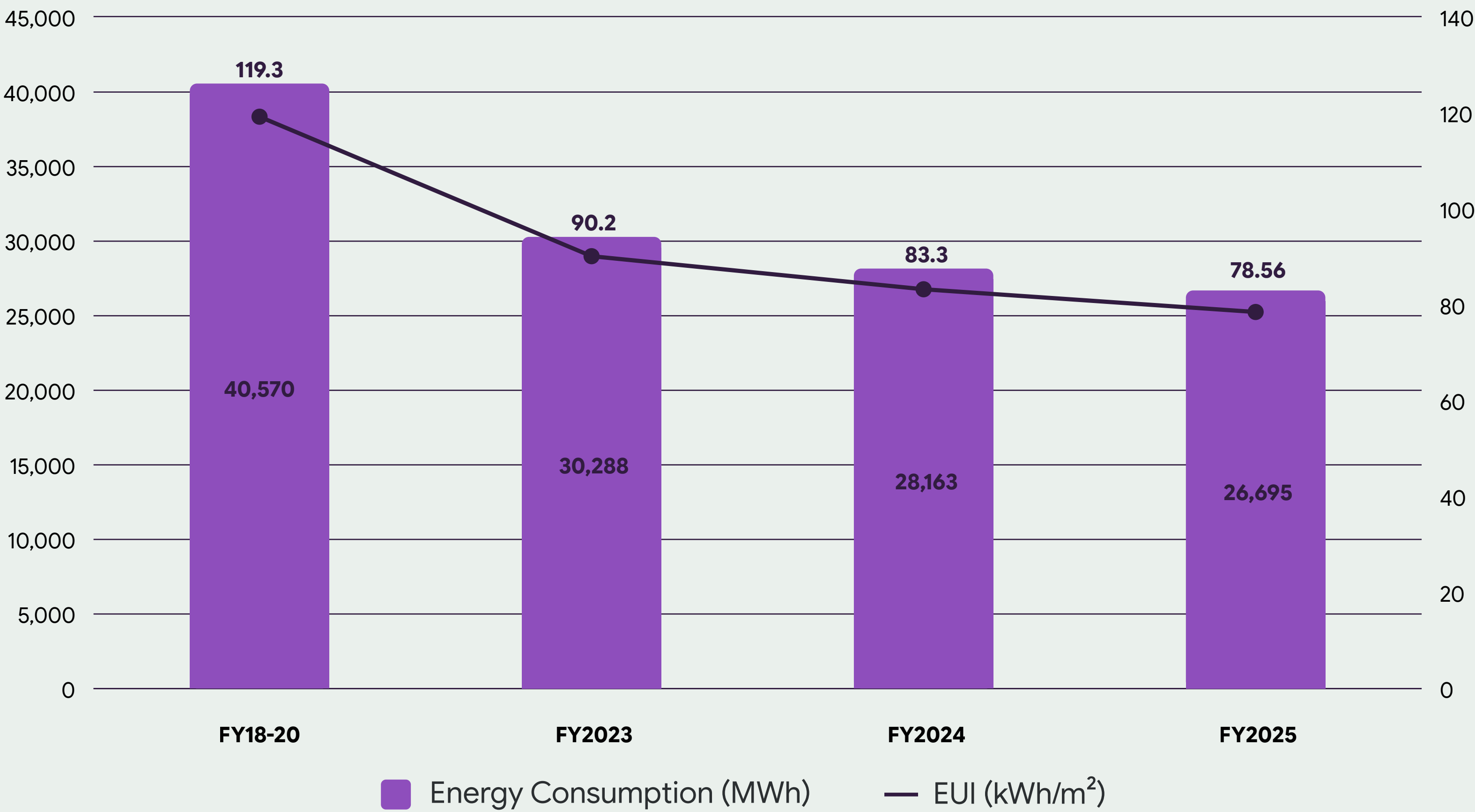
Management Approach

TP improves campus energy efficiency through the optimisation of chiller plants, air-conditioning schedules, building controls and preventive maintenance. These efforts are complemented by on-campus solar generation and ongoing performance monitoring to support TP’s long-term energy reduction targets.

In FY2025, TP continued to make steady progress in optimising campus energy performance. Our Energy Utilisation Index (EUI) improved by 5.71% year-on-year, bringing TP’s cumulative progress to 34.16% of our FY2030 reduction target of 49%.

In January 2026, TP’s efforts were recognised through the attainment of the BCA Green Mark Super Low Energy (SLE) Campus Award, acknowledging the Polytechnic’s efforts towards energy sustainability and operational excellence.

Energy Performance



ENERGY MANAGEMENT

Efforts & Initiatives

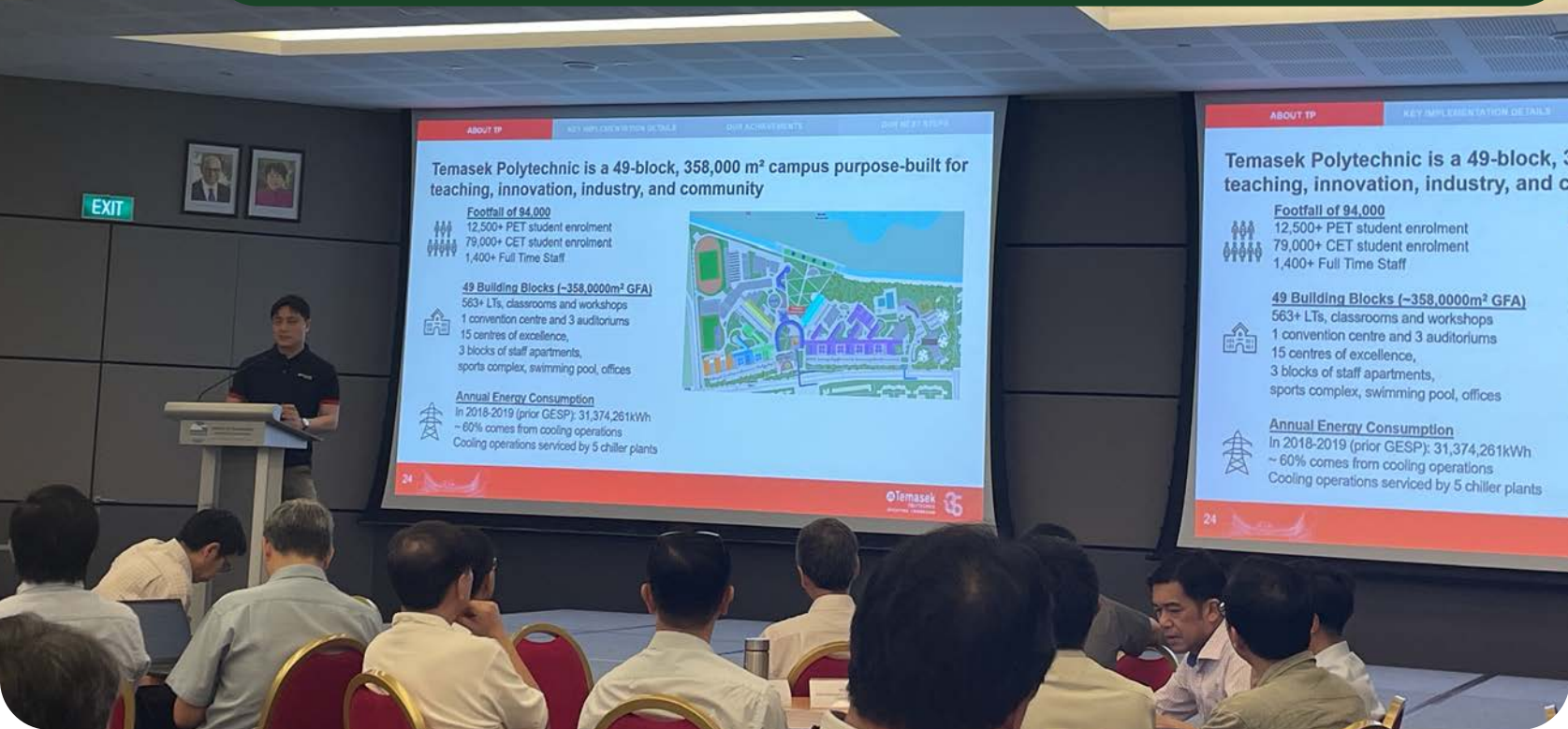
A key operational initiative was the optimisation of TP’s chiller plant systems under the Guaranteed Energy Savings Performance (GESP) programme. Chiller plant efficiency improved from 0.88 kW/RT to 0.61 kW/RT, with further optimisation achieving 0.52 kW/RT through continuous fine-tuning and commissioning efforts. These initiatives contributed approximately 200 MWh of monthly energy savings.

TP’s energy performance improvements were also supported by the continued implementation of our Smart Aircon Control System, which integrates Building Management Systems (BMS) and Internet of Things (IoT) sensors to reduce unnecessary cooling demand across campus spaces. Additional efforts included LED lighting retrofits, Passive Displacement Ventilation (PDV) systems and hybrid cooling strategies combining fans with higher air-conditioning temperature settings to improve cooling efficiency while maintaining thermal comfort.

Smart building optimisation technologies were also explored, including Air Conditioning & Mechanical Ventilation (ACMV) AI optimisation systems to enhance operational efficiency and reduce electricity consumption.



Ministry of Sustainability and the Environment invited TP to share its best practices on improving building energy efficiency to 180 officers from various Ministry families during Ministry CSO workshop 2025, organised by the Public Sector Sustainability Office.



GHG INVENTORY AND MANAGEMENT

Management Approach

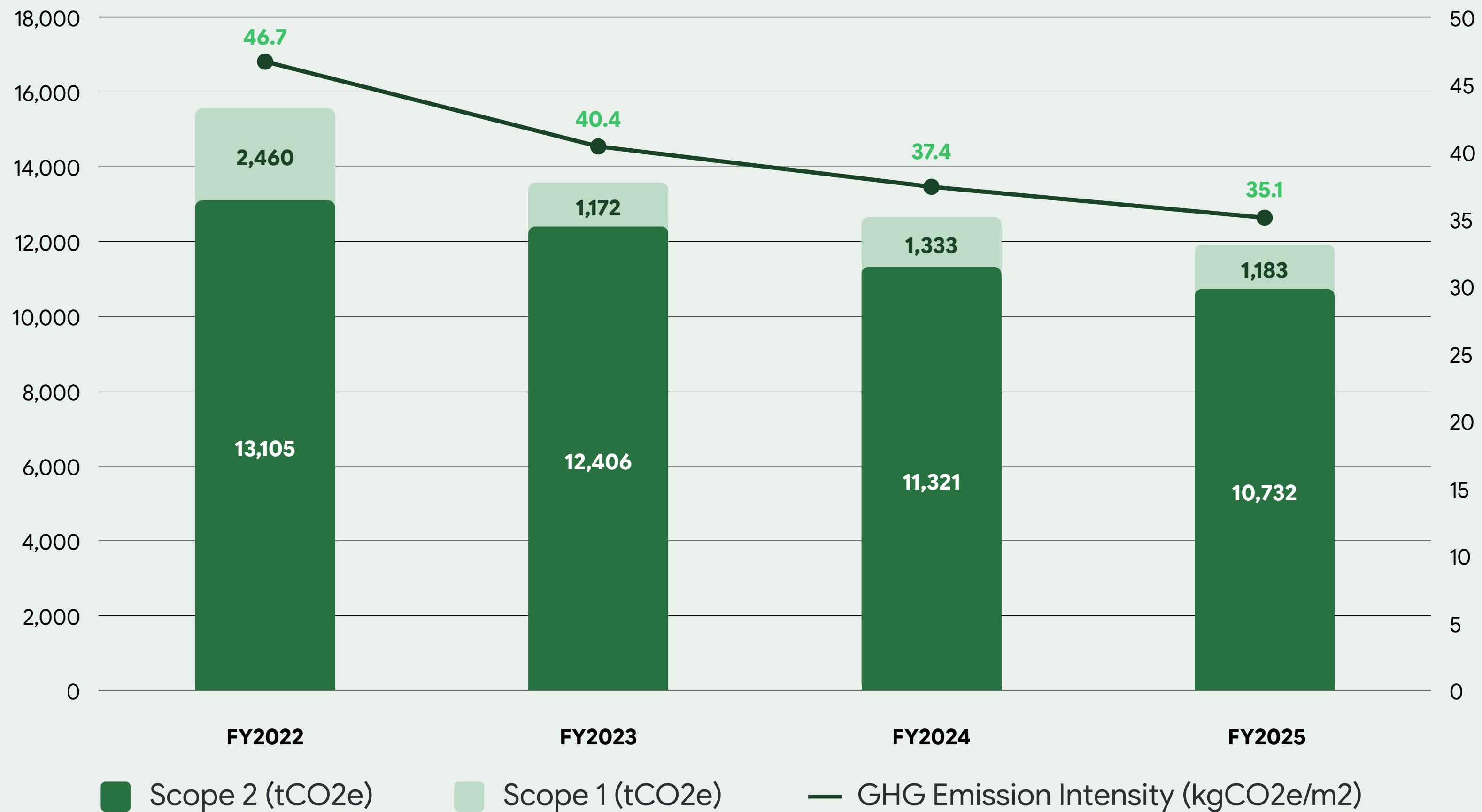
TP manages its Scope 1 and 2 emissions by improving building energy performance, expanding renewable electricity generation and strengthening the maintenance of refrigerant-dependent equipment. Regular emissions monitoring supports TP’s long-term commitment to achieve Net Zero Scope 1 and 2 emissions by 2045.

In FY2025, TP’s total greenhouse gas (GHG) emissions decreased by 5.8% year-on-year to 11,915 tCO₂e (FY2024: 12,654 tCO₂e), bringing cumulative progress to 12.3%. This comprised 10,732 tCO₂e from Scope 2 emissions and 1,183 tCO₂e from Scope 1 emissions, based on the latest available emission factors.

Emissions intensity also improved to 35.1 kgCO₂e/m² (FY2024: 37.4 kgCO₂e/m²), reflecting ongoing efforts to optimise energy-intensive systems across campus.

Electricity consumption from campus operations remains the primary contributor to TP’s Scope 2 emissions profile. Scope 1, largely associated with refrigerant use, remains dependent on equipment maintenance, leakage prevention and replacement cycles. TP continues to monitor these emissions sources closely as part of our long-term decarbonisation efforts and commitment towards achieving Net Zero Scope 1 and 2 emissions by 2045.

Emissions Performance



GHG INVENTORY AND MANAGEMENT

Efforts & Initiatives

During the year, TP generated 109,925 kWh of renewable electricity through on-campus solar systems, contributing towards reduced reliance on grid electricity consumption. TP also continued supporting the expansion of rooftop solar installations under the Solar Nova programme as part of our renewable energy strategy.

TP continued participating in Singapore’s GO25 movement, launched in May 2025, which aims to reduce overcooling and promote more sustainable cooling practices across buildings. As part of this initiative, TP implemented thermal comfort monitoring measures including temperature sensors, high-temperature alerts and dashboard systems to support data-driven facilities management and operational optimisation.



109,925 kWh
Solar Generated

GO25
Movement Participation

Ultra-Fast
EV Charger Deployment

In addition, initiatives such as the planned deployment of liquid-cooled ultra-fast Electric Vehicle (EV) chargers and collaborations relating to hydrogen fuel cell technologies, battery systems and sustainable mobility innovation support TP’s broader efforts towards low-carbon mobility and clean energy adoption.

WATER MANAGEMENT

Management Approach

TP manages water use through operational efficiency, consumption monitoring and targeted improvements to water-intensive systems, including cooling towers. Additional metering and data analysis will support the identification of further water-saving opportunities across campus operations.

In FY2025, total water consumption increased slightly to 203,571 m³ (FY2024: 202,057 m³). Despite the increase in absolute consumption, TP's Water Efficiency Index (WEI) improved from 40.49 L/person/day in FY2024 to 39.82 L/person/day in FY2025, representing a 1.68% year-on-year improvement.

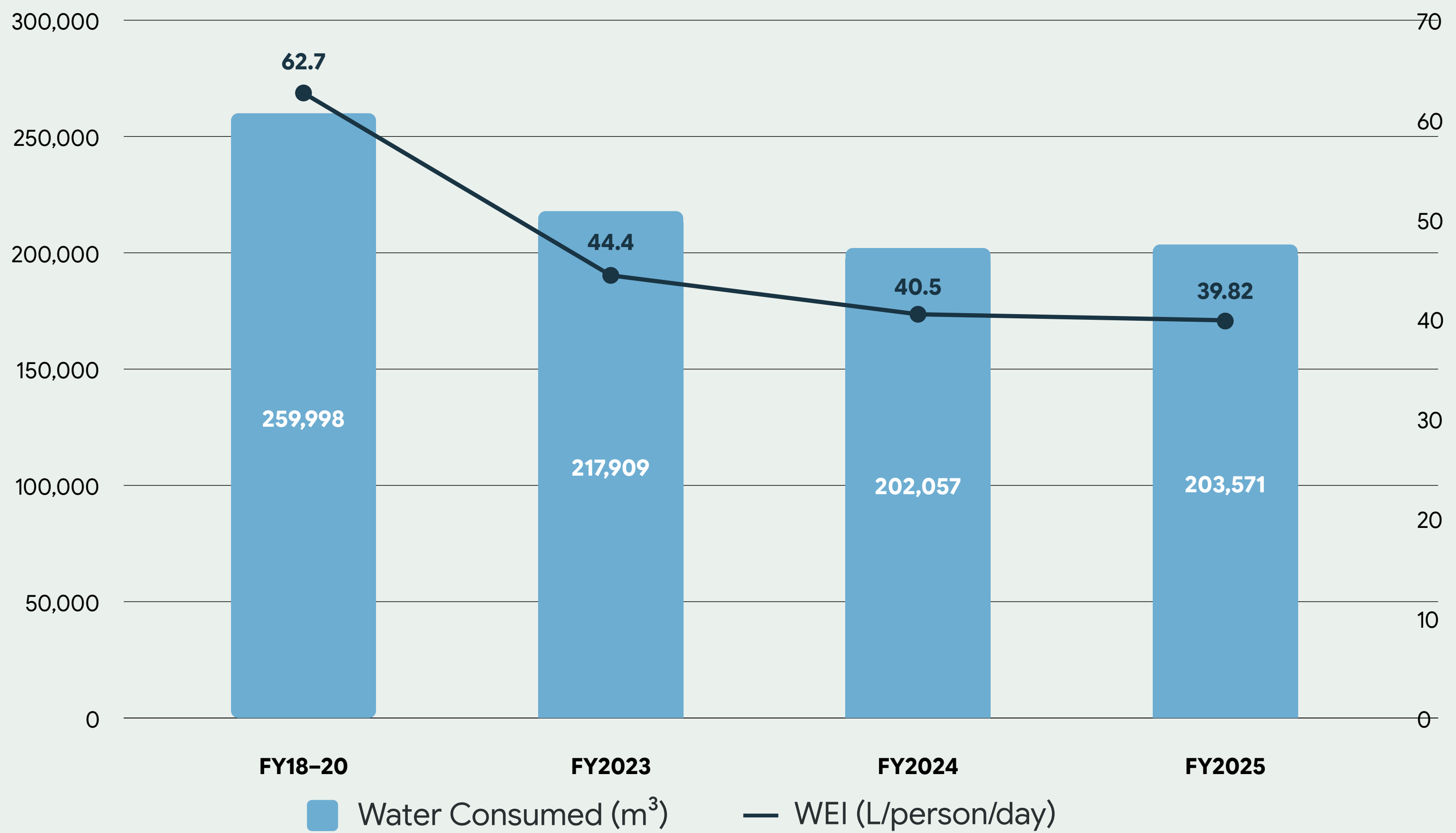
This improvement was supported by reductions in operational water use, particularly from building operations. While water consumption associated with campus users, including staff and students, increased during the year, lower operational water demand helped to moderate overall water use. In particular, reduced cooling load lowered the amount of water required by cooling towers to meet building cooling needs.

Compared to the FY2018–FY2020 baseline average, TP achieved a cumulative reduction of 36.45% in WEI, surpassing our FY2030 reduction target of 34% ahead of schedule. This reflects TP's continued efforts to strengthen water efficiency across campus operations while accommodating higher campus utilisation, student activities and events.

As TP has exceeded its FY2030 water efficiency target ahead of schedule, we will continue to monitor water performance and assess whether a more ambitious post-2030 water efficiency target should be established.

For details of the calculation methodology, please refer to the Technical Annex on Page 70 of this report.

Water Performance



FY2024 and FY2025 water consumption figures exclude water consumption from tenants that are not under TP's operational control.

WASTE MANAGEMENT

Management Approach

TP seeks to reduce waste at source, improve waste segregation and recycling, and strengthen the completeness and accuracy of waste data. Continued staff and student participation, operational reviews, and responsible disposal practices support TP’s progress towards its waste reduction targets.

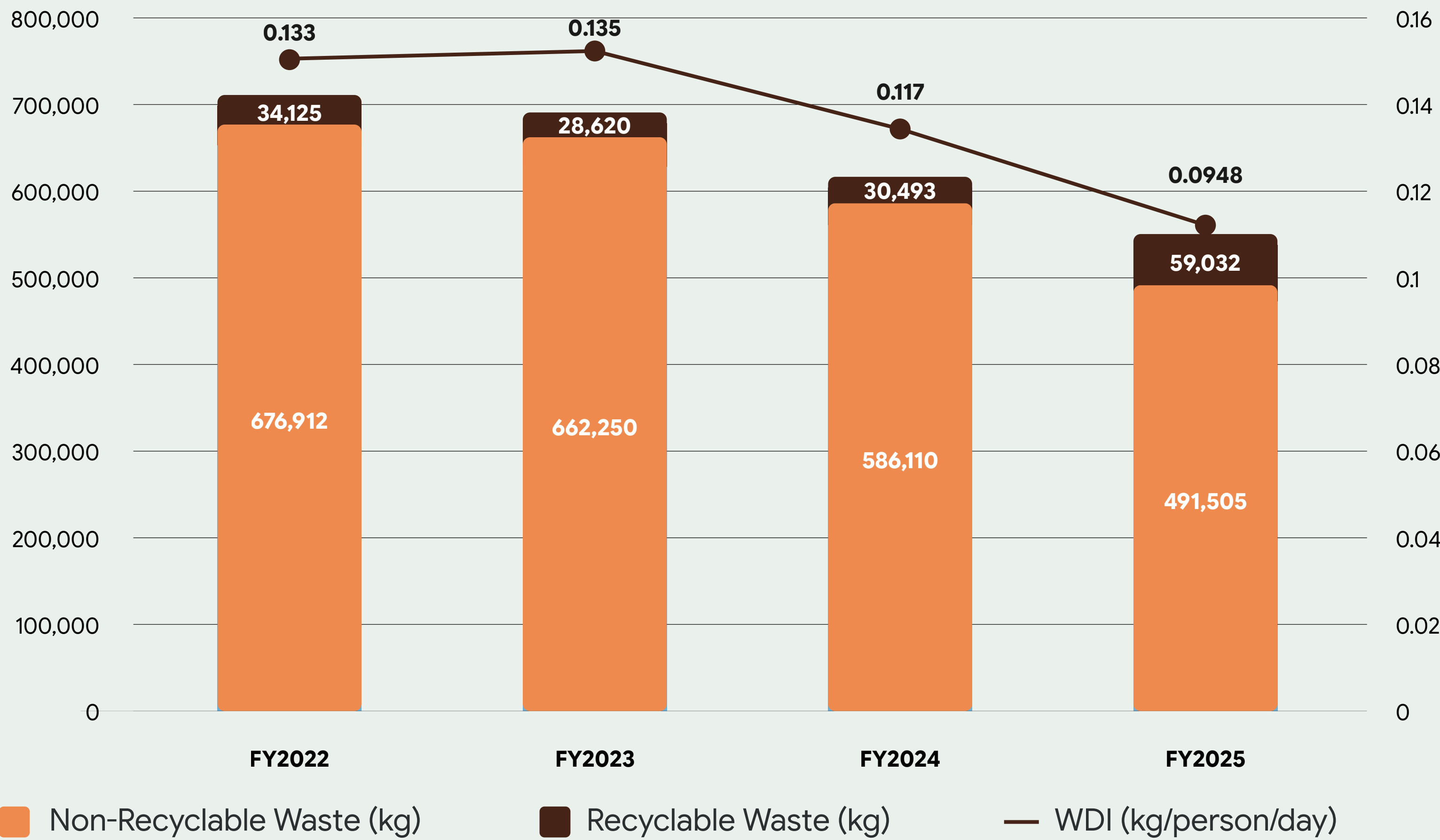
In FY2025, total waste generated amounted to 550,537 kg, comprising 491,505 kg of non-recyclable waste and 59,032 kg of recyclable waste. Excluding recyclable waste, TP's Waste Disposal Index (WDI) improved from 0.117 kg/person/day to 0.0948 kg/person/day, representing 19.30% reduction compared to FY2024.

Compared to the FY2022 baseline, TP achieved a cumulative reduction of 28.49% in WDI, demonstrating continued progress towards its FY2030 target of a 30% reduction. This places TP close to its FY2030 waste reduction target and reflects ongoing efforts to strengthen waste management practices, improve waste data visibility, reduce disposal volumes and promote greater resource stewardship across campus operations.

Historical waste figures for FY2022 to FY2023 were restated following an independent review of TP’s waste data collection methodology. The restatement incorporated additional waste streams, including skip tank waste arising from renovation, maintenance and campus improvement activities, which were previously excluded from reported figures. The revised methodology provides a more complete representation of waste generated across campus operations and improves comparability across reporting years.

For details of the calculation methodology and historical data restatements, please refer to the Technical Annex on Page 71 of this report.

Waste Generation & Disposal Performance



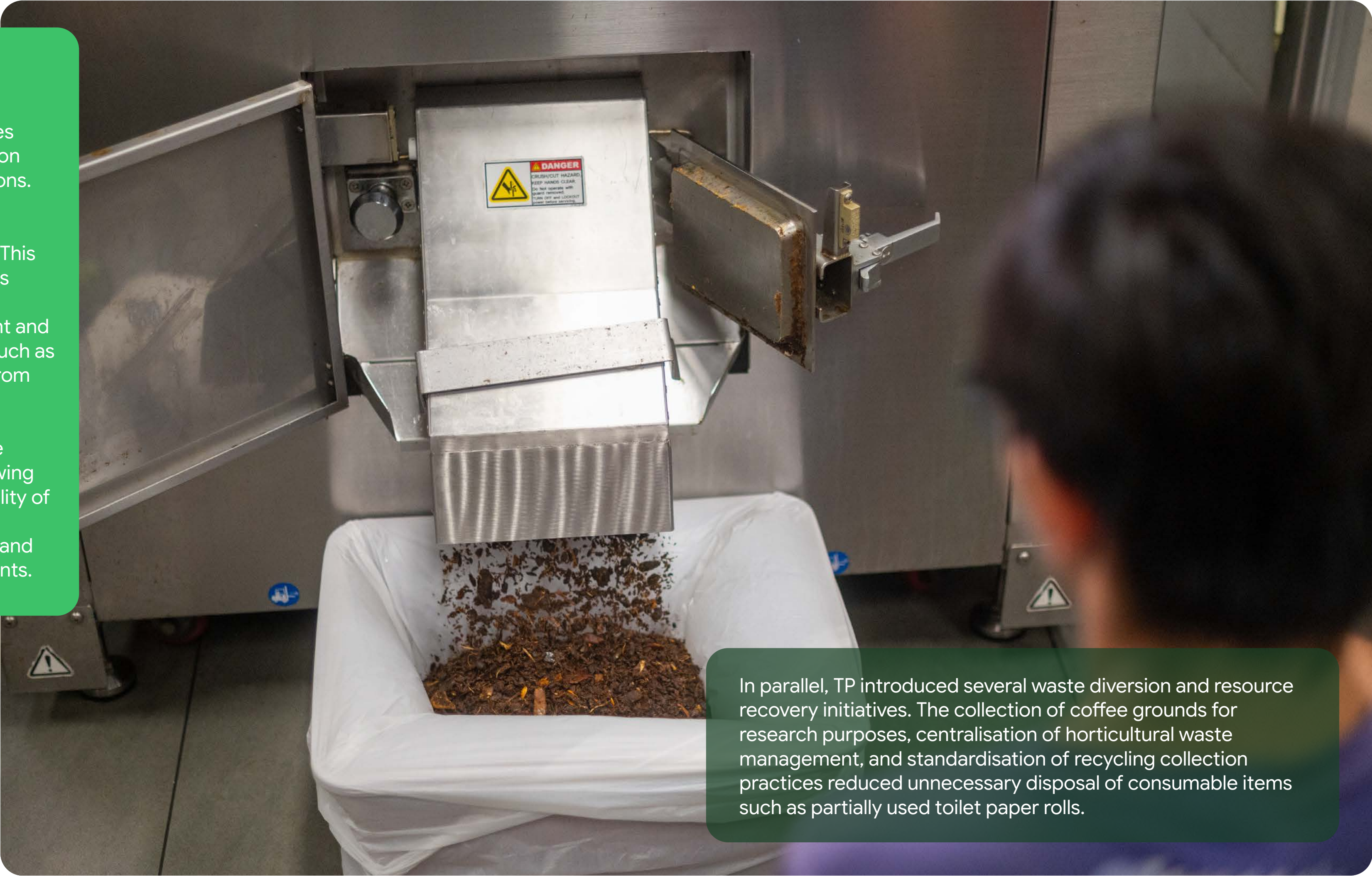
WASTE MANAGEMENT

Efforts & Initiatives

TP continued strengthening waste management practices through a combination of waste reduction, waste diversion and data management initiatives across campus operations.

A key focus area in recent years has been improving the completeness and consistency of waste data collection. This included strengthening waste reporting processes across schools and departments through designated waste points-of-contact, improving segregation between tenant and TP waste, and expanding the capture of waste streams such as confidential paper disposal and skip tank waste arising from maintenance and renovation activities.

TP also implemented initiatives aimed at promoting more sustainable consumption patterns. These included reviewing takeaways and catering practices, increasing the availability of food waste collection points, trialling biodegradable and compostable alternatives for selected disposable items, and expanding the use of reusable tableware for campus events.



In parallel, TP introduced several waste diversion and resource recovery initiatives. The collection of coffee grounds for research purposes, centralisation of horticultural waste management, and standardisation of recycling collection practices reduced unnecessary disposal of consumable items such as partially used toilet paper rolls.

PILLAR 4:

ENGAGEMENT & WELL-BEING

Our Approach

TP recognises that the well-being, development and active participation of its people are essential to building an inclusive institution. In FY2025, we continued to develop staff capabilities, holistic student support, workplace safety, and opportunities for community contribution, while nurturing a OneTP culture grounded in care, inclusion, and shared responsibility.

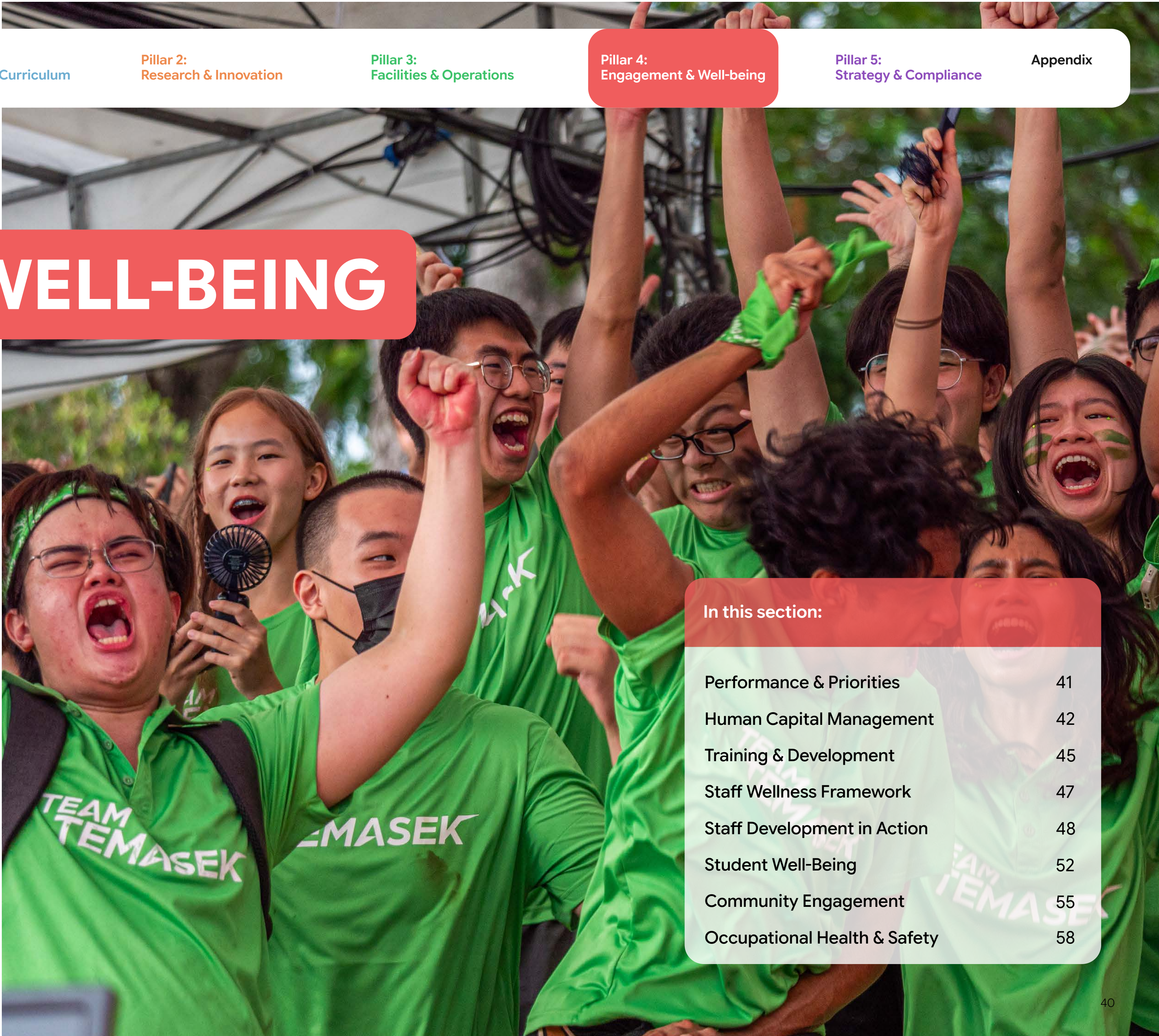
Material Topics

Human Capital Management
Student Well-being
Community Engagement and Impact
Occupational Health and Safety



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Student Well-Being	52
Community Engagement	55
Occupational Health & Safety	58



PERFORMANCE & PRIORITIES

FY2025 Performance

- Recorded 141,359 total staff training hours and an average of 98.9 hours of training per employee in FY2025
- Achieved a ratio of one trained peer supporter for every nine students, exceeding the participation target
- Appointed 21 SEN Support Champions across schools
- More than 1,600 staff and students engaged through Earth Day 2025
- 8,435 sustainability actions recorded and 2,843 sustainability ideas contributed through the Eco Life Challenge
- No fatal work-related injuries were reported

Priorities Ahead

Looking ahead, professional development and lifelong learning will remain a key priority in helping staff build relevant capabilities, while providing students with accessible support across well-being, career guidance, financial assistance, peer support and special educational needs.

Workplace safety and health efforts will rely on awareness, preventive practices and shared responsibility across the campus community.

Building on existing volunteering and engagement initiatives, TP also encourages staff and students to contribute their time, skills and ideas to communities and causes beyond the campus.

Through these efforts, we will continue to nurture a resilient OneTP community characterised by care, inclusion and a shared responsibility.

HUMAN CAPITAL MANAGEMENT



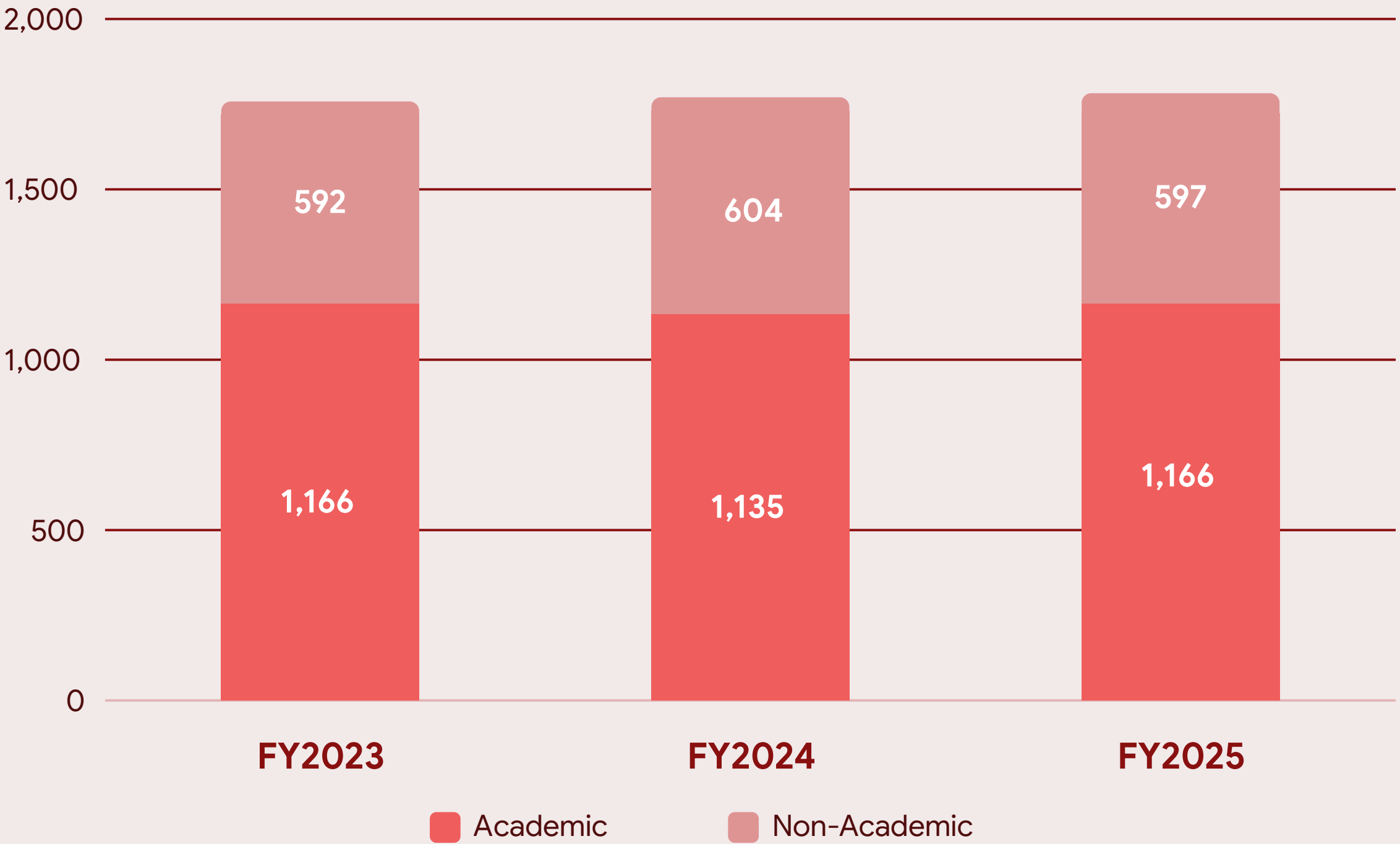
HUMAN CAPITAL MANAGEMENT

Our Workforce Profile

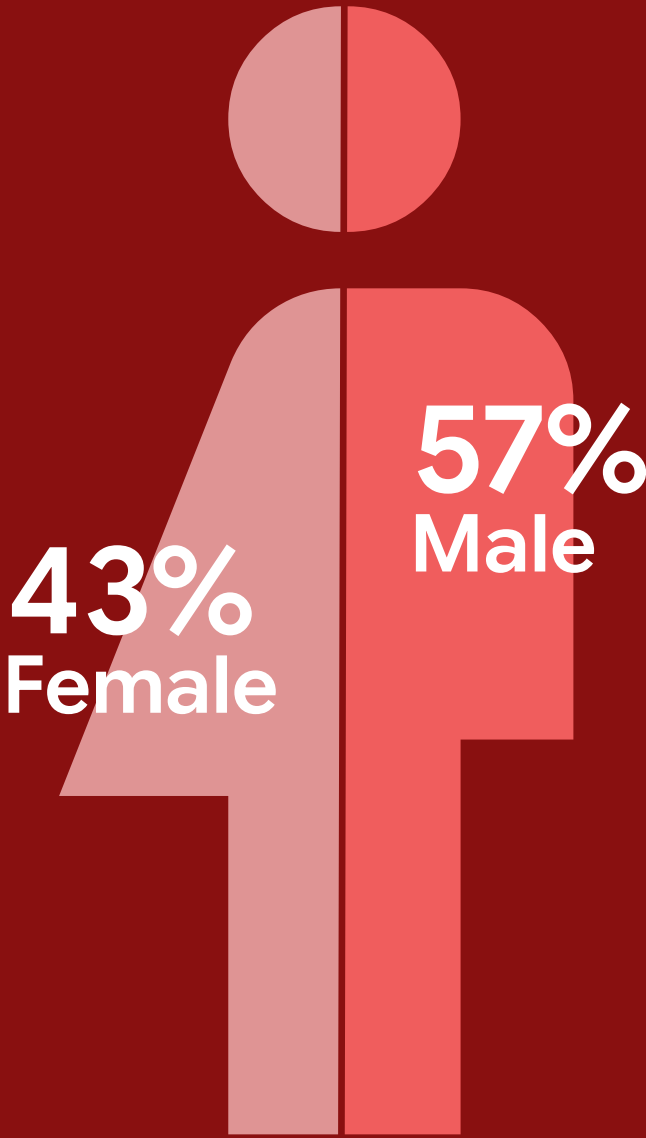
In FY2025, TP maintained a diverse and experienced workforce of 1,763 staff, with 66% academic (including adjunct lecturers) and 34% non-academic personnel. Staff aged 30 to 50 formed the majority at 53%, while 44% were above 50 and 3% were below 30.

Gender representation remained balanced, with women comprising 43% of the workforce.

Number of Staff



Staff Composition by Sex FY2025



HUMAN CAPITAL MANAGEMENT

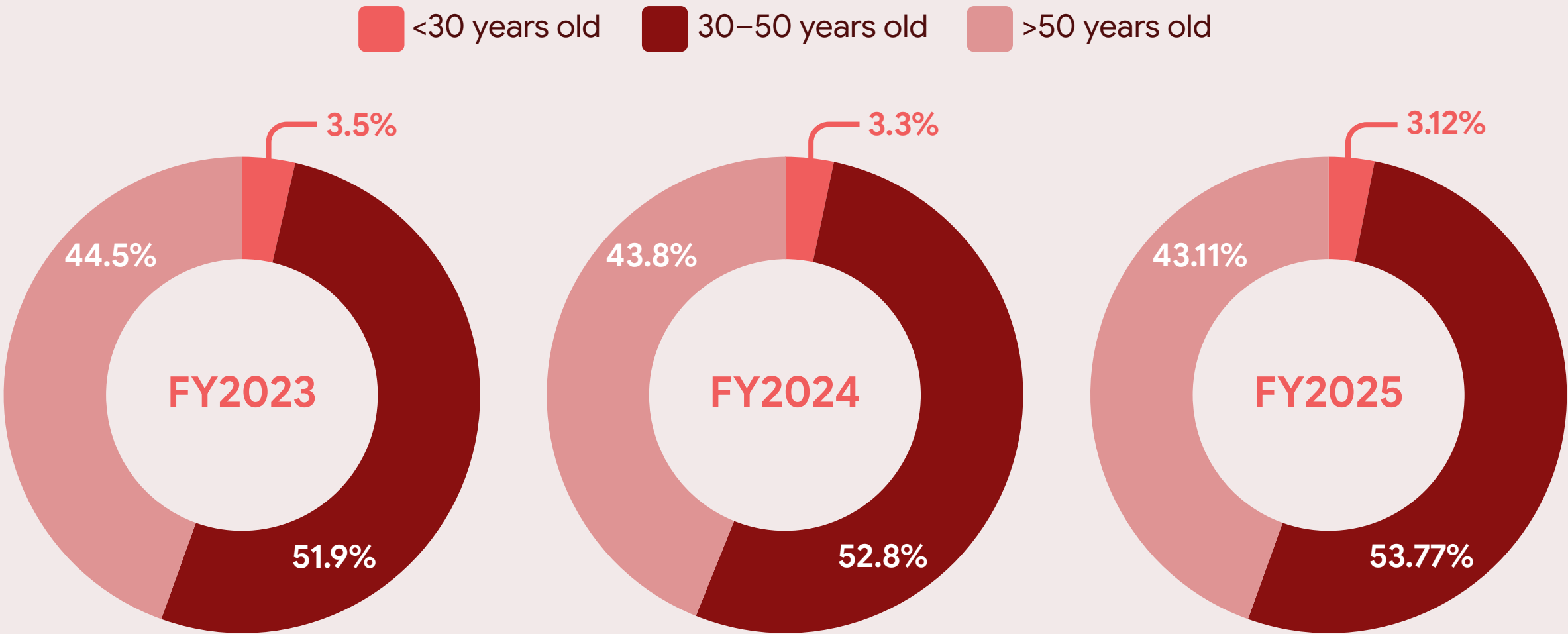
Talent Attraction & Retention

During the year, TP welcomed 111 new hires, representing a 6.3% hiring rate. Of these, 56.8% were female and 43.2% were male. The majority (79.3%) were aged 30 to 50, followed by those aged 30 and below (11.7%) and those above 50 (9.0%).

Meanwhile staff turnover stood at 5.7%. Among the employees who left, 61.0% were male and 39% were female, with 49.0% aged 30 to 50, 44.0% above age 50, and 7.0% below age 30.



NUMBER OF PERMANENT STAFF BY AGE GROUP

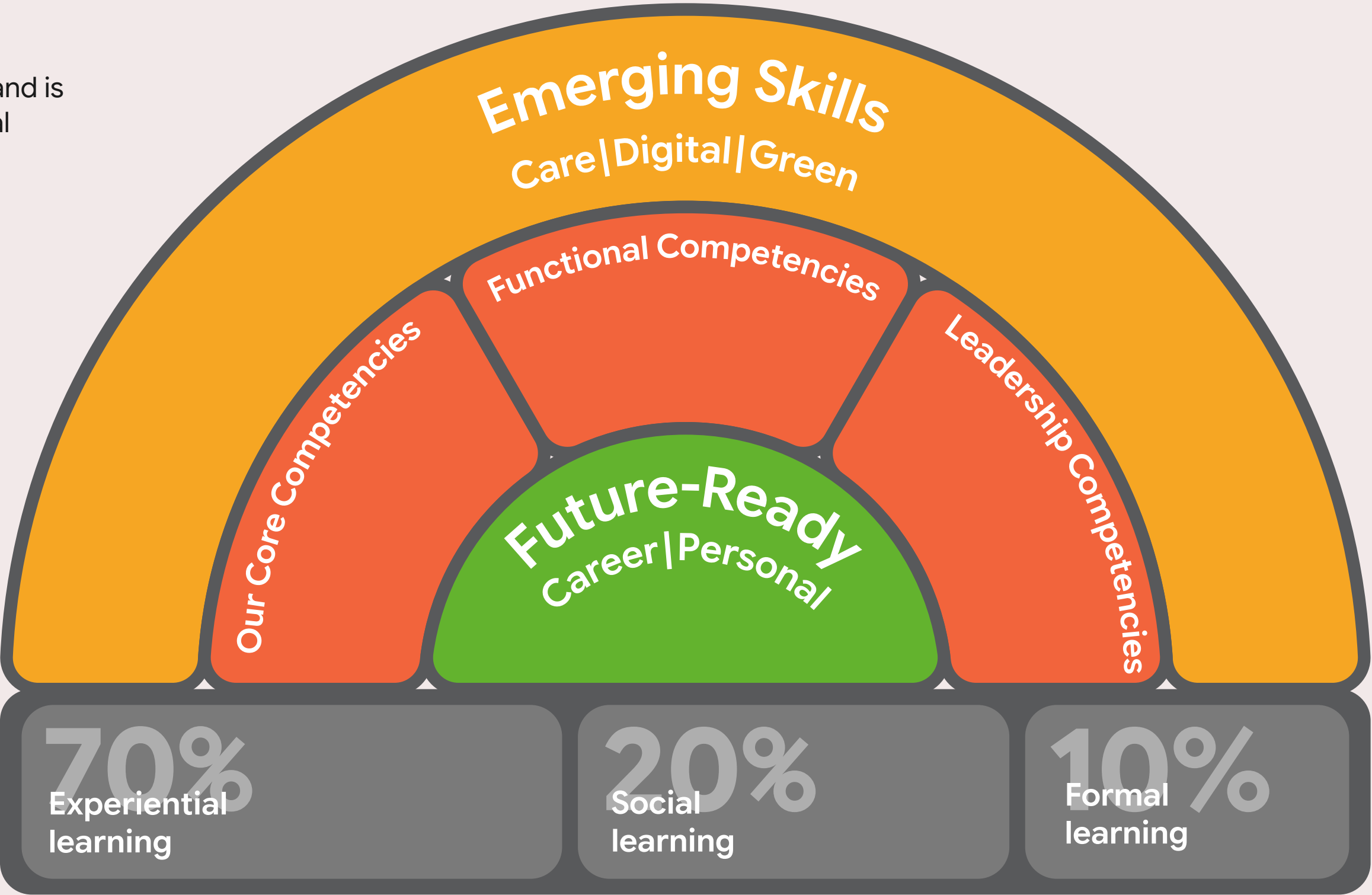


TRAINING & DEVELOPMENT

Staff Capability Development Framework

TP values a culture of continuous learning by offering staff opportunities for upskilling and self-improvement. To support professional and personal growth, and equip staff for long-term success, we enhanced our "Staff Development Framework" in FY2024.

This framework emphasises future-readiness and is structured around five key areas with individual learning roadmaps.



Key Area 1: Future Ready Skills
Equip staff for long-term career and personal success.

Key Area 2: Our Core Competencies
Articulate the critical behaviours expected of all staff across the Public Service, from support staff to leaders.

Key Area 3: Functional Competencies
Provide staff with job-specific competencies for effective performance and full proficiency in the job role.

Key Area 4: Leadership Competencies
Provide leadership competencies for those in supervisory and leadership positions.

Key Area 5: Emerging Skills Roadmap
Address skills relevant to the Care, Digital and Green economies in response to evolving economic and market demands.

TRAINING & DEVELOPMENT

70-20-10 LEARNING APPROACH



TP continues to embed the 70-20-10 learning approach as a cornerstone of staff development. Under this model, approximately 70% of learning takes place through experiential opportunities such as on-the-job assignments, industry attachments and project involvement, while 20% through social learning, including coaching, mentoring and peer collaboration, with the remaining 10% through formal programmes and structured training.

BUILDING GENERATIVE AI CAPABILITIES

In FY2025, TP’s AI Committee rolled out a comprehensive Generative AI Learning Roadmap to build foundational and applied AI competencies across the workforce. The roadmap equips staff with practical skills to integrate Generative AI responsibly.

Comprising three baseline and two specialised modules, the roadmap enables staff to deepen their understanding and apply AI within relevant work contexts. As at December 2025, more than 80% of TP staff completed all five modules.

Through continued investment in AI learning and upskilling, TP is supporting a workforce that is agile, digitally confident and prepared to respond to rapid technological developments. These efforts will strengthen individual capabilities while enhancing TP’s organisational resilience to innovate.

COMMUNITIES OF PRACTICE

In the same year, TP established four Communities of Practice (CoPs) to strengthen peer learning, facilitate knowledge sharing and encourage the adoption of innovative practices across the organisation.

Data Community	Personalised Learning
Supporting staff in sharing knowledge, collaborating on data-driven projects and using data to strengthen problem-solving and decision-making	Advancing approaches that respond to diverse learner needs and empower students to take greater ownership of their learning
Power Solutions	Leaders Exchange
Sharing expertise in Microsoft Power Platform applications to support process automation and improve work efficiency	Providing a network for TP leaders to exchange perspectives, share effective practices and strengthen their leadership capabilities

TRAINING & DEVELOPMENT

Developing Our People

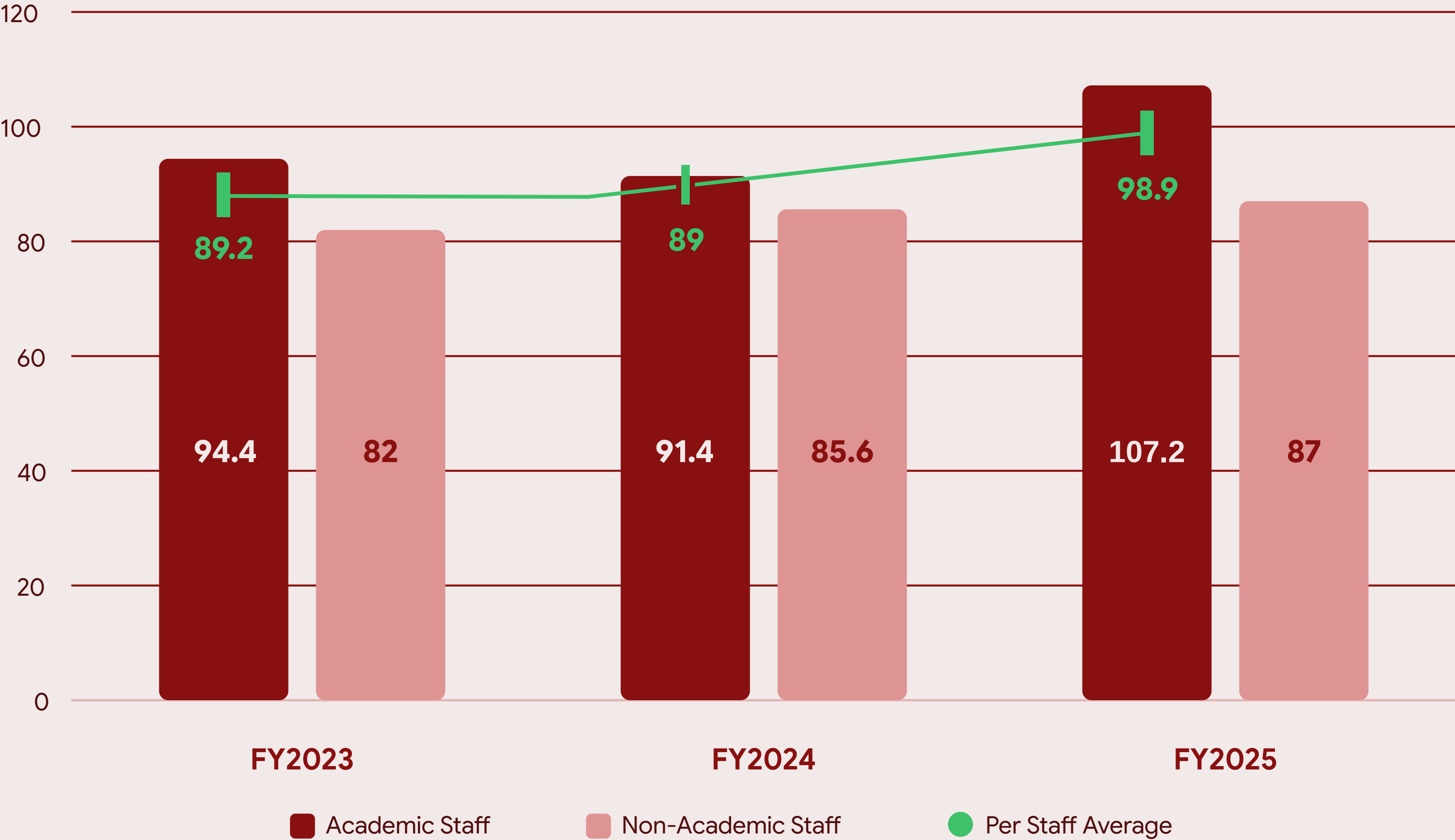
During the year, TP staff completed 141,359 training hours, averaging 98.9 hours per employee. This represented an increase of 9.9 hours, or 11.1%, from 89.0 hours per employee in FY2024.

The increase is a reflection of TP’s continued investment in staff development, together with the more comprehensive recognition and recording of experiential learning activities, including learning undertaken through industry attachments.

Average training hours increased across both employee groups. Academic staff recorded an average of 107.2 training hours, up from 91.4 hours in FY2024, while non-academic staff averaged 87.0 hours, compared with 85.6 hours in the previous year.



Average Training Hours by Employee Type



Average training hours = total training hours ÷ total number of full-time staff.

TRAINING & DEVELOPMENT

Training hours also increased for both male and female staff. Male staff recorded an average of 102.8 hours in FY2025, compared with 87.8 hours in FY2024, while female staff recorded an average of 94.7 hours, up from 90.3 hours.

All eligible full-time staff also participated in the annual Performance Management Review, which integrates goal setting, development planning and regular performance discussions throughout the year.

141,359

Hours

Total Staff Training Hours

Average Per Employee

98.9

Hours

Academic Staff

107.2

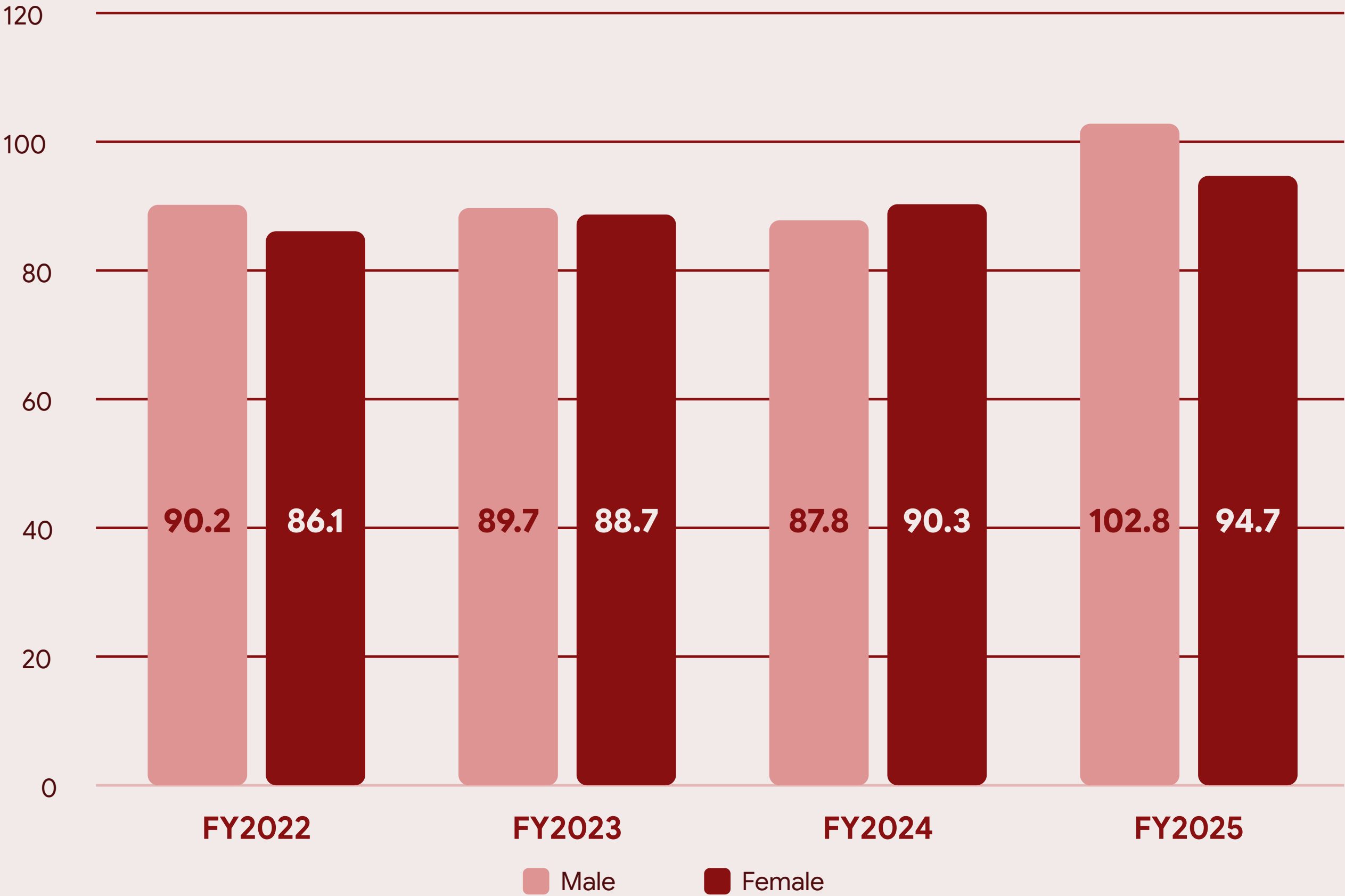
Hours

Non-Academic Staff

87.0

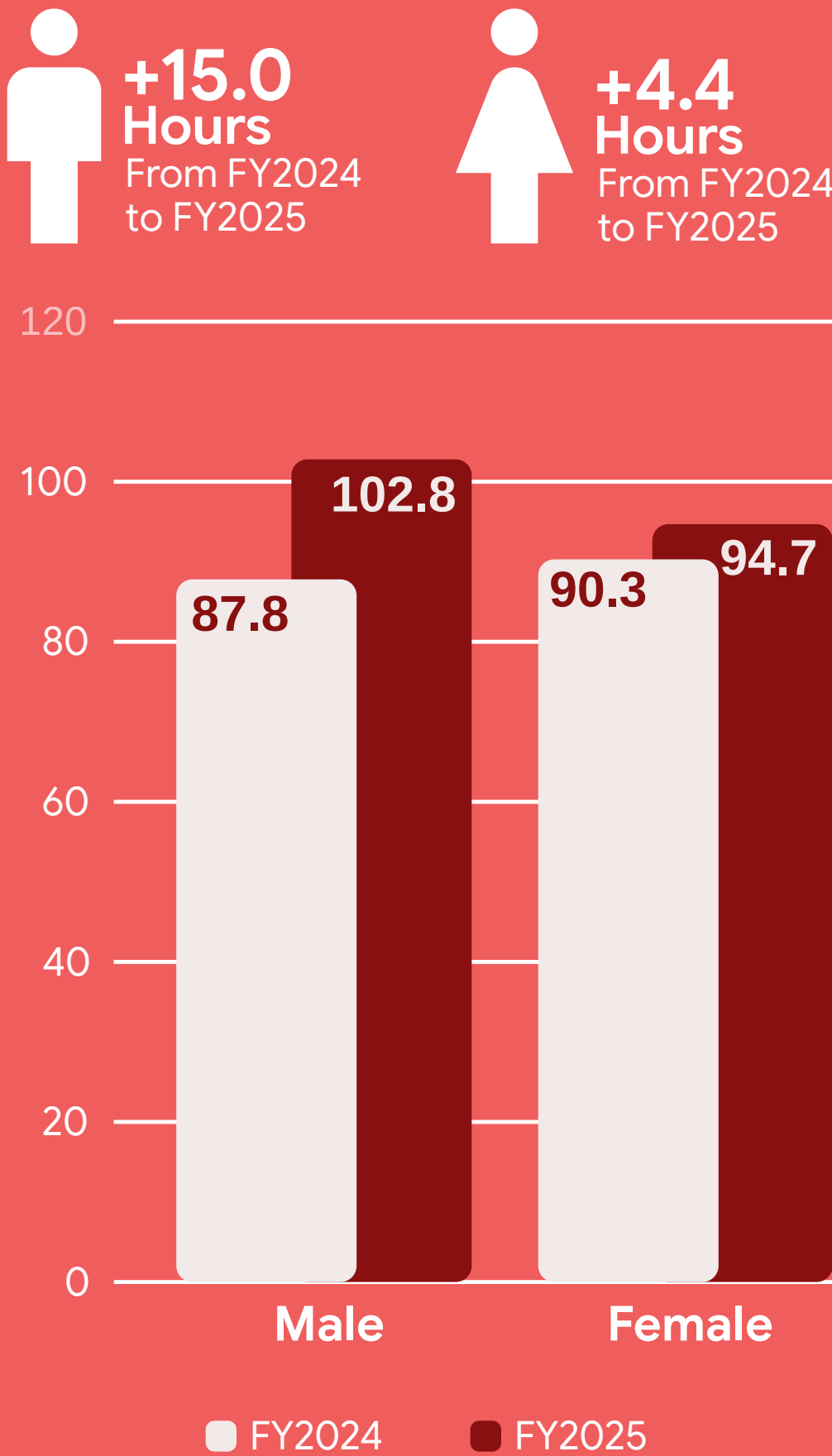
Hours

Average Training Hours by Sex

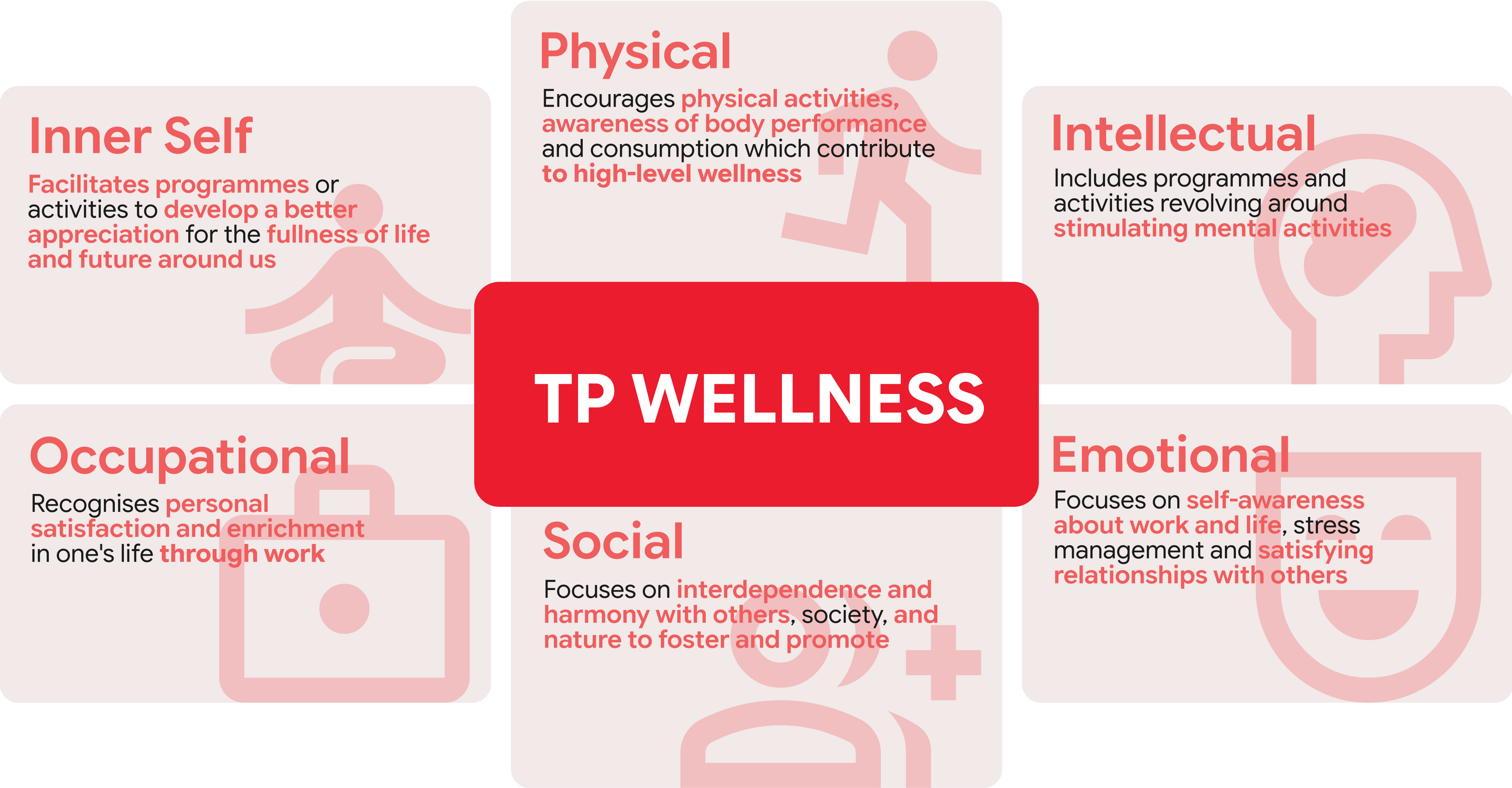


Average training hours = total training hours ÷ total number of full-time staff.

Average Training Hours Male vs Female



STAFF WELLNESS FRAMEWORK



STAFF DEVELOPMENT IN ACTION

DIGITAL CAPABILITY FOR A FUTURE-READY WORKFORCE

Huang Tengyi, IT Services Department

Tengyi’s development journey demonstrates how investment in staff capabilities can create wider organisational impact. He began exploring Power Automate in 2021 while working in the Strategic and Quality Development Department, progressively building his knowledge and confidence in low-code and no-code automation.

Through TP’s Digital Mentoring Programme, Tengyi subsequently supported colleagues in designing and implementing their own automation workflows. In FY2025, he further strengthened his capabilities through the Specialist Diploma in Low-Code App Development for Business, undertaken with TP’s sponsorship, and graduated with a GPA of 4.0.

As lead of the Power Solutions Community of Practice, Tengyi now shares his expertise with other staff and contributes to strengthening TP’s digital culture. His journey illustrates how opportunities for continuous learning can enable individuals to develop professionally while uplifting colleagues and advancing organisational capabilities.



“The Specialist Diploma exposed me to the extensive capabilities of tools such as Power Apps and UiPath, which I would not normally explore in depth when working within tight timelines or addressing specific solutions.”

Huang Tengyi, IT Services Department

GROWING FARM-TO-TABLE LEARNING

Kendict Ko, School of Business

Through an industry attachment with Singrass Pte Ltd and TP’s Applied Science Centre (TP ASC/CROPS), Kendict developed practical experience in hydroponic farming, including plant cultivation, nutrient management, system maintenance and smart farming technologies.

He applied this knowledge to strengthen Temasek Culinary Academy (TCA)’s indoor hydroponic systems and farm-to-table learning, giving students exposure to cultivating, harvesting and using fresh produce in F&B operations.

Industry partners also conducted demonstrations on hydroponics and its applications. Hydroponically grown vegetables were introduced to TCA’s restaurant environment, helping students connect sustainable food production with responsible culinary practices.

Moving forward, TCA plans to involve students more actively in managing the hydroponic system, further integrating sustainable food practices into applied learning.



“The experience has helped us bring sustainable food production closer to students, connecting what we grow directly with how we cook and serve.”

Kendict Ko, School of Business

STAFF DEVELOPMENT IN ACTION

CAREER MOBILITY THROUGH STRUCTURED DEVELOPMENT

Herbert Ng, School of Design

Herbert’s journey reflects how structured development opportunities can support career mobility and strengthen workforce adaptability. With encouragement from his career coach, he undertook a six-month, full-time Short-Term Immersion Programme at Student Development and Alumni Affairs (SDAA), providing him with exposure to a different work environment and new professional responsibilities.

During the programme, Herbert managed design projects from end to end, supported events and collaborated with a range of stakeholders. The experience enabled him to broaden his capabilities, build confidence and demonstrate his ability to contribute in new contexts.

Following the programme, Herbert successfully transitioned into a different role within his school. His experience illustrates how experiential development, career guidance and organisational support can help staff explore new pathways while enabling TP to retain and deploy talent more effectively across the institution.

“I am grateful for a fulfilling journey at SDAA that allowed me to learn, contribute and grow every step of the way.”

Herbert Ng, School of Design



Capacity Building for Staff

Alongside general professional development, TP provided staff with exposure to a range of sustainability knowledge and capabilities. Learning opportunities covered areas such as Green Mark, energy management, sustainable design, sustainability reporting, environmental services and practical sustainability practices.

The Ground-Up Initiative on composting and eco-enzyme making provided staff with hands-on exposure to circular practices and organic waste reduction. The session engaged 30 staff and contributed 240 trainee hours.

Across TP’s wider portfolio of sustainability-related learning programmes, which also involved students, industry partners, adult learners and members of the public, 2,572 training places and 5,749 trainee hours were recorded in FY2025. Programme topics included energy management and sustainable design, sustainability reporting, environmental services, food and agricultural resilience, and green skills development.



STUDENT WELL-BEING

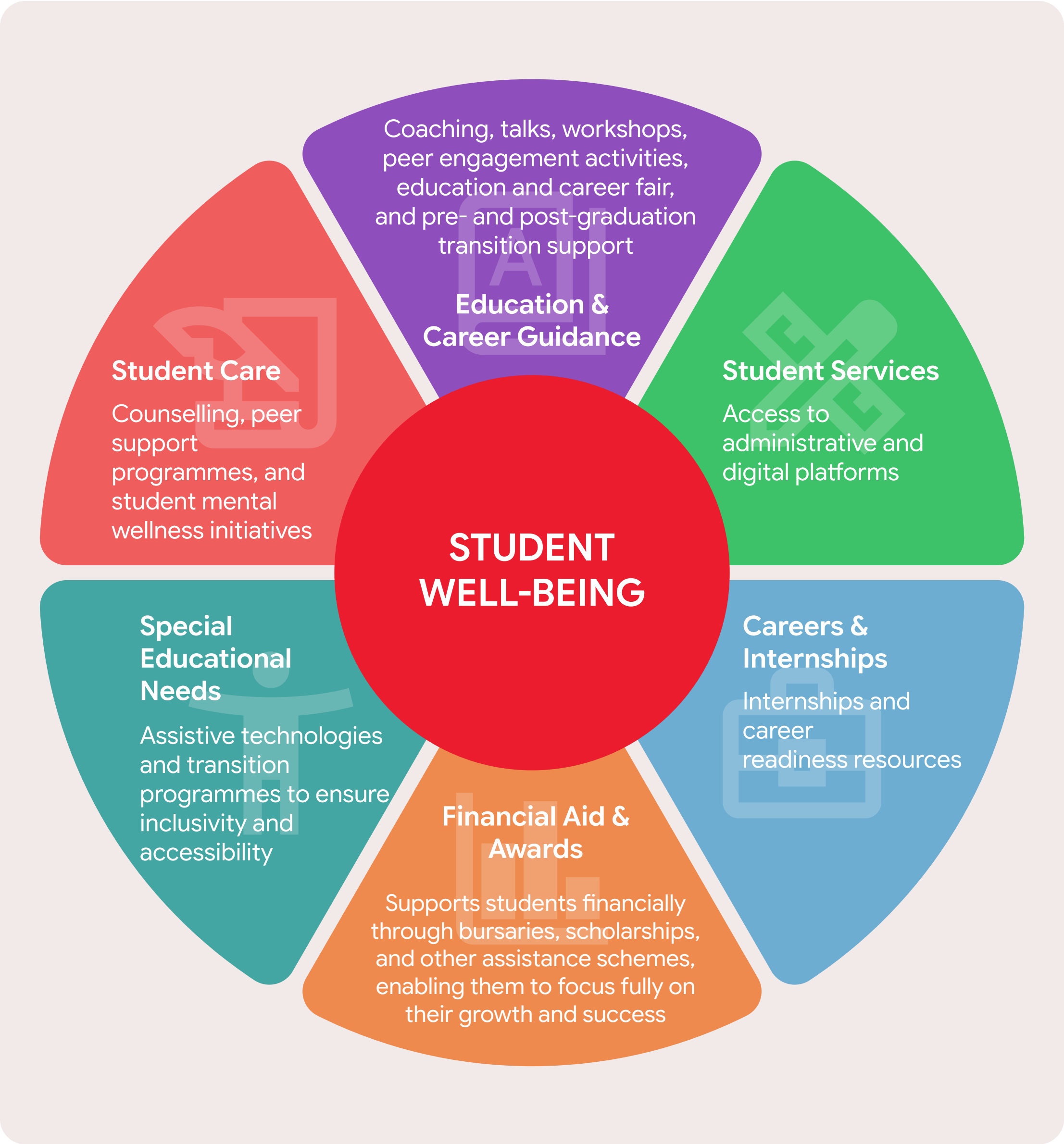
TP adopts a holistic approach to student well-being, recognising that academic success is closely linked to personal development, emotional resilience, inclusivity and career readiness.

At TP, student success goes way beyond the classroom. We believe that doing well academically is deeply connected to personal growth, emotional grit, inclusivity, and career readiness. Our Department of Student Support & Career Services (SSCS) provides integrated support across key aspects of student life, including mental well-being, education and career guidance, internship readiness, special educational needs (SEN) support and pastoral care. Through this coordinated ecosystem, TP seeks to support students not only in their academic journey, but also in building confidence, resilience and preparedness for life beyond graduation.

Student Support & Career Services (SSCS)

In FY2025, SSCS continued delivering holistic student support through a range of programmes, interventions and student engagement initiatives.

To support students’ transition into internships and future employment, TP’s Education and Career Guidance (ECG) organised programmes such as the TP Opportunity Fest (TPOF) 2025, which connected students and alumni with over 70 industry partners, autonomous universities and professional development opportunities. Key activities featured University Admissions Talks, Human Library by NTUC Youth, SIA Cabin Crew Interviews and Scholarship Talk by BrightSparks.



STUDENT WELL-BEING

Inclusive Support for Students with Special Educational Needs (SEN)

TP adopts a structured and evidence-based approach towards supporting students with Special Educational Needs (SEN) through its Positive Behavioural Interventions and Supports (PBIS) framework.

The framework adopts a tiered support approach spanning universal support, targeted interventions and multidisciplinary support for students with higher needs. In FY2025, TP appointed 21 SEN Support Champions across schools to improve the accessibility of support services for students with SEN.

SSCS also customised orientation programmes, transition support initiatives and skills training workshops to support students in areas such as self-regulation, time management, study skills and social communication. Initiatives such as “Let’s Hangout” provided inclusive spaces for students with SEN to build friendships and a stronger sense of belonging within the TP community.

To support students’ transitions into employment, TP further strengthened partnerships with organisations such as SG Enable, TomoWork and the Microsoft Enabler APAC team. Through initiatives such as the TomoWork Talent Accelerator Programme (TAP), students with SEN were provided with workplace readiness training, mentoring opportunities and industry networking experiences to support confidence-building and future employability.



STUDENT WELL-BEING

Inclusive Spaces for ECG and SEN Support

Complementing these efforts, SSCS also launched Catalyst@TP, a dedicated shared space supporting ECG and SEN consultations. The facility includes consultation rooms, interview pods and collaborative spaces designed to provide students with accessible support resources, interview preparation opportunities and career coaching tools.

In partnership with NTUC’s Employment and Employability Institute (e2i), students are given the opportunity to explore AI-enabled career guidance tools such as the NTUC AI Career Coach within the interview pod spaces.



Mental Well-being & Peer Support

TP continues to prioritise mental health literacy, emotional resilience and peer support as part of its Whole School Approach towards student well-being.

In FY2025, SSCS organised initiatives aimed at strengthening mental health awareness and creating supportive spaces for students to seek help and connect with peers. These included compulsory Mental Health Literacy programmes for all Year 1 students, online e-forums addressing mental well-being topics, and parent engagement sessions focused on youth mental health awareness.

Peer-led initiatives also played an important role in TP’s supportive campus culture. Through the Peer Supporters-in-Action (PSiA) student group, students organised mental well-being campaigns, peer engagement activities and awareness events such as Friendly Fridays, “You’ve Got a Friend in Me” Roadshows and the World Mental Health Week Roadshow.

In FY2025, PSiA also organised the inaugural Inter-IHL Peer Support Summit, bringing together students and staff from Institutes of Technical Education (ITEs) and Polytechnics across Singapore to exchange experiences, promote peer support networks and conversations around student mental well-being.

By the end of AY2025, TP exceeded its peer support participation target, achieving a ratio of one trained peer supporter for every nine students.

COMMUNITY ENGAGEMENT

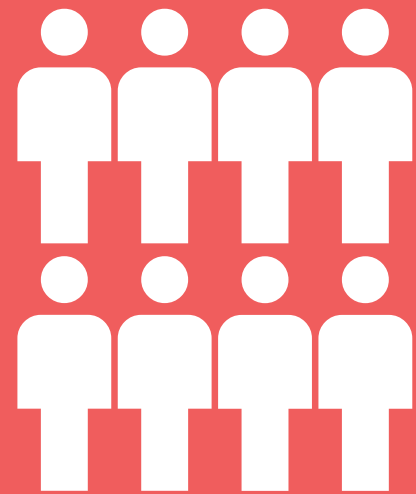
TP’s community engagement efforts are an extension of our Living Lab philosophy, where sustainability awareness, applied learning and community participation are integrated into campus experiences.

In FY2025, TP organised a series of initiatives aimed at encouraging environmental consciousness and behavioural change among staff, students and external stakeholders. These initiatives provided opportunities for participants to engage with sustainability concepts through experiential activities and community partnerships both within and beyond the campus community.



Impact In Numbers

More than
1,600 Staff & Students
participated in
Earth Day 2025



8,435 sustainability
actions
&
2,843 sustainability
ideas
shared through the Eco Life Challenge



Partnerships and collaborations with

- Surbana Jurong
- Sarawak Biodiversity Centre
- Yellow Ribbon Singapore
- Science Centre Singapore
- North East CDC
- Semula
- Plastify
- Bungkus

to support sustainability education,
applied learning and community
engagement initiatives.



COMMUNITY ENGAGEMENT



Earth Day 2025

One of the key engagement initiatives during the year was TP’s Earth Day 2025, held between April and May 2025, which brought together more than 1,600 staff and students. The programme featured the Eco Treasure Hunt, Eco Campus Tours and the Eco Life Challenge, which encouraged participants to explore the adoption of sustainable daily habits through practical actions such as reducing food waste and using reusable items.

Collectively, the Eco Life Challenge recorded 8,435 sustainability actions and 2,843 sustainability ideas, supporting efforts to reduce approximately 1,300 kg of carbon emissions. Activities such as “Show Your Clean Plate” and “Bring Your Own Reusables” saw particularly strong participation, reflecting growing awareness surrounding food waste reduction and responsible consumption practices.

The Eco Campus Tour, organised with support from TP student clubs and external partners including Mapletree, provided participants with opportunities to learn more about TP’s green infrastructure and sustainability initiatives through guided experiential learning sessions across campus.



TP students Chong Rui En Roxanne (left) and Sohana Khatun (right) showcase their projects under NEA’s YES Leaders Programme.

Students Driving Sustainability

In November 2025, TP’s Sustainability Interest Group (SUSTIG) organised its annual TP Eco Fest, attracting more than 500 student participants through interactive activities and challenges. In FY2025, the event expanded its focus to include social sustainability through collaborations with TotallyPHS and LawInc. Activities such as Waste Sorting Challenge, Spin the Wheel Trivia, and the “How Long Till I’m Gone?” Countdown Challenge encouraged students to explore sustainability concepts through experiential engagement.

As part of NEA’s Youth for Environmental Sustainability (YES) Leaders Programme, TP students Chong Rui En Roxanne and Sohana Khatun developed projects addressing lithium-ion battery materials recycling and inclusive waste upcycling. Their projects translated sustainability concepts into practical, community-focused solutions.

TP also continued to recognise students for sustainability leadership and climate action. Following their participation in the Youth Climate Summit 2024 – Southeast Asia, students from TP’s Sustainability Interest Group (SUSTIG) developed a sustainability proposal that received the Climate Action Plan Prize: Excellent Sustainability Education Award at the Penang Nature-Based Climate Adaptation Programme Award Ceremony in February 2026.

COMMUNITY ENGAGEMENT

Community Care & Volunteerism

Beyond sustainability awareness, community engagement efforts in FY2025 also encouraged staff and students to contribute meaningfully to social causes through volunteerism, service learning and partnerships with community organisations.

During TP Cares Week, a food donation drive with Food from the Heart collected 1,000 items from 76 donors. Supported by packers, drivers and delivery volunteers, the initiative reached 80 families and involved 114 participants. TP Cares Week also included a beach clean-up with APSN, SUSTIG facilitators, students and staff, where 168 participants removed 22 kg of trash.

Partnerships with North East CDC continued through Project Refresh, where volunteers helped refresh and repaint homes for residents. In April 2025, 25 staff and 46 students participated in the initiative, supporting household improvement works for residents. A subsequent activity in August 2025 involved 39 volunteers, including family members, and supported six residential units.

Efforts to support seniors through meaningful interactions were also strengthened through the inaugural TP x NTUC Health Active Ageing Centre Day, which engaged 600 seniors across 25 centres with support from 30 student volunteers from the School of Humanities & Social Sciences and School of Design. Regular senior befriending programmes with Presbyterian Community Services and St Bernadette Lifestyle Village further provided students with opportunities to build empathy and learn how to support seniors through meaningful interaction.

The partnership with FFTH also extended to the Toy Buffet initiative, where 64 staff volunteers and 20 students supported the collection and distribution of toys for underprivileged children. More than 800 toys were collected, bringing joy to approximately 2,500 children.



OCCUPATIONAL HEALTH & SAFETY

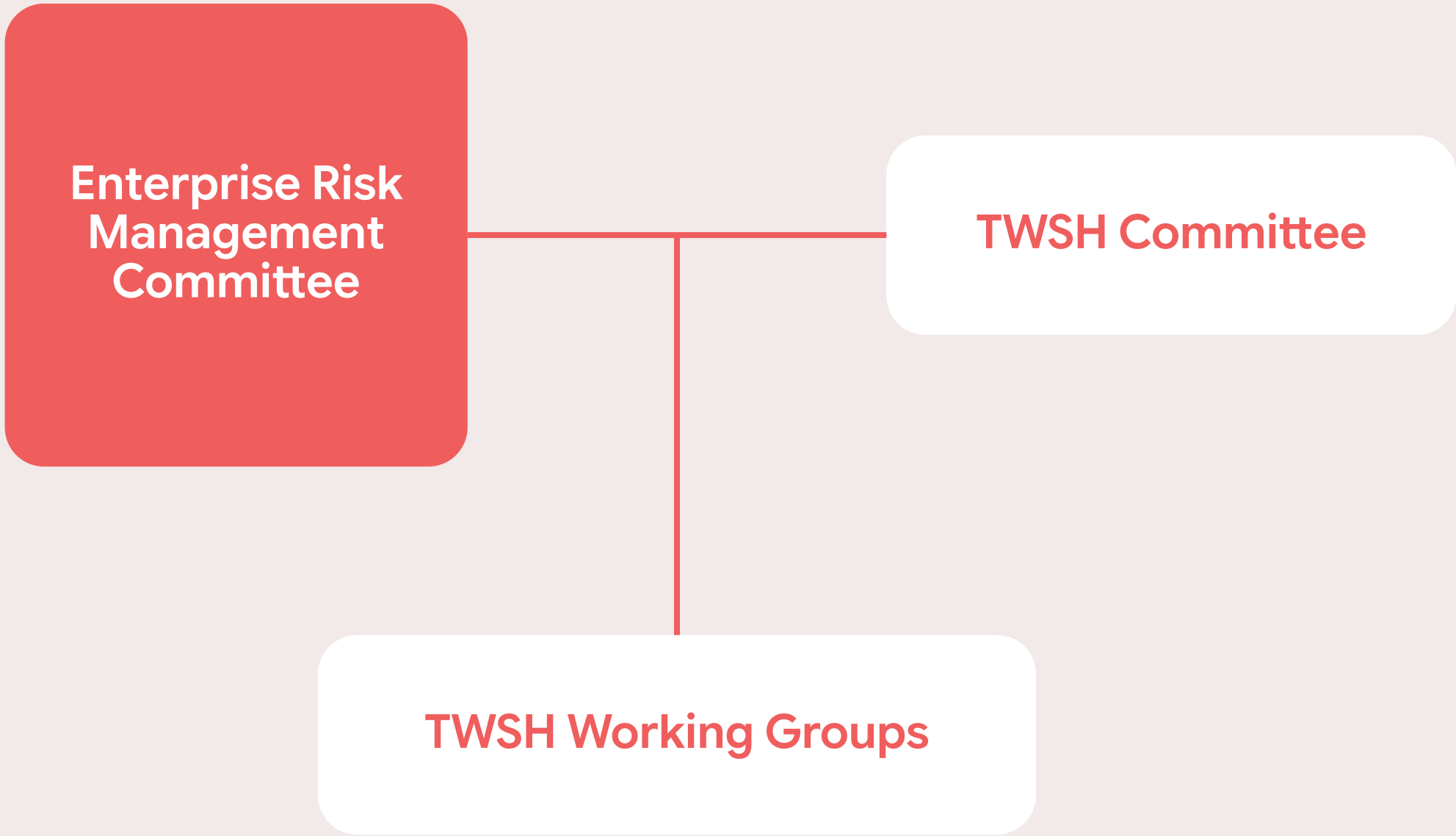
TWSH Governance & Risk Management

At TP, the safety and well-being of staff, students and stakeholders are prioritised and supported through a structured and proactive approach to Total Workplace Safety and Health (TWSH). TP’s occupational health and safety practices are guided by its TWSH Policy and Risk Management Code of Practice (RMCP) Revision 3, which sets out the processes for hazard identification, risk assessment, incident reporting and risk control across campus. TP’s RMCP implementation is audited and certified under the Ministry of Manpower (MOM) Workplace Safety and Health Council’s bizSAFE Level 3 audit framework.

TWSH is overseen by the Enterprise Risk Management (ERM) Committee, chaired by the Principal and Chief Executive Officer (PCEO), which provides strategic direction and approves key policies. Supporting this is the TWSH Committee, comprising both management and non-management representatives from across schools and departments, which is responsible for overseeing the implementation of risk management programmes.

At the operational level, the TWSH Working Groups play a key role in driving safety practices on the ground. Through regular inspections and monthly meetings, the groups identify potential hazards, implement mitigation measures and review safety procedures to ensure continuous improvement.

TWSH Governance



TP’s TWSH Policy, endorsed by the PCEO, provides a framework for maintaining standards while fostering a culture of accountability among staff and students.

Through initiatives such as the TWSH@TP Inspection, senior management conducts monthly site inspections and record observations using a standardised checklist. These efforts are complemented by ongoing engagement across schools and departments to strengthen awareness and address potential safety concerns in a timely manner.

OCCUPATIONAL HEALTH & SAFETY

Performance & Safety Outcomes

In FY2025, TP recorded five MOM i-Reportable work-related injuries, including two classified as major workplace injuries, compared with no major workplace injuries recorded in FY2024.

The main type of work-related injury recorded in FY2025 was slips, trips and falls. In response, TP continues to strengthen preventive measures through online hazard reporting via Campus Insights, TWSH Safety Committee Working Group risk assessments, incident reporting and monthly inspections. These measures support the early identification of hazards and the implementation of actions to eliminate or minimise risks where practicable.

	FY2023	FY2024	FY2025
Minor injuries	8	9	3
Major injuries	0	2	2
Fatal Injuries	0	0	0

A Culture of Safety

Occupational health and safety training is provided to employees, including general safety awareness and training relating to specific work-related hazards, hazardous activities or hazardous situations where relevant.

To support timely reporting, platforms such as the Campus Insights app and Fire Command Centre hotline enable staff to report unsafe practices and suggest preventive measures. Campaigns such as “See Something, Say Something” reinforce a culture of shared responsibility, encouraging proactive reporting and recognising staff contributions during TP’s Safety Day.



PILLAR 5:

STRATEGY & COMPLIANCE

Our Approach

Strong governance provides the foundation for TP to deliver its educational mission responsibly, manage emerging risks and maintain the trust of its stakeholders. TP is guided by principles of integrity, accountability and transparency in the way it conducts its operations and makes decisions.

Under this Pillar, TP focuses on upholding ethical conduct, management of climate-related risks, incorporating environmental considerations into procurement practices, and safeguarding institutional and personal information.

Material Topics

- Anti-Corruption
- Climate-related Risk Management
- Green Procurement Policies
- Information Security including Privacy



In this section:

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Information Security including Privacy	67

PERFORMANCE & PRIORITIES

FY2025 Performance

- Continued to enforce zero tolerance towards all forms of corruption, bribery and unethical business practices
- Climate-related risk has been incorporated into TP's Enterprise Risk Management Framework. The next review will happen in FY2027. Studies on climate-related physical risk will continue annually
- Continued to trial practical approaches to incorporate environmental considerations into procurement and event practices. Initiatives explored in FY2025 included:
 - Renting reusable crockery and cutlery from catering vendors
 - Providing designated food-waste bins at events to improve waste segregation
 - Assessing compostable and biodegradable alternatives and reviewing their compatibility with existing food-waste
- **Deadline for 100% staff completion rate extended to Mid FY2026 due to additional AI literacy content**

Priorities Ahead

TP continues to strengthen its governance practices across the institution, reinforcing anti-corruption awareness and internal controls, progressively enhancing the consideration of climate-related risks in planning and risk management, and encouraging more sustainable procurement practices where operationally and commercially feasible.

Through ongoing reviews, awareness initiatives and staff training, TP aims to also improve information security and data privacy safeguards. Lessons from reported incidents will inform improvements to processes and controls, with continued emphasis on timely escalation, responsible information handling and vigilance against evolving cyber threats.

ANTI-CORRUPTION

Code of conduct for TP Staff

Staff are expected to be familiar with TP’s Code of Conduct and relevant policies in the staff portal. Additionally, they are encouraged to complete a Code of Conduct quiz annually. To ensure compliance and prevent potential conflicts of interest, all staff must submit their annual declaration on indebtedness, investments, workplace/student relationships, among other matters.

Whistleblowing Policy

TP’s whistleblowing policy offers a confidential avenue for reporting of serious breaches of laws or TP’s policies and suspicions of misconduct.

All reports received shall be referred to an independent Whistleblowing Committee for investigation.



Grievance Policy

TP’s grievance mechanism enables staff to raise valid grievances and concerns, without fear of reprisal or discrimination, with all issues carefully reviewed by the management.

To facilitate responsible reporting, allegations proven to be baseless may result in disciplinary action.

CLIMATE-RELATED RISK MANAGEMENT

Climate-related risk metrics are integrated into TP’s broader enterprise risk management framework. This ensures that emerging environmental risks are identified, assessed and managed in a structured manner. In FY2025, TP continued to consider how physical climate risks may affect our campus, people and operations. Alongside institution-level risk assessment, TP staff led studies and operational testing that also provided practical insights into how campus spaces and systems may perform under different climatic conditions.	Operational risks			Safety & security risks		Financial risks	Projected risk levels	
	Risk Register. Mapped to material topics	Strategy & Compliance: Information security including privacy	Facilities & Operations	Safety & security risks	Safety & security risks	Financial Management	2030 Risk	2045 Risk
	Floods	Disruption to IT services due to damage of IT infrastructure/ equipment	Property/asset damage, leaks, water damage, drainage issues.		Cancellation/delay of local student activities and overseas trips to areas prone to floods	Increase in infrastructure /building maintenance and repair costs	Low	Low
	Extreme rainfall		Slip hazards due to wet floors from wind-driven rain, flood-related injuries.				Low/Moderate	Moderate
	Heatwave		Increased wear on building materials, strain on HVAC system, energy consumption.	Heat stress-related health issues	Heat stress-related health issues, cancellation /delay of local student activities and overseas trips to areas prone to heatwaves/high temperatures		Low/Moderate	Moderate
	Rise in mean temperature		Cancellation/disruption of student activities and event				Low/Moderate	Moderate
	Rise in sea level	No impact based on 3rd National Climate Change Study & Climate Central sea level projections 2050; TP is located inland and not near the coast				Increase in cost of purchased goods due to supply chain disruptions	Low	Low

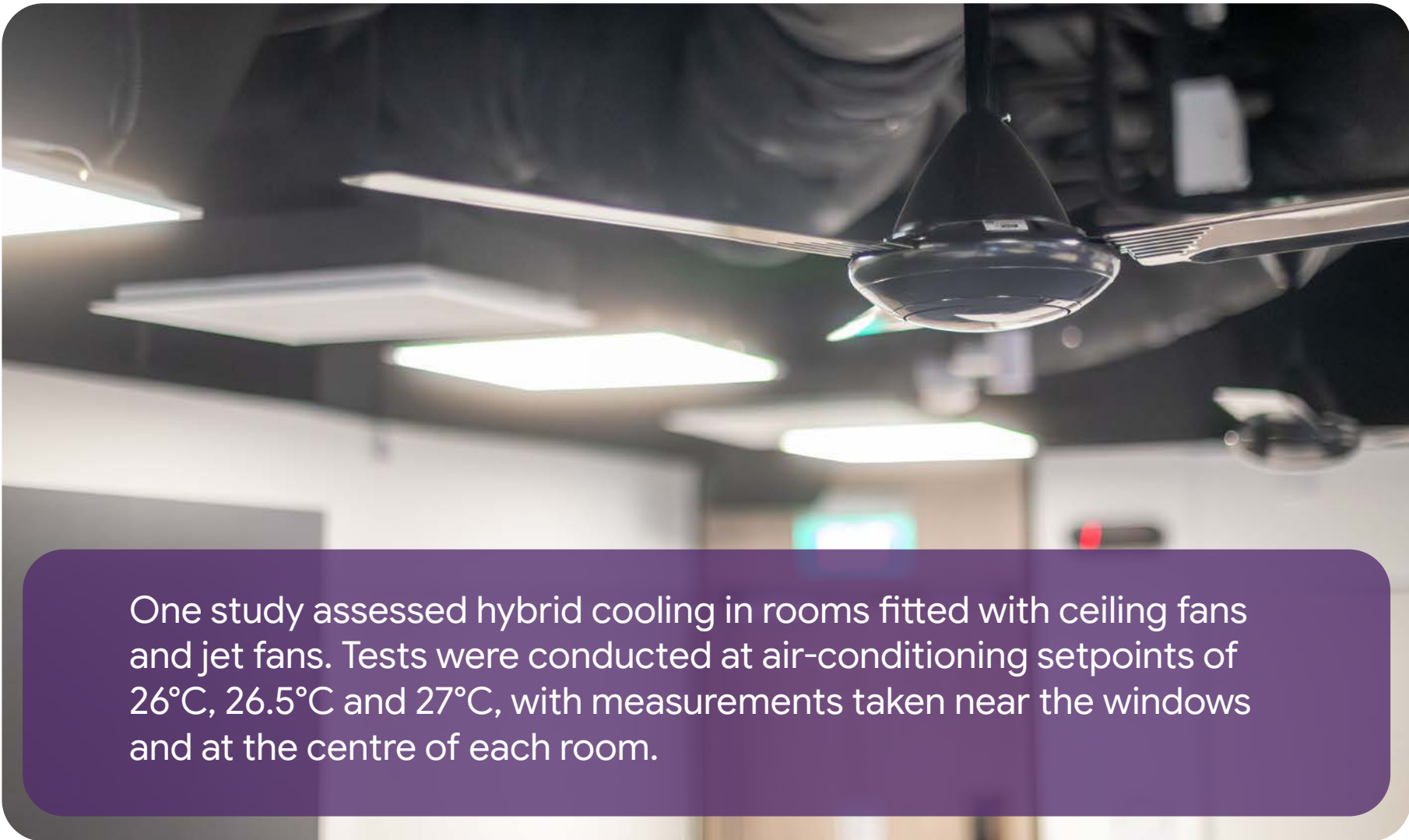
CLIMATE-RELATED RISK MANAGEMENT

Testing Cooling Strategies for Thermal Comfort

As warmer conditions and changing cooling demands place greater emphasis on maintaining comfortable and functional indoor environments, TP continued to explore how different cooling approaches could support campus planning and operations.

Following earlier work on solar-control film, TP staff, Senior Lecturers from Omar Elrawy and Marie Tan from the School of Engineering, , examined how cooling setpoints, airflow, room layouts and occupancy affect indoor thermal comfort.

Under the conditions tested, a setpoint of 26°C provided the most consistent level of thermal comfort. Ceiling fans performed slightly better overall, while jet fans helped create more uniform conditions across different parts of the room. The findings highlighted that cooling performance depends not only on the air-conditioning temperature, but also on how air moves through the space.



One study assessed hybrid cooling in rooms fitted with ceiling fans and jet fans. Tests were conducted at air-conditioning setpoints of 26°C, 26.5°C and 27°C, with measurements taken near the windows and at the centre of each room.

A separate study examined Passive Displacement Cooling (PDC) in an enclosed office at TP’s School of Engineering. 16 sensors were installed at 3 different heights around 6 staff workstations. Conditions were monitored while the space was empty, after the cubicles were installed and during actual use.

The PDC system performed as intended, allowing warmer air to rise above the occupied zone. However, the study also found that cubicle partitions, humidity and limited air movement could affect how comfortable the space felt. This helped staff identify practical areas for improvement, including assisted air movement, cooling settings, humidity management and changes to workstation layouts.



TP compared different fan configurations and air-conditioning settings to understand their effects on thermal comfort across the room.

How Findings Inform Future Campus Planning

The studies reinforce the value of testing and adapting cooling approaches to different spaces rather than relying on a single solution. The findings will inform campus planning and operational decisions that balance occupant comfort, energy efficiency and resilience to changing environmental conditions.

GREEN PROCUREMENT POLICIES

TP continues to strengthen its green procurement practices by incorporating environmental sustainability considerations into purchasing decisions and supporting more responsible consumption across the campus.

Recognising that meaningful changes in procurement behaviours require practical, affordable and operationally feasible alternatives, TP’s approach focuses on encouraging the adoption of its existing green procurement guidelines while progressively addressing the barriers faced by departments and event organisers.

GREEN CATERING PRACTICES

In FY2025, TP reviewed catering purchase records and gathered feedback from department heads to better understand cost and operational barriers.

One key challenge is the higher cost of renting reusable crockery and cutlery from catering vendors. Depending on the vendor and event requirements, greener catering arrangements may cost approximately 25% to 80% more than conventional options. This can be challenging for events operating within limited budgets.

Nonetheless, to provide a more practical alternative, TP purchased approximately 400 reusable crockery and cutlery sets for small- to medium-sized campus events. These sets are available for use without additional rental charges and are collected and washed after each event.



FOOD WASTE REDUCTION AND SEGREGATION

Food waste bins are also increasingly provided at events, supported by ongoing engagement to improve appropriate food waste disposal and segregation among staff and students. These efforts have been positively received and complement TP’s broader food waste management efforts, including the use of food digesters.



GREEN PROCUREMENT POLICIES

ADDRESSING OPERATIONAL CONSTRAINTS

TP recognises that reusable options may not be suitable for all events, particularly where space, timing or minimum order requirements make buffet catering impractical. These considerations are particularly relevant for night classes, adult learner programmes and activities conducted across multiple locations.

Where disposable items remain necessary, TP is exploring selected compostable and biodegradable alternatives and assessing their compatibility with its food waste treatment systems, with support from the School of Applied Science.

As not all products marketed as compostable are compatible with TP’s waste treatment systems, the trials will also help identify suitable product specifications and brands. This information may subsequently support engagement with catering vendors on the gradual adoption of compatible alternatives.

TP will continue to review procurement patterns, feedback and trial outcomes to refine existing guidelines and identify practical ways that address cost and operational constraints. Subject to the results of these trials, TP will also explore opportunities to support the wider use of suitable alternative materials from FY2027 onwards.



INFORMATION SECURITY INCLUDING PRIVACY

TP recognises that information security and data privacy are fundamental to maintaining the trust of our students, staff, partners and the wider community. We continue to strengthen our safeguards, governance processes and organisational awareness to protect personal and institutional information from cyber threats, unauthorised access and inadvertent disclosure.

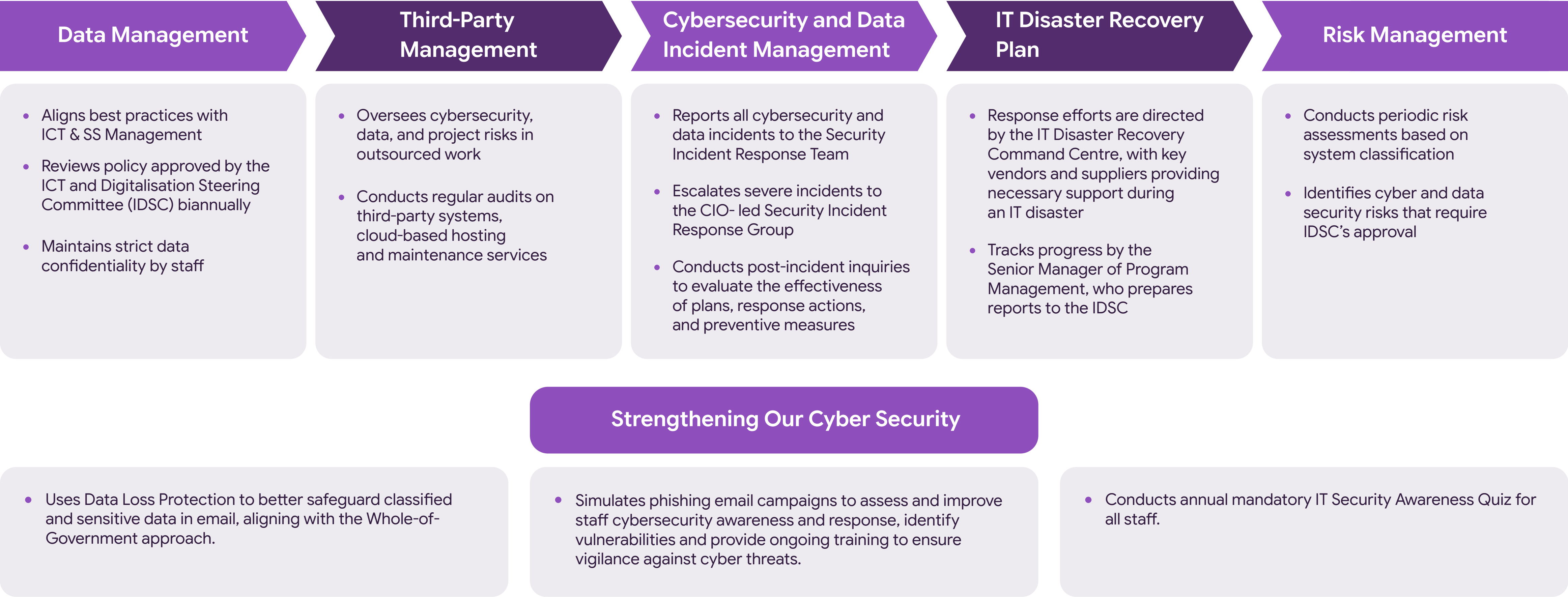
In FY2025, an information security incident was reported. The incident involved compromised student accounts that were used by scammers to send fraudulent fee payment requests. Some recipients acted on the fraudulent instructions and suffered financial losses. Upon becoming aware of the incident, TP issued advisories to its community, reported the matter to the relevant authorities and supported the ensuing investigations. Similar scam attempts were also reported across other institutes of higher learning.

The incident was escalated through the appropriate internal and regulatory reporting channels. Follow-up actions include reinforcing information-handling procedures, reminding staff to verify recipients, and strengthening awareness of data privacy and cybersecurity responsibilities.

TP will continue to review its information security measures and strengthen both technical and human safeguards. TP strives to protect against data leaks and cyber-attacks, supported by continued system reviews, cybersecurity awareness initiatives and training on the responsible handling of personal information.



INFORMATION SECURITY INCLUDING PRIVACY



TECHNICAL ANNEX

GHG Inventory and Management Methodology

TP's greenhouse gas ("GHG") inventory was prepared in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. The inventory adopts the operational control approach, whereby emissions sources from operations and facilities under TP's operational authority are included within the reporting boundary. This covers TP's campus operations, while excluding tenants and leased facilities that are outside TP's operational control.

Scope 1 emissions were quantified using relevant emission factors from the GHG Protocol and Global Warming Potential ("GWP") values from the Intergovernmental Panel on Climate Change ("IPCC AR6"). For Scope 2 emissions, TP applied the grid emission factor published by the Energy Market Authority of Singapore for 2024 of 0.402 kgCO₂e/kWh.

All data disclosed has undergone internal review and is presented in good faith to the best of TP's knowledge. Where applicable, environmental performance data including GHG emissions and waste have been restated to improve the accuracy and comparability of disclosures.

339,909 m²

FY2025 campus Gross Floor Area, aligned with the organisational boundary adopted for the GHG inventory

0.402 kgCO₂e/kWh

Scope 2 grid emission factor, Energy Market Authority of Singapore, 2024

GREENGOV.SG DEFINITION

GHG Emissions Intensity

=

Total Scope 1 and 2 emissions (kgCO₂e)

Campus Gross Floor Area (m²)

Energy Management Methodology

In line with the GreenGov.SG initiative, TP defines and calculates its Energy Utilisation Index (EUI) as follows:

Baseline EUI =

Total TP's building energy consumption between FY2018 and FY2020 (kWh)

Total Campus Gross Floor Area between FY2018 and FY2020 (m²)

EUI =

Total TP's building energy consumption (kWh)

Total Campus Gross Floor Area (m²)

- The calculation of TP's Energy Utilisation Index ("EUI") incorporates several operational assumptions and estimation methodologies to better reflect actual campus utilisation patterns. These include:
- Excluding Sundays and public holidays from the number of operational days
 - Applying a 50% adjustment factor for full qualification Continuing Education and Training ("CET") students to reflect reduced hours spent on campus
 - Accounting for permanent staff and adjunct lecturers based on Full-Time Equivalent ("FTE") hours.
 - Estimating average daily visitor numbers based on studies conducted for major TP events.

Operational Parameters by Financial Year

FY	Op. days	Students/day	Staff+contr./day	Visitors/day	GFA (m ²)
FY2018–FY2020	287	12,665	1,640	549	339,976
FY2021	302	7,087	1,139	—	341,100
FY2022	302	14,869	1,903	—	333,111
FY2023	300	14,353	1,854	—	335,960
FY2024	302	14,532	1,853	—	338,107
FY2025	301	14,922	1,927	—	339,909

TECHNICAL ANNEX

Water & Waste Management Methodology

Water Management

In line with the GreenGov.SG initiative, TP defines and calculates its Water Efficiency Index (WEI) as follows:

Baseline WEI =

Total TP's building water consumption between FY2018 and FY2020 (litres)

Average number of operational days per year between FY2018 and FY2020 × (Average number of full qualification students, staff, onsite contractors per day + 0.25 × Average number of visitors per day, between FY2018 and FY2020)

WEI =

Total TP's building water consumption (litres)

Average number of operational days in the year × (Total number of full qualification students, staff, onsite contractors + 0.25x the average number of visitors per day)

Waste Management

In line with the GreenGov.SG initiative, TP defines and calculates its Waste Disposal Index (WDI) as follows:

Baseline WDI =

Total waste disposed in FY2022 (kg)

Average number of operational days in FY2022 × (Total number of full qualification students, staff, onsite contractors + 0.25 of visitors per day in FY2022)

WDI =

Total waste disposed (kg)

Average number of operational days in the year × (Total number of full qualification students, staff, onsite contractors + 0.25 of visitors per day)

Data Restatement

Historical waste figures for FY2022 to FY2023 were restated following an independent review of TP's waste data collection methodology. The restatement incorporated additional waste streams, including skip tank waste arising from renovation, maintenance and campus improvement activities, which were previously excluded from reported figures. The revised methodology provides a more complete representation of waste generated across campus operations and improves comparability across reporting years.

TECHNICAL ANNEX

GRI Content Index — General Disclosures (1 of 2)

NO.	DISCLOSURE TOPIC	PAGE REFERENCE
2-1	Organisational details	About the report, Pg 3
2-2	Entities included in the organization's sustainability reporting	About the report, Pg 3
2-3	Reporting period, frequency and contact point	About the report, Pg 3
2-4	Restatements of information	Technical Index, Pg 69, 70
2-5	External assurance	Has not sought external assurance.
2-6	Activities, value chain and other business relationships	About the report, Pg 3
2-7	Employees	Human capital management, Pg 43, 44
2-8	Workers who are not employees	Not disclosed due to confidentiality reasons
2-9	Governance structure and composition	Sustainability Governance, Pg 5
2-10	Nomination and selection of the highest governance body	FY25/26 Annual Report
2-11	Chair of the highest governance body	Annual Report
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance, Pg 5
2-13	Delegation of responsibility for managing impacts	Sustainability Governance, Pg 5
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance, Pg 5
2-15	Conflicts of interest	Pg 62
2-16	Communication of critical concerns	Pg 62

TECHNICAL ANNEX

GRI Content Index — General Disclosures (2 of 2)

NO.	DISCLOSURE TOPIC	PAGE REFERENCE
2-17	Collective knowledge of the highest governance body	FY25/26 Annual Report
2-18	Evaluation of the performance of the highest governance body	Not disclosed due to sensitive information and confidentiality reasons.
2-19	Remuneration policies	Not disclosed due to sensitive information and confidentiality reasons.
2-20	Process to determine remuneration	Not disclosed due to sensitive information and confidentiality reasons.
2-21	Annual total compensation ratio	Not disclosed due to sensitive information and confidentiality reasons.
2-22	Statement on sustainable development strategy	PCEO's message, Pg 4
2-23 / 2-24	Policy commitments; Embedding policy commitments	Sustainability Governance, Pg 5, Pillar 1 commitments, Pg 11–12, Pillar 2 commitments, Pg 21–23, Pillar 3 commitments, Pg 31–33, Pillar 4 commitments Pg 40–42, 45–46, 49, 52, 58, Pillar 5 commitments Pg 60–62, 65, 67
2-25	Processes to remediate negative impacts	Grievance Policy, Pg 62
2-26	Mechanisms for seeking advice and raising concerns	Pg 6, 62
2-27	Compliance with laws and regulations	No instances of non-compliance
2-28	Membership associations	Singapore Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP), Amalgamated Union of Public Employees
2-29	Approach to stakeholder engagement	Stakeholder Engagement, Pg 6
2-30	Collective bargaining agreements	—

TECHNICAL ANNEX

GRI Content Index — Material Topics (1 of 2)

NO.	DISCLOSURE TOPIC	PAGE	NO.	DISCLOSURE TOPIC	PAGE
GRI 3: Material Topics 2021			Pillar 3 — Water Management		
3-1	Process to determine material topics	6	3-3	Management of material topics	37
3-2	List of material topics	7	303-1	Interactions with water as a shared resource	37
Pillar 1 — Academics & Curriculum			303-2	Management of water discharge-related impacts	37
3-3	Management of material topics	12	303-5	Water consumption	37
Pillar 2 — Research & Innovation			Pillar 3 — Waste Management		
3-3	Management of material topics	22, 23	3-3	Management of material topics	38
Pillar 3 — Energy Management			306-1	Waste generation and significant waste-related impacts	38
3-3	Management of material topics	33	306-2	Management of significant waste-related impacts	38
302-1	Energy consumption within organisation	33	306-3	Waste generated	38
302-2	Reductions in energy consumption	34	306-4	Waste diverted from disposal	38, 39
Pillar 3 — GHG Inventory & Management			306-5	Waste directed to disposal	38
3-3	Management of material topics	35			
305-1	Direct (scope 1) GHG emissions	35			
305-2	Energy indirect (Scope 2) GHG emissions	35			
305-4	GHG emissions intensity	35			
305-5	Reduction of GHG emissions	36			

TECHNICAL ANNEX

GRI Content Index — Material Topics (2 of 2)

NO.	DISCLOSURE TOPIC	PAGE
Pillar 4 — Student Well-being		
3-3	Management of material topics	52
Pillar 4 — Human Capital Management		
3-3	Management of material topics	42
401-1	New employee hires and employee turnover	44
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	49
405-1	Diversity of governance bodies and employees	43
404-1	Average hours of training per year per employee	47, 48
404-2	Programmes of upgrading employee skills and transition assistance programmes	45, 46
404-3	Percentage of employees receiving regular performance and career development reviews	48
Pillar 4 — Community Engagement & Impact		
3-3	Management of material topics	55
413-1	Operations with local community engagement, impact assessments, and development programmes	55
Pillar 4 — Occupational Health & Safety		
3-3	Management of material topics	58
403-1	Occupational health and safety management system	58

NO.	DISCLOSURE TOPIC	PAGE
Pillar 4 — Occupational Health & Safety		
403-2	Hazard identification, risk assessment, and incident investigation	58
403-3	Occupational health services	59
403-5	Worker training on occupational health and safety	59
403-6	Promotion of worker health	59
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	59
403-8	Workers covered by an occupational health and safety management system	58
403-9	Work-related injuries	59
Pillar 5 — Anti-Corruption		
3-3	Management of material topics	62
205-2	Communication and training about anti-corruption policies and procedures	62
Pillar 5 — Climate-related Risk Management		
3-3	Management of material topics	63, 64
Pillar 5 — Green Procurement Policies		
3-3	Management of material topics	65, 66
Pillar 5 — Information Security Including Privacy		
3-3	Management of material topics	67, 68

TECHNICAL ANNEX

SASB Content Index

CODE	ACCOUNTING METRIC	PAGE REFERENCE
SV-ED-230a.1	Description of approach to identifying and addressing data security	67, 68
SV-ED-230a.2	Description of policies and practices relating to collection, usage, and retention of student information	68
SV-ED-260a.3	Job placement rate	Disclosed as part of Polytechnic Graduate Employment Survey (GES)
SV-ED-270a.1	Description of policies to ensure disclosure of key performance statistics to prospective students in advance of collecting any fees and discussion of outcomes	TP website, annual reports, and face-to-face platforms such as open house and school visits.
SV-ED-270a.2	Total amount of monetary losses as a result of legal proceedings associated with advertising, marketing, and mandatory disclosures	None during the reporting period
SV-ED-000.A	Number of students enrolled	FY25/26 Annual reports
SV-ED-000.C	Average registered credits per student, percentage online	Average registered credit units (CU) per student for the reporting period was 120 CUs where 1 CU equates to 15 hours of curriculum time. Average percentage online has not been disclosed due to confidentiality reasons.
SV-ED-000.D	Number of: (1) teaching staff and (2) all other staff	43

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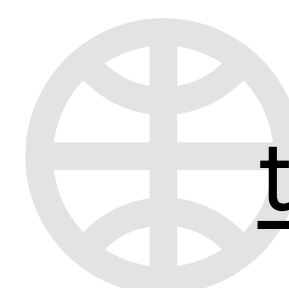
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