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*The CDL SME Supplier Decarbonisation Queen Bee Programme Graduation Ceremony on 7<sup>th</sup> October 2025, officiated by Guest-of-Honour, Ms Low Yen Ling, Senior Minister of State for Trade and Industry, and Culture, Community and Youth, celebrated the graduation of 42 participating SMEs. The CDL MicroFarm which was developed in collaboration with V-Plus Agritech - one of the graduating SMEs - was also launched at the Ceremony.*

## Editor's Note

**The fourth quarter of 2025 marks a sobering milestone for global climate action. A decade after the Paris Agreement, the goal of limiting warming to 1.5°C appears increasingly elusive, with global temperatures exceeding that threshold for three consecutive years. The science is unequivocal: climate risks are intensifying, and the gap between ambition and implementation remains significant.**

Yet amid geopolitical headwinds and economic uncertainty, sustainability momentum has not stalled. Corporate sustainability and the energy transition continue to expand across markets. Sustainability disclosures reached record highs in 2025, reflecting stronger expectations for transparency and accountability. Nature has also gained renewed prominence within global frameworks, with closer alignment emerging across climate and biodiversity standards. The direction of travel is clear – from pledges to performance, from commitments to measurable outcomes.

At COP30, expectations for major breakthroughs were initially modest. However, negotiations increasingly centred on implementation, adaptation finance, and reducing reliance on fossil fuels. Efforts to strengthen the COP process itself signalled recognition that delivery – not declaration – must define the next chapter of climate leadership.

Against this backdrop, CDL continued to advance sustainability excellence. In Q4, we were honoured with multiple awards recognising the quality and impact of our reporting and ESG risk management, affirming our commitment to transparency and long-term value creation. We also strengthened thought leadership through a dialogue with the Taskforce on Nature-related Financial Disclosures (TNFD), reinforcing alignment between climate and nature-related reporting. Discussions at the 12th Hong Leong-CDL Group Annual Sustainability Forum further highlighted how ESG integration can sustain long-term growth despite short-term pressures.

As 2025 draws to a close, one reality stands firm: sustainability is not retreating – it is maturing. The road ahead demands resilience, transparency, and collective action. CDL remains steadfast in strengthening our foundations, enabling partners, and translating ambition into measurable progress toward a low-carbon, nature-positive future.

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# Quarterly Update of Sustainability Targets & Progress

## Performance for Q4 2025

### CDL FUTURE VALUE 2030 GOALS, TARGETS AND PROGRESS

Progress Tracking

- Meeting interim targets, maintain performance towards meeting 2030 targets
- Falling short of interim target for one year, review current practices
- Falling short of interim target for more than two years, review and revise targets (if necessary)

| FUTURE VALUE 2030 GOALS  | 2030 TARGETS  | INTERIM 2025 ANNUAL TARGETS <sup>1</sup>   | FY2025 Q4 PERFORMANCE  |
|--|---|--|--|
| <p><b>Goal 1: Building Sustainable Cities and Communities</b></p>  | Achieve Green Mark certification for <b>100%</b> of CDL owned and/or managed buildings <sup>2</sup>             | ≥ <b>90%</b>   | <b>100%</b> achieved   |
|  | Maintain <b>100%</b> retail and office tenant participation in CDL Green Lease Partnership Programme            | Achieve <b>100%</b>  | <b>100%</b> maintained   |
|  | Maintain high level of commitment to adopt innovations and technology of green buildings                        | Average of two innovation and technology applications per year                         | Average of two innovation and technology applications per year<br>1. IoT-based Optimisation and Energy Monitoring Platform<br>2. Anti-Microbe Silver Ion Coating |
|  | Maintain a high level of sustainability engagements and advocacy activities                                     | Average of ≥ <b>36</b> engagements and advocacy initiatives and activities per quarter | Average of 71 engagement and advocacy initiatives and activities per quarter   |
| <p><b>Goal 2: Reducing Environmental Impact</b></p>               | Achieve science-based target of reducing carbon emissions intensity by <b>63%</b> from 2016 levels <sup>3</sup> | <b>30%</b> reduction   | <b>27%</b> reduction <sup>4</sup>  |
|  | <p><b>Corporate Office</b></p> <p>Reduce energy use intensity by <b>63%</b> from 2016 levels</p>                | Energy use intensity: <b>14%</b> reduction   | Energy use intensity: <b>19%</b> reduction   |

|  |  |  |
|--|--|--|
| <b>Asset Management (AM)<sup>5</sup></b>   |  |  |
| Reduce energy use intensity by <b>55.7%</b> from 2016 levels                                     | Energy use intensity: <b>29%</b> reduction   |  Energy use intensity: <b>22.2%</b> reduction <sup>4</sup>  |
| <b>Asset Management (AM) - Office &amp; Industrial<sup>6</sup></b>                               |  |  |
| Reduce water use intensity by <b>9.5%</b> from 2016 levels <sup>3,6</sup>                        | Water use intensity: <b>22.5%</b> reduction  |  Water use intensity: <b>23.5%</b> reduction  |
| Reduce waste intensity by <b>8%</b> from 2016 levels <sup>7</sup>                                | Waste intensity: <b>8%</b> reduction   |  Waste intensity: <b>11%</b> reduction  |
| <b>Asset Management (AM)- Retail<sup>3</sup></b>   |  |  |
| Reduce water use intensity by <b>10.8%</b> from 2016 levels                                      | Water use intensity: <b>37.4%</b> reduction  |  Water use intensity: <b>39.9%</b> reduction <sup>4</sup>   |
| Reduce waste intensity by <b>5%</b> from 2016 levels <sup>7</sup>                                | Waste intensity: <b>3%</b> reduction   |  Waste intensity: <b>5.3%</b> reduction   |
| <b>Property Development (PD)<sup>8</sup></b>   |  |  |
| Achieve an energy use intensity of <b>95 kWh/m<sup>2</sup></b>                                   | Energy use intensity: <b>≤105 kWh/m<sup>2</sup></b>  |  Energy use intensity: <b>2 out of 2</b> TOP project met target   |
| Achieve a water use intensity of <b>1.54 m<sup>3</sup>/m<sup>2</sup></b>                         | Water use intensity: <b>≤1.72 m<sup>3</sup>/m<sup>2</sup></b>  |  Water use intensity: <b>2 out of 2</b> TOP project met target  |
| Achieve a waste intensity of <b>40 kg/m<sup>2</sup></b> <sup>7</sup>                             | Waste intensity: <b>≤ 47.5 kg/m<sup>2</sup></b>  |  Waste intensity: <b>2 out of 2</b> TOP project met target  |
| Ensure <b>100%</b> of appointed Suppliers <sup>9</sup> are certified by recognised EHS standards | <b>100%</b> of vendors appointed by AM; <b>100%</b> of main contractors and <b>≥90%</b> of key consultants appointed by PD |  <b>100%</b> of AM appointed vendors; <b>100%</b> of main contractors and key consultants appointed by PD |
| Reduce embodied carbon of building materials by 41% compared to 2016 baseline                    | <b>25%</b> reduction compared with 2016 baseline   |  <b>47%</b> reduction compared to 2016 baseline   |

|   |  |                      |   |
|---|--|----------------------|---|
|   | <b>Investments<sup>10</sup></b>  |                      |   |
|   | Reduce absolute scope 3 GHG emissions by 58.8% by 2030 from a 2016 base year   | <b>39%</b> reduction | ○○● <b>59.8%</b> reduction                    |
| <b>Goal 3: Ensuring Fair, Safe and Inclusive Workplace</b><br>  | Maintain <b>zero</b> corruption and fraud incidents across CDL's core operations   | <b>Zero</b>          | ○○● <b>Zero</b> corruption and fraud incident |
|   | Maintain <b>zero</b> fatality across CDL's operations and direct suppliers in Singapore  | <b>Zero</b>          | ○○● <b>Zero</b> fatality                      |
|   | Maintain <b>zero</b> occupational disease across CDL's operations and direct suppliers in Singapore                            | <b>Zero</b>          | ○○● <b>Zero</b> occupational Disease          |
|   | Maintain a <b>Major Injury Rate (Major IR)<sup>11</sup> of 10.0 across CDL's operations and direct suppliers in Singapore</b>  | <b>≤ 13.1</b>        | ○○● <b>Zero</b> Major IR                      |
|   | Maintain a <b>Minor Injury Rate (Minor IR)<sup>11</sup> of 460.0 across CDL's operations and direct suppliers in Singapore</b> | <b>≤ 516.6</b>       | ○○● <b>208.3</b> Minor IR                     |

Notes:

<sup>1</sup> The 2030 targets and interim 2025 annual targets were reviewed in Apr 2025 and reflected in the table above.

<sup>2</sup> Calculated based on % of total gross floor area (aligned with BCA's calculation of green buildings).

<sup>3</sup> Intensity figures were calculated based on per unit net lettable floor area.

<sup>4</sup> Overall, this FY2025 performance was impacted by divestment of the low-EUI and low-carbon assets, higher occupancy and mall activities, warmer weather increasing cooling demand, and higher diesel usage in 2H.

<sup>5</sup> Starting from 2025, Asset Management's energy consumption target and performance is combined into a single value (previously split into Office & Industrial, and Retail separately) to be in alignment to the single carbon emissions intensity reduction targets.

<sup>6</sup> Water use and waste intensities include water use and waste disposed of by CDL's Corporate Office.

<sup>7</sup> Waste intensity figures are for non-recyclable waste.

<sup>8</sup> For projects that obtained TOP status for the reporting year – Copen Grand and Tembusu Grand. From 2025 onwards, energy, water and waste intensities' targets and performance will be measured on a Statistical Gross Floor Area (SGFA) basis. Interim 2025 annual targets set for energy, water and waste intensities will be applied to projects commencing in FY2025.

<sup>9</sup> These refer to vendors engaged for proprietary equipment service and maintenance, facility management, security and cleaning service appointed by Asset Management, and main contractors and key consultants (architects, civil and structural engineers, mechanical and electrical engineers) appointed by Property Development Division.

<sup>10</sup> Investment refers to the Group's five key subsidiaries: CBM Pte Ltd, City Serviced Offices, Le Grove Serviced Residences, Tower Club Singapore, hotels owned and managed by M&C.

<sup>11</sup> Major and Minor IR refer to the number of major and minor workplace injuries per 100,000 persons employed, respectively. For the definition of Major and Minor IR, please refer to the [Ministry of Manpower's website](#)

## ACCOMPLISHMENTS

### Sustainability Accolades & Achievements

## CDL's CSO received 'Advocate for Sustainability Award' at Robb Report Singapore Gala 2025

Celebrating CDL's leadership in sustainability



*CDL's CSO, Ms Esther An receiving the Advocate for Sustainability Award at the Robb Report Singapore Gala 2025 - Luxury Distilled: A celebration of luxury with purpose and impact.*

10 OCTOBER 2025 - Organised by *Robb Report Singapore*, a reputable international publication celebrating luxury, innovation and visionary leadership, the annual Visionary Awards honour outstanding contributions across philanthropy, business, sustainability, and the arts.

CDL's CSO, Ms Esther An, was recognised for her pioneering efforts and CDL's long-standing commitment to sustainability. The accolade underscores CDL's achievements in green building and ESG excellence, and its continued leadership in advancing sustainability in Singapore and beyond.

Read the special feature article [here](#). •

## Sustainability Accolades & Achievements

### 11th Asia Sustainability Reporting Awards

CDL proud to attain prestigious award for quality sustainability reporting



*CDL CSO, Ms Esther An, representing the company to receive the award for Asia's Best Sustainability Report (Governance) - Platinum.*

24 OCTOBER 2025 - CDL's efforts in quality sustainability reporting were recognised at the 11<sup>th</sup> Asia Sustainability Reporting Awards (ASRA) - clinching two awards for Asia's Best Climate Reporting - Gold and Asia's Best Sustainability Report (Governance) - Platinum.

ASRA is the region's most respected platform for recognising excellence in sustainability reporting. The rigorous multi-stage evaluation process includes comprehensive assessments, peer reviews, and stakeholder reputation checks to identify the best reports across multiple award categories. The 11<sup>th</sup> edition of ASRA brought together leading companies from 17 countries, representing diverse industries and reporting frameworks.

These achievements underscore CDL's ongoing commitment to high-quality sustainability reporting and progress in managing ESG priorities with transparency and accountability. •

## Sustainability Accolades & Achievements

# The Edge Singapore Billion Dollar Club Award 2025

CDL clinched the best ESG risk ratings award for third consecutive year



*[Left] CDL's senior management team at the Gala Dinner.*

*[Right] CDL CSO, Ms Esther An receives the awards on behalf of CDL.*

6 NOVEMBER 2025 - CDL has demonstrated its leadership in sustainability for a third consecutive year, achieving the prestigious Best ESG Risk Rating Award for the 2025 Billion Dollar Club. CDL's consistent achievement in this category reflects its commitment to integrating ESG considerations into its business strategies and operations.

CDL clinched 4 awards at the prestigious The Edge Singapore's Billion Dollar Club 2025:

1. Best ESG Risk Rating (third consecutive year)
2. Growth in PAT over three years - Real Estate sector
3. Weighted ROE over three years - Real Estate sector
4. Overall Sector Winner

Established in 2017, The Edge Singapore Billion Dollar Club is among the region's most prestigious accolades, recognising and celebrating excellence among top-performing companies listed on the Singapore Exchange (SGX), classified as members of either the Billion Dollar Club or the Centurion Club. GCFO and CSO received the awards on CDL's behalf at the award ceremony held at Shangri-La Singapore.

The company remains steadfast in its mission to create a sustainable future, setting a benchmark for excellence in corporate responsibility within the region. •

## Sustainability Accolades & Achievements

# Best Sustainability Report (Mid Cap) award at the IR Impact Forum & Awards – Southeast Asia 2025

Achieving reporting excellence for third consecutive year since 2023



*[Right] CDL CSO, Ms Esther An receives the awards on behalf of CDL. The award marks CDL's continued commitment to sustainability reporting and disclosure.*

2 DECEMBER 2025 – CDL is proud to have won the Best Sustainability Report (Mid Cap) award at the IR Impact Forum & Awards – Southeast Asia 2025, held at the SGX auditorium.

The accolade recognises organisations that excel in addressing the increasing demands of shareholders and investors for comprehensive and meaningful disclosures on the risks and opportunities associated with ESG issues. For over 30 years, IR Magazine has served as an independent global authority in the investor relations profession. It has charted the evolution of the field from financial communications and public relations to strategic investor relations and capital markets intelligence.

The award underscores CDL's continued efforts to champion transparency, accountability, and ESG excellence – values that are deeply embedded in our business strategy and reporting practices. •

## Driving Sustainability through Partnerships & Thought Leadership

# 'TNFD is Core to Harmonising Sustainability Reporting for a Nature-Positive Future'

Driving Sustainability Reporting through Partnerships and Thought Leadership



*[Left] Group Picture of Ms Esther An, Mr David Craig, Taskforce on Nature-related Financial Disclosures Co-Chair, and Esteemed Panellist Speakers.*

*[Middle] Fireside Chat with Mr David Craig, moderated by CDL CSO, Ms Esther An.*

*[Right] Panel discussion with speakers from ACRA, KMPG Singapore, PwC Singapore, Ernst & Young LLP, and MSCI, moderated by Jessica Cheam, Founder and CEO of Eco-Business.*

10 NOVEMBER 2025 - CDL welcomed sustainability leaders for an insightful session with the Taskforce on Nature-related Financial Disclosures (TNFD), anchored by keynote insights from TNFD Co-Chair David Craig and a fireside conversation with CDL CSO, Ms Esther An, who is also a member of the TNFD Taskforce.

In his keynote, David Craig underscored TNFD's bold mission: to redirect global financial flows away from nature-negative practices and towards nature-positive contributions, aligned with the goals of the global biodiversity agenda.

In their fireside chat, Ms Esther An and David Craig explored how TNFD elevates the sustainability reporting paradigm, broadening the lens beyond climate alone to include nature, ecosystems and biodiversity. They discussed how this enriched approach forces organisations and investors to account for their environmental footprint in a more holistic, long-term way.

Following this, a panel discussion moderated by Jessica Cheam of Eco-Business brought together public- and private-sector voices to debate how TNFD fits into the broader global movement to harmonise sustainability reporting standards. The conversation highlighted both challenges and opportunities, from aligning with existing frameworks to translating commitments into real, on-the-ground, nature-positive action.

By convening such a diverse group of key stakeholders, the event showed how TNFD is more than a disclosure tool. It is a rallying point for embedding nature and biodiversity into business strategy, finance and urban development, ensuring that growth and sustainability walk hand in hand. •

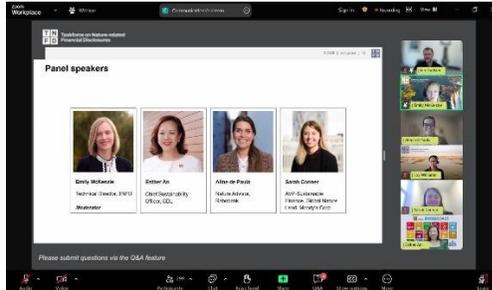
## Driving Sustainability through Partnerships & Thought Leadership

# TNFD Webinar - Exploring nature-related opportunities

Reinforcing CDL's commitment to nature-positive development



*[Left]: Esther speaking at the Taskforce on Nature related Financial Disclosures (TNFD) webinar “Exploring Nature-Related Opportunities” on 28 November 2025.*



*[Middle]: Panel discussion with Corporate Case Studies by CDL, Rabobank and Moody's Corp, moderated by Emily McKenzie, Technical Director, TNFD.*



*[Right]: The CDL MicroForest, a 2,800-sq-ft regenerative living lab.*

28 NOVEMBER 2025 – At the recent Taskforce on Nature-related Financial Disclosures (TNFD) webinar “Exploring Nature-Related Opportunities”, CDL reinforced its long-term commitment to nature-positive development, a vision that underpins not just its ESG reporting, but its very identity as a pioneer in sustainable urban living.

As highlighted by CDL CSO and TNFD Taskforce member, Ms Esther An, the company’s bold integration of nature into built environments is exemplified by the CDL MicroForest – a 2,800-sq-ft regenerative tropical microforest tucked within the grounds of City Square Mall. Developed in collaboration with experts from National University of Singapore (NUS), the MicroForest transforms urban retail space into a living laboratory, designed to combat urban heat, restore biodiversity, enhance air quality, and support ecological connectivity in the heart of a dense city.

During the webinar, Ms Esther An also underscored the sound business case for embedding nature into CDL’s asset redevelopment and financing strategy, from biodiversity impact assessments to TNFD-aligned disclosures. The company’s commitment is further demonstrated by the landmark S\$400 million sustainability-linked loan with DBS Bank, which is explicitly tied to biodiversity, water and waste-management targets guided by the TNFD framework.

Joined by leaders from across the sustainability and finance sectors, the webinar provided a powerful platform to champion nature-positivity, climate resilience and sustainable urban development, reinforcing that for CDL, delivering liveable, resilient spaces is not just a goal, but a foundational business principle guiding development today and for future generations.

## Driving Sustainability through Partnerships & Thought Leadership

# 12th Hong Leong-CDL Group Annual Sustainability Forum

Is ESG Losing its Shine - or Transforming for Long-Term and Sustained Growth?



*Since 2014, the Forum has kept the Group's directors abreast of the latest sustainability trends and best practices.*

31 OCTOBER 2025 - The 12th Annual Hong Leong-CDL Sustainability Forum was held at the Singapore Sustainability Academy, drawing an engaged audience of close to 70 participants.

This year's forum, themed "Is ESG Losing its Shine - or Transforming for Long-Term and Sustained Growth?", highlights how short-term pressures are reshaping the ESG debate while long-term value remains clear.

The event featured an expert panel of distinguished speakers:

- National University of Singapore Business School, Centre for Governance and Sustainability, Professor Lawrence Loh
- ACRA, Sustainability Reporting Office, Deputy Technical Director, Ms Gowri Palaniappan
- SGX, Head IPO Admissions and Head Sustainable Development Office, Ms Eliza Tan
- AIGCC physical risk group, Co-Chair, and Co-Chair of SSFA nature workstream, Mr Eric Nietsch
- Singapore Institute of Directors, CEO, Mr Terence Quek

These industry experts shared insights on how ESG is maturing into strategic resilience, as well as the impact of extended ESG reporting timelines for companies and expected timelines for compliance and ESG integration. Speakers also emphasised what boards seek in sustainability leadership and climate governance thought leadership. •

## Driving Sustainability through Partnerships & Thought Leadership

# Green Building, Decarbonisation & Safety Seminar 2025

Innovating for a Greener, Safer & Healthier Workplace



*[Left] CDL's employees and representatives from subsidiary companies attended the annual GBDS seminar, facilitating knowledge sharing*



*[Right] The seminar's opening speech was delivered by CDL GCEO, Mr Sherman Kwek.*

9 OCTOBER 2025 - Over 320 CDL employees and representatives from subsidiary companies attended the annual Green Building, Decarbonisation and Safety (GBDS) Seminar at the Grand Copthorne Waterfront Hotel Singapore.

Running for the third consecutive year, the Group-wide training continues to facilitate knowledge sharing and reinforces CDL's commitment to advancing sustainability and safety practices across the organisation.

During the event, CDL also launched the "Safety for Life" initiative, developed in partnership with the South East Community Development Council.

The community-focused Workplace Safety & Health advocacy programme aimed to enhance senior safety and well-being by providing practical knowledge in three focus areas: anti-scam awareness, home health and safety, and mental wellness. The programme will be anchored at Thye Hwa Kwan Active Ageing Centre @ Bedok, with employee volunteers scheduled to commence quarterly befriending sessions from January 2026, complementing ongoing corporate volunteering work. •

## Catalysing Change within the Larger Ecosystem

# CDL-GCNS Young SDG Leaders' Award Ceremony at GCNS Summit

A Celebration of Innovative Contributions towards advancing the Sustainable Development Goals



*The champions, along with the first and second runner-up teams of the CDL GCNS Young SDG Leaders Award, proudly received their prizes on stage.*

8 OCTOBER 2025 - The 17th GCNS summit, themed "Forward Faster: Collective Action and Leadership for a Sustainable Future", spotlighted regional collaboration for business leaders, changemakers, and innovators to accelerate sustainability across Singapore and the Asia Pacific.

The CDL-GCNS annual business case competition seeks to empower youths to become future sustainability champions by equipping them with the skills to integrate SDGs into business strategy and operations. It has attracted more than 4,300 youths since inauguration. Into its 15th year, 2025's topic focused on SDG 13: Climate Action. The top three winning teams were crowned at Global Compact Network Singapore (GCNS) Summit 2025, which featured Guest-of-Honour Minister Indranee Rajah, Minister in the Prime Minister's Office, and Second Minister for Finance and Second Minister for National Development.

In addition, CDL CSO, Ms Esther An, was a speaker at a Breakout Session titled "Building with Nature: Strategies for Navigating Biodiversity". The panel of expert speakers explored why companies should integrate nature and biodiversity into their core strategies, highlighting risks from inaction and opportunities for innovation. •

## Catalysing Change within the Larger Ecosystem

# Queen Bee SMEs Decarbonisation Project in the Real Estate Industry - Graduation of Batch 1 of SMEs and Launch of Phase 2

Celebrating a Milestone in SME Decarbonisation: CDL's First Queen Bee Programme Graduation



*[Left] Group picture with the inaugural graduates of the CDL SME Supplier Decarbonisation Queen Bee Programme, CDL Senior Management, and esteemed guests.*

*[Middle] SMS Low (fifth from left), alongside CDL Exco and other representatives from CDL's senior management team and partners celebrating the graduation of the first SME Supplier Decarbonisation Programme in the real estate industry.*

*[Right]: SMS Low, together with representatives from CDL's Senior Management team, CBM Pte Ltd and V-Plus Agritech, in front of the newly launched 68m2 CDL MicroFarm.*

7 OCTOBER 2025 – CDL celebrated the inaugural graduates of the CDL SME Supplier Decarbonisation Queen Bee Programme, a milestone for Singapore's sustainability journey. The graduation ceremony, held at the Singapore Sustainability Academy inside City Square Mall, was graced by Guest-of-Honour Low Yen Ling, Senior Minister of State for Trade and Industry as well as for Culture, Community and Youth, who also officially launched the new CDL MicroFarm at Level 6 of the mall.

First conceived in 2024 with backing from Enterprise Singapore (EnterpriseSG), the Programme empowers SME suppliers with the knowledge, digital tools and reporting frameworks needed to measure, manage and curb their carbon emissions. Through this initiative, a first among real estate companies in Singapore, CDL demonstrates how public-private partnerships can galvanise smaller businesses to align with global carbon-reporting standards and emerging low-carbon market requirements.

In the words of Mr Sherman Kwek, CDL's Group CEO: "To achieve Singapore's net-zero goals, SMEs play a critical role. With large corporates striving to meet stringent carbon reporting requirements, there is a stronger business case for SMEs to embrace carbon reduction." The graduation of this pioneer batch underscores the vital contribution SMEs make in supporting supply-chain resilience, climate compliance, and a sustainable economy.

CDL also unveiled the CDL Queen Bee Compact Programme, a condensed yet high-impact course designed to accelerate SME readiness for a low-carbon future, giving companies essential decarbonisation skills in a shorter timeframe.

By championing SME decarbonisation, CDL continues to lead not just in sustainable property development, but in forging an ecosystem where businesses of all sizes work together towards achieving Singapore's climate ambitions. •

## Dynamic Hub for Capacity Building & Collaboration

Building a sustainable future requires the collaboration of a larger ecosystem. With support from six government agencies and 15 founding industry and NGO partners, the Singapore Sustainability Academy (SSA) and SSA Annex (SSAA) is a global hub for sustainability collaboration and capacity building. This first-of-its-kind zero-energy facility is dedicated to advancing the SDGs and climate action through hosting free events, workshops and sustainability-related talks that are open to the public. For the full list of events at SSA and SSAA, please visit our website at [cdlsustainability.com/singapore-sustainability-academy/happenings](https://cdlsustainability.com/singapore-sustainability-academy/happenings).



*The event served as a preparation event for the COP30 Singapore Pavilion.*

## COP30 Singapore Pavilion Partners Initiation Event

3 OCTOBER 2025 – The COP30 Singapore Pavilion Partners Initiation Event served as a prelude to COP30, bringing together high-level representatives from government agencies and partner organisations. The programme featured a presentation on the Singapore Pavilion’s concept, programming highlights, and partner contributions, followed by a fireside chat with the Minister for Sustainability and the Environment.

This session provided an opportunity to share insights, exchange perspectives, and set the tone for Singapore’s participation at COP30. The event concluded with a networking session over light refreshments, allowing participants to build connections and strengthen collaboration in support of Singapore’s Pavilion at COP30 in Belém. •



*The event fostered dialogue amongst leading experts on carbon credits and blue carbon.*

## **SALA Dialogues 2025: “Carbon Credits: the new commodity of Latin America and Southeast Asia”**

21 OCTOBER 2025 - Organised by the Latin American Chamber of Commerce, the event served as a pivotal platform for addressing global challenges through critical discussions, with Latin America emerging as a key contributor to solutions achieved via international collaboration.

The session was attended by ambassadors from Argentina, Colombia, Cuba, El Salvador, Costa Rica, Panama, Chile, and Timor-Leste. The session was opened by remarks by CDL CSO, Ms Esther An, welcoming them to the Singapore Sustainability Academy. This event centred on carbon credits as the emerging commodity of both Latin America and Southeast Asia. Discussion topics included: Carbon Market Readiness in Latin America, Transparency & Traceability in Carbon Markets, the Blue Carbon Readiness Framework, and carbon credit projects in Latin America. The event also included a fireside chat discussing expectations for COP30 in Belem.

It aimed to bridge knowledge gaps by exploring how countries in Latin America and the Caribbean are preparing to become carbon credit market-ready. Additionally, it fostered collaboration on critical topics such as blue carbon, highlighting the unique natural assets of these regions such as their unique ecosystems. •



[Left] CDL CSO, Ms Esther An, giving the opening remarks at AlterCOP Day 1 to over 200 guests.



[Right] CDL CSO, Ms Esther An, on a panel with Ms Poh Li San - Government Parliamentary Committee Chairperson for Sustainability and the Environment, Brazil and French Ambassadors.

## AlterCOP 30

10-21 NOVEMBER 2025 - Held at the Singapore Sustainability Academy and organised by The Matcha Initiative and The Transmutation Principle, AlterCOP 30 was a remote alternative to COP30. AlterCOP aimed to keep corporate and the public informed of COP proceedings and outcomes, facilitate discourse and knowledge learning on corporate sustainability in a localised context, foster collaboration among various actors (professionals, academics, youth, NPOs, community groups, and policymakers) and inspire action. Over 3,400 attendees came through the SSA & SSA Annex across the two weeks and joined panels, workshops and masterclasses.

CDL CSO, Ms Esther An gave the welcome remarks on the first day and joined the panel "Is Paris Agreement Still Relevant To Solve The Global Crisis? What Is The Path Forward?" with Poh Li San, Government Parliamentary Committee Chairperson for Sustainability and the Environment, His Excellency Luciano Mazza de Andrade (Ambassador of Brazil to Singapore) and His Excellency Stephen Marchisio (Ambassador of France to Singapore). She also moderated "Meet David Craig - TNFD" - An exclusive Fireside Chat with David Craig, Co-Chair of the Taskforce on Nature-related Financial Disclosures (TNFD) and joined a panel on the 18th of November titled "Urban Biodiversity - From The Garden In The City To The City In The Garden" with Prof. Veera Sekaran (Professor, National University of Singapore) and Nadaraja Sripragash (Director - Environmental Sustainable Design, Ramboll). She delivered the closing remarks on the evening panel of the final day of AlterCOP as well. •



*Participants enjoyed a coffee-scrub upcycling workshop, encouraging circularity while spreading festive cheer.*

## **Women4Green Christmas - "Sip, Scrub & Celebrate: A Sustainable Christmas Coffee Workshop"**

10 DECEMBER 2025 - To celebrate the festive season while recognising the abundance of waste generated during the holiday period, CDL's Women4Green Network hosted "Sip, Scrub & Celebrate: A Sustainable Christmas Coffee Workshop" at the Singapore Sustainability Academy. The workshop was led by Bettr - Southeast Asia's 1st Certified B Corp - a for-profit social business and vertically integrated specialty coffee & beverage company in Singapore that aims to change lives through coffee.

The workshop opened with remarks from CDL CSO, Ms Esther An, as well as the founder and CEO of Bettr Group, Pamela Chng. Members enjoyed hands-on workshops by Bettr Barista showcasing their innovative Coffee Mixology Bar and an engaging coffee-scrub upcycling workshop, and live caroling performances during the workshops. •



*The commencement of the YWL event, graced by SMS Dr Janil Puthuchery, marked the launch of the "Vision for A Sustainable Future" vision document.*

## **Singapore Environment Council - "Vision for A Sustainable Future"**

16 DECEMBER 2025 - The Singapore Environment Council engaged about 20 civil society groups and 500 members of the public to discuss collective hopes for a sustainable future in Singapore. These conversations culminated in the formulation of a Vision document. Moving from conversation to collective action, the SEC hosted a launch event that brought together civil society organisations, government representatives, and members of the public.

The event was graced by Dr Janil Puthuchery, Senior Minister of State for Sustainability and the Environment. This gathering marked the beginning of the next chapter in their sustainability movement. •

## **SISV Pan Pacific Congress 2025 - Technical Tour**



2 OCTOBER 2025 - SSA was honoured to host the Singapore Institute of Surveyors and Valuers with Dr Amy Khor in a technical tour of the Singapore Sustainability Academy, City Square Mall as well as the CDL EcoTrain and MicroForest. The session included a presentation by CDL CSO, Ms Esther An, on the various sustainable building materials and design strategies, and an interactive tour of the premises.

## **Temasek Polytechnic Learning Journey**



10 OCTOBER 2025 - The SSA hosted a group of students from Temasek Polytechnic currently enrolled in a sustainability communications programme. The session opened with a presentation by CDL CSO, Ms Esther An, who shared with the students about the organisation's commitment to sustainability and overall vision. This was followed by a tour of the Singapore Sustainability Academy premises, as well as the CDL MicroFarm, EcoTrain and MicroForest.

## **GRI Partners Meeting**



24 OCTOBER 2025 - This gathering aimed to bring GRI's partners together to exchange insights, experiences, and constructive feedback on GRI Services. It was also an opportunity to share updates on GRI's latest developments and strategic direction, and discuss how members can collectively strengthen sustainability reporting support in the region.

## **GGEF SDG Open Hack! Singapore 2025 Grand Finale**



25 OCTOBER 2025 - CDL is proud to support Global Green Economic Foundation's SDG Open Hack Singapore 2025, an inspiring platform that empowers youth to create innovative, real-world solutions for the UN SDGs. SDG Open Hack Singapore is an atypical hackathon that provides experiential learning of SDGs, organised by GGEF - a purpose-driven social enterprise set to promote innovation, sustainability and leadership. We were also delighted to host the final judging session at the Singapore Sustainability

Academy. CDL CSO, Ms Esther An, joined an esteemed panel of judges to evaluate creative, youth-driven solutions addressing the UN SDGs.

### **Better Earth Ventures - The AgriFood Exchange**



3 NOVEMBER 2025 - The AgriFood Exchange is a curated, invitation-only gathering designed to spark meaningful exchanges between innovators and industry leaders, led by Dr. Mandar Godge, thought-leader on agrifood innovation. Attendees had the opportunity to network with the Better Earth community, including founders from Better Earth flagship programmes. This forum was built for tangible

outcomes - connecting pioneering solutions with the partners ready to scale with them.

### **Just Keep Thinking - Environmental Careers Workshop**



4 NOVEMBER 2025 - Just Keep Thinking organised this workshop for post-PSLE students on the possible career pathways in the environmental industry. This workshop included an interactive human library session with four different individuals with different environmental careers, where students were able to hear first-hand their experiences and what it takes to be in their respective field.

### **Xiyu Group Mission trip**



24 NOVEMBER 2025 - Chengdu Xiyu Group delegation undertook a strategic business mission to Singapore with the objective of exploring best practices, innovations, and partnership opportunities in urban property management, sustainable real estate

development, and hospitality operations. The SSA was honoured to host them in a technical tour of the Singapore Sustainability Academy, City Square Mall as well as the CDL EcoTrain and MicroForest. The session included a presentation by CDL CSO, Ms Esther An on the various sustainable building materials and design strategies, and an interactive tour of the premises.

## Tree + and Space Intelligence Roundtable



2 DECEMBER 2025 - This roundtable brought together a small group of institutions who finance projects, assess risks, the technology platforms generating high resolution data, corporates with the climate commitments, the market operators shaping future trading systems, and the agencies steering national policy. A core catalyst for the session was the scientific perspective provided by Space Intelligence, whose work mapping Indonesia's forests has become a critical reference point for integrity, screening, and long-term monitoring. Indonesia is at a pivotal moment: vast natural assets, rapidly shifting regulation, and strong global demand are creating both opportunity and uncertainty. The purpose of the session was to move beyond general narratives and focus on the practical requirements for unlocking high-integrity nature-based solutions at scale. By bringing finance, science, technology, markets, and policy together, the discussion created a concise, open, and grounded exchange.

## IES-INCA - Sustainability Innovation Workshop



4 DECEMBER 2025 - IES-INCA organised this workshop to deep dive into the Opportunities in the Sustainability Landscape. The workshop brought together participants from various professional backgrounds to brainstorm, prioritise and gather ideas that will move the needle to make Singapore a more sustainable nation.

## EB Impact - PA Learning Journey at the Singapore Sustainability Academy



4 DECEMBER 2025 - The SSA hosted a group of working professionals interested in corporate sustainability on an immersive visit organised by EB Impact in conjunction with People's Association. The session opened with a presentation about the organisation's commitment to sustainability and overall vision. This was followed by a tour of the Singapore Sustainability Academy premises, as well as the CDL MicroFarm, EcoTrain and MicroForest.

## Dartmouth College Tuck School Learning Journey



10 DECEMBER 2025 - The SSA hosted 30 Tuck MBA students on their Global Insight Expedition (GIX) to Singapore. The session opened with a presentation by CDL CSO, Ms Esther An, who shared with the students about

the organisation's commitment to sustainability and overall vision. This was followed by a tour of the Singapore Sustainability Academy premises, as well as the CDL MicroFarm, EcoTrain and MicroForest and City Square Mall.

## NEA 3PND Brainstorming Retreat



15 DECEMBER 2025 - NEA organised their 3PND workplan discussion session to brainstorm strategies and a framework for their 3P partners. The session included discussion regarding the optimisation of resources and efficient work processes.

## Speaking Engagements in Q4 2025

CDL believes in sharing its knowledge and contributing to the broader sustainability conversation. From speaking at conferences and school events, to supporting global initiatives and hosting learning journeys, CDL aims to raise awareness of environmental conservation, corporate governance and social responsibility across various platforms. Below are some key events CDL participated in this quarter:

**9 Oct 2025**

**APREA Leaders' Congress 2025 @ Claymore Ballroom,  
Pan Pacific Orchard**

**14 Oct 2025**

**Reuters Asia Summit @ PARKROYAL COL Pickering**

**23 Oct 2025**

**RIF Asia Forum**

**23 Oct 2025**

**GRESB Regional Insights Event**

**24 Oct 2025**

**Nature Reporting Preparer Forum**

**27 Oct 2025**

**Bloomberg ESG Summit in KL @ Grand Hyatt KL**

**28 Oct 2025**

**NBS-PRI-ECGI Public Lecture on Sustainable Business  
@ NTU**

**29 Oct 2025**

**Sustainable Asia Conference @ Suntec Convention &  
Exhibition Centre**

**29 Oct 2025**

**SMU -SID Directorship Programme - Sustainability  
Governance in Action**

**4 Nov 2025**

**ICAEW ASEAN Sustainability Summit 2025**

**5 Nov 2025**

**ASIA ESG SUMMIT 2025**

**6 Nov 2025**

**20th ABMS Capital Investment Summit**

**13 Nov 2025**

**ESSEC & Mannheim Executive MBA**

**20 Nov 2025**

**Asia Pacific Real Estate Conference 2025**

**3- 5 Dec 2025**

**MIPIIM Asia Summit**

**3 Dec 2025**

**Global Circularity Consortium Launch**

**10 Dec 2025**

**PRI Stewardship and Collaboration Forum**