

ESG in 2025



SASCO Home's Efforts

In early 2024, it was included in the Mid-term Plans (MTP 2022-2025), that ESG in Practice would be an initiative. In accordance with the Code of Governance (COG 2023), we formulated a framework and roadmap to implement ESG:

- * Formulate and ensure that we pin down the practices, processes and procedures to achieve the desired status.
- * Establish a regular monitoring system for these practices, processes and procedures.

PLANS FOR 2025

JAN - MAR

Stage 01 | Integrate ESG into board agenda

Integrate ESG into Charities' board agenda and risk management by:

- * Establishing a governance structure
- * Designating responsibilities for overseeing and managing ESG
- * Integrating ESG into Enterprise Risk Management framework

APR † JUN

Stage 02 | Define ESG strategy

Set up Charities' ESG strategy through:

- * Identifying key ESG topics
- * Assessing current state and exploring potential initiatives
- * Setting ambition level

JUL † SEP

Stage 03 | Drive ESG Initiatives

Identifying and prioritising Charities' ESG initiatives:

- * Driving ESG initiatives that align to the Charities' ESG strategy
- * Delivering a successful programme outcome

OCT † NOV

Stage 04 | Communicate ESG performance

Communicate Charities' ESG performance to stakeholders by:

- * Understanding different ways to communicate ESG performance
- * Determining what and how to communicate

Achieved in 2025

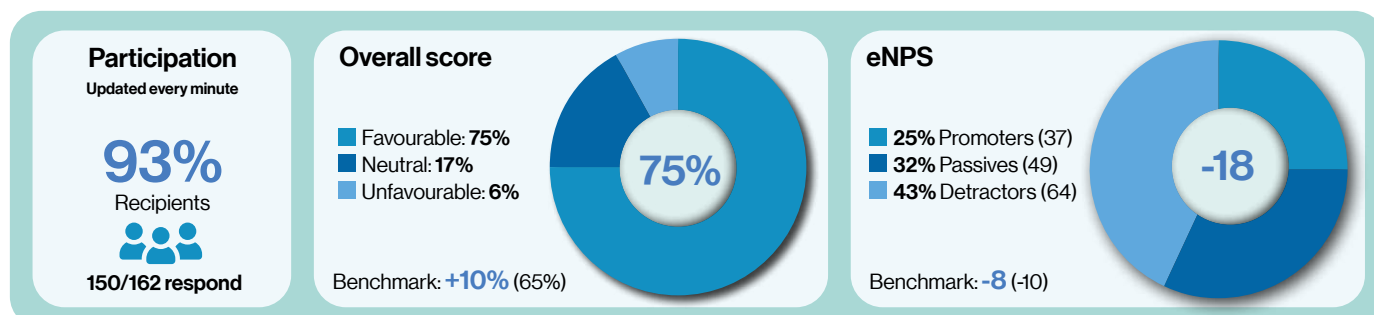
- * An ESG Committee was set up, comprising all the Heads of Departments (HODs) with CEO as the Chairman.
- * Having established and maintained the basic ESG initiatives, the ESG Committee deliberated and agreed on the following materiality matrix, with some prioritisation:

SASCO'S ESG MATERIALITY MATRIX			
Importance to Stakeholders	Environment		Governance
	Social		
	Major		
	Minor		
Impact on Business	Major		Minor
	Minor		Major
	Major		
	Minor		

- * We embarked on basic tracking of water usage and electricity & utilities savings through the conscious efforts of all concerned at all our facilities.
- * We determined that **committed volunteers** would be the way to go, to ensure effective and efficient **community engagement**. In 2025 alone, we recruited 604 volunteers (in addition to the 405 volunteers recruited from previous years). We also onboarded 10 volunteer groups comprising 4 education organisations, 4 corporate organisations and 2 government agencies.

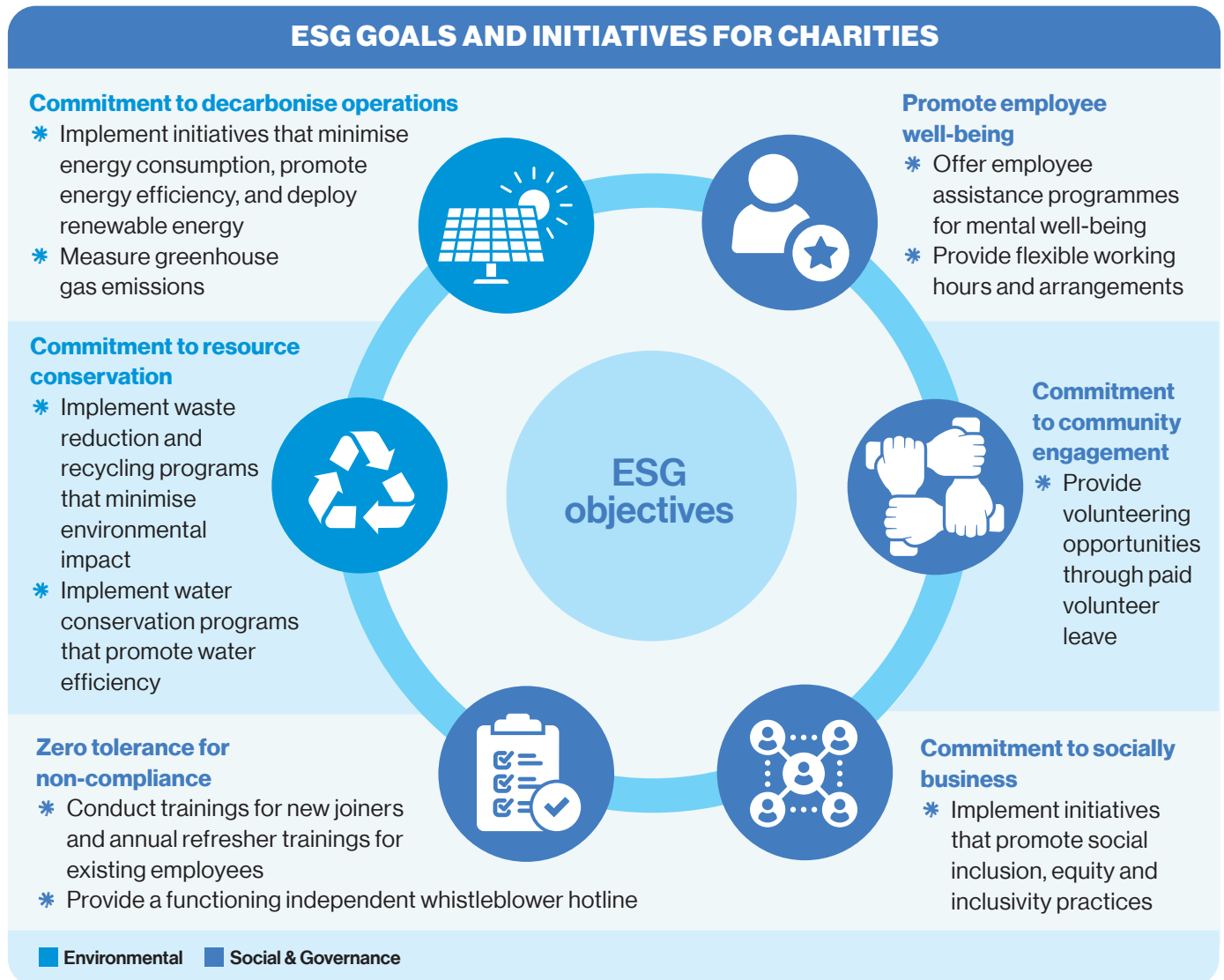
Collectively, they contributed 370 intergenerational and festive celebration sessions, totalling 1,026 volunteer hours.

- * We attained the Data Protection Trust Mark (DPTM) at the end of 2022 (valid for three years) and continued to maintain/renew our DPTM in December 2025.
- * We participated in the Employee Engagement Social Service (EESS) Survey (by NCSS) in 2022 and then in 2025. We improved markedly in 2025 with:
 - A participation rate of 93% (150 of 162 respondents)
 - Overall score of 75%
 - Employee Net Promoter Score (eNPS) of -18 (or 8 points below the national benchmark of -10)



Plans for 2026

In using the example provided in the ESG Playbook by KPMG (photo below), and referring also to the ESG materiality matrix developed, the plan in 2026 would be to work on ongoing initiatives as well as prioritising new ones:



Priorities

- * Continue to implement tracking of **water usage** and **electricity & utilities** savings. Additionally, start measuring **greenhouse gas emissions** via Scope 1, 2 and 3 emissions as relevant to SASCO.
- * To commit to resource conservation, we would need to determine some form of measurement of wastage.
- * In terms of **zero tolerance** for non-compliance, the HR & Admin Department could implement a more robust onboarding programme for new staff and also a **People Development Framework** to ensure a competent and reliable workforce.
- * To promote **employee well-being**, HR had included in the policy flexi-work arrangements (for limited periods and subject to supervisors' approval) and will continue to monitor these arrangements.
- * Within SASCO, there have been volunteering opportunities. However, going forward, staff who volunteer with SASCO Home's programmes and activities will receive due recognition accordingly.
- * In our **commitment to socially responsible business**, SASCO Home has, in particular, reviewed the re-employment policy for older workers to age 66 and up to 75 years of age.