



SUSTAINABILITY REPORT

2025-2026



Contents

Message from CEO	3	Focus 1:	
		Governance and Ethics	18
		Governance, Policies and Ethics	
About Singapore Chinese Cultural Centre	4	Focus 2:	
About This Report	5	People and Communities	20
Reporting Principles and Statement of Use		Health and Safety	
Reporting Scope		Community Engagement	
Restatements		Diversity, Inclusion, and People	
Memberships			
Assurance		Focus 3:	
Forward-looking Statements		Environmental Stewardship	30
		Climate Action and Energy Use	
		Sustainable Resource Management	
Sustainability at SCCC	9	GRI Content Index	37
Our Commitment to Sustainability			
ESG Performance Highlights			
Contribution to the UN SDGs			
Stakeholder Engagement	13		
Materiality Assessment	16		
Sustainability Governance	17		

Message from CEO

Dear Stakeholders,

Singapore Chinese Cultural Centre (SCCC) is Singapore's leading institution for local Chinese culture. The Centre was opened by then-Prime Minister Lee Hsien Loong in 2017, and we contribute to a vibrant arts and culture scene through thought leadership, research, exhibitions, programmes, partnerships, education and outreach activities, and support for local arts and cultural groups.

We are pleased to publish our first Sustainability Report, marking an important milestone in SCCC's ongoing commitment to responsible and sustainable stewardship alongside our cultural mission. Over the past year, we have taken important first steps to strengthen our sustainability approach, including establishing governance structures, identifying material priorities and engaging our stakeholders in meaningful dialogue.

As a cultural institution, sustainability extends beyond our operational practices. It includes contributing to good governance, diversity and inclusion, while continuing to improve our environmental practices through collaborative efforts with our partners, tenants/residents and vendors, thereby making a positive impact on Singapore's cultural and environmental landscapes.

We recognise that this report is the beginning of a journey rather than the conclusion of one. There is still much to learn and improve, and we are committed to greater transparency, accountability and measurable progress in the years ahead.

On behalf of SCCC, I would like to thank our Board, employees, stakeholders, partners, audiences, tenants/residents, vendors and volunteers, for supporting us on this journey.

Sincerely,



Alvin Tan



About Singapore Chinese Cultural Centre

The Singapore Chinese Cultural Centre (SCCC) is a public company limited by guarantee and an Institution of a Public Character (IPC) based in Singapore. Opened in 2017 to develop, promote and support Singapore Chinese culture, SCCC strives to be an inclusive cultural hub for all Singaporeans.

SCCC houses SINGAPO 人 (Singapo-ren), a permanent exhibition that showcases the distinctiveness of Singapore Chinese culture in our multicultural society, and contributes to a vibrant arts and culture scene through thought leadership, research, arts housing, partnerships and support for local arts and cultural groups.

SCCC also organises exhibitions, performances, festivals, workshops, conferences, talks and other cultural activities throughout the year. Through our outreach efforts, SCCC hopes to bring Singapore Chinese culture to life and make it accessible to all.

With the support of the Ministry of Culture, Community and Youth (MCCY), the Charity Council, our Board of Directors and partners, SCCC has grown significantly since establishment and now occupies a prominent place in Singapore's arts and cultural landscape.

About This Report

This report covers the environment, social and governance (ESG) impacts, strategies and performance that are material to SCCC and our stakeholders, which are organised as follows:

- 1 An overview of SCCC's sustainability strategy and reporting approach.
- 2 The three (3) focus areas supporting the SCCC's sustainability strategy: (i) governance and ethics; (ii) people and communities; and (iii) environmental stewardship.

This report covers the reporting period from 1 April 2025 to 31 March 2026 (**2025**¹) and is aligned with SCCC's financial year. It is intended to serve as a standalone report while complementing information presented in our Annual Report 2025/2026.

SCCC welcomes feedback from stakeholders as part of our ongoing commitment to improving sustainability practices. This report can be downloaded from our website (<https://singaporeccc.org.sg>). Feedback and comments may be sent to our enquiries email account at enquiries@singaporeccc.org.sg.

¹ SCCC does not use Financial Year as a common period indicator. However, the reporting period ends on 31 March 2026 in line with our financial reporting period and the 2025/2026 Annual Report to ensure consistency.

Reporting Principles and Statement of Use

This Sustainability Report is prepared with reference to the Global Reporting Initiative (GRI) Standards 2021, a globally recognised framework for sustainability reporting.

As this is our first year of sustainability reporting, SCCC has also drawn on the Charity Playbook to guide the identification and assessment of ESG impacts and strengthen the reporting processes.

While charities are not mandated to publish sustainability reports, the Code of Governance for Charities and Institutions of a Public Character (the Code) calls for the proactive consideration of ESG factors under Principle 3. By identifying and evaluating our impacts on the economy, environment and people, we affirm our commitment to responsible operations, good governance and sustainable cultural development.

SCCC also references our contributions to the UN Sustainable Development Goals (UN SDGs). In line with the GRI Standards' impact-based approach, SCCC will prioritise strengthening our understanding of ESG impacts, refine disclosures and progressively establish performance and related targets to support meaningful and sustainable commitments over time.

Reporting Scope

The reporting boundary is defined using the operational control approach, covering SCCC and all primary activities over which SCCC exercises full operational control. These include activities related to the research, development, preservation and promotion of local Chinese culture through exhibitions, festivals, performances, workshops, conferences, talks and other cultural initiatives conducted at SCCC's premises at 1 Straits Boulevard, Singapore 018906². The reporting boundary is also aligned with SCCC's financial reporting boundary.

All other operations that fall outside SCCC's operational control are excluded from this report. These include SCCC's tenants/residents such as arts and cultural organisations leasing office spaces as well as the restaurant tenant. These entities are considered tenants which manage their own activities and are not included within SCCC's reporting scope.

Restatements

As this is SCCC's first Sustainability Report, there are no restatements of previously reported sustainability information.

² While SCCC undertakes certain activities offsite, these are excluded from the reporting boundary for the current reporting year, given SCCC's limited direct operational control over these activities for sustainability reporting purposes.

Memberships

SCCC participates in several professional networks and associations to enhance sector knowledge, strengthen regional and international collaboration, and support the adoption of best practices in arts, culture, and museum management. SCCC’s key memberships include:

Associations/Organisations	Key memberships
International Society for the Performing Arts (ISPA)	Enables SCCC to connect with global performing arts trends, exchange insights with international counterparts and enhance capacity to deliver high-quality programming.
Association of Asia Pacific Performing Arts Centres (AAPPAC)	Provides a platform to share operational experiences, explore collaborations and contribute to regional performing arts development.
International Council of Museums (ICOM)	Offers professional guidance, sharing of best practices, training and networking opportunities.
National Heritage Board’s Museum Roundtable (MR)	Facilitates collaboration with local museums and heritage institutions, provides access to sector insights and support for initiatives such as publications.
Association of Singapore Attractions (ASA)	Supports outreach to tourists and fosters partnerships beyond the arts and cultural sector.

Assurance

SCCC has considered recommendations from ESG consultants in identifying material topics, establishing a reporting framework and defining relevant metrics. SCCC's ESG Committee is of the view that these measures support aligning with disclosure obligations, and the report has been reviewed and approved by the Board. SCCC has not obtained external assurance for this report but will continue to review opportunities in future reporting cycles.

Forward-Looking Statements

This Report includes forward-looking statements that reflect SCCC's current expectations, industry knowledge and sustainability objectives. These statements are subject to inherent uncertainties and risks, and actual outcomes may differ due to unforeseen circumstances. However, SCCC remains committed to transparency and will update key stakeholders where there are material changes to these statements.

Sustainability at SCCC

Our Commitment to Sustainability

Board Statement

SCCC's Board of Directors affirms our commitment to guiding the organisation's sustainability directions as part of our mission to develop, preserve and promote Singapore Chinese culture.

We believe that sustainability is integral to how SCCC plans for the future, shaping our cultural programming, operational practices and community partnerships to ensure we remain resilient, relevant and responsible in an evolving environment.

In overseeing the development of SCCC's sustainability approach, the Board has provided strategic directions on the identification of material ESG topics, ensuring alignment with our cultural mandate and broader societal expectations. These include strengthening governance structures and policy commitments, enhancing environmental performance within our building operations and deepening our positive social impact through accessible programmes that serve local communities.

The Board will continue to work closely with SCCC's ESG Committee to ensure that sustainability considerations are embedded across the organisation's strategic planning, policies and processes in both operational and governance domains. As SCCC progresses on our sustainability journey, the Board remains committed to ongoing improvement, transparent reporting and the responsible stewardship of resources to support SCCC's long-term growth and resilience.

ESG Performance Highlights



Successful renewal and maintained BCA Green Mark Platinum Certification since 2017.



Established 2024 (the reporting period from 1 April 2024 to 31 March 2025) as the base year and achieved a 4.7% reduction in Scope 2 GHG emissions from purchased electricity, driven by ongoing energy-efficiency improvements and energy management practices.

Zero instances or concerns raised of material non-compliance with applicable laws and regulations.



Deep community impact through free and accessible cultural engagements across seniors, youth, families and schools.

Contribution to the UN SDGs

To better understand our impact and contribution to the ESG landscape, SCCC has assessed our practices against the UN SDGs.

Relevant Focus Areas	UN SDGs	Contribution to the UN SDGs	Relevant Stakeholders
Governance and Ethics	 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	SCCC upholds robust standards of corporate governance with active policy commitments, while promoting social cohesion through accessible cultural programmes with local communities.	• Board members and management • Funders and regulators • Employees • Visitors and audiences
People and Communities	 3 GOOD HEALTH AND WELL-BEING	SCCC maintains formalised and up-to-date health and safety policies and systems that safeguard the well-being of both workforce and visitors. In addition, health-focused programmes are delivered to promote healthier communities and support overall physical, mental and social well-being.	• Employees • Visitors and audiences • Volunteers
	 11 SUSTAINABLE CITIES AND COMMUNITIES	SCCC creates free-entry exhibitions, festivals and community programmes and supports local arts and cultural groups to cultivate a more resilient, vibrant and culturally enriching space for all.	• Board members and management • Employees • Arts and community partners • Visitors and audiences

SCCC
SUSTAINABILITY
REPORT
2025–2026

Relevant Focus Areas	UN SDGs	Contribution to the UN SDGs	Relevant Stakeholders
	 8 DECENT WORK AND ECONOMIC GROWTH	SCCC fosters a diverse and inclusive workplace that encourages innovation and different perspectives, enhances decision-making and strengthens ability to navigate evolving business challenges.	• Board members and management • Employees
Environmental Stewardship	 7 AFFORDABLE AND CLEAN ENERGY	SCCC continuously enhances our energy performance through hybrid cooling, high-efficiency ventilation, optimised lighting systems while exploring renewable energy, enabling more efficient energy use.	• Board members and management • Employees • Suppliers • Arts and community partners
	 13 CLIMATE ACTION	SCCC closely monitors energy consumption and emissions, supported by an optimised centralised energy management approach that drives ongoing reductions and contributes to long-term decarbonisation initiatives.	• Board members and management • Funders and regulators • Employees • Suppliers • Arts and community partners
	 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	SCCC adopts responsible resource management practices that track waste from our operations and from partners' operations and strengthen waste disposal and recycling efforts to minimise environmental footprint.	• Board members and management • Employees • Suppliers • Arts and community partners

Stakeholder Engagement



SCCC staff and stakeholders celebrating Chinese New Year 2026

Stakeholders play a crucial role in SCCC's long-term strategies, business operations, outcomes and achievements. Through an internal stakeholder mapping exercise, SCCC has identified key stakeholder groups that are central to our engagement efforts. These include individuals or entities that influence or are influenced by SCCC and our activities.

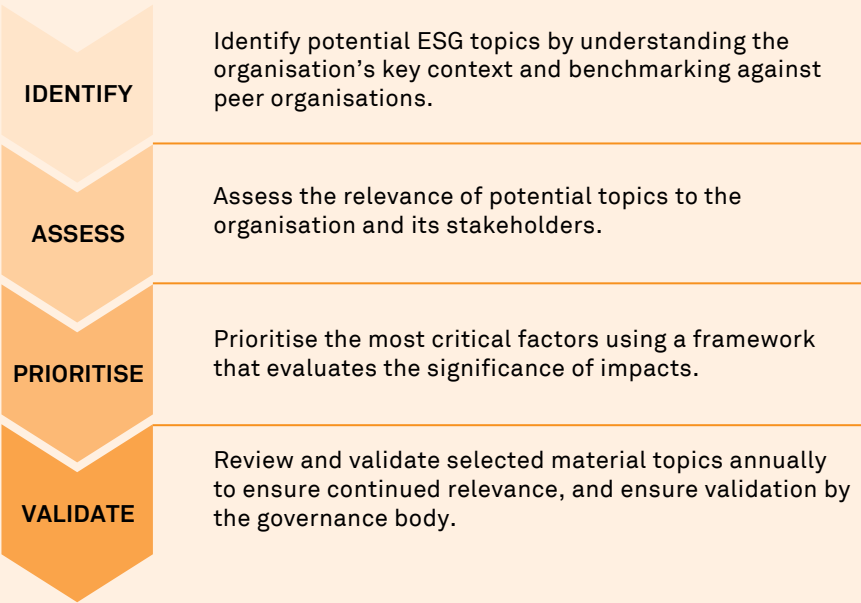
SCCC engages with stakeholders through different platforms and on an ongoing and/or periodic basis. The insights from these engagements are incorporated into the materiality assessment and decision-making processes.

Stakeholders	Engagement platforms	Issues of concern	Responses	Refer to Section(s)
Board members and management	Reports (e.g. Quarterly and Annual Reports) Annual general meeting Regular management meetings Programmes, exhibitions and events	Governance Compliance Strategic alignment Risk management Sustainability performance	To integrate ESG into organisational strategy, strengthen internal controls and progressively incorporate sustainability into decision-making and risk oversight.	Annual Report Corporate Governance Report Sustainability Governance Focus 1 Focus 2 Focus 3
Funders and regulators	Reports (e.g. Annual Report) Annual compliance submissions Emails or telecommunication	Governance Compliance Risk management Effective use of funds	To ensure timely and transparent disclosures in both financial and non-financial information and enhance governance practices.	Annual Report Corporate Governance Report Sustainability Governance Focus 1
Employees	Reports (e.g. Quarterly and Annual Reports) Regular internal meetings Programmes, exhibitions and events Induction and orientation programmes Annual appraisal Training and engagement sessions Emails Organisation website Social media	Employee well-being Career development and training opportunities Diversity and inclusion Equal employment opportunity Workplace health and safety	To foster a supportive and equitable workplace which is integral to operations, through structured training and development programmes and enhanced employee engagement.	Annual Report Focus 1 Focus 2
Suppliers	Regular supplier meetings Emails or telecommunication Programmes, exhibitions and events Organisation website	Fair and transparent procurement Information updates and feedback on their products and services Cost efficiency	To collaborate closely with suppliers while ensuring appropriate vendor assessments are in place before appointment and to maintain clear, fair and accountable products and services.	Focus 2 Focus 3

Art and community partners	Ongoing programme collaborations Meetings for project collaborations Emails or telecommunication Social media	Collaboration opportunities Cultural impact Programme quality Audience outreach	To work closely with arts and cultural groups and partners and provide onsite support with the shared goal of promoting local Chinese arts and culture and contributing to Singapore's arts and culture ecosystem.	Annual Report Focus 2 Focus 3
Visitors and audiences	Programmes, exhibitions and events Feedback forms and surveys Organisation website Social media	Programme and service standards Value proposition Data protection	To improve and expand programme offerings to enhance outreach and community impact. Feedback is then incorporated into programme development delivery.	Focus 2 Focus 3
Volunteers	Volunteer briefings and trainings Programmes, exhibitions and events Emails or telecommunication Social media	Meaningful participation and recognition Health and safety Training	To provide structured onboarding and training and ensure safe volunteering conditions for all volunteers.	Focus 2

Materiality Assessment

Following the stakeholder engagement, SCCC has identified and prioritised material topics for our first year of sustainability reporting, adopting an impact-based approach. The materiality assessment incorporates inputs from both internal and external stakeholders, drawing on stakeholder engagement outcomes and relevant industry references. The process comprises the following steps:



SCCC conducted a materiality survey with our key stakeholders to identify and understand ESG topics that are most significant to both SCCC and our stakeholders. The outcomes of this process informed the identification of SCCC's material ESG topics which are presented below and grouped according to the Report's key focus areas.

SCCC will manage the impacts of these material topics through defined policies, assigned operational responsibilities and regular monitoring. As this is our first year of reporting, oversight will continue to be provided by SCCC's ESG Committee, with performance and targets to be progressively established over the future years, encouraging continuous improvement.

Governance and Ethics

Governance, Policies and Ethics

People and Communities

Health and Safety

Community Engagement

Diversity, Inclusion and People

Environmental Stewardship

Climate Action and Energy Use

Sustainable Resource Management

Sustainability Governance

SCCC established an ESG Committee in October 2024 to strengthen oversight of sustainability-related matters and promote responsible and sustainable practices across the organisation. The Committee is chaired by the Chief Executive Officer (CEO) and comprises representatives from key departments, including Operations, Facilities, Corporate Services, Programmes and Corporate Communications. This cross-functional composition supports the effective integration and implementation of ESG policies and practices across SCCC.

The committee consists of the following SCCC officers:

Alvin Tan

CEO, Chair of ESG Committee

Phua Ann Chuan

Head of Operations, Deputy Chair of ESG Committee

Eric Lim

Senior Manager, Facilities

Jonathan Ng

Head of Corporate Services

Sharon Lim

Assistant Manager, Programmes

Jovina Ng

Manager, Corporate Communications

Katherine Choo

Secretariat

SCCC's ESG Committee sets the strategic directions for the organisation's sustainability efforts, guided by the three pillars of environmental, social and governance. The Committee also oversees the implementation of ESG policies and initiatives across all three pillars. Its key responsibilities include:



Developing and overseeing ESG strategies, policies, and initiatives;



Monitoring and evaluating progress and effectiveness of ESG efforts



Identifying and assessing ESG-related risks and opportunities



Ensuring compliance with relevant frameworks and regulations



Integrating ESG considerations across operations and decision-making

The ESG Committee reports SCCC's key activities, findings, recommendations and significant decisions to SCCC's Audit and Risk Committee (ARC) for review, guidance and approval, ensuring appropriate oversight, accountability and alignment of SCCC's sustainability-related and overall strategies. During the reporting period, no critical concerns related to ESG matters were raised to the Board. SCCC maintains the escalation channels through the ESG Committee to communicate significant risks, incidents and/or material concerns should they arise.

Focus 1: Governance and Ethics

Governance, Policies and Ethics

Governance forms the foundation of SCCC's ability to serve the community with integrity and deliver on our cultural mission. In addition to the formal governance structure outlined in the preceding section and our Annual Report, SCCC is guided

by a comprehensive suite of policies and frameworks. These collectively support informed decision-making, uphold ethical conduct, strengthen regulatory compliance and ensure responsible operations across the organisation.

Policy

Code of Conduct

Human-resource-related policies

Conflict of Interest

Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT)

Whistleblowing Policy

Policy Commitments

SCCC's policy sets out expected standards of integrity, professionalism and ethical behaviour for staff and stakeholders.

SCCC's policies cover key areas including compensation and benefits, grievance handling, health and safety, recruitment and hiring, training and development, non-discrimination and employee lifecycle management.

SCCC Board members, sub-committee members and staff are required to declare actual or potential conflicts of interest through formal declarations and in operational situations such as procurement processes.

SCCC has established procedures for due diligence and monitoring of programmes and fund utilisation as well as controls to ensure financial accountability and transparency.

SCCC has institutionalised a whistleblowing policy that provides a formal and confidential channel for directors, employees and external parties to report suspected misconduct or unethical behaviour. Reports are submitted to the Audit and Risk Committee or the Board and are subject to appropriate review and follow-up actions.

Policy

Privacy Policy

Policy Commitments

SCCC's privacy policy (last updated in October 2025) is aligned with Singapore's Personal Data Protection Act (PDPA), with designated Data Protection Officer and Deputy Data Protection Officer overseeing implementation, staff training and incident management. No data breaches or regulatory fines were recorded during the reporting period. The Data Protection Notice is publicly available at: <https://singaporeccc.org.sg/privacy-statement/>.

Enterprise Risk Management (ERM)

SCCC maintains an ERM framework to identify and manage key risks and opportunities. Comprehensive risk assessments are conducted every 4–5 years with active involvement from senior leadership and management. The most recent assessment in 2023 evaluated internal and external risks across operational, compliance, IT, financial and strategic areas. Insights from this assessment informed the establishment of appropriate sustainability reporting processes, ensuring alignment between sustainability reporting and risk management.

Corporate Social Responsibility (CSR) Framework

SCCC has established a Corporate Social Responsibility (CSR) Framework to support charitable organisations through partnerships and programmes and instil a volunteering culture at SCCC.

Volunteer Management

SCCC has established a Volunteer Handbook that outlines commitments to responsible volunteer management, including recruitment, code of conduct, training and development as well as benefits and recognition in order to foster a safe and inclusive volunteering environment.

Except for policies that are publicly disclosed, all other policies are maintained internally for record-keeping and governance purposes and are subject to periodic review to ensure continued alignment with applicable regulatory requirements and organisational practices.

During the reporting period, SCCC recorded zero instances of material non-compliance with applicable laws and regulations.

Focus 2: People and Communities

Health and Safety

Safeguarding the health and safety of employees, contractors, volunteers and members of the public is a fundamental aspect of SCCC's operations. As a cultural institution that welcomes a diverse range of audiences, partners and service providers, SCCC is committed to maintaining a safe and secure environment across our workplace, venues and programmes. Health and safety considerations are embedded into operational planning and programme delivery to support the wellbeing of all individuals who work and/or engage with SCCC.

Workplace Safety and Health

SCCC maintains an Occupational Health and Safety (OHS) management system in line with regulatory requirements by Ministry of Manpower, covering all employees and on-site contractors. SCCC holds BizSafe Level 4 certification and has established a Safety Committee with representatives from each department who are BizSafe Levels 1 to 4 trained, together with all the technical staff.

The safety measures and controls are communicated through onboarding, regular trainings, contractor induction and ongoing engagements. Due to the nature of venue operations, specific safety

requirements are enforced for contractors and partners, including restrictions on naked flame activities and mandatory safety footwear during setup.

All work-related incidents are required to be reported promptly and are investigated by the Safety Committee. Risk assessments and Safe Work Procedures (SWPs) are reviewed and updated accordingly, with corrective actions approved and implemented. Employees and contractors may report hazards through supervisors, the Operations Team or the Safety Committee. Overall, SCCC recorded zero work-related safety incidents and a zero-incident rate during the reporting period.

Customers' Safety and Health

SCCC implements processes to safeguard the health and safety of visitors, audiences and participants. Health and safety considerations are integrated into programme planning and operations, with each department conducting vendor selection and assessment through tender processes. Prior to appointment, vendors are required to undergo risk assessments, including the submission of contractor evaluation forms.

³ Safety incidents include any fatalities as a result of work-related injury and ill-health, high-consequence work-related injury and recordable work-related injury and ill-health.



Visitors enjoying lion dance performances safely at CNY Family FUN 2024

Key vendors must meet minimum BizSafe Level 2 standards and comply with third-party liability requirements for their personnel. SCCC also maintains continuous oversight through periodic contractor evaluations and post-event feedback mechanisms. Standard operating procedures are in place to manage emergencies, including medical incidents involving visitors. Trained security personnel are always stationed on-site and are certified in first aid to provide immediate response.

During the reporting period, 100% of SCCC's products and services⁴ were assessed for health and safety impacts, with no incidents of non-compliance recorded.

Together, these measures ensure that health and safety risks across SCCC's exhibitions, programmes and activities are properly managed, providing a safe experience for all visitors and participants.

⁴ SCCC's products and services offered are defined as major programmes, exhibitions and events held during the reporting period for the public, community, visitors and participants.

Community Engagement

Community Engagement and Programmes

SCCC's programmes are designed to enrich the lives of Singaporeans through engagement with and participation in local Chinese arts, culture and heritage. Our community programmes and public engagements serve multiple community needs including cultural education, wellness, senior engagement, youth outreach and sector development.

SCCC works with various partners as well as local organisations and communities, such as Singapore Federation of Chinese Clan Associations (SFCCA), Ministry of Community, Culture & Youth (MCCY), National Heritage Board, People's Association and tertiary institutions to deliver outreach programmes which include exhibitions, guided tours, festivals, concerts, talks and workshops. These efforts engage the general public and students from preschool to tertiary levels and facilitate the appreciation of Singapore Chinese culture and language.

SCCC supports the local arts and cultural ecosystem by providing venues and facilities for rehearsals and performances. Through our Arts Alliance Scheme, SCCC also helps local arts groups promote their programmes and events across media platforms, enabling them to reach a wider audience. These partnerships are typically long-term and aligned with SCCC's mission to promote local Chinese arts and culture. Further details of programmes conducted during the reporting period are available in SCCC's Annual Report 2025/2026.



SCCC and members of different communities celebrating Winter Solstice together

Community Impact

SCCC has established a CSR Framework to guide our community engagement efforts, focusing on partnerships with charitable organisations, inclusive programming, venue sponsorship and staff volunteerism.

Community engagement efforts are primarily focused on seniors, including collaborations with partners such as Brighton Connection. These initiatives include providing transport, meals and/or complimentary access to selected programmes to enhance accessibility and participation.

Employees are encouraged to give back to the community, with up to one day (or 8 hours) of volunteer leave granted annually to facilitate volunteer work with charities with IPC status.

SCCC assesses the impact of our community programmes through participant feedback surveys, attendance monitoring and post-event reviews. Surveys are typically administered via QR codes during events, with findings consolidated into After-Action Reviews and presented to the Programmes Committee and SCCC Board. These insights support the ongoing assessment and management of community impacts and inform decision-making to enhance programme relevance and effectiveness.

Through these initiatives, SCCC seeks to create positive social impact by promoting inclusivity and cultural enrichment.



Seniors on a complimentary guided tour of SCCC SINGAPORE Exhibition

Volunteer Management

Volunteers play an important role in supporting SCCC's permanent exhibition, and SCCC has a total of 41 active volunteer docents as of 31 March 2026.

Volunteer engagement is guided by formalised policies and procedures, including a Volunteer Handbook and standard operating procedures, to ensure consistency, accountability and a positive volunteering experience.

All volunteers receive the necessary training prior to deployment and are supported through appropriate provisions, including insurance coverage. All volunteers are covered under the Group Personal Accident Policy which insures them not only during participation in SCCC-organised activities, but also during travel between activity venues and their homes.



SCCC docents and volunteers at an appreciation meal

Diversity, Inclusion, and People

Employment and Diversity

SCCC has established and maintains a comprehensive set of human resource policies, as outlined under Focus 1, to guide fair and responsible employment practices across the organisation.

For reporting purposes, SCCC defines employees as all permanent and temporary staff, as well as ushers and technicians employed on annually renewable call-basis contracts⁵. SCCC’s total workforce excludes a total of 45 interns and volunteers who are not classified as employees. All employees are hired locally from Singapore and are treated equitably, with SCCC recognising them as key contributors to our mission and operations.

SCCC adopts robust recruitment and retention practices to attract and develop qualified individuals whose values align with the organisation’s mission and strategic priorities.

As of 31 March 2026, SCCC’s total employee headcount was 120. As this is the SCCC’s first year of sustainability reporting, only the current reporting year’s data is reported. The breakdown of SCCC’s workforce is reflected in the table below.

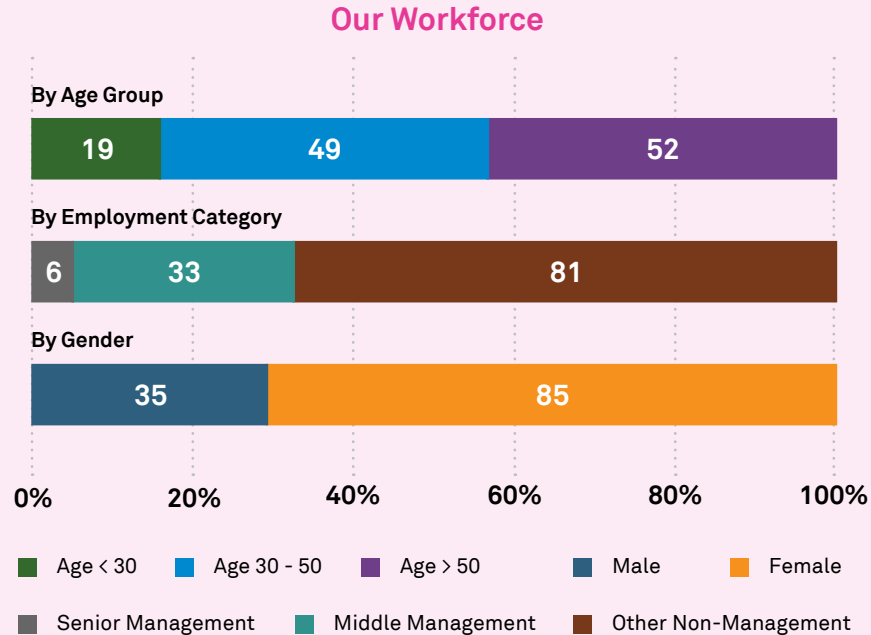
2025 (Headcount)*	Male	Female
Permanent Employees	17	35
Temporary Employees	1	4
Non-Guaranteed Hours Employees	17	46
Full-time Employees	17	36
Part-time Employees	18	49

*Categories presented are not mutually exclusive and should not be aggregated

⁵ Ushers and technicians are categorised as non-guaranteed hours employees as they work on-call basis with no guaranteed minimum hours. Based on the working hours, they hence fall under part-time employees.

As at the reporting period, the Board of Directors comprises 15 members, of whom 5 are female and 10 are male, representing female Board participation of 33.3%. In terms of age profile, 13% of Board members are aged between 30 and 50 years, while the remaining 87% are aged above 50 years.

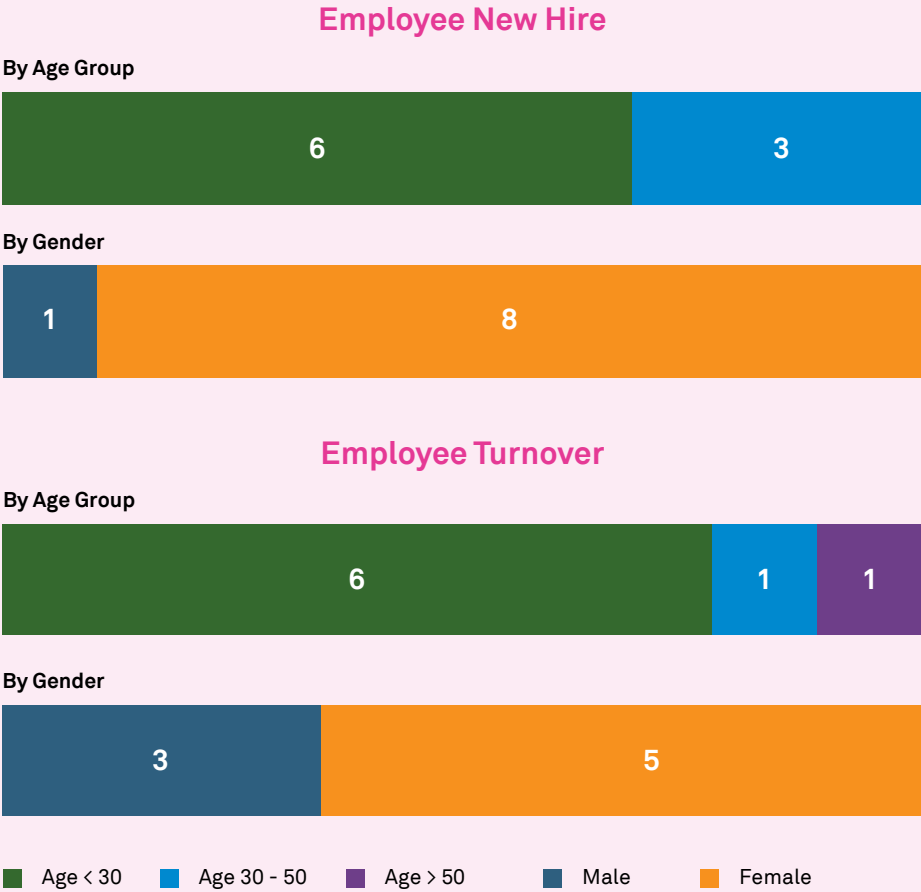
Details of the SCCC's workforce composition by gender, employment category and age group are as set out below:



Breakdown in each employee category ⁶	Senior Management	Middle Management	Other Non-Management Employees
Overall number	6	33	81
Overall percentage (%)	5.0%	27.5%	67.5%
Percentage by Gender			
Male (%)	66.7% (4)	21.2% (7)	29.6% (24)
Female (%)	33.3% (2)	78.8% (26)	70.4% (57)
Percentage by Age Group			
Below 30 (%)	0.0% (0)	24.2% (8)	13.6% (11)
Between 30 – 50 (%)	33.3% (2)	60.6% (20)	33.3% (27)
Above 50 (%)	66.7% (4)	15.2% (5)	53.1% (43)

⁶ SCCC classifies employees into three categories: Senior Management, comprising Senior Assistant Director and above, including the CEO; Middle Management, consisting of all managers and senior team leads who report to Senior Management; and Other Non Management Employees, which include all remaining employees.

In 2025, SCCC recorded 9 new hires and 8 employee resignations⁷, resulting in a new hire rate of 7.5% and an employee turnover rate of 6.7%. A breakdown of new hires and employee turnover by age group and gender is presented in the charts and table below.



New Hires and Turnover Rates	New Hires	Employee Turnover
Overall Rate	7.5%	6.7%
Breakdown By Gender		
• Male	0.8%	2.5%
• Female	6.7%	4.2%
Breakdown By Age Group		
• Below 30	5.0%	5.0%
• Between 30 – 50	2.5%	0.8%
• Above 50	0.0%	0.8%

⁷ New hires and employee resignations for the reporting period exclude non-guaranteed hours employees as SCCC does not currently track this data. SCCC will consider tracking it in future reporting periods.

Employee Benefits

SCCC also provides a comprehensive range of employee benefits to support the health, well-being and overall development of our workforce, while fostering greater social integration in line with the organisation's mission to nurture Singapore Chinese culture and enhance social harmony. Permanent employees have been generally covered by a range of medical insurance plans, including group term life, group personal accident, group basic medical with outpatient clinic coverage, group catastrophic medical and group dental insurance. In addition, they have access to training and development opportunities to support their professional growth.

SCCC has also implemented a structured performance management system which includes setting clear performance expectations and conducting annual performance reviews. During the reporting period, 100% of employees received formal performance appraisals.

SCCC is also committed to supporting employees across different life stages. A total of 8 employees were entitled to parental leave during the reporting period, providing the new parents with the time and flexibility to care for their families. During 2025, a total of 6 employees utilised parental leave, comprising 4 male employees and 2 female employees. All of them returned to work and were retained for at least 12 months following their return, resulting in a return-to-work rate⁸ and retention rate⁹ of 100%.

⁸ Return to work rate is calculated as the total number of employees who returned to work after parental leave divided by the total number of employees due to return to work after parental leave.

⁹ Retention rate is calculated as the total number of employees retained for 12 months after returning to work following a period of parental leave.

Training and Education

SCCC recognises that continuous learning and skills development are essential to supporting organisational effectiveness, regulatory compliance and the delivery of high-quality cultural programmes. SCCC adopts an inclusive approach to employee development, providing access to a broad range of training opportunities aligned with both operational needs and professional growth.

During the reporting period, a total of 44 employees¹⁰ attended at least one training programme, covering leadership and management, governance and compliance, ESG practices, safety and health, technical operations, digital capabilities and cultural sector competencies. Training was delivered through a mix of in-house programmes, external courses, learning trips, industry conferences and professional certifications. The aforementioned training is supported through SCCC's training budget every year, encouraging employees to identify and attend relevant training programmes, both locally and overseas, to enhance individual job-related skills and professional capabilities.

In addition, organisation-wide mandatory training initiatives were arranged to strengthen organisational resilience and regulatory compliance across SCCC's workforce. These included Business Continuity Management (BCM) sessions and Personal Data Protection Act (PDPA) training to equip employees with the baseline knowledge to uphold statutory responsibilities.

Collectively, employees completed 2125 training hours, resulting in an average of approximately 48 hours of training per employee¹¹ during the reporting period. Further breakdown of the training hours by gender and employee category can be referred to in the table below. Of SCCC's permanent workforce, 85% have actively pursued individual training opportunities to further develop their skills and capabilities, regardless of whether they are in leadership or non-leadership roles. SCCC will continue to emphasise continuous learning and skills development across our workforce to support and drive our strategic priorities.

Training Hours (hours)	2025
Overall Total Number of Training Hours	2,125
Average Training Hours per Employee	48
Average Training Hours (By Gender)	
• Male	55
• Female	45
Average Training Hours (By Employee Category)	
• Senior Management	69
• Middle Management	48
• Other Non-Management Employees	38

¹⁰ SCCC's permanent employees are entitled to enrol in relevant training programmes and their training costs are covered by the organisation's training budget. Temporary and part-time employees are entitled to on-job training but their training hours are not tracked by SCCC.

¹¹ Average Training Hours per Employee = Total Number of Training Hours / Total Per Trained Employees (44).

Focus 3: Environmental Stewardship

Climate Action and Energy Use

SCCC is committed to proactively contributing to environmental protection and sustainability by minimising our environmental impact and improving energy efficiency across operations.

Since 2018, SCCC has consistently ranked first in Energy Use Intensity (EUI) amongst cultural institutions in Singapore in the Building Energy Benchmarking Report published by Building and Construction Authority (BCA). SCCC has also been awarded the BCA Green Mark Platinum certification since 2017, recognising our high standards in environmental performance and energy efficiency. In 2023, SCCC pledged to be a sustainability champion under the Green National Pledge – a commitment under the Ministry of Sustainability and the Environment that aligns with Singapore Green Plan, in support of national environmental goals.

SCCC's Operations Team is responsible for monitoring and managing energy usage, enabling the provision of comparable environmental data in our first year of reporting. Energy consumption is tracked through a centralised building management system, supplemented by monthly reviews of utility bills and internal records. This enables SCCC to better understand operational energy patterns and identify any anomalies, including fluctuations arising from events and performances.

Energy and Emissions

As an arts and cultural charity, SCCC does not consume fuel-based energy nor generate energy on-site within our operations. The primary energy sources consumed within SCCC are purchased electricity and purchased cooling. Electricity is mainly used to support daily building operations, including lighting, equipment and facilities, as well as four electric vehicle (EV) charging stations located within the premises.

Energy consumption data reported by SCCC is derived from monthly utility bills which capture total electricity usage of the entire building. This includes consumption across the entire building footprint under SCCC's operational control, including tenant/resident-occupied areas, as energy is centrally managed and not separately metered. Please refer to the below table for SCCC's electricity consumption and the resulting Scope 2 GHG emissions¹².

¹² Market-based Scope 2 emissions are equivalent to location-based Scope 2 emissions for both electricity and cooling energy consumed as SCCC did not procure any eligible contractual instruments for renewable energy during the reporting period. Emissions were calculated using the 2024 Singapore's Grid Emission Factor from Singapore Energy Market Authority (EMA), at 0.402 kgCO₂/kWh as EMA covers only CO₂ in the CO₂ equivalent calculation.

Energy Consumption	2024 ¹³	2025
Electricity Consumption (kWh)	1,428,228	1,361,351
• Building and operations	1,415,998	1,345,637
• Electric vehicle charging stations	12,230	15,714
Scope 2 GHG Emissions from purchased electricity	2024	2025
Scope 2 GHG Emissions (location-based) (tCO ₂ e)	574	547
Electricity/Scope 2 Emission Intensity	2024	2025
Electricity Usage Intensity ¹⁴ (EUI) (kWh/m ²)	94	90
Scope 2 GHG Emissions Intensity (tCO ₂ e/m ²)	0.038	0.036



Electric vehicle (EV) charging stations located within SCCC premises

Based on internal monitoring of direct electricity consumption, SCCC recorded a 4.7% decrease in electricity consumption, equivalent to 66,877 kWh, compared to 2024. This resulted in a corresponding 4.7% reduction in Scope 2 GHG emissions from purchased electricity, equivalent to 27 tCO₂e.

¹³ The reporting period 2024 refers to the previous financial year 2024 with SCCC’s environmental data monitored, covering from 1 April 2024 to 31 March 2025.

¹⁴ Intensity is calculated based on the Gross Floor Area (GFA) at 15,122.87 m². The GFA includes the floor areas occupied by the tenants and venues commonly hired by customers or these tenants and partners, as they are still commonly managed by SCCC through centralised building systems and the third parties are not separately charged for consumption.

In addition, SCCC utilises a district cooling system operated by SP Group which circulates chilled water within a closed-loop system to provide efficient cooling across the building. This system supports improved energy efficiency and contributes to SCCC’s efforts to reduce overall energy consumption and environmental impact.

As the associated energy consumption is not directly incurred or controlled by SCCC, chilled water consumption has been excluded from the calculation of the EUI and the BCA Green Mark pathway assessment. Nevertheless, for completeness of GHG reporting, total Scope 2 GHG emissions amounted to 738 tCO₂e for the reporting year, including emissions associated with cooling energy consumption. The corresponding district cooling energy usage¹⁵ and emissions are disclosed separately below:

Cooling Energy Consumption	2024	2025
District Cooling Consumption (kWrh)	2,400,372	2,414,336
District Cooling Consumption ¹⁶ (kWh)	472,873	475,624
Scope 2 GHG Emissions from district cooling	2024	2025
Scope 2 GHG Emissions (location-based) (tCO ₂ e)	190	191

The reporting period 2024 (from 1 April 2024 to 31 March 2025) will be designated as SCCC’s base year for energy and emissions reporting as it represents the first year in which such information is publicly disclosed. This will serve as the reference point for future performance tracking and comparisons.

The steady rise in visitorship over the past years reflects SCCC’s growing cultural relevance and deepening engagement with the community. While higher footfall would typically translate into greater utility consumption and rising costs, SCCC has remained committed to improving energy efficiency and reducing our carbon footprint – researching, adopting and implementing a range of operational optimisation measures that strengthen energy performance and contribute to a low-carbon built environment. These efforts are beginning to bear fruit, with a noticeable decline in overall carbon footprint despite the increase in visitors – a modest but meaningful reflection of how cultural vibrancy and environmental care can move forward side by side.

¹⁵ The District Cooling System is regulated by National Environmental Agency’s (NEA) Minimum Energy Efficiency Standards (MEES) and under the Energy Conservation Act (ECA). The Chilled Water Supply temperature has been kept at the primary side of the heat exchange, at 5°C. For reporting purposes, SCCC follows SP’s recommendation that chilled water energy consumption is calculated based on before the application of the return temperature adjustment factor (i.e. 1 or [(0.03 x (14-AVT) + 1)] whichever is higher), as this best reflects the actual energy consumed.

¹⁶ Conversion factor from kWrh to kWh = 0.197 kWh/kWrh.

Other Energy Initiatives

SCCC continuously assesses and enhances the energy efficiency of our building through both design features and operational improvements, as part of our commitment to environmental sustainability. Some examples of SCCC's energy efficiency initiatives include:

- LED Lighting with Controls – Energy-efficient LED lights with dimming and motion sensors reduce electricity consumption.
- Regenerative Lift Motors – Lifts recover energy during operation to improve overall building efficiency.
- EC Fans in AHUs – Retrofitted AHUs with electronically commutated fans allow variable speed control for energy savings.
- HVAC Setpoint Management – Air-conditioning maintained at around 25°C and RH←65±5% to optimise energy use and comfort.
- Hybrid Cooling System – Introduced in 2024, minimises conventional AC use while maintaining thermal comfort by integrating circulation fans with AC.
- Solar Test-Beds¹⁷ – Solar films applied on selected facades to reduce heat gain and improve cooling efficiency.



Hybrid cooling system introduced within SCCC premises

These initiatives, both incremental and substantive, have helped SCCC operate more efficiently, lower our carbon footprint and reduce the environmental impacts of our facilities. Looking ahead, SCCC will continue to seek out ways to improve the energy performance of our facilities and strengthen our sustainable resource management practices, efforts that are aligned with Singapore Green Plan 2030's focus on energy efficiency and responsible resource use.

¹⁷ The solar test-beds are still in research and testing phase. As they are not yet operational at scale or connected to the building's energy system, no electricity generation or emissions reduction from these initiatives is reported for the current reporting period.

Sustainable Resource Management

Water and Effluents

SCCC operates in Singapore, where water is a highly regulated and strategically managed resource. SCCC recognises the importance of efficient water use and contributes to water sustainability efforts through, for example, water-efficient fittings with Water Efficiency Labelling Scheme (WELS) ratings of “3-ticks (Excellent)” throughout our building. Water use is also monitored through monthly utility bills and centrally managed submeters linked to the Building Management System (BMS), allowing timely identification of leaks or abnormal consumption patterns.

SCCC’s sole water source is the Public Utilities Board (PUB), with consumption primarily associated with daily operational needs. Water withdrawal is monitored through monthly PUB utility bills¹⁸.

During the reporting period, a spike in water consumption was recorded in August due to leaking pipes caused by PUB works. This anomaly was promptly identified through BMS monitoring and addressed, demonstrating SCCC’s proactive approach to water management and operational efficiency.

Water and effluents	2024	2025
Water Withdrawal (m³)	6,501.5	8,423.9

¹⁸ PUB reads traditional water metres on a bi-monthly basis. During the alternate months when on-site metre readings are not performed, water consumption is estimated by PUB based on historical usage patterns.



Cleaning robot introduced within SCCC premises for efficient water use

Waste

SCCC engages a private, licensed General Waste Collector (GWC) to manage waste disposal, rather than relying on a Public Waste Collector (PWC). Regular waste audits are conducted to track volumes by type and identify opportunities for minimisation and improved operational efficiency.

Waste generated within SCCC primarily arises from office operations, daily activities and SCCC-managed events or programmes. SCCC manages these impacts by minimising waste generation at source and enforcing waste management practices of our partners and tenants/residents.

Waste (tonnes)	2024	2025
General	74.630	53.250
Paper	0.530	0.875
Metal	0.027	0.096
Plastic	0.013	0.031
Glass	0.000	0.013
Total waste generated	75.200	54.265

All on-site waste is collected daily by the GWC and transported to the National Environment Agency (NEA)-licensed incineration plants or the Semakau Landfill for final disposal. SCCC also participates in e-waste recycling in partnership with a licensed third-party collector, whereby the collection occurs only when the designated bin reaches capacity.

Waste reduction within offices has been long promoted through measures such as removal of individual waste bins, zero non-essential printing and use of digital signatures since 2022, contributing to a 27.8% reduction in total waste generated by SCCC. Any post-exhibition or performance waste generated by third-party partners or venue hirers is required to be removed by the respective parties under a strict “bring in, bring out” instruction, ensuring no disposal on SCCC premises.

Ongoing initiatives supporting waste minimisation from daily activities and events include:

- Regular monitoring of waste disposal and recycling volumes.
- Deployment of dedicated bins for electronic, plastic, paper and cans, with centralised collection areas for efficient sorting since 2017.
- Reuse of structures from exhibitions for long-term displays to extend their lifespans and reduce material waste.
- Installation of Eco Umbrella Dryers to replace plastic sleeves in 2024.

Supplier Environmental Assessment

As of the reporting period, SCCC has not formalised an environmental assessment for new suppliers or a green procurement policy. Nonetheless, over the years, SCCC has been encouraging sustainable practices by reusing exhibition structures and sourcing environmentally friendly products such as cleaning supplies, paper and stationery. When engaging suppliers for building systems or energy-related features, SCCC prioritises potential improvements in energy efficiency.

In the coming year, SCCC aims to incorporate more environmental considerations in procurement by, for example, working only with catering vendors who avoid single-use utensils.



Eco Umbrella Dryer at SCCC Level 1 entrance

GRI Content Index

Statement of use

GRI 1 used

Applicable GRI Sector Standard(s)

Singapore Chinese Cultural Centre (SCCC) has reported *with reference to* the GRI Standards 2021 for the period from 1 April 2025 to 31 March 2026.

GRI 1: Foundation 2021.

Not applicable.

GRI Standard/ Other Source	Disclosure	Location
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organisational details	About SCCC
	2-2 Entities included in the organisation's sustainability reporting	About This Report
	2-3 Reporting period, frequency and contact point	About This Report
	2-4 Restatements of information	About This Report - Restatements
	2-5 External Assurance	About This Report - Assurance
	2-6 Activities, value chain and other business relationships	About SCCC
	2-7 Employees	Focus 2: People and Communities
	2-8 Workers who are not employees	Focus 2: People and Communities
	2-9 Governance structure and composition	Sustainability Governance Annual Report
	2-11 Chair of the highest governance body	Sustainability Governance
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance
	2-15 Conflicts of interest	Focus 1: Governance and Ethics

GRI Standard/ Other Source	Disclosure	Location
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	Focus 1: Governance and Ethics
	2-22 Statement on sustainable development strategy	Message from CEO Sustainability at SCCC
	2-23 Policy commitments	Focus 1: Governance and Ethics
	2-24 Embedding policy commitments	Focus 1: Governance and Ethics
	2-25 Processes to remediate negative impacts	Focus 1: Governance and Ethics
	2-26 Mechanisms for seeking advice and raising concerns	Focus 1: Governance and Ethics
	2-27 Compliance with laws and regulations	Focus 1: Governance and Ethics
	2-28 Membership associations	About This Report - Memberships
	2-29 Approach to stakeholder engagement	Stakeholder Engagement
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment
	3-2 List of material topics	Materiality Assessment
Governance and Ethics		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 1: Governance and Ethics
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Focus 1: Governance and Ethics

GRI Standard/ Other Source	Disclosure	Location
People and Communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 2: People and Communities
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Focus 2: People and Communities
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Focus 2: People and Communities
	403-2 Hazard identification, risk assessment, and incident investigation	
	403-8 Workers covered by an occupational health and safety management system	
	403-9 Work-related injuries	
	403-10 Work-related ill health	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Focus 2: People and Communities
	404-3 Percentage of employees receiving regular performance and career development reviews	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Focus 2: People and Communities
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Focus 2: People and Communities

GRI Standard/ Other Source	Disclosure	Location
GRI 416: Customer Health and Safety	416-1 Assessment of the health and safety impacts of product and service categories	Focus 2: People and Communities
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	
Environmental Stewardship		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 3: Environmental Stewardship
GRI 302: Energy	302-1 Energy consumption within the organisation	Focus 3: Environmental Stewardship
	302-3 Energy intensity	
	302-4 Reduction of energy consumption	
GRI 303: Water and Effluents	303-1 Interactions with water as a shared resource	Focus 3: Environmental Stewardship
	303-3 Water withdrawal	
GRI 305: Emissions	305-2 Energy indirect (Scope 2) GHG emissions	Focus 3: Environmental Stewardship
	305-4 GHG emissions intensity	
	305-5 Reduction of GHG emissions	
GRI 306: Waste	306-1 Waste generation and significant waste-related impacts	Focus 3: Environmental Stewardship
	306-2 Management of significant waste-related impacts	
	306-3 Waste generated	



Singapore Chinese Cultural Centre

新加坡华族文化中心

1 Straits Boulevard #11-01

Singapore 018906

singaporeccc.org.sg

Home of SINGAPO人

singaporen.sg



新加坡华族文化中心是一家慈善公益机构。
SCCC is a charity and Institution of a Public Character.