



URA Sustainability Report

FY2024





Singapore skyline. SOURCE: STB

Chairman's Statement



Mrs Ow Foong Pheng

Chairman
Urban Redevelopment Authority

The Urban Redevelopment Authority (URA), as the national land use planning and conservation authority, is committed to ensuring that Singapore's urban development is sustainable.

Over the past sixty years, we have transformed Singapore into a vibrant and resilient city and an endearing home for all, while ensuring a sustainable and thriving Singapore for future generations.

Singapore continues to face challenges from multiple fronts. Externally, we face heightened geopolitical instability, an uncertain global economic outlook, and a deepening climate crisis. Within Singapore, we need to address deeper structural shifts, such as an ageing population, evolving social aspirations, and the imperative to realise a good quality living environment in the face of increasingly biting land and resource constraints.

As part of the Singapore Green Plan 2030, URA's plans and policies for the built environment will help to achieve Singapore's long-term net zero emissions aspiration by 2050. Given Singapore's tight land and resource constraints, a careful balance must be struck between economic, social, and environmental considerations. Our plans and policies aim to optimise the use of land, sea space and natural resources. We also balance safeguarding greenery, biodiversity and heritage, with development to meet the needs of our economy and society. At the same time, we recognise the importance of reducing emissions from the built environment sector and preserving a good living environment and options for future generations.

URA's integrated planning framework, anchored by the Long-Term Plan and Master Plan, enables a systematic and coordinated approach to steward Singapore's limited land to support sustainable

urban development. Public and stakeholder consultation is integral to the process, to ensure that our land use plans address Singaporeans' evolving needs and diverse aspirations. This year, URA launched the Draft Master Plan 2025 (DMP2025), which serves as Singapore's land use development blueprint for the next 10 to 15 years. Shaped by the most extensive public engagement exercise that URA has carried out to date, the DMP2025 sets out island-wide land use plans and strategies that contribute to sustainable outcomes. We aim to create more inclusive and accessible neighbourhoods, while also refreshing business nodes and creating vibrant workspaces. We continue to aim to build a more resilient Singapore that is better able to respond to economic, social and climate-related challenges in the years to come.

URA also seeks to raise the bar in sustainability by leveraging our key roles in regulatory land use planning and as the land sales agent for private housing and commercial developments. To this end, we set sustainable policies, guidelines, and incentives for land development to ensure that buildings and infrastructure contribute to Singapore's net-zero vision while enhancing urban liveability.

Last year, our inaugural FY2023 Sustainability Report laid out URA's role and plans for a sustainable and people-centric urban environment. This year's Sustainability Report focuses on key updates, highlights and performance on URA's ESG efforts. In line with our continuous pursuit of organisation excellence, URA also strives to uphold the highest standards of ethics and integrity, as well as ensure a safe, inclusive and engaged workforce.

We are grateful to URA's partners, stakeholders, and Singaporeans for their continued trust and partnership in working towards a more sustainable future and making Singapore a great city to live, work, and play.

We are grateful to URA's partners, stakeholders, and Singaporeans... in working towards a more sustainable future and making Singapore a great city to live, work and play.

Executive Summary



Housing overlooking Bishan-Ang Mo Kio Park. SOURCE: STB

1/ A Sustainable and Resilient City for the Future

Optimising limited land space and addressing climate change to enhance quality of life, support economic growth, fostering innovation and job creation.

- Harnessing innovative strategies to address both environmental and infrastructural challenges to strengthen Singapore's sustainability and resilience.
- Planning for a net-zero city through initiatives that promote sustainable urban development, improve connectivity, and respect environmental and community needs.

2/ A Liveable and Inclusive City for All

Ensuring that our land use, infrastructure and land development enable communities to thrive, and foster long-term sustainability and well-being for all.

- Shaping Singapore into a liveable and inclusive City in Nature in line with the Singapore Green Plan 2030.
- Creating spaces where everyone can live, work, and play in harmony, in line with the long- and medium-term plans featured in the Long-Term Plan (LTP) 2021 and Draft Master Plan (DMP) 2025.
- Preserving a good living environment and options for future generations.

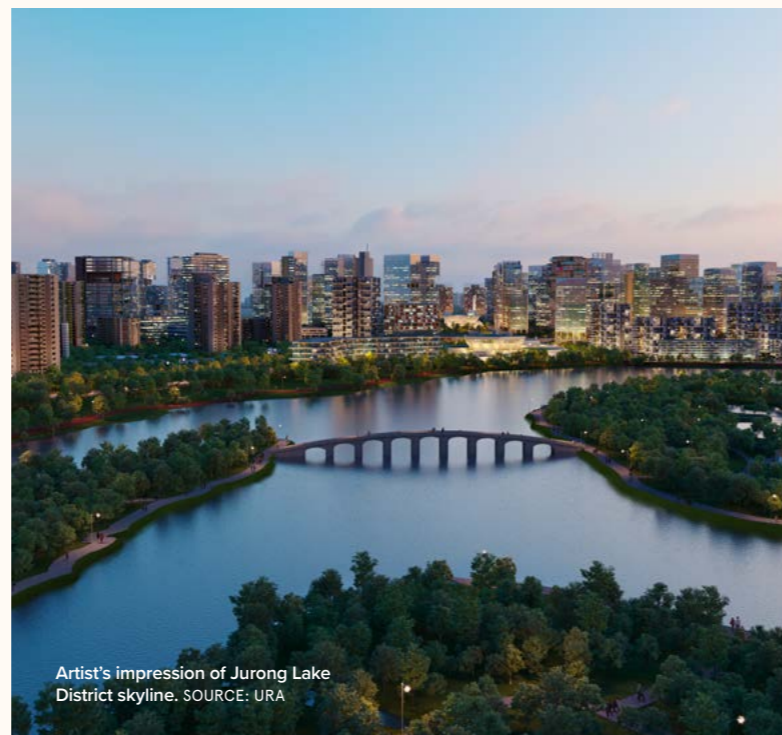


PLAY@Punggol. SOURCE: FINBARR FALLON

3/ Strengthening Partnerships, Within and Beyond Singapore

Engaging widely with a diverse range of stakeholders to understand their views and create more robust and inclusive national plans, guidelines, and policies.

- Fostering inclusivity and collaboration by empowering the public and promoting active citizenry through stakeholder engagement.
- Advocating for sustainable urban planning to benefit cities and people globally.
- Leading the planning and design sector in building up critical science and technology capabilities.



Artist's impression of Jurong Lake District skyline. SOURCE: URA

4/ Striving for Excellence in Our Operations

Maintaining organisational excellence to ensure that URA can effectively fulfil our mission and plan for the challenges of the 21st century.

- Upholding good corporate governance in line with the values of the Singapore Public Service.
- Fostering a safe, inclusive, and innovative workplace that values the environment, promotes employee wellbeing, and contributes to the community.



Staff New Year Reception 2025. SOURCE: URA

Preface to FY2024 Report

In FY2023, URA published our first Sustainability Report, outlining our sustainability impacts in detail and presenting our efforts to guide the physical planning and development of Singapore in a sustainable manner, while mitigating potential negative impacts. Building on this work, our FY2024 report focuses on key updates for the current reporting year. For a more comprehensive description of URA's sustainability impacts and efforts, you may refer to the [FY2023 Sustainability Report](#).



Draft Master Plan 2025



Minister (National Development) Chee Hong Tat at DMP2025 launch. SOURCE: URA

The Singapore we see today is the result of judicious long-term planning. This forward-looking approach has shaped a quality environment for us to live, work and play.

Singapore's long-term and integrated planning approach is underpinned by two key plans: the Long-Term Plan, which sets strategic directions for the next 50 years and beyond; and the Master Plan, reviewed every five years, which translates these strategies into detailed land use proposals.

Following an extensive public engagement exercise that started in October 2023, an exhibition of the Draft Master Plan was launched on 25 June 2025. It showcases strategies for more inclusive and accessible homes, refreshed business nodes and vibrant workspaces; more endearing neighbourhoods; and a more resilient Singapore that is better able to respond to economic, social and climate challenges in the years to come.

Together, these proposals aim to create a more liveable, inclusive and endearing Singapore, by offering Singaporeans more choices for living, working and leisure, as well as a deepened sense of identity and place.

Strategies from the DMP2025 that contribute to sustainable ESG outcomes at the national level and towards the Singapore Green Plan 2030 targets, are detailed in this Sustainability Report.

These include:

- Ensuring a flood-resilient city and coast;
- Implementing cooling strategies such as introducing more greenery, and maximising wind flow;
- Unlocking underground uses to free up surface land for more people-centric uses;
- Providing new liveable and inclusive housing precincts;
- Building community-centric towns with more integrated community developments, more senior-friendly neighbourhoods and enhanced provision for preschools and children with special needs;
- Creating more green spaces, recreational and wellness options nearer to home;
- Providing more convenient journeys through new transport links;
- Guiding efforts in preserving identity, retaining and enhancing heritage assets, including conserving sites that are architecturally and historically-significant.

1/ A Sustainable and Resilient City for the Future

URA is committed to creating a sustainable Singapore that is adaptable to future challenges. We continue to shape plans to support a more liveable, resilient and inclusive city.

1.1 Towards A Net-Zero City

1.2 Towards a More Resilient Singapore

1.1 Towards A Net-Zero City



Convenient and People-centric Journeys

Working with the Land Transport Authority (LTA), URA continues to enhance mobility and accessibility, providing safer and more direct options by public transport. This also leads to less carbon emissions and vehicular traffic compared to private transportation options. URA will also continue to promote active mobility options to encourage healthier and more environmentally friendly lifestyles.

The extension of rail lines, for example the Downtown Line 2 and Cross Island Line Phase 3, will provide more options for commuters. Plans for more integrated transport hubs and bus interchange developments such as at



Artist's impression of Jurong Gateway Hub for illustrative purposes only. SOURCE: LTA

Bayshore, Tampines North and Bishan are also underway to provide a more seamless commuting experience.

The first phase of the Bishan-to-City pedestrian-cum-cycling route, was opened in October 2023. Construction of the second phase, comprising a 1.2km-long PIE Link connecting the Kallang Park Connector between St Andrew's Junior College and the neighbourhood park at Jalan Taman, started in 2025. When completed in 2027, the PIE Link will take users from Bishan to the city seamlessly. These cycling links contribute to a more environmentally sustainable, car-lite and healthier city.

For the PIE Link, URA required contractors to adopt sustainable construction materials, such as green concrete to reduce carbon emissions.

In addition, the upcoming North-South Corridor will enhance connectivity from the northern region to the city, serving towns such as Sembawang, Yishun, Ang Mo Kio, Toa Payoh, Novena and Rochor. As the 21.5-kilometre multimodal transportation corridor channels traffic to the elevated and underground lanes, more space on surface streets can be repurposed for walking, cycling, public transport and community spaces. These efforts contribute to more environmentally friendly commuting modes and more liveable and vibrant neighbourhoods.

These cycling links contribute to a more environmentally sustainable, car-lite and healthier city.



Cycling bridge across PIE. SOURCE: URA



The Skywaters at Shenton Way is one of the latest redevelopment proposals under the CBD Incentive Scheme. SOURCE: SKIDMORE, OWINGS & MERILL / BEZIER

Refreshed Central Business District Incentive (CBDI) and Strategic Development Incentive (SDI) Schemes

URA introduced the CBDI and SDI schemes in 2019 to encourage the private sector to inject more housing choices, a greater mix of uses with quality public spaces and key pedestrian connections in our Central Business District (CBD). The schemes were reviewed in 2025 in consultation with industry stakeholders and re-launched with new sustainability requirements to mitigate carbon emissions from redevelopment. Under the updated scheme, CBDI and SDI proposals will better support and recognise industry front-runners in their efforts and encourage more developers and building owners to consider adaptive reuse as a viable option. These efforts also help to create green economy opportunities across the sector, for instance, generating business opportunities for sustainability advisory services provided to developers.

1.2 Towards a More Resilient Singapore

Enhancing Infrastructure Project Coordination

Under the Major Infrastructure (Network) Approval Workflow, URA coordinates the planning and implementation of infrastructure with Lead Implementing Agencies (LAs). We aim to optimise subterranean space, integrate design and construction, reduce risks of accidental damage to utilities, as well as reduce excavations, costly diversions and road works.

As of February 2025, 51 projects covering around 216 kilometres of infrastructure corridors have been integrated into this system, and approximately 30 new projects are projected to embark on this workflow every year. These efforts bolster the overall resilience and help to achieve resource, land and carbon savings during implementation.



Engagement with industry practitioners on Major Infrastructure (Network) Approval Workflow. SOURCE: URA

Tuas Road Viaduct (Phase 2)

The Tuas Road Viaduct (Phase 2) project exemplifies how coordinated infrastructure planning and thoughtful design can potentially deliver environmental benefits.

With the implementation of Utility Specific Ducts (USDs), utilities can be maintained and installed through manholes when required, departing from traditional methods where roads would have to be repeatedly excavated. Other optimisation measures, such as lowering of pile caps, creates space for laying of future utilities. These measures can potentially reduce utility diversions, eliminate recurring roadworks and minimise material waste material and carbon emissions from construction materials and mobilisation of excavation equipment and machinery.

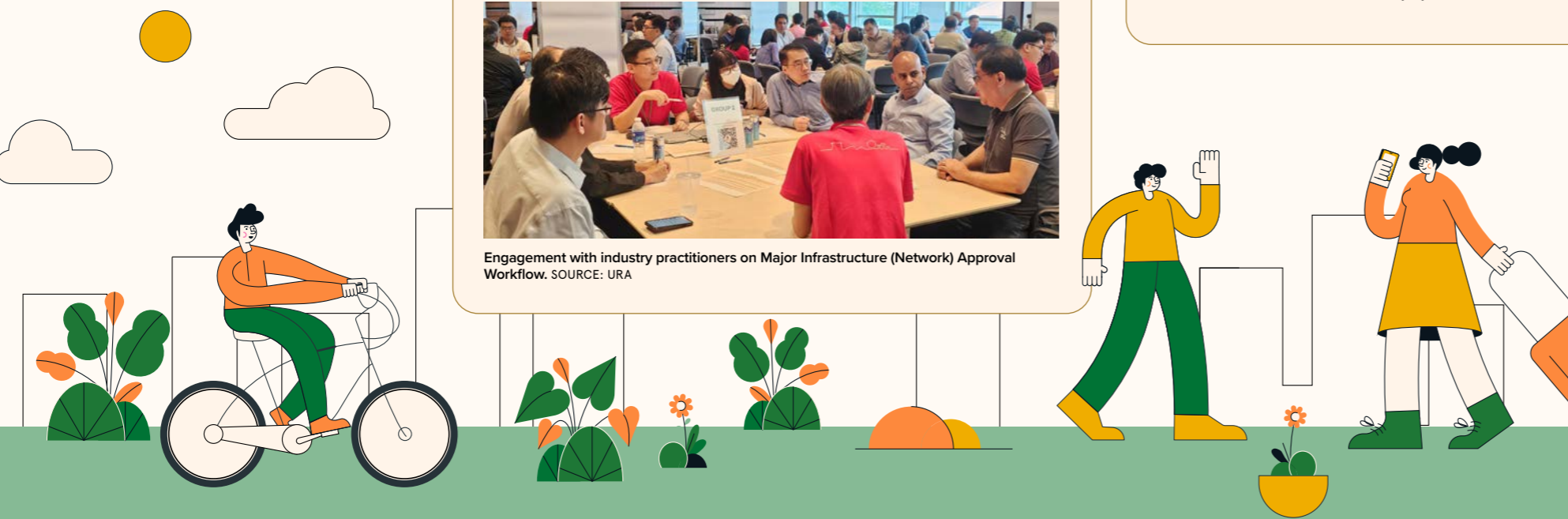


Completed Tuas Road Viaduct Phase 1 along Pioneer Road. SOURCE: URA

Cooling the City

URA works with relevant agencies to implement cooling strategies for the urban environment, through urban design interventions. These include integrating greenery into our urban landscape (e.g. through the Landscaping for Urban Spaces and High-Rises (LUSH) scheme), leveraging environmental modelling capabilities to plan for adequate wind flow at the building and precinct levels (e.g. at Lentor Hills, Jurong Lake District and Marina South) and minimising sun exposure through planning of covered linkways and sheltered spaces.

In collaboration with the Singapore University of Technology and Design's (SUTD) Adaptive Design Lab, we explored the development of a computational model that generates multiple planning scenarios to evaluate urban heat performance. This exploratory work has contributed to our understanding of urban heat mitigation and informed our approach in developing cooler neighbourhoods.



Reducing Environmental Footprint of Site Investigation Works

To reduce the environmental footprint of site investigations and in line with the Government's move towards digital transformation, construction tenders will be required to deploy advanced site investigation technology, such as Terrestrial Laser Scanning, Ground Penetrating Radar and Electromagnetic Locator technologies.

By minimising repeated physical surveys and trial trenches, soil integrity and underground ecosystems are preserved while reducing construction waste and the vehicle emissions generated from their disposal.

Land Preparation for GLS sites at Bukit Timah Turf City



Artist's impression of future Bukit Timah Turf City for illustrative purposes only. SOURCE: URA

The former Bukit Timah Turf Club will be redeveloped to provide approximately 15,000 to 20,000 public and private homes. A Heritage Impact Assessment (HIA) and an Environmental Impact Assessment (EIA) were conducted and mitigation measures will be put in place before and during construction and implementation stages.

A Transport Impact Assessment (TIA) was also carried out to mitigate traffic issues arising from development. Extensive stakeholder consultations with residents, nature and heritage groups have further shaped our plans to ensure that the new developments are sensitive to the surrounding low-rise residential areas,

creating a liveable neighbourhood while minimising negative environmental and social impacts.

The Utility Specific Ducts (USDs) within Bukit Timah Turf City consolidates the various utility networks. This frees up space, creating capacity for future utilities, and reduces road disruptions during operation and maintenance works. The developments at Bukit Timah Turf City will also incorporate several environmentally friendly practices. This includes specifying the use of green concrete in tender requirements, and including sustainability criteria in construction tender evaluation, so as to reduce the overall carbon footprint from construction.

2/ A Liveable and Inclusive City for All

URA remains committed to shaping Singapore into a liveable and inclusive city in line with the Singapore Green Plan 2030 key pillars of “Sustainable Living” and “City in Nature”. Our plans featured in the LTPR2021 and DMP2025 highlight our efforts to create spaces where everyone can live, work, and play in harmony.



Artist's impression of Jurong Lake District skyline. SOURCE: URA

2.1 Liveable, Inclusive and Attractive Live, Work, and Play Districts

2.2 A City in Nature

2.3 A Modern City with Heritage & Identity

2.1 Liveable, Inclusive and Attractive Live, Work, and Play Districts



Map for illustrative purposes only.

The strategic distribution of business nodes across Northern, Western, and Eastern Gateways, and enhancements to public transport connectivity contribute to bringing workplaces closer to home and reducing transport-related emissions.



Global Gateways

Under the DMP2025 focus area of “Enabling Sustainable Growth”, we aim to strengthen the competitiveness of our Gateways and enhance Singapore’s position as a global economic hub. The strategic distribution of business nodes across Northern, Western, and Eastern Gateways, and enhancements to public transport connectivity contribute to bringing workplaces closer to home and reducing transport-related emissions.



Artist's impression of Woodlands Gateway for illustrative purposes only. SOURCE: JTC



Local Hubs

New mixed-use developments and public spaces will be introduced in local hubs in Tampines and Bishan, while improving pedestrian connectivity and promoting social cohesion. More residential uses, recreation opportunities, amenities and green spaces will also be incorporated in places like Punggol Digital District and Greater one-north, to realise vibrant and liveable communities.

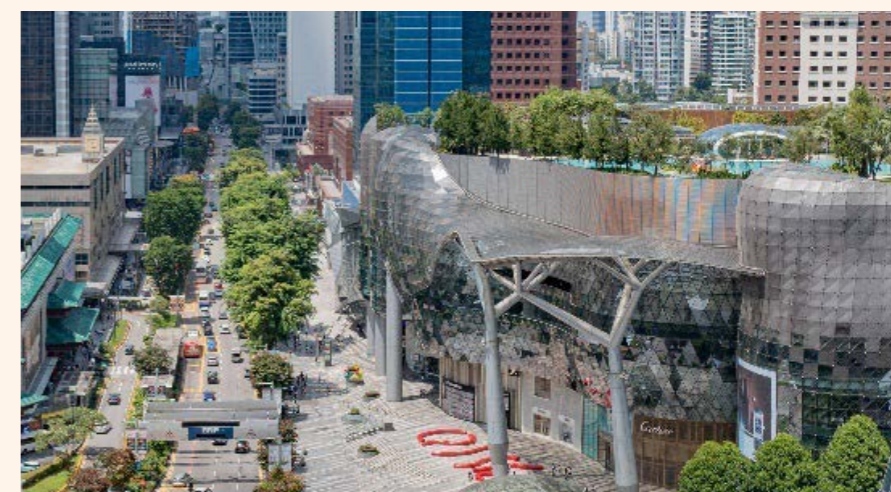


Artist's impression of new business and job node at Bishan for illustrative purposes only. SOURCE: URA



Downtown & Orchard Road

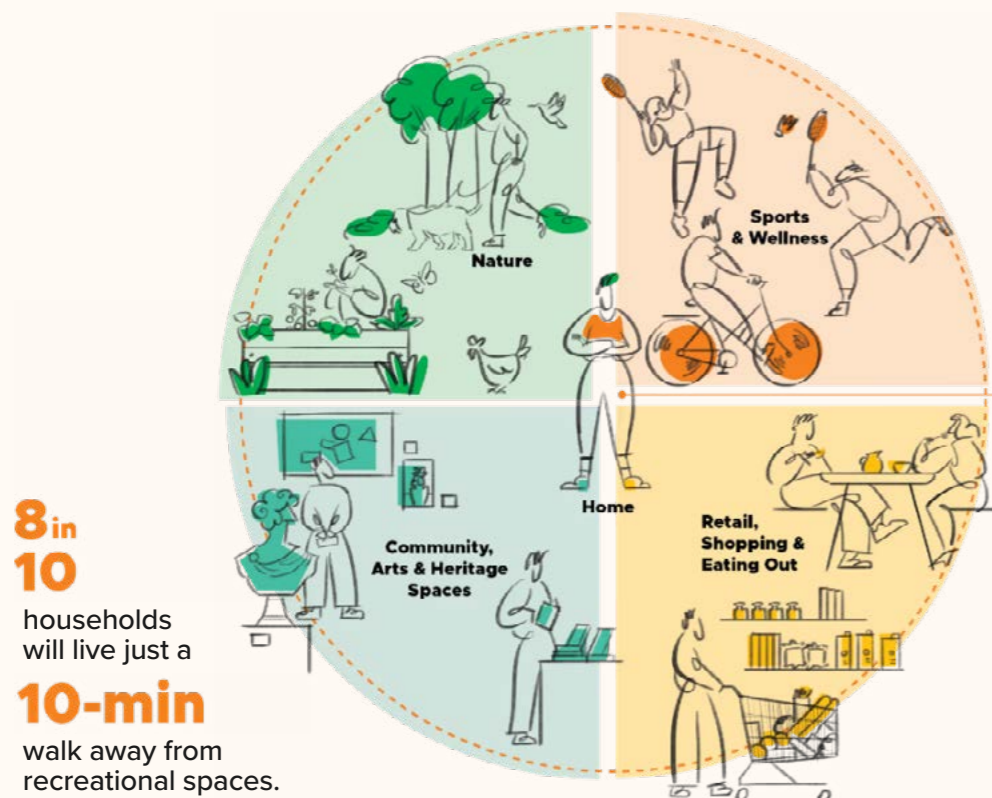
Downtown and Orchard Road will be transformed as mixed-use districts with more residential options woven into a landscape with new cultural, retail, entertainment and recreational offerings. Key developments include Meetings, Incentives, Conferences and Exhibitions (MICE) venues and offices at Marina Bay and the new destination park at Dhoby Ghaut.



Drone shot for Orchard. SOURCE: URA

Shape a Happy, Healthy City

The DMP2025 focus area of “Shaping a Happy Healthy City” outlines strategies to provide a good quality living environment for current and future generations. By creating homes with accessible amenities and everyday spaces that encourage active lifestyles, we aim to advance sustainable urbanisation that promotes good health and well-being for all.



Accessible and Inclusive Homes

New homes will be located near amenities, job nodes and transport hubs to reduce carbon emissions from daily commutes, and promote sustainable forms of mobility.

New residential options at Pearl’s Hill, Marina South, Newton and Paterson will contribute to rejuvenating the city centre into lively mixed-use districts.

Outside of the Central Area, brownfield sites such as Bukit Timah Turf City, former Keppel Golf Course, Mount Pleasant and the former Singapore Racecourse will be transformed into new inclusive neighbourhoods to meet our population’s diverse needs and aspirations.



Artist’s impression of future housing and recreational spaces at Berlayar, the former Keppel Golf Course, for illustrative purposes only. Actual developments may differ. SOURCE: HDB



A More Vibrant Waterfront

Singapore’s waterfront will become more vibrant with Passion Wave Outpost @ Bayfront and NS Square opening in Marina Bay. Two new bridges will further enhance connectivity between the waterfronts at Bay South Gardens, Bay East Gardens and Marina Centre, linking up the communities living, working and playing in these areas and enhancing recreational opportunities around the bay.



Artist’s impression of NS Square for illustrative purposes only. SOURCE: MINDEF



Amenities Closer to Homes

Integrated community hubs such as Bukit Canberra (housing a polyclinic, senior care and childcare centres, sports facilities, a park, a hawker centre, and a future library) promote inclusivity and social cohesion. More of such hubs will be added in areas such as Sengkang, Yio Chu Kang, Woodlands North Coast, Yew Tee and Tanglin Halt. Sports, wellness, arts and culture will also be brought closer to homes. Underutilised spaces, such as those above multi-storey car parks, and below flyovers and viaducts, will be studied for conversion to suitable community recreation uses.



Community space under the viaduct between Punggol MRT and Sam Kee LRT. SOURCE: URA



Involving Community in Play

By involving community in play, we encourage developers, residents, and different stakeholders to shape inclusive public spaces within neighbourhoods, from the ground up. *Artistry in Motion*, a mural project at West Coast Park, brought together communities, volunteers and artists with support from URA’s Lively Places Fund and the National Arts Council. The project repurposed a shipping container into a colourful community landmark that celebrates creativity and collective spirit.



Artistry In Motion – A mural project bringing art, play and community together. SOURCE: URA

2.2 A City in Nature

“City in Nature” is one of the pillars under the Singapore Green Plan 2030 — a whole-of-nation movement to advance the national agenda on sustainable development. Here are key updates and highlights on URA’s efforts in integrating greenery and biodiversity with the nation’s development plans.



Housing overlooking Bishan-Ang Mo Kio Park. SOURCE: NPARKS

Part of our sustainable urban development — and critical to our transformation into a City in Nature under the Singapore Green Plan — is an extensive network of green spaces that supports biodiversity and ecological functions.

New parks such as at Farrer Park, Spottiswoode, Woodgrove and Teachers’ Estate will offer new opportunities for relaxation, recreation and well-being. The new Mandai Mangrove and Mudflat Nature

Park will feature trails and bird hides for wildlife observation, while a new nature park at Berlayer Creek will include trails that bring visitors closer to the mangroves.

The upcoming Kranji Nature Corridor will connect core habitats at the Central Catchment Nature Reserve and Mandai Mangrove and Mudflat Nature Park. Green and blue spaces along the corridor will offer visitors more ways to experience nature.

LUSH Scheme

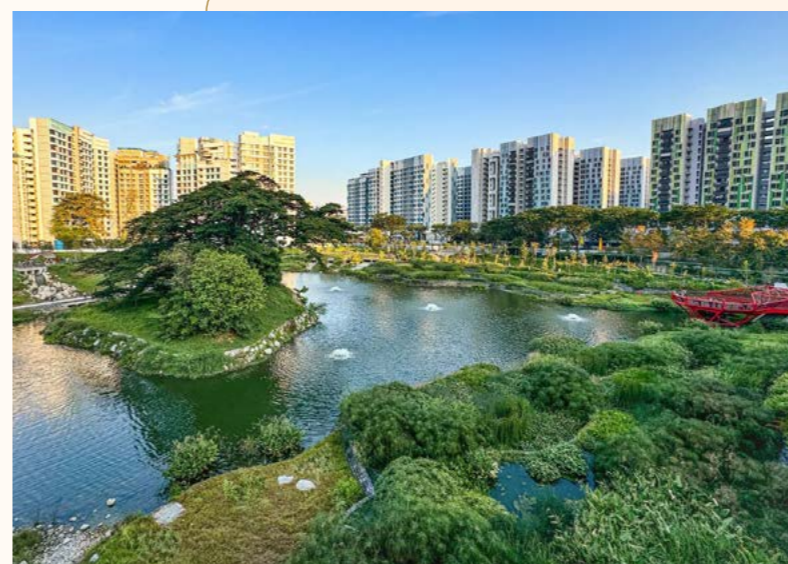
The Landscaping for Urban Spaces and High-Rises (LUSH) scheme introduced in 2009 encourages developers to provide more greenery at new developments, bringing nature closer to home. From sky terraces, communal planter boxes, to covered gardens, these features also enhance the visual appeal of urban spaces, while bringing additional benefits such as reducing urban heat and enhancing environmental quality. Since its inception, LUSH has contributed over 440 hectares of greenery islandwide.

In 2025, URA worked with NParks to introduce good practices for architects, developers and building owners. Developed with feedback and suggestions from participants of the DMP2025 engagement sessions, these good practices aim to further integrate nature into projects island-wide. These include providing more green spaces beyond the current LUSH requirement of 30-40% of site area. The good practices will help mitigate urban heat and improve air quality, as well as having species native to South-east Asia comprise at least 50% of the planting palette to reduce the risk of introducing invasive species that may compete with our native species.

Some of these good practices have already been adopted in upcoming developments, such as Springleaf Residence, which is designed to be lushly landscaped with a selection of native plants.



Artist’s impression of the upcoming Springleaf Residence for illustrative purposes only. SOURCE: GUOCOLAND



Alkaff Lake. SOURCE: PUB, SINGAPORE’S NATIONAL WATER AGENCY

Alkaff Lake

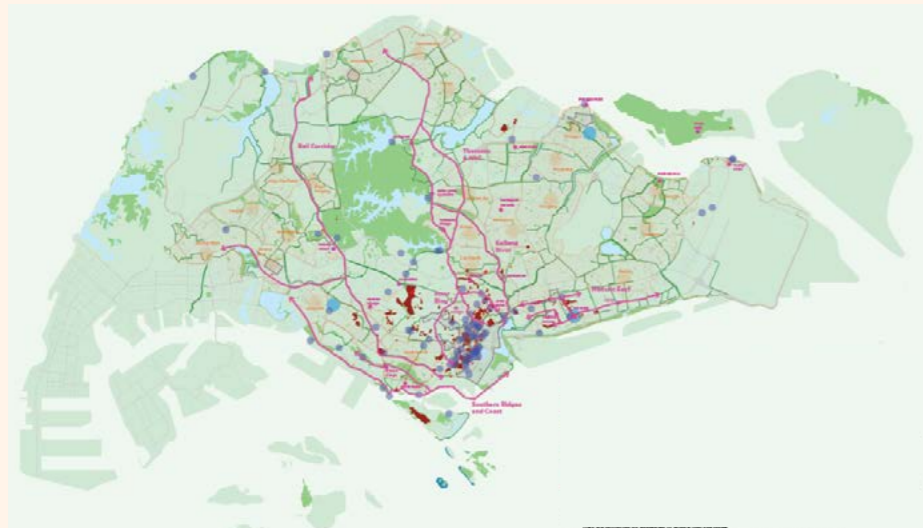
Alkaff Lake, conceived in close collaboration with PUB, HDB and NParks, was opened together with Bidadari Park on 3 September 2024. Alkaff Lake is a first-of-its-kind, multi-functional stormwater management infrastructure. It enhances flood protection for the nearby Bidadari estate and surrounding areas. In dry weather, it looks like a regular lake and part of a public recreation space. During heavy rainfall, the lake retains stormwater and gradually releases it into drains, reducing the risk of flooding. Alkaff Lake incorporates several Active, Beautiful, Clean (ABC) Waters design strategies, such as integrating terraced wetlands and swales with drainage infrastructure. A nest shelter and large viewing deck also extend over the water to offer panoramic views of the cascades.

2.3 A Modern City with Heritage & Identity

Heritage & Identity Plan

Our Heritage & Identity Plan guides efforts in identifying, retaining and enhancing heritage assets. This is part of our commitment to preserving and strengthening Singapore's rich cultural heritage for future generations as areas of historical and cultural significance undergo sensitive redevelopment. Building on this, URA has engaged stakeholders to develop a series of narratives covering four themes – Economy, Housing, Social, and Defence – which represent the cornerstones of Singapore's development as an independent nation.

Using this thematic framework, URA expands our stock of conserved buildings and structures – sites that represent Singapore's history and development over the past 60 years. Through adaptive reuse of selected buildings, and efforts to enhance the characters of areas through sensitive urban design and placemaking initiatives, we continue to find ways to retain significant aspects of our built heritage.



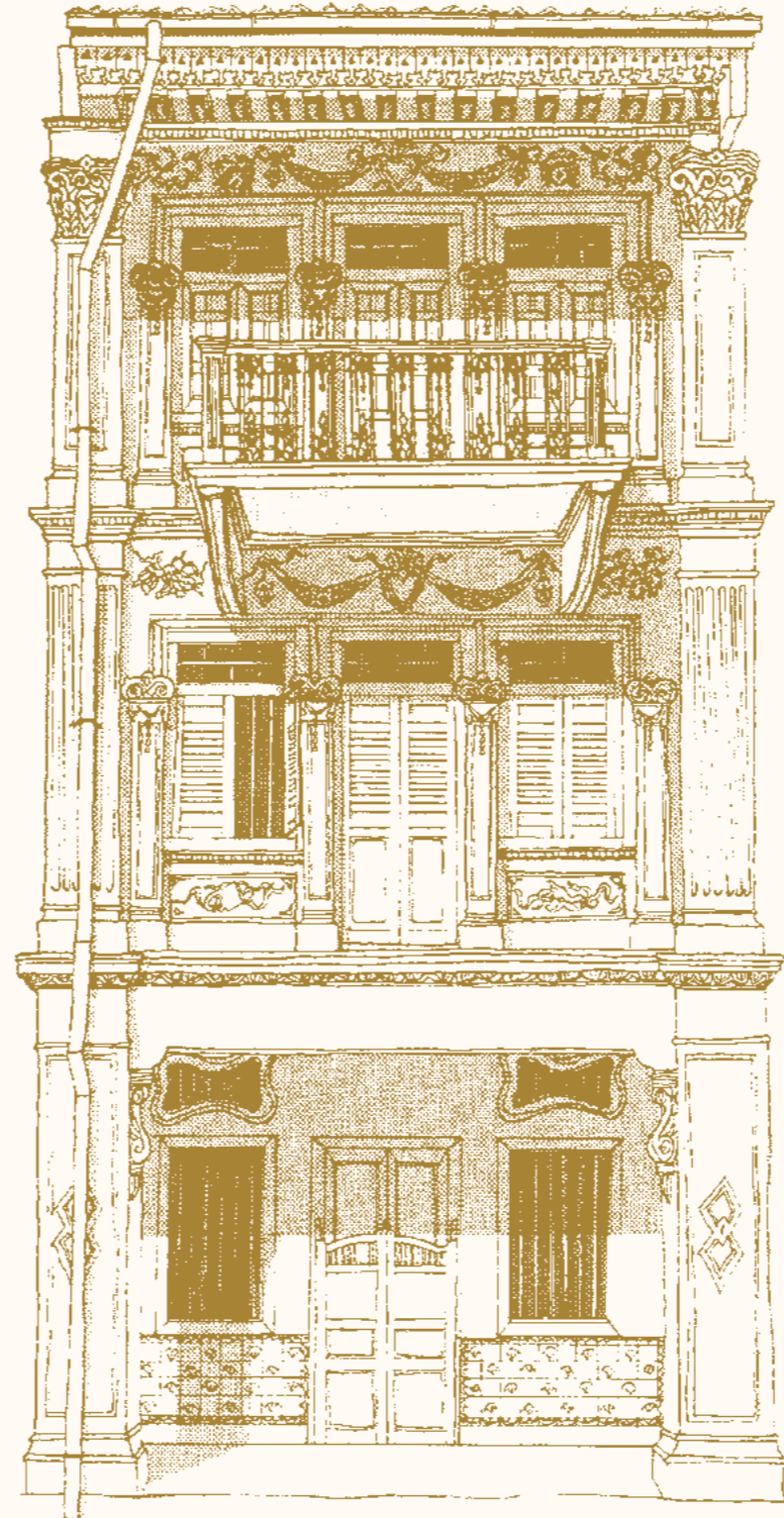
Island-wide Heritage & Identity plan. SOURCE: URA

Identity Corridors

Key stretches of the city with strong natural and urban character are earmarked as Identity Corridors. Through holistic planning and urban design strategies, these areas can be enhanced and safeguarded for future generations.



Identity Corridor in Geylang. SOURCE: URA



Late Shophouse Style. 1900 – 1920s. SOURCE: URA

Heritage Business Taskforce will look at policies, schemes and programmes to help heritage businesses and cultural life grow.

Proposed Conservation of 7 New Sites

Conserved under the Draft Master Plan 2025 are seven sites: The Singapore Badminton Stadium, Jurong Hill Tower, former Royal Malayan Navy Admin Block, former Singapore Improvement Trust (SIT) blocks at Dakota Crescent, 22 buildings at the former Bukit Timah Turf City including the Grandstands, NatSteel Steel Pavilion and the former Pasir Panjang English School at 24 Yew Siang Road. These heritage sites are historically and architecturally significant and collectively contributed to Singapore's transformation as an independent nation.



Residential blocks to be conserved and Dove Playground to be kept as identity markers at Dakota Crescent. SOURCE: URA

Heritage Business Taskforce

A task force set up by the Ministry of National Development (MND) and Ministry of Culture, Community and Youth (MCCY) will strengthen support for heritage businesses, traditional activities and cultural life in our historic districts.

Through policies, schemes and programmes in areas such as skills transfer, business transformation, and facilitation of activities, the task force aims to help heritage businesses and cultural life grow sustainably. The task force will also study spaces, infrastructure and place-making initiatives directed at sustaining the social, cultural and economic character of heritage areas such as Chinatown, Kampong Gelam, and Little India.



Heritage business in Kampong Gelam. SOURCE: NATIONAL HERITAGE BOARD

3 Strengthening Partnerships, Within and Beyond Singapore

URA is committed to fostering active citizenry and inclusivity by empowering the public and collaborating with stakeholders. The initiatives in this chapter highlight URA's dedication to engagement through meaningful partnerships.

3.1 Promoting Active Citizenry through Stakeholder Engagement

3.2 Advocating for Sustainable Urban Planning Within and Beyond Singapore

3.3 Uplifting Urban Design & Planning Practice through Technology and Digitalisation

3.1 Promoting Active Citizenry through Stakeholder Engagement

Following the Long-Term Plan Review 2021, URA embarked on a public engagement exercise for the Draft Master Plan 2025 (DMP2025) to gather ideas for land use plans over the next 10 to 15 years.



Youth Dialogue on DMP2025. SOURCE: MND



Rail Corridor Queensway Node Focus Groups with existing and future residents. SOURCE: URA



DMP Exhibition Launch. SOURCE: URA

DMP2025 Public Engagement

Since October 2023, URA has engaged various stakeholders on DMP2025, reaching out to close to 220,000 people through exhibitions, workshops, surveys, and dialogues prior to June 2025. Feedback and ideas generated from these engagements informed the strategies and proposals presented in the DMP2025 exhibition that was launched on 25 June 2025. The DMP2025 exhibition took place at The URA Centre as well as 14 satellite locations islandwide to broaden outreach efforts, attracting more than 200,000 visitors following its launch. This is URA's most extensive public engagement effort, ensuring DMP2025 balances diverse priorities.

Stakeholders had the opportunity to contribute towards shaping various development plans, such as the Recreation Master Plan, growth nodes and Identity Corridors, and initiatives like the Queensway community node along the Rail Corridor. During our public engagement sessions for various projects such as 'Long Island' and Kallang River, we adopted technology to translate the public's suggestions and feedback into visualisations to facilitate richer discussions.

The extensive engagement gave the public insight to the complexities and challenges of land-use planning, in order to meet the needs and aspirations of current and future generations. URA planners were also able to better understand Singapore residents' and stakeholders' priorities and concerns. The DMP2025 was drawn up through studying the feedback gathered, and aims to support future national development while reflecting the collective aspirations of the citizens.

The extensive engagement gave the public insight to the complexities and challenges of land-use planning.

3.2

Advocating for Sustainable Urban Planning Within and Beyond Singapore



Mayors Forum 2025

URA partners with Centre for Liveable Cities (CLC) to convene the annual Mayors Forum of the World Cities Summit, a global platform for mayors and city leaders to discuss pressing urban challenges and share their cities' best practices. The 14th Mayors Forum was held from 2 to 4 July 2025 in Vienna, Austria.



Mayors Forum 2025. SOURCE: URA



Lee Kuan Yew World City Prize 2025

URA is co-organising the upcoming cycle of the Lee Kuan Yew World City Prize (LKYWCP) 2026, which is conferred every two years in recognition of outstanding contributions to the creation of vibrant and sustainable urban communities. The Prize inspires cities to pursue holistic urban development while balancing environmental stewardship, social equity, and effective governance. Nominations are currently being evaluated for the 2026 Prize, which has received strong interest from cities. The Prize is also complemented by the LKYWCP Network, a platform for urban leaders and practitioners to engage in creating and exchanging knowledge on building liveable and sustainable cities.



Declaration signing of new members of the LKYWCP Network. SOURCE: URA

3.3

Uplifting Urban Design & Planning Practice through Technology and Digitalisation

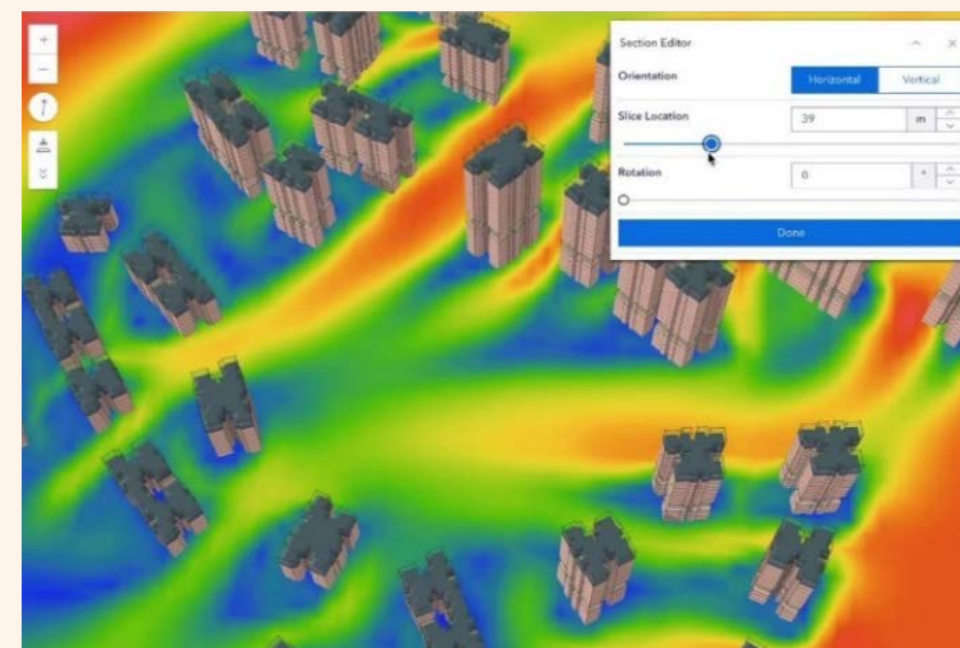


Urban Planning & Design Technology Centre of Excellence (URBEX)

Designated the Whole-of-Government Urban Planning & Design Technology Centre of Excellence (URBEX), URA leads the planning and design sector in building up strategic and critical science and technology capabilities, while promoting inclusive and sustainable urban development.

This year, URBEX integrated a wind flow simulation tool in our web-based geospatial platform, ePlanner. This allows planners and architects to simulate the impact of wind flow in different urban design scenarios to optimise the plan for future precincts, ultimately achieving more sustainable urban development.

URBEX has started collaboration with industry stakeholders to bring some of these useful digital capabilities to the Built Environment sector.



Environmental Modelling to evaluate urban design options for improving wind flow to cool our future precincts. SOURCE: URA

4/ Striving for Excellence in Our Operations

To achieve excellence in our operations, URA upholds good governance and fosters a safe, inclusive, and innovative workplace. Our commitment to managing our environmental footprint and promoting employee well-being reflects our alignment with the Singapore Green Plan 2030 and our dedication to creating a supportive and thriving work environment for all.

4.1 Upholding Good Governance

4.2 Managing Our Environmental Footprint

4.3 Fostering a Safe, Inclusive, and Innovative Workplace



4.1 Upholding Good Governance

Enterprise Risk Management Framework

An Enterprise Risk Management Framework pre-empts, mitigates, and addresses risks that could impact URA's ability to deliver on our mission. This includes regular reporting to the Management Committee, the Audit & Risk Committee and the Board on significant risks and risk indicators.



Cybersecurity and Data Security

A critical area of focus for URA is the security of data and personal information which we may receive from residents, businesses, vendors, and other government agencies in our daily work. Robust data management, access, and controls ensure full compliance with government-wide and URA-specific policies.



Business Continuity Management and Crisis Incident Reporting Framework

Our Business Continuity Management (BCM) Framework ensures the continuity of essential services during incidents and minimises impact on public and stakeholders. This framework, developed in line with industry standards, provides a comprehensive overview of BCM processes within URA. A refreshed Incident Reporting Framework establishes accountability through a tiered response system. This ensures incidents are promptly escalated and managed according to their severity levels.



Financial Governance

URA implements financial controls to safeguard our assets, as well as prudent expenditure practices to minimise financial risks and ensure operational continuity. Our Finance and Investment Committee provides oversight on the use and investment of URA's Reserves.



Anti-Corruption Practices and Policies

URA maintains a zero-tolerance approach towards corruption. All employees are required to adhere to a Code of Conduct which reflects URA's commitment to ethics and integrity. We have also established a framework that identifies work areas and roles which are more vulnerable to corruption-related risks. In FY2024, there were zero incidents of corruption.



Whistleblowing Policy

To further support our anti-corruption and anti-fraud policies, we have established whistleblowing policies that are overseen by URA Senior Management and the Board. We have also established internal feedback channels for URA employees to voice concerns and issues.



4.2 Managing Our Environmental Footprint

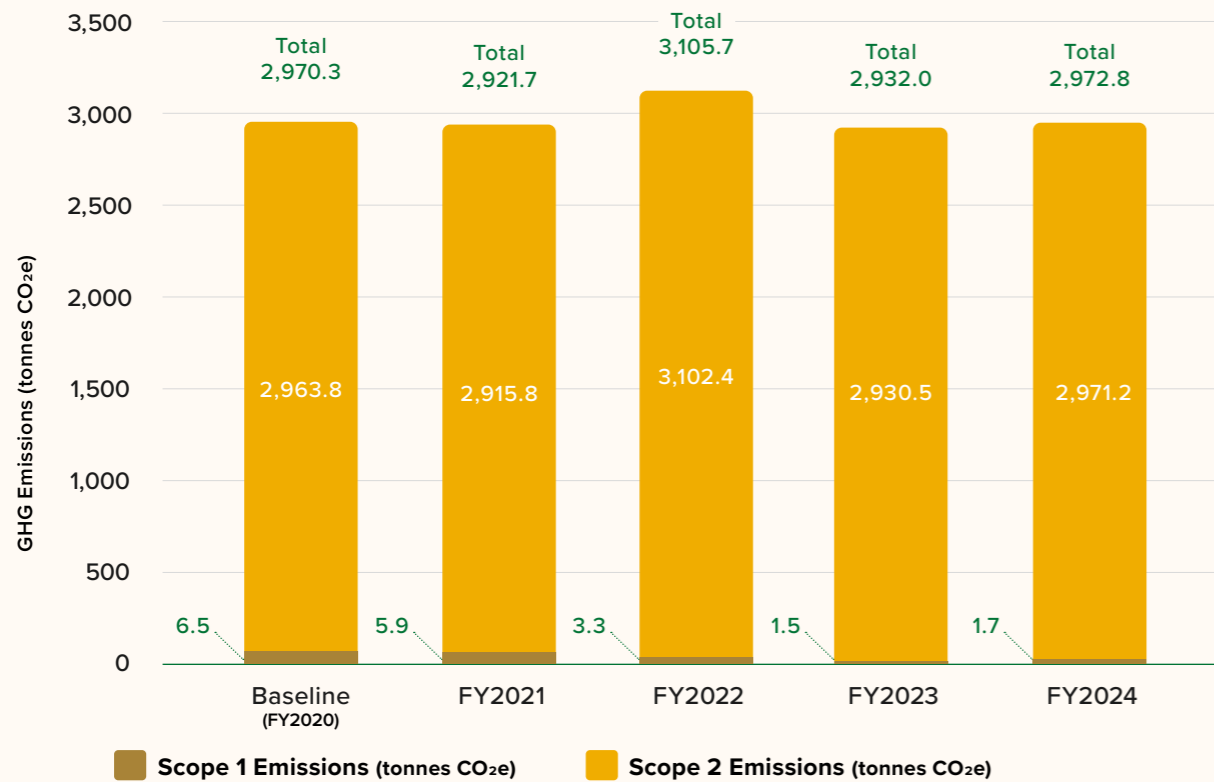
In this section, we present key updates and highlights on URA's environmental indicators.

GHG Emissions



GreenGov.sg Target
[Whole-of-Government level] Peak emissions around 2025 and achieve net-zero emissions around 2045 for Scope 1 and 2 emissions.

URA's GHG Emissions Performance



Indicators	Baseline (FY2020)	FY2021	FY2022	FY2023	FY2024
Scope 1 Emissions (tonnes CO ₂ e)	6.5	5.9	3.3	1.5	1.7
Scope 2 Emissions (tonnes CO ₂ e)	2,963.8	2,915.8	3,102.4	2,930.5	2,971.2
Total Scope 1 and 2 Emissions (tonnes CO ₂ e)	2,970.3	2,921.7	3,105.7	2,932.0	2,972.8

Due to rounding differences, figures throughout this Report may not add up to the totals shown.

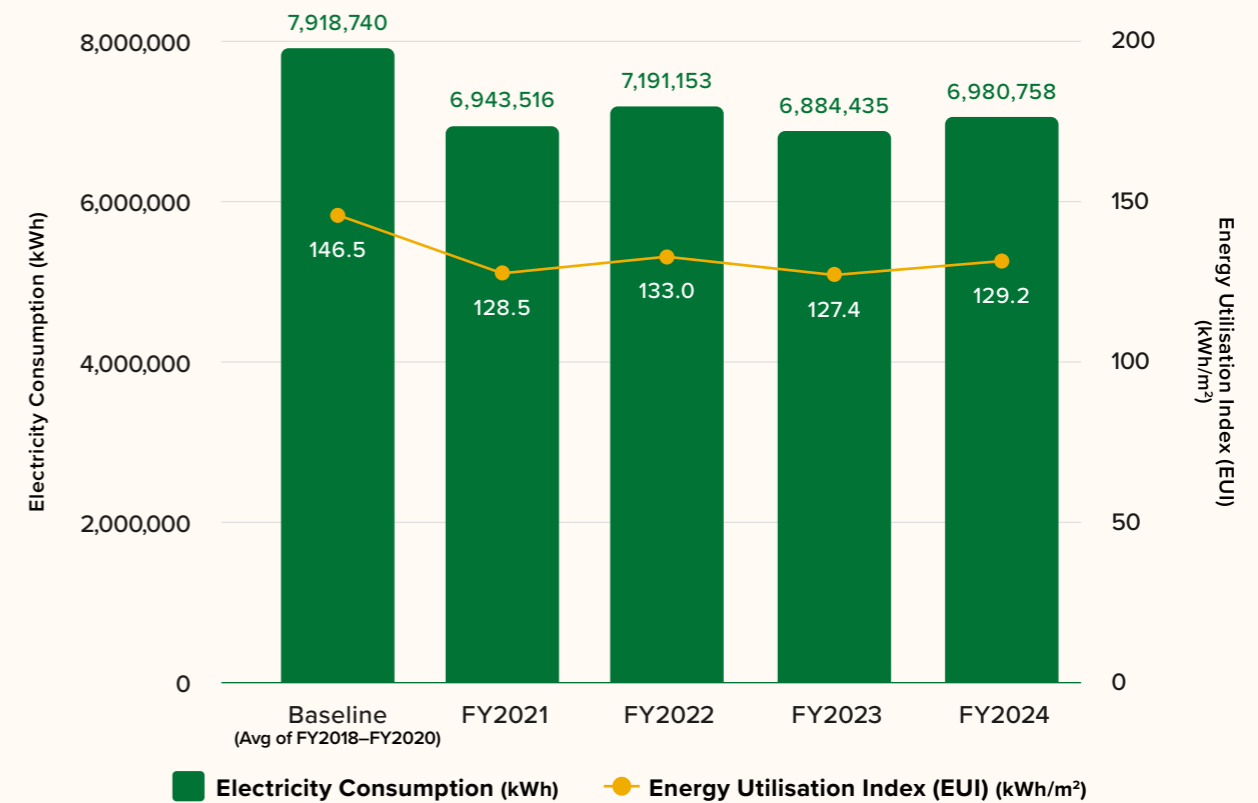
- Overall, URA has achieved a 74.3% reduction in Scope 1 emissions in FY2024, compared to the baseline. This was due to the discontinuation of one of the corporate vehicles used for car parks operation. With the increased use of URA's remaining corporate vehicle in FY2024, this resulted in an 11.3% increase in URA's Scope 1 emissions from FY2023 to FY2024.
- There was a 1.4% increase in URA's Scope 2 emissions from FY2023 to FY2024. This was due to the increase in publicly-accessible events held at URA in FY2024, which resulted in more visitors to URA and higher electricity use.
- We will continue our efforts to reduce GHG emissions in subsequent years, to contribute towards the Whole-of-Government GreenGov.sg targets.

Electricity Consumption



GreenGov.sg Target
10% reduction in Energy Utilisation Index (EUI) by 2030, compared to the baseline, which is the average of 2018 to 2020 levels.

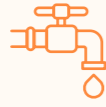
URA's Electricity Consumption Performance



Indicators	Baseline (Avg of FY2018-FY2020)	FY2021	FY2022	FY2023	FY2024
Electricity Consumption (kWh)	7,918,740	6,943,516	7,191,153	6,884,435	6,980,758
Energy Utilisation Index (EUI) (kWh/m ²)	146.5	128.5	133.0	127.4	129.2

- URA achieved a 10% reduction in EUI in FY2024, compared to the baseline. This achievement is contributed by the optimisation of air conditioning operations, progressive replacement of office lights to LED, and installation of motion sensors at staircases and common corridors. URA has also been practicing lights-out during lunch hour and maintaining office temperature at 25 degrees Celsius. The increase in electricity consumption from FY2023 to FY2024 is due to the increase in publicly-accessible events held at URA, which resulted in more visitors to URA.
- We recognise that consumption patterns may vary in the coming years, and we are committed to continuously monitoring our energy use and implementing relevant measures to optimise consumption and enhance efficiency.

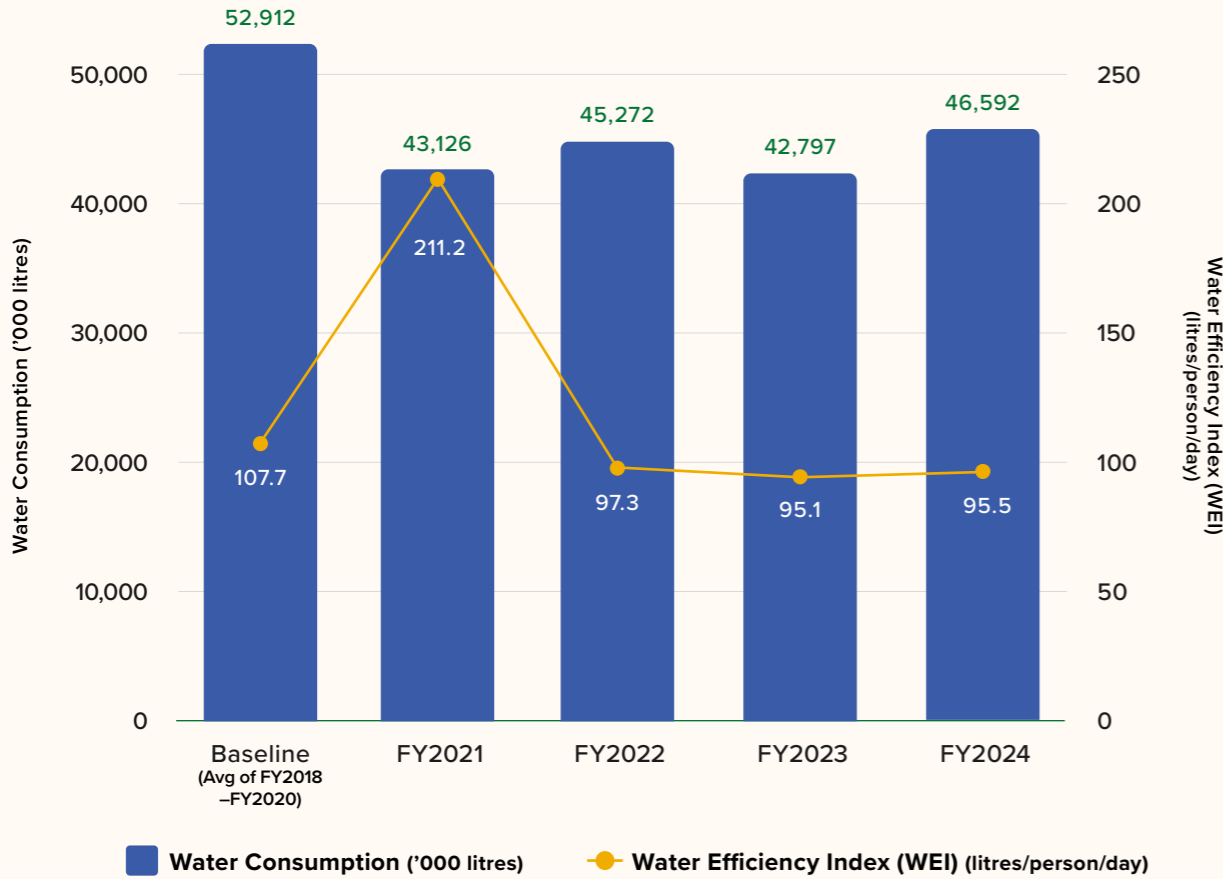
Water Consumption



GreenGov.sg Target

10% reduction in Water Efficiency Index (WEI) by 2030, compared to the baseline, which is the average of 2018 to 2020 levels.

URA's Water Consumption Performance



Indicators	Baseline (Avg of FY2018 - FY2020)	FY2021	FY2022	FY2023	FY2024
Water Consumption ('000 litres)	52,912	43,126	45,272	42,797	46,592
Water Efficiency Index (WEI) (litres/person/day)	107.7	211.2	97.3	95.1	95.5

URA has achieved the 2030 GreenGov.sg target in FY2024, with an 11% reduction in WEI in FY2024, compared to the baseline. URA installed water efficient taps with sensors in our toilets and promptly repaired leaking water fixtures. The increase in water consumption from FY2023 to FY2024 is due to the increase

in publicly-accessible events held at URA, which resulted in more visitors to URA.

Consumption patterns may vary in subsequent years, and we will continue to monitor and put in place relevant measures to optimise water use.

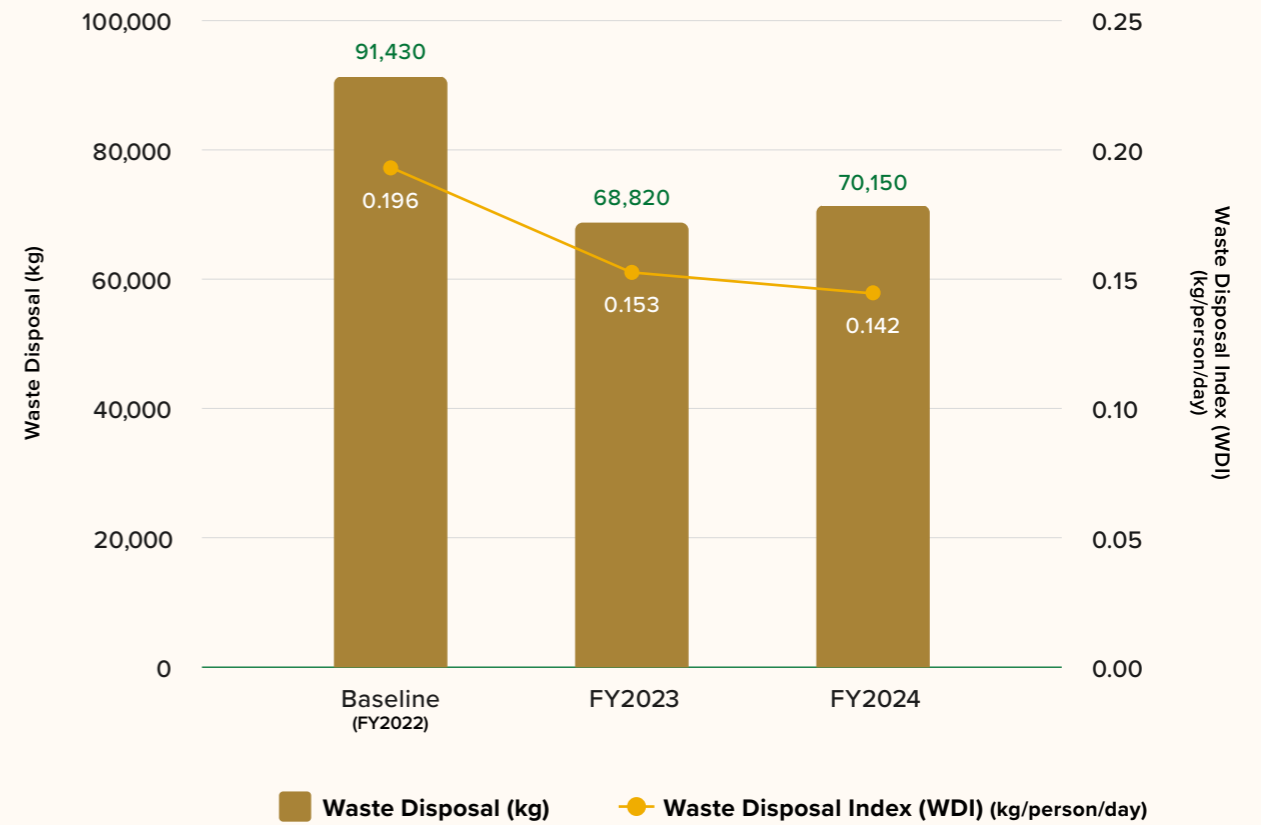
Waste Generation



GreenGov.sg Target

30% reduction in Waste Disposal Index (WDI) by 2030 from the baseline level in 2022.

URA's Waste Generation Performance



Indicators	Baseline (FY2022)	FY2023	FY2024
Waste Disposal (kg)	91,430	68,820	70,150
Waste Disposal Index (WDI) (kg/person/day)	0.196	0.153	0.142

URA has achieved a 27% reduction in WDI in FY2024, compared to the baseline. The increase in waste disposal from FY2023 to FY2024 is due to the increase in public exhibitions and events held at URA, which resulted in more visitors to URA.

awareness of sustainable practices such as reducing disposable waste by bringing food containers and utensils. URA has also implemented green Whole-of-Government procurement practices.

URA has pushed for the digitalisation of contracts and has increased our recycling initiatives over the years. Since FY2022, we have raised staff

We will continue our efforts to reduce waste generation in subsequent years, to achieve the GreenGov.sg target.

4.3

Fostering a Safe, Inclusive, and Innovative Workplace

We present key updates and highlights on URA's initiatives to foster a safe, inclusive, and innovative workplace, emphasising our commitment to employee well-being, diversity, and continuous development.



Safe and Healthy Workplace

Our Workplace Safety & Health (WSH) Corporate Framework complies with statutory requirements, and takes on a structured, organisation-wide management approach. We are committed to continually improving our WSH performance, and strive towards achieving zero WSH incidents. Our enhanced health screening provisions also facilitate early detection and better health outcomes for our staff.



URA Team at the Bishan-to-City project. SOURCE: SAMWOH CORPORATION PTE LTD



Strengthening Workplace Cohesion and Inclusion

URA collaborates with the Singapore Urban Redevelopment Authority Workers' Union (SURAWU) to improve workplace policies and support employees. Our strong partnership with SURAWU in enhancing staff welfare, including flexible work options, made URA the sole awardee of the Plaque of Commendation (Star) at the May Day Awards 2025 from the National Trades Union Congress (NTUC).

Diversity and inclusion are also integrated into URA's employment processes, as reflected in our fair and equitable pay structures, transparent performance evaluation systems, and diverse Board composition.



SURAWU Executive Council Members. SOURCE: URA



CEO receiving the Plaque of Commendation (Star) at the May Day Awards 2025 on behalf of URA. SOURCE: NTUC



In Our Work and Workforce

We support staff in all career stages with career transition and retirement preparation programmes. For those seeking to upskill, our one-stop internal career portal, "SPARK", lends easy access to development guides and initiatives; while the Organisation Development Fund supports learning and celebrates team achievements. Additionally, platforms like the annual Learning and Innovation Festival (LIFE) encourage knowledge sharing, with employees awarded for their contributions. A champion of innovation, URA has also established processes like Business Process Re-engineering (BPR) to enhance productivity and service delivery, saving 9,280 man hours from CY2023 to CY2024.



Learning and Innovation Festival (LIFE) 2025. SOURCE: URA



Giving Back to Our Community

Our employees are actively encouraged to engage in Corporate Social Responsibility (CSR) activities that support our community and neighbours. A wide range of events organised by the URA Recreation Committee serve to foster broader social responsibility, while giving our staff opportunities to influence and learn from the wider community.



URA volunteers who distributed gift packs to the hawkers at Maxwell Market for the Lunar New Year. SOURCE: URA



Capability Development

To guide employees in their development, we have established competency frameworks that define the expectations and capabilities across the organisation and outline mandatory and suggested training courses to further enhance their competencies. To build functional competencies, we have in place professional development programmes, such as the Planners' Competency Roadmap to equip new planners and architects with essential skills. We also equip staff to integrate sustainability into their work with the inclusion of topics such as sustainable urban development, climate resilience and environmental modelling.

In 2025, URA also conducted ESG training sessions to equip URA management and officers overseeing ESG matters with a deeper understanding of sustainability disclosures and URA's main emissions sources, and enabled them to provide more effective oversight of ESG and sustainability matters in URA.



ESG Training for URA Management. SOURCE: URA

Appendix

About URA

About This Report

URA's Material Topics and
Assessment Approach

SDG Mapping Index

Stakeholder Engagement Approach

Glossary

Definitions, Methodologies,
and Sustainability Data

GRI Content Index

About URA

The Urban Redevelopment Authority (URA) is Singapore's land use planning and conservation agency. Our mission is "to make Singapore a great city to Live, Work, and Play". We strive to create an endearing home and a vibrant city through long-term planning and innovation, in partnership with the community.

We have transformed Singapore into one of the most liveable cities in Asia through judicious land use planning and good urban design. Adopting a long-term and comprehensive planning approach, we formulate strategic plans such as the Long-Term Plan and the Master Plan to guide the physical development of Singapore in a sustainable manner. Developed to support economic growth, our plans and policies are focused on achieving a quality living environment for Singapore.

We take on a multi-faceted role to turn plans and visions into reality. As the main government land sales agent, we attract and channel private capital investments to develop sites that support planning, economic and social objectives. Through our regulatory function, we ensure that development works are aligned with our plans. As the conservation authority, we have an internationally recognised conservation programme, and have successfully conserved not just single buildings, but entire districts. We also partner the community to enliven our public spaces to create a car-lite, people-friendly and liveable city for all to enjoy.

In shaping a distinctive city, we promote architecture and urban design excellence, and innovate to build a resilient city of opportunity that fulfils the aspirations of our people.

About This Report

Scope and Boundary

The second URA Sustainability Report provides updates on URA's Environmental, Social and Governance (ESG) material topics from 1 April 2024 to 31 March 2025 (FY2024), unless otherwise stated.

Information in this report covers sustainability performances and practices across the organisation, unless otherwise stated.

Reporting Framework

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards 2021, which are the most widely adopted impact-based standards for reporting on environmental, social and governance topics.

External assurance has not been sought for URA's FY2024 Sustainability Report.

We welcome questions and feedback from all our stakeholders as integral partners in URA's sustainability journey. Please send your questions or comments via the URA Feedback and Enquiry Form (https://eservice.ura.gov.sg/feedbackWeb/contactus_feedback.jsp).

URA's Material Topics and Assessment Approach

Determining the topics and issues that are material to URA, and our stakeholders forms the fundamental aspect of our approach to sustainability. URA's ESG material topics were last reviewed in FY2023. URA has identified key Environmental, Social, and Governance (ESG) issues through our materiality assessment, and this helps to inform the decision-making for Board and management, allowing us to focus efforts and drive change. This is underpinned by our risk management approaches, operational practices and newly formed governance structures.

1. Identification Stage

The initial step involves pinpointing key sustainability issues through a combination of methods, including analyses of urban development trends, review of urban plans and policies, and review of best practices in sustainable land use and development. Additionally, an internal evaluation of the agency's strategic objectives in urban planning is conducted.

2. Assessment and Ranking Phase

Both internal and external stakeholders were asked about their views on the significance of each identified issue on URA's operations and that of their stakeholders. The survey covered a wide range of stakeholders for a diversity of views, including various levels of agency

personnel and external parties such as residents, business owners, developers, and civic organisations, to capture a broad range of viewpoints on the agency's influence on the urban environment, social fabric, and local communities.

3. Prioritisation and Validation Process

Based on stakeholder inputs, the issues are then sorted and plotted on a matrix according to their assessed likelihood and potential impact. This matrix is subsequently reviewed and approved by the agency's leadership and relevant committees to ensure it accurately reflects the strategic priorities.

4. Review Procedure

The identified material issues are subject to an annual evaluation by the agency's leadership and committees to confirm their ongoing relevance to the agency's mission and objectives. In FY2024, the leadership and committees reaffirmed the importance of the selected material issues for inclusion in the agency's reporting and strategic focus. A more comprehensive review of the material issues will be conducted every few years to ensure that we are responsive to the prevailing trends and challenges.

SDG Mapping Index

The United Nations Sustainable Development Goals (UN SDGs) are a set of 17 goals under the 2030 Agenda for Sustainable Development. These goals are a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030. As the national urban planning and redevelopment agency,

URA supports Singapore's commitment to the SDGs by implementing strategies that promote economic growth, environmental sustainability, and social flourishing. Please refer to the FY2023 Sustainability Report for information on the SDGs most relevant to URA's contributions in each chapter of the Sustainability Report.

Stakeholder Engagement Approach

Strategic engagement with key stakeholders is at the heart of our commitment to sustainability at URA. We recognise that our stakeholders, who are identified as individuals or groups that either have significant impact on the sustainability performance and business operations of URA or are significantly impacted by our activities, are vital contributors to our success.

By maintaining ongoing dialogue with these stakeholders, URA obtains critical perspectives which are instrumental for the organisation to discern the immediate and prospective effects of pivotal issues, and to formulate tailored responses to be incorporated into our sustainability framework and strategic planning.

Stakeholder Groups Engaged	Purpose of the Engagement	How URA Seeks to Ensure Meaningful Engagement with Stakeholders
Members of Public	<ul style="list-style-type: none"> Feedback on future plans (Long-Term Plan Review and Draft Master Plan). Specific future locational plans. 	<ul style="list-style-type: none"> Engaging a wide demographic of members of public through different fora with various levels of interaction, e.g. Focus Group Discussions, exhibitions, etc.
Developers, Architects, and Industry Partners	<ul style="list-style-type: none"> Collaboration and engagement to ensure that planning and urban design intentions are met in the implementation of plans and policies. 	<ul style="list-style-type: none"> Engaging targeted industry partners through Focus Group Discussions, closed-door sessions, regular meetings.
Environmental and Heritage & Identity Interest Groups, Grassroots Leaders, and Local Communities	<ul style="list-style-type: none"> Collaboration and engagement on URA's plans and policies. 	<ul style="list-style-type: none"> Engaging targeted interest groups / grassroots leaders / local communities through Focus Group Discussions, closed-door sessions, regular meetings.
Ministries and Other Government Agencies	<ul style="list-style-type: none"> Alignment of policies and initiatives across Whole-of-Government. 	<ul style="list-style-type: none"> Engaging different ministries and government agencies through different touchpoints, e.g. regular meetings.
URA Employees	<ul style="list-style-type: none"> Raise awareness and alignment on URA's ESG impacts and initiatives. 	<ul style="list-style-type: none"> Engaging URA employees through different touchpoints, e.g. URA Staff Conference.

Glossary

ABC	Active, Beautiful, Clean	LTA	Land Transport Authority
BCM	Business Continuity Management	LTPR	Long-Term Plan Review
BPR	Business Process Re-engineering	LUSH	Landscaping for Urban Spaces and High-Rises
CA	Central Area	M&S	Modelling and Simulation
CBD	Central Business District	MCCY	Ministry of Culture, Community and Youth
CLC	Centre for Liveable Cities	MICE	Meetings, Incentives, Conferences and Exhibitions
CSR	Corporate Social Responsibility	MND	Ministry of National Development
DMP2025	Draft Master Plan 2025	NTUC	National Trades Union Congress
EIA	Environmental Impact Assessment	PCR	Planner's Competency Roadmap
ESG	Environmental, Social, and Governance	PIE	Pan Island Expressway
EUI	Energy Utilisation Index	SDI Scheme	Strategic Development Incentive Scheme
GLS	Government Land Sales	SURAWU	Singapore Urban Redevelopment Authority Workers' Union
GRI	Global Reporting Initiative	TIA	Transport Impact Assessment
H&I	Heritage & Identity	URBEX	Urban Planning & Design Technology Centre of Excellence
HDB	Housing & Development Board	WDI	Waste Disposal Index
HIA	Heritage Impact Assessment	WEI	Water Efficiency Index
INPAC	Infrastructure Network Planning and Alignment Clearance	WSH	Workplace Safety and Health
LAs	Lead Implementing Agencies		
LIFE	Learning and Innovation Festival		
LKYWCP	Lee Kuan Yew World City Prize		

Definitions, Methodologies, and Sustainability Data

ENVIRONMENTAL DATA

GHG Emissions

Performance

Indicators	Baseline (FY2020)	FY2021	FY2022	FY2023	FY2024
Scope 1 Emissions (tonnes CO ₂ e)	6.5	5.9	3.3	1.5	1.7
Scope 2 Emissions (tonnes CO ₂ e)	2,963.8	2,915.8	3,102.4	2,930.5	2,971.2
Total Scope 1 and 2 Emissions (tonnes CO ₂ e)	2,970.3	2,921.7	3,105.7	2,932.0	2,972.8

Due to rounding differences, figures throughout this Report may not add up to the totals shown.

- Scope 1 emissions relate to the direct burning of non-renewable fuel on site. This entails combustion of natural gas, town gas, petrol, and diesel amongst others. The emission factors for Scope 1 emissions were obtained from the 2006 Intergovernmental Panel on Climate Change (IPCC) Guidelines Volume 2 Chapters 2 and 3. For URA, Scope 1 emissions pertain to diesel consumption from generators at URA Centre and East Wing, and petrol consumption from a corporate vehicle.
- Scope 2 emissions relate to purchased electricity consumed and includes standard infrastructure [publicly accessible buildings with a computable gross floor area i.e. URA Centre and East Wing] and non-standard infrastructure [premises and assets that are either not publicly accessible or have no meaningful floor area]. For URA, Scope 2 emissions pertain to electricity consumption at URA Centre and East Wing, and Marina Bay Promenade and the Lawn. Electricity consumption by Electric Vehicle charging points in URA Centre and East Wing are not included. To calculate Scope 2 GHG emissions, the latest FY2024 Grid Emissions Factor (GEF) data was obtained from the Energy Market Authority's website.

Electricity Consumption

Performance

Indicators	Baseline (Avg of FY2018 –FY2020)	FY2021	FY2022	FY2023	FY2024
Electricity Consumption (kWh)	7,918,740	6,943,516	7,191,153	6,884,435	6,980,758
Energy Utilisation Index (EUI) (kWh/m ²)	146.5	128.5	133.0	127.4	129.2

- EUI is defined as the total electricity consumed by a facility in one year divided by its total gross floor area (GFA) (including consumption and GFA of tenants). For URA, this includes URA Centre and East Wing.
- The formula used to calculate the EUI is as follows: Agency EUI in Year N = (Total amount of electricity consumed for all Agency premises in EUI in Year N) / (Total GFA for all Agency premises in EUI in Year N).

Water Consumption

Performance

Indicators	Baseline (Avg of FY2018 –FY2020)	FY2021	FY2022	FY2023	FY2024
Water Consumption ('000 litres)	52,912	43,126	45,272	42,797	46,592
Water Efficiency Index (WEI) (litres/person/day)	107.7	211.2	97.3	95.1	95.5

- WEI is defined as the daily water consumption divided by the total headcount of public officers, including visitors to the premises. For URA, this includes URA Centre and East Wing.
- The formula used to calculate WEI is as follows: Agency WEI in Year N = [Total amount of water consumed for all Agency premises in Year N] / [average number of operational days in Year N for all Agency premises × (average number of staff per day for all Agency premises + (0.25 × average number of visitors per day for all Agency premises))].

Waste Generation

Performance

Indicators	Baseline (FY2022)	FY2023	FY2024
Waste Disposal (kg)	91,430	68,820	70,150
Waste Disposal Index (WDI) (kg/person/day)	0.196	0.153	0.142

- WDI is defined as the total waste disposed of per day divided by the total headcount of public officers, including visitors to the premises. For URA, this includes URA Centre and East Wing.
- The formula used to calculate WDI is as follows: Agency WDI in Year N = [Total amount of waste disposed of for all Agency premises in Year N] / [average number of operational days in Year N for all Agency premises × (average number of staff per day for all Agency premises + (0.25 × average number of visitors per day for all Agency premises))].

GRI Content Index

Statement of Use	URA has reported with reference to the GRI Standards for the period 1 April 2024 to 30 March 2025.
GRI 1 used	GRI 1: Foundation 2021

General Disclosures (GRI 2: General Disclosures 2021)		
GRI Disclosures	Report Section and / or Reasons for Omission	Page

The Organisation and its Reporting Practices

2-1	Organisational details	About URA	43
2-2	Entities included in the organisation's sustainability reporting	About This Report	43
2-3	Reporting period, frequency, and contact point	About This Report	43
2-4	Restatements of information	No restatements made.	
2-5	External assurance	About This Report	43

Activities and Workers

2-6	Activities, value chain and other business relationships	Chairman's Statement	4
		Draft Master Plan 2025	8
		About URA	43

Governance

2-9	Governance structure and composition	Annual Report 2023/2024 Pg 41 – 42	
2-11	Chair of the highest governance body	Annual Report 2023/2024 Pg 41 – 42	
2-12	Role of the highest governance body in overseeing the management of impacts	Upholding Good Governance	33–34
2-13	Delegation of responsibility for managing impacts	Upholding Good Governance	33–34

General Disclosures (GRI 2: General Disclosures 2021)

GRI Disclosures	Report Section and / or Reasons for Omission	Page
2-14	Role of the highest governance body in sustainability reporting	Upholding Good Governance 33–34
2-17	Collective knowledge of the highest governance body	Upholding Good Governance 33–34

Strategy, Policies and Practices

2-22	Statement on sustainable development strategy	Chairman's Statement	4
2-23	Policy commitments	Definitions, Methodologies, and Sustainability Data – Social Data	47–48
2-25	Processes to remediate negative impacts	Upholding Good Governance	33–34
2-26	Mechanisms for seeking advice and raising concerns	Upholding Good Governance	33–34

Stakeholder Engagement

2-29	Approach to stakeholder engagement	Stakeholder Engagement Approach	45
------	------------------------------------	---------------------------------	----

Material Topics

3-1	Process to determine material topics	URA's Material Topics and Assessment Approach	44
3-2	List of material topics	URA's Material Topics and Assessment Approach	44

Chapter 1: A Sustainable and Resilient City for the Future

GRI 3: Material Topics 2021

3-3	Management of material topics	Towards A Net-Zero City	11–12
		Towards a More Resilient Singapore	13–14

Chapter 2: A Liveable and Inclusive City for All

GRI Disclosures	Report Section and / or Reasons for Omission	Page
-----------------	--	------

GRI 3: Material Topics 2021			
3-3	Management of material topics	Liveable, Inclusive and Attractive Live, Work, and Play Districts	17–20
		A City in Nature	21–22
		A Modern City with Heritage & Identity	23–24

Chapter 3: Strengthening Partnerships, Within and Beyond Singapore

GRI 3: Material Topics 2021			
3-3	Management of material topics	Promoting Active Citizenry through Stakeholder Engagement	27–28
		Advocating for Sustainable Urban Planning Within and Beyond Singapore	29
		Uplifting Urban Design & Planning Practice through Technology and Digitalisation	30

Chapter 4.1: Upholding Good Governance

GRI 3: Material Topics 2021			
3-3	Management of material topics	Upholding Good Governance	33–34

GRI 205: Anti-corruption 2016			
205-3	Confirmed incidents of corruption and actions taken	Upholding Good Governance	33–34

Chapter 4.2: Managing Our Environmental Footprint

GRI 3: Material Topics 2021			
3-3	Management of material topics	Managing Our Environmental Footprint	35–38

Chapter 4.2: Managing Our Environmental Footprint

GRI Disclosures	Report Section and / or Reasons for Omission	Page
-----------------	--	------

GRI 302: Energy 2016			
302-1	Energy consumption within the organisation	Managing Our Environmental Footprint	35–38
		Definitions, Methodologies, and Sustainability Data	47–48
302-3	Energy intensity	Managing Our Environmental Footprint	35–38
		Definitions, Methodologies, and Sustainability Data	47–48

GRI 303: Water and Effluents 2018			
303-3	Water withdrawal	Managing Our Environmental Footprint	35–38
		Definitions, Methodologies, and Sustainability Data	47–48

GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	Managing Our Environmental Footprint	35–38
		Definitions, Methodologies, and Sustainability Data	47–48
305-2	Energy indirect (Scope 2) GHG emissions	Managing Our Environmental Footprint	35–38
		Definitions, Methodologies, and Sustainability Data	47–48

GRI 306: Waste 2020			
306-3	Waste generated	Managing Our Environmental Footprint	35–38
		Definitions, Methodologies, and Sustainability Data	47–48

Chapter 4.3: Fostering a Safe, Inclusive, and Innovative Workplace

GRI 3: Material Topics 2021			
3-3	Management of material topics	Fostering a Safe, Inclusive, and Innovative Workplace	39–40



45 Maxwell Road, Singapore 069118
www.ura.gov.sg