SMU
SINGAPORE MANAGEMENT UNIVERSITY

SMU AT 25

CELEBRATING INNOVATION AND IMPACT

Sustainability Report
2024/2025

CELEBRATING MEANINGFUL IMPACT
25 YEARS AND BEYOND





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About this Report

This report is guided by globally recognised sustainability reporting standards and frameworks, and demonstrates SMU's commitment to transparency and accountability. It aligns SMU's efforts with the United Nations Sustainable Development Goals (UN SDGs), showcasing the University's contributions to key global priorities such as education for sustainable development, innovation and entrepreneurship, research and knowledge sharing, climate action, and reduced inequalities.

Where possible, disclosure requirements of the IFRS Sustainability Disclosure Standards S1 and S2, issued by the International Sustainability Standards Board (ISSB), and that of the Sustainability Accounting Standards Board (SASB) Standards, have been considered.

While SMU is not currently subject to mandatory reporting requirements, the University remains committed to continually enhancing its disclosure practices to progressively align with ISSB Standards in future reports.

Reporting Scope and Boundary *IFRS S2.29*

This sustainability report covers the activities and performance of SMU, limited to its own operations and wholly owned subsidiaries. It does not extend to the University's investments or other entities outside of its immediate value chain as they fall outside SMU's operational control.

SMU reports its greenhouse gas (GHG) emissions in accordance with the Greenhouse Gas Protocol. The operational control approach has been applied to define emissions boundaries. This includes activities and assets operated directly by the University across its city campus and excludes emissions from tenants and leased properties not under SMU's operational control.

For this reporting period, only Scope 1 (direct emissions) and Scope 2 (energy indirect emissions) are reported. Scope 3 emissions are currently under review and will be considered for future reporting as data maturity improves. The specific emission factors used in the GHG emissions measurements are disclosed in Annex 2: Sustainability Performance Data.

Reporting Period *IFRS S1.59; S1.64; S1.66*

In line with IFRS S2's guidance allowing for justified exceptions where necessary, as a higher education institution, the reporting period for SMU's sustainability report aligns closely with its academic year (AY), covering the period 19 August 2024 to 17 August 2025, apart from its environmental data.

The University's environmental data is reported on a calendar year (CY) basis from 1 January 2024 to 31 December 2024, reflecting the existing data collection and management systems in place. As environmental baselines aligned to the financial year (FY) are not currently available, SMU is presently unable to disclose environmental performance on a FY basis.

Nevertheless, to enhance consistency and comparability across disclosures, the University is in the process of harmonising its environmental data reporting with its FY, with full implementation by FY2027 and will be reflected in the SMU Sustainability Report 2027/2028.

This report should be read in conjunction with the SMU Annual Report 2024/25 in addition to other sustainability-related information on the SMU sustainability website.

Message from the Chairman

Around the world, the imperative for more inclusive and sustainable development is growing stronger. Universities, SMU included, have a critical role to play in leading that shift.

What encourages me most is that sustainability at SMU is not treated as a separate agenda – it is being woven into the fabric of how the University teaches, researches, operates, and collaborates. This Sustainability Report is a testament to that commitment and highlights how SMU is mobilising knowledge, innovation, and partnerships to create lasting societal impact.

The challenges to building a more resilient and sustainable future are complex and seemingly daunting. Yet it is also a strategic opportunity for SMU to lead with relevance in Asia and globally, and to inspire and equip our next generation to be change-makers and future leaders worthy of taking on the challenge ahead.



Mr Piyush Gupta
Chairman of SMU Board of Trustees

Message from the President



Professor Lily Kong
President of SMU

Today, as global sustainability challenges intensify, SMU has embraced the need to play our part to address these challenges. Our approach to sustainability is grounded in the belief that universities must begin by educating, but must go beyond that to also inspire action, inform policy, and strengthen communities.

We have embedded sustainability across all key dimensions of university life, integrating it into the curriculum and enhancing research, upgrading our campus infrastructure and operations to adhere to higher regulatory standards, and establishing new partnerships with government and industry to advance the cause.

This report captures our progress to date and reaffirms our aspirations to scale greater heights. It reflects the work of many, united by a shared purpose to make a meaningful difference. As we look ahead, SMU will continue to invest in building a campus culture that champions sustainability, nurtures responsible leaders, and contributes thoughtfully to the world in which we live.

About SMU

A premier university in Asia, the Singapore Management University ("SMU" or "the University") is internationally recognised for its world-class research and distinguished teaching. Established in 2000, SMU's mission is to generate leading-edge research with global impact and to produce broad-based, creative, and entrepreneurial leaders for the knowledge-based economy. SMU's education is known for its highly interactive, collaborative, and project-based approach to learning.



Home to over 13,000 students across undergraduate, postgraduate professional and postgraduate research programmes, SMU comprises eight schools: College of Integrative Studies, College of Graduate Research Studies, School of Accountancy, Lee Kong Chian School of Business, School of Economics, School of Computing and Information Systems, Yong Pung How School of Law, and School of Social Sciences. SMU offers a wide range of Bachelors, Masters, and PhD degree programmes in the disciplinary areas associated with its schools, as well as in multidisciplinary combinations of these areas.

SMU emphasises rigorous, high-impact, multi- and interdisciplinary research that addresses Asian issues of global relevance. SMU faculty members collaborate with leading international researchers and universities around the world, as well as with partners in the business community and public sector. This synergistic outlook is reflected in its physical presence: SMU's city campus is a modern facility located in the heart of downtown Singapore, fostering strategic linkages with business, government, and the wider community.

Key Business Activities *IFRS S1.B2*

SMU is a public autonomous university headquartered in Singapore, with its principal activities focused on the creation and dissemination of knowledge, and the advancement of leading-edge research with global relevance. While the University's core operations, facilities and assets are primarily based in Singapore, it operates overseas centres in Indonesia, Thailand, and Vietnam, and maintains active academic research, and industry partnerships across the region and internationally.

In addition to its academic and research mission, SMU undertakes selected commercial activities through its subsidiaries. These entities – established for outreach, industry engagement, and business development – represent a small portion of the University's overall operations but contribute meaningfully to its broader strategic objectives. Further details on the principal activities of these subsidiaries are disclosed in Note 17 of the University's financial statements for the year ended 31 March 2025.

71%	**Undergraduate and Postgraduate Education** Delivery of academic programmes across SMU's eight schools and colleges
16%	**Professional and Continuing Education** Provision of lifelong learning programmes through SMU Academy, SMU Executive Development, and other centres
11%	**Research and Innovation** Conduct of academic and applied research
2%	**Other Activities** Global and industry engagement and partnerships; Management of infrastructure and operations including leasing of campus space; Business development and outreach activities undertaken through SMU's subsidiaries

Percentage of total revenue of key business activities

Stakeholders *IFRS S1.B2*

SMU's value chain comprises a wide network of upstream and downstream relationships across academic, regulatory, operational, community, and industry domains – each playing a vital role in fulfilling the University's mission as a leading city university. Actively identifying and managing sustainability impacts across this value chain enables SMU to advance long-term value creation and responsible stewardship.

The table below outlines the University's value chain relationships, illustrating how key stakeholder groups impact SMU's ability to create value (financial materiality) as well as their influence on SMU's effects on people, planet and society (impact materiality). This mapping forms a foundation for the University to develop stakeholder engagement strategies and supports the assessment and management of SMU's economic, environmental, social, and governance performance.

	Key Stakeholders	Financial Materiality (to SMU)	Impact Materiality (SMU on society/environment)
Upstream Value Chain	**Government agencies in Singapore**	Policy or funding shifts could affect long-term viability, university policies and programme delivery	SMU contributes to local and regional education, research, and sustainability agendas
	Academic and industry partners and funders	Access to research funding and talent pipelines; Reputational value of academic alliances	SMU shapes local, regional and global research outcomes with sustainability relevance
	Faculty and staff	Employee retention, productivity and institutional knowledge are key to strategic sustainability goals	Academic leadership and corporate sustainability culture contribute to ethical education, inclusive policies, and wellbeing
	Vendors and service providers	Cost, reliability and sustainability of supply directly affect operations and reputation	Campus operations and procurement decisions impact emissions, labour practices, and sustainable consumption and production
Downstream Value Chain	**Students and alumni**	Graduate outcomes and reputation affect enrolment, ranking, and funding	Student and alumni leadership and civic engagement create positive societal and environmental outcomes
	Employers and industry partners	Partnerships influence relevance of programmes, access to funding, and employment pathways	Co-created initiatives support the green economy, industry ESG transitions, and innovation
	Civic organisations (NPOs, NGOs, unions etc)	Perception of SMU's social role affects SMU's social license to operate	Participation in civic initiatives and movements drives social inclusion, equity, and service learning outcomes
	Regional governments and universities	Regional collaboration enhances brand, partnerships and funding opportunities	Contribution to regional sustainability talent development, policy dialogue, and sustainable development

About SMU

Sustainability Strategy *IFRS S1.B2*

SMU is committed to embedding sustainability in every facet of university life through its Sustainability Blueprint. Integrating sustainable principles into how the SMU community works, learns, lives, and plays, it aims to inspire and empower the creation of inclusive, thriving communities where no one is left behind. Informed by the United Nations Sustainable Development Goals (UN SDGs) and supporting the goals of the Singapore Green Plan 2030, the Blueprint focuses on four strategic pillars:



SMU's mascot SMOO SMOO, as an eight-metre inflatable for SMU Patron's Day 2025.

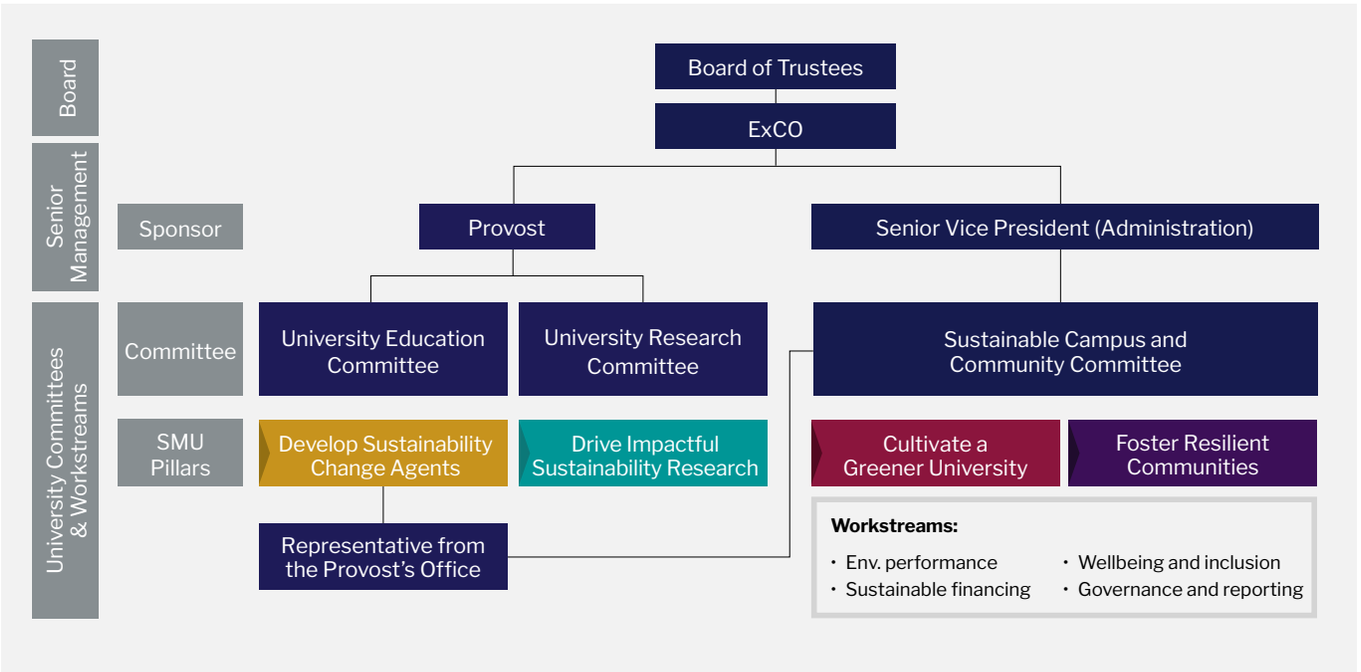
Cultivate a Greener University	Centres on integrating sustainable technologies and practices into the management and deployment of University resources, ensuring that SMU's campus is a model for environmental responsibility.
Develop Sustainability Change Agents	Equips students with the knowledge, skills, and experiences needed to lead in sustainability through transformative education and experiential learning opportunities.
Drive Impactful Sustainability Research	Emphasises the production and dissemination of addressing key sustainability challenges, particularly in the areas of management and social sciences, and driving real-world change.
Foster Resilient Communities	Nurtures a safe, inclusive, and supportive environment where everyone can thrive.

Sustainability Governance *IFRS S1.27; S2.6; S2.7*

At SMU, sustainability is governed at the highest level by the Board of Trustees, which provides strategic oversight and ensures that economic, environmental, social, governance, and climate-related risks and opportunities are considered as part of the University's long-term value creation. Several SMU Trustees have significant sustainability expertise and experience and can contribute their perspectives from the academic, business, financial, or legal viewpoints.

For sustainability, the Board is supported by the Executive Committee (ExCo), which reviews and guides policy formulation, operational priorities, and implementation efforts. To further embed sustainability into institutional decision-making, oversight of sustainability in education and research has been integrated into SMU's existing standing committees for these functions. A newly established Sustainable Campus and Community Committee now leads sustainability strategy and initiatives across campus operations and community engagement.

These enhancements reflect SMU's commitment to mainstreaming sustainability within its governance and management structures, ensuring that sustainability considerations are integrated into core planning, performance, and risk oversight processes. As part of the ongoing capacity building efforts, SMU's management and employees also attend training on environmental, social, and governance topics.



SMU's sustainability governance structure.

Highlights
2024/25

Sustainability Institution of the Year

2024 International Green Gown Awards

in recognition of sustained, whole-institution commitment and impact to becoming a sustainable organisation.

Cultivate a Greener University

Ranked **12th globally** in the **Environmental Sustainability lens, Environmental Impact category** for the **QS World University Rankings: Sustainability 2025.**

Highly commended for its Green Mark Zero Energy building – SMU Connexion, in the **2030 Climate Action** category at the **2024 International Green Gown Awards**, which recognises outstanding sustainability projects led by higher education institutions around the world.

Develop Sustainability Change Agents

Winner of the **Next Generational Learning and Skills** category at the **2024 International Green Gown Awards** for SMU's dedication to nurturing future sustainability leaders through SMU-X's innovative pedagogical approach.

SMU law undergraduates emerged as the **champion** of the **23rd Red Cross International Humanitarian Law Moot (Asia-Pacific Region)**. The moot challenged the students to address a fictional war crimes case involving cyber-attacks and artificial intelligence (AI) weapons, fostering respect for international law, accountability, and inclusive access to justice.



First university in Singapore to issue a Sustainability Bond which will fund projects at SMU with significant positive environmental and social outcomes.

Drive Impactful Sustainability Research

Co-launched the **Global Alliance on Sustainable Urban Societies**, a pioneering initiative that places people at the centre of urban research, planning, and policy.

Unveiled a **prototype of a simulated virtual city** that enables the visualisation of the **impacts of policy interventions on the wellbeing of older adults in Singapore.**

Foster Resilient Communities

Received the **Excellence Award** at the **2024 People Association's Community Spirit Awards**, which recognises partners for their outstanding dedication and efforts in fostering a caring and cohesive community.

SMU Associate Professor of Law Eugene Tan appointed as **Singapore's Representative to the ASEAN Intergovernmental Commission on Human Rights (AICHR)**, for the 2025-2027 term. Through forward-looking strategies to strengthen regional cooperation on human rights, AICHR seeks to promote peaceful and inclusive societies in ASEAN.





Cultivate a Greener University

Cultivate a Greener University

Sustainable Finance

As part of its commitment to embed sustainability across all aspects of the University, SMU developed the SMU Sustainable Financing Framework to guide its participation in Green, Social, and Sustainability financing transactions.

Proceeds raised under this framework are earmarked to finance or refinance eligible projects, assets, and expenditures that deliver positive environmental and/or social outcomes in line with SMU's long-term strategy and vision. The nine eligible project categories are: Green buildings; Information and communications technology; Energy efficiency; Renewable energy; Clean transportation; Pollution prevention, control, and circular economy; Sustainable water and wastewater management; Climate change adaptation; and Access to essential services.

The framework is aligned with leading global and regional standards in sustainable finance. To ensure credibility, SMU obtained a Second Party Opinion from Moody's, which assigned an SQS2 Sustainability Quality Score (Very Good), recognising the framework's strong alignment with market best practices and its significant contribution to sustainability.

Under this framework, SMU successfully issued a S$150 million Sustainability Bond in July 2025, the first of its kind by a university in Singapore, underscoring its commitment to advancing both environmental and social outcomes. The bond was met with strong investor demand, reflecting market confidence in SMU's sustainability approach. Allocation and impact reporting for the bond proceeds will be disclosed in the SMU Sustainability Report 2025/2026.



Panoramic view of SMU's campus buildings embedded within the heart of Singapore's civic district.

Cultivate a Greener University

Green Buildings, Energy, and Emissions

Greener Buildings

SMU launched a multi-year workplace transformation initiative in late 2024 to foster a more collaborative, energy-efficient, and future-ready campus. The initiative reflects the University's commitment to leveraging climate-related opportunities and strengthening infrastructure resilience.

Phase one centres on the renovation of the SMU Administration Building, which will offer modern, optimised workspaces for administrative units and house centralised teaching facilities for SMU Academy and SMU Executive Development. Designed to achieve the Building and Construction Authority Green Mark Platinum Super Low Energy certification when it is completed in 2027, the Administration Building renovation will improve space efficiency, indoor environmental quality, operational integration, and contribute to lower energy demand and Scope 2 emissions.

Complementing these upgrades, SMU has enhanced its Building Management System (BMS) to enable real-time monitoring and intelligent control of campus energy and water use. As part of its Building Information Modelling (BIM) programme, the University has also begun digital scanning of all campus facades and interiors. Together, the BMS and BIM will lay the groundwork for a campus-wide digital twin – an advanced, data-driven model integrating smart and sustainable technologies to support predictive maintenance, resource optimisation, and long-term sustainability planning.



Water, Waste, and Business Travel

Energy and Emissions

SMU achieved a 45 per cent reduction in energy use intensity (EUI) in CY2024 from CY2006, despite the increase in campus size from about 123,000m^2 to more than 173,000m^2, and growth in student population from about 5,200 to more than 13,500.

Electricity generated from solar in CY2024 was 1.95GWh, which was approximately 10 per cent vis-à-vis the amount of electricity purchased.

Through continuous investments to increase energy efficiency over the years, SMU achieved a 40 per cent reduction in Scope 2 location-based emissions and a 37 per cent reduction in Scope 1 and 2 emissions in CY2024 compared to its CY2006 baseline.

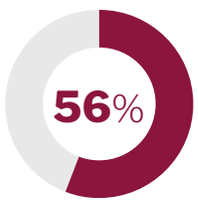
Water and Waste

SMU has implemented various water saving and waste reduction initiatives throughout the years to improve water use efficiency and reduce waste sent to landfill. A 56 per cent reduction in its water efficiency index (WEI) was achieved in CY2024 from its baseline in CY2011, while a 37 per cent reduction in its waste disposal index (WDI) was achieved from its baseline in CY2019.

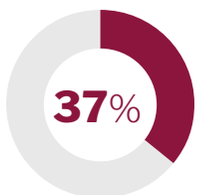
Business Travel

Since the launch of SMU's Climate Conscious Travel Framework in late 2022, employees have become more conscious of their travel footprint, resulting in 6% fewer business class flights taken in CY2024 from its CY2019 baseline.

Largest solar farm in the city centre
generating 10% of SMU's energy demand in 2024

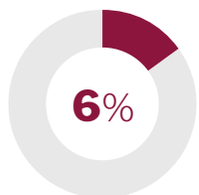


Reduction in water efficiency index (WEI)
from 2011 baseline



Reduction in waste disposal index (WDI)
from 2019 baseline

Installed e-waste bins and waste food digesters
to reduce waste sent to landfill



Reduction in flights flown on business class
from 2019 baseline




4 QUALITY EDUCATION
8 DECENT WORK AND ECONOMIC GROWTH
17 PARTNERSHIPS FOR THE GOALS
Develop Sustainability Change Agents
SMU

Develop Sustainability Change Agents

Holistic Sustainability Education

Guided by SMU's Sustainability Education Framework, the University takes an integrated approach to sustainability education through interdisciplinary courses, experiential learning, and student-led initiatives, enabling learners to engage deeply with real-world sustainability challenges. Undergraduates enrolling from AY2024 onwards are required to complete at least one credit-bearing sustainability course as part of their graduation requirement.

Developed a set of sustainability rubrics

The sustainability rubrics outline seven dimensions of sustainability education – Externality recognition; Systems thinking; Stakeholder engagement; Policy and regulation comprehension; Sustainability metrics and reporting; Resource and energy efficiency; and Innovation and technology for sustainability – based on SMU's Graduate Learning Outcomes for the "Understanding of Sustainability Issues". This framework serves as a common vision and assessment guide for both instructors and learners at SMU.

Introduced two sustainability focused tracks

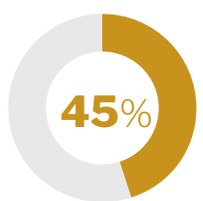
Sustainability Accounting track
Sustainability literacy has been embedded in the Bachelor of Accountancy curriculum but with accountants playing a growing stewardship role, the School of Accountancy launched the Sustainability Accounting track to deepen students' expertise in integrating sustainability into financial reporting and decision-making.

Sustainable Finance track
The first of its kind in Singapore and among the earliest in Asia, the Sustainable Finance track – offered under the Finance major at the Lee Kong Chian School of Business – prepares students for careers in impact investing, ESG reporting, and sustainable risk management through industry projects and expert-led sessions, in partnership with the Singapore Green Finance Centre.





undergraduate and postgraduate **sustainability courses and workshops**



of undergraduate graduating cohort **completed at least one sustainability course**



MINDS students and caregivers participating in a field trip to Marina Barrage. Photo by MINDS.

Empathy-driven innovation empowering the MINDS community

“The students were sincere, always willing to learn, and non-judgmental when conversing with our clients and caregivers. Their solutions were innovative, and they maintained high standards to keep perfecting them throughout the module.”

Julia Ng, MINDS



As part of the Internet of Things: Technology and Applications SMU-X course taught by Assistant Professor Ma Dong in AY2024, SMU students partnered Movement for the Intellectually Disabled of Singapore (MINDS), a voluntary welfare organisation that provides services for the intellectually disabled, to co-create technology-enabled solutions that support persons with intellectual disabilities and their caregivers in participating more fully in everyday community life.

Reflecting the SMU-X approach to experiential learning that is centred on empathy, impact, and meaningful engagement with genuine community needs, students conducted interviews with clients and caregivers, shadowed daily operations, and worked closely with MINDS staff to understand existing issues.

Practical digital tools and other solutions were developed for MINDS. One standout project involved integrating attendance tracking into WhatsApp Business, a messaging tool, for MINDS community activities. This successfully combined effective communications with operational efficiency. Since then, several innovations have been adopted by MINDS.

Julia from MINDS reflected, “The students were sincere, always willing to learn, and non-judgmental when conversing with our clients and caregivers. Their solutions were innovative, and they maintained high standards to keep perfecting them throughout the module.”

Develop Sustainability Change Agents

Holistic Sustainability Education

Completed over 400 sustainability projects

More than 2,700 students collaborated with 70 industry and community partner organisations on over 400 SMU-X projects tackling diverse sustainability challenges such as sustainable business and financing models, supply chain traceability, biodiversity protection, healthcare affordability, community ownership models, sustainable health monitoring, inclusive hiring, and legal gaps in emerging technologies.

SMU-X, the University's flagship experiential learning pedagogy, integrates academic coursework with real-world problem solving and has won numerous accolades since its launch ten years ago. It added four more prestigious international accolades in AY2024 – Winner in the Next Generational Learning and Skills category at the 2024 International Green Gown Awards; Winner in the Teaching and Learning Strategy of the Year category at the 2025 Times Higher Education (THE) Awards Asia 2025; Third place in the Skills and Employability Enhancement of the Year category and fourth place in the Innovation and Entrepreneurship Activators of the Year category, at the 2024 Triple-E Awards.

Launched the Environmental and Sustainability Law Club

SMU Law students launched the Environmental & Sustainability Law Club, a student-led initiative supported by faculty advisor Associate Professor Michelle Lim, who also leads the research agenda at the Singapore Sustainable Futures Initiative. Since its launch, the club has organised key events such as Pathways to Sustainable Futures and Green Week, featuring panels, workshops, and discussions on the legal dimensions of climate and biodiversity action.

Grew the Sustainable Investment Summit

The SMU Sustainable Investment Club (SMUSI) hosted its second flagship Sustainable Investment Summit, growing from a modest 2023 debut into a major event featuring over 100 participants and 20 companies such as BNP Paribas, Morgan Stanley Capital International, and Environmental Resources Management.

The first and largest sustainable finance-focused student club among local educational institutions, SMUSI has nearly 500 members and has evolved into a hub for student expertise in sustainable finance in Singapore since its inception seven years ago.



Georg Kell, Chairman of the Board of Arabesque and founder and former executive director of the United Nations Global Compact, giving the opening address at the 2024 SMU Sustainable Investment Summit.

Develop Sustainability Change Agents

Sustainable Entrepreneurship

SMU's start-up ecosystem is anchored by the Institute of Innovation and Entrepreneurship (IIE), offering incubation through the Business Innovations Generator (BIG), venture funding via the student-run Protégé Ventures, and global exposure through competitions like the Lee Kuan Yew Global Business Plan Competition (LKYGBPC). Integrating entrepreneurship into academic life and emphasising sustainability, SMU's IIE has been recognised with the Best Accelerator/ Incubator Program and Best Coworking Space at the 2024 ASEAN Startup Awards.

Incubated 27 start-ups focused on the UN SDGs

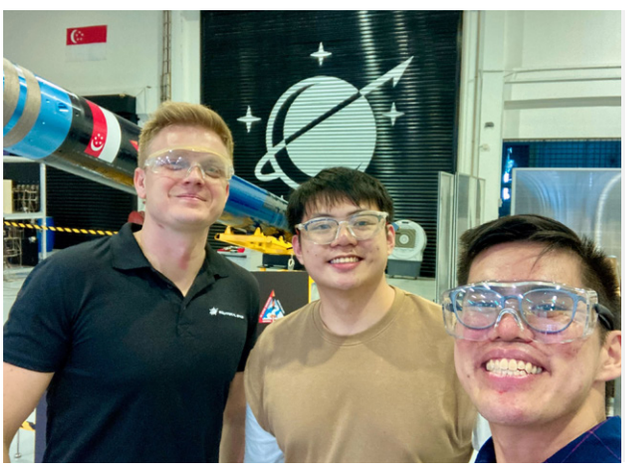
Addressing one or more United Nations Sustainable Development Goals (UN SDGs), the 27 start-ups incubated in AY2024 span a wide range of verticals, including climate tech, ethical AI, and inclusive fintech, continuing the University's strong momentum in sustainability innovation. Of these, 44 per cent were founded by SMU students or alumni. Two sustainability start-ups from previous cohorts of SMU's BIG incubator – Greenairy and Flint – were also selected from a global pool of over 15,000 applications for the 2025 Hult Prize.

Investment in Singapore's only rocket propulsion and space launch start-up

Protégé Ventures (PV), Southeast Asia's first and only nation-wide student-led venture capital fund, marked its first investment under the PV Fund II with Equatorial Space Systems – a Singapore-based rocket propulsion start-up that offers safer, more cost-efficient, and environmentally sustainable space access.

Kicked off the 12th Lee Kuan Yew Global Business Plan Competition

A premier biennial event that celebrates bold innovation and entrepreneurial excellence among next-gen founders around the world, more than 1,500 applications from 1,200 universities across 91 countries have been received for the 12th LKYGBPC. These start-ups encompass 12 focus areas including climate tech, sustainable materials and circularity, energy transitions, and food and land use. Slated to take place from 29 September to 2 October 2025, the 12th LKYGBPC is focused on the theme of "Urban Solutions & Sustainability", marking the Competition's bold pivot to prioritise global climate and sustainability challenges.



From left to right: Mr Simon Gwozdz, CEO of Equatorial Space Systems, joined by Ryan Tan (SMU) and Timothy Wee (SUTD), student venture capitalists from the Protégé Ventures programme.



Karen Cheah, Founder of Alterpacks at an Alterpacks showcase. Photo by Alterpacks.

From Capstone to Global Venture: The Story of Alterpacks

"Innovation is at the core of Alterpacks as we continue to scale our next-generation solutions in healthcare and solve real-world challenges for lasting impact."

Karen Cheah, Alterpacks

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

SMU alumna Karen Cheah conceived Alterpacks during her Master of Science in Innovation capstone project – what began as a classroom exercise in systems thinking evolved into a mission-driven enterprise tackling global waste. Her travels across Europe and Southeast Asia revealed the burden plastic and food waste placed on communities, prompting a deeper inquiry into how food by-products could be transformed into sustainable alternatives.

Alterpacks creates circular materials by recycling spent wheat into containers that are engineered to be freezer- and microwave-safe and home compostable, offering a durable, plant-based alternative to virgin plastic. With support from IIE and BIG, it gained early recognition – becoming a finalist in The Liveability Challenge 2020, winning the Temasek Foundation Ecosperity Grant, and securing the United Nations Development Programme's End Plastic Pollution Innovation Challenge. By 2023, Alterpacks had secured US$1 million in pre-seed funding to expand across Southeast Asia, Australia, Japan, and South Korea.

To date, over 1.2 million containers have been produced, diverting 64 tonnes of food waste and avoiding more than 90 tonnes of greenhouse gas emissions. Next-generation versions will introduce features like steamability and flame resistance for expanded industrial use. Karen shared, "Innovation is at the core of Alterpacks as we continue to scale our next-generation solutions in healthcare and solve real-world challenges for lasting impact."

Develop Sustainability Change Agents

Lifelong Sustainability Learning

SMU provides professional and continuing education programmes to upskill and reskill adult learners and senior executives, enabling them to lead and succeed in the green economy. Delivered with academic rigour and practical relevance through SMU Academy (SMUA), SMU Executive Development (SMU ExD), and the Singapore Green Finance Centre (SGFC), these flexible programmes empower organisations to embed sustainability in their operations.

Jointly launched the *Sustainable Finance in Action* executive course

A four-day intensive course jointly launched by SMU ExD and DBS, this sustainable finance course equips senior-level executives with practical skills in green, transition, biodiversity, and blended finance. Combining expert insights, real-world case studies and field visits, it empowers leaders to integrate sustainable finance strategies within their organisations and supports Singapore's efforts to grow green finance talent.

Introduced the *Advanced Certificate in Sustainable Cloud Leadership*

Launched by SMUA, the programme addresses the urgent need to embed sustainability into cloud computing, as data centres become one of the fastest growing sources of energy consumption globally. Participants will be equipped with the skills to reduce the environmental impact of cloud operations, optimise resource use, and lead sustainable cloud strategies and contribute to Singapore's green digital transition.

Rolled out the *Innovate London – Cultivating Sustainable Futures through the Dynamic Intersection of FinTech and Startup Ecosystems* programme

One of four international programmes launched through a partnership between SMUA and TechFin Global, this Internationalisation Series programme introduces participants to developments in areas such as AI, virtual reality, and financial technology (fintech) through the exploration of London's fintech landscape and its dynamic start-up ecosystem. Participants will gain an understanding of how the convergence of fintech, green technology and the start-up ecosystem can drive sustainable impact.



More than 30 leaders and executives from a diverse mix of nationalities participated in the second intake of the *Sustainable Finance in Action* course.

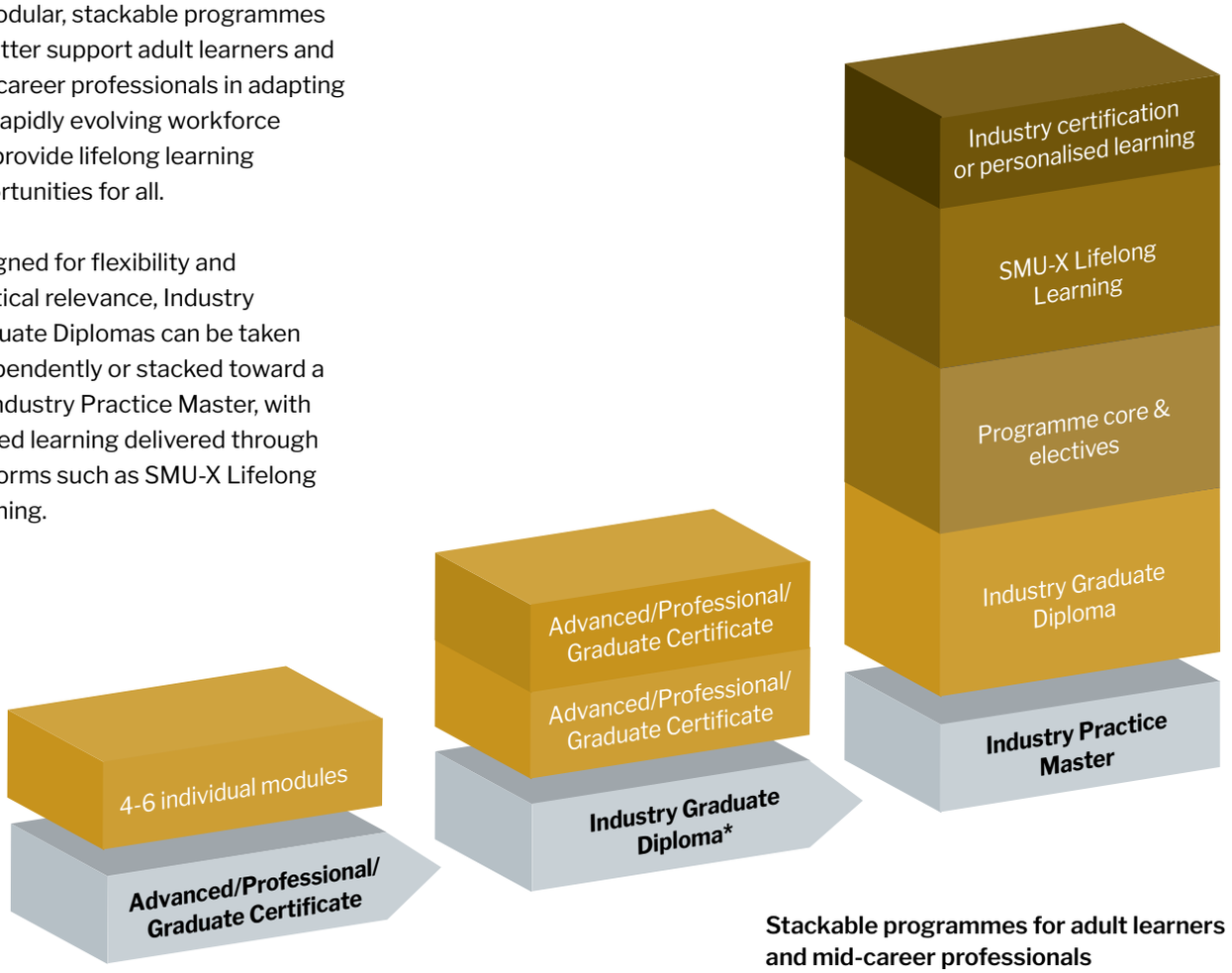
Sustainability courses
for adult learners, professionals
and senior executives

64

Introduced flexible, work-based learning pathways

SMUA introduced a revamped suite of modular, stackable programmes to better support adult learners and mid-career professionals in adapting to a rapidly evolving workforce and provide lifelong learning opportunities for all.

Designed for flexibility and practical relevance, Industry Graduate Diplomas can be taken independently or stacked toward a full Industry Practice Master, with applied learning delivered through platforms such as SMU-X Lifelong Learning.



Stackable programmes for adult learners and mid-career professionals

* Some Industry Graduate Diplomas consist of a combination of one Advanced/Professional/Graduate Certificate and 4-6 other individual courses and modules or are made up of 10-12 individual courses and modules.



Drive Impactful Sustainability Research

Drive Impactful Sustainability Research

Sustainability Research Initiatives and Partnerships

SMU advances interdisciplinary sustainability research through forward-thinking initiatives and collaborations with academic institutions, government agencies, and industry partners. These efforts are driven not only through SMU's eight schools and colleges but also through the University's research centres and institutes dedicated to sustainability, such as the Centre for Commercial Law in Asia (CCLA), Centre for Research on Successful Ageing (ROSA), Lien Centre for Social Innovation, SMU Urban Institute, and the Singapore Green Finance Centre (SGFC).

Co-launched the Global Alliance on Sustainable Urban Societies

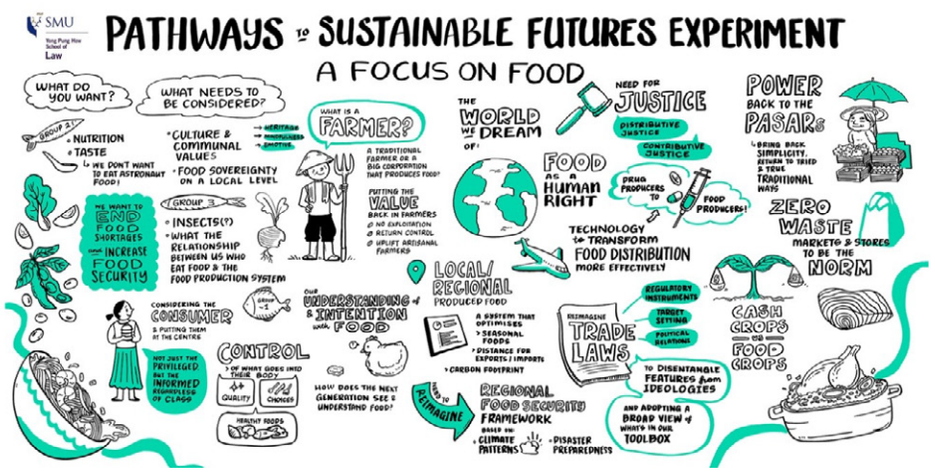
Together with four leading academic institutions - Boston University Initiative on Cities, Boston University; Department of Geography and Environment, The London School of Economics and Political Science; Melbourne Centre for Cities, University of Melbourne; and School of Cities, University of Toronto, SMU's Urban Institute launched the Global Alliance on Sustainable Urban Societies. The Alliance is a pioneering initiative exploring how people and communities shape - and are shaped by - the social and cultural fabric of cities.

Initiated the Singapore Sustainable Futures Initiative

Anchored at SMU's CCLA, the Singapore Sustainable Futures Initiative (SSFI) was launched to drive futures-focused interdisciplinary sustainability research, particularly as it relates to law and governance. The Initiative is led by SSFI Director Associate Professor Liu Nengye and comprises a team which includes Associate Professor Michelle Lim, Assistant Professor Stefanie Schacherer and Dr Ethan Beringen. SSFI fosters collaboration across academia, policy, and community to co-develop solutions in areas such as biodiversity and the oceans, future approaches for a thriving multi-species planet, and urban sustainability.

Established the Technical Support Unit of the Intergovernmental Panel on Climate Change (IPCC) Working Group II

SMU hosts the Technical Support Unit (TSU) for Working Group II of the IPCC, which assesses climate change impacts, adaptation, and vulnerabilities. The TSU is supporting Working Group II's contribution to the IPCC Seventh Assessment Report, including the design of meetings and engagements with hundreds of climate change experts and policy-makers around the world towards the successful and timely delivery of this global report. This appointment highlights SMU's growing contribution to global climate governance and knowledge.



A mind map showing possible pathways to sustainable futures, created by participants of an interdisciplinary workshop convened by SSFI.



CLARExchange 2025 participants and guests at Mulungushi Conference Centre in Lusaka.
Photo by CLARExchange 2025.

Landmark partnership with the Climate Adaptation and Resilience (CLARE) programme

"This partnership underscores our shared commitment to breaking down barriers and driving inclusive, science-based solutions for urban climate resilience."

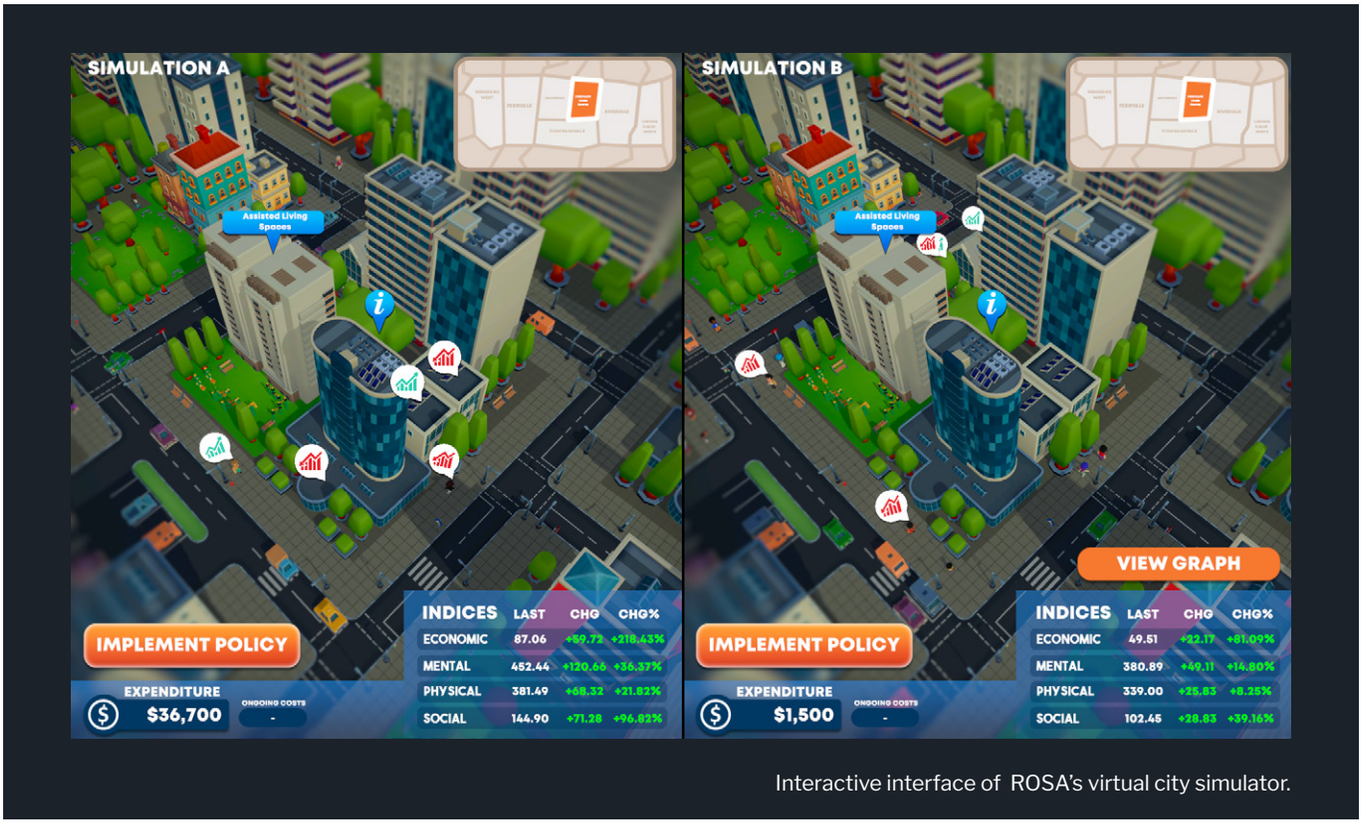
Professor Winston Chow, SMU Professor of Urban Climate and Co-Chair of the Intergovernmental Panel on Climate Change's (IPCC) Working Group II on Impacts, Adaptation and Vulnerability



Through its partnership with the UK-Canada CLARE research programme on Climate Adaptation and Resilience, SMU is playing a pivotal role in promoting inclusion in global climate science by supporting seven Chapter Scientists contributing to the IPCC Special Report on Climate Change and Cities. These researchers – from Kenya, India, Argentina, Brazil, the Philippines, and South Africa – were selected from over 1,000 applicants worldwide.

The programme empowers early-career researchers from developing countries to actively participate in drafting the report, providing valuable opportunities to become future leaders in climate science. They play a crucial role in coordinating chapter work and ensuring that Global South perspectives are well-represented in global climate assessments.

Supported by a project coordinator SMU's College of Integrative Studies, the initiative offers financial support, training, mentorship, and networking to strengthen research capacity and amplify voices from vulnerable regions. Funded primarily by UK Aid through the Foreign Commonwealth and Development Office as well as Canada's International Development Research Centre, CLARE champions Southern leadership and inclusive climate action for more effective, representative policymaking.



Interactive interface of ROSA's virtual city simulator.

A virtual city to advance ageing-in-place planning by ROSA

Users will be able to explore how various interventions – such as improved health services, enhanced public amenities, or more social engagement opportunities –may influence wellbeing indicators like mental health, mobility satisfaction, sense of belonging, and social connectedness.



The Centre for Research on Successful Ageing (ROSA) at SMU is developing a virtual city simulator that combines survey data responses with urban planning data to explore how changes in the social and built environment impact the wellbeing of older adults. Inspired by platforms like SimCity, the tool features an interactive interface grounded in longitudinal data from the Singapore Life Panel® (SLP®) and ROSA's research on the needs and concerns of older Singaporeans.

Unveiled at the 4th Annual ROSA Symposium in October 2024, the simulation will provide policymakers, urban planners, researchers, and community leaders with a powerful way to visualise the potential impact of their decisions. For instance, adding weekly intergenerational programmes may increase community connectedness while improving public transport access near eldercare facilities may raise mobility satisfaction by a certain percentage.

This initiative exemplifies SMU's translational research approach – bridging rigorous academic work with real-world planning. By enabling data-informed experimentation in a virtual environment, the tool supports more strategic, targeted interventions to improve quality of life.

Drive Impactful Sustainability Research

Sustainability Research Publications

SMU's faculty and researchers contribute to the global body of sustainability knowledge through high-quality publications across diverse disciplines. These showcase SMU's thought leadership and innovative approaches to sustainability challenges, particularly in the University's strategic sustainability research pillars. Examples of impactful publications include:

Sustainable Finance, Impact, and Governance



Globalization and affordability of microfinance, co-authored by SMU Professor Hao Liang was featured by the **Financial Times** as **one of 10 "Top SDG Articles" globally** in its 8 November 2024 article "AI tools enhance judgement of relevance of research to society". The paper examines how global capital flows affect the pricing of microfinance services, highlighting tensions between financial sustainability and access for the poor.



The Law of the Sea and the Planetary Crisis, launched by the **SSFI at SMU** and lead-edited by SSFI Director Associate Professor Liu Nengye, with contributions from Research Fellow Dr Ethan Beringen, is a timely new book on climate change, biodiversity loss, pollution and the law of the sea, published by Routledge in March 2025.

Sustainable Urban Infrastructure



Do commercial ties influence ESG Ratings? Evidence from Moody's and S&P, co-authored by SMU Professor Zhang Liandong and Associate Professor Lou Yun, received an **Honourable Mention** at the **2024 Moskowitz Prize**. This research investigates potential conflicts of interest in ESG ratings, revealing how commercial relationships may bias sustainability assessments issued by major rating agencies.



Battling Dirty Toilets: Singapore's Final Frontiers, authored by Principal Lecturer of Statistics Rosie Ching, was **Highly Commended** in the **Academic Research with Impact** category at the **2025 Financial Times Responsible Business Education Awards**. It was the only initiative from Southeast Asia to be recognised at the Awards this year.

Percentage of **research published** in AY2024/25 by SMU faculty **addressing one or more of the UN SDGs** (based on Elsevier-Scopus data)



Sustainable Business Operations

Urban consolidation center or peer-to-peer platform? The solution to urban last-mile delivery, co-authored by SMU Professor Lim Yun Fong and Associate Professor Fang Xin, was **cited in a patent application by eBay**. The study explores the comparative efficiency and scalability of centralised versus decentralised logistics solutions for reducing congestion and emissions in urban last-mile delivery.

Design of off-grid lighting business models to serve the poor: Field experiments and structural analysis, co-authored by SMU Assistant Professor Bhavani Shanker Uppari was the **Winner** of the **Manufacturing and Service Operations Management Society Award for Responsible Research in Operations Management 2024**. The study uses real-world experiments and modelling to identify viable off-grid energy business models that expand energy access to underserved populations.

Sustainable Ageing and Wellbeing

"I can run at night!": Using Augmented Reality to Support Nighttime Guided Running for Low-vision Runners, co-authored by SMU Assistant Professor Hara Kotaro, received the **Honorable Mention** at the **Association for Computing Machinery CHI Conference on Human Factors in Computing Systems 2025**, placing the paper among the top five per cent of submissions. The paper presents an augmented reality system that enables low-vision individuals to run safely and independently at night by delivering real-time spatial guidance through wearable technology.



Asst Professor Bhavani Shanker Uppari with Nuru, the Rwandan company helping to expand energy.

Drive Impactful Sustainability Research

Knowledge Sharing

Through conferences, forums and other fora, SMU engages a broad spectrum of stakeholders, from academic peers and industry leaders to policymakers and the community. These efforts facilitate knowledge sharing and foster collaboration that drive scientific breakthroughs and real-world innovations. Selected highlights include:

SMU-Sydney-HKU Law and Sustainability Conference Series: "Legal Pathways to Sustainability Transition: Innovation and Resilience"

31 July to 1 August 2025

The Yong Pung How School of Law at SMU co-hosted the third instalment of the Asia Pacific Research Alliance on Law and Sustainability Conference Series in partnership with Sydney Law School and the University of Hong Kong Faculty of Law. Titled "Legal Pathways to Sustainability Transition: Innovation and Resilience", the conference convened over 50 legal scholars, policymakers, and practitioners to explore how legal innovation and regulatory frameworks can support equitable and resilient sustainability transitions.

Implementing the European Union Deforestation Regulation: Perspectives from Southeast Asia

26 February 2025

The event, jointly organised by the SMU Centre for Commercial Law in Asia and the International Institute for Sustainable Development, brought together different perspectives to discuss the practical feasibility of European Union Deforestation Regulation implementation and explore alternative and complementary approaches to address deforestation. By providing a platform for open dialogue among stakeholders, the event aimed to foster collaborative approaches that would align environmental protection with equitable development in forest-rich Southeast Asian countries.

10th NTHU-UNSW-SMU Symposium on Sustainable Finance and Economics

9 May 2025

The Sim Kee Boon Institute for Financial Economics at SMU partnered with the National Tsing Hua University and the University of New South Wales for the first time to co-host the Symposium on Sustainable Finance and Economics. The symposium brought together some 30 leading researchers to explore critical issues like clean energy investment, ESG integration and carbon markets.

"Sustainable Urbanisation in Asia: Drivers and Consequences" Symposium

22 January 2025

Hosted by the SMU Urban Institute in collaboration with the Asia Real Estate Initiative, Massachusetts Institute of Technology Centre for Real Estate, and the University of Hong Kong Urban Systems Institute, the symposium brought together over 40 leading academics and industry practitioners to examine drivers and consequences of urban sustainability in Asia.

Number of sustainability-related
research seminars, conferences and symposiums
organised by SMU

Over
60

Convened the 4th Annual SMU ROSA Symposium on Successful Ageing

22 October 2024

Themed "Creating Age-Friendly Environments: Fostering Successful Ageing", the symposium by the Centre for Research on Successful Ageing focused on ageing-in-place and featured discussions among academic experts on the policies that can be implemented to foster a conducive environment to age. Over 300 academics, researchers, social and industry experts were in attendance.

7th GRASFI Conference 2024: "Fostering Credible Transition, Creating Sustainable Impact"

2 to 4 September 2024

The Singapore Green Finance Centre (SGFC) proudly hosted the 7th Annual Global Research Alliance for Sustainable Finance and Investment (GRASFI) Conference – the first in-person edition held in Asia – attracting over 200 academics and practitioners from Singapore and 12 other countries. The event highlighted key themes in sustainable finance, including impact investing, nature and biodiversity finance, and resilient cities, featuring keynote insights by Deputy Prime Minister Heng Swee Keat and panel moderation by SMU academics and key representatives from SGFC's Founding Partner Institutions.



Impact Investing Plenary at the 7th GRASFI Conference 2024.



Foster Resilient Communities

Foster Resilient Communities

Wellbeing

SMU embraces a holistic approach to wellbeing, supporting the mental, physical, emotional, social, career, and financial health of students and employees. Guided by the SMU Resilience Framework and anchored by the Office of Dean of Students and Human Resources, the University offers a wide range of initiatives and resources to foster a resilient and caring campus where everyone can thrive. SMU received its 5th consecutive Silver Ribbon Mental Health Award in as many years since the Awards was inaugurated in 2020.

Debuted the Digital Wellbeing Roadshow 2025

The SMU Peer Well-Being Network marked a major milestone in February 2025 with its inaugural Digital Wellbeing Roadshow, held in conjunction with Safer Internet Day. Featuring interactive booths and expert-led sessions, the event served as an introduction of the network to the wider SMU community, aiming to raise awareness and foster engagement around student wellbeing.

Supported students in managing exam stress

Over 3,000 students had participated in each run of the Exam Angels programme in the 2024 academic year. In the two weeks before the November and April exams, Student Care Officers from Student Care & Support Services brighten the SMU campus with snacks, drinks and light-hearted activities. From arts and crafts to games and the popular highlight wall, the programme creates welcoming spaces that help students recharge, refocus, and maintain wellbeing during this demanding period.

Celebrated World Mental Health Day 2024 with a month of activities

The Mrs Wong Kwok Leong Student Wellness Centre at SMU partnered with various SMU offices, student clubs and external agencies to organise an exciting month-long programme to celebrate World Mental Health Day 2024. Themed “Creating Communities, Strengthening Ties”, highlights of the month-long lineup included a campus roadshow, peer-led dialogues and mindfulness exercises, drawing more than 800 students and employees.



Students and staff at SMU’s inaugural Digital Wellbeing Roadshow 2025.

4.9k

events to strengthen the resilience of the SMU community



James Ethan Ang, a fifth-year student at SMU Yong Pung How School of Law.
Photo by James Ethan Ang.

James Ethan Ang's Journey of Grit and Growth

"From the Student Accessibility Support team to professors who go the extra mile, I've always felt empowered to succeed."

James Ethan Ang, recipient of the 2024 Goh Chok Tong Enable Award (Promise)

Diagnosed with a visual impairment that makes it difficult to perceive fine details, James Ethan Ang Kai Meng has never allowed his condition to limit his aspirations. Now in his fifth year at SMU's Yong Pung How School of Law, James has distinguished himself not only as an exceptional law student but also as a national para-athlete.

Navigating a rigorous legal curriculum, James uses assistive technology that converts complex legal texts into audio formats, allowing him to engage fully with the content. This approach, combined with his work ethic and discipline, underscores his ability to thrive in one of the University's most demanding academic programmes.

James's achievements were formally recognised when he received the 2024 Goh Chok Tong Enable Award (Promise) – a national accolade celebrating individuals with disabilities who have demonstrated exceptional promise, talent, and determination. The award is a testament not only to James's capabilities but also to his impact as a role model for others navigating similar challenges.

Reflecting on his journey, James credits SMU's inclusive culture and support ecosystem for enabling his success. "From the Student Accessibility Support team to professors who go the extra mile, I've always felt empowered to succeed," he shared.

Foster Resilient Communities

Diversity, Equity, and Inclusion

At SMU, diversity, equity, and inclusion are core to its values and campus culture. Diversity, equity, and inclusion efforts span inclusive policies, educational programmes, outreach, and targeted support to reduce barriers to access and participation. From promoting equitable opportunities to advancing intercultural understanding and accessibility, SMU is committed to fostering a community where all individuals feel respected, valued, and empowered to thrive.

Celebrated International Women's Day 2025

In March 2025, SMU marked International Women's Day with a series of events focused on gender equity and wellbeing.

Highlights included a panel discussion on gender data gaps and policy inclusivity, a virtual talk on stress management, and "Lean on, Not Just Lean In", an employee dialogue on seeking support. The student club SMU Women's Connection also hosted EquiTable Talks, where female leaders shared strategies to overcome barriers in leadership.

SMU's Overseas Centres in Bangkok, Jakarta, and Ho Chi Minh City also celebrated International Women's Day, convening regional thought leaders for a series of high-impact engagements spotlighting women driving change in tech, finance, and research.

Launched the SMU Inclusion Week

Held for the first time in June 2025, Inclusion Week is a new annual initiative at SMU that invites employees to celebrate diversity and deepen their understanding of inclusion through shared experiences and conversations.

The theme of 2025's Inclusion Week was "Learning from Communities", with employees invited to a series of workshops and immersive experiences to learn about a few diverse communities around SMU.

Introduced SMU Access Plus

Launched as a bold step toward educational equity, SMU Access Plus removes income-based barriers for over 3,000 students each year, offering full tuition coverage, living allowances, and a S$4,000 Global Experience Grant for students from low-income households.

More than a financial aid programme, SMU Access Plus empowers students from diverse backgrounds to fully participate in university life, locally and abroad.



Panel discussion featuring accomplished women from Thailand's digital ecosystem, organised by the SMU Overseas Centre at Bangkok.

Foster Resilient Communities

Volunteering

Volunteerism is a key expression of SMU's commitment to social responsibility. The University empowers students and employees to contribute time and skills to causes that matter through service-learning, community projects, and grassroots initiatives. These efforts nurture civic-minded individuals and drive positive impact beyond SMU.

Established the SMU Employee Volunteer Hub

A central platform to embed volunteerism into workplace culture at SMU, the SMU Employee Volunteer Hub was created to serve as a one-stop platform for employees to discover volunteer opportunities, access learning resources, and share inspiring stories of volunteerism. The Hub offers different ways for employees to make volunteering a meaningful part of working at SMU and its launch has led to a tripling in the number of volunteer hours by employees in the first half of 2025 compared to the previous year.

Launched two flagship employee volunteering programmes

SMU's flagship volunteer programmes are managed by the employee-led Volunteer Committee and co-created with partner organisations, with a focus on long-term strategic impact. Two programmes have been launched in the priority areas of ageing well and youth empowerment – Silver Connect, which supports seniors through befriending and decluttering efforts; and EmpowerED, which builds resilience in under-resourced youth and their families.

Introduced a freshman orientation volunteering programme

In celebration of SMU25, a half-day volunteering programme was introduced during Freshmen Orientation 2025 to give incoming freshmen a meaningful head start in their community service journey. Over 60 partner organisations, representing a broad spectrum of social causes from non-profit organisations and community groups that have collaborated with SMU throughout its 25-year history, participated in the initiative. This programme not only embeds community service into the student experience from the outset but also honours 25 years of service and social impact made possible through strong, long-standing partnerships.



Silver Connect employee volunteers gathered to help elderly residents at Jalan Kukoh declutter and spruce up their homes.

228k

Volunteer hours for social and environmental causes locally and in the region



Mun Kit beside the Nee Soon Community Playground, built entirely from sustainable materials.
Photo by Leong Mun Kit.

Mun Kit's Mission to Uplift and Unite

"For me, sustainability is more than just the environment. It means showing up for everyone, children, seniors, and families. It's about building a better Singapore where no one is left behind, and every effort, big or small, creates ripples of positive change."

Leong Mun Kit, recipient of the 2024 SMC Sustainability Awards



Leong Mun Kit, currently in his final year at SMU's Lee Kong Chian School of Business, and a recipient of the 2024 Singapore Mentoring Committee (SMC) Sustainability Awards, was recognised for his long-standing commitment to community wellbeing and grassroots leadership in Nee Soon East. A key grassroots leader of the Nee Soon East Community Club for over six years, he has driven several impactful initiatives that blend social and environmental goals.

Among them is the Nee Soon Community Playground, built from over 2,000 kg of upcycled materials, which offers children a space to play while learning about sustainability. He also helped develop a Community Farm, which supplies fresh produce to low-income households. More than just a food source, the farm promotes shared responsibility and learning among residents. To support seniors, Mun Kit co-launched Mahjong Kakis, an intergenerational programme that uses regular mahjong sessions to reduce isolation and build community bonds.

"I've been given the opportunity to make a difference, so I chose to take that responsibility, hoping to do my part in the community," said Mun Kit. "For me, sustainability is more than just the environment. It means showing up for everyone, children, seniors, and families. It's about building a better Singapore where no one is left behind, and every effort, big or small, creates ripples of positive change."

Through his thoughtful and practical approach, Mun Kit has helped create initiatives that benefit children, families, seniors, and vulnerable groups. The SMC Sustainability Awards aim to recognise individuals like him – those making a difference and inspiring others to do the same.

Outreach and Engagement

SMU City Dialogues Vienna

2 July 2025



SMU professors at the SMU City Dialogues Panel in Vienna.

The fourth edition of SMU City Dialogues held in partnership with Urban Innovation Vienna (UIV), brought together over 100 global city leaders, planners, scholars and industry experts from more than 20 countries – a testament to the diversity and dynamism of SMU's global community.

Centred around the guiding question 'What is the value of urban resilience?', participants exchanged actionable insights towards resilient, inclusive, and future-ready cities.

A milestone of SMU's anniversary celebrations, the Dialogue was held as a partner event of the Mayors Forum of the World Cities Summit (WCS) 2025, hosted by the City of Vienna and co-organised by the Centre for Liveable Cities, Urban Redevelopment Authority of Singapore, and UIV, highlighting SMU's growing leadership in shaping conversations on sustainable and resilient urban futures.

SMU's senior leadership and faculty also participated in Mayors Forum as speakers and moderators, further enhancing the University's contribution to the discourse. SMU was also a Patron Sponsor of WCS Singapore in 2022 and 2024.

2025 Vietnam-Singapore Board Forum: "Charting ASEAN's Sustainable Future: Green Business Opportunities in a Surging Net-Zero World"

25 June 2025

Co-organised by SMU and the VIETSTAR Institute of Management, the fifth edition of the Vietnam–Singapore Board Forum convened over 150 senior leaders and experts to explore cross-border collaboration, climate-resilient innovation, and leadership for ASEAN's net-zero transition. A key milestone was the signing of a Memorandum of Understanding with Ernst & Young to accelerate ESG adoption in Vietnam, reinforcing SMU's role in promoting sustainable regional development through strategic partnerships.

Dentons Rodyk Dialogue 2024: "Climate Engagement, Finance, and the Law"

30 October 2024

Convened by SMU and Dentons Rodyk, the dialogue has been held for eight consecutive years, with this latest edition bringing together over 200 professionals to explore how legal and financial systems can support Asia's climate transition. The event highlighted the role of law in advancing sustainable finance, phasing out fossil fuel investments, and strengthening ESG frameworks – reinforcing SMU's commitment to interdisciplinary climate leadership.

13th Global Forum on Innovation, Green Finance, and Sustainable Development

26 October 2024

In a landmark move to elevate a two-decade partnership, SMU and Zhejiang University co-created a platform for cross-sector dialogue on global sustainability. The event brought together over 300 leaders from academia, industry, and government – including participants from Harvard Business School, J.P. Morgan, and the People's Bank of China – to exchange insights and drive collaborative action on sustainable development.

Annex 1: Governance Practices

Code of Conduct *SASB SV-ED-330a.1*

SMU's Code of Conduct establishes the ethical, professional, and legal expectations for all members of the University community, underpinning a culture of integrity and accountability. The Code promotes academic honesty, responsible conduct, respect for diversity, and the appropriate use of institutional resources, while strictly prohibiting misconduct such as harassment, discrimination, and fraud. In alignment with ethical governance principles, all employees are required to complete annual declarations and guided learning modules. This strengthens internal control systems and reinforces stakeholder trust in SMU's organisational conduct. SMU is currently undertaking a review of its Code of Conduct and plans to implement a simplified annual exercise requirement and harmonised formats across staff and faculty from January 2026.

Whistleblowing Policy *SASB SV-ED-330a.1*

SMU's Whistleblowing Policy offers secure, confidential reporting channels for suspected misconduct or breaches of law, regulations, or ethical standards. Reports may be made to the Head of Internal Audit, the President or the Audit Committee Chair, and are investigated under a rigorous review framework. Protections are in place for individuals making good-faith disclosures, with clear conditions outlined for exceptions such as malicious or false reporting. The policy enhances organisational transparency and supports accountability across all levels of the University.

Cyber-Security Policy *SASB SV-ED-230a.1*

In support of SMU's enterprise risk management and information governance framework, the University's Cybersecurity Policy safeguards digital infrastructure, institutional systems, and sensitive data against cyber threats. The policy mandates secure access controls, encryption protocols, and annual training to ensure user compliance. Staff who do not meet cyber hygiene standards are enrolled in additional remediation sessions. Regular audits, phishing simulations, and incident response mechanisms are in place to manage cybersecurity risks and strengthen digital resilience across the institution.

Data Protection Policy *SASB SV-ED-230a.2*

SMU's Data Protection Policy ensures the responsible collection, use, disclosure, and retention of personal data in compliance with Singapore's Personal Data Protection Act (PDPA) and relevant international standards. It defines robust administrative, physical, and technological safeguards, including mandatory training for staff handling personal data and data classification protocols that dictate required protection levels. Third-party vendors are contractually obliged to report breaches promptly and comply with SMU's data handling requirements. Encryption and secure transmission protocols apply to all sensitive data, reinforcing SMU's commitment to privacy, regulatory compliance, and data governance.

Annex 2: Sustainability Performance Data

Environmental indicators	Unit	2024	2023	2022	Baseline
Energy consumption					
Purchased electricity	kWh	19,537,053	19,211,467	18,604,447	25,192,750
On-site renewables	kWh	1,948,898	1,913,997	1,711,564	0
Total electricity consumption	**kWh**	**21,485,950**	**21,125,465**	**20,316,010**	**25,192,750**
Fuel for stationary sources	litres	960	1,362	2,155	720
Fuel for vehicles	litres	0	0	n.a.	n.a.
Total fuel consumption	**litres**	**960**	**1,362**	**2,155**	**720**
Refrigerant use/leakage					
R134a	**kg**	280	0	0	n.a.
Total refrigerant use	**kg**	280	0	0	n.a.
Greenhouse gas (GHG) emissions					
Total Scope 1 emissions	tCO_2e	367	4.4	6.9	2.3
Total Scope 2 emissions (location-based)	tCO_2e	8,049	7,915	7,754	13,352
Total Scope 1 and 2 GHG emissions	**tCO_2e**	**8,416**	**7,919**	**7,760**	**13,354**
Water consumption					
Purchased water	m^3	157,082	135,905	147,383	195,260
Total water consumption	**m^3**	**157,082**	**135,905**	**147,383**	**195,260**
Waste disposal					
Waste directed to disposal by incineration	kg	640,760	612,450	506,052	746,908
Waste collected for recycling	kg	39,218	26,461	13,359	15,710
Food waste collected and treated through waste digesters	kg	12,397	7,346	n.a.	n.a.
Total waste generated	**kg**	**692,375**	**646,257**	**519,411**	**762,618**
Intensity					
Gross floor area (GFA)	m^2	173,484	173,484	173,484	122,864
Energy use intensity (EUI)	kWh/ m^2	112.6	110.7	107.2	205.0
Water efficiency index (WEI)	l/capita	27.4	23.8	26.4	63.4
Waste disposal index (WDI)	kg/capita	0.112	0.107	0.091	0.177
Scope 1 and 2 GHG emissions intensity	$kgCO_2e/ m^2$	48.5	45.6	44.7	108.7

Annex 2: Sustainability Performance Data

Data sources and methodology *IFRS S1.50(a)(d)*

All environmental data is based on actual activity occurring from 1 January to 31 December of the calendar year recorded. Baseline year for energy and GHG emissions is CY2006, while that for water and waste are CY2011 and CY2019 respectively.

Energy consumption
Energy data is based on actual consumption reflected in monthly utility invoices (purchased electricity), meter readings (on-site renewables) and purchase records in supplier receipts (fuel). Data excludes electricity or fuel consumed by third-party tenants or spaces leased by SMU.

Refrigerant use
Refrigerant data is based on actual quantities of refrigerants used for system top-ups, primarily for SMU's chiller systems on the Singapore campus. Only one refrigerant type, R134a, is used in SMU Campus for all 4 chiller plants and there has only been one top up done in the past three years. Data is obtained from maintenance records and supplier receipts.

Water Consumption
Water usage by tenants or within leased facilities is excluded from the reported data, in line with the operational control boundary approach under the GHG Protocol. Purchased water is based on actual consumption reflected in monthly utility invoices.

Waste Generation
Waste data is derived from monthly vendor reports provided by SMU's waste contractor, which includes general waste and recyclables from all SMU-managed spaces although construction/renovation waste and e-waste data has not been collected. Waste categories are classified and measured in accordance with local waste management standards and contractor reporting formats.

Waste generated by tenants is included, as it is not operationally feasible to disaggregate tenant waste from SMU's overall waste stream. Waste from spaces leased by SMU is excluded.

Greenhouse Gas (GHG) Emissions *IFRS S2.B27(a)*
Emission factors (electricity and fuel) are sourced from the Singapore Emission Factors Registry, except for emission factors for refrigerants which are taken from the UK Department for Energy Security and Net Zero. As the 2024 Grid Emission Factor is not yet available, emissions from purchased electricity in 2024 is calculated using the 2023 Grid Emission Factor.

Scope 3 emissions are not currently included in this reporting period but may be considered in future disclosures, subject to availability of robust data and materiality assessments.

Intensity
EUI and WEI figures are calculated using purchased electricity or purchased water data only and are not based on gross energy or water consumption.