



WWF

SINGAPORE

# WWF-SINGAPORE ANNUAL REPORT

FY2025

(1 JULY 2024 - 30 JUNE 2025)



# CONTENT PAGE

ABOUT WWF-SINGAPORE	04
GOVERNANCE	22
WWF-SINGAPORE 2025 HIGHLIGHTS	40
CLIMATE & SUSTAINABILITY	42
NATURE	60
SUMMARY FINANCIAL PERFORMANCE	88
WWF-SINGAPORE CONSERVATION FUND (WWFS CF)	92
CLIMATE & SUSTAINABILITY	96
NATURE	102
COMMUNITY	112
PARTNER FEATURE	132
SUMMARY FINANCIAL PERFORMANCE	138
VOLUNTEER SPOTLIGHT	142
THE YEAR AHEAD	148
TOGETHER POSSIBLE	150







© Anup Shah / naturepl.com / WWF

# ABOUT WWF-SINGAPORE

World Wide Fund for Nature (WWF) is one of the world's largest and most respected independent conservation organisations. WWF's mission is to stop the degradation of Earth's natural environment and to build a future in which humans live in harmony with nature. As one of WWF's international hubs, WWF-Singapore supports a global network spanning over 100 countries.

WWF-Singapore works closely with local stakeholders towards a greener and more sustainable Singapore and the region around us. We work to address key environmental concerns, such as climate change, sustainable finance, deforestation, illegal wildlife trade, species recovery, as well as sustainable production and consumption, through collaboration, education and outreach efforts involving the communities, businesses, and governments.

## MISSION

**OUR MISSION IS TO STOP THE DEGRADATION OF THE PLANET'S NATURAL ENVIRONMENT BY BUILDING A FUTURE WHERE PEOPLE LIVE IN HARMONY WITH NATURE, BY CONSERVING THE WORLD'S BIOLOGICAL DIVERSITY, ENSURING THAT THE USE OF RENEWABLE NATURAL RESOURCES IS SUSTAINABLE AND PROMOTING THE REDUCTION OF POLLUTION AND WASTEFUL CONSUMPTION.**

**IN SINGAPORE, WE WORK ON PRIORITY CONSERVATION ISSUES, BRINGING INDIVIDUALS, COMMUNITIES, BUSINESSES AND GOVERNMENTS TOGETHER TO ENABLE CHANGE FOR A RESILIENT FUTURE.**



## VISION

**BUILDING A FUTURE  
IN WHICH PEOPLE  
LIVE IN HARMONY  
WITH NATURE.**

## CORE VALUES

### COURAGE

We demonstrate courage through our actions, we work for change where it's needed, and we inspire people and institutions to tackle the greatest threats to nature and the future of the planet, which is our home.

### INTEGRITY

We live the principles we call on others to meet. We act with integrity, accountability and transparency, and we rely on facts and science to guide us and to ensure we learn and evolve.

### RESPECT

We honour the voices and knowledge of the people and communities that we serve, and we work to secure their rights to a sustainable future.

### COLLABORATION

We deliver impact at the scale of the challenges we face through the power of collective action and innovation.

## CEO & CHAIRMAN MESSAGE

# RELENTLESS INNOVATION FOR A NATURE-POSITIVE AND CLIMATE-RESILIENT FUTURE

THE TWIN CRISES OF NATURE AND CLIMATE CONTINUE TO ACCELERATE, DEMANDING URGENCY AND IMAGINATION. ACROSS ASIA-PACIFIC, THE CHALLENGE GROWS CLEARER, AND SO DOES OUR WINDOW TO ACT.

WWF-Singapore is showing how conservation can evolve through technology, partnerships and participation, each delivering tangible impact for people and the planet.

### EMBEDDING INNOVATION INTO CONSERVATION PRACTICE

Technology now plays a central role in how we care for nature. Across the region, digital tools and data are helping us understand ecosystems more clearly and act more effectively. Globally, investment in climate-tech companies reached US\$56 billion in the first nine months of 2025, underscoring how innovation is rapidly shaping the future of sustainability.

In Thailand's Kaeng Krachan Forest Complex, technology and training go hand in hand. Rangers now use the Spatial Monitoring and Reporting Tool (SMART) Patrol and real-time systems to prevent human-wildlife conflict. Nearly 160 rangers form a network that makes faster, data-driven decisions for wildlife protection.

In Sumatra's Bukit Tigapuluh, WWF teams worked with rangers and local partners to use sensor traps and bioacoustic devices that track tigers, orangutans and elephants. The data is showing encouraging signs: sightings of tiger cubs and orangutans, proof that years of restoration are taking hold.

In Singapore, our partnership with AI Singapore is redefining enforcement. WWF-Singapore became the first WWF office to embed artificial intelligence into the Cyber Spotter programme, detecting illegal wildlife trade online with greater precision.

Each of these initiatives shows how technology can strengthen human effort, helping us act faster, see more clearly and connect conservation with opportunity. Our next step is to turn data into insight, guiding finance, supporting communities and building resilience where it matters most.

### SCALING IMPACT ACROSS COMMUNITIES

Conservation progress depends not only on local action but on how systems connect across borders, sectors and economies. Scaling impact means aligning incentives, sharing solutions and building trust that allows change to travel further than any single project.

In Sulu-Sulawesi, a seascape shared by Indonesia, Malaysia and the Philippines, WWF-Singapore worked with communities, scientists and governments to restore coral reefs and livelihoods. Almost 150 square metres of coral were restored and more than 2,800 fragments transplanted, each a marker of cooperation and hope. WWF-Singapore's coordination helped shape a regional model that sustains marine biodiversity while supporting local economies.

Our partnership with Marina Bay Sands showed how sustainability can move from dialogue to design. Together, we engaged more than 20 suppliers across seven high-risk commodities, creating a roadmap toward deforestation-free and sustainable seafood. What began as a corporate effort has evolved into a model for market-wide transformation, showing how commercial influence can accelerate conservation across supply chains.





From coral reefs to boardrooms, our pandas, volunteers and partners at WWF-Singapore drive innovation by reshaping how systems work together. We are redefining collaboration as a tool for change, aligning conservation, commerce and communities to create impact at scale. Real progress happens when pilots inform policy and coordination becomes culture.

### BUILDING A SCIENCE-LED MOVEMENT

Conservation begins with awareness but endures through participation. Across Singapore, our programmes empower people and partners to act, turning insight into innovation and knowledge into change.

That same collaborative energy powered the WWF Earth Summit. Now in its third year, the Summit brought together more than 700 participants from across Asia-Pacific, diplomats, business leaders, policymakers and scientists, to turn pledges into action. Notable speakers included global sustainability leaders such as Paul Polman, former CEO of Unilever, who urged companies to hardwire nature and climate resilience into their growth strategies. Singapore's Chief Negotiator for Climate Change, Joseph Teo, called for stronger regional cooperation and integrity in carbon markets. Together, these voices set the tone for practical collaboration and accountability across industries.

At *SEAS the Day* 2024, WWF-Singapore's first marine-themed community event, more than 2,100 participants explored how daily choices affect ocean health. Through interactive exhibits and workshops, awareness became action, and learning became the first step towards stewardship.

A spirit of applied learning drives our restoration and monitoring efforts across Singapore's ecosystems. From coral transplants in local reefs to biodiversity surveys in our nature reserves, people are not only supporting conservation but contributing to the science that guides it. These initiatives strengthen the data that informs policy and deepen the public's understanding of what it means to live in balance with nature.

Our leadership of the SCSNe Coalition takes this approach to the regional stage. As vice-chair, WWF-Singapore partners

fellow international NGOs, research and community organisations to advance nature-based solutions across Southeast Asia. The coalition builds tools and incubators for triple benefit nature-based solutions, ensuring that conservation outcomes are scalable, credible and inclusive.

### THE PATH AHEAD

WWF-Singapore's purpose remains clear: to protect biodiversity, tackle climate change and build systems where both people and nature can thrive.

In the coming year, we will expand and deepen our work on blue ecosystems, protecting mangroves, seagrasses and coastal wetlands that store carbon and protect coastlines. Blue carbon ecosystems store carbon up to four times more efficiently than terrestrial forests and safeguard an estimated US\$800 billion in food security and livelihoods each year. Through WWF's Global Lead for Carbon Finance and Markets, hosted within WWF-Singapore, we are helping shape the organisation's approach to high-integrity carbon finance, linking conservation science for blue ecosystems with market innovation.

At the same time, we are deepening collaboration with the public sector to ensure conservation outcomes inform policy and national development priorities. By aligning environmental ambition with economic and social goals, these partnerships help scale science-based solutions through planning, policy and public investment.

**AS CHALLENGES EVOLVE, SO MUST WE. WITH YOUR ACTIVE SUPPORT FOR OUR SHARED PURPOSE, WWF-SINGAPORE WILL CONTINUE TO SHAPE A NATURE-POSITIVE AND CLIMATE-RESILIENT ASIA-PACIFIC WHERE BLUE ECOSYSTEMS, HEALTHY FORESTS AND THRIVING COMMUNITIES MOVE FORWARD TOGETHER.**

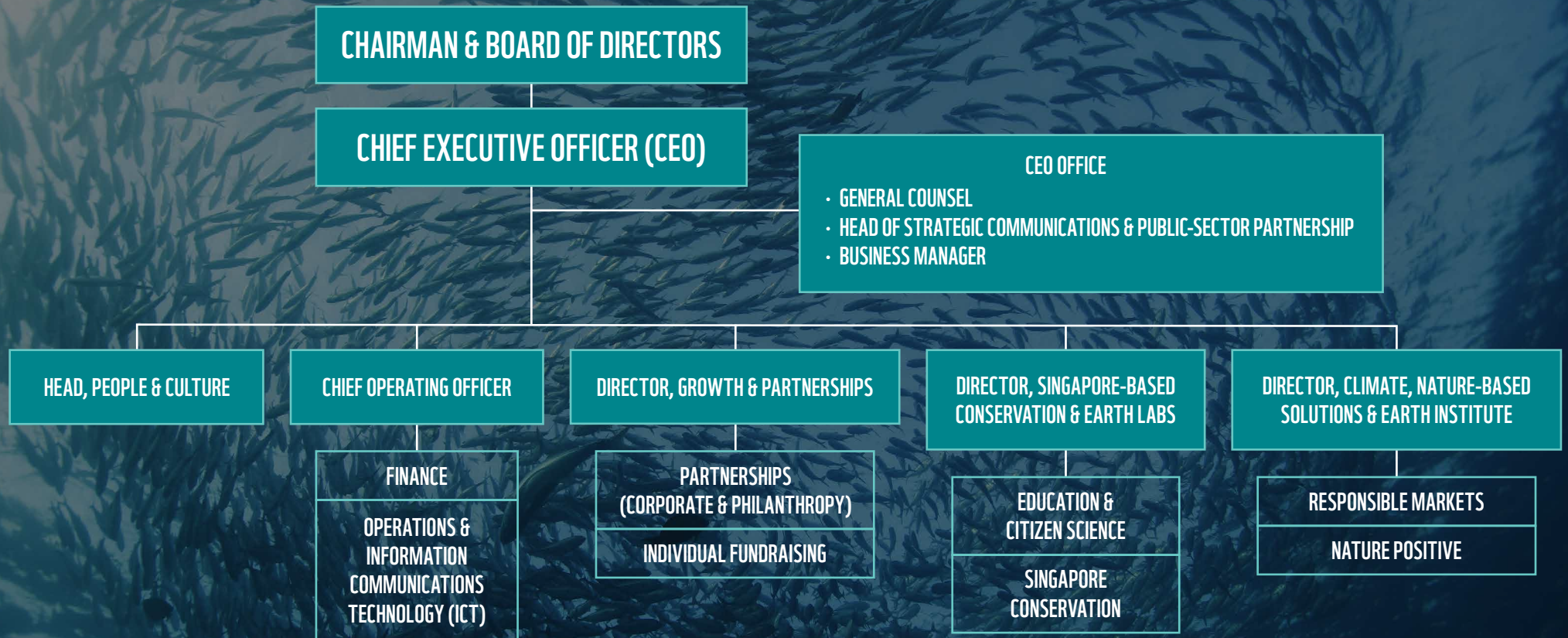


**HSIEH FU HUA**

Chairman, WWF-Singapore

© WWF-Singapore

## ORGANISATIONAL CHART





## EXECUTIVE MANAGEMENT



### VIVEK KUMAR

*Chief Executive Officer*

Since 1 November 2021

As CEO of WWF-Singapore, Vivek Kumar drives transformative growth and provides strategic leadership in conservation and sustainability strategies with global impact and local relevance.

With over 20 years of leadership experience, he excels in strategic innovation across the nonprofit, media, public sector, and retail industries. Under Vivek's leadership, WWF-Singapore supports a global network across 100 countries, focusing on climate action, biodiversity conservation, market transformation, sustainable finance, and community engagement. A good example of WWF's neutral convenor role is the WWF Earth Summit, which unites stakeholders on climate science and solutions, fostering strategic partnerships with corporates, governments, and communities to advance impactful environmental initiatives.

Vivek brings governance experience from his prior board positions with Enterprise Singapore, Infocomm Media Development Authority (IMDA), National Trades Union Congress (NTUC) Link, and Assurity Trusted Solutions (GovTech Singapore). He also serves as Vice Chairman of the Southeast Asia Climate and Nature-based Solutions (SCeNe) Coalition and as Honorary Advisory Committee Member of the Gujarat International Finance Tec (GIFT) City.



### SOPHIA ZHU

*Chief Operating Officer*

Since 13 September 2021

Sophia Zhu is the Chief Operating Officer (COO) at WWF-Singapore, where she leads operational strategy to strengthen the organisation's ability to deliver conservation impact locally and across the region. Since joining in 2021 as Director of Finance & Operations, she has been pivotal in reinforcing financial governance, navigating the pandemic, and driving digital and operational transformation. Her leadership ensures compliance with the Singapore Charities Act, Financial Reporting Standards, and WWF's global policies while enabling data-driven decision-making and organisational resilience.

Prior to WWF, Sophia held senior finance and strategy roles at Unilever and Diageo Asia Pacific, and specialised in project investment and expansion in the energy sector. A Chartered Accountant, she holds a Master's in Management of Information Systems and Digital Innovation from the University of Warwick.



### KAMAL SETH

*Director of Climate & Sustainability*

Since 14 March 2022

Kamal Seth is the Director of Climate & Sustainability at WWF-Singapore, leading efforts to harness finance and corporate partnerships to drive net zero and nature positive outcomes. He works across energy and commodity markets, aligning business and investment decisions with global climate and biodiversity goals, and supporting progress towards United Nations Sustainable Development Goals (UN SDG) 12, 13 and 15.

A recognised leader in sustainable supply chains, Kamal serves on the Board of the Roundtable on Sustainable Palm Oil (RSPO) and co-chairs its Assurance Standing Committee and Shared Responsibility Working Group. He also contributes to international platforms including the World Economic Forum, United Nations Development Programme (UNDP), Organisation for Economic Co-operation and Development – Food and Agriculture Organization (OECD-FAO) of the United Nations and Conference Of Parties (COP) 26's Forest, Agriculture and Commodity Trade Dialogue (FACT) Dialogue, advancing collective action to halt deforestation and support smallholder livelihoods.

## EXECUTIVE MANAGEMENT



### MAY JILL TOLENTINO

*Director of Growth & Partnerships*

Since 12 November 2012

Mayj Tolentino is the Director of Growth and Partnerships, where she leads fundraising strategies across corporate partnerships, philanthropy and individual giving. The resources raised under her leadership enable WWF's education and conservation work, from coral reef and mangrove restoration to wildlife protection and youth programmes.

Previously, Mayj headed the Partnerships team, building long-term collaborations with organisations such as Marina Bay Sands, Grab, Epson and Agoda, including WWF's first international Earth Hour partnership. She holds a Bachelor's in Marketing Management from St. Scholastica's College, Manila, and is a graduate of IMD Business School's Inspirational Leadership programme.



### RUEBAN MANOKARA

*Global Lead, Carbon Finance & Markets Taskforce*

Since 22 July 2024

Rueban Manokara is the Global Lead of the Carbon Finance and Markets Taskforce at WWF, where he directs policy development and implementation on carbon finance across the network. His work focuses on strengthening integrity in global carbon markets and ensuring that finance flows effectively support climate and nature outcomes. He also serves on the UN International Civil Aviation Organisation's Technical Advisory Body for its carbon reduction scheme, the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), where he provides expertise on the credibility and effectiveness of offsetting mechanisms.

Previously, Rueban was Singapore's lead negotiator for Article 6 under the United Nations Framework Convention on Climate Change (UNFCCC) at the National Climate Change Secretariat (NCCS), where he helped shape the country's carbon market policy and its role in international negotiations. His expertise in both national policy and multilateral processes positions WWF as a trusted voice in advancing credible, high-impact climate finance worldwide.



### KSTHER LIM

*Adviser, People Strategy & Leadership*

Since 1 March 2025

Ksther Lim is the Adviser, People Strategy & Leadership at WWF-Singapore, where she oversees workforce development and organisational culture to enable staff to maximise their potential in delivering conservation impact. With more than 25 years of experience in human resources and leadership, she has shaped talent pipelines, employer branding and workforce transformation across Singapore's public sector, global corporations and technology start-ups.

Her past roles include senior positions at the Singapore Armed Forces, NTUC, GovTech, where she established the Young Talent Office and launched the Smart Nation Scholarship, and ComfortDelGro, where she strengthened leadership development across 12 countries. She also founded People Decoder, focusing on business, Artificial Intelligence (AI) and Human Resource (HR) development.

Ksther serves on the Advisory Board of Singapore Polytechnic and as a Career Adviser with Workforce Singapore.



## EXECUTIVE MANAGEMENT



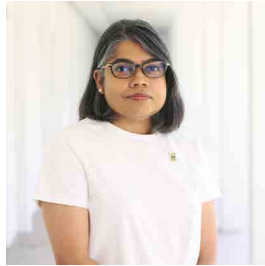
### NATASHA RAINA

*Fractional General Counsel*

Since 1 April 2025

Natasha Raina is the General Legal Counsel and Director of Governance at WWF-Singapore. She brings over 25 years of experience across wildlife conservation, life sciences, higher education and in-house legal practise. Her expertise in contract negotiation, legal operations and legaltech and risk management underpins WWF's governance frameworks and safeguards organisational integrity.

Prior to joining WWF-Singapore, Natasha was the Director (Contracts & Innovation) at Duke-NUS Medical School and later founded her own legaltech consultancy. She is also active in local community and civil society engagements having served as a Board Member for both Nature Society Singapore and ItsRainingRaincoats prior to 2025.



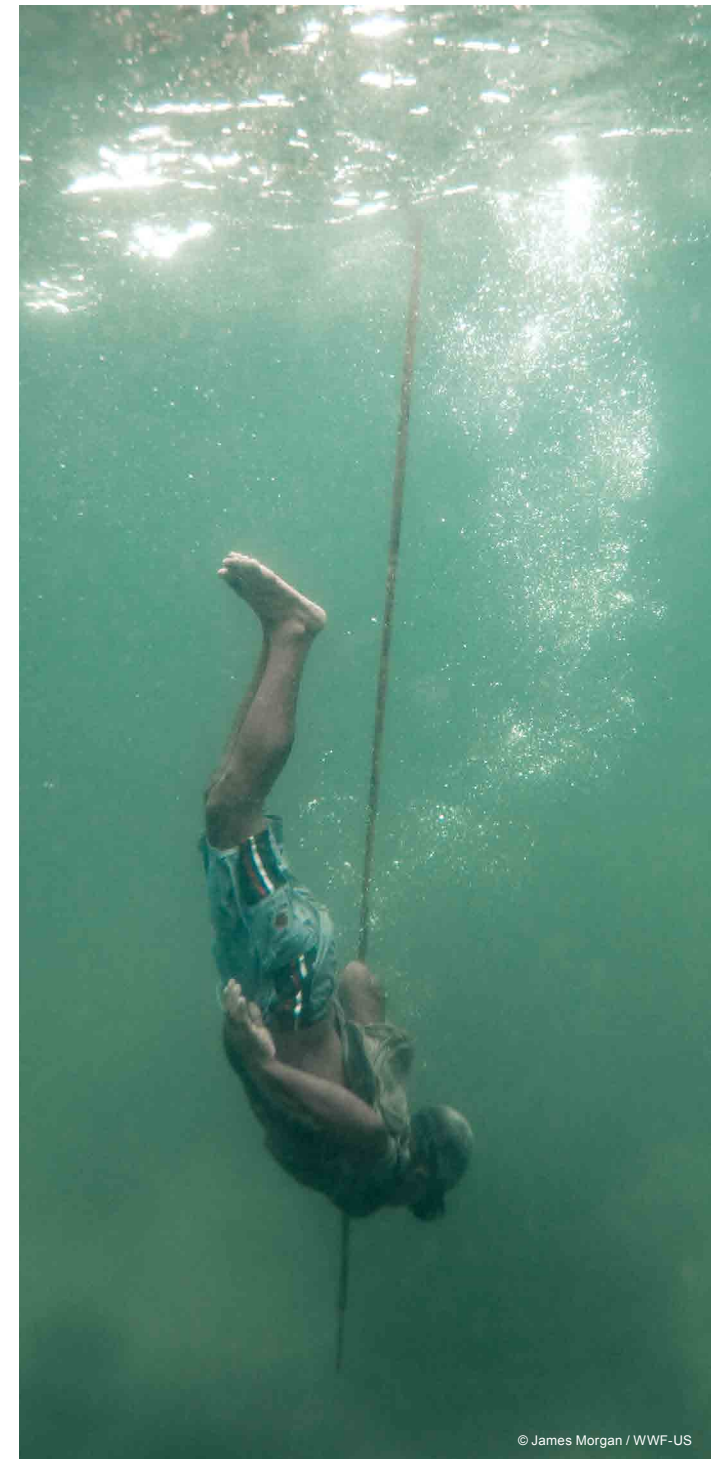
### UMA SACHIDHANANDAM

*Director of Conservation & Science*

Since 21 November 2021

Uma Sachidhanandam is the Director of Conservation & Science at WWF-Singapore, overseeing conservation, science, and education programmes that advance Singapore's sustainability agenda. With over two decades of experience, she has published widely on biodiversity and sustainability, shaping both academic and applied approaches.

Her career began at the Singapore Environment Council, where she rose to Deputy Director, before spending a decade as a senior lecturer on sustainability at Republic Polytechnic. Uma holds a Master's in Zoology from the National University of Singapore (NUS). Her expertise bridges science, policy, and education, strengthening WWF-Singapore's ability to deliver evidence-based conservation solutions.



© James Morgan / WWF-US



# GOVERNANCE



## BOARD ATTENDANCE FY2025 (1 July 2024 - 30 June 2025)

The following sets out the individual Board Member's attendance at the meetings:

### ATTENDANCE FOR BOARD MEETINGS

NAME OF BOARD OF DIRECTORS	ATTENDANCE AS OF TOTAL NO. OF MEETINGS
Chairman: Mr Hsieh Fu Hua	4/4
Dr Geh Min (Retired on 5 December 2024)	1/4
Mr Abhijit Ghosh	4/4
Ms Kan Shook Wah	4/4
Ms Susan Mary De Silva (Retired on 5 December 2024)	3/3
Mr Jitendra (Jit) Nagpal	4/4
Mr Justin Seow Han Yong	2/4
Mr Benjamin Daniel Swan (Retired on 5 December 2024)	3/3
Ms Kirtida Mekani	4/4
Ms Trina Liang (Retired on 5 December 2024)	3/3
Mr Chng Lay Chew	4/4
Mr Ahmed Mazhari (Joined on 5 December 2024)	1/1
Mr Suhaimi Zainul-Abidin (Joined on 5 December 2024)	1/1
Ms Rachel Teo Mui Ling (Joined on 5 December 2024)	1/1
Professor Annie Koh (Joined on 1 May 2025)	1/1

### ATTENDANCE FOR NOMINATION AND HUMAN RESOURCE COMMITTEE (NHRC) MEETINGS

MEMBERS OF NOMINATION AND HUMAN RESOURCE COMMITTEE	ATTENDANCE AS OF TOTAL NO. OF MEETINGS
Chairperson: Ms Kan Shook Wah (Date of Appointment as Chairperson: 26 February 2021)	2/2
Ms Susan Mary De Silva (Retired on 5 December 2024)	1/1
Mr Jit Nagpal (Retired from Committee on 28 February 2025)	1/1
Mr Justin Seow (Joined Committee on 28 February 2025)	1/1
Professor Annie Koh (Joined Committee on 1 May 2025)	1/1
Mr Hsieh Fu Hua	2/2

### ATTENDANCE FOR AUDIT, RISK AND FINANCE COMMITTEE (ARFC) MEETINGS

MEMBERS OF AUDIT, RISK AND FINANCE COMMITTEE	ATTENDANCE AS OF TOTAL NO. OF MEETINGS
Chairperson: Mr Chng Lay Chew (Date of Appointment as Chairperson: 1 January 2024)	4/4
Mr Abhijit Ghosh	4/4
Mr Jitendra (Jit) Nagpal (Joined Committee on 28 February 2025)	1/1
Mr Suhaimi Zainul-Abidin (Joined Committee on 28 February 2025)	0/0
Ms Susan Mary De Silva (Retired on 5 December 2024)	3/3

## WWF-SINGAPORE BOARD OF DIRECTORS



### MR HSIEH FU HUA

Chairman, WWF-Singapore

Chairman of the Board since  
22 December 2022

Hsieh Fu Hua serves on the boards of several non-profit and business organisations. He is Chairman of the National University of Singapore, WWF-Singapore and MindFull Community Limited, and is also a member of the National Research Foundation's Research, Innovation and Enterprise Council.

He has co-founded several charities, particularly in the area of mental health, and previously served as President of the National Council of Social Service. His past leadership roles include Chairman of the Stewardship Asia Centre, the National Gallery Singapore, the Singapore Business Federation Foundation and the National University Health System.

In business, Fu Hua is Chairman of GXS Bank and Aureus Group, a board director of Government of Singapore Investment Corporation (GIC) Private Limited, and adviser to the PrimePartners Group, which he co-founded. He began his career in merchant banking and capital markets with Morgan Grenfell Asia Holdings in 1974, later becoming its head. He went on to hold senior positions including Group Managing Director of BNP Prime Peregrine Group Hong Kong, Chief Executive Officer of Singapore Exchange, President of Temasek Holdings and Chairman of Tiger Airways Holdings, United Overseas Bank, Asia Capital Reinsurance Group and Eastspring Investments Group.

Fu Hua is an alumnus of the National University of Singapore Business School.



### MR ABHIJIT GHOSH

Board Member since  
9 April 2019

Abhijit Ghosh is currently the Managing Director and ASEAN Tax Leader of Alvarez and Marsal. Earlier in his career, he was a senior tax partner at PwC Singapore.

He has more than 34 years of experience advising multinational corporations, SMEs and NGOs, helping them manage cross-border investments and global business expansion using Singapore as a hub. Over the course of his career, he has built deep expertise in taxation, strategy and governance.

Abhijit is a Chartered Accountant with the Institute of Chartered Accountants of India, an Accredited Tax Adviser with the Singapore Chartered Tax Professionals, and a Senior Accredited Director with the Singapore Institute of Directors. He also completed an Executive MBA in E-Business at the Darden Business School, University of Virginia.

He is a Board member of WWF-Singapore and serves as a senior member of its Audit, Risk and Finance Committee. Beyond WWF, he contributes to education and philanthropy as Vice Chairman and Council Member for the Teaching and Testing of South Asian Languages under Singapore's Ministry of Education, and as a Board member of the Asian Venture Philanthropy Network (AVPN), Asia's leading social investment network.



### MS KAN SHOOK WAH

Board Member since  
9 April 2019

Kan Shook Wah served in senior roles at the Ministry of Defence for over 35 years until her retirement, and was awarded the Public Administration Medal (Silver) in 2001 for her contributions.

In 2013, she founded the Dare to Dream Scholarship at LASALLE College of the Arts, providing support for students with disabilities pursuing the arts. The scholarship was later extended to the Nanyang Academy of Fine Arts in 2017. Her efforts reflect her long-standing commitment to supporting persons with disabilities, and she remains actively involved in the wider community on disability inclusion.

Since retirement, Shook Wah has taken on the role of Director (Projects) at Ad Planet Group, where she focuses on initiatives that support the environment as well as the special needs, arts and health communities. In addition, she sits on a number of corporate and charity boards, contributing her experience and leadership to diverse causes.



## WWF-SINGAPORE BOARD OF DIRECTORS



**DR GEH MIN**

Board Member since  
9 April 2019

Dr Geh Min is an ophthalmologist with a long-standing interest in environmental issues. She served as President of the Nature Society Singapore from 2000 to 2008 and was also a Nominated Member of Parliament.

She has received several honours in recognition of her contributions, including the inaugural President's Award for the Environment and the Honorary Watermark Award.

Dr Geh continues to contribute to conservation and sustainability through her service on several boards and advisory councils, including the Temasek Life Sciences Laboratory Limited and BirdLife International (Asia).



**MS SUSAN  
DE SILVA**

Board Member since  
20 November 2019

Susan De Silva is a certified Life and Executive Coach who helps people sustainably thrive in their lives and work. She was a practising lawyer for over 30 years, most of which were with the law firm she co-founded in 1994. She stepped down from legal practice in December 2018 to focus fully on her coaching career.

Susan has a strong personal interest in nature and the environment. During her legal career, she established a practice in environmental law, advising on industrial pollution control, energy and clean technology. She also provided legal advice to the former National Council of the Environment during its corporatisation into the Singapore Environment Council (SEC), an institution of public character where she later served as Director and Corporate Secretary. In addition, she was Legal Adviser to the Sustainable and Alternative Fuel Energy Council (SAFECO), which evolved into the Sustainable Energy Association of Singapore (SEAS).

Her work has also extended to charities and corporates. Between 2018 and 2024, Susan contributed to Yellow Ribbon Singapore, serving on two committees and as a Resource Pool member, supporting its mission to rebuild the lives of ex-offenders through upskilling, career development and aftercare support.



**MR JIT  
NAGPAL**

Board Member since  
21 December 2020

Jitendra (Jit) Nagpal serves on the Board of Directors of WWF-Singapore. He is a technopreneur with extensive global experience in financial services and insurance business applications, data and AI-driven intelligentisation, digital transformation and technology talent management.

He is the Founder and Chief Executive officer of Sciente Group, a purpose-driven and multi-award-winning organisation certified with ISO 9001, the Personal Data Protection Trustmark and Great Place to Work. Headquartered in Singapore with operations in Malaysia, India and the USA, Sciente is committed to building a culture where employees achieve work-life success and live with purpose. Under Jit's leadership, the company invests in continuous learning and development, coaching and systems that help employees build agility, pursue their aspirations and contribute to nature and community initiatives.

Beyond his business, Jit actively contributes to the technology and entrepreneurial ecosystem in Singapore. He is President of the Singapore Computer Society Technopreneurship Chapter, supporting aspiring entrepreneurs, and a charter member of The Indus Entrepreneurs (TiE) Singapore. Since 2016, he has also served as an Information and Communications Technology (ICT) Career Mentor under the Singapore Computer Society's ICT Career Compass initiatives.



**MR JUSTIN  
SEOW**

Board Member since  
21 December 2020

Justin Seow is the Founding Principal of Albizia Capital, a boutique ASEAN consumer specialist investment firm. Through its Responsible Investing framework, the firm works closely with entrepreneurs to improve sustainability practices and mitigate environmental impacts within their operations.

He has also served on corporate boards and remains active with charities across the region.

## WWF-SINGAPORE BOARD OF DIRECTORS



### MS KIRTIDA MEKANI

Board Member since  
1 May 2021

Kirtida Mekani serves on the WWF-Singapore Board of Directors. An environmental change-maker, she has championed programmes that connect communities, corporations and students with nature.

She is a board member of Botanic Gardens Conservation International (BGCI) and has played a long-standing and influential role on the National Parks Board (NParks) Garden City Fund Management Committee. Throughout her tenure on the committee, she supported Singapore's transformation from a Garden City to a City in Nature by advancing biodiversity conservation, engaging communities and youth, and championing inclusive programmes. She played a pivotal role in conceptualising and growing the Plant-A-Tree programme into a nationwide movement, and also serves as a Community in Bloom Ambassador, cultivating a vibrant network of community gardeners across the island. Kirtida was formerly Executive Director of the Singapore Environment Council.

In the education sector, Kirtida serves as an Independent Director on the Board of the United World College of Southeast Asia (UWCSEA) Foundation. She is also a Director on the Board of LASALLE College of the Arts, a member of the Management Committee of the Singapore Indian Fine Arts Society (SIFAS) and sits on the Advisory Board of Meridian Secondary School. She was previously a trustee on the Board of the UWCSEA Foundation, where she chaired its fundraising committee, and also served on the International Advisory Board of the Global Schools Foundation.

In recognition of her service, Kirtida was recognised as a Community in Bloom Ambassador in 2012, nominated for the Singapore Women Award in 2014, received the President's Award for the Environment in 2015, and was awarded the Public Service Medal (Pingat Bakti Masyarakat) in 2023.



### MS TRINA LIANG

Board Member since  
1 May 2021

Trina Liang serves on the Board of Directors of WWF-Singapore. She is a fund manager at a five-billion-US-dollar firm, where she focuses on renewable energy investments in Asia, and is Singapore's current representative to the G20 for Women.

She is President of Women in Sustainability and Environment (WISE) Singapore and, in 2021, took up new board appointments with WWF-Singapore and the Society for the Prevention of Cruelty to Animals (SPCA) Singapore. She also serves on the boards of the Community Foundation of Singapore, Singapore Repertory Theatre, United Women Singapore and Victoria Junior College.

Trina is a former President of the Financial Women's Association Singapore, a past Vice President of the Singapore Council of Women's Organisations and Co-Lead of BoardAgender.



### MR BENJAMIN SWAN

Board Member since  
1 May 2021

Benjamin Swan is the Founder and Chief Executive Officer of BECO Ventures, where he is building an integrated farming platform to address the fragmentation of the agri-industry in Southeast Asia.

An experienced agripreneur, he established Singapore's largest Controlled Environment Agriculture (CEA) and hydroponic farm. As Co-Founder of Sustenir Agriculture, he was the company's resident technology lead and the innovator behind Sustenir's patented growing techniques.

Passionate about sustainability, adaptive reuse and reducing carbon footprints, Ben is driven to develop technologies that give back to communities, beginning with healthy, nutritious food and extending to reshaping the agricultural landscape and promoting healthier lifestyles.

Before venturing into agribusiness, Ben held senior roles in banking and project management. He was Vice President of Marketing at United Overseas Bank (UOB) and Regional Vice President of Project Management at Citibank, where he oversaw the construction of regional offices to meet sustainability standards. Earlier in his career, he served as a Construction Manager on the Marina Bay Sands project.

## WWF-SINGAPORE BOARD OF DIRECTORS



### MR CHNG LAY CHEW

Board Member since  
22 December 2022

Chng Lay Chew is a retired Chief Financial Officer with over 35 years of international experience in the financial industry. He has held senior positions at JP Morgan, DBS Bank and the Singapore Exchange.

He currently serves on the boards of Singapore Post, I Real Estate Investment Trust (IREIT) Global Group, Asian Women's Welfare Association (AWWA) and National University Health System (NUHS) Fund. An advocate for the development of the accounting profession in Singapore, he has been a board member of the Singapore Accounting Commission and a past President of Certified Practising Accountant (CPA) Australia's Singapore Division.

Lay Chew holds a Bachelor of Commerce and Accounting from Victoria University of Wellington, New Zealand. He is a Fellow of Chartered Accountants Australia and New Zealand, the Institute of Singapore Chartered Accountants and CPA Australia. In 2021, he completed the International Directors Programme at European Institute of Business Administration (INSEAD), obtaining a Certificate in Corporate Governance.



### MR AHMED MAZHARI

Board Member since  
5 December 2024

Ahmed Mazhari is the Founder of a new venture focused on building the intelligence layer for enterprise reinvention, where AI, knowledge and human intent converge to transform how organisations think, learn and execute in real time. His team is developing software tools that bring AI directly to the user, empowering and enabling them to deliver impact.

He serves on the board of WWF-Singapore, is a director at MindForward Alliance which advances workplace mental health, and a board member of the Ministry of Trade and Industry's Future Economic Advisory Panel which promotes financial empowerment and inclusion. Across these platforms, Ahmed is deeply committed to purpose-led innovation and sustainable societal progress.

Previously, as President of Microsoft Asia, he led the company's business across 20 countries, overseeing 30,000 employees and 100,000 partners. During his tenure, he championed digital transformation at scale, driving growth, resilience and innovation across the public and private sectors.

Before Microsoft, Ahmed spent over two decades at General Electric (GE) and Genpact, where he served as Chief Growth Officer and led global expansion across industries and markets. His international leadership journey spans six countries and three decades, with a focus on transformation, human capital and technology as levers of impact.

Ahmed brings a rare blend of operational rigour, visionary thinking and cultural fluency to his work. His focus continues to be at the intersection of business success, human development and responsible Artificial Intelligence (AI).



### MS RACHEL TEO

Board Member since  
5 December 2024

Rachel Teo is the Head of Asia Climate Change at a private family office in Silicon Valley. Based in Singapore, she is responsible for building the platform that enables the office to deploy both philanthropic grants and commercial capital into solutions that catalyse decarbonisation in Asia.

Before joining the family office in October 2023, Rachel spent 18 years at Government of Singapore Investment Corporation (GIC), Singapore's sovereign wealth fund. As GIC's Head of Sustainability and Total Portfolio Sustainable Investing, she worked with the Client, Board and internal stakeholders on thought leadership research for long-term sustainable investing. She also worked with the Sustainability Committee to integrate sustainability considerations across the organisation, from investment strategies to corporate processes, reporting and communications.

Prior to her leadership in climate and sustainability, Rachel was part of GIC's asset allocation team, focusing on long-term thematic research and global macro strategy. Earlier in her career, she spent eight years at the Monetary Authority of Singapore in economics research and monetary management roles.

In 2021, Rachel was named one of the Top 50 Women in Investment Management by Institutional Investor. She graduated with First Class Honours in Economics from the National University of Singapore and holds a Master's in International Politics and East Asia from the University of Warwick, UK.



## WWF-SINGAPORE BOARD OF DIRECTORS



**MR SUHAIMI  
ZAINUL-ABIDIN**

Board Member since  
5 December 2024

Suhaimi Zainul-Abidin is the Chief Executive Officer (CEO) of Quantedge Capital, an investment management firm that has received numerous international awards and accolades from Bloomberg, EurekaHedge, AsiaHedge and HFM. He joined Quantedge in 2013 and was appointed CEO in 2018. Prior to that, he was a Banking and Finance Partner at the Singapore law firm Allen & Gledhill LLP.

A strong believer in skills-based volunteering, Suhaimi contributes as a board member across a wide range of government-linked agencies and non-profit organisations in Singapore. His current board roles include the National Volunteer and Philanthropy Centre (NVPC), The Esplanade, WWF-Singapore, KidSTART Singapore, National Service (NS) Square, the Singapore Business Federation (SBF) Foundation, Warees Investments and TalentTrust Limited.

He also serves as a member of the Board of Governors of Raffles Institution, Singapore Exco member of the Alternative Investment Managers Association, Deputy Chairman of the Young Business Leaders Network, and Board Chairman of Access Singapore and Tri Sector Charity Consultants.



**PROFESSOR  
ANNIE KOH**

Board Member since  
1 May 2025

Professor Annie Koh is Professor Emeritus of Finance (Practice) at the Lee Kong Chian School of Business, Singapore Management University. She is a renowned conference speaker, panel moderator and commentator. From 2005 to 2023, she chaired the Asian Bond Fund 2 supervisory committee for the Monetary Authority of Singapore. She is currently a member of Singapore's Customs Advisory Council and a board member of the Singapore Food Agency.

Professor Koh serves as an independent director of AMTD IDEA Group, Mewah International Limited, Prudential Assurance Company Singapore and Yoma Strategic Holdings. She is also a board member of WWF-Singapore and the EtonHouse Community Fund, an Advisory Council member of the Center for Sustainable Finance & Private Wealth, and an Adviser to Cyber Youth Singapore. Her previous board appointments include Prime US REIT (2019–2025), GovTech, the Central Provident Fund Board, K1 Ventures, the World Economic Forum Global Future Council (2019–2022) and the HR Industry Transformation Advisory Panel (2018–2023).

In addition, she advises selected single-family offices and privately owned enterprises such as Flexxon, HMI Group, JKC4Life and TOP International, as well as the start-up Pyxis Maritime. She has been an investment committee member of iGlobe Partners since 2010. At SMU, she previously held leadership roles including Vice President for Business Development; V3 Group Professor of Family Entrepreneurship; Academic Director of the Business Families Institute and International Trading Institute; Associate Dean of the Lee Kong Chian School of Business; and Dean of the Office of Executive and Professional Education.

Professor Koh received her PhD in International Finance as a Fulbright Scholar from the Stern School of Business, New York University in 1988. Her research interests include family office and family business, investor behaviour, alternative investments and enterprise risk management. She has co-authored *Financial Management: Theory and Practice* (2nd edition, 2021) and *Financing Internationalisation – Growth Strategies for Successful Companies* (2004), co-edited *Asian Family Business: Succession, Governance and Innovation* (2020), and authored numerous Asian family business cases and survey reports.

In recognition of her contributions to education and the public sector, Professor Koh received the Bronze Public Administration Medal in 2010, the Silver Public Administration Medal in 2016, the Adult Education Prism Award in 2017 and the Tripartite Alliance Award in 2023.

## GOVERNANCE & POLICIES

### WWF-SINGAPORE IS GOVERNED BY THE SINGAPORE COMPANIES ACT 1967 AND THE CHARITIES ACT 1994 AND RELATED SUBSIDIARY LEGISLATION.

#### BOARD OF DIRECTORS & COUNCIL MEMBERS

The Board of Directors (“BOD”) is responsible for the overall governance and strategic direction of WWF-Singapore, developing its goals in accordance with its principal objectives and mission. The BOD also oversees the financial management of resources. As a fundamental part of its responsibilities, the BOD is committed to ensuring that the highest standards of governance are practised within the organisation.

As at the date of this report, there are 11 members on the BOD. No board member has served on the board for more than 10 consecutive years. Directors serve up to three consecutive or non-consecutive terms of up to three years each. Directors may be eligible for re-appointment after an absence of two years from the Board. No director is an employee of WWF-Singapore and no director receives remuneration for their services rendered as a director. The BOD conducts self-evaluation to assess its performance and effectiveness once during its term or every three years, whichever is shorter. The last self-evaluation was conducted in December 2023.

The WWFS Conservation Fund, managed by WWF-Singapore is administered by the Council, comprising three council members as of the date of this report. The Council is responsible for ensuring that the objectives and goals of the WWFS Conservation Fund are achieved with its charitable purpose and objectives.

The Council members are independent of WWF-Singapore management and receive no remuneration for their services. The Council conducts a self-evaluation to assess its performance and effectiveness once during its term or every three years, whichever is shorter. The last self-evaluation was conducted in December 2023.

The BOD and the Council have conducted meeting(s) respectively, as stated in the meeting attendance section, during the past financial year for the purpose of carrying out their duties, attended by the company secretary and presided by their respective Chairmen. The financial year for both WWF-Singapore and WWFS Conservation Fund runs from July to June.

#### THE AUDIT, RISK AND FINANCE COMMITTEE

The Audit, Risk and Finance Committee (ARFC) oversees the overall financial accounting, reporting, internal controls and financial risk management of WWF-Singapore.

The ARFC maintains its independence and reports to the Board of Directors. It provides a channel of communication between the Board of Directors, management, the internal and external auditors on risk and financial matters.

All members are independent persons and the Chair is an independent Board member nominated by the Board of Directors. The ARFC met four times in the past financial year.

#### PDPA POLICY

WWF-Singapore acknowledges and understands the importance of the protection of Personal Information in accordance with applicable data protection laws and regulations. The personal data protection policy (“Personal Data Protection Policy”) is a set of internal policies and guidelines to be adhered to by WWF-Singapore, and is primarily designed to ensure that WWF-Singapore meets the requirements of the Singapore Personal Data Protection Act (PDPA) and other applicable data protection laws and regulations.

This Personal Data Protection Policy is supplemental to, and is to be read in conjunction with, the WWF-Singapore Privacy Statement published on: [www.wwf.sg/privacy-policy/](http://www.wwf.sg/privacy-policy/)

#### WHISTLEBLOWING POLICY

WWF-Singapore has a whistleblowing policy which provides for an independent mechanism such as a hotline/email for stakeholders (employees, external parties) to safely report matters related to illegal activity, improper conduct, fraud, corruption or dishonest and unethical practices. The whistleblowing policy is publicly available on: [www.wwf.sg/whistleblowing-policy/](http://www.wwf.sg/whistleblowing-policy/)

#### CONFLICT OF INTEREST POLICY

This policy outlines examples of situations which may present potential conflicts for an employee, contractor or director. All employees and board members of WWF-Singapore and Council members of the WWFS Conservation Fund are required to submit a conflict of interests declaration as and when they arise to ensure that potential conflicts of interest are identified and managed on a timely basis.

#### FUNDRAISING EFFICIENCY

WWF-Singapore maintains a fundraising efficiency ratio below 30%, in accordance with local charity guidelines.





#### PLACE OF INCORPORATION

Singapore

#### EXTERNAL AUDITOR

Ernst & Young LLP  
One Raffles Quay, North Tower,  
Level 18 Singapore 048583

#### INTERNAL AUDITOR

Deloitte & Touche LLP  
6 Shenton Way, OUE Downtown 2,  
#33-00 Singapore 068809

#### WWF - WORLD WIDE FUND FOR NATURE (SINGAPORE) LIMITED

A company limited by guarantee and a registered charity

#### COMPANY SECRETARY

Catherine Lim Siok Ching

#### REGISTRATION NO.

200602275E

#### DATE OF INCORPORATION

20 February 2006

#### REGISTERED OFFICE AND PLACE OF BUSINESS

Before 1 Dec 2025:

354 Tanglin Road #02-11, Singapore 247672

After 1 Dec 2025:

55 Ayer Rajah Crescent, #03-14, Singapore 139949

Website: [www.wwf.sg](http://www.wwf.sg)

Email: [info@wwf.sg](mailto:info@wwf.sg)



# HIGHLIGHTS IN NUMBERS

ACTIVE PROJECTS

61

SUPPORTERS IN SINGAPORE

170,021

VOLUNTEERS ENGAGED

361

BUSINESSES PARTNERED

107

COUNTRIES

>17

DONORS

10,710

VOLUNTEERS HOURS

4,006

FINANCIAL INSTITUTIONS &  
REGULATORS ENGAGED

57

Sustainable Banking  
Assessment (SUSBA):  
more than 57 banks globally



# CLIMATE & SUSTAINABILITY

© Mazidi Abd Ghani / WWF-Malaysia



## CLIMATE & SUSTAINABILITY

# ENVIRONMENTAL AND SOCIAL RISK ASSESSMENT FOR PALM OIL IN SABAH, MALAYSIA

### WORKSHOPS AND FIELD ENGAGEMENT

WWF-Singapore, WWF International's Global Palm Oil team and WWF-Malaysia held two stakeholder consultation workshops in Kota Kinabalu and Tawau to test and refine a draft risk assessment framework. The teams complemented the workshops with one-to-one interviews with stakeholders, including representatives from the Indonesian Consulate, the Sabah Jurisdictional Approach for Sustainable Palm Oil (JASPO), a collection centre, a mid-sized farm owner, a farm worker and a mill company. They also conducted observational studies to capture on-the-ground realities.

### STRENGTHENING TRACEABILITY AND MARKET ACCESS

The team developed the framework to improve traceability, data collection and risk evaluation for uncertified smallholders and growers. By increasing transparency, it enables downstream buyers such as mills and manufacturers to gain clearer visibility into upstream risks, including deforestation, legality and labour rights issues. Strengthened traceability supports compliance with certification standards and helps maintain access to international markets where sustainability requirements are becoming more stringent. Grounded in stakeholder insights and aligned with existing certification systems, the tool offers a practical pathway to better governance and more equitable participation for smallholders in global palm oil supply chains.



### KEY HIGHLIGHTS

#### TWO MULTI-STAKEHOLDER WORKSHOPS AND ONE-TO-ONE INTERVIEWS HELD

with government agencies, NGOs, industry players, smallholders, local communities and learning centres.

#### COMPREHENSIVE RISK ASSESSMENT FRAMEWORK

developed, addressing deforestation, land tenure and legality, traceability gaps, labour rights and social welfare.

#### PRACTICAL FOUNDATION PROVIDED

for stronger governance and more transparent, resilient supply chains.



## CLIMATE & SUSTAINABILITY

# REUSE SYSTEM: FOOD & BEVERAGE (F&B) 'DAPAO' EDITION

### THE SCALE OF THE WASTE PROBLEM

In 2020, Singapore generated about 200 million kilograms of disposable waste, including plastic bags, takeaway containers and cutlery. This made up 11% of all domestic waste. Despite years of awareness campaigns, the F&B sector still relies heavily on single-use packaging for takeaway and delivery. Many office workers continue to view convenience, time and washing requirements as major barriers to bringing their own containers. Without intervention, Singapore's takeaway or "dapao culture" of disposables will keep fuelling the country's growing waste problem.

### PILOT DESIGN FOR THE CENTRAL BUSINESS DISTRICT (CBD)

To address these barriers, WWF-Singapore is working with partners to introduce a reuse system for food containers in the CBD. Selected F&B outlets will offer reusable containers for takeaway, and customers can return them to designated return stations conveniently located across the district. The team will collect and clean the containers offsite, removing the need for users to wash them. By designing the system around user convenience, the pilot directly tackles the main behavioural barriers to reuse.

### LAYING THE GROUNDWORK FOR A NATIONAL MODEL

This initiative marks Singapore's first coordinated effort to implement a closed-loop reuse system at scale. By embedding reuse into daily office routines, it can shift cultural norms around disposables. The pilot will also provide critical insights into infrastructure needs, logistics and user adoption that can shape a broader national reuse strategy. If scaled successfully, the model could help reduce plastic pollution, advance Singapore's circular economy goals and support a long-term transition away from single-use waste.



## KEY HIGHLIGHTS

### ROUNDTABLE HELD

with four major property owners, leading tenants, Foodpanda, National Environment Agency (NEA) and Muuse.

### COMMITMENT SECURED

to host return stations across the CBD, enabling a six-month pilot.

### FIRST COORDINATED CLOSED-LOOP REUSE TRIAL IN SINGAPORE

generating insights to inform national policy and infrastructure planning.

## CLIMATE & SUSTAINABILITY

# TACKLING PLASTIC POLLUTION WITH WWF-CHINA

### STRENGTHENING CIVIL SOCIETY VOICES

WWF-Singapore partnered with WWF-China to amplify the role of Civil Society Organisations (CSOs) in tackling plastic pollution. The collaboration supported groups such as Plastic Free China as they advocated for reduced single-use plastics in e-commerce and worked with Shenzhen Zero Waste to raise awareness of chemical and health risks associated with plastics.

### BUILDING CAPACITY FOR GLOBAL ACTION

The project also built the capacity of Chinese CSOs to participate in the negotiations and implementation of the Global Plastics Treaty, ensuring local organisations could contribute to shaping global solutions.

### REGIONAL KNOWLEDGE EXCHANGE

The partnership facilitated exchanges on corporate engagement and reuse systems, with lessons from China informing Singapore's own F&B reuseables pilot. This cross-border learning helped align local action with regional strategies for plastic reduction and circularity.



© WWF-China



© WWF-China



© WWF-China



© WWF-China

## KEY HIGHLIGHTS

### OVER 20 CIVIL SOCIETY REPRESENTATIVE ENGAGED

on waste management and plastic reduction strategies.

### CROSS-BORDER COLLABORATION STRENGTHENED

by sharing Singapore's approaches with Chinese CSOs.

### REGIONAL VOICES AMPLIFIED

in the push for a Global Plastics Treaty, ensuring local perspectives inform global negotiations.



## CLIMATE & SUSTAINABILITY

# RESPONSIBLE SOURCING PROJECT WITH MARINA BAY SANDS

### ADDRESSING SUPPLY CHAIN RISKS

The hospitality sector carries a substantial environmental footprint through its Food & Beverage (F&B) operations, among other aspects. From sourcing and production to processing and waste, the impacts of the F&B supply chain are far-reaching.

### ENGAGING HIGH-RISK COMMODITIES

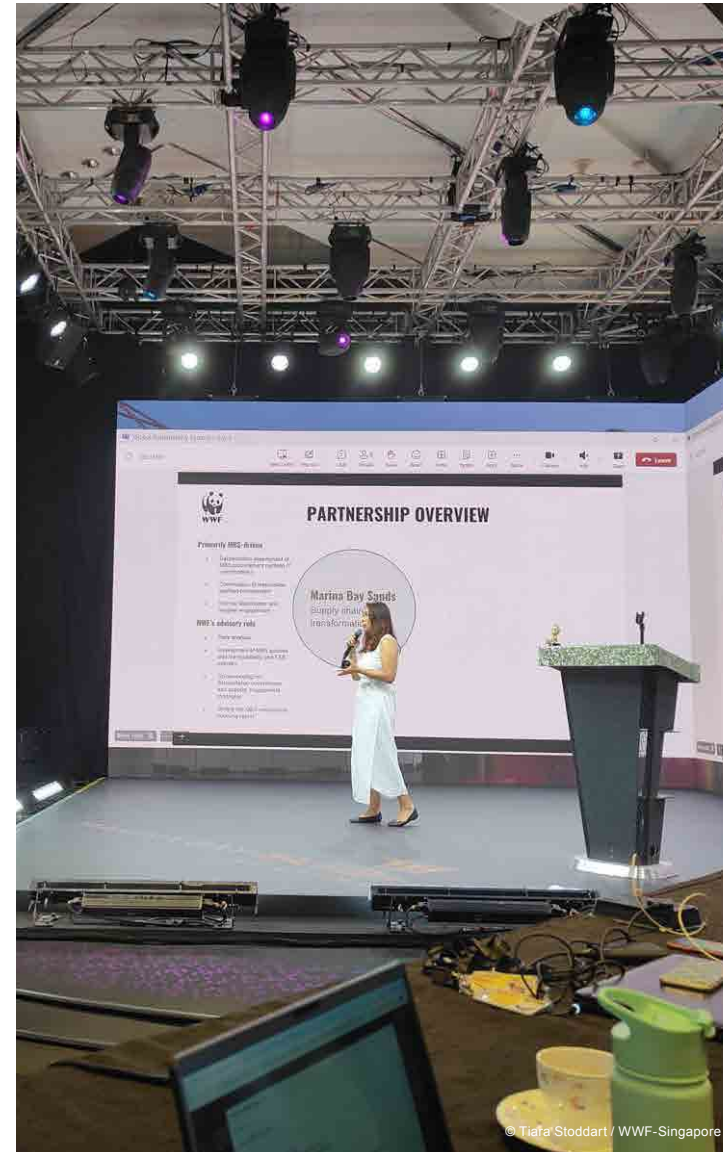
WWF worked with Marina Bay Sands suppliers across seven key commodities that contribute to deforestation - palm oil, pulp and paper, coffee, cocoa, soy, beef and timber - to evaluate its exposure to deforestation and conversion risks.

### CREATING A ROADMAP FOR CHANGE

Building on this, WWF is working closely with Marina Bay Sands to strengthen responsible sourcing practices by providing recommendations and working towards eliminating deforestation and conversion from its supply chain, with the ultimate goal of protecting biodiversity.



© Tiara Stoddart / WWF-Singapore



© Tiara Stoddart / WWF-Singapore

## KEY HIGHLIGHTS

### 22 SUPPLIERS ENGAGED

across seven high-risk commodities including palm oil, soy, cocoa, beef and timber.

### RISK ASSESSMENTS CONDUCTED

to identify environmental risks and impacts in Marina Bay Sands' supply chain.

### STRONGER RESPONSIBLE SOURCING PRACTICES DEVELOPED

positioning Marina Bay Sands as a leader in sustainability within the hospitality industry in the region.

## CLIMATE & SUSTAINABILITY

# IMPROVING THE AWARENESS OF SUSTAINABLE GROCERY SHOPPING IN SINGAPORE

### CHANGING EVERYDAY CHOICES

This partnership with FairPrice Group aims to influence daily grocery habits by making sustainable food options more visible and accessible. WWF-Singapore co-developed in-store education for the City Square Mall outlet, guiding shoppers to choose products with credible eco-labels such as the Marine Stewardship Council (MSC) and the Aquaculture Stewardship Council (ASC) for seafood, the Roundtable on Sustainable Palm Oil (RSPO) for palm oil, and Fairtrade or the Rainforest Alliance for coffee and other agricultural products. Each certification signals more responsible production practices that safeguard ecosystems, protect biodiversity and support farming and fishing communities.



### ENGAGING SHOPPERS IN STORE

Information panels explain that unsustainable ingredients contribute to deforestation and social exploitation, while certified products help mitigate these risks. To strengthen public engagement in sustainability, WWF organises guided learning journeys that equip participants with practical knowledge to identify credible eco-labels, support local produce, reduce food waste and adopt sustainable habits in their daily lives.



### RESEARCHING SUSTAINABLE DIETS

Beyond store-level engagement, WWF is developing a research paper that defines a healthy and sustainable diet in the Singapore context. The paper will identify key barriers and opportunities for change, serving as a resource for policymakers, businesses and consumers.

## KEY HIGHLIGHTS

### 28 PARTICIPANTS

across three Sustainable Learning Journeys, conducted by WWF at FairPrice's City Square Mall outlet.

### HANDS ON EXPERIENCE

for shoppers in identifying eco-labels, reducing food waste and supporting local produce.





## CLIMATE & SUSTAINABILITY

# ASIA SUSTAINABLE PALM OIL LINK

The Asia Sustainable Palm Oil Links (ASPOL) programme aims to remove deforestation from palm oil supply chains and expand the production and consumption of RSPO-Certified Sustainable Palm Oil (CSPO) in Asia. Implemented across Indonesia, Malaysia, China, India and Singapore, the programme takes a whole value chain approach that drives progress in sustainable production, trade and consumption.

### SUSTAINABLE PRODUCTION

ASPOL strengthens policy frameworks, promotes a Living Landscapes approach to spatial planning and no deforestation, and supports the adoption of certified sustainable palm oil production practices.

### SUSTAINABLE TRADE AND TRACEABILITY

The programme improves supply chain transparency through digital tools and works with traders and buyers to ensure they deliver against RSPO commitments.

### SUSTAINABLE DEMAND AND CONSUMPTION

Corporate engagement activities encourage businesses to integrate CSPO into procurement practices, while consumer campaigns raise awareness and shift public behaviour towards sustainable palm oil.



## KEY HIGHLIGHTS

### SUSTAINABLE PRODUCTION

#### OVER 50 INDUSTRY GUIDES

publications and policy analyses strengthened governance and best practices.

#### 2.9 MILLION HECTARES

of natural forest area remain under formal protection.

#### 3,128 SMALLHOLDERS TRAINED

in sustainable palm oil practices, with 382 achieving RSPO certification.

### SUSTAINABLE TRADE AND TRACEABILITY

#### 2,419 USERS

now use Hamurni, a digital tool for supply chain mapping and traceability.

#### 4 MAJOR TRADERS

recorded a 5% improvement in their trader index scores.

### SUSTAINABLE DEMAND AND CONSUMPTION

#### 392 COMPANIES REACHED

with 387 actively engaged through events, buyer visits and bilateral meetings.

#### 35 MILLION CONSUMERS ENGAGED

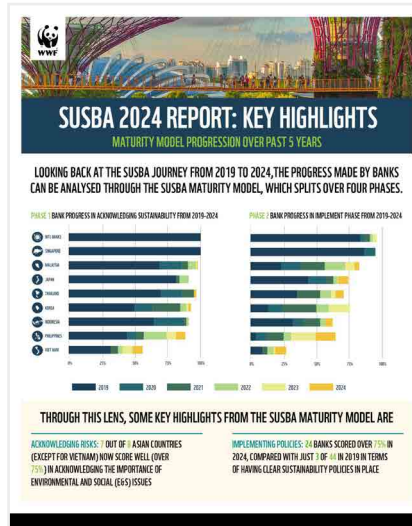
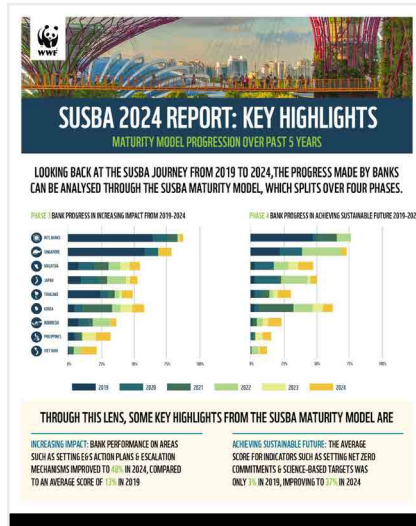
through campaigns in China and India promoting responsible palm oil use.



## CLIMATE &amp; SUSTAINABILITY

## SUSTAINABLE BANKING ASSESSMENT 2024 REPORT

In December 2024, WWF-Singapore released its eighth annual Sustainable Banking Assessment (SUSBA) report, evaluating 39 ASEAN banks and ten major banks from Japan and Korea. The report provides a regional benchmark for how financial institutions are integrating environmental and social considerations into their operations and lending to sectors exposed to climate and nature-related risks. By tracking progress and identifying gaps, SUSBA helps drive higher standards of sustainable finance and supports the transition towards more resilient, nature-positive economies.



## KEY HIGHLIGHTS

## SEVEN OF EIGHT COUNTRIES

now score above 75% in acknowledging environmental and social (E&S) issues.

## 52% OF BANKS SCORED ABOVE 75%

in implementing sustainability policies in 2024, a significant increase from just seven per cent in 2019.

## BANKS ACHIEVED AN AVERAGE PERFORMANCE OF OVER 48%

in monitoring client E&S action plans, up from 13% in 2019.

## 37% OF BANKS NOW HAVE SCIENCE-BASED TARGETS AND NET-ZERO COMMITMENTS,

compared to three per cent in 2019.

CLIMATE & SUSTAINABILITY

ASIA SUSTAINABLE FINANCE INITIATIVE ACADEMY: CAPACITY BUILDING AND EDUCATION

Launched in September 2021, the ASFI Academy has expanded its e-learning offerings in sustainable finance. By FY2025, the platform features more than thirty courses, including specialised series on Agriculture, Seafood, and Energy. Accredited by the Institute of Banking and Finance (IBF Singapore), these courses aim to redirect financial flows towards a low-carbon, nature-positive economy, supporting Singapore’s Green Plan 2030 and the Monetary Authority of Singapore’s (MAS) Green Finance Action Plan.



KEY HIGHLIGHTS

MORE THAN 36,000 FINANCE PROFESSIONALS FROM OVER 30 TRAINED as of June 2025

NEW COURSES LAUNCHED in FY2025 include *Nature-related Risks for Finance Professionals and Safeguarding Nature in Linear Infrastructure Projects.*



# NATURE

© Alain Compost / WWF



## NATURE

# LINKING PROTECTED AREAS FOR ORANG-UTAN CONSERVATION AND HUMAN'S LIVELIHOOD IN GUNUNG LESUNG AND ULU SEBUYAU

## A CRITICAL LANDSCAPE FOR ORANGUTAN SURVIVAL

The project site, located between Gunung Lesung and Ulu Sebuyau National Parks in Sarawak, forms part of the larger Ulu Ai-Sedilu Orangutan Landscape, a priority conservation area. These two national parks are key habitats for the Bornean orangutan, but community lands separate them, which fragments habitat and threatens long-term survival.



© Zora Chan / WWF-Malaysia

## BALANCING CONSERVATION WITH COMMUNITY LIVELIHOODS

Four communities live within the area, which authorities recognise as Native Customary Rights land. To increase connectivity between the parks, the project restored and rehabilitated degraded forest corridors while integrating community-driven agroforestry and sustainable livelihood initiatives. By enabling communities to set aside land for conservation while supporting alternative income sources, the project builds both ecological and social resilience.

Bornean orangutan (*Pongo pygmaeus pygmaeus*)

© Lukmann Haqem / WWF-Malaysia



© Capucine Bernéfeu / WWF-Singapore



© Sera Brown / WWF-Singapore

## KEY HIGHLIGHTS

### 3,918 SEEDLINGS PLANTED

to restore degraded orangutan habitat.

### TWO TREE NURSERIES ESTABLISHED

to support long-term reforestation.

### 34 CAMERA TRAPS DEPLOYED

for wildlife monitoring and biodiversity assessment.

### 34 SPECIES RECORDED

in the project area, including 26 classified as endangered, rare or threatened.

### TWO ALTERNATIVE LIVELIHOODS EXPLORED

with local communities: beekeeping and mushroom farming.



## NATURE

## FOREST LANDSCAPE RESTORATION THROUGH AGROECOLOGY

## DEFORESTATION DRIVEN BY MAIZE MONOCULTURE

In northern Thailand, the rapid expansion of maize monoculture has become the single largest driver of deforestation. This form of farming has caused severe soil erosion, biodiversity loss and water pollution, and has contributed to climate change impacts.

## RESTORING LANDSCAPES THROUGH AGROECOLOGY

To counter these trends, WWF supported smallholder families in the Kong Khaek sub-district, Chiangmai province, to restore 20 hectares of degraded land using an agroecological model known as FLR 349. The initiative advocates sustainable consumption and production to address environmental degradation and haze pollution resulting from unsustainable, chemically intensive maize monoculture. Rooted in the “Three Forests, Four Benefits” framework and the “Sufficiency Economy Philosophy” of the late King Bhumibol Adulyadej, this model promotes diversified farming systems that integrate local crop varieties, perennial trees and

sustainable food production. By shifting to agroecology, smallholders regenerate soil fertility, strengthen pollinator populations and increase carbon storage in soils and forests.

## SUSTAINABLE LIVELIHOODS AND LASTING CHANGE

Beyond ecological gains, the project focuses on improving human well-being by creating economic incentives, building farmer capacity and developing market opportunities for local organic produce. These measures reduce reliance on agrochemicals and monoculture practices while securing community livelihoods. In the long

term, the project shows how agroecology can halt deforestation, improve ecosystem services and provide co-benefits for both people and biodiversity.

## PART OF A GLOBAL RESTORATION MOVEMENT

This initiative contributes to the UN Decade on Ecosystem Restoration, which calls for the revival of millions of hectares of degraded ecosystems worldwide. By piloting agroecology in northern Thailand, FLR 349 demonstrates how local community action can help drive global commitments to forest and landscape restoration.



© Jittrapon Kaicome / WWF-Thailand



© Jittrapon Kaicome / WWF-Thailand



© Rachel Koh / WWF Singapore



© Rachel Koh / WWF Singapore

## KEY HIGHLIGHTS

## 5,000 TREES PLANTED

across 20 hectares of degraded land.

## OVER 70 SPECIES CULTIVATED

consisting of food crops, fruit and forest trees to diversify farming systems.

## 24 SMALLHOLDER FARMERS SUPPORTED

with training, inputs and market access.

## WEEKLY FARMERS' MARKETS ORGANISED

enabling participants to sell locally grown organic produce.



## NATURE

# ENHANCING CONSERVATION AND COMMUNITY ENGAGEMENT IN THE KAENG KRACHAN FOREST COMPLEX, THAILAND

## A LANDSCAPE OF GLOBAL IMPORTANCE

The Kaeng Krachan Forest Complex (KKFC) lies within the Dawna Tenasserim Landscape (DTL), a vast transboundary ecosystem that spans western Thailand and eastern Myanmar. Spanning 18,000 km<sup>2</sup>, the DTL is the largest contiguous forest block in mainland Southeast Asia, with forest cover exceeding 80% as of 2018. It includes over three million hectares of protected areas, including Thailand's Western Forest Complex (WEFCOM), the most extensive protected area network in the region. These forests provide critical habitat for Asian elephants, leopards, banteng and numerous endemic species.

## CONSERVATION IN PARTNERSHIP

WWF-Thailand, working with the Department of National Parks, Wildlife and Plant Conservation, is enhancing biodiversity conservation and sustainable landscape management in the KKFC. Efforts have focused on strengthening law enforcement and ranger capacity through the SMART (Spatial Monitoring and Reporting Tool) Patrol system, while also tackling human-elephant conflict in Kuiburi National Park, using early warning systems and rapid response teams. In parallel, the project has promoted community-based wildlife tourism to provide sustainable livelihood opportunities and empowered local surveillance networks to monitor elephant activity, helping to reduce crop-raiding incidents in agricultural zones.

## BALANCING PRIORITIES FOR PEOPLE AND NATURE

By combining stronger enforcement, proactive conflict mitigation, habitat restoration and community engagement, the project advances biodiversity protection while promoting coexistence between people and wildlife. These efforts contribute to the long-term ecological health of the DTL and strengthen the resilience of local communities who live alongside some of Asia's most iconic species.



© Si Han Ng / WWF-Singapore



© Si Han Ng / WWF-Singapore



© Si Han Ng / WWF-Singapore

## KEY HIGHLIGHTS

### 155 RANGERS TRAINED

through three workshops on the SMART Patrol system, patrol quality standards and search-and-rescue in mountainous forests.

### 21 CAMERA TRAPS DEPLOYED

confirming the presence of two tigers in the landscape.

### 20 MAMMAL SPECIES RECORDED

on camera traps including elephants, gaur, sambar and barking deer, leopards, stump-tailed macaques, banteng, wild boars, porcupines and foxes.

### 16 HECTARES OF GRASSLAND RESTORED

through three habitat improvement activities, with 300 community participants clearing invasive weeds.



NATURE

RESTORING AND SUSTAINING THE ECOLOGICAL, CULTURAL AND EDUCATIONAL VALUES OF THE NONG KHAM SEN WETLAND, LAOS

THE LIFELINE OF THE MEKONG

The Mekong River and its wetlands form the most productive inland fishery in the world, sustaining the economies of the Greater Mekong Sub-region. More than 60 million people in the lower basin depend directly on these ecosystems for food security and livelihoods.

CONSERVATION VALUE OF NONG KHAM SEN WETLAND

Covering 86 hectares, Nong Kham Sen (NKS) wetland is part of the broader Mekong River Basin and combines cultural heritage, freshwater biodiversity, water regulation and education potential, making it a site of high national conservation importance. Once spanning around 300 hectares in the 1970s, the wetland has suffered a marked decline, heightening the urgency of protecting what remains.

VISION FOR THE FUTURE

The project seeks to shield NKS from encroachment and developmental threats while building an inclusive co-management structure that could serve as a model for wetland governance across the region. At its core is the ambition to create a self-sustaining, environmentally responsible destination that integrates education, ecotourism and local livelihoods. By protecting wetlands like NKS, the project also contributes to wider climate resilience, as wetlands act as natural buffers against floods and drought.



KEY HIGHLIGHTS

EDUCATIONAL CONTENT DESIGNED AND TRANSLATED

for signage and bird hides to support learning and awareness.

COMMUNITY COLLABORATION SECURED

on the siting of a future education centre, ensuring cultural and landscape integration.

CONSTRUCTION AND INSTALLATION TO BEGIN IN FY26

marking the next phase of wetland protection and community engagement.



## NATURE

## SUPPORTING RANGERS IN EASTERN PLAINS LANDSCAPE, CAMBODIA

## A CRITICAL BIODIVERSITY STRONGHOLD

The Eastern Plains Landscape (EPL) of eastern Cambodia is globally significant for its biodiversity and represents one of the last strongholds of Asian dry forests. It is home to the largest elephant population in Cambodia. Despite extensive protected areas, the landscape has faced challenges due to limited institutional capacity and underfunding, resulting in insufficient protection and management.

## RISING PRESSURES ON WILDLIFE

Over the past decade, human activities have placed mounting pressures on the EPL. Illegal logging, hunting and poaching have caused sharp declines in the populations of key species such as banteng and the last remaining leopards in Indochina.

## STRENGTHENING LAW ENFORCEMENT AND RANGER CAPACITY

This project addresses these threats by bolstering law enforcement and improving ranger effectiveness. Support has focused on building capacity in the Srepok and Phnom Prich Wildlife Sanctuaries, where rangers have received training in the use of SMART (Spatial

Monitoring and Reporting Tool) technology and improved patrol strategies. These measures are designed to close enforcement gaps, enhance biodiversity protection and ensure long-term resilience of the landscape. Notably, ranger interventions have already led to the rescue and safe release of long-tailed macaques, demonstrating the direct conservation impact of improved patrol coverage.



© SPANCP / WWF-Cambodia



© Makara Phaha / WWF-Cambodia



© Bun Sothea / WWF-Cambodia



© Fletcher &amp; Baylis / WWF-Cambodia

## KEY HIGHLIGHTS

## 3,800 PATROL DAYS COMPLETED

between July 2024 and March 2025, covering over 66,000 km of forest.

## 38 KG OF BUSHMEAT CONFISCATED

and three live long-tailed macaques rescued and released back into the wild.

## 61 RANGERS TRAINED

in SMART technology, strengthening their skills in data collection, patrol recording and reporting.



## NATURE

# SAOLA CONSERVATION IN VIETNAM

### A SPECIES ON THE BRINK

The Central Annamites Landscape, spanning 2.3 million hectares across Viet Nam and Laos, is recognised as a global biodiversity hotspot. Among its unique species is the critically endangered Saola. Often called the “Asian Unicorn”, it is one of the world’s rarest large mammals. With possibly fewer than 20 individuals left in the wild and none in captivity, the Saola teeters on the edge of extinction. Its survival is threatened by intensive hunting and the illegal wildlife trade.

### STRENGTHENING PROTECTION EFFORTS

WWF-Viet Nam, with support from WWF-Singapore and other international partners, has intensified work to locate and protect the Saola. This includes extensive camera trapping, community-based surveys to identify priority habitats, and regular patrolling in areas where the species is most likely to persist. In Hue Saola Nature Reserve, WWF supports a community-led Forest Guard model that empowers ethnic minority groups to combat snaring and illegal trade, combining conservation with livelihood opportunities.

### BUILDING FOR THE FUTURE

With WWF-Singapore’s contribution, the project is also laying the groundwork for long-term recovery through the construction of a breeding and conservation centre for locally endangered species. Outreach programmes continue to raise awareness among local communities, strengthening conservation ethics and preserving cultural heritage in the Annamites. These collective efforts are vital for ensuring that the Saola has a chance of survival.



© Justin Mott / WWF-US



© Justin Mott / WWF-US



© Justin Mott / WWF-US

## KEY HIGHLIGHTS

### 23 STAFF TRAINED

in Saola survey procedures at Bac Huong Hoa Nature Reserve, including camera trap use and SMART patrol tools.

### 120 CAMERA TRAPS DEPLOYED

across the reserve to support Saola monitoring.

### CONSTRUCTION OF A BREEDING AND CONSERVATION CENTRE UNDERWAY

providing future capacity for species recovery.



## NATURE

## STRENGTHENING TIGER CONSERVATION IN BELUM-TEMENGOR FOREST COMPLEX

## A VITAL TIGER STRONGHOLD

The Belum-Temengor Forest Complex (BTFC) in Perak spans approximately 350,000 hectares and is recognised as one of Malaysia's three priority tiger landscapes under the 2008 National Tiger Conservation Action Plan. Comprising Royal Belum State Park and Temengor Forest Reserve, BTFC is also part of WWF's Tigers Alive initiative, which aims to recover tiger populations across key landscapes in Asia. Camera-trap surveys conducted since 2008 continue to highlight BTFC as a critical refuge for tigers and for other mammals such as Asian elephants, gaur and sambar deer.

## COMMUNITIES AT THE HEART OF CONSERVATION

BTFC is also home to some 7,000 indigenous communities or *Orang Asli* from the Jahai and Temiar sub-groups. Forest resources underpin their livelihoods through hunting, gathering and small-scale farming, while many have become community rangers working on conservation patrols. Yet, these communities face challenges including illegal poaching, encroachment, and human-wildlife conflict, particularly with elephants.

## AN INTEGRATED APPROACH FOR PEOPLE AND NATURE

Conservation in BTFC balances biodiversity protection with community well-being. Strategies include strengthening anti-poaching efforts through community ranger patrols and camera trap monitoring; habitat enrichment through artificial salt licks and managed grazing sites to support prey species, the establishment of Community-Based Organisations (CBOs) that give Indigenous Groups a voice in decision-making and implementation of a Conflict to Coexistence approach to mitigate human-wildlife conflict. These structures also create opportunities for livelihood development, cultural exchange and stronger local governance.



## KEY HIGHLIGHTS

## AROUND 50 TIGERS IDENTIFIED

in the BTFC, underscoring its importance as a tiger stronghold.

## 3,750 PATROL DAYS COMPLETED

led largely by Indigenous community rangers, resulting in the removal of two active snares.

## 700 ORANG ASLI PARTICIPANTS ENGAGED

in cultural and conservation events such as Indigenous Day and Tiger Day.

## 30 COMMUNITY MEMBERS APPOINTED

to a new committee supporting administrative and village management.

## TWO GRAZING SITES IMPROVED

covering up to six hectares, to boost prey populations.

## ARTIFICIAL SALT LICKS ESTABLISHED

alongside camera traps at both artificial and natural sites to monitor wildlife use.



## NATURE

## EXPANDING MARINE PROTECTED AREAS IN MALAYSIA

## PROTECTING THE CORAL TRIANGLE

Malaysia's marine environment forms part of the Coral Triangle, one of the most biodiverse regions in the world. Despite its ecological importance, only around three per cent of Malaysia's national waters currently fall under marine protection. This limited coverage poses risks to critical habitats and commercially valuable species that sustain both ecosystems and coastal communities.

## CLOSING THE DATA GAP

A major barrier to effective marine conservation in Malaysia has been the lack of comprehensive data to guide decision-making. WWF's work seeks to fill these gaps by identifying priority marine areas and generating robust evidence to inform protection strategies. This includes the Darvel Bay Scientific Expedition, which is shaping how coastal and marine biodiversity areas can be more strategically protected.

## FROM SCIENCE TO POLICY

The project goes beyond research to influence long-term conservation outcomes. Findings are translated into community consultations, awareness initiatives, and policy advocacy, all of which contribute to the expansion of Malaysia's Marine Protected Areas (MPA) network. Efforts are also focused on strengthening the management of existing MPAs to ensure that protection translates into tangible results for biodiversity and livelihoods.

## KEY HIGHLIGHTS

## RESULTS OF THE DARVEL BAY SCIENTIFIC EXPEDITION

shared through:

## TWO

village head engagements.

## COMMUNITY CONSULTATION

with ten villages and 23 participants.

## ONE

education and awareness programme.

## ONE SCOPING SURVEY

with 239 participants.

## DRAFT DARVEL BAY PARK MANAGEMENT PLAN

developed and presented through a socialisation workshop.



© Marine Programme / WWF-Malaysia



## NATURE

# MANGROVE AND MARINE MAMMAL CONSERVATION IN RAJANG-BELAWAI-PALOH

### ECOLOGICAL SIGNIFICANCE

The Rajang-Belawai-Paloh houses the largest mangrove complex in Sarawak, representing 58% of the state's total mangroves. About 11,000 hectares are protected within national parks and nature reserves, and the area serves as a critical habitat for the Irrawaddy dolphin.

### COMMUNITY STEWARDSHIP AND MANGROVE REHABILITATION

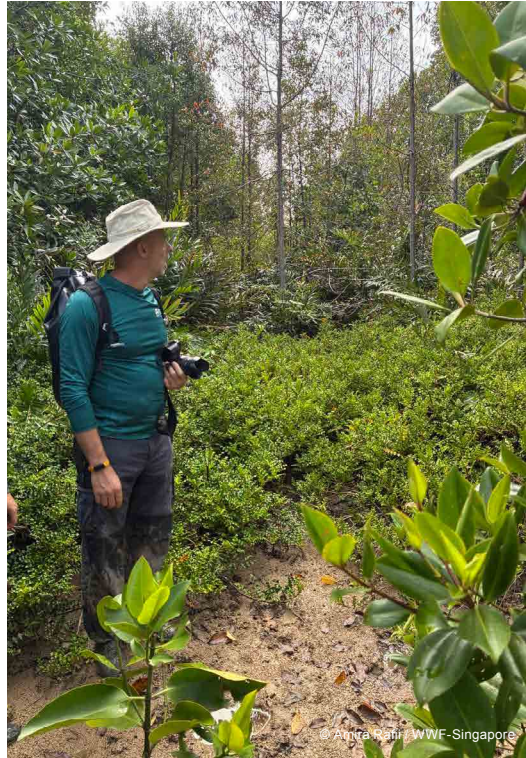
Local communities are empowered to take on stewardship roles through a recognised participatory committee, annual awareness activities, and marine mammal population monitoring through a citizen science approach. In addition, 20 hectares of degraded mangroves are being rehabilitated through replanting, supported by a community-run nursery established to support ongoing rehabilitation.

### LIVELIHOOD ENHANCEMENT

New livelihood opportunities, such as sustainable smokehouse machine, have been introduced to support conservation goals. By ensuring that conservation provides tangible economic benefits, the project reduces pressure on mangrove resources while strengthening long-term community resilience.

### INTEGRATING CONSERVATION INTO DEVELOPMENT

The project helps local communities manage mangroves sustainably, benefiting both Irrawaddy dolphin habitats and community livelihoods. These conservation efforts are being promoted for integration into sustainable development planning by the relevant authorities. This approach ensures a balance between ecological integrity and economic growth.



### KEY HIGHLIGHTS

#### 20 HECTARES

of degraded mangroves rehabilitated through replanting, with a community-run nursery established to support ongoing rehabilitation.

#### LOCAL COMMUNITY STEWARDS FORMALLY RECOGNISED

through a community participatory committee, citizen science data collection, and annual awareness events held since 2022.

#### NEW LIVELIHOOD OPPORTUNITIES INTRODUCED

via sustainable smokehouse operations and the development of community-led ecotourism.



## NATURE

## SUPPORTING WHALE SHARK CONSERVATION IN DONSOL

## DONSOL'S GLOBAL SIGNIFICANCE

Donsol, in the Philippines, was home to one of the world's largest whale shark populations, known locally as *Butanding*, drawn by the region's rich abundance of plankton and algae. Protecting this threatened species in Donsol was therefore not only a local priority but also a global conservation responsibility.

## BUILDING A SCIENTIFIC FOUNDATION

The project established a robust evidence base for whale shark conservation by monitoring movements and migration patterns through photo identification. Images were uploaded to a global database, strengthening international collaboration and helping track individuals across regions.

## CAPACITY BUILDING FOR LOCAL STAKEHOLDERS

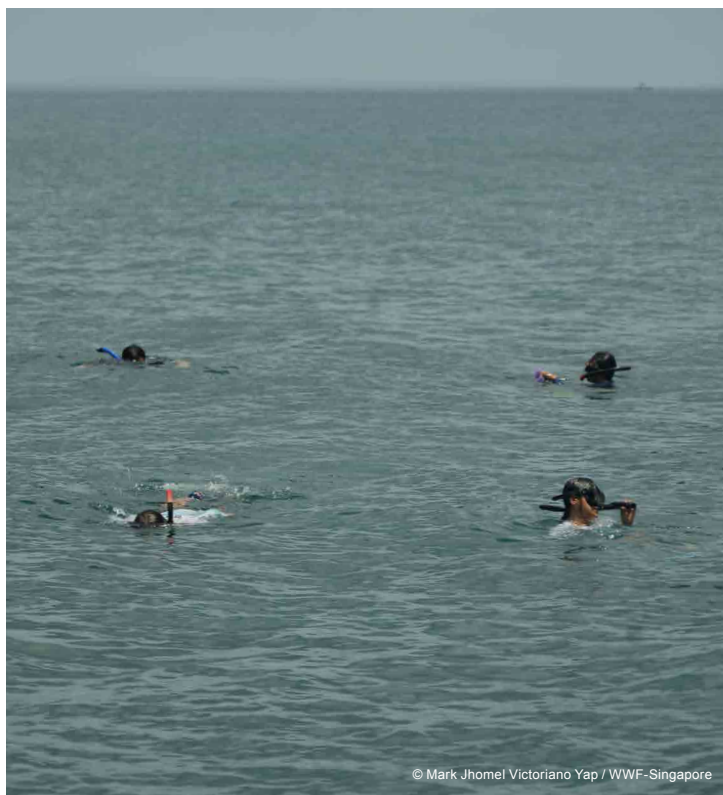
Beyond research, the project invested in people. Local Government Units, researchers, and Butanding Interaction Officers (BIOs) received training to strengthen both scientific monitoring and

responsible tourism practices. These measures helped ensure that conservation outcomes were tied to sustainable local livelihoods.

## PROMOTING LONG-TERM SUSTAINABILITY

Regular post-evaluations were conducted to refine

methods and maintain the reliability of data. Outreach and education initiatives engaged local communities and tourists alike, raising awareness of the importance of whale shark conservation and embedding stewardship into everyday practices.



## KEY HIGHLIGHTS

## 64 WHALE SHARKS DOCUMENTED

and 168 encounters recorded through monitoring.

## OVER 200 MONITORING TRIPS COMPLETED

within seven months.

## TWO PHOTO IDENTIFICATION AIDES HIRED

to support cataloguing efforts.

## 36 BUTANDING INTERACTION OFFICERS

and 148 Butanding Boat Operators Associations members trained in safe guest handling.

## 13 UNIFORMED OFFICERS TRAINED

in whale shark basics.

## 298 PARTICIPANTS ENGAGED

in outreach events, with two bulletin boards installed and 141 flyers distributed.



## NATURE

## STRENGTHENING TICA0'S SOLID WASTE MANAGEMENT SYSTEM

## A BIODIVERSITY HOTSPOT UNDER PRESSURE

The Ticao-Burias-Passage Protected Seascape (TBPPS) was recognised as a biodiversity hotspot and an emerging tourist destination. However, the island faced increasing challenges from plastic waste leakage into the sea, which threatened marine life and ecosystems.

## THE GROWING WASTE CHALLENGE

Plastic waste was one of the most pressing environmental concerns in the Philippines, with low recycling rates and the logistical complexity of managing waste across its many islands. These factors, combined with population growth and rising tourism on Ticao, placed added pressure on existing systems.

## TACKLING WASTE LEAKAGE AT THE SOURCE

The project aimed to reduce plastic waste leakage into the ocean by 30% in targeted municipalities by improving the efficiency and capacity of Ticao's solid waste management system.

## EMPOWERING COMMUNITIES FOR CHANGE

This was achieved through the provision of essential waste management equipment and by working with local governments and communities to institutionalise solutions. Formal agreements and coordinated action ensured that improvements could be sustained over time, protecting both marine ecosystems and local livelihoods.



## KEY HIGHLIGHTS

## THREE EXECUTIVE ORDERS ISSUED

by municipalities to reinforce solid waste management implementation.

## 12 CLEAN-UP DRIVES CONDUCTED

across Ticao Island participated by 1,371 volunteers and collected 12,230.9 kg of solid wastes.

## FOUR MAJOR HIGH SCHOOLS ENGAGED

for an Environmental Learning Session attended by 185 students.



## NATURE

## PLASTIC FREE OCEAN IN DERAWAN

## SAFEGUARDING A CRITICAL MARINE HABITAT

The Derawan Islands Marine Protected Area (MPA), covering 285,266 hectares in the Sulu-Sulawesi Marine Ecoregion of the Coral Triangle, is one of the world's most important marine habitats. It encompasses

mangroves, seagrass beds, and coral reefs, supporting exceptional biodiversity. However, plastic pollution had emerged as a critical environmental threat, damaging coral reefs, harming marine life, and undermining ecosystem health.

## DRIVING LOCAL ACTION FOR CHANGE

This project aimed to strengthen plastic waste management and improve the resilience of the Derawan MPA. By 2026, the goal was for 20% of plastic waste on the islands to be effectively managed

through new systems such as structured collection points and temporary waste sites. At the same time, at least 500 local people would be directly mobilised to reduce plastic leakage, ensuring that waste management efforts were owned and sustained by the community.

## KEY HIGHLIGHTS

## WASTE MANAGEMENT MASTER PLAN LAUNCHED

focusing on waste segregation, recycling, and local capacity building.

## VILLAGE REGULATION ON WASTE MANAGEMENT ENACTED

to enable community-led enforcement.

## REGULAR MONITORING OF PLASTIC WASTE LEAKAGES CONDUCTED

by Plastic Free Ocean Network volunteers to track and reduce marine debris.



© WWF-Indonesia



## NATURE

## SCALING CONSERVATION IMPACT IN THE SULU SULAWESI SEASCAPE

## A BIODIVERSITY HOTSPOT OF GLOBAL IMPORTANCE

The Coral Triangle, spanning six countries, is the global epicentre of marine biodiversity. Within it, the Sulu Sulawesi Seascape (SSS) is a vital ecoregion encompassing approximately 124,000 square kilometres of coral reefs, seagrass beds and mangroves. It supports the livelihoods of nearly 40 million people but has faced intensifying pressures from coastal development, unsustainable fishing, aquaculture and climate change.

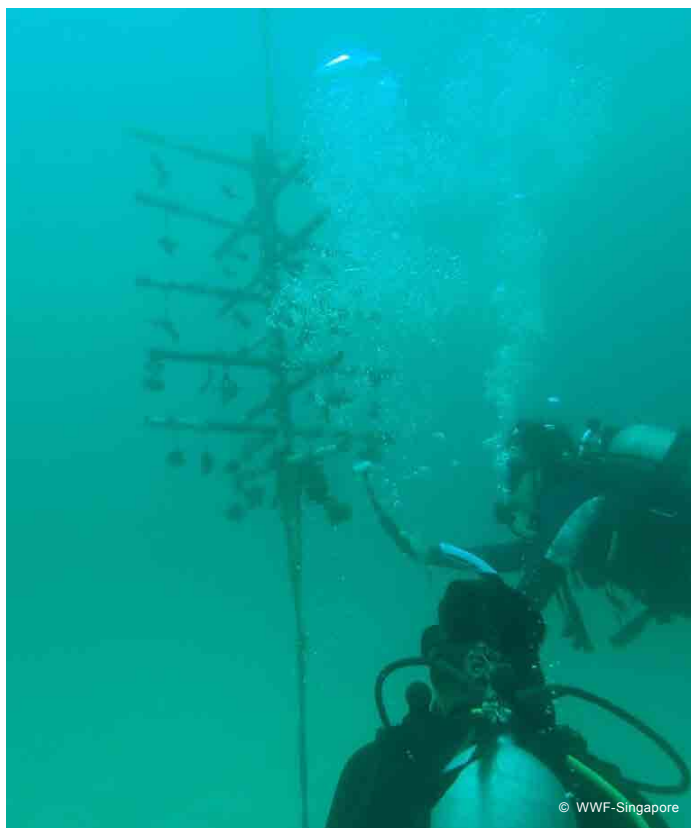
## COMMUNITIES AT THE CENTRE OF CONSERVATION

Local communities are the primary stewards of many of these biodiverse areas. However, limited management capacity had hindered their ability to protect ecosystems at the scale needed to contribute towards the global ambition to protect 30% of the world's marine and terrestrial landscapes by 2030. This project sought to build community-led solutions while scaling restoration efforts to strengthen marine governance.

## BUILDING REGIONAL CAPACITY FOR RESTORATION

By March 2025, the project had advanced restoration of degraded reefs and mangroves while establishing mechanisms to consolidate and share lessons learned. Community Innovation and

Learning Hubs were created to anchor local action, and training programmes built a network of champions capable of co-managing both restored and existing habitats. These efforts directly supported the EU Ocean Governance project and reinforced regional momentum for marine conservation.



## KEY HIGHLIGHTS

## FIELD SURVEYS AND ASSESSMENTS IDENTIFIED

priority restoration sites in Semporna.

## OVER 30 COMMUNITY PARTNERS AND STAFF TRAINED

to implement restoration techniques.

## THREE SITES UNDERGOING ACTIVE RESTORATION

with 148.8m<sup>2</sup> of degraded reefs restored and 2,800 coral fragments transplanted.

## 14 DAYS OF MONITORING CONDUCTED

with 28 local people engaged in tracking coral recovery.

THREE RESTORATION PROJECT SITES, workplans and capacity-building workshops finalised.

## ONE LEARNING HUB OFFICER HIRED

to establish a Community Learning and Innovation Hub for coral restoration.

## TWO REGIONAL LEARNING EXCHANGES AND THREE VIRTUAL WORKSHOPS CONDUCTED

on mangrove restoration held in South Palawan.



## SUMMARY FINANCIAL PERFORMANCE

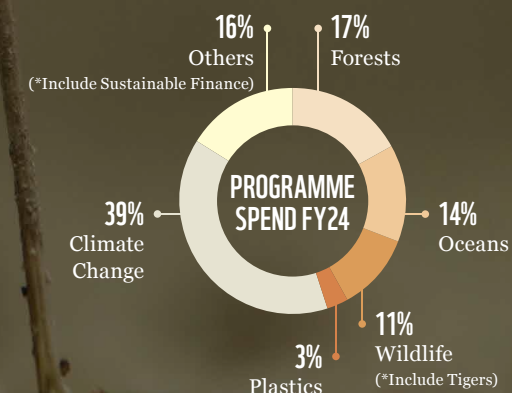
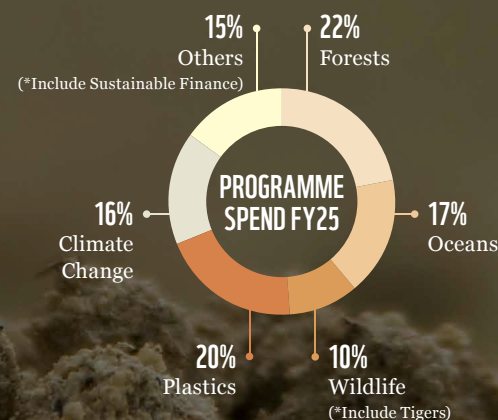
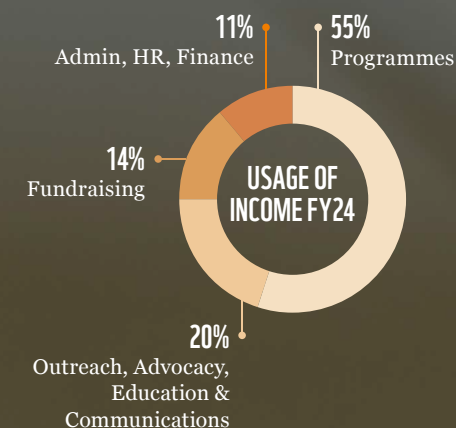
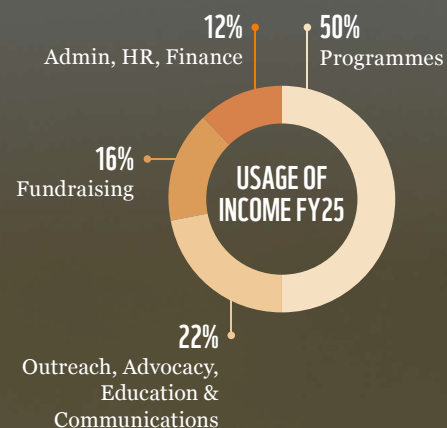
### SOURCES OF INCOME

	FY2025	FY2024
	S\$000	S\$000
Donations from individuals	6,165	5,892
Major donors	1,068	991
Corporate sponsorships and donations	2,876	4,211
Charitable trusts and foundations	990	773
Income from other WWF Organisations*	4,994	4,943
Government Grant	489	519
Gifts in kinds	775	925
Others	237	342
<b>Total Income Resources</b>	<b>17,594</b>	<b>18,596</b>

### RESOURCES EXPENDED

	FY2025	FY2024
	S\$000	S\$000
Local programmes and outreach	5,130	4,846
Global conservation commitments	1,830	2,811
Fundraising	2,209	2,146
Administrative, consultancy and professional fees	3,209	3,740
Costs funded by other WWF Organisations*	4,982	5,202
<b>Total Income Resources</b>	<b>17,360</b>	<b>18,745</b>

\*Income from other WWF organisations refers to donations or grants received by the company from other WWF organisations. They are used to fund programmes and staff members who assume global and regional roles in conservation as well as regional and global conservation projects.



WWF-SINGAPORE RESERVES POLICY

WWF-Singapore’s financial liquidity and reserves policy aims to ensure the sustainability of the organisation’s operations, even during a period of unforeseen difficulty. The target level of reserves is set at a minimum of three months’ equivalent of the average monthly management and administrative costs. The reserves policy is subject to periodic reviews by the Board to confirm its adequacy in fulfilling the charity’s ongoing obligations.

RESERVES POLICY STATEMENT	FY2025	FY2024
	S\$000	S\$000
Unrestricted Funds (Reserves)	1,377	2,305
Restricted Funds	5,409	4,248
No. of Months Reserves Coverage of Average Monthly Core Operating Expenditure*	3	4

\*Average monthly core operating expenditure represents the costs of staff salaries and fixed administrative expenses for WWF Singapore’s operations. This excludes any direct programme costs that are funded externally, either by donors or by WWF’s donor offices.

DISCLOSURE OF REMUNERATION OF THREE HIGHEST PAID STAFF

Disclosure of annual remuneration of three highest paid staff who each receives more than \$100,000, in bands of \$100,000:

REMUNERATION BAND	FY2025	FY2024
\$100,000 to \$200,000	0	2
\$200,001 to \$300,000	2	0
\$300,001 to \$400,000	1	1

WWF-Singapore has no paid staff, who are close members of the family of the Executive Head or Board members, who each receives total remuneration of more than \$50,000 during the year.





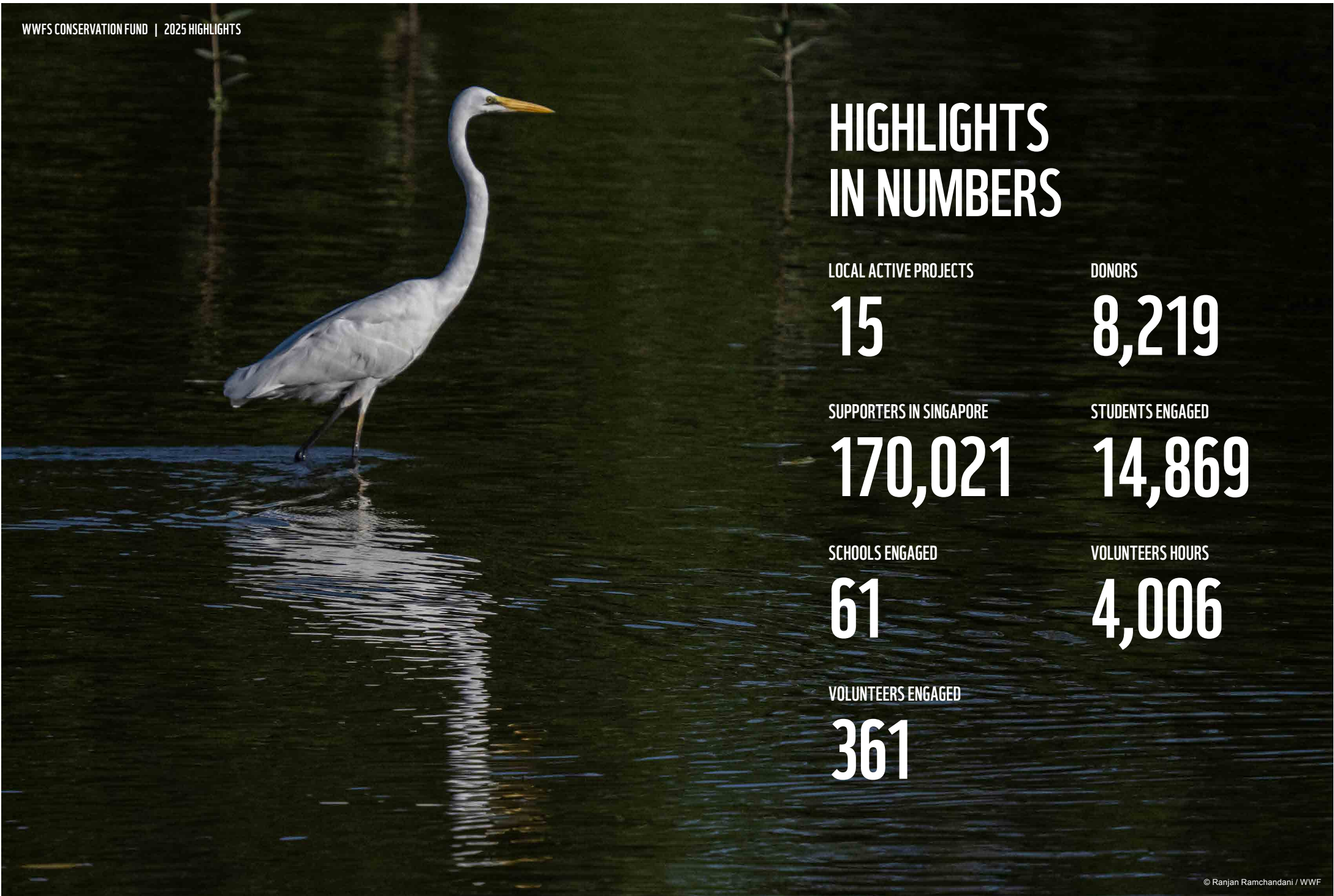


## ABOUT WWF-SINGAPORE CONSERVATION FUND

WWF-Singapore Conservation Fund (WWFS CF) is a fund within WWF-Singapore. It has an Institution of Public Character Status (IPC Status) that is valid till 1 July 2025. WWFS CF has a separate governing board, referred to as the board of trustees, to oversee its affairs. They work in concert with WWF-Singapore's board of directors. Like all other IPCs, WWFS CF conducts activities that exclusively benefit the Singapore community. Over the last few years, WWF-Singapore has been carrying out work that benefits the local community such as Earth Hour, Future Sustainability Leaders, and Green Cities.

© Suzi Eszterhas / naturepl.com / Wild Wonders of China / WWF





# HIGHLIGHTS IN NUMBERS

LOCAL ACTIVE PROJECTS

15

DONORS

8,219

SUPPORTERS IN SINGAPORE

170,021

STUDENTS ENGAGED

14,869

SCHOOLS ENGAGED

61

VOLUNTEERS HOURS

4,006

VOLUNTEERS ENGAGED

361





# CLIMATE & SUSTAINABILITY

© James Morgan / WWF-US

## CLIMATE &amp; SUSTAINABILITY

## WWF EARTH SUMMIT 2025

## ACCELERATING REGIONAL ACTION

The 2025 WWF Earth Summit expanded its scope to the Asia-Pacific region and brought in global perspectives to strengthen collaboration and knowledge exchange. Hosted by WWF-Singapore under the theme *Climate. Nature. Transition.*, the summit brought together more than 700 business, finance, government and civil society leaders to accelerate climate and nature-positive action ahead of COP30.

## KEYNOTE LEADERSHIP FOR CHANGE

Keynote speaker Paul Polman, former CEO of Unilever and bestselling author, urged industry and finance to channel capital into science-based climate and conservation solutions. He highlighted how nature-positive investment creates green jobs, strengthens resilience and unlocks significant economic value.

## RESPONDING TO ECOLOGICAL TIPPING POINTS

Manuel Pulgar-Vidal, President of COP20 and former Minister for Environment in Peru, warned that ecosystems such as coral reefs and the Arctic have already crossed critical thresholds. He called for urgent systems transformation across energy, industry, cities and land use to prevent irreversible damage.

## SCALING SOLUTIONS ACROSS THE REGION

Expert panels set out practical pathways for progress. Speakers outlined how to mobilise climate finance, scale Nature-based Solutions including mangrove restoration and urban greening, and align public and private sector leadership through frameworks like the Taskforce on Nature-related Financial Disclosures. Their insights showed that innovation, strong governance and collective action can deliver measurable benefits for communities and ecosystems across the region.



## KEY HIGHLIGHTS

## 700 PARTICIPANTS ENGAGED

at the summit.

## FOUR KEYNOTE PANELS FEATURED

leaders from industry, policy and science.

## LIST OF DISTINGUISHED SPEAKERS

**Mr Paul Polman**

Former Chief Executive Officer, Unilever & Bestselling Author

**Mr Manuel Pulgar-Vidal**

President of COP20 & Global Leader, Climate & Energy, WWF-International

**Mr Joseph Teo**

Singapore's Chief Negotiator for Climate Change

**Prof. Winston Chow**

Co-Chair, Working Group II, Intergovernmental Panel on Climate Change (IPCC)

**Ms Hwang Yu-Ning**

Chief Executive Officer, National Parks Board, Singapore

**Ms Esther An**

Chief Sustainability Officer, City Developments Limited

**Dr Madhu Rao**

Chair, IUCN World Commission on Protected Areas

**Mr Rueban Manokara**

Global Lead, Carbon Finance & Markets Taskforce, WWF-International

**Mr Nik Sekhran**

Chief Conservation Officer, WWF-US

**Mr Bruno Carrasco**

Director-General, Climate Change & Sustainable Development Department, Asian Development Bank

**Ms Cindy Khoo**

Managing Director, Enterprise Singapore

## KEYNOTE SPEAKER PAUL POLMAN

former CEO of Unilever and bestselling author, inspired action on nature-positive leadership.

## THE SCENE COALITION LAUNCHED

a new Nature-based Solutions tool.

**Mr Vipul Chawla**

Group Chief Executive Officer, FairPrice Group

**Mr Jonathan Coleman**

Co-Chief Executive Officer, UnTours Foundation

**Ms Jun Dong**

Regional Vice President, Agoda

**Mr Tim Diamond**

General Manager, Cotton On Foundation

**Mr Edwin Seah**

Nature-based Solutions Partnerships Lead, SCSNe Coalition

**Ms Meredith Beaujean**

Executive, Director of Sustainability, Marina Bay Sands

**Ms Jaclyn Dove**

Managing Director & Global Head of Sustainable Finance Strategic Initiatives, Standard Chartered

**Mr Jovi Ho**

Associate Director, The Edge Singapore

**Ms Elaine Cheung**

Board Trustee, WWF-International

**Mr Dermot O'Gorman**

Chief Executive Officer, WWF-Australia

**Mr Aditya Bayunanda**

Chief Executive Officer, WWF-Indonesia

**Mr Rohit Singh**

Director, Protected & Conserved Areas Management and Governance, WWF-US



## CLIMATE & SUSTAINABILITY

# WWF EARTH HOUR FESTIVAL 2025

### REIGNITING A GLOBAL MOVEMENT

WWF Earth Hour 2025 built on its legacy as a global movement for climate action and united individuals and communities in Singapore to take meaningful steps towards a nature-positive future. The festival embraced the theme “The Biggest Hour for Earth”, inspiring participants to dedicate time and effort to sustainable living and environmental stewardship.

### A FESTIVAL OF EXPERIENCES

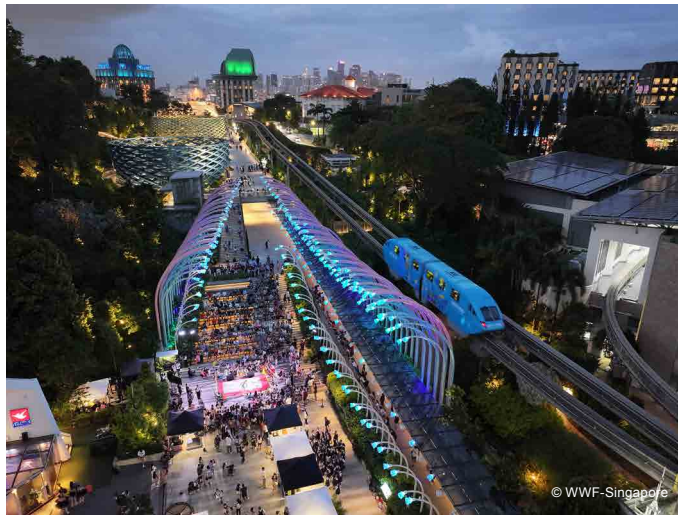
Held at Sentosa Sensoryscape, the event transformed the Glow Garden and Palate Playground into vibrant hubs of climate and nature engagement. Visitors explored thematic booths, joined hourly workshops and enjoyed cultural performances. The evening culminated in the symbolic Switch Off at 8:30 pm as Sentosa Sensoryscape and island partners dimmed non-essential lighting to highlight the urgency of protecting our planet.

### COLLECTIVE ACTION AND COMMITMENT

Beyond the festival grounds, WWF re-launched the

Hour Bank platform to enable individuals to record sustainable actions and commitments. This extended

the reach of Earth Hour by creating a digital space for ongoing participation and accountability.



## KEY HIGHLIGHTS

**OVER 1,000 INDIVIDUALS AND BUSINESSES PARTICIPATED** in the symbolic Switch Off.

**MORE THAN 15,000 PEOPLE ATTENDED** the Earth Hour Festival 2025.

**OVER 19,000 HOURS DEDICATED** to the Hour Bank.

**MORE THAN 250 INDIVIDUALS PLEDGED** to Switch Off non-essential lights on event day.

**OVER 80 PARTICIPANTS JOINED** the festival workshops.





© Ranjan Ramchandani / WWF



## NATURE

## REMOTE UNDERWATER VIDEO SURVEYS AT SENTOSA AND THE SOUTHERN ISLANDS OF SINGAPORE

## STUDYING MARINE BIODIVERSITY IN AN URBAN SEA

Singapore provided a rare setting to study how marine biodiversity adapted in a heavily urbanised and modified environment, marked by pollution, sedimentation, intensive human activity and high boat traffic. Understanding how species persisted under these conditions was vital for guiding local marine conservation.

## ADDRESSING CRITICAL DATA GAPS

Information on critical marine habitats in Southeast Asia had been limited, leaving uncertainty about which areas required stronger protection or management. This project sought to close that gap by generating evidence on predator presence and the overall health of marine ecosystems in Singapore's Southern Islands and Sentosa.

## APPLYING INNOVATIVE SURVEY METHODS

Baited Remote Underwater Video Systems (BRUVS) and Remote Underwater Video Systems (RUVS) were successfully deployed to document sharks, rays and other marine species. The footage was systematically analysed, providing data that fed into a scientific report containing conservation recommendations for both local and global stakeholders.



© Astri Noorbaini / WWF-Singapore



© WWF-Singapore



© National University of Singapore

## KEY HIGHLIGHTS

## SEVEN BRUV AND RUVS DEPLOYMENTS

at each survey site, supported by four dive surveys.

## WWF-SINGAPORE CONTRIBUTED TO RESEARCH PUBLISHED

in a scientific paper documenting the first record of a Blue Trevally, *Carangoides ferdau* in Singapore waters.

## NATURE

## PILOT RESTORATION OF DEGRADED REEF AREAS IN SINGAPORE: LIGHT LIMITED REEF ZONES

## SINGAPORE'S REEFS UNDER PRESSURE

Singapore's coral reefs supported more than 250 recorded species of hard corals, representing nearly one-third of global coral diversity. They also provided habitat for over 120 species of reef fish, as well as hawksbill turtles and black-tip reef sharks. However, more than 60% of these reefs had already been lost due to coastal development and human pressures, with climate change and continued urbanisation posing further threats.

## A FIRST-OF-ITS-KIND RESTORATION EFFORT

While most coral restoration efforts had previously focused on shallow waters, WWF-Singapore supported the Tropical Marine Science Institute (TMSI) at the National University of Singapore (NUS) in pioneering restoration in deeper, light-limited reef zones where degradation was most severe. This initiative marked the first attempt in Singapore to restore coral species native to deeper depths.

## COLLABORATION AND COMMUNITY ENGAGEMENT

The project built on ongoing efforts by the National Parks Board and NUS, while also engaging a wider network of partners. Citizen science and outreach activities

were central to raising public awareness, equipping volunteers with knowledge, and expanding community participation in coral restoration. These activities helped to embed conservation within the broader public consciousness while also supporting scientific outcomes.



© WWF-Singapore



© WWF-Singapore



© WWF-Singapore

## KEY HIGHLIGHTS

**AROUND 2,400 CORALS CULTURED**  
across 32 native species.

**105 SCAFFOLD INSTALLED**  
to support restoration in deeper reef zones.

**MORE THAN 1,400 CORALS TRANSPLANTED**  
along a 330-metre stretch at Kusu Island, achieving about 80% survivorship.

**OVER 30 CITIZEN SCIENTISTS TRAINED**  
across eight coral deployment exercises.

**MORE THAN 3,000 MEMBERS OF THE PUBLIC AND STUDENT REACHED**  
through outreach and education activities.



## NATURE

## CYBER SPOTTER PROGRAMME

## EMPOWERING CITIZENS TO TACKLE ONLINE WILDLIFE CRIME

The Cyber Spotter Programme is a citizen science initiative that mobilised volunteers to detect and report Illegal Wildlife Trade (IWT) online. By equipping participants with the skills to identify suspicious wildlife-related listings on e-commerce platforms and social media, the programme strengthened early detection and deterrence efforts.

## TRAINING VOLUNTEERS TO SPOT ILLEGAL TRADE

Volunteers were trained to recognise illegal products such as endangered species and their derivatives. Reports were channelled to relevant authorities and platforms, helping to disrupt online networks involved in trafficking.

## STRENGTHENING COLLABORATION FOR IMPACT

The programme was implemented in partnership with members of the Coalition to End Illegal Wildlife Trade Online, alongside local law enforcement agencies. These collaborations ensured that citizen reports translated into meaningful enforcement and systemic action against IWT.



© WWF-Singapore



© WWF-Singapore

## KEY HIGHLIGHTS

Cumulative since 2020:

**21 COMPLETED**

Cyber Spotter rounds

**571 VOLUNTEERS TRAINED**

to detect illegal wildlife trade online.

**31,184 ONLINE LISTINGS IDENTIFIED**

as potential IWT cases

**447 KEYWORDS DEVELOPED**

to track illegal listings.

In FY25 alone:

**4 COMPLETED**

Cyber Spotter rounds

**134 ADDITIONAL VOLUNTEERS TRAINED**

**4,664 ONLINE LISTINGS IDENTIFIED**

linked to IWT

**ALMOST 30 NEW KEYWORDS ADDED**

to strengthen detection capacity

## AI MODEL, WEBSCRAPPER &amp; DASHBOARD

## HARNESSING AI TO DETECT WILDLIFE CRIME ONLINE

To scale up the Cyber Spotter Programme, WWF-Singapore partnered with AI Singapore to develop a machine learning model that could support early detection of IWT. The model was trained to analyse both text and images from e-commerce listings, classifying species being traded and assessing the likelihood of products being illegal.

## FROM PROTOTYPE TO PRACTICAL APPLICATION

Once the model was handed over, WWF engaged a developer to create customised web scrapers and dashboards. These tools automated data collection and analysis, significantly increasing efficiency and reducing reliance on manual monitoring.

## SCALABLE AND ADAPTABLE SOLUTIONS

By combining machine learning with web-based tools, the system was designed with scalability and adaptability in mind. It could now be expanded to cover more countries and online platforms, strengthening global capacity to combat wildlife trafficking online.



© WWF-Singapore



© WWF-Singapore

## KEY HIGHLIGHTS

**EXPANDED TOOLKIT**

with web scrapers and dashboards to automate monitoring and reporting.

**ESTABLISHED SCALABLE FRAMEWORK**

with potential to extend across multiple countries and platforms.

## NATURE

## ILLEGAL WILDLIFE TRADE WORK AT GLOBAL YOUTH EVENTS

## BUILDING YOUTH LEADERSHIP AND GLOBAL NETWORKS

Beyond its direct conservation impact, the programme also created opportunities for youth leadership and international collaboration. In 2024, WWF-Singapore participated in the inaugural CITES Global Youth Network (CGYN) programme, where WWF-Singapore represented as the only Non-Government Organisation (NGO) delegate. This platform connected 41 young leaders across 18 countries, fostering dialogue on sustainable wildlife trade and conservation.

In 2025, WWF-Singapore was invited back as a CGYN alumni to co-lead a Marine IWT Workshop at the Singapore Oceanarium, alongside the National Parks Board (NParks). The session engaged 25 global youths on marine turtle conservation and showcased WWF's innovations, including collaborations with ShellBank and the SEE Shell app.

## SHOWCASING YOUTH ENGAGEMENT AT THE EARTHSOT PRIZE YOUTH LEADERSHIP PROGRAMME 2024

WWF-Singapore's youth advocacy also reached global prominence through the Earthshot Prize Youth Leadership Programme 2024. Twenty youth leaders from Asia began the programme in Singapore, where they visited Mandai Nature, the Temasek Life Sciences Laboratory, and sustainability showcases supported by Temasek Shophouse. Participants then joined 100 peers from Africa in Cape Town for workshops on leadership, creative problem-solving, and storytelling for impact, culminating in the EarthShot Prize ceremony graced by Prince William of Wales and Robert Irwin. WWF-Singapore shared its citizen science work, inspiring a new generation of conservation leaders.



## KEY HIGHLIGHTS

## 41 YOUNG LEADERS ACROSS 18 COUNTRIES FORMED

the inaugural global youth network on wildlife trade, with WWF-Singapore as the sole NGO delegate from Singapore.

## ENGAGED 25 GLOBAL YOUTHS

through a Marine IWT workshop at the Singapore Oceanarium, spotlighting WWF's ShellBank and SEE Shell initiatives.

## 20 ASIAN YOUTH LEADERS JOINED EARTHSOT PRIZE YOUTH LEADERSHIP PROGRAMME 2024

in Singapore and Cape Town, engaging with 100 African peers and global leaders including Prince William of Wales.







## COMMUNITY

# #WEGOTTHIS YOUTH SUSTAINABILITY INCUBATOR PROGRAMME

### EMPOWERING YOUTH FOR ENVIRONMENTAL LEADERSHIP

Now in its fourth year, the #WeGotThis Youth Sustainability Incubator Programme continued to nurture the next generation of changemakers across Southeast Asia. Designed to equip young advocates with the skills, mentorship, and networks to drive meaningful action, the programme guided participants through the conceptualisation, development, and launch of impactful digital campaigns tackling urgent sustainability challenges.

### INNOVATION THROUGH COLLABORATION

The 2024 edition introduced the inaugural Youth Dialogue, a three day in-person event bringing together youth leaders from ASEAN and Singapore to exchange ideas on how technology and innovation can advance sustainability.

### GROWING A MOVEMENT

The programme is also cultivating a thriving alumni network that stays engaged in environmental action. Alumni were invited back to co-host events, mentor new participants, and join hands-on initiatives like the Trash Bash at Pasir Ris Park, reinforcing the continuity and community at the heart of #WeGotThis.



© Ng Si Han / WWF-Singapore



© WWF-Singapore



© WWF-Singapore



© WWF-Singapore

## KEY HIGHLIGHTS

### OVER 30 PARTICIPANTS JOINED

the Youth Dialogue 2024 across three days, representing ASEAN and Singapore.

### TRASH BASH BEACH CLEAN-UP

at Pasir Ris Park brought together youth, alumni and members of the public for community action.

### ALMOST 70 CAMPAIGNS LAUNCHED

including 38 from ASEAN and 30 from Singapore.

### 89 YOUTH AND 24 MENTORS

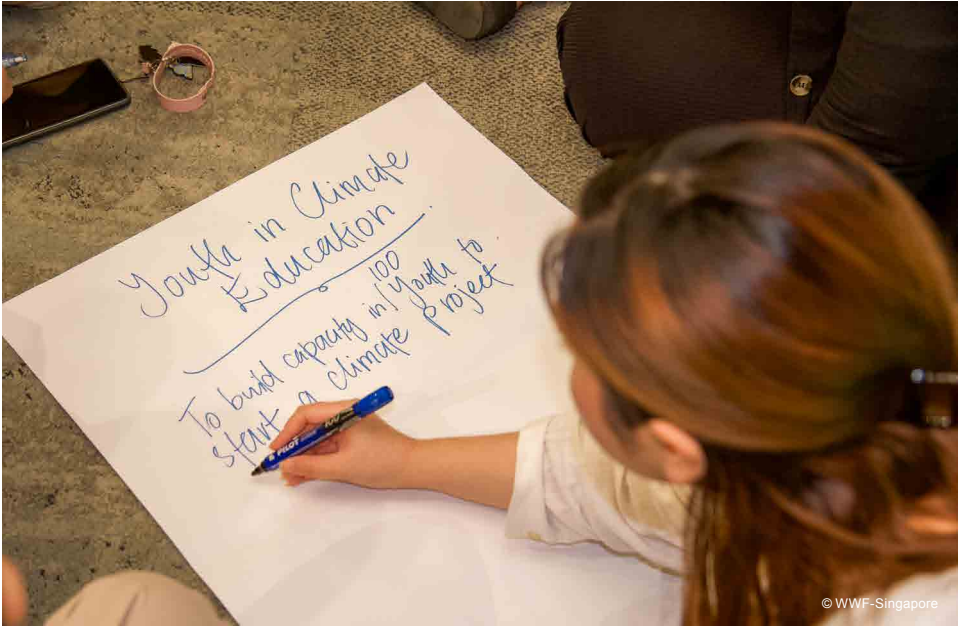
participated in the #WGT programme.

### TWO ALUMNI RETURNED AS PROGRAMME CO-HOSTS

showcasing youth leadership in action.



COMMUNITY



© WWF-Singapore



© WWF-Singapore



© WWF-Singapore



## COMMUNITY

# WWF SCHOOLS PROGRAMME

### GREENING SINGAPORE'S SCHOOLS

The WWF Schools Programme supports the Singapore Green Plan 2030 by encouraging schools to adopt more sustainable practices and reduce their environmental footprint. The initiative is aligned with the Ministry of Education's Eco-Stewardship Programme, which aims for a two-thirds reduction in net carbon emissions across the schools sector and for at least 20% of schools to be carbon neutral by 2030.

### BEYOND THE CLASSROOM

WWF-Singapore goes further than classroom teaching, providing students with hands-on experiences that build a deeper connection to nature and sustainability. Initiatives include thematic talks on Singapore's conservation challenges, immersive outdoor learning through WWF Explores, and career talks that help prepare students to tackle complex environmental issues with confidence.

### CELEBRATING STUDENT LEADERSHIP IN SUSTAINABILITY

Through the Eco-Schools Awards Ceremony, schools are recognised for their achievements in integrating sustainability into daily life. This not only celebrates progress but also inspires peers to raise their ambitions, fostering a culture of sustainability leadership among youth.

### SHAPING TOMORROW'S STEWARDS

By combining education, real-world experiences, and recognition, the WWF Schools Programme empowers students to be sustainability champions in their schools and communities. The programme ensures that Singapore's future generations are equipped not just with knowledge, but with the agency to make a tangible impact on climate and nature.



## KEY HIGHLIGHTS

### OVER 60 SCHOOLS ENGAGED

reaching 14,869 students.

### ALMOST 30 SCHOOLS PROJECTS LAUNCHED

on the topics of Climate Action, Waste, Food, Corals and Mangroves.

### 12 WINNING SCHOOLS RECEIVED

Bronze, Silver or Green Flag distinctions at the Eco-Schools Awards Ceremony.



COMMUNITY

ROOTED IN NATURE

NATURE AS THERAPY

The Rooted in Nature programme was designed to harness the therapeutic benefits of Singapore’s green and blue spaces. Through guided mindful walks, participants were encouraged to slow down, observe their surroundings, and reconnect with the natural world.

MINDFULNESS IN ACTION

Each session integrated sensory activities and mindfulness exercises to deepen participants’ connection with nature. By engaging multiple senses, the walks promoted stress relief, improved mental wellbeing, and a renewed sense of appreciation for Singapore’s natural heritage.

CONNECTING WITH COMMUNITIES

Walks were tailored to reach a wide spectrum of participants, including youth at risk, seniors, and residents engaged through the People’s Association. By opening access to nature for groups with varied backgrounds, the programme provided both restorative experiences and opportunities for shared community engagement.



KEY HIGHLIGHTS

10 MINDFUL WALKS COMPLETED

Locations included Rifle Range Nature Park, Learning Forest at Botanic Gardens, and Lim Chu Kang Nature Park.

100 PARTICIPANTS ENGAGED

across different community groups



## COMMUNITY

# SUNGEI BULOH NATURE PARK NETWORK

### CONNECTING COMMUNITIES TO WETLANDS

WWF-Singapore was appointed as a stakeholder for community engagement within the Sungei Buloh Nature Park Network, enabling us to deliver outreach programmes at Sungei Buloh Wetland Reserve and Lim Chu Kang Nature Park. These activities engaged schools, volunteers and members of the public, creating meaningful opportunities for people to connect with and contribute to wetland conservation.

### CITIZEN SCIENCE AND PUBLIC PARTICIPATION

The Wetland Watchers initiative invited participants on monthly guided walks through Lim Chu Kang Nature Park. Beyond learning about the park's history and biodiversity, participants also contributed to bird and dragonfly counts. This citizen science element transformed awareness into action, showing how communities can provide valuable ecological data that supports long-term conservation planning.

### PROTECTING ENDANGERED SPECIES

WWF-Singapore also led efforts to safeguard the critically endangered Straw-headed Bulbul. Volunteers were trained to conduct surveys and collect ecological and behavioural data, providing essential insights to guide conservation science. This programme not only generated data but also empowered volunteers to take part in protecting one of Southeast Asia's rarest songbirds.

### EDUCATING THE NEXT GENERATION

The Wetland Immersion Programme combined classroom workshops with field visits to Sungei Buloh and school-based mangrove planting projects.

Together, these programmes demonstrated how wetlands can be both living classrooms and vital habitats, while also building a stronger foundation for community-driven conservation.



© WWF-Singapore



© WWF-Singapore



© WWF-Singapore

## KEY HIGHLIGHTS

### 146 PARTICIPANTS ENGAGED

in 11 Wetland Watchers sessions.

### 41 VOLUNTEERS TRAINED

for Straw-headed Bulbul monitoring, completing 23 survey sessions.

### 21 STUDENTS PARTICIPATED

in the Wetland Immersion Programme.



## COMMUNITY

# RIFLE RANGE NATURE PARK

### A LIVING CLASSROOM AT THE FOREST EDGE

Since its launch in 2022, Rifle Range Nature Park has become a key focal site for WWF-Singapore's community engagement activities. Bordering Bukit Timah and Central Catchment Nature Reserves, the park provides an ideal setting for nature education and hands-on conservation work. It offers a rare opportunity for the public to experience the edge of Singapore's richest forest ecosystems while actively contributing to their care.

### NATURAL HERITAGE WALKS

WWF-Singapore conducts free guided walks that allow participants to explore the park's flora and fauna while also delving into broader conservation issues such as ecological connectivity, illegal wildlife trade, and human-wildlife conflict. These walks are designed to spark curiosity and build awareness, helping visitors understand how local ecosystems are tied to global environmental challenges.

### CITIZEN SCIENCE FOR BIODIVERSITY

Volunteers contribute to biodiversity monitoring by surveying Rifle Range Road for sightings and roadkill of target species. The long-term goal is to identify wildlife crossing hotspots and provide recommendations to park managers on connectivity measures. By engaging citizens in research, the project transforms data collection into an act of stewardship, bridging science with everyday community participation.

### MANAGING INVASIVE SPECIES

WWF-Singapore also works with volunteers to restore and maintain habitats. After planting native saplings along a stretch of the Rail Corridor in August 2023, monthly sessions were held to protect these young trees from climbers and competing vegetation. Invasive weeds, particularly the fast-spreading Zanzibar Yam, were removed. This active involvement fosters a sense of ownership while directly improving habitat quality for native species.

Through these programmes, Rifle Range Nature Park is becoming not just a recreational green space but a living classroom and a site of collaborative conservation.



## KEY HIGHLIGHTS

**131 PARTICIPANTS JOINED**  
ten guided walk sessions.

**128 VOLUNTEERS SUPPORTED**  
biodiversity monitoring  
across 36 surveys.

**29 SPECIES**  
recorded from monitoring  
programme.

**109 VOLUNTEERS PARTICIPATED**  
in 11 invasive species  
management sessions,  
removing up to 60 kg of plant  
material per session.



## COMMUNITY

# 'SEAS THE DAY' PUBLIC OUTREACH EVENT 2024

### IGNITING PUBLIC ENGAGEMENT FOR OCEAN CONSERVATION

In 2024, WWF-Singapore hosted its inaugural marine-themed public outreach event, *SEAs The Day*. The event was designed to spark widespread interest and action for ocean conservation by creating interactive and educational experiences accessible to people of all ages.

### BUILDING MOMENTUM THROUGH LEAD-UP ACTIVITIES

Leading up to the main event, WWF-Singapore organised storytelling sessions, career talks, and film screenings. These activities helped build awareness and anticipation, while giving audiences a chance to connect with marine conservation topics in diverse and accessible ways.

### SHOWCASING MARINE CONSERVATION AT SCALE

On the day of the event, 10 interactive booths were hosted by partner marine conservation groups, covering themes such as Communities, Food Security, and Biodiversity. By curating multiple entry points for engagement, the event catered to a wide spectrum of participants—from those just beginning to learn about marine issues to individuals already invested in conservation action.

### A SPACE FOR ALL AGES

With its mix of workshops, hands-on activities, and fringe events, *SEAs The Day* brought together families, students, professionals, and community members. The event highlighted the importance of oceans not just as a biodiversity haven, but also as a critical source of food security and livelihoods. More importantly, it demonstrated how collective public action can strengthen Singapore's marine conservation movement.



## KEY HIGHLIGHTS

**TEN**  
booth partners engaged

**OVER 2,000**  
members of the public reached.

**EIGHT**  
workshops and hands-on activities conducted.

**SIX**  
fringe activities held concurrently.



## COMMUNITY

# FESTIVAL OF BIODIVERSITY 2025

### CELEBRATING SINGAPORE'S NATURAL HERITAGE

The Festival of Biodiversity (FOB) is an annual public engagement event organised by NParks to raise awareness and foster appreciation for Singapore's natural heritage. In 2025, the festival was held at the Central Library, drawing strong public participation across all age groups.

### WWF-SINGAPORE'S CONTRIBUTION

WWF-Singapore hosted a booth that showcased our conservation work, with interactive features on biodiversity monitoring surveys, coral restoration, invasive species management, the Cyber Spotter programme, and the role of our Volunteer Nature Guides. The booth created a platform to highlight how local and global conservation efforts are interconnected, while also encouraging the public to explore volunteering and citizen science opportunities.

### ENGAGING COMMUNITIES AND LEADERS

The event provided a unique platform to engage both the wider public and key stakeholders. It was visited by the Minister for Sustainability the Environment and the

Minister for Education, as well as participants from the CITES Global Youth Network programme, which coincided with FOB 2025. This underscored the festival's role as a cross-generational gathering point for conservation dialogue.



© WWF-Singapore



© WWF-Singapore



© WWF-Singapore

## KEY HIGHLIGHTS

### OVER 2,000 ENGAGED

members of the public at the WWF booth.

### 140 PARTICIPATION

at the Conservation Seekers game sessions.



## COMMUNITY

# COMMUNITY DAY OUT @ THE ISTANA 2025

### A PLATFORM FOR PUBLIC ENGAGEMENT

WWF-Singapore was invited to host a booth at the Istana Open House for Community Day Out, organised by NTUC. The event offered a unique opportunity to connect with members of the public in one of Singapore's most iconic venues, while showcasing our conservation work and citizen science initiatives.

### BUILDING RELATIONSHIPS AT THE NATIONAL LEVEL

Beyond public outreach, the event provided a valuable platform for institutional visibility and relationship building. The WWF-Singapore booth was visited by the President and the First Lady, reinforcing the national importance of conservation efforts and paving the way for further collaboration.



## KEY HIGHLIGHTS

**AROUND 1,000 INDIVIDUALS ENGAGED**

### GUEST OF HONOUR VISIT

by The President and The First Lady.

### INVITATION

from The President to run citizen science surveys inside the Istana grounds.



## PARTNER FEATURE

## DALIO PHILANTHROPIES

## NURTURING THE NEXT GENERATION OF ENVIRONMENTAL STEWARDS

Dalio Philanthropies plays a vital role in empowering young people in Singapore to become informed and active advocates for the natural world. With their support, WWF-Singapore launched the Oceans Education programme, introducing a strong marine conservation focus across both school and community outreach. This partnership ensures that environmental learning is not limited to awareness but leads to purposeful action that supports the protection of our oceans and the species that depend on them.

## BUILDING KNOWLEDGE AND AWARENESS

The partnership has enabled WWF-Singapore to design and deliver a range of education activities tailored to different age groups and learning needs. Nearly 3,000 students engaged in Our Blue Planet talks that highlighted the importance of ocean ecosystems and the threats they face. Career conversations with marine professionals provided 250 students with valuable perspectives on ocean-related careers. A pilot research initiative allowed students to investigate the relationship between light and coral growth, supporting scientific thinking and hands-on learning. To widen reach, three self-paced e-learning modules covering 30 ocean themes were launched on WWF-Singapore's website, providing accessible, high-quality marine conservation education to schools and the public.

## FROM LEARNING TO MEANINGFUL ACTION

The programme ensures that learning leads to real environmental impact. Four beach clean-ups involving 140 students gave participants

direct exposure to the issue of marine litter and the opportunity to contribute to the health of local coastlines. Student research projects encouraged young people to apply classroom knowledge to real-life challenges, strengthening leadership skills and confidence in problem solving. These experiences help nurture a generation that is not only informed but ready to drive sustainability in their communities.

## ENGAGING COMMUNITIES BEYOND THE CLASSROOM

The reach of this partnership extends further into the community. In September 2024, WWF-Singapore launched *SEAs The Day*, its first marine-themed outreach event. More than 2,100 members of the public attended, engaging with 11 partner organisations through interactive booths, workshops and talks. Documentary screenings and panel discussions surrounding the event reached nearly 1,200 more people, maintaining interest in ocean conservation well beyond the main programme.

## A PARTNERSHIP INVESTING IN SINGAPORE'S ENVIRONMENTAL FUTURE

Dalio Philanthropies' support is strengthening environmental education at a critical time. By providing young people and communities with the knowledge and tools to protect the oceans, this partnership is helping to cultivate future sustainability leaders and embed environmental stewardship as a shared responsibility across society. Their commitment ensures that the next generation is equipped and motivated to champion a thriving future for people and nature.



## KEY HIGHLIGHTS

## SEVEN THEMATIC TALKS AND FOUR CAREER TALKS CONDUCTED

reaching over 3,000 students

## FOUR BEACH CLEAN-UPS PARTICIPATED

by 140 students

## THREE PILOT SCHOOL RESEARCH PROJECTS LAUNCHED

on coral growth

## THREE E-LEARNING MODULES DEVELOPED

covering 30 topics

## 'SEAS THE DAY' OUTREACH EVENT ENGAGED

2,174 people, with an additional 1,200 through supporting activities

## GOVERNANCE

### WWFS CONSERVATION FUND COUNCIL MEMBERS



#### MR JOSEPH K H KOH

Chairman of the Council since  
12 October 2020

Joseph K H Koh was on the WWF-Singapore Board from August 2017 to 21 December 2020 and served as its Chairman from July 2018 to December 2020.

He was appointed as Senior Adviser on 30 April 2021, and became the Chairman of the Council of the WWFS CF on 12 October 2020.

Joseph has been researching on spiders for more than 55 years. He has authored several photographic guides, and published many scientific papers describing new species of Singapore and Brunei spiders. Joseph is an honorary Research Affiliate of National Biodiversity Centre of the National Parks Board and the Lee Kong Chian Natural History Museum of the National University of Singapore. He is currently the Chairman of the Friends of Bukit Timah Forest.

He is a retired Public Service Officer, having held various key appointments in the Ministry of Defence, Home Affairs and Foreign Affairs and served as the head of Singapore's official missions in Australia and Brunei Darussalam. Joseph was conferred the Public Administration Medal (Gold) (Bar) in 2006 and the prestigious President's Award for the Environment in 2021.



#### MR ACHAL AGARWAL

Council Member of WWF CF since  
November 2020

Achal Agarwal is a senior Executive with over 40 years of experience in leadership roles at successful global companies and a passion for innovation, digitisation and human capital development.

As the former Chairman of the Board of WWF-Singapore, Achal brought his vast experience to stabilise the organisation and help achieve our purpose. He continues to be a Council member responsible for WWFS CF.

Achal is a non-executive director on the boards of Amcor, a global leader in developing and producing high-quality, responsible packaging, and SATS Ltd, Asia's leading provider of food solutions and gateway services.



GOVERNANCE



**MR HSIEH FU HUA**  
Council Member of WWFS CF since  
November 2023

Hsieh Fu Hua serves on the boards of several non-profit and business organisations. He is Chairman of the National University of Singapore, WWF-Singapore and MindFull Community Limited, and is also a member of the National Research Foundation’s Research, Innovation and Enterprise Council.

He has co-founded several charities, particularly in the area of mental health, and previously served as President of the National Council of Social Service. His past leadership roles include Chairman of the Stewardship Asia Centre, the National Gallery Singapore, the Singapore Business Federation Foundation and the National University Health System.

In business, Fu Hua is Chairman of GXS Bank and Aureus Group, a board director of Government of Singapore Investment Corporation (GIC) Private Limited, and adviser to the PrimePartners Group, which he co-founded. He began his career in merchant banking and capital markets with Morgan Grenfell Asia Holdings in 1974, later becoming its head. He went on to hold senior positions including Group Managing Director of BNP Prime Peregrine Group Hong Kong, Chief Executive Officer of Singapore Exchange, President of Temasek Holdings and Chairman of Tiger Airways Holdings, United Overseas Bank, Asia Capital Reinsurance Group and Eastspring Investments Group.

Fu Hua is an alumnus of the National University of Singapore Business School.

COUNCIL MEMBERS ATTENDANCE

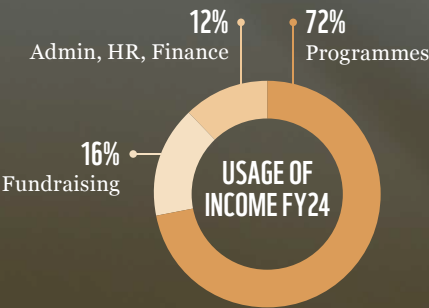
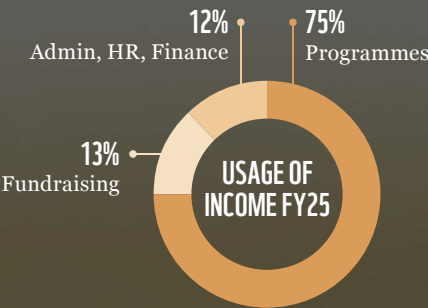
FY2025 (1 July 2024 - 30 June 2025)

COUNCIL MEMBERS OF WWFS CONSERVATION FUND	ATTENDANCE AS OF TOTAL NO. OF MEETINGS
Mr Joseph K H Koh <small>(Term of office extended on 16 November 2023 till conclusion of 2026 Annual General Meeting)</small>	1/1
Mr Achal Agarwal	1/1
Mr Hsieh Fu Hua	1/1

SUMMARY FINANCIAL PERFORMANCE

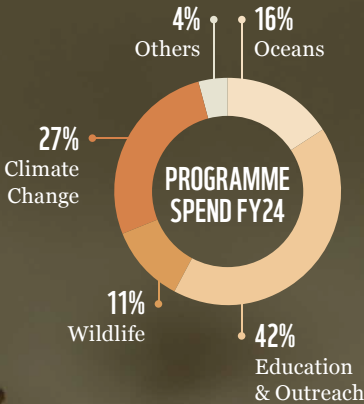
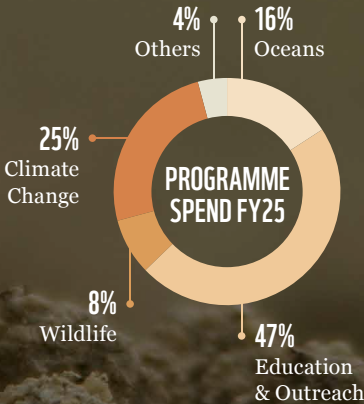
SOURCES OF INCOME

	FY2025	FY2024
	S\$000	S\$000
Donations from individuals	2,888	2,105
Major donors	129	385
Corporate sponsorships and donations	559	1,295
Charitable trusts and foundations	538	428
Government Grant	148	500
Gifts in kinds	522	544
Others	86	131
Total Income Resources	4,870	5,388



RESOURCES EXPENDED

	FY2025	FY2024
	S\$000	S\$000
Local programmes and outreach	1,853	1,654
Fundraising	632	821
Administrative, consultancy and professional fees	817	1,053
Total Income Resources	3,302	3,528





WWFS CONSERVATION FUND RESERVES POLICY

The WWFS Conservation Fund adheres to the reserves policy of WWF-Singapore, ensuring operational sustainability even during a period of unforeseen difficulty. Based on the FY2025 audited financial statements, the Fund maintained a reserves ratio exceeding three months.

DISCLOSURE OF REMUNERATION OF THREE HIGHEST PAID STAFF

Disclosure of annual remuneration of three highest paid staff who each receives more than \$100,000, in bands of \$100,000:

REMUNERATION BAND	FY2025	FY2024
\$100,000 to \$200,000	1	1
\$200,001 to \$300,000	0	0

WWFS Conservation Fund does not have any paid staff. However, it hosts relevant key staff that deliver local projects. None of these key staff members are close members of the family of the Executive Head or Board members.

# VOLUNTEER SPOTLIGHT



## ACTIVE SKILLS-BASED AND EVENT-BASED VOLUNTEER



### WIOLETA BURDZY SETH

40, Co-founder Human Circle  
& Sustainable Living Projects

#### WHAT INSPIRED YOU TO GET INVOLVED WITH WWF-SINGAPORE?

I was seeking meaningful service aligned with what I believe is worth fighting for — taking care of nature as our ultimate home. WWF-Singapore stood out as a place where I could contribute to causes I deeply care about: nature, biodiversity, sustainability, and conscious living. Joining the Earth Summit team felt like a natural extension of both my values and experience — an opportunity to contribute meaningfully to a cause that truly matters.

#### HOW HAS VOLUNTEERING WITH OUR NON-PROFIT INFLUENCED OR SHAPED YOUR PERSPECTIVE ON CONSERVATION AND SUSTAINABILITY?

My previous work focused mainly on individual behaviour change and mindful, sustainable living. Volunteering with WWF-Singapore broadened my perspective — I came to see that while personal actions are powerful, real impact also requires systemic change. WWF's ability to bring together individuals, corporations, and policymakers reminded me that collective action and collaboration are essential to sustaining our existence on this planet.

#### IF YOU COULD SHARE A MESSAGE WITH SOMEONE WHO IS THINKING ABOUT DONATING TO OR VOLUNTEERING WITH WWF-SINGAPORE, WHAT WOULD IT BE?

Don't wait until you feel you have "enough" to give — start with what you have now: your time and energy. Volunteering with WWF-Singapore showed me first-hand the impact that even small contributions can make. You'll work alongside passionate, purpose-driven people who not only care deeply for the planet but also support and uplift one another. It's a community that nurtures both nature and those who protect it. So go for it. You won't just be giving your time or resources — you'll become part of something far greater than yourself. WWF-Singapore doesn't just run campaigns — it builds communities, inspires change, and empowers people to live with greater awareness. If you're looking for purpose and a tangible way to make a difference, this is a beautiful place to start.



### UTSAV GUPTA

18, Student at Columbia University  
(Active Skills based and Event based Volunteer)

#### WHAT INSPIRED YOU TO GET INVOLVED WITH WWF-SINGAPORE?

I have always loved being outdoors, but growing up in a city as urban as Singapore, nature often left like a backdrop, neatly framed in parks. It was beautiful, but distant. That changed when I learned in a biology class about the quiet threats facing our local ecosystems, especially the damage caused by invasive species. Wanting to do my part, I joined WWF-Singapore through the Invasive Species Management programme. Clearing unfamiliar plants from our forests seemed like a small task at first, but I quickly realized how important it was. I was drawn to the idea that I could make a direct impact here in Singapore. WWF-Singapore offered me a way to not just learn about conservation, but to take part in it in a meaningful, hands-on way.

#### HOW HAS VOLUNTEERING WITH OUR NON-PROFIT INFLUENCED OR SHAPED YOUR PERSPECTIVE ON CONSERVATION AND SUSTAINABILITY?

Before joining WWF-Singapore, I imagined conservation as something large-scale, such as protecting endangered animals or rainforests far away. However, through the Invasive Species Management programme, I came to see how local and accessible it can be. Removing invasive plants taught me that damage to ecosystems often happens quietly and gradually. Our

restoration work was slow, often sweaty, and rarely dramatic. I realized that conservation doesn't always have to be grand. This change in mindset made sustainability feel more personal to me, something I could take part in, right here in the forests of Singapore. I now believe everyone can contribute to conservation, through small, environmentally conscious choices we make in daily life. When done collectively, these actions are just as powerful as the large-scale projects led by big organisations.

#### IF YOU COULD SHARE A MESSAGE WITH SOMEONE WHO IS THINKING ABOUT DONATING TO OR VOLUNTEERING WITH WWF-SINGAPORE, WHAT WOULD IT BE?

If you're considering volunteering or donating to WWF-Singapore, definitely go for it. You don't need a background in conservation or any special skills. A willingness to help is all it takes! When I joined the Invasive Species Management programme, I didn't know what to expect, but the WWF-Singapore team made it really easy to get involved. Whether you're out in the field or supporting from afar, your contribution makes a difference. WWF-Singapore gives you the chance to be part of something real. It's an opportunity to give back to nature and also grow your own understanding and purpose. It has been one of the most meaningful decisions I have made, and I would encourage anyone to take that first step.

## VOLUNTEER LEADER - NATURE GUIDE PROGRAMME



# SALLY LEONARD

54, WWF-Singapore  
(Volunteer Nature Guide)

## WHAT INSPIRED YOU TO GET INVOLVED WITH WWF-SINGAPORE?

Nature has been a lifelong passion of mine. I grew up in the English countryside, where summer evenings meant camping out in my parents' fields, waiting quietly at the mouth of my little tent for hedgehogs, badgers or foxes to appear. Those early, wide-eyed moments taught me the joy of simply observing wildlife — and the responsibility we all share in protecting it.

David Attenborough has always been my north star. I've watched every documentary, devoured his books, and held his message close: that the natural world is precious, wondrous, and urgently in need of our care. If I could turn back time, I'd probably be a ranger in Africa, tracking lions and elephants across the savannah. In fact, I've adopted an orphaned rhino through the Sheldrick Trust — his name is Chamboi, and even though he's thousands of miles away, he's a daily reminder of why this matters.

But since I can't time travel, I decided to do what I can, right here and now, in my adopted home of Singapore. Becoming a volunteer nature guide with WWF-Singapore felt like the perfect way to contribute. It's allowed me to reconnect with that curious, animal-loving child I once was — while giving back in a meaningful way as an adult.

## HOW HAS VOLUNTEERING WITH WWF-SINGAPORE SHAPED YOUR PERSPECTIVE ON CONSERVATION AND SUSTAINABILITY?

Living in Singapore for the past six years (after twelve years in Hong Kong), I've come to deeply appreciate how much biodiversity is tucked away in this small but incredibly rich ecosystem. Volunteering with WWF-Singapore has opened my eyes to the hidden world all around us — the rustle of a colugo overhead, the flicker of a sunbird in the trees, the secret lives of the creatures that share this island with us.

As someone who works full-time — I’m the CEO of a regional company — I know what it’s like to feel stretched for time. But spending a few hours on the weekend guiding walks in Rifle Range Nature Park has become one of the most grounding and fulfilling parts of my week. It reminds me that we’re all part of something much bigger than ourselves. More than anything, it’s changed the way I look at the environment — not as something “out there,” but as something we are *in*. The forests, wetlands, and creatures of Singapore are not separate from our lives — they are deeply entwined with our well-being, our climate, our future.

And when I see the look of wonder on someone's face — especially a child's — when they spot a creature they've never seen before, or hear a

story about how an animal lives, it's magic. You can feel their curiosity waking up. That's when I know we're making a difference. Because conservation starts with *connection*.

If you could share a message with someone thinking about donating to or volunteering with WWF-Singapore, what would it be?

**IF YOU COULD SHARE A MESSAGE WITH  
SOMEONE WHO IS THINKING ABOUT DONATING  
TO OR VOLUNTEERING WITH WWF-SINGAPORE,  
WHAT WOULD IT BE?**

Please don't assume you need to be a scientist, or have lots of free time, to make a difference. You don't. WWF-Singapore offers a range of ways to get involved, whether you have an hour or a day to spare, and whether you're comfortable leading walks or simply want to help behind the scenes.

I often hear people say, “I’d love to help, but I’m just too busy.” I get it — I’m busy too. But volunteering isn’t about having endless time — it’s about using some of it meaningfully. For me, giving back to the natural world has become an essential form of self-care. It reconnects me with what truly matters. It reminds me that we each have the power to leave a legacy — and that our actions now can help ensure there’s still a world worth exploring for generations to come.

If you've ever stood in awe under a forest canopy, or felt the stillness of a quiet trail, or watched a wild animal with a flutter of joy in your heart — then this is your calling. Our animals, our habitats, our planet — they need us. And WWF-Singapore is doing brilliant, science-led, boots-on-the-ground work to protect them.

Joining this community has been one of the most rewarding choices I've made. I've learned so much, laughed a lot, and met kindred spirits who believe, as I do, that we *can* change the future if we act now. It's not just about saving nature — it's about rediscovering our place in it.

So whether you choose to donate, volunteer, or simply start learning more about the ecosystems in your backyard — take that first step. You won't regret it.





# THE YEAR AHEAD

## 1. UNLOCKING SCALABLE INVESTMENTS IN ASIA-PACIFIC'S BLUE CARBON FUTURE

WWF is developing a regional initiative to unlock scalable investments in high-integrity blue carbon and nature-based projects across Asia Pacific. The work focuses on piloting blended finance approaches that make restoration and resilience efforts like mangrove rehabilitation more commercially viable.

By demonstrating commercially viable models, this work aims to accelerate efforts such as mangrove rehabilitation, seagrass restoration, and coastal protection. These are critical natural systems that store carbon, safeguard

biodiversity, and protect coastal communities from climate impacts. Beyond restoration, the initiative also focuses on strengthening local livelihoods, ensuring that conservation outcomes are both environmentally sustainable and socially inclusive.

Through this approach, WWF is helping to lay the foundation for a credible and investable blue carbon market in the region, positioning nature as a central solution for climate resilience and sustainable economic growth.

## 2. ADVANCING PUBLIC ENGAGEMENT IN CONSERVATION THROUGH SCIENCE AND INNOVATION

A new initiative is being developed to inspire large-scale participation in climate and biodiversity conservation across Asia. Building on decades of science-based expertise, the effort aims to bridge the gap between research, education, and community action, turning awareness into measurable impact.

The concept envisions an integrated model that combines public engagement, scientific learning, and field conservation. Through accessible, hands-on experiences and digital innovation, it will nurture the next generation

of environmental stewards while driving data-driven conservation outcomes.

By bringing together educators, researchers, conservationists, and government partners, this initiative seeks to redefine how people interact with science and nature, transforming passive learning into active contribution toward a more resilient planet.



© WWF-Singapore

# TOGETHER POSSIBLE

## TO OUR SUPPORTERS, PARTNERS, AND FRIENDS, THANK YOU.

Your unwavering dedication empowers us to protect our planet and drive lasting change. Because of you, we can continue our mission to safeguard nature and build a sustainable future for generations to come. Your belief in our work inspires us every day, and together, we are making a difference.

© Jürgen Freund / WWF



**OUR MISSION IS TO STOP  
DEGRADATION OF THE PLANET'S  
NATURAL ENVIRONMENT AND TO  
BUILD A FUTURE IN WHICH  
HUMANS LIVE IN HARMONY  
WITH NATURE.**



Working to sustain the natural  
world for the benefit of people  
and wildlife.

**together possible.** [panda.org](https://panda.org)

© 2025

WWF® and ©1986 Panda Symbol are owned by WWF. All rights reserved.  
WWF-Singapore (World Wide Fund For Nature (Singapore) Limited)  
354 Tanglin Road #02-11, Tanglin International Centre, Singapore 247672

For contact details and further information, please visit our website at [www.wwf.sg](https://www.wwf.sg)