Helping Shape a Cleaner Future for Asia Pacific

2025 Sustainability Report







About this Report

This is ESC's third annual Sustainability Report, covering the period from 1 January to 31 December 2025. It reports on the environmental, social and governance topics relevant to ESC's business, employees, projects and stakeholders.

The report describes ESC's activities across Singapore, Malaysia, Indonesia, Hong Kong, Vietnam, India and the Philippines. Reporting boundaries vary for some performance indicators depending on data availability and the nature of ESC's operations in each location. Where this applies, the relevant boundary and exclusions are explained alongside the disclosure.

The report has been prepared with reference to the Global Reporting Initiative Standards. It also identifies relevant contributions to the United Nations Sustainable Development Goals where these are supported by the activities and project outcomes described.

Historical information and prior-year data are included where they provide useful context or allow comparison. Unless otherwise stated, activities and developments described as 2025 performance occurred within the reporting period.

Under the theme **Helping Shape a Cleaner Future for Asia Pacific**, this report highlights how ESC contributes to responsible development across the region through its technical expertise, local knowledge and regional experience. It showcases our work in supporting energy transition, decarbonisation, climate risk management and environmental compliance, alongside our continued efforts to strengthen our people, capabilities and operations.

The report has been reviewed and approved by ESC's Executive Leadership Team.

For feedback on this report, contact us via enquiries@envirosc.com



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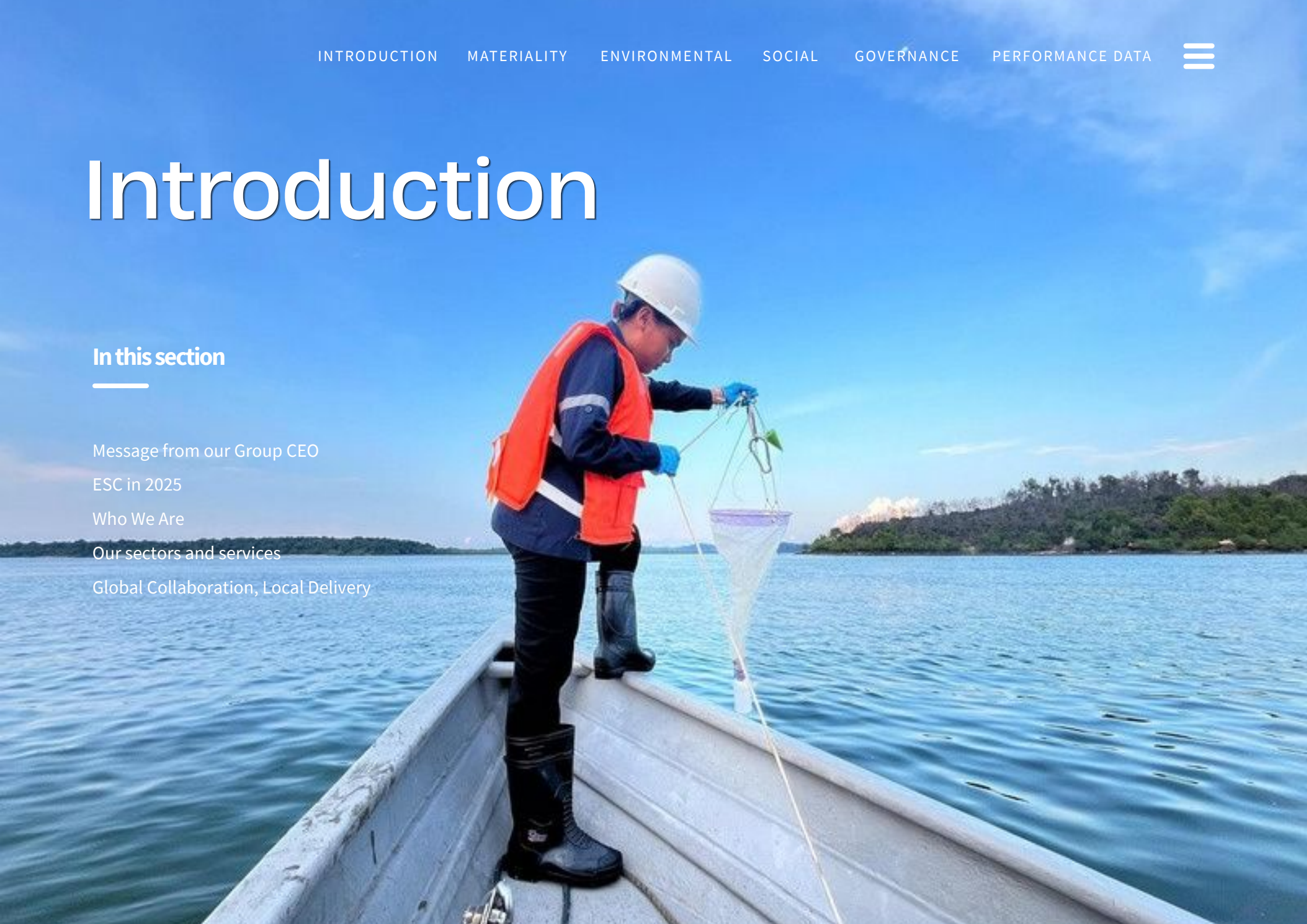
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Introduction



In this section

Message from our Group CEO
ESC in 2025
Who We Are
Our sectors and services
Global Collaboration, Local Delivery

Message from our Group CEO

2025 was a year of significant change across Asia Pacific. Geopolitical uncertainty, economic pressures and the growing effects of climate change continued to reshape priorities for governments, investors and businesses.

Decisions about energy, infrastructure and resilience became more closely connected, while the need to balance development with environmental and social considerations grew increasingly important.

The theme of this year's report, Helping Shape a Cleaner Future for Asia Pacific, reflects the importance of sound evidence, local understanding and technical expertise in supporting responsible development. Progress requires collaboration across borders and practical solutions that address the region's evolving environmental and social challenges.

Against this backdrop, ESC continued to support clients navigating increasingly complex environmental, social and regulatory challenges. Our responsibility is to provide clear, practical guidance that helps clients make informed decisions and pursue development with confidence.

This remains particularly important as the region works to strengthen energy security, expand low-carbon infrastructure and respond to growing pressures on land, water, nature and communities.

ESC also continued to grow in 2025. We welcomed more people across the business and strengthened the regional capability needed to support our clients. I am proud of how our teams have worked together across countries and disciplines, bringing deep local knowledge and broader regional experience to every assignment.

Looking ahead, the challenges facing Asia Pacific will continue to evolve. ESC will remain focused on strengthening our expertise, working collaboratively and helping clients respond with practical solutions grounded in sound science and responsible decision-making.

I would like to thank our clients and partners for their continued trust, and our people for the commitment and professionalism they bring to ESC. Their contribution is what enables us to keep moving forward together.

Andrew Young
Founder and Group CEO



ESC in 2025

Selected figures and developments that shaped our year.

Key Metrics

96

Employees across Asia

Our regional team brings together local knowledge and technical expertise to support project delivery

14.57 tCO_2e

Scope 2 Emissions

Reported emissions from purchased electricity across ESC's operations in 2025

0

Work-Related Incidents

ESC recorded no work-related incidents across its operations in 2025

Project Highlights

27+ GW

of Renewable Energy Projects

ESC supported over 27 GW of renewable energy projects across Asia during 2019–2025, including approximately 4.33 GW in 2025

8+

Data Centre Projects

Supported across Southeast Asia through environmental, technical and EHS services

19

Climate Projects

Helping organisations apply carbon, climate and sustainability information to business and project decisions

42

Infrastructure Projects

Supported across four regional markets, from planning and construction to operations and decommissioning

Our Organisation

2 ISO-Certified Operations

ESC's Singapore and Hong Kong operations maintained ISO 9001, ISO 14001 and ISO 45001 certification

47% Women

Women accounted for 47% of ESC's workforce in 2025

9+ External Engagements

ESC experts shared insights at industry and academic forums across Asia.

Bringing ESC perspectives to industry conversations, partnerships and events across Asia Pacific



Who We Are

Established in Singapore in 2003, ESC has grown into one of Asia Pacific's largest locally owned and privately held environmental, health & safety and sustainability consultancies.

Our multidisciplinary teams support private-sector companies, financial institutions and investors, government agencies and multilateral organisations across a wide range of industries and project settings.



1 Singapore
2 Malaysia
3 Indonesia
4 Hong Kong
5 India
6 Vietnam
7 Philippines

7 Offices | **96** Employees | **20+** Years

2003

REGIONAL BY DESIGN

We bring a regional perspective grounded in local knowledge, combining experience across Asia Pacific with an understanding of each country's regulatory, environmental and business context.

PRACTICAL ACROSS THE LIFECYCLE

We support clients from early planning and assessment through operations and performance management.

CONNECTED BEYOND OUR FOOTPRINT

Through our international networks, we connect clients with specialist expertise and local delivery support beyond ESC's own operations.

2025

Our Sectors and Services

ESC works across sectors where EHS and ESG considerations influence how projects and businesses are planned, financed, developed and managed. Our services help clients identify risks, meet regulatory and stakeholder requirements, and strengthen environmental, safety and sustainability performance across the project lifecycle.

KEY CLIENT SECTORS

- Infrastructure & Development
- Industrial & Manufacturing
- Energy & Utilities
- Technology
- Financial Services
- Government
- International Development Aid



SERVICES ACROSS THE LIFECYCLE

ENVIRONMENT & SOCIAL	OPERATIONS & PERFORMANCE MANAGEMENT
SCOPING & DUE DILIGENCE Risk screening, gap analysis, lender requirements and human-rights considerations	**RISK, CONTAMINATION & SITE MANAGEMENT** Environmental due diligence, site assessment, remediation, closure and waste management
ENVIRONMENTAL & SOCIAL ASSESSMENTS AND APPROVALS EIA, ESIA, HIA and AMDAL, technical studies, engagement and permitting	**OPERATIONAL PERFORMANCE & ASSURANCE** Risk assessment, incident management, process safety, training and performance monitoring
LENDER & INVESTOR ADVISORY Transaction and project-finance due diligence, E&S management and post-investment support	**EHS MANAGEMENT & COMPLIANCE** Legal registers, regulatory audits and ISO management-system support
POST-APPROVAL COMPLIANCE & MONITORING Management plans, compliance monitoring, reporting and audits	**SUSTAINABILITY & CLIMATE STRATEGY** GHG and carbon services, LCA and EPD, climate risk, net zero and reporting

Our work connects early decisions with long-term environmental, safety and sustainability performance.

PLAN → ASSESS → DELIVER → OPERATE → IMPROVE

Global Collaboration, Local Delivery

ESC is an Associate and shareholder of Inogen Alliance, a global network of independent environmental, health & safety and sustainability consulting firms. The Alliance connects more than 70 companies and approximately 6,000 consultants across over 200 locations worldwide.

Through this relationship, ESC combines its local knowledge and regional capabilities in Asia with specialist expertise and delivery support from other Associates. This enables participating firms to coordinate services for multinational clients while responding to the regulatory, environmental and cultural context of each country.

Collaboration in Practice

In 2025, ESC worked with Inogen Associates in the United States and Europe to support multinational organisations across Singapore, Malaysia and Indonesia. Assignments included EHS audits, legal registers, regulatory research, environmental and safety due diligence, water-risk assessment and ongoing compliance support.

These projects demonstrate how the Alliance operates in practice: client requirements are coordinated across countries while work in Asia is delivered by consultants with relevant local knowledge.

A Shared Direction for the Alliance

In July 2025, Inogen Alliance introduced a new strategic framework following consultation with Associates and clients. Its purpose, "To Accelerate a Resilient Planet for All," is supported by a mission to solve pressing environmental challenges locally through a dynamic global ecosystem.

ESC supported the development and launch of the framework and continued contributing regional perspectives through Alliance leadership and technical working groups. ESC representatives also participated in the Alliance's 2025 Auckland meeting, exchanging experience on climate resilience, carbon management, EHS compliance and evolving sustainability requirements.



Inogen Alliance Associate meeting, New Zealand, 2025

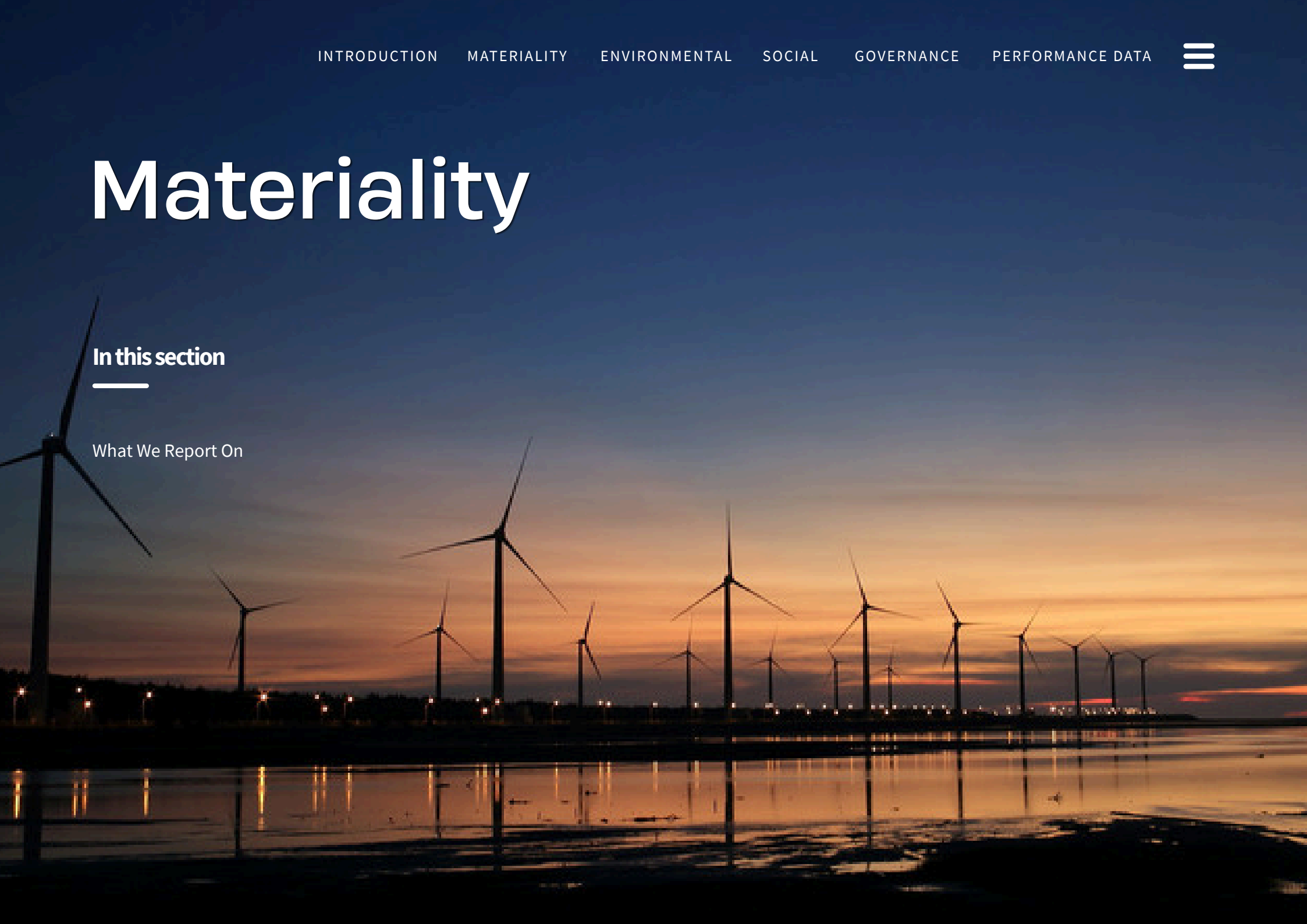


Inogen Alliance Associate meeting, New Zealand, 2025



Inogen Alliance Associate meeting, New Zealand, 2025

Materiality



In this section

What We Report On

What We Report On

The topics covered in this report relate to two areas: the sustainability issues ESC addresses through its client work and the environmental, social and governance practices it manages within its own operations.

In 2025, ESC's work extended from individual sites and assets to connected regional infrastructure, sector guidance and organisational decision-making. Continued business growth also increased the importance of workforce capability, consistent management systems and clear accountability across its regional operations.

These topics reflect the key issues covered through ESC's work and operations in 2025. They do not represent the outcome of a new formal materiality assessment for the reporting year.

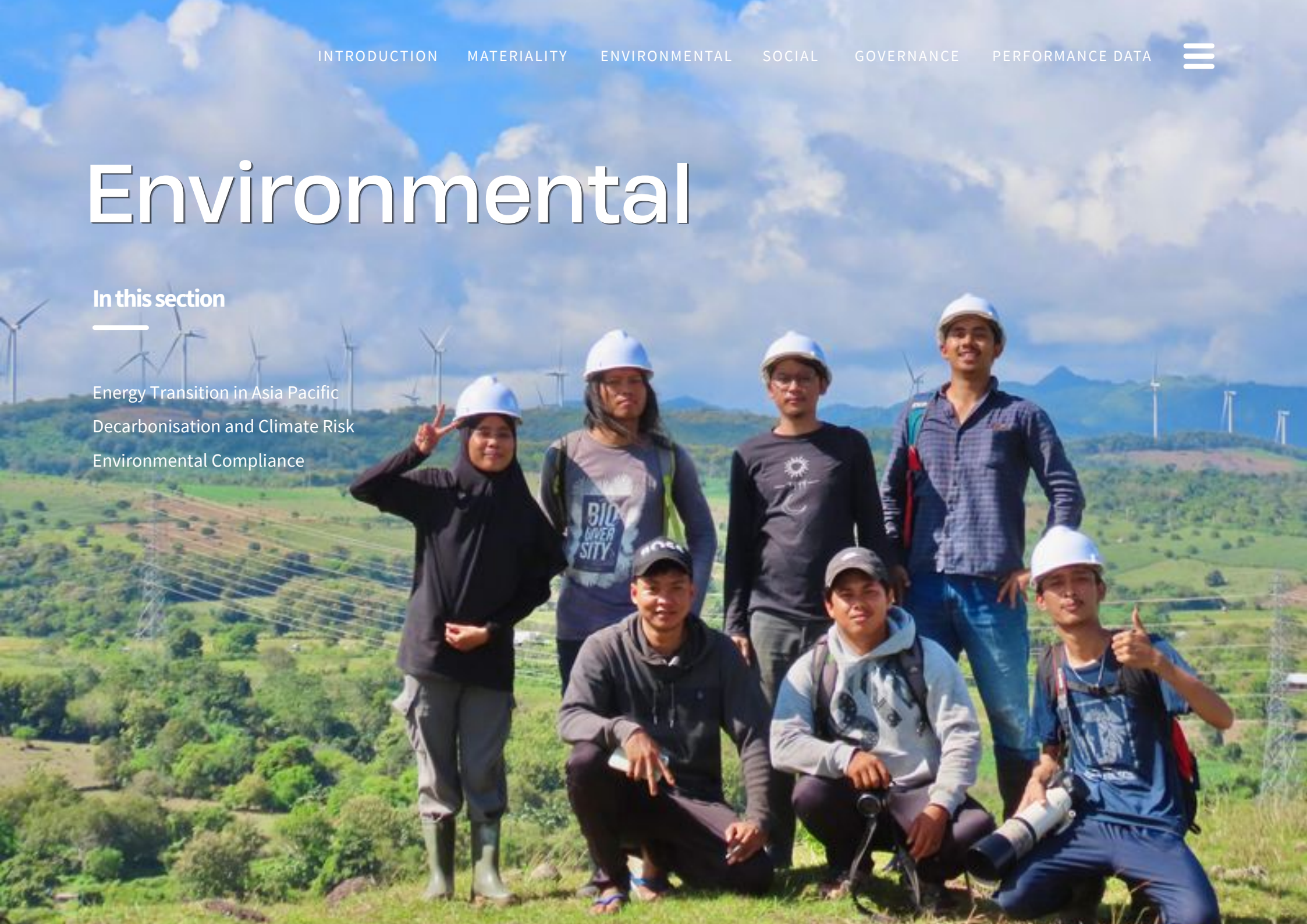


Environmental	Energy Transition	Decarbonisation and Climate Risk	Environmental Planning and Compliance	Operational GHG Emissions
Social	Workforce Growth and Capability	Diversity, Equity and Inclusion	Health, Safety and Wellbeing	Social Risk and Community Considerations
Governance	Leadership and Accountability	Quality, Safety and Operational Risk	Business Ethics and Professional Integrity	

Environmental

In this section

Energy Transition in Asia Pacific
Decarbonisation and Climate Risk
Environmental Compliance



Energy Transition in Asia Pacific

Across Asia Pacific, the energy transition is extending beyond renewable power generation. Greater attention is being given to how electricity is stored, transmitted and integrated into national and regional power systems.

Battery energy storage is becoming an important part of energy infrastructure, helping to improve grid flexibility and support variable renewable generation. Cross-border electricity interconnections are also creating opportunities to share renewable power while introducing additional environmental, regulatory and stakeholder considerations.

As energy infrastructure becomes larger and more integrated, environmental and social planning increasingly extends beyond individual project sites. Developers are considering biodiversity, community interests, regulatory requirements and international standards from the early stages of project planning.

ESC's Contribution

In 2025, ESC supported energy transition projects across Southeast Asia, including battery energy storage systems, integrated solar and storage developments, and cross-border transmission infrastructure.

Each project presented different technical and regulatory requirements, but shared a common need to identify environmental and social risks early enough to inform planning, approvals and project design.

The following case studies show how ESC contributed across different technologies, jurisdictions and parts of the wider energy system.



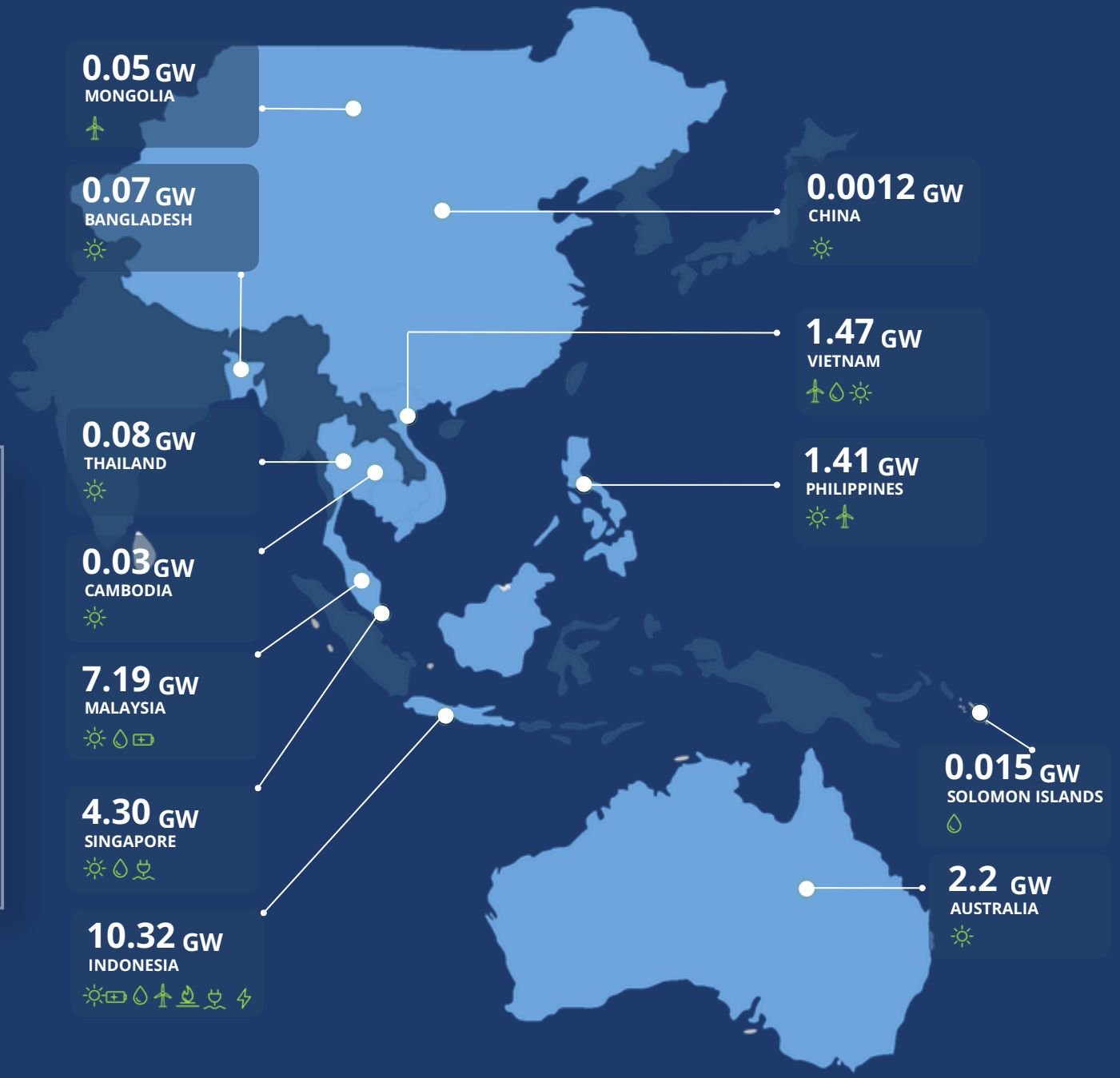
RENEWABLE ENERGY PROJECTS SUPPORTED BY ESC ACROSS ASIA PACIFIC

27+ GW

of renewable energy capacity

CAPACITY BY ENERGY TYPE (GW)

Solar	16.7
Hydropower	4.0
Battery storage	2.7
Wind	2.4
Geothermal	0.94
Subsea cables	0.30
Waste-to-energy	0.04



CASE STUDY

Early Risk Screening for the 100 MW / 400 MWh Batu Rakit Battery Energy Storage System

The consortium of Cypark Renewable Energy Sdn Bhd and Abu Dhabi Future Energy Company PJSC (Masdar) is developing a 100 MW / 400 MWh Battery Energy Storage System in Batu Rakit, Terengganu. Proposed under Malaysia's MyBeST programme, the project will form part of the country's emerging grid-scale energy storage infrastructure.

Battery storage projects introduce environmental and social considerations that need to be understood before detailed design and development progress. The consortium required an early assessment of the proposed site, including potential biodiversity sensitivities, nearby communities and other stakeholders, and the regulatory studies that could be required at later stages.



HOW ESC HELPED

ESC established an early environmental and social risk profile for the proposed development, helping the consortium understand the issues that could influence subsequent planning. This included:

- Screening potential environmental and social risks associated with the site
- Reviewing biodiversity sensitivities and identifying areas requiring further study
- Identifying relevant stakeholders and defining an approach to engagement
- Defining priorities for further assessment, risk management and regulatory planning

Supported SDGs:



OUTCOME

Early screening gave the consortium a clearer view of the environmental, social and biodiversity issues that could affect project development.

Identifying potential issues early could reduce delays and costly design changes at later stages of development.

The findings defined priorities for further studies, stakeholder engagement and regulatory planning.

The 100 MW / 400 MWh system is expected to strengthen the grid and support Malaysia's target of 70% renewable energy capacity by 2050.

PROJECT INSIGHT:

Battery storage helps manage changes in renewable energy supply by storing electricity and releasing it when the grid needs it.

CASE STUDY

Integrating Biodiversity and Community Considerations into the 2.2 GWp Sugie Island Solar and 4.9 GWh Battery Project

Vanda RE Pte Ltd is developing a 2.2 GWp solar photovoltaic facility with 4.9 GWh of battery storage on Sugie Island, Indonesia. Its scale and island setting required environmental and social considerations to be addressed early in the planning process.

The project needed to meet Indonesia's AMDAL requirements while addressing international environmental and social standards. Its location raised important considerations relating to critical habitat, natural resource use, surrounding communities, labour practices and human rights. These issues needed to be considered together so that environmental and social risks could inform project planning from an early stage.



Air quality monitoring on Sugie Island

HOW ESC HELPED

ESC brought biodiversity, community, labour and human rights considerations into a coordinated process for managing the project's environmental and social risks. This included:

- Preparing the Environmental and Social Impact Assessment and AMDAL
- Assessing critical habitat and biodiversity risks
- Developing the Environmental and Social Management Plan and Management System
- Preparing the Stakeholder Engagement Plan
- Assessing human rights risks
- Developing the Gender Action Plan
- Engaging with government agencies and project stakeholders

Supported SDGs:



OUTCOME

Once operational, the project's 2.2 GWp of solar capacity and 4.9 GWh of battery storage are expected to increase the region's supply of renewable electricity.

Integrating battery storage will help manage changes in solar output and make clean electricity available more reliably, supporting regional energy security and decarbonisation.

The studies helped Vanda RE identify and reduce project risks while building biodiversity and community safeguards into project planning.

Meaningful engagement gives local communities a voice in how environmental and social issues are addressed throughout project planning.

PROJECT INSIGHT:

Identifying critical habitat, biodiversity values and community interests early helps shape the project's environmental and social safeguards before construction and operations begin.

CASE STUDY

A 300 MW Renewable Power Link From Indonesia to Singapore

GCI Sugi Pte Ltd, a subsidiary of Gurin Energy, is developing a proposed interconnection to transmit 300 MW of renewable electricity from Indonesia to Singapore through subsea transmission cables. The project would enable cross-border electricity trade by connecting renewable generation in Indonesia with Singapore's electricity system.

The interconnection crosses two regulatory systems and coastal environments. Project planning needed to address Indonesia's AMDAL process and Singapore's environmental submission requirements, while considering fishing activities, seaweed farming and other community interests along the proposed route.



Proposed cable landing area in Singapore

HOW ESC HELPED

ESC coordinated the environmental and social work needed to assess the interconnection across both jurisdictions and support the project's regulatory planning. This included:

- Preparing the Environmental and Social Impact Assessment and Indonesian AMDAL
- Developing the Environmental and Social Management Plan and Management System
- Supporting Singapore's environmental submissions through Form A and Form B
- Preparing the Human Rights Risk Assessment, Gender Action Plan and Critical Habitat Assessment
- Preparing the Stakeholder Engagement Plan and consulting government agencies, fishing communities, seaweed farmers and other coastal stakeholders

Supported SDGs:



OUTCOME

GCI gained a clearer understanding of environmental and social risks across the proposed interconnection.

The work provided a coordinated basis for addressing environmental requirements in Indonesia and Singapore.

Fishing communities, seaweed farmers and other coastal stakeholders contributed local perspectives to project planning.

The proposed link is designed to transmit 300 MW of renewable electricity to Singapore and strengthen regional energy cooperation.

PROJECT INSIGHT:

Cable landing areas connect subsea transmission cables to the onshore grid, making them a critical interface between marine infrastructure and the electricity system.

Decarbonisation and Climate Risk

ESC's work in 2025 showed how climate and emissions information is becoming part of corporate, investment and project decisions. Expectations from regulators, lenders, investors, customers and public authorities are increasing the need for organisations to understand climate risks and support their environmental claims with credible evidence.

Client needs varied across assignments. Some required a clearer understanding of physical and transition risks or an initial GHG emissions baseline. Others needed to assess emissions during infrastructure design, quantify potential reductions or establish whether low-carbon activities could support credible carbon claims.

Across these assignments, the common requirement was information that could support practical, defensible decisions.

ESC's Contribution

In 2025, ESC supported clients with climate-risk and GHG assessments, sustainability disclosure, infrastructure emissions analysis, carbon-credit development and regional sustainability guidance.

This work helped organisations establish clearer evidence, identify practical next steps and respond to the expectations of regulators, investors, lenders and other stakeholders.

The following case studies show how climate and emissions information informed corporate risk management, infrastructure design, carbon-credit development and regional guidance.



CASE STUDY

Strengthening Climate-Risk and Emissions Readiness

A Hong Kong-listed company was preparing for enhanced climate-related disclosure requirements under the Hong Kong Stock Exchange's ESG Reporting Code, which took effect from 1 January 2025.

This created a need for a clearer understanding of the company's physical and transition climate risks, together with a more structured approach to assessing and reporting its Scope 1, Scope 2 and Scope 3 greenhouse gas emissions. The client also needed to identify the climate-related risks and opportunities most relevant to its business and establish practical next steps for integrating these considerations into its operations and decision-making.



HOW ESC HELPED

ESC conducted an ESG and climate-related assessment to support the client's sustainability reporting requirements. This included:

- Assessing material physical and transition climate risks and opportunities
- Facilitating a workshop to discuss the client's climate-risk exposure and priorities
- Compiling the client's Scope 1,2,3 GHG emissions inventory
- Providing recommendations and an action plan for strengthening the client's approach to climate-risk assessment and management

Supported SDGs:



OUTCOME

Established a clearer basis for assessing the company's physical and transition climate risks.

Strengthened the information available for Scope 1 and Scope 2 GHG reporting.

Supported the client's preparation for enhanced HKEX climate-related disclosures.

Identified practical next steps for integrating climate considerations into business planning and future climate-risk management.

PROJECT INSIGHT:

Climate-risk assessments examine how physical hazards and changes in policy, markets and technology could affect a company's assets, operations and future business decisions.

CASE STUDY

Supporting Lower-Emission Choices in Carbon Capture and Storage Design

SynergenOG, a Malaysia-based engineering consultancy serving the energy sector, was supporting the early design of a floating storage and injection facility for a carbon capture and storage development. Understanding its likely emissions footprint at this stage would allow emissions considerations to inform the design as it progressed.

With the facility still in design, future emissions had to be projected rather than measured. SynergenOG engaged ESC to estimate Scope 1 and selected Scope 3 emissions, establish a baseline, and identify hotspots and practical reduction opportunities while key design choices remained open.



HOW ESC HELPED

ESC conducted a GHG emissions assessment for the proposed facility. This included:

- Quantifying projected Scope 1 and selected Scope 3 emissions using recognised standards
- Identifying key emissions sources across planned facility operations
- Evaluating practical opportunities to reduce operational emissions during design
- Establishing a baseline to support further carbon-management and design decisions

Supported SDGs:



OUTCOME

Established a projected GHG emissions baseline to support more informed technical and operational decisions during the facility's design.

Identified the planned activities likely to contribute most to the facility's overall emissions footprint.

Highlighted practical reduction opportunities for the project team to consider as the facility's design progressed.

Provided a clearer basis for integrating carbon management into further design and project decisions.

PROJECT INSIGHT:

Greenhouse gas assessments estimate emissions from planned activities, helping project teams identify the main sources and consider reduction opportunities before operations begin.

CASE STUDY

Building a Credible Evidence Base for Electric-Mobility Carbon Credits

Vingroup was developing carbon credit registrations for electric vehicle charging infrastructure and electric two-wheeler projects in Vietnam under the Verra and Gold Standard programmes.

Progressing the registrations required a credible way to quantify potential greenhouse gas reductions despite limited activity data. Existing travel data provided a possible evidence source, but a structured methodology was needed to produce representative estimates that could meet international carbon programme requirements.

HOW ESC HELPED

ESC supported the development of the carbon credit registrations by:

- Preparing registration materials under the Verra and Gold Standard programmes
- Developing a sampling methodology using existing travel data
- Quantifying potential emissions reductions from the EV charging infrastructure and electric two-wheeler projects
- Aligning the approach and calculations with relevant carbon programme requirements

Supported SDGs:





Vingroup carbon credit project workshop in Vietnam

OUTCOME

- Provided a quantified basis for potential emissions reductions
- Supported carbon credit development linked to the planned rollout of electric vehicles, charging stations and charging franchises.
- Established a standards-aligned approach for quantifying emissions reductions and progressing the projects through carbon credit registration.
- Strengthened the evidence base for electric mobility's contribution to Vietnam's transport decarbonisation and net-zero 2050 ambition.

PROJECT INSIGHT:

Data from everyday electric-vehicle journeys can help estimate avoided emissions, providing the evidence needed to support credible carbon credit claims.

CASE STUDY

ASEAN Guide for Sustainable Data Centre Development

In 2025, ASEAN Digital Ministers identified the ASEAN Guide for Sustainable Data Centre Development as a regional priority. The Malaysia Digital Economy Corporation (MDEC) appointed ESC to lead its development as demand for data centres, cloud services and artificial intelligence continued to grow across ASEAN.

The Guide was designed as a regional reference for policymakers, regulators, technology companies, data centre developers and operators. It provides a shared basis for considering how digital infrastructure growth can be balanced with energy and water availability, climate objectives, resource efficiency and long-term resilience. Developing guidance for ten ASEAN Member States required ESC to account for different policy environments, infrastructure readiness and national priorities. The recommendations needed to provide a common regional direction while remaining practical and adaptable to each country's circumstances.



Regional stakeholders at the ASEAN Guide for Sustainable Data Centre Development roundtable.

HOW ESC HELPED

ESC led the development of the ASEAN Guide for Sustainable Data Centre Development. This included:

- Conducting a sustainability gap analysis across the regional data centre landscape
- Identifying risks and opportunities relating to energy, climate, water and waste management
- Facilitating consultation and validation with ASEAN Member States, government agencies and industry representatives
- Refining the Guide through stakeholder feedback and supporting regional knowledge sharing

Supported SDGs:



OUTCOME

Delivered a regional reference to help ASEAN Member States plan for more sustainable and resilient data centre growth.

Brought energy, climate, water and circularity considerations together within a coordinated approach to data centre development.

Provided adaptable policy guidance reflecting differences in national infrastructure, resource availability and regulatory maturity.

Strengthened knowledge exchange among policymakers, industry participants and regional institutions involved in ASEAN's digital infrastructure growth.

PROJECT INSIGHT:

Data centres require continuous power and cooling, so where and how they are developed can have long-term implications for energy systems, water resources and emissions.

Environmental Compliance

Environmental requirements influence decisions throughout an asset's lifecycle, from site selection and permitting to construction, operations and decommissioning. In 2025, ESC supported clients in addressing these requirements across infrastructure, industrial and urban-development projects indifferent regulatory settings.

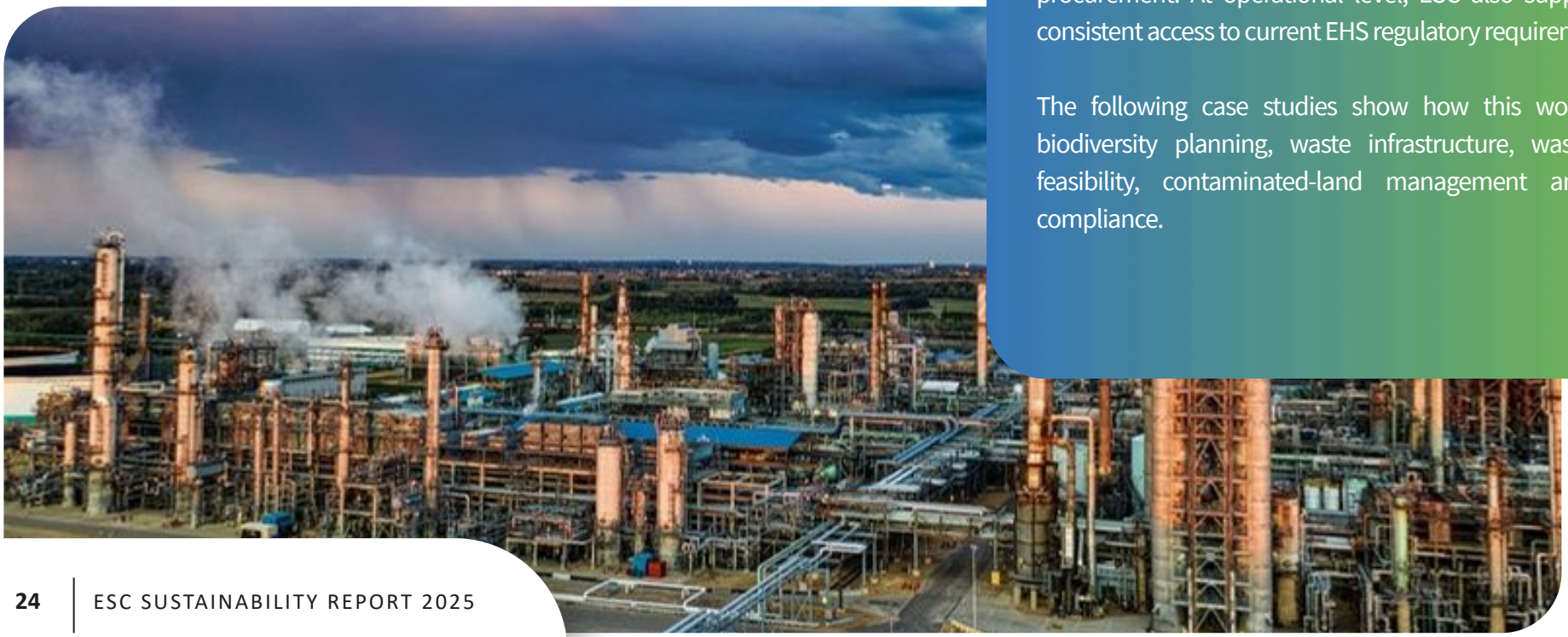
Effective compliance begins before approvals are sought. Project teams need reliable information on biodiversity, waste, land contamination and other environmental risks early enough to inform feasibility, design and permitting. Existing operations also need practical ways to understand changing requirements and manage their obligations consistently.

ESC's Contribution

In 2025, ESC helped clients identify environmental requirements, investigate site conditions and translate technical findings into practical planning and management measures.

At project level, this provided a clearer basis for site planning, environmental assessment, permitting, remediation and procurement. At operational level, ESC also supported more consistent access to current EHS regulatory requirements.

The following case studies show how this work informed biodiversity planning, waste infrastructure, waste-to-energy feasibility, contaminated-land management and ongoing compliance.



CASE STUDY

Biodiversity-Informed Planning for a Pharmaceutical Facility

Exyte Singapore Pte Ltd was supporting the development of a proposed pharmaceutical facility at Tuas South, Singapore. Before planning progressed further, the project team needed a clearer understanding of the habitats, flora and fauna present at the site.

The assessment had to be completed within a tight project schedule while producing reliable information on ecological considerations and potential biodiversity impacts. The project team also needed practical recommendations that could inform later stages of site planning.



Biodiversity baseline survey at Tuas South, Singapore

HOW ESC HELPED

ESC conducted a rapid biodiversity baseline study at the proposed development site. This included:

- Surveying habitats, flora and fauna within the study area
- Assessing the site's ecological value and identifying species of significance
- Evaluating potential biodiversity impacts associated with the development
- Recommending practical measures to create or enhance habitat value following development

Supported SDGs:



OUTCOME

Provided timely ecological evidence so biodiversity could be considered within the project's fast-moving planning schedule.

Reduced uncertainty around the site's habitats and species, helping the team focus on the most relevant ecological risks.

Created practical options for enhancing habitat value during later site planning.

Supported a more balanced approach to industrial development by considering project needs alongside the site's existing ecological value.

PROJECT INSIGHT:

Biodiversity baseline studies record the habitats and species present before development, helping project teams identify ecological considerations early in site planning.

CASE STUDY

Developing an Integrated Waste Management System for Malang Regency

The Alliance to End Plastic Waste was supporting the development of an integrated waste management system for Malang Regency, Indonesia. The planned system was designed to connect waste collection, segregation, recovery, recycling and final disposal across four facilities.

Malang Regency faced increasing waste generation, limited processing capacity and heavy reliance on landfill disposal. Addressing these pressures required more than new infrastructure. The project needed coordinated technical planning, environmental and social safeguards, regulatory approvals and procurement documents that could support implementation.



Existing waste disposal conditions in Malang Regency, Indonesia

HOW ESC HELPED

ESC supported the development of the integrated waste management system by:

- Preparing the feasibility study and detailed engineering design
- Conducting the environmental and social impact assessment and developing the management framework
- Supporting environmental permitting and regulatory approval processes
- Preparing tender documents to support procurement and implementation

Supported SDGs:



OUTCOME

Created an integrated technical plan for four facilities covering waste collection, recovery, recycling and final disposal.

Provided a clearer basis for addressing potential environmental and social impacts before implementation.

Advanced the project's readiness for procurement through coordinated design, permitting and tender preparation.

Supported Malang Regency's longer-term shift towards improved collection, source segregation and reduced landfill dependence.

PROJECT INSIGHT:

Integrated waste management connects collection, sorting, recycling, recovery and safe disposal, reducing the amount of waste sent to landfill or released into the environment.

CASE STUDY

Building the Evidence Base for Waste-to-Energy Planning in Bali

Bali's Sarbagita Metropolitan Area, including Denpasar and Badung, faced growing pressure on its municipal waste system as waste volumes increased and the Suwung disposal site approached capacity. A waste-to-energy facility was being considered as part of the response.

PT Witteveen Bos Indonesia engaged ESC to establish a clearer understanding of the waste available to the proposed facility. Waste volume alone was insufficient. Its composition, moisture, heating value and ash content could affect its suitability for energy recovery and the assumptions used in the project's feasibility assessment.



HOW ESC HELPED

ESC conducted a waste characterisation study to inform the proposed facility's feasibility assessment. This included:

- Reviewing the existing waste-management system and analysing waste streams
- Conducting gate surveys and waste-sorting campaigns
- Testing moisture, lower heating value and ash content
- Assessing the waste stream's suitability for energy recovery
- Providing technical inputs for the feasibility assessment and future waste-management planning

Supported SDGs:



OUTCOME

Reduced uncertainty about the quantity, composition and characteristics of municipal waste available to the proposed facility.

Clarified whether the local waste stream could provide technically suitable feedstock for energy recovery.

Provided a stronger evidence base for evaluating the proposed facility during the feasibility stage.

Supported more informed consideration of energy recovery within Bali's wider waste-management planning.

PROJECT INSIGHT:

Not all waste has the same energy potential. Its composition and moisture influence whether it can be processed reliably for energy recovery.

CASE STUDY

Managing Legacy Land Risks Across San Tin Technopole

San Tin Technopole is a planned innovation and technology development covering more than 350 hectares within Hong Kong's Northern Metropolis. Its varied land-use history includes agricultural areas, construction-material storage yards and vehicle-repair workshops.

These previous activities created the potential for land contamination across parts of the site. To support redevelopment planning, the project teams needed to identify areas of concern, determine whether remediation was required and develop practical responses appropriate to the site conditions. Given the scale and varied history of the area, a general assumption about contamination would not provide a sufficient basis for site preparation.



HOW ESC HELPED

ESC supported the project teams in investigating potential land contamination and planning appropriate remediation. This included:

- Conducting contaminated-land investigations across relevant parts of the project area
- Assessing potential contamination associated with previous land uses
- Providing contaminated-land remediation advice
- Working with engineering contractors and accredited laboratories to develop practical remediation options
- Supporting contaminated-land considerations during site preparation

Supported SDGs:



OUTCOME

Reduced uncertainty about potential contamination arising from the site's varied land-use history

Provided a clearer basis for determining where further investigation or remediation could be required.

Informed practical remediation options for consideration during site preparation.

Helped incorporate contaminated-land management into the wider redevelopment process.

PROJECT INSIGHT:

Past activities can leave contaminants in soil and groundwater. Early investigation helps project teams identify areas of concern and plan appropriate remediation before redevelopment.

CASE STUDY

Improving Access to EHS Legal Registers

Legal registers provide a practical foundation for EHS compliance. They help organisations identify the environmental, health and safety requirements applicable to their operations, monitor regulatory changes and maintain oversight across sites and jurisdictions.

ESC initially provided this support through consultant-developed registers tailored to individual clientoperations. In 2022, jurisdictional and industry-specific registers became available through the SimplyEHS online subscription service.

During 2025, ESC began redesigning the SimplyEHS website and subscription process to make the available register options clearer and easier to access. The redesigned website was completed in early 2026.

HOW ESC HELPED

Consultant-led service
Tailored registers developed directly with clients around their operations and applicable requirements.

Online access introduced in 2022
Businesses could subscribe to jurisdictional and industry-specific registers online.

Customer journey redesigned in 2025
The website, register options and subscription process were reviewed and simplified.

New website completed in early 2026
The redesigned website provides a clearer process for selecting, subscribing to and accessing ESC's legal registers.

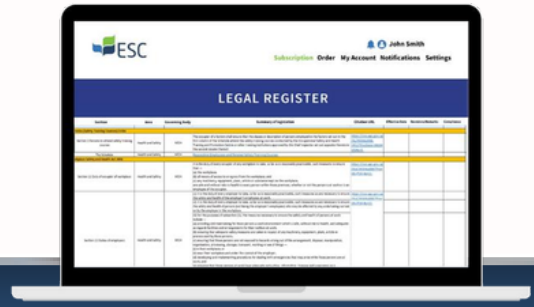
OUTCOME

Supporting environmental compliance across industries
In 2025, ESC supported organisations across technology, manufacturing, chemicals, energy and offshore services, maritime operations, construction, transport and logistics, healthcare-related activities and education. The portfolio included new engagements and continuing renewals across single and multiple jurisdictions.

Selected organisations supported in 2025
BMI Roofing | Borr Drilling | Crane | Hunting Energy Services | Rolls-Royce Solutions | Sirva | Salesforce

Engagements ranged from single-country subscriptions to tailored registers covering operations across Malaysia, Indonesia, Vietnam, Singapore, Australia, New Zealand and other international requirements.

Connecting Requirements with Action
Legal registers help organisations identify applicable requirements and monitor regulatory change. Where gaps or implementation needs are identified, the information can also support compliance reviews, corrective actions, training and ongoing EHS management.

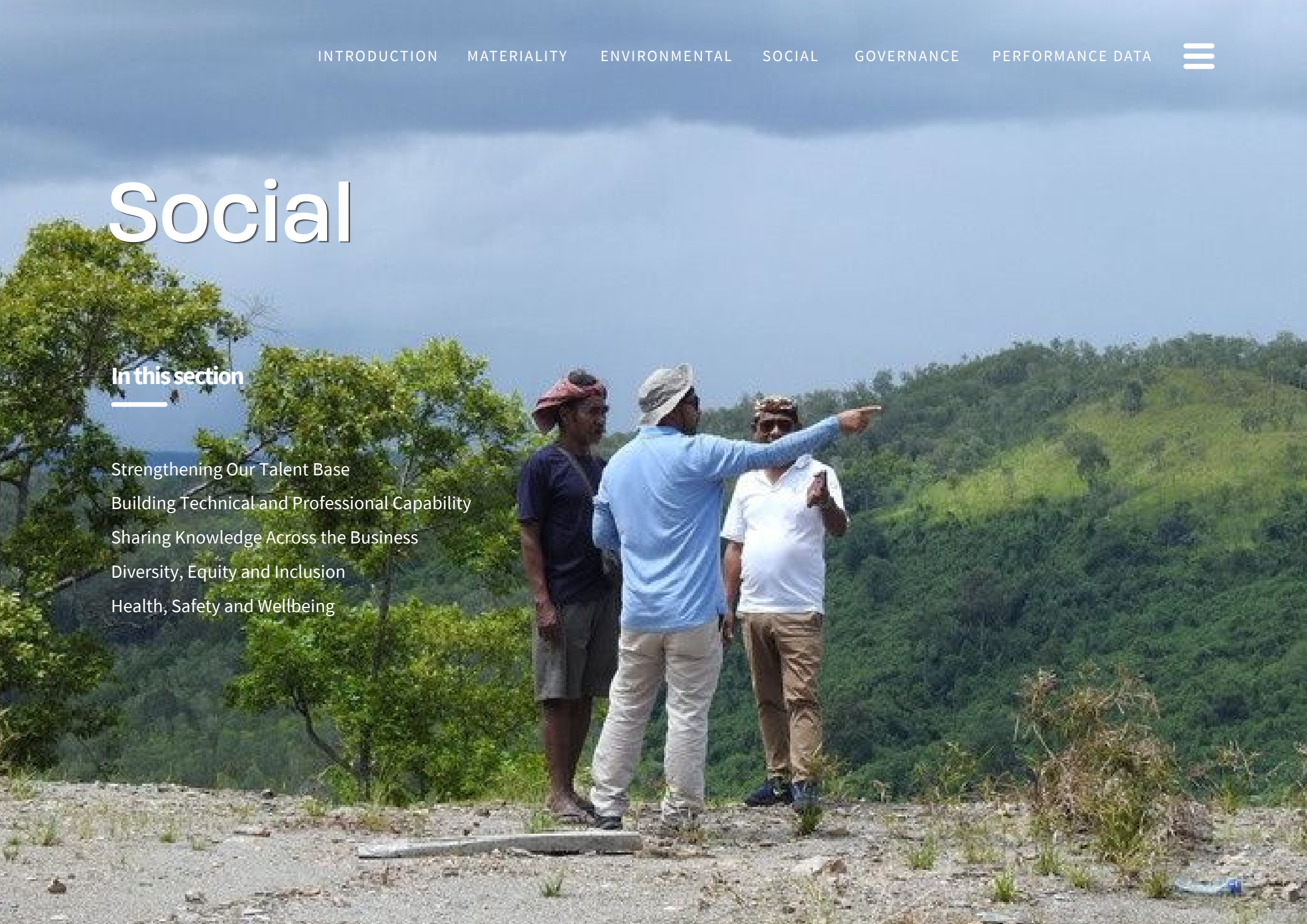


PROJECT INSIGHT:
ESC's legal register gives clients a regulatory foundation and a direct route to further support when compliance needs arise

Social

In this section

Strengthening Our Talent Base
Building Technical and Professional Capability
Sharing Knowledge Across the Business
Diversity, Equity and Inclusion
Health, Safety and Wellbeing



Growing a Regional Team and Its Capabilities

ESC's workforce continued to grow in 2025 as the business expanded its project portfolio and regional operations. Supporting this growth required stronger coordination of people processes, continued investment in technical capability and practical ways for employees to share knowledge across teams and offices.

This chapter reports how ESC's workforce changed during the year, how employees developed and shared expertise, and how the organisation approached representation, inclusion and safe working practices.



Strengthening Our Talent Base

ESC's workforce comprised 96 employees in 2025, compared with a restated total of 95 employees in 2024. Continued recruitment supported ESC's capacity to meet the needs of its expanding project portfolio. ESC also relocated to a larger workplace in Malaysia and expanded its Jakarta office to support its teams and operational needs.

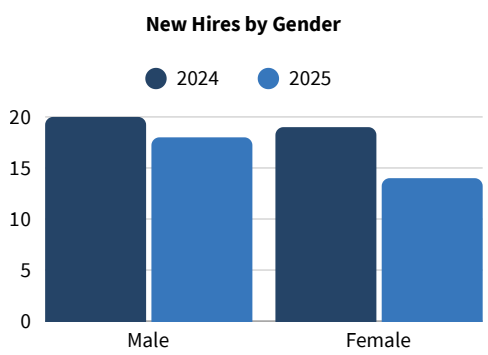
A total of 34 new employees joined ESC during the year, comprising 18 men and 16 women. Recruitment took place across different levels of seniority, including 15 senior, five mid-level and 14 junior positions.

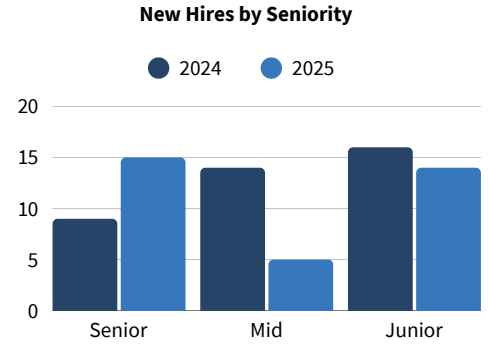
During the year, ESC appointed a Regional HR and Admin Manager to strengthen coordination of its people and administrative functions. ESC also streamlined parts of its recruitment and onboarding process, including how applications are received and managed internally. Vacancies across the regional operations were promoted through the ESC website and LinkedIn to reach candidates across different locations and areas of expertise. Together, these developments enabled ESC to recruit across different levels of experience and strengthen people processes across its regional operations.

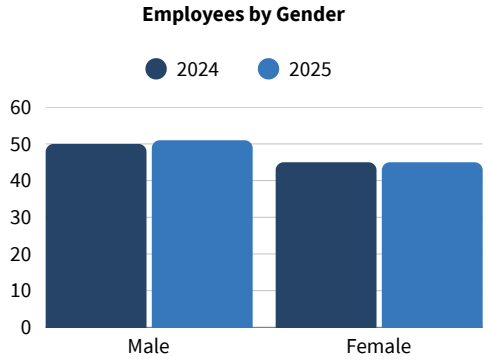


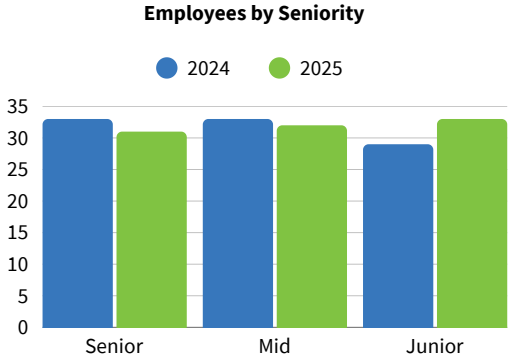


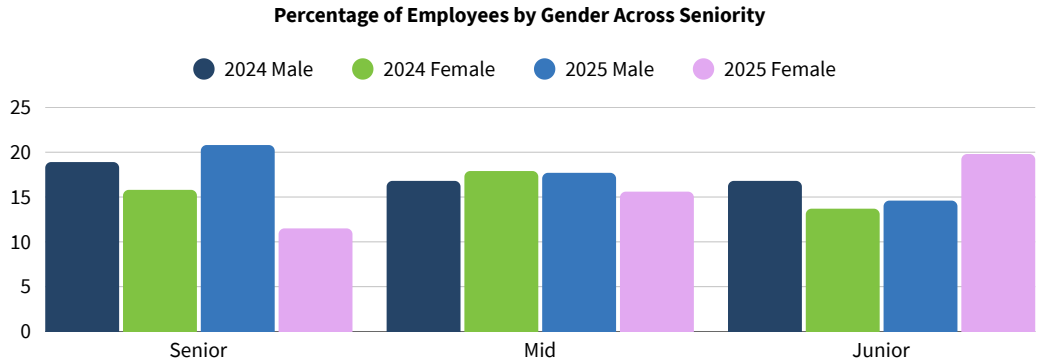
Malaysia and Indonesia staff at the new office











Note: The 2024 comparative figure has been restated from 87 to 95 following correction of a calculation error in the previously reported headcount.

Building Technical and Professional Capability

For a professional-services business, technical capability develops through project experience, professional qualifications, formal training and exposure to different working environments.

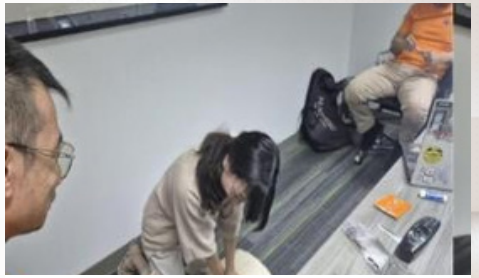
ESC employees work on assignments across sectors, locations and regulatory settings. This gives them opportunities to apply technical knowledge, respond to project requirements and develop experience in different operational contexts.

In 2025, employees across ESC's regional operations completed professional qualifications and training covering environmental impact assessment, emerging EHS risks, construction-site safety, emergency response and marine fieldwork.

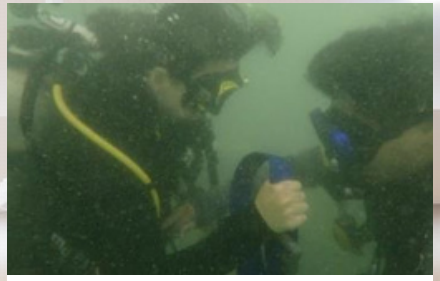
Learning in practice



ESC Indonesia at IPB University's Teaching Practitioner Program



CPR, AED and Emergency Response Training, Singapore



Dive Stress and Rescue Training, Singapore



EHS CommunicationsTraining, Singapore



EPD Literacy Course to SGBC Members

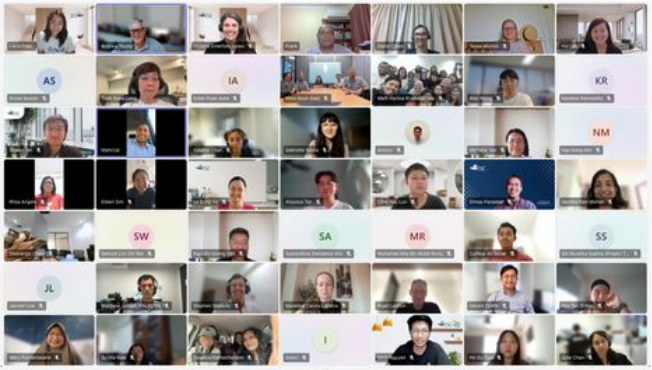
Sharing Knowledge Across the Business

Much of ESC's specialist knowledge is developed through project work and practical experience. Internal learning sessions, mentoring and cross-office support provide ways for this knowledge to move beyond individual assignments and project teams.

Examples of knowledge sharing during 2025 included:

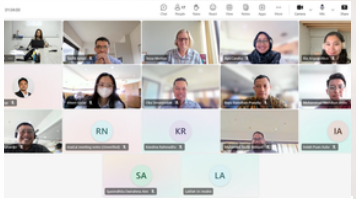
- A Lunch & Learn session in Hong Kong on air-quality modelling and its application to urban development
- Project mentoring between colleagues in the Philippines and Singapore
- An internal session with the Indonesia team on the responsible use of artificial intelligence
- Technical and EHS knowledge shared between employees working across different projects and locations

These activities gave employees opportunities to exchange technical insight, learn from colleagues working in other areas of the business and draw on experience from beyond their immediate teams.



Townhall Meeting 2025

Knowledge shared across teams and offices



Responsible AI Sharing Session, Indonesia



EIA Training, Singapore



Air Quality Modelling, Lunch & Learn, Hong Kong



Improving Efficiency and Collaboration, Singapore

Diversity, Equity and Inclusion

ESC's regional workforce brings together employees from different professional backgrounds, areas of expertise and levels of experience. As the organisation grows, workforce data provides a baseline for understanding representation and how it changes over time.

In 2025, ESC recruited 34 employees across senior, mid-level and junior positions. Women accounted for 47% of new hires, while men accounted for 53%. ESC's workforce comprised 96 employees, including 45 women and 51 men.

Supporting Fair Access

ESC supports fair access to employment and development opportunities through its recruitment practices, professional-development activities and guidance from managers and senior colleagues. Improvements to recruitment coordination and internal application handling also supported a more consistent approach as the regional workforce expanded.

Gender and seniority data describe the composition of ESC's workforce, but do not on their own measure employees' experience of inclusion. These indicators provide a baseline for monitoring representation and identifying areas that may require further attention.

ESC'S WORKFORCE IN 2025

47%

of new hires were women
16 women and 18 men joined in 2025

45 women

51 men



ESC teams across our regional offices in 2025

Health, Safety and Wellbeing

Health and Safety

ESC employees work in offices, remotely and at client project sites, where they may encounter different health and safety considerations. ESC's Occupational Health and Safety Policy applies across its business activities and establishes expectations for managing work-related risks.

Responsibility for health and safety is shared across the business. ESC's EHS personnel work with the Executive Leadership Team, senior management and project teams to communicate requirements, assess risks and maintain processes for reporting and responding to incidents.

In 2025, employees across ESC's regional operations completed health and safety training covering construction-site safety, emergency response and marine fieldwork.

2025 Safety Performance

Zero work-related incidents involving ESC employees

ESC recorded zero work-related incidents involving its employees in 2025. During the year, ESC continued to apply risk controls, safety procedures, training and internal communication across office, remote, field and project-site activities.

Supporting Employee Wellbeing

ESC supported employee wellbeing through access to managers, senior management and HR when employees required personal or workplace support. Employees also had access to medical and health-insurance benefits, mental-health and stress-management sessions, flexible working arrangements and leave options based on individual circumstances.

Managers maintained regular contact with employees and could respond to workload, overtime or wellbeing concerns as they arose. Office arrangements also considered employees' basic workstation and ergonomic needs.

These measures were managed through existing people and employment practices. ESC did not maintain consolidated wellbeing participation or outcome indicators in 2025.

Governance

In this section

Governance in Practice
Leadership and Accountability
Managing Quality, Safety and Operational Risk
Risk Management
Business Ethics and Professional Integrity



Governance in Practice

As ESC's regional operations grew, clear responsibilities, strong coordination and consistent ways of working became increasingly important across its locations and functions.

ESC's established ***1-Enterprise*** approach connects its regional operations, leadership and support functions through shared priorities and accountability. It supports ESC in working as one regional business while recognising differences in local regulations, client needs and operating conditions.

ESC's values of Accountability, Passion, Insight and Integrity provide a common foundation for how employees work with one another, serve clients and make decisions. Within the 1-Enterprise approach, these values reinforce both shared responsibility and individual accountability.

In 2025, ESC continued strengthening its operating structure to support business development, project delivery and regional operations. Leadership and support capacity expanded across project management, human resources, administration and technical delivery. This work continued into 2026 as roles and responsibilities were further clarified.

ESC's governance framework connects leadership accountability with quality, health and safety, operational risk and professional conduct. Clear policies, defined responsibilities and consistent operating practices support responsible regional growth.



ESC's established 1-Enterprise approach connects its regional operations, leadership and support functions through shared priorities, accountability and coordinated ways of working.

Leadership and Accountability

ESC places importance on clear decision-making, defined responsibilities and effective leadership across the organisation. These foundations support responsible regional growth and strengthen how work is managed and delivered.

Executive leadership and Group direction

The Executive Leadership Team sets ESC's overall strategy, governance expectations and Group priorities. In 2025, the team comprised Andrew Young, Founder and Group CEO; Frank Ganendran, Senior Advisor; and Nigel Landon, Group Business Development Lead.

Together, they provided direction for the business and supported coordination across ESC's regional operations.

Country Managers oversee business development, operations, project oversight and administrative functions within their respective locations. They connect Group priorities with local regulatory requirements, client needs and operating conditions.

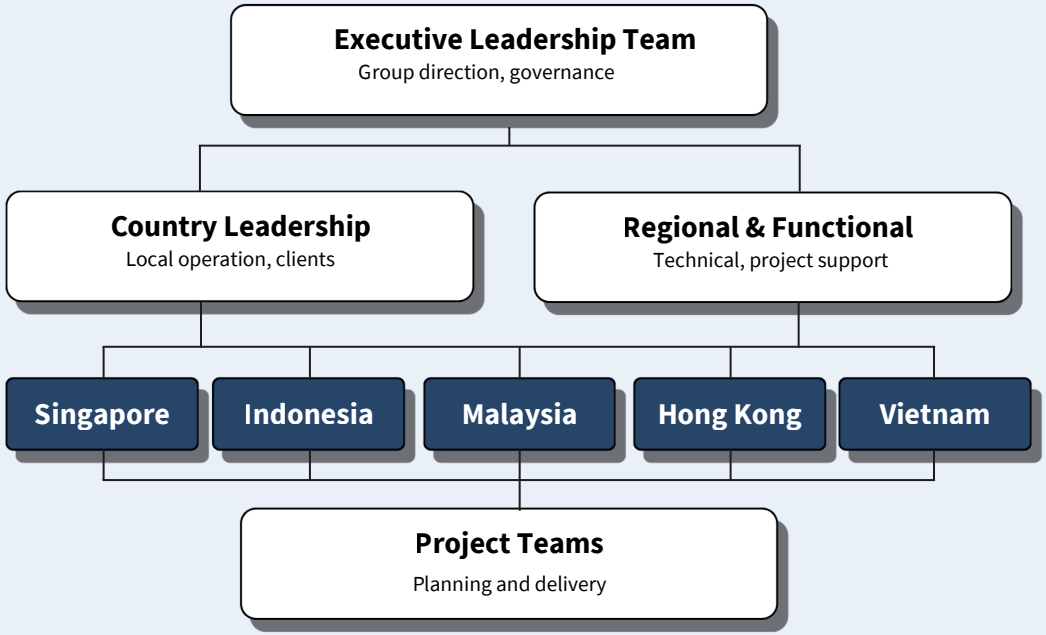
Strengthening regional and project support

During 2025, ESC discontinued its previous Sector Leader model and continued strengthening regional, functional and project-delivery support across the business. This included additional capacity in project management, human resources, administration and technical delivery.

Projects are managed through designated project teams, typically led by experienced principals, with senior consultants and additional regional or technical support involved where required. Project Directors and Managers are responsible for planning, coordination, client communication and oversight throughout delivery.

These organisational developments continued into 2026 as ESC further clarified roles and strengthened collaboration in line with its established 1-Enterprise approach.

How leadership connects across ESC



Managing Quality, Safety and Operational Risk

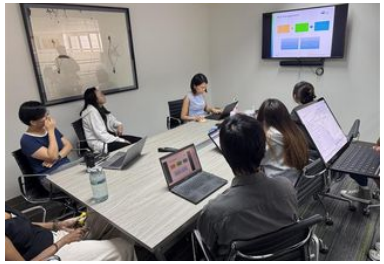
ESC's management approach supports consistent project delivery, quality, environmental responsibility and occupational health and safety across its regional operations. Clear processes and defined responsibilities help teams identify risks, make informed decisions and apply appropriate controls across different regulatory environments and project conditions.

Integrated Management System

ESC's management systems provide a structured approach to managing quality, environmental responsibilities and occupational health and safety. In 2025, ESC's Singapore and Hong Kong operations maintained certification to ISO 9001:2015, Quality Management Systems, ISO 14001:2015, Environmental Management Systems, and ISO 45001:2018, Occupational Health and Safety Management Systems. No major audit findings were recorded during the year. ESC Singapore also maintained bizSAFE Star, the highest level of recognition under Singapore's bizSAFE programme.

Responsibility for health and safety is shared across leadership, EHS personnel, managers and project teams, supported by processes for identifying workplace risks, communicating requirements and responding to incidents.

ESC's Malaysia and Indonesia operations did not progress to external certification during 2025. Instead, these operations are progressively adopting management-system elements aligned with the ISO-certified systems in Singapore and Hong Kong, with external certification remaining part of ESC's longer-term plans.



EHS Communication Training in Singapore

Singapore and Hong Kong maintained certification in 2025, with no major audit findings recorded.

ISO 9001 Certified

ISO 45001 Certified

ISO 14001 Certified

bizSAFE STAR

Strengthening Operational Processes

During 2025, ESC continued strengthening the processes and support structures used to manage its work. Organisational changes clarified responsibilities and expanded support across project management, technical delivery, human resources and administration.

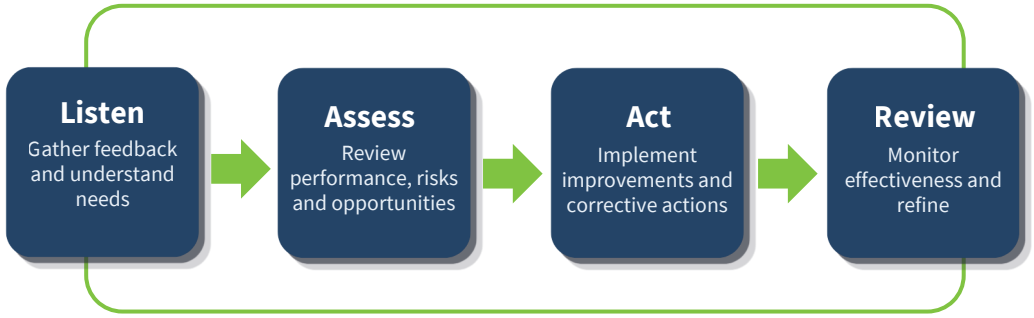
ESC also placed greater emphasis on project planning, delivery oversight and coordination across teams and locations. This supported earlier identification of delivery risks and more consistent project execution.

Continuous Improvement and Stakeholder Interests

Continuous improvement is central to how ESC operates. By listening to stakeholders and reviewing performance, we identify risks and opportunities, implement improvements and monitor their effectiveness. This helps us refine the way we work and respond to changing operational and stakeholder needs.

Our responsibilities extend across our clients, employees, shareholders, vendors and the communities in which we operate. We aim to support these relationships through clear expectations, open communication and responsible business practices. This includes working fairly and respectfully with vendors whose services and expertise support our operations and project delivery.

Our continuous improvement approach



How Governance Supports Stakeholder Interests



Risk Management

Project delivery can involve technical, regulatory, commercial, scheduling and stakeholder risks. ESC manages these risks through clear project planning, defined responsibilities, coordinated technical inputs and ongoing review throughout delivery.

Project Directors and Managers oversee planning, coordination, client communication and progress across individual assignments. They work with project teams to establish responsibilities, identify issues requiring attention and coordinate appropriate responses.

Regional, operational and technical support is available where assignments require additional oversight or specialist input. Issues can be escalated to senior management where they may affect project delivery, client requirements or ESC's wider responsibilities.

In 2025, ESC continued strengthening the support available to project teams and placed greater emphasis on clear project plans and responsibilities at the outset of assignments. This supported earlier identification of delivery risks, clearer ownership and more consistent project oversight.



How ESC Manages Project Delivery Risk

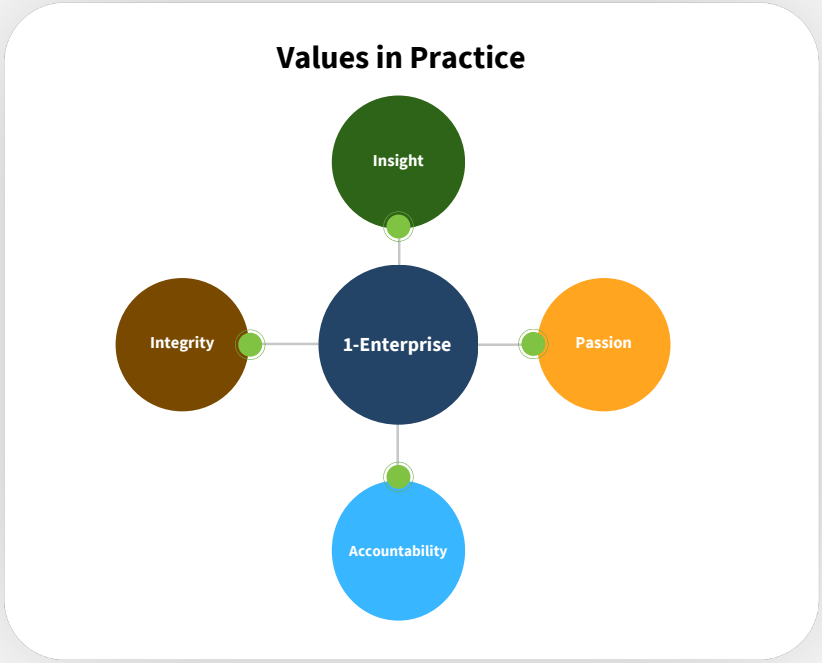


Together, these steps support early risk identification, clear ownership and consistent project oversight.

Business Ethics and Professional Integrity

ESC's values of Accountability, Passion, Insight and Integrity guide how employees work with one another, serve clients and engage with vendors and other stakeholders. They establish shared expectations for professional judgement, responsible decision-making and individual conduct across ESC's regional operations.

In 2025, ESC continued applying its established 1-Enterprise approach, with an emphasis on shared responsibilities and consistent ways of working across the regional business. Within this approach, accountability means taking ownership of decisions and outcomes, passion brings commitment and care to ESC's work, insight supports informed professional judgement, and integrity requires employees to act honestly, fairly and transparently.



ESC's Employee Code of Conduct sets expectations for workplace behaviour and professional conduct. The Anti-Bribery & Corruption Policy establishes ESC's position on bribery, corruption and improper business practices, while the Anti-Slavery Policy addresses the prevention of slavery and related practices. Employees are expected to understand and follow the policies relevant to their roles and to raise concerns where conduct may be inconsistent with ESC's standards.

Management is responsible for reinforcing these expectations and responding appropriately when concerns are identified. Applying common ethical standards across ESC supports trusted relationships with clients, vendors and business partners and helps protect the professional reputation of the Group.

As an Associate of the Inogen Alliance, ESC also refers to the Alliance's ESG principles on business ethics and governance as an additional reference point for responsible professional conduct.



Performance Data

In this section

2025 GHG Emissions Assessment
Scope 1 and Scope 2 Emissions
Business Travel

2025 GHG Emissions Assessment

ESC continues to monitor and assess its greenhouse gas (GHG) emissions to understand the environmental impact of its operations and identify opportunities for improvement. The Group's GHG inventory provides a framework for tracking reported emissions across the offices included within its reporting boundary.

Reporting Boundary

The FY2025 assessment covers ESC's operations in Singapore, Malaysia, Indonesia and Hong Kong. Operations in Vietnam, India and the Philippines remained fully remote and were therefore excluded from the Scope 2 reporting boundary because ESC did not operate dedicated office space in these locations during the year.

The assessment currently focuses on Scope 1 emissions and Scope 2 emissions from purchased electricity. Scope 3 emissions associated with project-related business travel, employee commuting, home working and other value-chain activities were not quantified.

2025 Emissions Profile

Total Scope 2 GHG emissions amounted to 14.57 tCO_2e in 2025, compared with 12.68 tCO_2e in 2024, representing an increase of approximately 15%. This increase was mainly attributable to the higher estimate for Hong Kong, while emissions in Indonesia and Malaysia decreased slightly and Singapore recorded a moderate increase.

At the country entity level, emissions were 5.34 tCO_2e in Singapore, 4.18 tCO_2e in Indonesia, 2.18 tCO_2e in Malaysia and 2.87 tCO_2e in Hong Kong. The higher Hong Kong figure reflects a revised estimation approach and should not be interpreted solely as an increase in actual electricity consumption.



Scope 1 and Scope 2 Emissions

Scope 1 Emissions

ESC previously reported Scope 1 emissions associated with company-owned vehicles. Following the retirement of the remaining company vehicle in Indonesia in 2023, ESC did not report any vehicle-related Scope 1 emissions in 2024 and 2025.

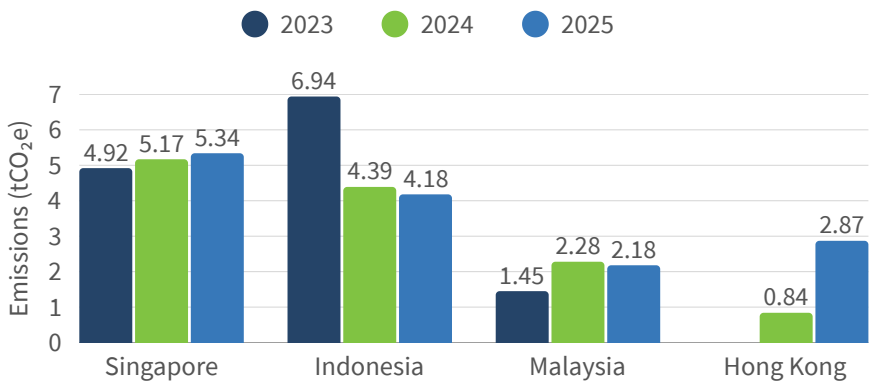
Scope 2 Emissions

Scope 2 emissions for Singapore, Malaysia and Indonesia were calculated from actual office electricity consumption using the applicable country-specific grid emission factors for 2025.

For Hong Kong, electricity-consumption data were unavailable because ESC operates from a shared office. Electricity consumption and associated Scope 2 emissions were therefore estimated based on the office area attributable to ESC and an annual energy-intensity benchmark of 113 kWh/m²/year, adopted with reference to the Hong Kong EMSD Energy Utilisation Index for private office buildings.

The 2025 Hong Kong estimate uses a revised calculation approach and is not directly comparable with the 2024 estimate unless the earlier figure is recalculated on the same basis. The revised methodology provides a more consistent basis for estimating Hong Kong's emissions while actual electricity-consumption data remain unavailable.

Scope 2 GHG Emissions (tCO_2e)



**Hong Kong emissions are estimated. The 2025 calculation uses a revised methodology and is not directly comparable with the 2024 estimate.*

Developing Our Scope 3 Inventory

Project-related travel is a material part of ESC's regional consulting operations. Business-travel emissions were not quantified in the 2025 inventory, which currently focuses on Scope 2 electricity emissions from offices within the reporting boundary.

As ESC further develops its GHG accounting approach, business travel will be considered as a relevant area for future data collection and assessment. This would provide a more complete understanding of the Group's operational footprint across its regional activities.

Business Travel

Managing Necessary Travel

Business travel supports ESC's regional operations and project delivery. In 2025, travel primarily involved management and senior employees supporting business activities, and project teams undertaking or supporting assignments at local sites and in other countries.

ESC employees were required to obtain management approval for business travel and were encouraged to use virtual meetings wherever practical. Where travel was necessary, teams combined meetings and site visits within a single trip where possible and drew on local consultants where appropriate to limit unnecessary travel while meeting project requirements.

Sustainable Travel Guidance

ESC continued to apply the Inogen Alliance Sustainable Travel Guidance. This provides a reference for reducing travel-related impacts through considered transport choices, accessible meeting locations, accommodation with established sustainability practices and local, sustainable dining options.

Emissions Reporting

Business-travel emissions were not quantified in ESC's 2025 GHG inventory and are not included in the reported total emissions. More consistent collection and consolidation of travel data would support future assessment and provide a more complete understanding of ESC's operational footprint.



2025 Sustainability Report

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