

# Sustainable business



Sustainability is integral to how we operate and grow as a business. We strengthen our ability to navigate change by building resilient and efficient operations, managing emerging risks and developing an inclusive, customer-led and values-driven workforce.



Our workspaces and business practices are intentionally designed to use resources efficiently, drive collaboration and inspire innovation. By nurturing a strong sustainable mindset among our people, we are building a progressive organisation that is well-positioned to deliver long-term value for our customers, partners and the communities we serve.

## NEETHA NAIR

Chief Human Resources Officer

**03** Empowering our people

**09** Sustainable operations and value chains

### About this brief

**Company:** Prudential Assurance Company Singapore, Pte Ltd  
**Reporting period:** 1 Jan 2025 - 31 Dec 2025  
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### References the following sections of GRI:

204: Procurement practices  
 401: Employment  
 404: Training and Education  
 405: Diversity and Equal Opportunity



# Empowering our people

A sustainable business is underpinned by people who make responsible decisions, uphold strong governance standards and act with the long-term interests of customers and society. Our **PruWay** values are embedded in our daily work to ensure employees demonstrate customer centricity, innovation, collaboration, care and respect in every interaction.

## Fostering an inclusive work environment

An inclusive workplace encourages open dialogue, diverse perspectives and early identification of risks and opportunities – strengthening the long-term resilience of our business. Diverse teams enhance decision-making and help us better understand the needs of the customers we serve. Guided by the PruWay, we foster an environment where people can contribute fully, regardless of background or life stage - reflecting our role in supporting equitable workforce participation in Singapore.

### Gender inclusion

**PRUforHER** is a vibrant DEI community within Prudential, bringing together members from across business units who are dedicated to fostering gender equality and building a more inclusive, supportive, and empowering workplace.

At the PRUforHER Singapore event in April, we brought together colleagues from Prudential Singapore, Eastspring and Prudential Services Singapore for an open discussion on women's career experiences and allyship, followed by *Table Talk*, an interactive scenario-based simulation exploring how everyday behaviours influence fairness and success.

As part of our gender inclusion strategy, Prudential Singapore aims to maintain 50 to 55 per cent female representation for Senior Managers<sup>1</sup> and above. We will continue to track gender pay parity to ensure fair compensation based on job role and experience. These commitments strengthen leadership diversity and help build a workforce that is responsive to customer needs.

<sup>1</sup> At Prudential Singapore, our employee job levels are as follows: Associate, Executive, Senior Executive, Associate Manager, Manager, Senior Manager, Deputy Vice-President, Vice President, Senior Vice President and above.



## Age inclusion























Inclusion also means supporting employees across their different stages of life. As Singapore's workforce ages, we offer longer and more flexible career pathways to help us retain talent, preserve institutional knowledge and ensure continued workforce participation. We were the first financial institution to enable employees to work beyond the Retirement Age of 62 in 2018. **We also provided employees above 55 years old the option to maintain their Central Provident Fund (CPF) contribution rates** - an offer that was taken up by **77 per cent of our eligible employees** in 2025. These progressive measures help employees build greater financial security while reinforcing our organisation's long-term resilience.

To strengthen our age-inclusive practices, we launched **PRUPrime** in November 2025 under the Ministry of Manpower's *Alliance for Action on Empowering Multi-Stage Careers for Mature Workers*. **PRUPrime** offers flexible and meaningful employment opportunities for mature professionals who wish to continue contributing their expertise and grow with the organisation, without the constraints of traditional full-time roles. Participants will be engaged on a 12-month, retainer-based contract and deployed in roles that are seasonal or require deep subject-matter expertise.

This retainer-based model enables us to tap on a ready pool of experienced professionals who can be mobilised quickly to meet evolving business needs, while bringing fresh and diverse perspectives into the organisation. As **PRUPrime** continues to grow, we aim to build a more multigenerational and resilient workforce, while contributing to national priorities around senior employability and the adoption of alternative work models that support future ways of working.

## 2025 People metrics

Prudential Group reports against the HKEX KPI requirements. Below are our People metrics that are aligned to HKEX.

HKEX metrics	2025	2024
B1.1 Total workforce by gender, employment type, age group and geographical region [Singapore]	<b>By Gender</b>  Female <b>870.6</b>    Male <b>545.0</b>	<b>By Gender</b>  Female <b>896.2</b>    Male <b>558.0</b>
	<b>By Age Group</b> <30 years old <b>192.0</b>   30-50 <b>1054.6</b>   >50 <b>169.0</b>	<b>By Age Group</b> <30 years old <b>211.0</b>   30-50 <b>1091.2</b>   >50 <b>152.0</b>
	<b>By Employment Type</b>  Part time <b>0.6</b>    Full time <b>1415.0</b>	<b>By Employment Type</b>  Part time <b>1.2</b>    Full time <b>1453</b>
B1.2 Employee turnover rate by gender, age group and geographical region [Singapore]	<b>By Gender</b>  Female <b>16.8%</b>    Male <b>18.6%</b>	<b>By Gender</b>  Female <b>12.2%</b>    Male <b>15.6%</b>
	<b>By Age Group</b> <30 years old <b>24.8%</b>   30-50 <b>16.7%</b>   >50 <b>13.1%</b>	<b>By Age Group</b> <30 years old <b>19.7%</b>   30-50 <b>12.4%</b>   >50 <b>12.6%</b>
B3.1 The percentage of employees trained by gender and employee category	<b>By Gender</b>  Female <b>100%</b>    Male <b>100%</b>	<b>By Gender</b>  Female <b>97.1%</b>    Male <b>97.3%</b>
	<b>By Employment Type</b> Top Level <b>100%</b>   Middle Level <b>100%</b>   Rank & File <b>100%</b>	<b>By Employment Type</b> Top Level <b>100%</b>   Middle Level <b>100%</b>   Rank & File <b>96.5%</b>
B3.2 The average training hours completed per employee by gender and training category	<b>By Gender</b>  Female <b>11.7</b>    Male <b>11.5</b>	<b>By Gender</b>  Female <b>12.5</b>    Male <b>13.6</b>
	<b>By Employment Type</b> Top Level <b>25.7</b>   Middle Level <b>16.9</b>   Rank & File <b>9.9</b>	<b>By Employment Type</b> Top Level <b>19.8</b>   Middle Level <b>19.2</b>   Rank & File <b>11.3</b>

## Developing sustainable mindsets and skillsets

Building a sustainable business requires leaders who make responsible decisions, manage emerging risks and support teams through change. To strengthen these capabilities, we continued investing in leadership development across the organisation. Our core managerial programmes enhanced our People Managers' skills in coaching, problem-solving and communication – critical capabilities for inclusive, ethical and customer-centred decision-making.

- **Ready to LEAP** Foundational leadership skills for new People Managers, including communication, change management and psychological safety.
- **Leadership Excellence At Prudential (LEAP)** Strategic leadership skills and coaching for experienced People Managers.
- **Performance & Development Conversations** Focused on approaching tough conversations with clarity, candour and confidence.
- **PruManager Mastery Learning Circles** Peer learning to build skills on giving feedback, fostering psychological safety and guiding career conversations.



Participants of the Leadership Excellence at Prudential (LEAP) managerial programme take a break from a brainstorming session.

In 2025, **95 per cent** of our People Managers completed at least one training programme. Since 2024, more than 160 People Managers have attended the LEAP or Ready to LEAP programmes, with participants reporting greater confidence to lead responsibly and supporting stronger team performance. These efforts build a leadership bench that strengthens our organisational resilience and supports long-term value creation. The impact of our leadership capability programmes can be seen in the outstanding PruManager effectiveness score of 80, one of the highest scoring factors in our internal employee survey and tracking on par with Group-level results.

## Embedding sustainability-linked goals in performance management

To ensure leadership capabilities translate into sustainable business outcomes, we embed clear accountability through performance management. In 2025, we introduced **sustainability-linked goals** for all People Managers, ensuring **sustainability considerations are consistently embedded in decision-making**. This initiative requires People Managers to set goals that align with our sustainability strategy and enhance business value – such as improving operational governance, supporting the low-carbon energy transition and enhancing product inclusivity. By formally embedding sustainability expectations into performance management, we strengthen leadership accountability and demonstrate how responsible stewardship can drive long-term value creation for customers, society and our business.

## Developing a strong pipeline of future leaders

A resilient organisation needs a strong pipeline of future leaders. Our **Catalyst Talent Programme** continues to develop high-potential employees for advanced roles through a leadership development curriculum and reinforced through real-world project experience. Participants also contributed to community investment initiatives, including volunteering in aged care and hospice settings, strengthening capabilities relevant to serving an ageing population. Since 2017, the programme has built a pipeline of over 180 leaders. In 2025, **16 Talents graduated from the programme**, with **75 per cent stepping into expanded roles**, demonstrating their readiness for future leadership.



Employees at a DOGood event serving the community as part of the Catalyst Talent Programme.



“The Catalyst Talent Programme has allowed me to better structure my career development goals and ensure I keep on track to achieve them. I was also exposed to different programmes and activities to enhance my leadership skills and widen my social network within the company. Taking on a project to support agency recruitment enabled me to work with colleagues and external consultants to drive the execution of a go-to-market strategy within a short three-month period.”

**Genevieve Teo**  
CEO Office, FY25/26 Talent



“This journey has led to a gig opportunity to be seconded to CPL China, where this will not only enhance my skills but also cross pollinate valuable insights to benefit both Singapore and China teams.”

**Grace Lu**  
Distribution, FY25/26 Talent

## Empowering our financial representatives

The financial representatives in our agency force play a critical role in helping customers make informed health and financial decisions. Raising the standard of advice strengthens customer trust, supports regulatory expectations and underpins long-term business strategy. That’s why we continue to invest in developing agency capabilities to meet rising customer expectations and the increasing complexity of their health and wealth needs. To support Singapore’s growing high net worth (HNW) segment, over 300 of our representatives have been upskilled through the Wealth Management Institute’s Certified Affluent Wealth Advisor (CAWA) and Advanced Affluent Wealth Advisor (AAWA) programmes, which include holistic financial planning, family office essentials and legacy planning. We have also maintained our accreditation from the Institute of Banking and Finance (IBF) across key agency orientation programmes at the new joiner, new manager and new director levels. We continually provide structured training on product knowledge, ethics and inclusive advisory practices to strengthen regulatory compliance, enhance quality advice and reinforce customer trust.

Our agency force continued to demonstrate strong professional excellence in 2025 at the Million Dollar Round Table (MDRT) Culture of Excellence Awards, which recognise top agency leaders from insurance companies across the world for exceptional performance in production, recruitment, retention, persistency, work-life balance and MDRT membership. Out of 33 total worldwide recipients, 13 Prudential agency leaders were included, making us the top-performing firm in agency leadership excellence.

With a network of 5,400 financial representatives at Prudential Singapore, these development efforts raise our standards of service and anchor our commitment to high-quality, trusted advice.

## Cultivating an internal sustainability mindset

**Growth for Good** is our sustainability learning week, designed to equip employees and financial representatives with the confidence to make more sustainable decisions at work and in their personal lives. Across the week, more than 400 participants took part in hands-on activities and future-focused conversations, deepening understanding of how everyday choices and our work contribute to more resilient outcomes for people, communities and our business.



Over five days, we:

1

Kicked off with the launch of Healthy Harvest at City Sprouts, where participants celebrated Prudential's first edible community garden plot by sowing its first seeds and building wheelchair-accessible planting beds

2

Shifted focus to career sustainability with "Grow Your Career with PRU", which empowered our people to take charge of their careers through sharing sessions by industry experts from the Institute of Banking & Finance Singapore, Workforce Singapore and SkillsFuture SG

3

Dived into biodiversity and resource efficiency through creative workshops on seed bomb-making and edible insects led by Ecoponics and Altimate

4

Closed the week with Risk to Resilience, where Lydia Law, Co-Director of the NUS Heat Resilience & Performance Centre, Professor Paulin Straughan, Director of the SMU Centre for Research on Successful Ageing and Diana Guzman, Chief Sustainability Officer, Prudential plc shared insights on climate-related health pressures and ageing population, broadening perspectives on how these forces impact communities and future protection strategies

5

Experienced how hot Singapore could potentially get at the NUS Heat Resilience & Performance Centre's 'Climate Experience Pod'

The takeaway: From planting seeds to planning careers, Growth for Good showed that sustainability is not just about the planet: it's about people, purpose, and preparing for the future.

# Sustainable operations and value chain

## Driving operational sustainability for long-term environmental and financial impacts

Our commitment to sustainability extends to how we conduct business on a daily basis. We critically assess and manage the space and resources we use for all our operational activities. This includes the physical footprint of our office spaces, our resource use and service requirements. Through careful management, we deliver improved environmental performance while lowering operating costs and ensuring compliance with regulations.

## Our carbon neutrality commitment

As a Group, our goal is to reach carbon neutrality in our Scope 1 and 2 emissions by 2030. This covers direct emissions from sources like company-owned vehicles and the indirect emissions generated to produce the energy we consume in our office spaces. To meet this goal, we first aim to improve the efficiency of our energy use by identifying areas of waste and exploring improvements in technology and employee behaviour. Subsequently, we will seek to purchase renewable energy and abate any remaining emissions via carbon offsetting initiatives. Currently, we maintain only two company-owned vehicles. In 2025, we transitioned one to an electric vehicle, yielding a 45 per cent reduction in our Scope 1 emissions, and reinforcing our commitment to cleaner transport solutions.



## Sustainable workplace transformation

In June 2025, we completed the move to our new office at Labrador Tower, vacating our previous sites at Marina One and Scotts. This consolidates our workspace footprint to three buildings, including Prudential Tower and UE Bizhub West. Labrador Tower is purpose-built for sustainable performance and holds the BCA Green Mark Platinum Super Low Energy certification.

The building's advanced features help us track and manage our environmental impact efficiently. They include:

- **Energy efficiency:**  
Daylight and motion sensors with efficient light fixtures
- **Resource management:** Active monitoring systems for energy and water consumption
- **Renewable energy:**  
Rooftop solar panels
- **Cooling efficiency:**  
Underground thermal storage tanks for air conditioning
- **Smart controls:**  
AI-powered building management systems for optimal resource use



#HelloLT! Employees welcoming our new office space at Labrador Tower in March 2025.

These innovative features collectively enhance our environmental performance while reducing operating costs. Despite completing our move near the halfway mark of 2025, we recorded a **9.2 per cent annual saving in electricity billing**, which led to a Scope 2 emissions reduction of **60t CO<sub>2</sub>e**, demonstrating the early impact of the move. Since our baseline year of 2016, we have achieved an 73 per cent reduction in operational carbon intensity, built upon continual improvements in our operational practices. These results underscore our unwavering commitment to a low-carbon future.



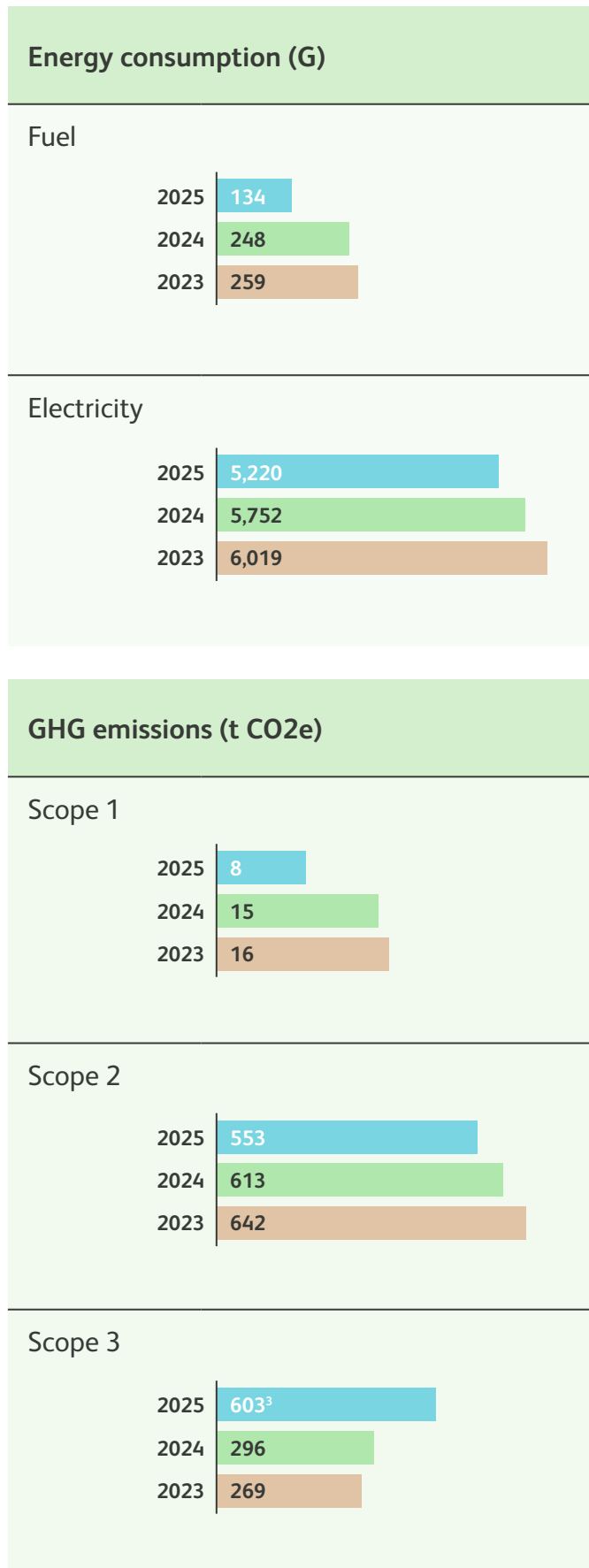
**9.2% annual electricity cost savings**  
Achieved in 2025 despite mid-year relocation



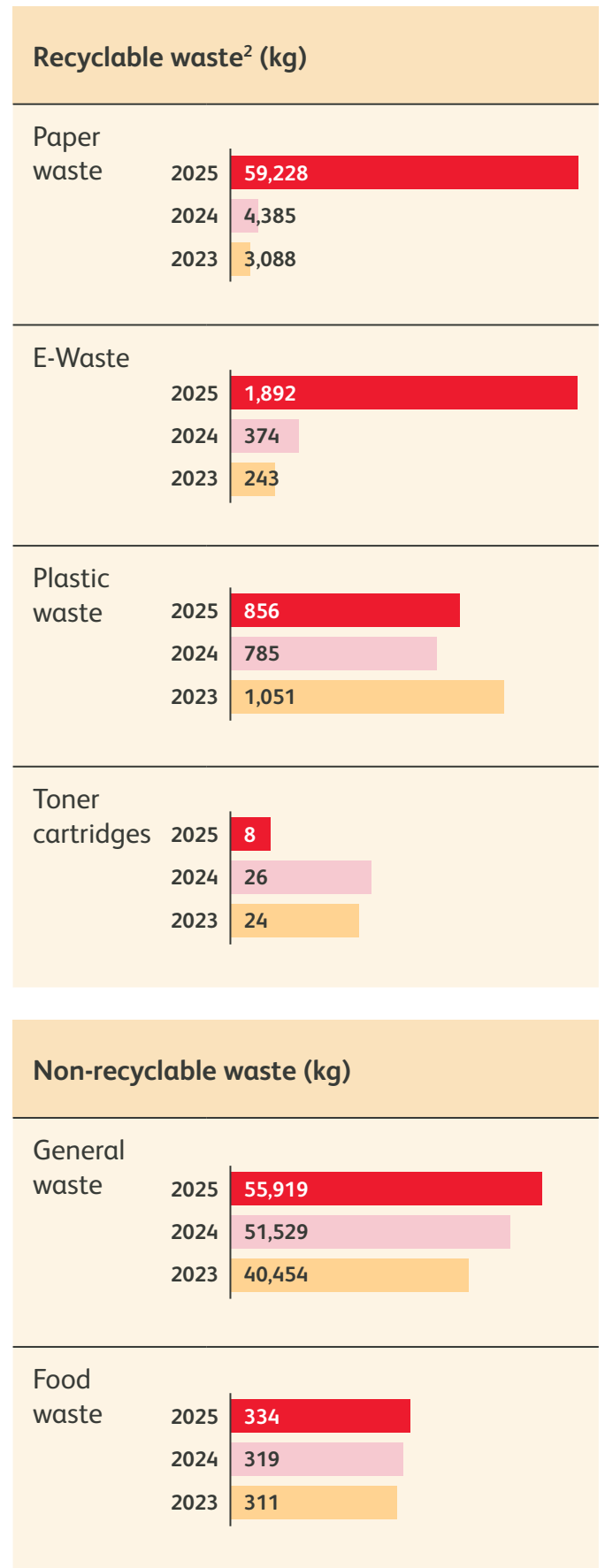
**60t CO<sub>2</sub>e reduction in Scope 2 emissions**  
Reflecting early impact of our operational improvements

## Our environmental performance at a glance:

### Energy and emissions



### Waste



<sup>2</sup> Clearing of storage spaces during the move to our new office led to an increase in our production of recyclable waste

<sup>3</sup> The year-on-year increase in our Scope 3 emissions was driven by additional business travel in 2025

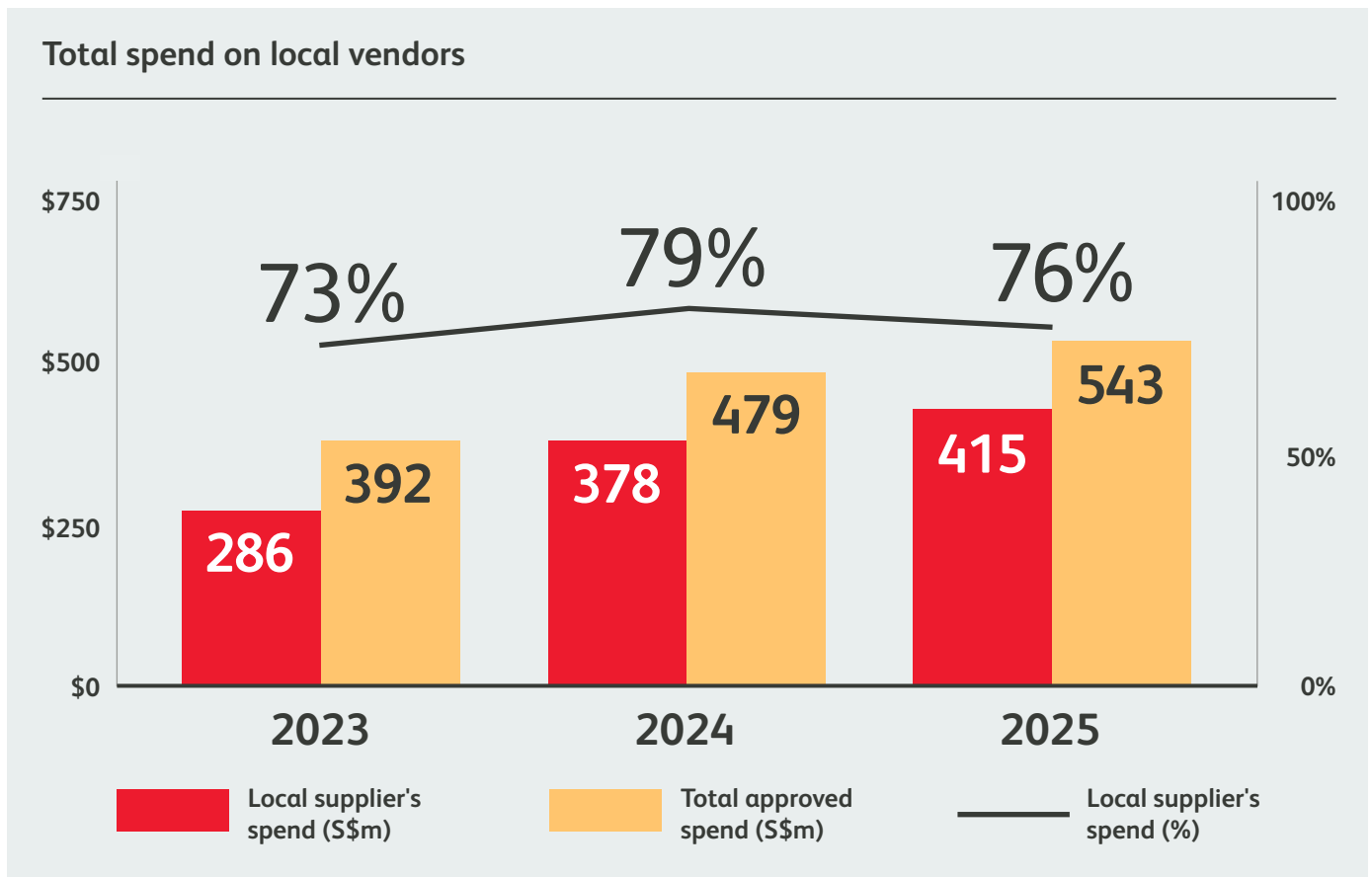
## Responsible procurement and supply chain practices

Sustainability is not just about how we operate – it's also about who we work with. Our procurement practices reflect our commitment to sustainable business, ensuring every partnership strengthens our values and amplifies our impact. We rely on a strong network of suppliers to support our business while recognising that their own standards reflect on us. That is why we take a rigorous approach in selecting partners to share our commitment to ethical and sustainable practices.

We continue to employ a multi-dimensional approach to procurement, with policies in place to ensure that all companies that we onboard comply with regulatory requirements, eliminate any potential conflicts of interest and uphold environmental and labour best practices. Additionally, all high-risk vendors are required to complete an ESG questionnaire, helping us to determine their integration of environmental, social and governance principles into their business.

## Supporting local economies

Our supply chain choices also create meaningful economic and social impact. Whenever possible, we partner with local companies to strengthen the Singapore economy. Over the years, we have steadily increased both the percentage and total value of our procurement spend with local businesses.



Our continued commitment to sustainability is reflected in the way we run every aspect of our business—from fostering an inclusive, high-performing workforce and empowering future leaders, to driving operational excellence, reducing our environmental footprint and upholding responsible procurement practices. **By embedding sustainability into our culture, operations and supply chain, we are building a resilient organisation that not only meets today's challenges but is also prepared for tomorrow's opportunities.** As we move forward, we remain dedicated to advancing our sustainability goals, creating long-term value for all stakeholders and contributing positively to people and planet.