

2025

# NCS // sustainability progress report



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This first NCS Sustainability Progress Report provides a summary of NCS Pte Ltd (NCS)'s and the NCS Group's progress towards its sustainability pledge for the financial year (FY) 1 April 2024 to 31 March 2025 (FY2025).

NCS is a subsidiary of Singapore Telecommunications Limited (Singtel). This progress report outlines our company-specific sustainability achievements and impact in Singapore and across Asia Pacific. Our sustainability data and activities are also embedded in the [Singtel Group Sustainability Report 2025](#), and the Singtel Group Annual Report 2025, both of which provide an overview of the broader sustainability focus areas, sustainability policies and reporting standards which the Group abides by.

### Reporting standards and external assurance

NCS is referencing Global Reporting Initiative (GRI) Standards as a framework to guide our reporting. NCS is dedicated to monitoring and adhering to the evolving regulations and industry best practices on sustainability disclosure and reporting, including ISSB-aligned climate-related requirements in Singapore and Australia.

As part of Singtel Group reporting, Ernst & Young LLP (EY) has been engaged to provide limited assurance of key NCS sustainability disclosures<sup>1</sup>. Please refer to the Singtel Group Sustainability Report for more details on the disclosures, how NCS' activities contribute to GRI topics, the assurance statement and standards used, as well as procedures, methodologies and assumptions.

NCS welcomes feedback and clarification on this report. Please contact us at [sustainability@ncs.com.sg](mailto:sustainability@ncs.com.sg)

1. This covers Scope 1,2 and 3 Category 1,2,3,5,6,7,13 emissions, energy and water consumption, waste disposal, workplace health and safety, new employee hires, training hours, customer privacy and new supplier screening.

# message from NCS CEO

**By integrating sustainable practices into NCS' operations, we are also inspiring our colleagues to safeguard our clients' needs, not only in the present but also the future.**



I am proud to share our inaugural NCS Sustainability Progress Report which documents the action taken since we launched our NCS Sustainability Pledge last year.

Our Pledge focuses on our Communities and the Climate. Amid economic and geopolitical uncertainties, we continue to affirm our belief that embedding sustainability into our business is crucial to shaping our work in the next horizon as a leading pan-APAC technology services company.

With Artificial Intelligence (AI)-led technology continuing to develop at a rapid pace, innovative opportunities are emerging to address environmental and social challenges. This creates long-term value through enhanced resilience, value creation, and positive impact for people and the planet.

As we forge ahead, we want to thank our partners and stakeholders for their continued support in this journey. Ultimately, sustainability strengthens the NCS mission to deliver impact by valuing our clients, growing our people and creating our future together.

**Ng Kuo Pin,**  
Chief Executive Officer

# about NCS



**NCS is a leading pan-APAC technology services firm.**

**We partner with governments and enterprises to advance communities through technology.**

Combining the experience and expertise of our 13,000-strong team across 57 service specialisations, NCS provides differentiated end-to-end technology services to clients with our NEXT capabilities in digital, data, cloud and platforms, as well as core offerings in application, infrastructure, engineering and cybersecurity. NCS also believes in building a strong partner ecosystem with leading technology players, research institutions and start-ups to support open innovation and co-creation.

**NCS OVERVIEW**

**#1**  
Market leadership in IT services in SG and SEA<sup>1</sup>

**S\$2.98B**  
FY25 Group Revenue<sup>2</sup>



1. Source: IDC Worldwide Semiannual Services Tracker 2024 H2  
2. Financial Year Ended 31 Mar 2025

# our purpose anchors our beliefs to create impact

**OUR PURPOSE**

We advance our communities by partnering with governments and enterprises to harness technology.

We do this by bringing people together to make extraordinary happen.

**OUR BELIEFS**

## Adventure

We are curious and aspire to co-create the future with our clients

## Excellence

We pursue and celebrate making extraordinary happen

## Integrity

Through respect and trust we build win-win outcomes

## Ownership

We deliver on our commitments to our clients and our people

## Unity

We build team NCS by bringing the strengths of diverse individuals together

**OUR IMPACT**

# 1

## Value our clients

We value our clients, and actively seek to deliver value to them

# 2

## Grow our people

We mentor and guide our people to reach for their stars

# 3

## Create our future

Together, we build NCS for a better world

## Advancing communities through digital innovation and technology

We advance communities by leveraging digital innovation and technology. As a trusted technology partner of government agencies and leading enterprises, we play a pivotal role in addressing digital challenges across a wide range of end-to-end services for communities and citizens.



### Community alert app for real-time life-saving actions

In moments of crisis, every second counts, and the public can be deployed to help. NCS, together with Singapore Civil Defence Force (SCDF) and HTX, collaborated to launch the “myResponder app”, where anyone who has downloaded this application will be alerted to nearby medical and minor fire emergencies where they can render immediate, real-time assistance, potentially saving lives.

Hosted on AWS cloud services, and utilising a design methodology that puts people first, NCS refined the app’s interface to make it more accessible and intuitive, enabling the community to respond more effectively in emergencies. NCS also introduced a learning hub for Community First Responders (CFRs) to enhance public preparedness and equip them with essential skills in case of emergency.

### Gen AI enhancements for Ministry of Manpower Contact Centre

The Ministry of Manpower (MOM) Contact Centre is a key touchpoint that addresses queries on manpower, workplace and employment-related issues.

To increase efficiency in the agents’ responses to customer queries, NCS developed a Gen AI solution powered by Amazon Bedrock and NCS Ins8.AI that provides real-time call summaries and speech-to-text transcripts tailored to Asian accents. As a result, MOM’s Contact Centre has seen a 12% reduction in average handling time and more than 50% decrease in average time spent on after-call work.

## Moving ahead - balancing innovation with digital resilience

As AI adoption scales rapidly across APAC, NCS believes the transformative power of AI to change the game for business and communities can only be realised if it is underpinned by strong digital resilience. To this end, we aim to partner with businesses to assess their current maturity level and identify opportunities for sustainable growth while safeguarding against potential vulnerabilities and ethical pitfalls.



### Development of risk controls for responsible AI

With the rapid growth of AI, companies have established governance frameworks to support responsible AI use. However, these frameworks alone are not sufficient to effectively manage the full spectrum of AI-related risks.

NCS worked with Singtel Group to develop effective AI risk controls to enforce the AI principles in the Group’s AI governance framework. These controls are based on customised open-source AI evaluation toolkits tailored to the Group’s AI use cases like customer churn predictor and chatbots.

The implemented AI risk controls help ensure the Gen AI models are compliant with the internal AI governance framework and best practices. These also lay the foundation for a robust AI risk monitoring solution that can adapt to evolving regulatory requirements and guidelines.

# NCS Sustainability Pledge

Looking ahead, our NCS Sustainability Pledge reflects our commitment to do more. We harness technology for good, for communities and climate through rallying our people, clients, and partners.

The pledge diagram is designed using hexagon motifs that mimic the honeycomb. This symbolises the power of collective effort within a community, where every member plays a vital role in contributing to the greater good.



Figure 1: NCS Sustainability Pledge

**WHY**

## Harnessing technology for good

At the heart of our pledge is our belief that we can drive sustainable and innovative change through our own business and inspire our people to create purposeful impact.

**WHAT**

## Creating impact for climate and communities

We have identified 6 key areas where we can make meaningful impact for the climate and communities. Refer to the next section for more details.

**HOW**

## Rallying our people, clients and partners

We recognise that building a sustainable future will require a village. To achieve this, we are rallying our people, clients and partners to join us on this collective journey.

The 6 key areas within the sustainability pledge were informed by the FY24 Singtel Group Double Materiality assessment.

During the assessment, NCS identified a list of priority material topics relevant to the company. We also considered both external sustainability factors that impact our business (outside-in) and the effects of our business activities on the economy, environment, and people (inside-out). These findings were subsequently validated with our internal and external stakeholders.

See below for the 6 key areas in our sustainability pledge and refer to the next page for our key achievements at a glance.

**FOR CLIMATE**

### Environmental action

We minimise our carbon footprint by increasing energy efficiency and reducing resource consumption in our operations.

### Green digital services

We promote green IT practices and empower our clients to achieve their sustainability goals through digital transformation.

### Responsible business practices

We embrace responsible business practices across our operations and adhere to international sustainability standards.

**FOR COMMUNITIES**

### Belonging and Inclusion

We promote an inclusive culture that enables our people to feel a greater sense of belonging. We work with community partners to support digital inclusion of youths and better equip them for the digital economy.

### Digital Resilience and human well-being

We build robust foundation in cybersecurity and data governance to enable responsible and scalable deployment of technologies like AI. We cultivate a safe and vibrant work environment that promotes the well-being of our people.

### People development and growth

We grow our people through our diverse development and upskilling initiatives. Our people are empowered to pursue meaningful work, and together we chart the future of work.

# our key achievements at a glance



## FOR CLIMATE

### Environmental action

- NCS Singapore has reduced its Scope 1 and 2 emissions by more than 60% from a 2015 baseline
- Generated about 2.3GWH of on-site solar energy, enough to power more than 500 four-room HDB flats for a year

### Green digital services

- Founding member of Digital Sustainability Workgroup with Singapore GovTech and key partners
- Established Green Code Foundry to trial software carbon intensity monitoring capabilities
- Partnerships to advance sustainable digital innovation

### Responsible business practices

- ISO14001 certified for NCS Pte Ltd, NCS Communications Engineering and NCS China Pte Ltd
- 90% of major suppliers engaged through CDP Supply Chain Programme

## FOR COMMUNITIES

### Belonging and Inclusion

- Launched training curriculum and awareness workshops to foster inclusion and build a stronger sense of belonging across the workplace
- Empowered children and youth by equipping them with knowledge in technology and sustainability

### Digital resilience and human well-being

- ISO45001 certified for NCS Pte Ltd, NCS Communications Engineering and NCS China Pte Ltd
- Promoted responsible and ethical AI use for our people and clients

### People development and growth

- Launched AI enablement training programme
- Continued to progress people across the organisation and developed people through various trainings – technical, functional and milestone trainings

# sustainability governance at NCS

At NCS, corporate governance practices are in place to ensure sustainability is embedded across the organisation.



## Oversight and governance

The NCS sustainability strategy, policy, and targets are developed with reference to the Singtel Group's Sustainability Strategy, as endorsed by the Singtel Board. The Group Risk, Sustainability and Technology Committee (RSTC), a Board-level committee, facilitates the oversight and annual review of sustainability performance across the Group and its wholly owned entities. The committee ensures alignment, where applicable, with the Group's overarching sustainability strategy, policies and targets.

### GOVERNANCE

NCS Board of Directors  
Audit and Risk Committee

### MANAGEMENT

Sustainability Office

### TASKFORCE

Strategic business groups | Corporate functions | Core Services

Figure 2: NCS sustainability governance structure

## The NCS Board maintains distinct responsibilities in overseeing the NCS sustainability strategy and monitoring its sustainability performance.

Supporting this effort, the NCS Audit and Risk Committee (ARC) assists the NCS Board in reviewing our Sustainability Pledge, formulating strategies to manage NCS sustainability-related risks and opportunities, ensuring alignment with both NCS and Singtel Group's sustainability objectives as well as monitor progress.

The NCS Sustainability Office manages and coordinates the implementation of sustainability initiatives across the company. During the year, we established a Sustainability Taskforce comprising representatives from corporate functions, strategic business groups and core services to further drive the execution and accountability of high impact sustainability initiatives. As we continue to strengthen our corporate governance framework, the taskforce is laying the foundation for policies, process and reporting mechanisms to ensure the continuity and long term success of our sustainability efforts.

We recognise the role that management plays in achieving our sustainability goals. NCS, as part of Singtel Group, has linked collective and common sustainability targets into the Key Performance Indicators (KPIs) and incentive plans of our top executives. This helps to advance our sustainability agenda and foster greater accountability and ownership across the company. 20% of the Group Top Executive's long-term incentive plan remuneration is tied to specific, time-bound KPIs. The KPIs are cascaded down to their business units, departments and employees, whose performance bonus and other incentives are tied to their KPIs.

For more information, please refer to the Singtel Group Sustainability Report.



### FEATURE STORY

Our people

## NCS Code of Conduct – Our commitment to always act with integrity

**Integrity with governments:** This includes complying with applicable laws, fostering appropriate working arrangements with government entities, preventing corruption, bribery, and fraud, keeping accurate business records and maintaining appropriate standards in political engagements.

**Integrity with communities:** This involves promoting sustainability and environmental responsibility, protecting confidential information and intellectual property, communicating effectively and making a positive impact on the community.

**Integrity with clients:** This includes honouring data privacy, never engaging in bribery or corruption, competing fairly and providing delivery excellence with a focus on innovation, value and desired outcomes.

**Integrity with partners and suppliers:** This involves working with trustworthy partners and suppliers, handling gifts, hospitality and travel responsibly and avoiding conflicts of interest.

**Integrity with people:** This includes contributing to a safe and productive workplace, promoting meritocracy, non-discrimination, and diversity, and protecting people, assets and the business.

## Ethics and compliance

The NCS Code of Conduct sets the standard for acting with integrity in our work and ensures an ethical culture where everyone embraces a sense of personal responsibility for doing the right thing. The Code applies to all NCS personnel, including directors, executive officers, employees, independent contractors, and temporary staff, as well as suppliers, business partners and consultants acting on the behalf of NCS.

Our Code of Conduct aligns with Singtel Group-wide policies. It provides guidance and empowers NCS personnel to make sound decisions and ethical choices. We also have regular communications and annual mandatory training programmes to support compliance with the Code at every level. Please refer to [NCS Code of Conduct](#) and the Singtel [Corporate Governance](#) webpage for more details.

## Speaking up

NCS provides avenues for raising concerns and does not tolerate retaliation against those who report potential violations to the Code of Conduct. We offer multiple channels for reporting ethics and compliance concerns, including an external hotline that allows for anonymous and confidential whistleblowing.

We prohibit retaliation against anyone who raises concerns about potential Code violations. Reported issues are reviewed by an investigation team, which takes appropriate remedial actions when violations are confirmed. These actions may include disciplinary measures, enhanced internal controls or the removal of partners or vendors. Lessons learned from the investigations are incorporated into training materials to prevent future occurrences and reinforce a culture of integrity across the organisation.



# for climate

**“ NCS is committed to generating long-term value for our stakeholders by reducing our carbon footprint and encouraging our suppliers to do the same.**

As a technology services company, we help our clients incorporate green practices and take meaningful steps to mitigate climate change through innovative technology. By collaborating with our clients and partners, we believe we can make a real difference in building a sustainable future for our communities.

**Mike Tan,**  
Senior Partner and Strategy Lead, Gov+



## Environmental action

Climate change poses risks to our business, including potential operational disruptions and supply chain challenges. These may arise from extreme weather events and rising energy costs needed to support our computing infrastructure.

As part of our commitment to further environmental stewardship, NCS supports Singtel Group’s commitment to achieve net-zero carbon footprint by 2045. Singtel Group as a whole has committed to the near-term targets to reduce absolute Scope 1 and Scope 2 greenhouse gas (GHG) emissions by 55% from FY23 baseline. These targets have been validated by Science Based Target Initiative (SBTi) and are aligned with the Paris Climate Agreement’s goal of limiting global warming to 1.5°C.



NCS Scope 1 and 2 emissions

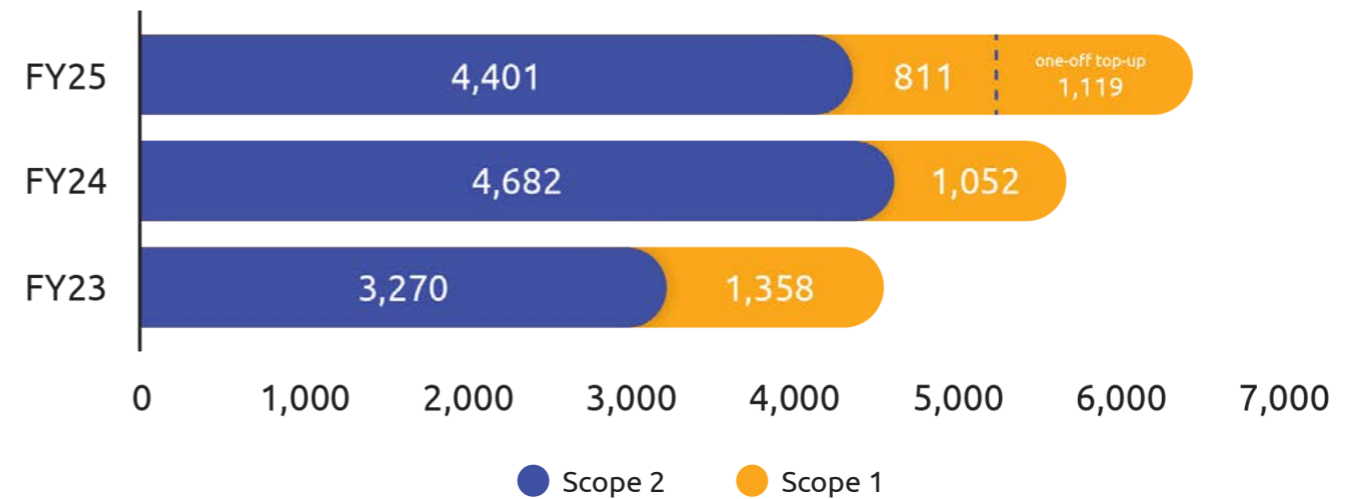


Figure 3: FY23-25 NCS Scope 1 and 2 emissions

The majority of NCS Scope 1 and 2 emissions stem from Scope 2 emissions associated with our electricity usage in our Singapore and regional offices<sup>3</sup>. Our Scope 1 emissions are mainly attributed to the refrigerants used in our Singapore-based facilities. Additional contributions come from transport fuel used by our Singapore company fleet to service client projects and stationary diesel powering our backup generators. Since FY24, we have expanded our Scope 2 emissions to include our regional offices.

In FY2025, our Scope 1 and 2 emissions increased by 10.4% compared to the previous year. The increase is due to Scope 1 emissions from one-off refrigerant top-ups at NCS Hub in Singapore. Excluding this event we would have reduced our Scope 1 and 2 emissions by 9.1% compared to the previous year.

3. This is inclusive of Australia, Brunei, China, Hong Kong, India and Philippines offices.

### Decarbonisation and energy efficiency drive

Since 2015, NCS has significantly reduced its carbon footprint by frontloading decarbonisation and energy efficiency initiatives in our Singapore operations. As of FY25, our Scope 1 and 2 emissions in Singapore have reduced by more than 60% from a 2015 baseline.

To support the revalidated Singtel Group SBTi decarbonisation targets, we are committed to implementing additional energy saving initiatives both in Singapore and across our regional offices.

In Singapore, all our facilities harness on-site renewable energy. We generate about 2.3 GWh of solar energy per year, enough to power more than 500 four-room HDB flats for an entire year. In FY25, this accounted for more than 18% of the total NCS energy consumption. As part of the ongoing renovation of the NCS Hub, we are progressively implementing energy saving initiatives like smart lighting control sensors to switch off lights when no users are detected. This initiative is estimated to save up to 35% of electricity consumption from lighting. We have also installed electric vehicle (EV) chargers at both NCS Hub and our Bedok office to encourage and support colleagues using electric vehicles.

### Dematerialisation and resource management

NCS is committed to minimising resource consumption and extending the lifecycle of the IT products we use to support a more sustainable future.

We comply with Singapore's National Environmental Agency (NEA) requirements by reporting annually on the weight of regulated Electrical and Electronic Equipment (EEE) and packaging that we directly import into Singapore on behalf of our clients. In addition, we have also appointed an e-waste vendor to ensure the collection and proper treatment of the EEE waste, upon client request, when such items reach end-of-life.

Throughout the year, we have upgraded our facilities to reduce resource consumption. In Singapore, NCS Bedok implemented DeCalon (DC) Electrochemistry Technology that will improve water recirculation and reduce chemical usage in our data centre cooling towers to deliver energy and water savings. At NCS Hub, we retrofitted existing toilets with sensors that improve water savings and hygiene. In Australia, our new offices in Sydney, Melbourne and Canberra were fitted out with existing workstations and recycled furniture. To reduce landfill waste and extend the lifespan of office items, colleagues were encouraged to take home excess furniture and kitchenware for personal use.



NCS Bedok Data Centre, one of the largest single-roof solar-powered data centres in Southeast Asia in 2020



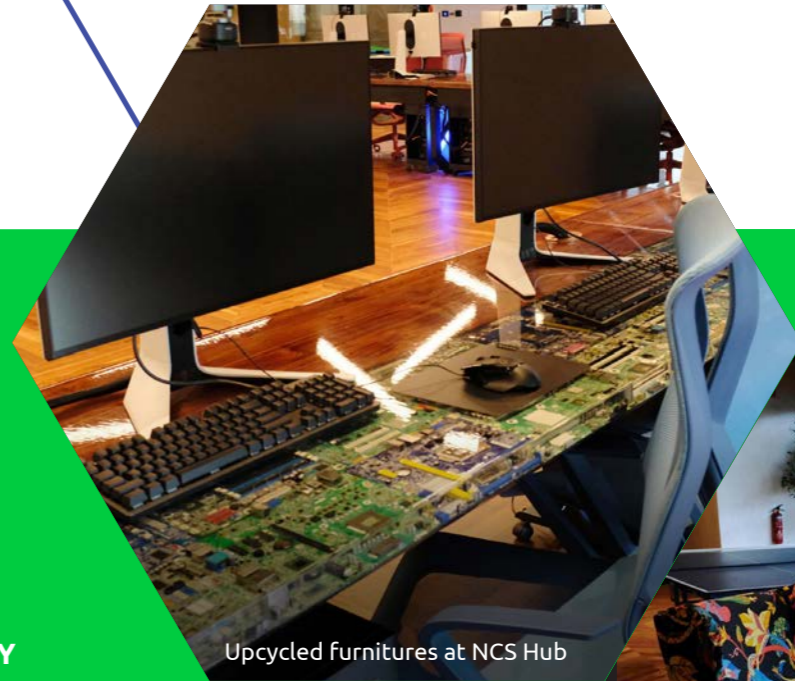
EV chargers at NCS Bedok office

### FEATURE STORY

#### Our people Towards more sustainable workspaces

Last November, we unveiled a new co-working space at NCS Hub built with sustainability in mind, while offering our colleagues a vibrant environment to connect, recharge and thrive. A standout feature of the space is the repurposing of recycled items. These intricate components not only reduce waste but also serve to enhance the aesthetic of the workplace.

In Australia, we expect to achieve greater energy efficiency across our offices through the consolidation of our offices and relocation to Grade A buildings in Sydney, Melbourne, and Canberra respectively. Aligned with our sustainability aspirations, these buildings have a minimum of 4.5 stars in energy rating and 5 stars and above for NABERS indoor environment.



Upcycled furnitures at NCS Hub



NCS AU office in Melbourne and Canberra



NCS colleagues at Plant-A-Tree Day

### Engaging our people to make a difference

To embed sustainable practices across the company, we encourage our people to deepen their understanding of sustainability and create opportunities for them to actively support environmental causes.

All our new hires undergo mandatory sustainability introduction module. NCS Dojo, our learning platform, launched a sustainability competency roadmap and delivered training to upskill our people on sustainability fundamentals, product carbon footprint and carbon accounting knowledge. During the year, more than 6,000 people have been equipped with basic sustainability knowledge.

We also organised hands-on initiatives to encourage greater involvement. During the year, our Plant-A-Tree Day rallied 50 colleagues to plant trees and conduct a beach clean-up. This adds to Singtel and NCS decade-long effort of planting over 1,200 trees supporting Singapore's goal to be a City in Nature by 2030. In conjunction with International E-Waste Day and NCS Housekeeping Day, we encouraged responsible disposal of personal e-waste. We also collaborated with our people engagement team to organise a Sustainable Lobang Corner at NCS Hub that give pre-loved items a new home while promoting a circular economy.



### Green digital services

IT services have the potential to support sustainability goals by delivering digital solutions that increase energy efficiency and optimise resource consumption. By leveraging technologies such as cloud computing, data analytics, and the Internet of Things (IoT), we can enable real-time monitoring and data-driven insights that help businesses minimise their environmental impact.

### Digital solutions that drive environmental performance

NCS aspires to support clients at every stage of their sustainability journey. This includes transforming sustainability reporting data into actionable insights, optimising supply chains and carbon footprint management and implementing smart “everything” solutions to improve energy efficiency and resource management. From implementation and support of IT infrastructure across network, green data centres and cloud solutions, to developing a sustainable masterplan for digital transformation, we are well-positioned to help businesses make meaningful and measurable impact on our planet.



### Technological innovations using AI, IoT, Machine Learning, Digital Twin, Blockchain and 5G



ESG data reporting & management



Smart “everything”



Green data centre / Cloud



Sustainable digital transformation

We strive to embed sustainable considerations into our IT-managed service delivery to help reduce the carbon footprint of our clients' operations. Our NCS Infrastructure team leverages remote problem-solving solutions to deliver timely resolutions while minimising the need for physical travel between sites.

Using our Quick Resolution Utility solution, we automate the manual troubleshooting of common IT issues through scripted workflows.

Additionally, we have integrated automated health checks for all project laptops, enabling early issue detection and proactive diagnostics. This solution is expected to support more efficient operations by reducing projected service trips by 6%.

We also offer FinOps-as-a-Service, aligning cloud financial management with environmental goals. Through real-time monitoring, cost allocation, and automated optimisation, FinOps helps organisations reduce unnecessary cloud spend—thereby lowering energy consumption and carbon footprint.



## As AI reshapes the way we live and work, we aim to rethink how AI technologies are developed and deployed to mitigate its environmental impact while leveraging AI capabilities to benefit our planet.

With a focus on Greening Systems through energy efficient infrastructure, Greening Data via smart data management, and Greening Intelligence by designing algorithms that prioritise sustainability, our Green AI framework offers a potential roadmap for positioning AI as a catalyst for environmental stewardship.

The NCS Tech Centre of Excellence (COE) team collaborated with AI Singapore and National University of Singapore to leverage AI, Machine Learning and IoT to reduce the carbon footprint of the NCS data centre. These technology aims to improve the cooling performance and the energy efficiency of the data centre through the following solutions:

- **Centralised data management:** Centralised data repository for model training and machine learning from various sensors, enhancing resource optimisation efforts.
- **Set point temperature optimisation:** AI model to determine optimal temperature settings, targeted to achieve 6-10% energy savings.
- **Enhanced thermal monitoring:** Physics-informed neural networks are used to predict temperature distribution across the facility.
- **Predictive maintenance:** Classification models trained from historical alarm data help predict and address maintenance events thereby minimising facility downtime.



Green Code Foundry Community of Practice

During the year, our NCS Application colleagues launched the Green Code Foundry, a research project to pilot carbon intensity monitoring tools within our internal cloud environment. The tools from the pilot project aim to help NCS developers identify inefficient codes during the development phase and identify opportunities to optimise software carbon efficiency. The Foundry also launched a Community of Practice to share progress and encourage like-minded practitioners to adopt the green code and environmentally friendly practices. In recognition of their efforts, the team was awarded a grant under the IMDA Green Software Trials.

For climate

### FEATURE STORY

#### Our clients Digital twin – Sustainable water

NCS Australia assisted Melbourne Water in establishing a reliable, low-carbon approach to deliver consistent and quality water supply to their customers.

Melbourne Water touches all parts of the water cycle, supporting the city's 5 million residents, including: providing clean drinking water, treating sewage, providing recycled water, and keeping Melbourne's rivers, & catchments healthy. NCS Australia developed a cloud-based digital twin model providing real-time monitoring and analysis of various water management parameters. By combining historical data and integrating data from multiple platforms and applying machine learning algorithms for predictive analytics, the digital twin can be used to forecast the quality of recycled water.

With an accuracy rate of 75%, Melbourne Water's digital twin helped anticipate factors that could affect the production of recycled water, ensuring more reliable supply and improving customer communication on water supply.



The digital twin provides a 3-day advanced notice of critical turbidity levels, offering early warning to both operational teams and customers, as well as indicating when recycled water production can resume.

### FEATURE STORY

#### Our clients Predictive analytics to optimise fleet management

NCS enables enterprise customers such as Bridgestone to achieve their sustainability goals through digitisation. Bridgestone, a global leader in tyres and rubber manufacturing, delivers sustainable, safe and smart global mobility offerings through:

- (1) a cloud-based IoT solution that allows fleet operators to monitor and respond quickly to performance and safety issues for operations uptime, optimise safety, minimise fuel consumption and extend tyre life for improved emissions intensity;



- (2) a digital tyre management platform that captures customer information and empowers Bridgestone's field personnel and dealers to conduct audits and provide quality consultancy services; and
- (3) an end-to-end management platform that digitised the entire tyre retreading process. Retreading also enables circularity as a new rubber tread is applied to worn tyres for reuse on a commercial vehicle.



Speakers and panellist for the sustainability track at NCS Impact 2024

### Rallying partners to create greater impact

Collaboration with partners is vital to accelerating the adoption of sustainable technologies. By leveraging the diverse expertise and resources of our partners, we aim to drive impactful technological solutions that empower enterprises and governments to achieve their sustainability objectives.

For the second consecutive year, NCS Impact 2024 brought together 1,200 industry leaders and technology experts across Asia Pacific to engage in meaningful conversations on how to change the game in today's unsettled world. The key themes covered in the NCS Impact sustainability track included the importance of collaboration, empowering communities and youth to drive sustainable tech solutions, as well as Green AI possibilities.

NCS is the first-in-Asia partner under Schneider Electric's Sustainability Partner Programme to jointly deliver clients with end-to-end sustainability offerings and AI-enabled solutions for our clients. The partnership combines the deep expertise of both companies to better address the growing demands of high-density computing driven by Generative AI workloads and meet emissions compliance requirements through innovation in sustainable, energy-efficient cooling systems for GPUs and CPUs. Clients will also benefit from a holistic suite of green offerings, including education and awareness programmes, consulting and advisory services, and tailored sustainability solutions. These initiatives are designed to help reduce carbon footprints and support progress toward the Singapore Green Plan 2030 and the nation's ambition to achieve net zero emissions by 2050.



NCS and Schneider Electric at NCS Impact 2024



For climate

### FEATURE STORY

#### Our partners Digital Sustainability workgroup

As part of our efforts to advance digital sustainability, we have convened a workgroup with GovTech and our government bulk tender partners to identify, develop, and implement strategies to mitigate the environmental impact of devices and hardware procured by Singapore government agencies.

This is part of our on-going conversations with GovTech and ecosystem partners to reduce emissions in the Information and Communications Technology & Smart Systems (ICT&SS) sector. The workgroup focuses on mitigating Scope 3 emissions, one of the largest contributors to the sector's carbon footprint profile and supports the Singapore's national agenda for sustainable development.

## Responsible business practices

Embracing responsible business practices is crucial for NCS to build trust with our customers. We achieve this by integrating environmental and social management systems in our operations. During the year, NCS Pte Ltd, NCS Communications Engineering, and NCS China Pte Ltd were certified with ISO 14001 and ISO 45001. These standards guide our efforts to manage our environmental footprint, promote ethical practices and ensure compliance with local regulations. They also outline the roles and responsibilities to ensure clear accountability for action within the company. By embedding sustainability into our operations, we not only mitigate environmental and social risks but also enhance our credibility with partners and people while contributing to a more sustainable and equitable future.

In Australia, we published our first Modern Slavery statement that underscores our commitment to a transparent, robust supply chain and operations free from modern slavery. The statement acknowledged the potential risks in our Australian operations and outlines actions to mitigate those risks and evaluate the effectiveness of our actions.

### Engaging with suppliers on responsible supply chain practices

NCS is committed to working closely with our suppliers to manage the environmental and social impact of our supply chain. Aligned with the [Singtel Group Supplier Code of Conduct](#) and [Responsible Procurement Policy](#), we expect our suppliers to adhere to environmental and social guidelines that supports our sustainability objectives. Our procurement team performs supplier due diligence checks to assess risks related to sanctions, anti-bribery and corruption, regulatory non-compliance, reputational damage, and financial instability.

During the year, NCS joined Singtel in the annual CDP Supply Chain Programme to encourage our top tier suppliers by spend and GHG emissions to disclose their environmental impact and emission reduction plans.



Our FY24 request achieved 90% response rates from our top tier suppliers, which collectively accounted for over 80% of our Scope 3 category 1 and 2 emissions. This data provides valuable insights into our supply chain's environmental footprint and helps identify opportunities for collaborative emissions reduction.

As part of our efforts to encourage our business units to incorporate sustainability in their financial decisions, NCS joined Singtel in adopting an Internal Carbon Pricing framework for key capital expenditure related to our facilities. During the year, 6 NCS business cases including chiller optimisation, smart lighting and Air Handling Unit (AHU) EC fan replacement were evaluated under this framework. A shadow price was applied to each case to quantify the total environmental impact cost. This approach offers a holistic view of ownership costs, encouraging the prioritisation of environmentally sustainable investments.

### FEATURE STORY

#### Our partners Equipping suppliers with sustainability knowledge

We understand that some of our suppliers may require support to begin their sustainability journey. To address this, we partnered with SGTech to engage key NCS suppliers and highlight the importance of sustainability reporting.

During the event, 7 key NCS suppliers gained insights into the regulation and guidelines surrounding sustainability reporting. They also had the opportunity to receive tailored guidance from Sustainable Living Lab, an appointed implementation Partner of SGTech Sustainability Guided Programme (SGP).



NCS suppliers and colleagues at SGTech Sustainability Focus workshop

# for communities

“ Our focus on communities is all about delivering meaningful impact for our people and the communities we work with.

We do this by promoting belonging and inclusion among our people and communities, fostering digital resilience and well-being and supporting our people’s development and growth.

Leveraging our strengths as a technology services company, we also support young people in overcoming digital challenges, building their skills and realising their full potential.

Charlotte Chiew,  
Vice President, People & Culture



## Belonging and Inclusion

With a strong regional presence in more than 20 cities in Asia Pacific, the NCS diverse teams of talents are critical for tapping on growth opportunities in the region. We have strong local teams in Singapore and Southeast Asia, Greater China and Australia. This is complemented by our global delivery networks in Pune, Chengdu, Guangzhou, Hanoi and Manila.

### Creating a sense of belonging in our workforce

NCS promotes initiatives that foster inclusion and a sense of belonging for all through targeted awareness campaigns, training programmes and engagement activities.

During the year, we conducted a survey of 500 colleagues in Singapore to assess our people’s understanding of inclusive management, their motivations and the support required in the coming years. The findings will guide impactful initiatives and events aimed at cultivating a more inclusive workplace.

We also introduced a training curriculum designed to foster meaningful discussions about building a more inclusive and harmonious community. This includes NCS contextualised self-paced e-learning modules and awareness workshops.

While leveraging diversity brings varied perspectives, facilitate better business decisions and drives innovation to better address our clients’ needs, creating a strong sense of belonging is fundamental to unlocking this potential and fostering a thriving workplace.



Building diversity, equity and inclusion awareness workshop

Participants learned how to forge common ground amid differences and deepen appreciation of diverse abilities. These efforts contribute to creating a workplace where everyone feels a sense of belonging. Championing gender diversity is a key part of our inclusive approach. We have introduced 3 sub-tracks designed to help Women in NCS to thrive in their career and personal life:

- **WIN with Families** - To help women in NCS grow stronger families by planning family-centric initiatives.
- **WIN with Presence** - To help women in NCS grow professionally by boosting their personal branding and executive presence.
- **WIN with Mentors** - To connect women in NCS with ideal mentors to help them thrive at work and gain insights in career development.

During the year, two of our own leaders were recognised among the Top 50 at the Asia Women Tech Leaders Award 2025 that celebrates women technologists across the Asia-Pacific who are not only shaping the future of technology but also championing diversity and inspiring others in the region.

nCS//

### Our 2025 Asia Women Tech Leaders

"I would like to leave behind an inclusive work culture where everyone can bring their authentic self to the table."



"I want to know that I contributed to creating an environment where people, regardless of gender, can excel."

Sanduni Thondilege  
Associate Project Director, Delivery  
NCS Australia

Wynthia Goh  
Senior Partner, NEXT  
NCS Singapore



NCS CEO at the "In it to WIN it" event

**FEATURE STORIES**

**Our people  
Celebrating Women in NCS**

In conjunction with International Women's Day, we organised a series of initiatives to honour the strength, resilience and achievement of women in NCS. This included a networking lunch for our female colleagues to connect with our senior female leaders and inspire them to be part of the next generation of female leaders. We also hosted an "In it to WIN it" event featuring a female panel from diverse backgrounds, sharing how they navigated challenges as women in the technology space.

There was also a Question and Answer session with our NCS CEO, who shared personal stories and reinforced the importance of diverse perspectives in driving innovation and success.

**Our people  
Early Career People Network**

An inclusive workforce brings together colleagues from different age groups and we are committed to supporting their growth at every life stage. Engaging early career professionals is a key focus as they play a vital role in fostering a dynamic and innovative workplace. During the year, we launched the Early Career People Network dedicated to engaging and supporting young people who are starting their careers and lives at NCS.

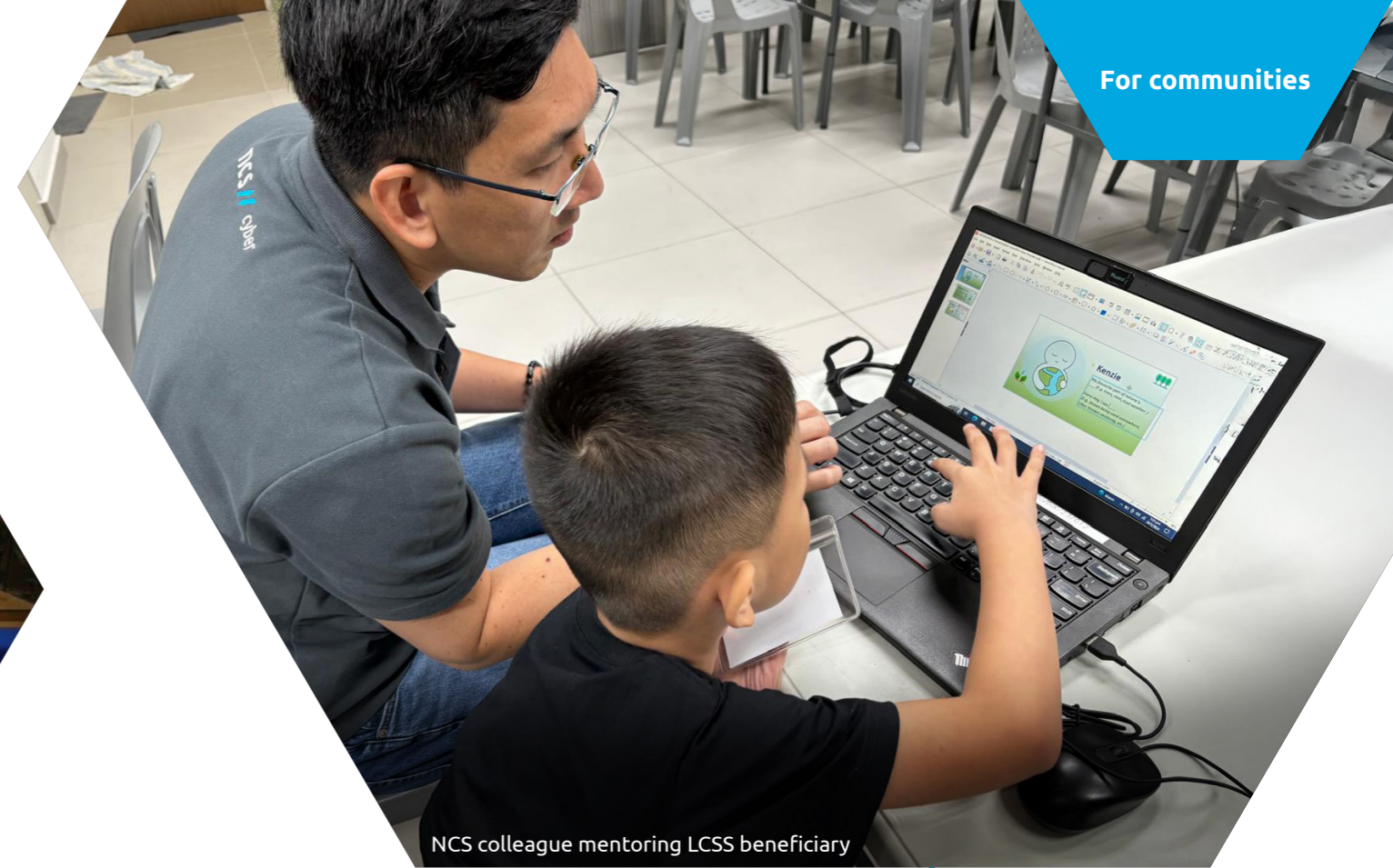
We aim to provide a platform for both personal and professional growth by fostering a strong community through networking and development programmes. Looking ahead, we aim to launch more People networks like "Parents with Young Kids" and "Caregivers" to facilitate peer support and meaningful connections for colleagues who share similar experiences.



International Women's Day networking lunch



Early Career People Network Mix and Mingle session



NCS colleague mentoring LCSS beneficiary

**Digital inclusion and empowerment of youths**

At NCS, we are committed to empowering the next generation of tech innovators to confidently navigate and thrive in the digital economy.

We recognise that disadvantaged communities may need additional support to keep pace with the rapid technological progress. At NCS, we aim to bridge the gap through our technological expertise, networks and resources. We partner with governments, tertiary institutions and community stakeholders to promote responsible and inclusive technology adoption, empowering youth to create their future.

As a corporate partner of Friends2Gather, a programme by Life Community Services Society (LCSS), we rallied our people to mentor children from vulnerable backgrounds. The programme is focused on addressing gaps in digital literacy, helping the children perform better in school and build confidence in using technology.

During the year, more than 40 NCS volunteers participated in regular engagement sessions with the children to raise awareness about sustainability, build public speaking skills and proficiency in office productivity software. The engagements culminated in our participation in the LCSS Christmas Carnival at Gardens by the Bay where NCS volunteers managed game stalls and brought joy to 400 underprivileged students at the Carnival.

## N-able Me! Workshop

Uplifting Youths Through Technology  
9th November 2024

Brought to you by:  
nsc gov+



NCS colleagues and students at N-able Me! workshop

In collaboration with the Ministry of Social and Family Development (MSF) and ComLink+, the NCS Gov+ team hosted the N-able Me! workshop, introducing a group of Primary 4 to 6 students to essential digital skills. The workshop covered a range of topics from the creative possibilities of Canva to the cutting-edge worlds of AR/VR, cybersecurity and generative AI. Through hands-on activities and peer collaboration, the workshop ignited the students' curiosity about the potential of technology.

Beyond technological adoption, we believe in investing and inspiring our youths with the opportunities and resources to build a more sustainable future for all.

As a partner of the ASEAN China India Youth Leadership Summit (ACIYLS) 2024, NCS supported a platform that fosters cross-cultural understanding, promotes sustainability and empowers the leaders of tomorrow.

The summit brought more than 180 regional youth from 12 countries in Singapore for a 6-day programme.

Our NCS subject matter experts contributed to the summit by sharing insights on how innovation meets sustainability through key forum topics:

- AI for sustainability: supporting the United Nations Sustainable Development Goals while managing risks
- Sustainable cities of tomorrow: green urban growth
- Resilient cities for a climate-ready future

Our NCS colleagues also contributed as speakers, mentors and judges at the summit's Sustainability Startathon, where the youths put their knowledge to the test by pitching innovative solutions to create a more sustainable and resilient urban environment.



ACI YLS networking and awards dinner

## Meet g(ai)le.

g(ai)le is a conversational guide designed to demystify Singapore's national art collection for a wider public audience.

For communities



## FEATURE STORY

Our clients

### Making art accessible for all Singaporeans

National Gallery Singapore collaborated with NCS to develop g(ai)le, a conversational art guide designed to make art more approachable for all audiences.

With a blend of GenAI, regional art history and global popular-culture knowledge, g(ai)le enhances visitor engagement by enabling wide-ranging, open-ended conversations about the artworks on display.

g(ai)le is also designed with inclusivity as a focus. It meets the W3C Accessibility standards and supports an open-source dyslexia-friendly typeface. Users can engage with it naturally in the four local languages they are comfortable with — including hyper-local dialects and conversational Singlish.

During the year, NCS received the Patron of the Arts award in recognition of our in-kind contribution that brought technological innovation to the art world.

**Rallying our people to make a difference**

Our people are our greatest assets and we aim to empower them to be change agents in their respective communities and workplaces to build a more inclusive future for all.

We provide paid volunteer leave and strongly encourage our business units to adopt VolunTeaming, our concept of teambuilding with a volunteering element, to support the vulnerable segments of the community. During the year, our people collectively contributed more than 4,700 volunteering hours on causes that advance the lives of disadvantaged children, youth and families, persons with disabilities and migrant workers among others.

**FEATURE STORY**

**Our people  
Advancing communities  
through active volunteerism**

Our NCS Infrastructure colleagues leveraged their technical expertise to refurbish more than 90 laptops and tablets providing students in Brickland constituency with essential digital tools to support their learning journey.

Our Enterprise team rallied more than 150 colleagues to participate in a series of walk and run events that raised funds for Singapore Heart Foundation (SHF), a non-profit organisation dedicated to promoting heart health and preventing cardiovascular diseases.



Our geographical units are also actively giving back to their respective communities. NCS China team donated 80 laptops to social work service stations and schools in Yunnan and Guizhou Province to promote digital equity of children and students.

NCS India donated books to government school students that will empower them to fulfil their educational aspirations.

Our NCS Australia colleagues used their volunteer leave to raise awareness about marine life and help reduce pollution in marine habitats.



**Digital Resilience and human well-being**

**Data protection and governance**

At NCS, we understand the importance of keeping data safe and secure to provide assurance to our clients, stakeholders and the communities we serve.

We are enhancing data security through robust data protection measures, strict access controls and enhanced our efforts to minimise risks of breaches. Our commitment to responsible data usage is guided by continuous improvements to our governance framework, aligned with international standards.

We recognise the risks associated with data breaches, reputational harm, and financial penalties. As such, our risk management approach integrates data governance assessments into the review processes for new products and services. This proactive approach enables us to identify risks early and implement the necessary controls to mitigate data-related issues before launch.

We use and process data responsibly and respect the privacy of our clients and stakeholders through our established Data Protection management framework. Our people are guided by our [Code of Conduct](#) supported by a comprehensive suite of policies and procedures.

In line with our commitment to safeguarding personal data, NCS successfully attained the Data Protection Trustmark (DPTM) certification issued by IMDA in September 2023. To date, NCS has reported zero personal data breaches.

The NCS Personal Data Protection Committee was established to engage our people in strengthening our data protection posture. We apply data protection by design when developing systems and conduct data protection due diligence on suppliers that process our data. All employees are required to complete mandatory data protection and governance training at least once a year.

We conduct regular data and privacy audits on our internal processes to stay ahead of potential risks, continuously improving and closing any identified gaps.



**Promoting responsible and ethical AI practices**

**Gen AI technologies are reshaping our world, bringing both opportunities and challenges.**

To maximise benefits while minimising risks, it is essential to strike a balance between innovation and robust governance, ensuring that AI is used responsibly and prioritises the well-being of our communities.

This year, the Singtel Group focused on developing our Responsible AI (RAI) Framework and Policy. These efforts highlight our commitment to responsible and ethical AI adoption and outline key principles to guide our actions. Our RAI framework addresses critical issues such as fairness, transparency, security, privacy, and accountability in AI decision-making. We have also provided guidelines on the use of Generative AI (Gen AI) for our people—both for augmenting existing tasks and delivering solutions to our clients. These guidelines are designed to help our teams identify and manage risks, ensuring the responsible and ethical use of emerging Gen AI technologies to benefit both our business and our clients.

We also contributed to the IMDA’s AI Verify Foundation Global AI assurance pilot, a global initiative shaping best practices on how we assess and assure AI systems for safety, ethics and trust.

We are upskilling our people through AI enablement programmes. One of the primary courses is the AI Foundation Course designed to make every person a responsible user of AI. The course incorporates several digital safety elements to ensure responsible and secure use of AI technologies. Key components include:

1. **Prioritising AI: Ethics and making responsible choices** – This module explores ethical considerations such as data privacy, fairness, and accountability to ensure responsible AI use.
2. **NCSgpt** – Provides our colleagues with a secure, AI-powered learning tool with productivity-enhancing features like pre-configured prompts (e.g. meeting summarisation and email drafting), document interaction and task-specific agents, while ensuring data privacy and security.

These elements collectively promote a culture of digital safety and ethical AI practices within NCS.

**FEATURE STORY**

**Our partners  
Cyber resilience guide for boards**

In collaboration with the Singapore Institute of Directors and ISTARI, NCS contributed to the development of the Cyber Resilience Guide for Boards in Singapore. The guide, endorsed by the Cyber Security Agency of Singapore (CSA) aims to equip board directors with the knowledge required to address cyber threats and ransomware attacks effectively. We are also partnering with CSA and ISTARI to deliver cybersecurity training to about 500 board directors, empowering them with strategic knowledge to prevent, combat and recover from cyber threats and ransomware attacks



**Providing a safe and inclusive work environment to support our people's well-being**

**NCS is committed to curating a work environment that promotes the holistic well-being of our people, clients and partners.**

Our Environmental Health and Safety (EHS) Management system established in accordance with ISO 14001 and 45001 standards helps us to anticipate and mitigate potential risks while fulfilling our compliance obligations to provide a safe and healthy workplace. We actively promote EHS awareness and conduct regular training with our colleagues and contractors to embed a culture of safety across the Company. During the year, NCS Singapore operations achieved ISO 45001 certification and received the bizSAFE STAR accreditation.

We believe in creating a vibrant community that allows our people to connect with each other and realise their fullest potential. To that end, we have transformed the NCS Hub into an inspiring and dynamic workplace that is conducive for people to connect, network and collaborate. The processes and systems at NCS Hub have also been enhanced to be more intuitive providing a seamless experience for our people.

During the year, we launched new co-working spaces - Sparks and TenX at NCS Hub that offer our teams a vibrant environment to spark creativity, collaboration and innovation.

As a validation of our efforts, NCS Hub received a Gold award at the International Design Awards (IDA) in the Interior Workspace Design Category. Sparks at NCS Hub was also awarded Singapore Good Design (SG Mark) 2025 for Spatial Design category.



Sparks at NCS Hub



TenX at NCS Hub



NCS Hub Dojo at the Tree



NCS Hub Plaza



**FEATURE STORY**

**Our people  
New China Delivery Centre  
in Chengdu**

During the year, our NCS Chengdu Delivery Centre opened its new office in the Singapore-Sichuan Hi-Tech Innovation Park. Our delivery centres play a key role in software development, testing, and business process outsourcing.

With its modern and elegant design, the new workspace offers our colleagues a comfortable environment to drive innovation and excellence in service delivery.



NCS Unity Games

**People development and growth**

NCS remains committed to growing our people and fostering a culture that reflects our purpose, beliefs, and impact. Our commitment to grow our people is anchored on building culture and engagement, growing talent and leaders as well as investing in the development and aspirations of our people.

**Culture building – Creating belonging and recognising our people**

We cultivate a strong sense of community by building connections and belonging through activities that bring together our Geographical Units. During the year, we launched Aglow, a one-stop digital platform that enables our people to share update on community happenings and projects about what is happening in the community and connect with colleagues who share similar skills and passion, discover project opportunities across the company and access key resources to support their work.

We also organised the inaugural NCS Unity Games bringing our people together through the joy of games. With four houses representing our core values - Adventure, Excellence, Integrity, and Ownership, over 500 of our colleagues participated in 13 exciting games, ranging from sports and recreational activities to e-sports. The four-month-long competition fostered sportsmanship, camaraderie, and lasting connections among our people from all walks of life.

FEATURE STORIES

Our people  
NCS Homecoming Day goes global

Our annual NCS Homecoming Day brings everyone back to the NCS Hub for a big get-together. This year, the event went global, with geographical units celebrating in their satellite sites alongside those at the NCS Hub in Singapore.



NCS Homecoming Day in Singapore



NCS Homecoming Day in Philippines



NCS Homecoming Day in Hong Kong

Our people  
Celebrating our Heroes

We foster a culture where contributions are valued and celebrated. Our NCS Heroes Awards celebrate the individuals who bring our purpose and values to life by making a real difference for our clients, colleagues, and NCS. This year, we introduced the People's Choice Awards, giving our NCS colleagues a chance to show support for their favourite heroes.



NCS Colleagues at NCS Heroes Awards



NCS Star Discovery Open House for students

Growing and developing our people

NCS is committed to supporting local tech professionals in building a strong foundation for their careers and realising their aspirations in the digital economy.

Our early career programmes are designed to attract a diverse range of individuals interested in tech careers from vocational institutions, polytechnics, and universities across the region. These programmes offer multiple pathways for aspiring tech professionals to kickstart and grow their careers at NCS.

We also fully sponsor the course fees for students enrolled in our Ignite, Fusion, and Nucleus work-study programmes, with no bond requirements. By expanding our pipeline of tech talent, we support our growth across Asia Pacific and help meet the region's digital transformation needs. In recognition of our efforts, NCS was listed in GradSingapore 2024: Top 100 Leading Graduate Employers and Universum 2024: Top 50 Most Attractive Employers in Singapore.

- **Nucleus** is a 5-year programme that equips participants with professional training, technical expertise and industry experience in their chosen field of technical specialisation. This culminates

in a Master of Technology with NUS-ISS or other recognised credentials.

- **Fusion** is a 3–4-year work study programme that offers participants the opportunity to specialise in an ICT field through apprenticeship and mentorship while pursuing their degree from a recognised university.
- **Ignite** work-study programme that empowers Institute of Technical Education (ITE) graduates with the opportunity to kickstart a career in tech, gaining valuable hands-on experience while attaining a diploma.

We continue to invest in the development and aspirations of our people by providing opportunities and platform to hone their skills and pursue for continual improvement. Through an apprentice-style, practice-based approach, NCS Dojo serves as a platform for our people to learn, develop, collaborate and contribute, fostering a culture of knowledge sharing. We empower every individual at NCS to take ownership of their development, while also encouraging them to mentor others to uplift the collective knowledge of the organisation. We have also developed a range of programmes tailored to different learner profiles, aligned with their career milestones, roles and specific learning needs.

FEATURE STORIES

**Our people**  
**NCS AI Enablement Programme**

With the rapid pace of AI adoption, it is crucial for our people to possess the skills and knowledge to thrive. The NCS AI Enablement Programme is designed to equip our people with AI capabilities across all geographies. We are building an AI-enabled workforce embracing AI in their daily work, 3,000 AI practitioners, and 300 AI experts with deep expertise to lead AI innovations. The programme includes AI Foundation, AI Practitioners, and AI Experts courses, tailored to meet the needs of its target audience, ensuring participants gain relevant and practical skills.



**Our people**  
**Creating impact in key industries**

As part of our commitment to continuous learning and growth, NCS encourages internal mobility among our people. Supported by our Strategic Business Groups, our colleagues have the opportunity to deepen and broaden their capabilities, industry experience and technical specialisations across various domains.

With over 4,000 active projects across different industries and multiple countries, our people have the opportunity to participate in impactful work that advances communities through technology.



Healthcare



Transport



Education



Public services



Defence



Homeland security



Financial services



Telcos



FEATURE STORY

**Our people**  
**Regional opportunities for growth**

With our growing footprint across the Asia Pacific region, NCS is well-positioned to offer opportunities for our people to broaden their network and gain unique experiences across geographies. Our Nomad Programme empowers our people to work from NCS offices throughout the region, fostering lasting connections and networks with colleagues in each location. Through Odyssey, our global mobility hub, we encourage our people to broaden their career horizons through short and long-term assignments. By working with regional teams on various projects assignments or taking up stretch roles, it helps them to gain in-depth regional experiences.

As part of our next stage of growth, we will continue to enhance the capabilities of our in-country teams and global delivery centres. We will encourage more regional secondments and co-creation across geographic units and business units. This will facilitate greater synergy across the company and drive greater impact for our global clients and communities through technology.

# for climate



Solar panels at NCS Hub



NCS colleagues at Plant-A-Tree Day



Sustainability Track at NCS Impact 2024

# for communities



NCS CEO sharing with youths at ACI YLS 2024



Women In NCS (WIN) People Network



NCS Gov+ team volunteering at Penjuru Recreation Centre

