



# AN ESG STRATEGY

## CASE STUDY OF A DORMITORY OPERATOR



**December 2025**

**Kelvin LOW; Lawrence LOH; CHENG Wei Xun; Nicholas  
CHEW; Pearlyn KOH Kai Xin; Jefrey LAM; Justin NG**



Project Lead: Kelvin LOW, Lawrence LOH

Project Team: CHENG Wei Xun, Nicholas CHEW, Pearlyn KOH Kai Xin, Jeffrey LAM, Justin NG

Editorial Support: ANG Hui Min, Verity THOI

This report was created as a Field Service Project (FSP) under the National University of Singapore (NUS) Business School, under the supervision of Professor Lawrence Loh, Director, Centre for Governance and Sustainability at the School.

Published December 2025

## Executive Summary

Established in 2006, Tee Up Capital is a leading dormitory and facilities management company in Singapore dedicated to providing safe, high-quality, community-oriented housing for migrant workers, and is recognised as an ESG leader for pioneering Singapore's first Resident Engagement Team (RET) to foster inclusion and well-being through socially responsible practices.

This project sought to comprehensively assess Tee Up's current initiatives and propose a roadmap to guide its ESG strategy, with the three primary project objectives being to:

1. Propose **Actionable Recommendations** for near term implementation
2. Establish an **ESG Framework** outlining key focus areas for future events and initiatives
3. Define **Guiding Principles** regarding Tee Up's long term ESG strategy

Through management interviews, resident focus groups, and benchmarking, the study found strong social and governance foundations, with opportunities to enhance environmental initiatives, inclusivity, and structured reporting.

To advance its ESG leadership and address these opportunities, four key recommendations are proposed:

1. **Restructure Resident Support Leaders** – Form specialised committees (Sports, Environment, Well-being) to increase ownership and participation.
2. **Organise Resident-Centric and Educational Events** – Deliver programmes that align with residents' interests and foster personal growth.
3. **Deepen External Partnerships** – Collaborate with schools and NGOs to co-develop sustainable, impactful initiatives.
4. **Enhance Environmental Efforts** – Use utility data, improved infrastructure, and awareness campaigns to promote sustainable practices.

Strengthening its ESG framework on inclusivity, sustainability, and accountability will reinforce Tee Up Capital's leadership as a socially responsible, forward-looking dormitory operator.

**Table of Content**

**Contents**

- 1. Driving Impact: An ESG Strategy for Tee Up Capital ..... 5
  - 1.1 An ESG Industry Leader..... 6
  - 1.2 Exemplary Covid-19 Crisis Management ..... 7
  - 1.3 Cementing Tee Up as an ESG Leader..... 7
- 2. Project Goal: An ESG Strategy for Tee Up..... 8
- 3. Research Methods ..... 10
  - 3.1 Primary Research ..... 10
    - 3.1.1 Management Interviews ..... 10
    - 3.1.2 Focus Groups ..... 10
    - 3.1.3 Site Visits & Event Observations ..... 12
  - 3.2 Secondary Research..... 12
    - 3.2.1 Case Studies: The ACE Group & Centurion ..... 12
- 4. Results & Findings ..... 13
  - 4.1 Management Interviews..... 13
    - 4.1.1 Financial Sustainability of Events ..... 14
  - 4.2 Focus Groups ..... 14
    - 4.2.1 Engagement by Demographics ..... 15
    - 4.2.2 Participation Patterns..... 15
    - 4.2.3 Leadership Roles ..... 15
    - 4.2.4 Environmental Awareness ..... 15
    - 4.2.5 Key Findings from Focus Groups ..... 16
  - 4.3 Site Visit & Event Observations ..... 19
  - 4.4 Analysis of Case Studies: The ACE Group & Centurion ..... 21
    - 4.4.1 The ACE Group..... 21
    - 4.4.2 Centurion..... 22
- 5. Assessment of Tee Up’s ESG Efforts ..... 24
  - 5.1 Environmental ..... 24
    - 5.1.1 Infrastructural Design ..... 24
    - 5.1.2 Meter Tracking ..... 24

|   |    |
|---|----|
| 5.1.3 Partnerships with Tertiary Institutions on Sustainability Initiatives ..... | 25 |
| 5.2 Social .....  | 25 |
| 5.2.1 Monthly Birthday Celebrations .....   | 26 |
| 5.2.2 Sports Tournaments .....  | 26 |
| 5.2.3 Fostering Community & Promoting Mental Health .....                         | 26 |
| 5.3 Governance .....  | 27 |
| 5.3.1 Processes and Reporting .....   | 27 |
| 5.3.2 Engagement and External Partnerships .....                                  | 27 |
| 5.3.2 Enhancing Language Accessibility .....                                      | 27 |
| 6. Actionable Recommendations .....   | 29 |
| 6.1 Restructuring of Existing RSLs .....  | 29 |
| 6.2 Organising Resident-Centric Events .....                                      | 30 |
| 6.3 Deepening Partnerships with Educational Institutions and NGOs .....           | 30 |
| 6.4 Improving Environmental Efforts .....   | 31 |
| 7. ESG Framework .....  | 34 |
| 8. Guiding Principles .....   | 38 |
| 8.1 For the Residents, By the Residents .....                                     | 38 |
| 8.2 Sustainability is Key .....   | 39 |
| 8.3 Feedback is Essential .....   | 39 |
| 8.4 Quality over Quantity .....   | 40 |
| 8.5 Make It Convenient .....  | 41 |
| 9. Conclusion .....   | 43 |
| 9.1 Future Directions .....   | 43 |
| 10. References .....  | 45 |

## **1. Driving Impact: An ESG Strategy for Tee Up Capital**

Established in 2006, Tee Up Capital manages high-quality dormitories for migrant workers in Singapore, providing residents with well-maintained facilities and a comprehensive suite of amenities. The company's mission extends beyond basic accommodation, as it aims to create a welcoming, community-oriented environment for migrant workers. Tee Up operates across three core sectors: dormitory management, facilities management, and hostel & lodging services.

At present, dormitory management remains the company's primary focus. Tee Up's entry into the space began in 2006 with the successful operation of Seletar Flats, a dormitory housing 3,650 workers. From 2010 to 2015, it also operated Changi Lodge 3, which accommodated 800 workers. Currently, Tee Up manages PPT Lodge 1A at Seletar, a FEDA-licensed dormitory awarded by the BCA under the Build, Manage and Operate model. This facility now houses around 4,000 residents. Tee Up ensures that all basic needs are met, offering a wide range of amenities such as a multi-purpose hall, sports courts, a gym, canteen, and laundry facilities, creating an environment that supports both daily living and recreation.

In the facilities management space, Tee Up oversees three key onboarding centres located in Sengkang, Tengah, and Eunos. These centres focus on helping migrant workers integrate smoothly upon arrival or re-entry to Singapore. Each facility provides medical screenings, ensures participation in the Settling-In Program (SIP), and verifies vaccination compliance. As the managing agent, Tee Up plays a proactive role in safeguarding the well-being of workers while fulfilling regulatory requirements.

Tee Up also operates in hostel and lodging management. Hostel operations focus on delivering comfort and efficiency, offering smooth check-ins and personalised service. Meanwhile, its lodging services leverage deep industry expertise to deliver premium amenities and exceptional hospitality, creating a welcoming experience for all guests.

## 1.1 An ESG Industry Leader

Within Singapore's dormitory sector, Tee Up has emerged as a recognised ESG leader. Unique to its operations is the dedicated Resident Engagement Team (RET), which focuses on the health, safety, and overall well-being of residents. Known as the first in Singapore to do so, the RET actively supports living conditions and promotes a sense of community through engagement programs and curated events, from cultural festivals to sports tournaments like futsal and cricket. Community building events such as "Flea for All," a residents only flea market, and birthday celebrations further strengthen social bonds among residents.

Beyond recreation, the RET addresses emotional and other social needs. Initiatives such as the "Dads in Dorm" support group offer residents a safe space to discuss parenthood challenges, while "Taste of Home," a cooking competition, celebrates cultural diversity and belonging. Resident Support Leaders (RSLs), self-appointed by the dorm community, act as liaisons with the RET, helping to surface issues that residents may be uncomfortable raising directly.

Management has also invested in infrastructure upgrades, including the "Re-vive Space" project, which enhanced dormitory living with new bedframes, lockers, and shoe racks. These improvements were designed in consultation with residents to encourage a sense of ownership and pride. More recently, renovations have been made to communal areas, including improvements to cooking and dining facilities, as well as the replacement of shared toilets with dedicated ones for each room, significantly enhancing privacy and hygiene standards.

Tee Up's collaborations extend beyond its own team. Partnerships with volunteer groups and educational institutions, such as a powerlifting workshop held with students from Singapore Polytechnic, highlight its commitment to external engagement and long-term social sustainability.

## **1.2 Exemplary Covid-19 Crisis Management**

During the height of the COVID-19 pandemic, Tee Up played a critical role in Singapore's migrant worker response, working closely with government agencies to develop and manage care facilities to contain outbreaks and reduce hospital strain. Notably, at PPT Lodge 1A, Tee Up proactively converted cargo containers into isolation units, creating capacity for up to 252 individuals even before cases were detected. The site later served multiple roles, including as a Swab Isolation Facility, Dormitory Isolation Facility, Community Care Facility, and Community Recovery Facility. In response to national needs, Tee Up also expanded into operating dedicated COVID-19 facilities, including Quarantine Centres, Onboarding Centres, and Transitional Care Facilities. In 2021, the company launched CTF Hall 10, a key recovery and isolation centre for local Singaporeans and Singapore Permanent Residents (PRs). At its peak, Hall 10 managed over 200 patients per day, playing a vital role in the national effort to manage infections and support recovery. Tee Up's swift, structured pandemic response demonstrated its operational agility and deep commitment to worker welfare, reinforcing its role as a responsible and capable industry partner.

## **1.3 Cementing Tee Up as an ESG Leader**

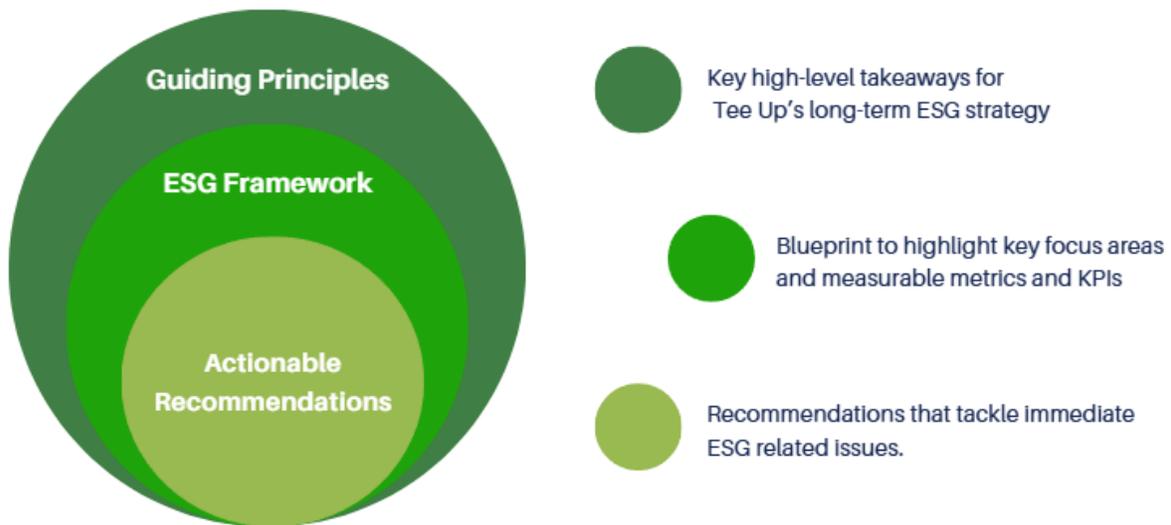
The company has demonstrated a strong commitment to ESG principles through various impactful initiatives, particularly in areas like sustainable operations and community support during times of peace and crisis. These efforts highlight the company's potential to lead in responsible business practices within its industry. However, to truly cement its position as an ESG leader, management has identified the need for a structured framework to guide long-term ESG initiatives.

Developing a comprehensive ESG framework with clear targets, measurable outcomes, and transparent reporting will not only guide future initiatives but also strengthen stakeholder confidence and industry credibility. As expectations around corporate responsibility continue to evolve, specifically so for dormitory operators, Tee Up has both the opportunity and responsibility to elevate its ESG efforts, setting a benchmark for others in the sector to follow.

## 2. Project Goal: An ESG Strategy for Tee Up

This project aims to develop a long-term ESG Strategy for Tee Up Capital by comprehensively assessing its current initiatives and charting a clear roadmap to guide its future direction. Strategic planning is critical not only to ensure consistency, accountability, and compliance with evolving stakeholder and regulatory expectations, but also to enable management to make informed decisions that align with Tee Up's long-term vision for sustainable growth.

To achieve this goal, the project will be structured around three interlinked objectives that collectively form the Tee Up's ESG Strategy. Each objective builds upon the other, creating a dynamic and reinforcing framework that connects principles, structure, and action:



1. **Propose Actionable Recommendations** - Deliver immediate, feasible proposals that address pressing ESG issues and act as catalysts to kickstart key business processes aligned with the overarching principles and framework.
2. **Develop an ESG Framework** - Translate the guiding principles into a structured blueprint with clear focus areas, measurable metrics, and KPIs. Industry benchmarking will be used to ensure robustness and relevance in reporting and evaluation.

- 3. Establish ESG Guiding Principles** - Define the core values behind Tee Up's ESG initiatives. These high-level takeaways will serve as long-term philosophical and strategic anchors, guiding all future decisions and actions.

The sequencing and design of these three objectives will guide the research methodologies adopted in this project, helping to identify key focus areas and determine what aspects require deeper analysis. Insights from the research will inform the core values underpinning Tee Up's ESG Strategy, shape measurable structures, and guide the development of practical recommendations for implementation.

Ultimately, this hierarchical, three-pronged approach empowers Tee Up Capital with a clear, actionable ESG strategy that ensures long-term business resilience, strengthens stakeholder trust, and reinforces its position as a responsible industry leader committed to creating lasting positive impact.

### **3. Research Methods**

A mix of primary and secondary research methodologies was adopted to ensure a comprehensive and balanced foundation of insights to guide the development of the company's ESG strategy. The combination of stakeholder engagement, on-ground observation, and peer benchmarking enabled the team to identify key opportunities and challenges in Tee Up's current ESG initiatives, as well as to inform actionable recommendations aligned with best practices.

#### **3.1 Primary Research**

Primary research methods included management interviews, focus groups, and site visits with event observations. These approaches were essential for understanding both the strategic intent at the management level and the lived experiences of dormitory residents.

##### ***3.1.1 Management Interviews***

Interviews were conducted with key members of Tee Up's management team to gain in-depth insights into existing ESG initiatives, organisational goals, and the challenges faced in implementation. These discussions helped clarify management's outlook on ESG integration, existing resource constraints, and future aspirations. Understanding these internal perspectives was crucial in identifying structural and operational barriers to long-term ESG planning and execution.

##### ***3.1.2 Focus Groups***

Focus groups were conducted with dormitory residents and segmented according to three key demographic and behavioural dimensions: race, event attendance frequency, and leadership roles (Resident Engagement Team and Resident Support Leaders). In total, six focus groups were held, comprising 28 participants, with five participants in each group and three representatives from the Resident Engagement Team.

The discussions explored residents' motivations for attending events, barriers to participation, and preferences for future initiatives. For leaders and RET, questions focused on their experiences in organising activities, perceived challenges, and suggestions for

improving engagement. This participatory approach provided valuable qualitative insights into residents’ needs and perceptions, helping the team design strategies that are both inclusive and practical.

To capture a more comprehensive and representative understanding of residents’ experiences, the focus group discussions were structured using distinct splits as summarised below. Segmenting our participants into different groups allowed for more meaningful comparisons between differing cultural backgrounds, participation behaviours and the various leadership roles. This approach ensured subsequent findings reflect the diverse needs, motivations and perspectives within the dormitory community.

| <b>Type of Split</b>                                | <b>Focus and Rationale</b>   |
|---|--|
| South Indians & Minority Races                      | The focus groups were conducted separately by region of residents to gain deeper insights into each group’s preferences for dormitory events and improvements, taking into account their cultural backgrounds, living habits, and expectations.  |
| Frequent Attendees & Non-Attendees                  | The division between attendees and non-attendees was made to understand their motivations for participating or not participating in events, identify the types of activities they would like to see in the future, and explore how the dormitory can improve its events to better align with their preferences.  |
| Resident Support Leaders & Resident Engagement Team | Both leadership roles contribute uniquely to dormitory activities. First-hand insights into residents’ participation challenges from the Resident Support Leaders and perspectives on event planning and organising by the Resident Engagement Team were combined to identify ways to enhance event execution success from the managerial perspective. |

### **3.1.3 Site Visits & Event Observations**

Three site visits were conducted to complement interview data with direct field observations. The first was an introductory visit that focused on the dormitory's infrastructure, living conditions, and operational layout to better understand daily dormitory dynamics. The second visit involved attending a resident birthday celebration, where the team observed the structure, participation, and engagement level of a typical dormitory event. The final visit was conducted in collaboration with Singapore Polytechnic to observe the planning and implementation of the new recycling bin initiative.

These visits were instrumental in contextualising residents' feedback, assessing event logistics, and identifying infrastructural and operational gaps, particularly in areas related to accessibility, environmental engagement, and space utilisation.

### **3.2 Secondary Research**

To complement primary insights, secondary research focused on analysing comparable ESG initiatives undertaken by industry peers and government-affiliated programmes.

#### **3.2.1 Case Studies: The ACE Group & Centurion**

A comparative analysis was conducted on Centurion's ESG disclosures and the Ministry of Manpower's Assurance, Care and Engagement (ACE) programme. The purpose of this analysis was to benchmark Tee Up's existing practices against established frameworks within the dormitory management and migrant engagement sectors.

The review of Centurion focused on its publicly reported ESG practices, including its approach to tracking event-based initiatives and community engagement efforts. The examination of the ACE Group involved understanding its structure, objectives, and implementation mechanisms for supporting migrant workers through coordinated stakeholder engagement. These case studies provided reference points on how ESG and social engagement initiatives are planned, reported, and managed within the sector.

## **4. Results & Findings**

Data collection took place over the course of 2 months, combining management interviews, focus group discussions and on-site observations to obtain a comprehensive understanding of Tee Up's operational practices, resident engagement and living environment.

The management interviews provided an overview of the organisational structure, governance mechanisms and leadership framework that support resident initiatives while focus group discussions offered deeper perspectives into the specific motivations, challenges and preferences of the diverse types of resident groups. The site visit allowed for the team to directly experience the events and interactions first-hand whilst observing the very environment the residents spend most of their time in. Insights were also brought to compare with various case studies and business practices across the same industry.

Together, these findings present a holistic view of Tee Up's current engagement ecosystem and highlight areas of strength and opportunities for improvement in fostering all three aspects of ESG within the dormitory community.

### **4.1 Management Interviews**

Tee Up's management team comprises a Senior Executive Team Leader overseeing the RET, supported by Executives and Officers who handle planning, coordination, and execution of community and resident activities across six key areas, including community outreach, documentation, cultural sensitivity and promotion, and conflict resolution between residents. For event organisation, roles are delegated by scale, with officers managing small activities and the full team handling larger events with specific assignments for each member. RSLs, in turn, provide resident leadership by contributing to planning smaller components of events and serving as sub-committee members for areas such as patrolling and fire safety. They also act as the first point of contact between Tee Up's management and residents through room engagement—reminding fellow residents to keep rooms clean and verbally sharing information on upcoming events and dormitory updates.

### **4.1.1 Financial Sustainability of Events**

Tee Up's events are primarily designed to foster social cohesion and enhance resident well-being, while ensuring financial sustainability remains a core consideration in their planning and execution. The management team adopts a pragmatic approach by scaling activities according to available resources, carefully matching manpower and facilities to the scale and type of event. Incentives such as food, vouchers, and prizes serve as effective motivators to drive participation, encouraging residents to attend and engage actively, but they also represent recurring costs that must be monitored and managed to ensure long-term viability. To support financial sustainability, Tee Up actively explores partnerships with external organisations, NGOs, and student volunteer groups to co-sponsor or provide support for selected initiatives. In conversations with CEO Kelvin, he highlighted that sports events in particular, including sportswear, boots, and kits, are currently fully self-funded.

While the company has managed this internally, there is potential to leverage external funding to expand offerings, enhance participation, and further support residents in their athletic and recreational activities. In addition, the company maximises cost efficiency by optimising the use of existing spaces and engaging volunteer manpower, including Resident Support Leaders, to run events. These measures help minimise operational expenses while maintaining high quality and inclusive experiences for all residents. By combining pragmatic resource management, strategic partnerships, and effective use of volunteers, Tee Up ensures that its resident-centric programs are both impactful and financially sustainable over the long term.

### **4.2 Focus Groups**

The focus group discussions provided valuable insights into residents' motivations, preferences, and barriers to participation in dormitory activities. Residents' engagement patterns varied across demographics and participation levels, highlighting both common drivers and specific needs.

#### ***4.2.1 Engagement by Demographics***

Social interaction emerged as a key motivator across all groups, with residents valuing opportunities to build friendships, share cultural experiences, and strengthen community bonds. South Asian residents were generally more outspoken and socially active, showing enthusiasm for sports, competitive events, and cultural exchange. Minority groups such as Burmese and Chinese residents often felt less included due to language barriers and cultural differences. They expressed a desire for more culturally representative events and were more likely to spend leisure time privately or outside the dormitory.

#### ***4.2.2 Participation Patterns***

Frequent attendees were motivated by social and recreational aspects of events, as well as tangible incentives like free food, games, and prizes. Many also expressed interests in educational events that provide practical value, such as language classes, computer literacy workshops, and other skill development activities. Non-attendees cited shyness, work obligations, limited event information, and a preference for personal or off-site activities as reasons for not participating.

#### ***4.2.3 Leadership Roles***

Residents in leadership positions, including Resident Support Leaders and the Resident Engagement Team, reported a strong sense of purpose and accomplishment from assisting fellow residents and contributing to the community. These roles also provided opportunities for skill development, fostering mutual support, and productive use of free time. Incentives, recognition, and the satisfaction of helping others were important factors encouraging residents to take up leadership responsibilities.

#### ***4.2.4 Environmental Awareness***

Residents demonstrated general awareness of sustainable practices, including turning off lights, reducing water usage, and recycling. However, consistent implementation remains a challenge, partly due to the lack of recycling infrastructure such as dedicated bins. To address this, Tee Up is working with Singapore Polytechnic to improve recycling

infrastructure within the dormitory. Behavioural nudges like posters near kitchens have also been introduced to encourage reduced water and electricity usage. Self-closing taps are already installed in kitchens and toilets, and plans are underway to introduce sensor activated lights in common areas to further support environmentally responsible habits.

**4.2.5 Key Findings from Focus Groups**

| <b>Split by Race</b>   |  |
|--|--|
| <b>South Asians</b>  | <b>Minority Races</b>  |
| <p><b>Key characteristics identified:</b></p> <p>Generally observed to be more outspoken and socially active.</p> <p>Strong expression of interest in participating in events organised by Tee-Up and indication of desire for more activities to be held within the dormitory.</p> <p>Showed particular enthusiasm for sports and competitive events, especially cricket, and looked forward to utilising new spaces for these activities.</p> <p>Demonstrated openness to learning about and engaging with different cultures.</p> | <p><b>Key characteristics identified:</b></p> <p>Tend to not attend events due to majority attendance by Indian &amp; Bangladeshi residents and the feeling of being out of place when attending the dormitory events.</p> <p>Displayed enthusiasm for sporting activities as they believe it is a good form of stress relief.</p> <p>Strong sense of belonging to their culture and would appreciate more events that reflect their cultural identity, such as those featuring familiar food, music and activities.</p> <p>Tend to stay within their own races (Burmese &amp; Chinese) and do not prefer interaction with other races most likely due to language barrier.</p> <p>Prefer to hang out outside of the dormitory with their friends during rest days. Chinese residents prefer to stay in their own room during rest days to use social media on their phones.</p> |

| <b>Split by Event Participation</b>  |  |
|--|--|
| <b>Frequent Attendees</b>  | <b>Non-Attendees</b>   |
| <p><b><i>Key motivational factors identified behind event participation by residents:</i></b></p> <p>Encouraged participation through friends.</p> <p>Enjoyment of social interactions and forge connections by spending time to meet new residents.</p> <p>Incentivised by the free food, games and prizes provided.</p> <p><b><i>Further recommendations for the events:</i></b></p> <p>Some expressed interest in having more educational events that provide practical value, such as language classes, computer literacy workshops and other skill development activities.</p> <p>Overall, the events organised by the RET are very engaging and organising efforts by the RET team are recognised.</p> | <p><b><i>Key reasons identified behind non-participation by residents:</i></b></p> <p>Shyness preventing them from attending events alone. More likely to participate if accompanied by friends.</p> <p>The obligation to work for their companies over the weekend and preferred to use their free time to rest in their rooms.</p> <p>Preference for going out of the dormitory with friends, where they have greater freedom to engage in activities of their choice.</p> <p>A few noted about the insufficient event information despite being aware of the events through posters or WhatsApp messages. Lack of event details discouraged them to attend.</p> <p><b><i>Key motivational factors suggested:</i></b></p> <p>Provision of free food, games and prizes.</p> <p>Festive event atmosphere such as lively music.</p> |

| <b>Split by Event Participation</b>   |   |
|---|---|
| <b>Resident Support Leaders</b>   | <b>Resident Engagement Team (RET)</b>   |
| <p><b><i>Key motivational factors identified behind assuming leadership roles by residents:</i></b></p> <p>Sense of accomplishment by assisting fellow residents in settling into the dormitory and by giving back to the community.</p> <p>Opportunities to develop practical skills beneficial for their own career advancement.</p> <p>Value in fostering mutual support within the dormitory community, recognising the importance of creating a home away from home.</p> <p>Productive use of idle time, compared to spending it alone in their rooms.</p> | <p>RET mission is to address residents’ social and mental wellbeing, integration to society and overall quality of life in Singapore, by organising events and providing opportunities for ownership and leadership.</p> <p><b><i>Key motivational factors identified behind event participation by residents:</i></b></p> <p>Provision of free food, games and prizes.</p> <p>Competitive events to boost excitement and fun.</p> <p>Enjoyment of social interactions and learning from one another</p> <p><b><i>Key motivational factors identified behind assuming leadership roles by residents:</i></b></p> <p>Sense of belonging and accomplishment from contributing to the community.</p> <p>Reward incentives (e.g. Sheng Shiong vouchers given for a few times of volunteering)</p> |

### 4.3 Site Visit & Event Observations

During the site visit, the common areas were generally clean and well-maintained, reflecting residents' sense of ownership and pride in their living environment. The cooking area appeared to be one of the favourite places for the residents to not only gather but indulge in their own cooking. There were also spaces for leisure such as the gym as well as large spaces for events to be organised.



*Residents enjoying the preparation and cooking process*

For daily necessities and groceries, there are vending machines placed within the dormitory and a minimart situated right outside that was well-stocked. However, residents prefer going out to nearby supermarkets to purchase groceries for lower prices or to receive necessities as a form of prize during the events held.

During the events held, residents were highly engaged and enthusiastic especially during team-based games where elements of competition were present. Residents showed strong enthusiasm for winning prizes and demonstrated considerable effort and engagement in the games. Residents were generally randomly assigned to different teams to facilitate more social interaction and forging different friendships. The atmosphere was lively, with participants showing strong camaraderie and friendliness towards one another.



*Residents eagerly anticipating the inter-team competition and games*

Events are well planned and coordinated, with the RET assisting with logistics and giving a structured flow from registration to prize-giving. Birthday celebrations were observed to be inclusive and cheerful, with refreshments provided to encourage residents to come. Good hygiene was maintained as they clap their hands instead of blowing out the candle on the birthday cake.



*Prizes for the top three winning teams*

## **4.4 Analysis of Case Studies: The ACE Group & Centurion**

### **4.4.1 The ACE Group**

The Assurance, Care and Engagement (ACE) group under the Ministry of Manpower was initially established to respond to the COVID-19 outbreak in migrant worker dormitories and has since evolved into a permanent organization focused on supporting the overall well-being of migrant workers. ACE's core mandate includes protecting employment rights and ensuring that the basic needs of every migrant worker are met, encompassing adequate living conditions, access to healthcare, and recreational opportunities.

The ACE framework is structured around three hubs. The Operations Hub delivers frontline services that directly impact the well-being of migrant workers, including maintaining housing standards, providing healthcare support, and facilitating social and recreational facilities. The Plans Hub oversees strategic planning and collaboration with external stakeholders to drive transformation efforts and policy development across housing, healthcare, and social planning. Finally, the Forward Assurance and Support Teams (FAST) Command proactively engages with workers on the ground to resolve Ministry of Manpower-related issues, ensuring employment rights are protected and initiatives to engage residents are effectively implemented.

Tee Up Capital has incorporated many of the ACE principles into its operational strategy. The company has implemented crisis management measures, including designated quarantine areas and a clearly defined command structure to respond efficiently to emergencies. Housing standards are maintained in line with regulations, with en-suite toilets in every room rather than shared facilities, ensuring privacy and comfort for residents. Tee Up Capital also prioritizes resident engagement through a dedicated Resident Engagement Team (RET), with officers regularly on the ground to listen to feedback and resolve issues promptly. In addition, the company organizes monthly engagement events to provide residents with platforms to socialize, network, and relax, further demonstrating its commitment to the well-being of residents.

#### **4.4.2 Centurion**

Centurion Corporation, a Singapore-listed accommodation operator with a diverse portfolio of 37 facilities across Singapore, Malaysia, the United Kingdom, Australia, the United States, and China, has established a comprehensive ESG and sustainability framework. This framework is supported by a Board-level oversight model, with a Sustainability Committee chaired by the group COO and advised by the CEO, reporting quarterly to the audit team on ESG performance and targets. The framework is operationalised through Sustainability Working Groups led by departmental heads responsible for four pillars: Environment, Social Responsibility for Residents, Social Responsibility for Employees, and Corporate Governance.

On the environmental front, Centurion has set ambitious targets to reduce energy and water intensity by 2030 and achieve net-zero Scope 1 and 2 emissions by 2050. The company has also attained BCA Green Mark Super Low Energy certification and adopts universally recognised frameworks such as TCFD and GRI to ensure transparency and benchmark performance. Centurion's social initiatives are extensive, with over 1,136 workers engagement events in 2024 reaching more than 185,000 participants, covering 1. community building, 2. physical and emotional enhancement, as well as 3. educational development, through health and wellness programs, sports tournaments, and educational development initiatives. The company has invested over \$600,000 in community programs and collaborates with external organizations, including TOUCH Young Arrows and Food Bank Singapore, while tracking initiatives through comprehensive metrics to measure impact.

While Tee Up Capital has implemented commendable ESG initiatives and aligns with industry best practices in areas such as resident engagement and real-time utility monitoring, there are opportunities to further strengthen its ESG strategy by adopting elements from Centurion. Implementing recognised reporting frameworks such as GRI and TCFD would enhance transparency and credibility with stakeholders and regulatory bodies. Additionally, establishing time-bound sustainability goals, such as net-zero emissions

targets, would provide clear direction and accountability for the company's long-term ESG journey. Expanding social responsibility initiatives beyond residents to include employees and community programs could also align Tee Up Capital with best-in-class ESG practices.

In conclusion, Tee Up Capital demonstrates strong operational alignment with the ACE framework, particularly in housing standards, crisis preparedness, and resident engagement. However, incorporating dynamic and measurable ESG frameworks, setting measurable sustainability goals, and broadening the social impact focus would enhance the company's ESG strategy, positioning it alongside industry leaders such as Centurion Corporation and reinforcing its commitment to the well-being of its residents and wider stakeholders.

## **5. Assessment of Tee Up's ESG Efforts**

### **5.1 Environmental**

As part of its efforts to be more active in the environmental sustainability space, Tee Up has implemented several measures through its infrastructural design and the installation of meters to monitor electricity and water consumption in its dormitories. In addition, the company has partnered with tertiary institutions to carry out initiatives such as developing an ESG strategy and introducing hardware solutions to enhance its environmental sustainability performance.

#### ***5.1.1 Infrastructural Design***

Tee Up integrates environmentally friendly design features into its dormitories, such as self-closing taps installed in the cookhouse, dining areas, and toilets. Posters encouraging residents to conserve water and electricity have also been pasted in common areas to remind residents to be mindful of their energy use during daily activities such as cooking. Moving forward, Tee Up also plans to install motion-sensor lighting in common areas to reduce instances of residents forgetting to switch off the lights after use.

However, the team assessed that while some efforts have been made to promote environmental savviness among residents, they had limited effectiveness. For instance, posters were not prominent enough as they were currently only pasted in the common dining areas and not in the rooms where residents spend most of their time in. Additionally, the team also observed a lack of recycling sorted bins within the dormitory compound, and residents do not have a practice of sorting waste.

#### ***5.1.2 Meter Tracking***

Previously, Tee Up did not track its periodic electricity and water consumption. This made it difficult for the company to gain insights into its energy usage patterns, identify areas of high consumption, or benchmark its performance against other industry players.

In July 2024, Tee Up took a proactive step towards sustainability by installing meters in each room to monitor electricity and water usage. However, due to the company's limited

manpower resources and operational priorities, data consolidation and analysis have not yet been carried out. Nonetheless, Tee Up intends to share these energy consumption insights with its employer clients in the future to provide transparency on workers' energy usage and benchmark performance across companies, with plans to introduce additional utility charges where appropriate.

### ***5.1.3 Partnerships with Tertiary Institutions on Sustainability Initiatives***

To strengthen its environmental sustainability efforts, Tee Up has also established partnerships with tertiary institutions such as the National University of Singapore (NUS) Business School and Singapore Polytechnic.

Through its collaboration with NUS Business School's Centre for Governance and Sustainability (CGS), Tee Up worked with a group of students from the NUS Business School to develop a comprehensive ESG strategy for the company. In addition, its partnership with Singapore Polytechnic included an internship programme focused on developing recycling solutions, such as smart recycling bins for use in dormitories.

As knowledge on sustainability practices and building hardware may not be Tee Up's expertise, these partnerships are ideal as they help bring fresh ideas to be ideated and implemented by students under the supervision of teaching professionals in the field. Besides, these collaborations allow Tee Up to advance its sustainability initiatives and strengthen its positioning in the environmental sustainability space without requiring additional manpower or significant financial investment.

## **5.2 Social**

On the social front, Tee Up takes pride in being the first dormitory to create a dedicated Resident Engagement Team (RET) targeted at ensuring that the full myriad of social needs of the residents are being met. The RET, together with assistance from representatives of the resident community living in the dorm or Resident Support Leaders (RSL), aim at creating an inclusive and welcoming environment at PPT Lodge 1A by hosting and organising an array of events that meet the varying interests and mental well-being needs of the residents.

### ***5.2.1 Monthly Birthday Celebrations***

On a monthly basis, The RET organises Birthday Celebrations and invites all residents whose birthday falls in that respective month, with each resident being allowed to invite an additional friend. Apart from a celebratory birthday cake, each event typically includes a series of games planned and executed by the RET and RSL, with prizes being provided for winners of the games, and gifts for every attendee. Ultimately this event aims to recognise each resident as an individual, providing residents with an opportunity to express and acknowledge their own individuality.

### ***5.2.2 Sports Tournaments***

Tee Up Capital also organises tournaments for several sports such as Cricket and Soccer for its residents. Residents voluntarily form teams amongst themselves, with logistical support such as team jerseys and equipment being provided by Tee Up Capital. While sponsors have yet to be sourced for the funding of the event, currently the monetary expense for such events comes straight out of Tee Up's books, displaying the commitment that the company has in ensuring the social welfare of its residents.

As of the time of this report, these sporting tournaments have temporarily been suspended due to construction works which are currently slated to be completed by end 2025. Upon completion of the construction works, a new multipurpose court would have been developed, providing improved infrastructure for Tee Up to continue hosting such tournaments.

### ***5.2.3 Fostering Community & Promoting Mental Health***

Outside of organising recreational activities, Tee Up also considers everyday issues that residents face. For example, Dads in Dorm, an initiative partnered with Dads for Life, aims at supporting residents that have children back in their home country was set up to offer a peer support system to residents facing issues related to fatherhood, promoting a supportive environment where residents can seek advice from those who have been in similar situations before.

The Re-vive Space project provided residents with new bedframes, lockers, and shoe racks to improve comfort and organisation of the dormitory. Residents were heavily involved in the refurbishment, fostering a sense of ownership and pride. Social gatherings were also organised in the form of birthday celebrations and a flea market, “Flea for All”, open only to residents. These events aimed to further the development of a community spirit, developing an ecosystem where residents not only lived together but supported, celebrated, and uplifted each other.

### **5.3 Governance**

Tee Up demonstrates a clear governance structure within the Resident Engagement Team, with targets aligned to industry best practices similar to those used by Centurion. Overall, the governance framework is positive and effective, providing oversight and accountability for all community activities. Leadership roles are extended to residents, promoting ownership and active participation in the dormitory community.

#### ***5.3.1 Processes and Reporting***

Governance processes are robust and include regular community outreach, documentation of meetings and feedback, and clear protocols for conflict resolution and event management. Feedback mechanisms, primarily via Google Forms, allow for systematic evaluation of community activities and resident satisfaction. Regular reports are submitted to management, ensuring visibility and accountability for activities and outcomes.

#### ***5.3.2 Engagement and External Partnerships***

The engagement strategy incorporates collaboration with external partners, including NGOs and community organizations, to enhance resident programs. Tee Up’s management aims to meet ESG targets by planning events consistently, fostering inclusivity through cultural sensitivity, and ensuring that residents’ voices are heard in decision making.

#### ***5.3.2 Enhancing Language Accessibility***

While governance processes are functioning well, inclusivity can improve through better language accessibility, as all feedback forms and event materials are currently in English,

limiting comprehension for some residents. This reduces feedback accuracy and participation because not all migrant workers fully understand event details or instructions. Standardised forms and materials in multiple languages would enable effective engagement and meaningful input, strengthening transparency, resident participation, and the impact of community initiatives. Addressing language accessibility is therefore a key aspect of effective governance, supporting transparency, boosting resident engagement, and ensuring that community initiatives achieve their intended impact.

## **6. Actionable Recommendations**

Recommendations proposed in this section represent practical initiatives that Tee Up can implement in the near to immediate future to strengthen its ESG performance. They are derived from insights gathered through data analysis, focus group discussions, and stakeholder feedback, which collectively helped identify the most relevant areas requiring improvement or deeper engagement.

### **6.1 Restructuring of Existing RSLs**

Currently, Tee Up has over 50 Resident Support Leaders (RSLs) with broad and undefined responsibilities. To improve engagement and efficiency, it is recommended that Tee Up restructure the existing RSL framework into dedicated committees or interest groups. Each committee, such as a Sports Committee, Environment Committee, or Wellbeing Committee, would be led by one or more RSLs and focus on specific areas of resident engagement. This can be kicked off with existing RSLs and interest groups, before slowly expanding into more. This structured approach will help streamline responsibilities, avoid overlap, and empower RSLs to take ownership of activities aligned with their strengths or passions.

This restructuring provides a proper platform for residents to pursue their interests, express creativity, and build leadership and communication skills. By giving residents clear roles and responsibilities within these committees, Tee Up can create a more dynamic and participatory community. Such a ground-up model also ensures that activities are designed *for the residents, by the residents*, fostering greater inclusion and relevance to residents' lived experiences.

From an ESG perspective, this recommendation strengthens the social and governance pillar. It promotes community cohesion, enhances residents' sense of belonging, and cultivates leadership potential within the dormitory population. In the long run, it also builds a more resilient and empowered resident community capable of co-creating a positive living environment.

## **6.2 Organising Resident-Centric Events**

To improve resident engagement and social wellbeing, Tee Up should prioritize organizing events that genuinely appeal to residents' interests. For instance, regular sports activities such as casual football or cricket matches can serve as an accessible way for residents to unwind, exercise, and strengthen camaraderie. Beyond that, occasional large-scale sports days can bring together different groups of residents, encouraging teamwork and healthy competition. Such events also contribute to better physical and mental health outcomes.

In addition to sports, Tee Up can introduce external activities such as excursions to local attractions, movie outings, or community volunteering. These initiatives provide residents with opportunities to explore Singapore, interact with locals, and develop a stronger sense of belonging within the community. While Tee Up management has shared that there are already existing educational programmes in place, the team's focus group findings indicate that many residents are either unaware of these programmes or do not currently participate in them. This suggests that more can be done to increase the visibility and accessibility of such initiatives. During the focus group sessions, residents expressed strong interest in educational programmes such as basic English and computer literacy classes, as these are directly beneficial and relevant to their daily lives. These sessions not only support their professional development but also equip them with valuable life skills that can improve communication and strengthen family relationships back home.

This recommendation primarily supports the social aspect of ESG by improving quality of life, fostering inclusivity, and promoting personal development among residents. It also enhances Tee Up's social license to operate, as the dormitory is seen as a place that genuinely values and invests in the holistic wellbeing of its residents.

## **6.3 Deepening Partnerships with Educational Institutions and NGOs**

Given limited manpower and financial resources, it is recommended that Tee Up deepen its partnerships with educational institutions and non-governmental organizations (NGOs) to ensure the sustainability of resident programmes. Collaborations with university and polytechnic student clubs such as NUS Community Service Club or SIT Punggol's

volunteering CCAs can bring in student volunteers to organize activities and educational classes. Tee Up could provide the venue and logistical support, while students handle facilitation and execution of programmes. Different CCAs could be assigned to lead various activities, such as English lessons, digital literacy sessions, or external excursions.

Beyond manpower support, such partnerships can also open up new funding channels to support recurring events. Many school clubs and NGOs have access to small grants or internal budgets that can subsidize transportation, materials, or event costs. This reduces Tee Up's financial burden while ensuring continuity and diversity in the range of activities offered. Moreover, these partnerships promote meaningful cross-cultural exchanges between students and residents, deepening empathy and mutual understanding.

This initiative strengthens social sustainability by building long-term community networks and ensuring that resident engagement efforts remain scalable and cost-effective. It aligns with Tee Up's vision of fostering a supportive, inclusive, and collaborative environment that benefits both residents and the wider community.

#### **6.4 Improving Environmental Efforts**

To strengthen Tee Up's environmental sustainability, one key recommendation is to leverage existing water and electricity consumption data collected from room meters. Consumption data could be made visible to residents so that they can better understand their impact on resource use and be encouraged to adopt more sustainable habits. For a start, this data may be shared through Tee Up's existing WhatsApp communication channels with residents, which is low-cost and efficient. Moving forward, this data could even be presented on a digital dashboard or displayed on screens in common areas, allowing residents to monitor their collective energy and water usage. Over time, Tee Up could also introduce a friendly competition between blocks or floors to reward residents who achieve the greatest reductions in energy consumption. This gamified approach promotes accountability and builds a shared sense of environmental responsibility among residents.



*Proposed environmental dashboard with information on residents 'consumption habits*

Another complementary measure is to increase the visibility of environmental awareness materials around the dormitory. Larger, multilingual, and more visually engaging posters placed in high-traffic areas such as rooms, toilets, and cookhouses can serve as daily nudges that remind residents to conserve water and energy. For instance, seeing a poster in the toilet may prompt a resident to reduce water usage while handwashing clothes in the shower. These subtle reminders can gradually shape more sustainable day-to-day behaviours without requiring significant behavioural enforcement.



*Current posters displayed in common dining areas*

In addition, Tee Up can enhance its waste management practices by introducing food waste and recycling bins. As most residents cook daily, food waste generation is considerable. Implementing a proper composting system, in partnership with waste management companies, can divert organic waste from general disposal and contribute to Singapore's broader sustainability goals. To ensure success, selected resident leaders can be trained and appointed to champion these initiatives, educating peers on proper waste segregation and responsible disposal habits.

Collectively, these initiatives strengthen Tee Up's contribution to the environmental pillar of ESG, by embedding sustainability into everyday dormitory life. They not only reduce the dormitory's environmental footprint but also foster a culture of shared responsibility, empowering residents to become active stewards of environmental sustainability.

## 7. ESG Framework

A proposed ESG framework sets out Tee Up's strategy for embedding environmental, social, and governance principles across all aspects of its dormitory operations. It serves as a guiding structure to ensure that responsible business practices are consistently applied, measured, and improved over time. The framework is organised around the three ESG pillars, each designed to address key dimensions of Tee Up's operations and stakeholder impact, ensuring that each action is intentional, and drives measurable change.

Under the Environmental pillar, the framework outlines initiatives to enhance energy and water efficiency, promote waste reduction and recycling, and cultivate environmental awareness among residents through education and participation. These efforts aim to minimise the company's environmental footprint while fostering a culture of shared responsibility within the dormitory community.

The Social pillar focuses on strengthening inclusivity, engagement, and quality of life for residents. It emphasises community-building programmes, leadership and skills development opportunities, mental health support, and partnerships with external organisations such as NGOs and educational institutions. By empowering residents to take active roles in planning and participating in events, Tee Up fosters a sense of belonging, purpose, and pride in their living environment.

Finally, the Governance pillar establishes robust structures for oversight, transparency, and ethical conduct. It reinforces accountability through clear reporting mechanisms, multilingual feedback channels, and regular ESG performance reviews aligned with global best practices. This ensures that Tee Up's operations remain transparent, data-driven, and responsive to stakeholder needs.

Together, these three pillars provide a comprehensive and actionable roadmap for Tee Up to drive sustainable growth, enhance resident satisfaction, and strengthen its position as a socially responsible and forward-looking leader in Singapore's dormitory management industry.

| <b>Environmental</b>             |   |   |   |
|----------------------------------|---|---|---|
| <b>Focus Area</b>                | <b>Actions / Initiatives</b>  | <b>Metrics / KPIs</b>   | <b>Governance / Oversight</b>   |
| Energy & Water Efficiency        | <p>Install and maintain room-level utility meters.</p> <p>Share monthly electricity and water usage data with residents.</p> <p>Implement motion-sensor lighting and self-closing taps in shared spaces.</p>      | <p>Reduction in utility consumption per resident.</p> <p>Resident awareness survey results.</p> <p>Number of behavioural change initiatives introduced.</p> | RET consolidates data; management reviews quarterly; report findings to board annually. |
| Waste Management & Recycling     | <p>Introduce clearly labelled recycling and food waste bins in each block.</p> <p>Conduct recycling education through posters and workshops.</p>  | <p>Waste diversion rate (% recycled).</p> <p>Resident participation in recycling drives.</p> <p>Reduction in general waste per resident.</p>                | RET Environment Committee oversees; quarterly reporting to management.                  |
| Resident Environmental Awareness | <p>Create block competitions for energy-saving and recycling efforts.</p> <p>Use multilingual environmental posters in high-traffic areas.</p> <p>Celebrate an annual Green Week with contests and workshops.</p> | <p>Number of campaigns conducted.</p> <p>Participation rates.</p> <p>Energy/water reduction by competition block.</p>                                       | RET Environment Committee reports quarterly to management.                              |

| <b>Social</b>                   |  |   |   |
|---------------------------------|--|---|---|
| <b>Focus Area</b>               | <b>Actions / Initiatives</b>   | <b>Metrics / KPIs</b>   | <b>Governance / Oversight</b>   |
| Event Quality & Diversity       | <p>Host interest-based activities (sports, education, culture)</p> <p>Include smaller, convenient programs aligned with residents' schedules</p> <p>Provide multilingual event promotion materials</p>     | <p>Event attendance</p> <p>Feedback scores</p> <p>Diversity of event participation (by nationality/language)</p>      | <p>RET + RSL Committees manage planning; management monitors outcomes quarterly</p> |
| Leadership & Skills Development | <p>Enable residents to lead subcommittees or events</p> <p>Conduct leadership and life-skill workshops (e.g. English, IT, teamwork)</p> <p>Provide recognition/incentives for leadership contributions</p> | <p>Number of residents in leadership roles</p> <p>Workshops conducted</p> <p>Leadership satisfaction surveys</p>      | <p>RET + HR/Training team track involvement; report annually</p>                    |
| Well-being & Mental Health      | <p>Continue "Dads in Dorm", birthday celebrations, and Flea for All</p> <p>Introduce new peer-support circles and health awareness workshops</p>   | <p>Well-being survey results</p> <p>Attendance in mental health programs</p> <p>Qualitative feedback improvements</p> | <p>RET Well-being Committee evaluates quarterly</p>                                 |

| <b>Governance</b>                |   |  |   |
|----------------------------------|---|--|---|
| <b>Focus Area</b>                | <b>Actions / Initiatives</b>  | <b>Metrics / KPIs</b>  | <b>Governance / Oversight</b>   |
| Governance Structure & Oversight | <p>Define clear reporting lines between RET, RSLs, and management</p> <p>Establish quarterly governance review meetings</p> <p>Appoint ESG Champion or Officer to coordinate cross-function initiatives</p> | <p>Number of reports submitted</p> <p>Attendance of governance meetings</p> <p>Clarity of committee roles (via survey)</p> | <p>Management reviews reports monthly; board-level oversight annually</p> |
| Transparency & Accountability    | <p>Publish annual ESG updates summarising key metrics</p> <p>Display energy/water usage and feedback outcomes to residents</p> <p>Formalise ESG reporting aligned with GRI</p>                              | <p>Number of disclosures published</p> <p>Resident awareness scores</p> <p>Progress toward ESG targets</p>                 | <p>ESG Officer consolidates; Management + Board review annually</p>       |
| Feedback & Inclusivity           | <p>Translate all forms and event materials into key resident languages (e.g. Tamil, Bengali, Burmese)</p> <p>Ensure anonymous feedback channels (digital + physical)</p>                                    | <p>Survey response rate</p> <p>Diversity of feedback (by language/nationality)</p> <p>Improvements based on feedback</p>   | <p>RET collects and reports monthly to management</p>                     |

## **8. Guiding Principles**

The ESG Strategy is built on guiding principles that make every initiative purposeful, inclusive, and sustainable. These principles shape how Tee Up designs, delivers, and measures its resident engagement programmes. By focusing on collaboration, sustainability, feedback, quality, and convenience, the strategy aims to create a living environment where social impact is meaningful and lasting. These principles reinforce Tee Up's vision of building not just a dormitory but a thriving community that reflects social responsibility and long-term impact.

### **8.1 For the Residents, By the Residents**

Involving key stakeholders directly in the planning and execution of dormitory events can maximise both social impact and long-term engagement, and research shows that inclusive planning produces more relevant initiatives and enhances their perceived value and legitimacy (Bryson, 2018). In the dormitory context, this means moving beyond a purely top-down model where Tee Up alone decides on social, cultural, or recreational programs, towards one that actively includes workers in event conceptualisation, design, and delivery. When residents help plan and implement activities, they bring unique insights into the lived realities, interests, and aspirations of their community, ensuring that programs are both meaningful and responsive to their needs (Mair & Smith, 2021).

This participatory approach cultivates a sense of ownership and pride, strengthens social cohesion, and helps reduce the psychological distance between management and residents, building mutual trust and a shared sense of responsibility for community well-being. Moreover, stakeholder inclusion supports Singapore's broader goals for socially sustainable living environments by fostering inclusive participation and empowerment within migrant worker populations (Sim, 2025), potentially in anticipation of future regulatory guidelines. By embedding co-creation and collaboration in event frameworks, dormitory management can transform routine activities into opportunities for empowerment, belonging, and social resilience, key components of a sustainable and supportive living space.

## **8.2 Sustainability is Key**

Ensuring that social initiatives and events are both financially viable and resource-sustainable is essential for the long-term success of any community engagement framework. Financial feasibility acts as the foundation upon which continuity and credibility are built. When event planning does not properly account for long-term financial or resource needs such as materials, manpower, or logistics, the risk increases that future activities will be scaled back or cancelled altogether due to budgetary constraints (Dredge & Whitford, 2013). This can undermine both the momentum of social programs and the trust residents place in management's promises regarding ongoing engagement opportunities. In community-based settings like Tee Up's workers dormitory, where social initiatives are aimed at improving well-being, inclusion, and morale, inconsistency in event delivery can erode confidence and participation over time (Getz & Page, 2019).

In contrast, financially sound and resource-efficient planning allows Tee Up to maintain a predictable cycle of events that residents can look forward to and rely on. Sustainable budgeting practices such as reallocating existing resources, forming partnerships with sponsors, and encouraging voluntary and consistent contributions from residents can help distribute both responsibility and cost. Moreover, embedding resource sustainability into event design encourages creative reuse of materials and facilities, minimizing environmental and financial waste. Sustainability must be holistic in nature, integrating economic stability with community-building outcomes. Ensuring financial and resource viability therefore not only safeguards the continuity of programs but also signals a long-term commitment to social as well as environmental sustainability, reinforcing trust between management and residents, while at the same time minimising the impact on the environment.

## **8.3 Feedback is Essential**

Collecting feedback and establishing proper channels for evaluation are essential components of a sustainable and responsive event framework. Effective feedback mechanisms provide measurable insights into whether an event has achieved its intended

objectives such as enhancing community engagement, fostering inclusivity, or improving residents' well-being. Being able to assess event outcomes allows management to identify strengths, highlight areas for improvement, and ensure that both the content and method of delivery continue to develop in line with residents' changing needs. Here, feedback collection not only serves as an analytical tool but also functions as a form of participatory inclusion, giving residents a voice in shaping the dormitory that they live in (Bryson, 2018).

While it is important to establish formal feedback channels like post-event surveys, suggestion boxes, small focus groups, or digital feedback forms, the right data from succinct questions needs to be collected. Equally important is the use of clear, accessible, and culturally sensitive language in these forms, ensuring that all residents, regardless of background or language proficiency, can comfortably understand and respond. This not only ensures that residents can express opinions easily and confidently but also allows for the collection of useful data that Tee Up can use to enact greater impact and change areas of the events that matter to the residents. Transparent communication about how feedback is reviewed and incorporated helps close the loop between management and residents, reinforcing trust and accountability. This acknowledgment of input shows that residents' perspectives hold real value, which, over time, cultivates a sense of agency and partnership (Sim, 2025).

Furthermore, consistent evaluation practices allow management to benchmark progress and refine strategies to achieve long term social sustainability goals. By embedding structured feedback processes within event planning, Tee Up can transform community activities from repetitive and similar engagements into a continuous cycle of improvement, learning, and empowerment, areas that are crucial for maintaining a vibrant community.

#### **8.4 Quality over Quantity**

Analysis indicates that the true value of ESG-driven engagement lies in quality and intentionality rather than frequency. While industry peers such as Centurion often report ESG performance through metrics like the number of community or welfare events held

annually, this approach risks reducing social impact to a mere output count rather than a meaningful outcome measure.

Empirical research in corporate sustainability reinforces that depth of impact and perceived authenticity are far stronger drivers of stakeholder trust and engagement than the sheer frequency of activities (Aguinis & Glavas, 2019; Porter & Kramer, 2018). An overemphasis on event numbers can compromise programme effectiveness, overextend limited resources, and result in initiative fatigue, where engagement becomes performative rather than transformative.

Management should aim to strike a deliberate balance between reach and resonance in its ESG initiatives. This begins with the design of high-quality, evidence-based programmes that are closely aligned with the genuine needs of dormitory residents, be it in the areas of mental health support, skills enhancement, or community cohesion. Equally critical is a shift towards evaluating outcomes rather than outputs. A successful event should be defined by demonstrable improvements in residents' well-being, satisfaction, and sense of belonging, rather than by the quantity of activities held. Furthermore, resources and manpower should be deployed strategically, ensuring that each initiative has a clear objective, a well-defined target group, and measurable outcome.

Such an approach ensures that ESG engagement remains purposeful and sustainable, amplifying its long-term social impact. Consistent with the principles of Creating Shared Value (Porter & Kramer, 2018), meaningful ESG engagement emerges when corporate initiatives simultaneously advance business goals and uplift community welfare. For Tee Up, this means evolving from a “how many events” mindset to a “how much impact” mindset, ensuring every activity delivers lasting, measurable improvements in residents' quality of life and reinforces Tee Up's standing as a leader in socially responsible dormitory management.

### **8.5 Make It Convenient**

Given that residents often face long labour-intensive schedules with limited discretionary time, engagement initiatives should prioritise convenience without compromising quality.

Programme accessibility, time efficiency, and proximity are key determinants of sustained participation, particularly among workers whose rest and leisure periods are often brief. For Tee Up, this means designing short, high impact programmes that deliver immediate enjoyment and value while fitting easily into workers' existing routines.

As highlighted in our recommendations, involving residents in the planning process can further enhance programme relevance. However, this should be implemented carefully to avoid adding extra commitments or pressure. These roles can be kept voluntary, rotational, and minimal in time demand, allowing residents to contribute ideas or feedback in ways that feel natural and unobtrusive. In doing so, Tee Up ensures that engagement remains genuinely inclusive and accessible, supporting participation without burden.

Similarly, while off-site events can provide valuable exposure and recreation for residents, their success depends on thoughtful logistical planning. Events should be located near dormitory clusters, scheduled during rest days, and supported by convenient transport arrangements to minimise travel fatigue. The emphasis should remain on maximising accessibility and enjoyment rather than scale or grandeur. By ensuring that off-site activities remain easy to attend and align with workers' limited leisure time, Tee Up can extend engagement opportunities beyond the dormitory setting without compromising convenience or participation.

Convenience also extends to promoting environmentally responsible behaviours among residents. Encouraging recycling, for instance, is far more effective when systems are designed to make sustainable actions easy and intuitive. From our analysis, limited access to recycling facilities made participation inconvenient and inconsistent. The recent collaboration with Singapore Polytechnic, which introduced strategically placed and clearly labelled recycling bins, aims to directly improve accessibility to influence behavioural uptake. By continuing to design infrastructure and programmes that lower effort and increase visibility, Tee Up can strengthen the environmental pillar of its ESG strategy while fostering a culture of shared responsibility within the dormitory community.

## **9. Conclusion**

Tee Up Capital has established itself as a leading example of socially responsible dormitory management, demonstrating a strong commitment to the environmental, social, and governance pillars of ESG. Its dedicated Resident Engagement Team, comprehensive event programming, and proactive crisis management during the COVID-19 pandemic highlight the company's operational excellence and resident-centered approach. Residents consistently report enhanced social cohesion, a sense of belonging, and opportunities for personal growth through structured participation and leadership roles, while infrastructural improvements and initiatives such as utility monitoring reflect Tee Up's efforts to embed sustainability into everyday dormitory life. Moreover, the company's governance processes, including systematic feedback collection and external partnerships, provide a solid foundation for accountability and continuous improvement, though opportunities remain to increase accessibility and inclusivity through multilingual communication and more participatory frameworks.

Looking ahead, Tee Up has the potential to further cement its ESG leadership by adopting a strategic, long-term framework that prioritizes both impact and sustainability. Key recommendations, such as restructuring Resident Support Leaders into focused committees, deepening partnerships with educational institutions and NGOs, and enhancing environmental initiatives through data visibility and accessible infrastructure, provide a roadmap for sustained engagement and measurable outcomes. Through this, Tee Up can ensure that its programs not only improve residents' well-being but also drive systemic, lasting social and environmental impact. These deliberate strategies position Tee Up to continue setting industry benchmarks, reinforcing its role as a responsible and forward-thinking leader in dormitory management.

### **9.1 Future Directions**

While the study achieved strong qualitative depth, certain limitations were noted. Due to time and resource constraints, the sample size for focus groups and interviews was relatively small, and quantitative data on resident engagement was limited. Future research

could expand on this foundation by incorporating quantitative surveys to validate findings across a broader resident population. A mixed-method approach combining qualitative insights and quantitative data would allow for more robust measurement of ESG impact, providing stronger empirical support for management decision-making and long-term strategy evaluation.

## 10. References

- Aguinis, H., & Glavas, A. (2019). On corporate social responsibility, sensemaking, and the search for meaningfulness through work. *Journal of management*, 45(3), 1057-1086.
- Bryson, J. M. (2018). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement*. John Wiley & Sons.
- Dredge, D., & Whitford, M. (2013). Event tourism governance and the public sphere. In *Tourism Governance* (pp. 69-89). Routledge.
- Getz, D., & Page, S. J. (2019). *Event studies: Theory, research and policy for planned events*. Routledge.
- Mair, J., & Smith, A. (2021). Events and sustainability: Why making events more sustainable is not enough. *Journal of sustainable tourism*, 29(11-12), 1739-1755.
- Porter, M. E., & Kramer, M. R. (2018). Creating shared value: How to reinvent capitalism—And unleash a wave of innovation and growth. In *Managing sustainable business: An executive education case and textbook* (pp. 323-346). Dordrecht: Springer Netherlands.
- Sim, J. (2025). Treatment of migrant workers in Singapore: A socio-political perspective. *The Lens Journal*.