



A STAR ALLIANCE MEMBER



# Sustainability Report

FY2015/16

# Overview

***This Sustainability Report aims to inform stakeholders of Singapore Airlines about our sustainability performance in a transparent and accountable manner. It covers issues related to governance, stakeholder engagement, community projects and the environment.***

Through this report, we also hope to identify opportunities for improvement to our sustainability management, as well as issues that are integral to our business in order to address them effectively and appropriately. We endeavour to integrate sustainability throughout our customer experience and engagement process. Together with relevant partners within the process chain, we hope to explore ways to improve sustainability across all aspects of our operations.

<p><b>Reporting Period</b></p> <p>SIA's Sustainability Report is published in June on an annual basis. This report covers the Financial Year 2015/16 from 1 April 2015 to 31 March 2016. The previous Sustainability Report was published in June 2015.</p>	<p><b>Reporting Scope</b></p> <p>The information and figures in this report refer to the Head Office of the Parent Airline in Singapore, and exclude subsidiaries in the Singapore Airlines Group – SIA Cargo, SIA Engineering Company, SilkAir, Scoot, Tiger Airways (which operates as Tigerair) and Tradewinds Tours and Travel – unless otherwise stated. The '\$' sign used in this report refers to Singapore Dollars unless otherwise stated.</p>	<p><b>Reporting Process</b></p> <p>Singapore Airlines' Management Committee, which consists of the Chief Executive Officer, the two Executive Vice Presidents and Senior Vice Presidents from all divisions, directs the preparation of the report. The Committee endorses the contents of the report, supported by a strategic team of department head-level staff. Information for this report is collected from various departments and overseas offices, which are required to confirm the accuracy and authenticity of their data through documentary evidence or past operational performance. We aim to improve on this process continually to ensure that our data collection is effective and robust.</p>	<p><b>GRI Guidelines</b></p> <p>This report is prepared based on the Global Reporting Initiative's (GRI) G4 reporting guidelines, in accordance with the Core option, where applicable. We have not sought external assurance for this report.</p>	<p><b>Feedback</b></p> <p>Our stakeholders' views are important to us and we welcome feedback on this report and any aspect of our sustainability performance. Please address all feedback to Divisional Vice President Public Affairs, at <a href="mailto:public_affairs@singaporeair.com.sg">public_affairs@singaporeair.com.sg</a>.</p>
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Throughout our Report FY2015/16, you will find various case studies highlighting just some of our contributions to the world around us.

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**ABOUT THE COVER:**  
The A350 is the newest addition to SIA's fleet. It boasts improved fuel efficiency, allowing the Airline to remain committed to caring for the environment.

## CEO's Message



### *The Singapore Exchange (SGX) is in the process of making sustainability reporting mandatory for listed companies in Singapore.*

We are not producing a sustainability report because we have to, however. Our sustainability reporting journey began several years ago with the aim to be more encompassing in our communications with multiple stakeholders about our strategies and performance, covering social and governance aspects as well as the environment. We are pleased to have received positive feedback to date about the quality of our sustainability reporting and will continue to enhance it as part of our ongoing improvement process.

This is our fourth Sustainability Report and the third for which we have adopted the Global Reporting Initiative's G4 reporting guidelines. The report covers areas which are deemed to be of particular importance to Singapore Airlines based on a Materiality Assessment that was carried out in 2013, when we made the decision to adopt G4 best practices. At that time we reflected on the significant economic, environmental and social aspects of our business and concluded that while there had been much change in all these areas over the years, what we had always held close to our hearts had not changed: our customers, employees, shareholders and suppliers, all of whom we work closely with, are integral to the success of SIA.

One of the challenges faced by the team in the preparation of this report has been the integration of sustainability-related information from our subsidiaries, given that many of them are independently operated and separately managed, and have their own internal processes and procedures. Subsidiaries have become increasingly important to the SIA Group in recent years, however, as we have adopted new strategies to address structural change in our industry which has prompted us to move beyond our traditional areas of focus. A major development during the last financial year was our voluntary general offer

for Tiger Airways, which has resulted in the SIA Group having another wholly owned airline subsidiary. We therefore believe it is important to continue to broaden the scope of our reporting to include more information about our subsidiaries and this will be done progressively in the years ahead. We have taken initial steps by including route network and fleet information about our airline subsidiaries in this report.

In line with our longstanding policy to maintain a modern and fuel-efficient fleet which is kinder to the environment, we recently took delivery of our first Airbus A350 aircraft. With improved fuel efficiency and advanced technology, as well as our latest cabin products, the all-new aircraft type offers our customers an enhanced travel experience with features such as higher ceilings, larger windows, an extra wide body and lighting designed to reduce jet lag.

Beyond investing in new technology, we also have an extensive fuel productivity programme to help save fuel and lower emissions. It is important that this complements the introduction of new and more fuel-efficient aircraft. As we have always had a modern fleet, it is more difficult for us than it is for many other airlines to show significant reductions in our emissions on a year-on-year basis. However, we will continue to strive to improve our already high efficiency levels and further reduce our emissions.

We continue to support the wider airline industry's environmental targets to: (i) attain a 1.5 per cent average annual fuel efficiency improvement from 2009 to 2020, (ii) stabilise net aviation CO<sub>2</sub> emissions at 2020 levels through carbon-neutral growth and (iii) reduce aviation's net CO<sub>2</sub> emissions to 50 per cent of its 2005 levels by 2050. We have also set targets of our own at a more micro level, such as in the reduction of electricity consumption used in our offices by 15 per cent by FY2020/21 and reduction of waste generation in our buildings by 30 per cent by FY2020/21. More details about these and other initiatives can be found within the Managing Our Environmental Impact section of this report.

Another area of focus during the year in review has been to boost engagement with our employees, such as through the opening of a new staff lounge at our Head Office building, a revamp of our in-house publication and changes to other staff communications based on employee feedback. Details can be found in the Stakeholder Engagement: Employees section of this report. We have also just introduced a new target for our Senior Management to reach out to staff fortnightly through an internal Management Blog, to more actively engage our employees.

With volatile fuel prices and uncertain global economic conditions, the operating environment for the year ahead remains challenging. However, it promises to be an exciting year, as we look forward to adding new destinations to our route network and improving our premium product and service offerings. We will also be further developing our portfolio strategy in which we have investments in both full-service and low-cost carriers, expanding our associate airlines overseas and going beyond our core airline operations to develop adjacent businesses that bring in new revenue.

**Goh Choon Phong**  
CHIEF EXECUTIVE OFFICER  
Singapore Airlines

4<sup>th</sup>  
Sustainability  
Report

SIA's First Airbus  
A350  
AIRCRAFT

# About Singapore Airlines

*Singapore Airlines has come a long way since our founding in 1972. Now an internationally-respected brand, we have become one of the world's leading airline groups with an advanced fleet of aircraft.*

With one of the world's most modern fleets in the air, a network spanning six continents, and the Singapore Girl as an iconic symbol of quality customer care and service, we have earned a reputation as an innovative market leader, combining quality products with excellent service.

We have made a habit of leading the way, and along the way developed a reputation as an industry trendsetter. Our ever-growing list of industry-leading innovations includes the following firsts:

<p><b>1st</b> <b>TO OFFER FREE</b> headsets, a choice of meals and free drinks in Economy Class, in the 1970s.</p>	<p><b>1st</b> <b>TO INTRODUCE</b> satellite-based inflight telephones, in 1991.</p>	<p><b>1st</b> <b>TO INVOLVE</b> a comprehensive panel of world-renowned chefs, the International Culinary Panel, in developing inflight meals, in 1998.</p>	<p><b>1st</b> <b>TO OFFER AUDIO AND VIDEO</b> on demand (AVOD) capabilities on KrisWorld in all classes, in October 2001.</p>	<p><b>1st</b> <b>TO FLY</b> the A380 from Singapore, in 2007.</p>
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Singapore Airlines Limited ("the Company") is a limited liability company incorporated in the Republic of Singapore, which is also the place of domicile. The Company is listed on the Singapore Exchange Securities Trading Limited ("SGX-ST") and is a subsidiary company of Temasek Holdings (Private) Limited, incorporated in the Republic of Singapore.

The registered office of the Company is at Airline House, 25 Airline Road, Singapore 819829.

The principal activities of the Group consist of passenger and cargo air transportation, engineering services, training of pilots, air charters and tour wholesaling and related activities. The principal activity of the Company consists of passenger air transportation.

## Mission Statement

*Singapore Airlines is a global company dedicated to providing air transportation services of the highest quality and to maximising returns for the benefit of its shareholders and employees.*

## Values

- 1. PURSUIT OF EXCELLENCE**  
We strive for the highest professional standards in our work and aim to be the best in everything we do.
- 2. SAFETY**  
We regard safety as an essential part of all our operations. We maintain and adopt practices that promote the safety of our customers and staff.
- 3. CUSTOMER FIRST**  
Our customers are foremost in our minds all the time. We go the extra mile to exceed their expectations.
- 4. CONCERN FOR STAFF**  
We value our staff and care for their well-being. We treat them with respect and dignity and seek to provide them with appropriate training and development so that they can lead fulfilling careers.
- 5. INTEGRITY**  
We strive for fairness in all our business and working relationships.
- 6. TEAMWORK**  
We work with pride as a worldwide team to achieve success together.

## Membership of Associations

Singapore Airlines is a member of Star Alliance, the International Air Transport Association (IATA), the Association of Asia Pacific Airlines (AAPA) and the Sustainable Aviation Fuel Users Group (SAFUG), among other groups. Mr Goh Choon Phong, SIA's CEO, is a Member of the Board of Governors of IATA on which he is a Member of the Strategy and Policy Committee. Singapore Airlines is also represented in various committees and working groups in IATA and AAPA.

# Historical Timeline of SIA

## FLYING FORWARD



The maiden flight of Malayan Airways Limited (MAL), operated by an Airtspeed Consul, takes off from Singapore Kallang Airport.

MAL, which was renamed Malaysian Airways Limited in 1963, becomes Malaysia-Singapore Airlines (MSA).



French couturier Pierre Balmain designs the sarong kebaya uniform for MSA air stewardesses.

MSA's first transcontinental flight on a Boeing 707 takes off for London.

MSA splits into Singapore Airlines (SIA) and Malaysian Airline System (MAS). The Singapore Girl is born.

Singapore Airlines moves to the new Singapore Changi Airport from Paya Lebar.



Singapore Airlines becomes the first airline to operate a Boeing 747-400 on a commercial flight across the Pacific.



Singapore Airlines is the first airline to operate the A380 superjumbo, the largest passenger plane in the world.



Singapore Airlines launches three-times weekly flights to Sao Paulo, its first South American destination.

SIA unveils its Premium Economy Class, starting with flights to Sydney.

Today, Singapore Airlines serves over 200 destinations in more than 70 countries, including services by Singapore Airlines Cargo, SilkAir and codeshare partners.

## FLYING FURTHER

MAY 1947

MAY 1966

1968

JUN 1971

1972

JUL 1981



1989



KrisWorld, Singapore Airlines' advanced inflight entertainment system, is launched across all classes.

1995

The KrisFlyer programme is launched, allowing First, Business and Economy Class customers to earn mileage credits.

1999

OCT 2007

2011

AUG 2015

2016

# Route Network

As at 31 March 2016, the Airline’s route network, including Singapore Airlines Cargo, SilkAir, Scoot and Tigerair destinations, covers 125 destinations in 37 countries.

A key operation/service in these markets is passenger and cargo transportation by air.

## DESTINATIONS SERVED BY SINGAPORE AIRLINES & SINGAPORE AIRLINES CARGO

Country	Destination
<b>AUSTRALIA</b>	Adelaide
	Brisbane
	Melbourne
	Perth
	Sydney
<b>BANGLADESH</b>	Dhaka
<b>BELGIUM</b>	Brussels*
<b>BRAZIL</b>	Sao Paulo
<b>BRUNEI</b>	Bander Seri Begawan
<b>CHINA</b>	Beijing
	Guangzhou
	Hong Kong SAR
	Shanghai
<b>DENMARK</b>	Copenhagen
<b>FRANCE</b>	Paris
<b>GERMANY</b>	Frankfurt
	Munich
<b>INDIA</b>	Ahmedabad
	Bengaluru
	Chennai
	Kolkata
	Mumbai
	New Delhi
<b>INDONESIA</b>	Denpasar
	Jakarta
	Surabaya
<b>ITALY</b>	Milan
	Rome
<b>JAPAN</b>	Fukuoka
	Nagoya
	Osaka
	Tokyo
<b>KENYA</b>	Nairobi*

Country	Destination
<b>MALAYSIA</b>	Kuala Lumpur
<b>MALDIVES</b>	Male
<b>MYANMAR</b>	Yangon
<b>THE NETHERLANDS</b>	Amsterdam
<b>NEW ZEALAND</b>	Auckland
	Christchurch
<b>THE PHILIPPINES</b>	Manila
<b>RUSSIA</b>	Moscow
<b>SAUDI ARABIA</b>	Jeddah
<b>SINGAPORE</b>	Singapore
<b>SOUTH AFRICA</b>	Cape Town
	Johannesburg
<b>SOUTH KOREA</b>	Seoul
<b>SPAIN</b>	Barcelona
<b>SRI LANKA</b>	Colombo
<b>SWITZERLAND</b>	Zurich
<b>TAIWAN</b>	Taipei
<b>THAILAND</b>	Bangkok
<b>TURKEY</b>	Istanbul
<b>UNITED ARAB EMIRATES</b>	Abu Dhabi*
	Dubai
	Sharjah*
<b>UNITED KINGDOM</b>	London
	Manchester
<b>UNITED STATES</b>	Anchorage*
	Dallas/Fort Worth*
	Houston
	Los Angeles
	New York
	San Francisco
<b>VIETNAM</b>	Hanoi
	Ho Chi Minh City

\* Freighter-only destinations served by Singapore Airlines Cargo

## DESTINATIONS SERVED BY SILKAIR

Country	Destination
<b>AUSTRALIA</b>	Cairns
	Darwin
<b>CAMBODIA</b>	Phnom Penh
	Siem Reap
<b>CHINA</b>	Changsha
	Chengdu
	Chongqing
	Kunming
	Shenzhen
	Wuhan
	Xiamen
<b>INDIA</b>	Bengaluru
	Chennai
	Coimbatore
	Hyderabad
	Kochi
	Kolkata
	Thiruvananthapuram
	Visakhapatnam
<b>INDONESIA</b>	Balikpapan
	Bandung
	Denpasar
	Lombok
	Makassar
	Manado
	Medan
	Palembang
	Pekanbaru
	Semarang
	Surabaya
	Yogyakarta

\* Operates during Northern Winter season

## DESTINATIONS SERVED BY SCOOT

Country	Destination
<b>AUSTRALIA</b>	Gold Coast
	Melbourne
	Perth
	Sydney
<b>CHINA</b>	Guangzhou
	Hangzhou
	Hong Kong SAR
	Nanjing
	Qingdao
	Shenyang
	Tianjin
<b>JAPAN</b>	Osaka
	Tokyo
<b>SINGAPORE</b>	Singapore
<b>SOUTH KOREA</b>	Seoul
<b>THAILAND</b>	Bangkok
<b>TAIWAN</b>	Kaohsiung
	Taipei

## DESTINATIONS SERVED BY TIGERAIR

Country	Destination
<b>BANGLADESH</b>	Dhaka
<b>CHINA</b>	Guangzhou
	Haikou
	Shenzhen
	Hong Kong SAR
	Macau
	Ningbo
	Lijiang
	Xi'an
	Jinan
	Nanning
	Quanzhou
<b>INDIA</b>	Bengaluru
	Chennai
	Hyderabad
	Kochi
	Lucknow
	Trichy
<b>INDONESIA</b>	Denpasar
	Jakarta
	Surabaya
<b>MALAYSIA</b>	Ipoh
	Kuala Lumpur
	Langkawi
	Penang
<b>MALDIVES</b>	Male
<b>MYANMAR</b>	Yangon
<b>THE PHILIPPINES</b>	Cebu
	Clark
	Kalibo
	Manila

Country	Destination
<b>SINGAPORE</b>	Singapore
<b>TAIWAN</b>	Taipei
<b>THAILAND</b>	Bangkok
	Chiang Mai
	Hat Yai
	Krabi
	Phuket
<b>VIETNAM</b>	Hanoi
	Ho Chi Minh City

# Fleet Information



Singapore Airlines has 102 aircraft in its fleet. As at 31 March 2016, the average age of its aircraft is 7 years and 5 months. The fleet is among the most modern and fuel-efficient in the world. The average age of aircraft for subsidiaries, SilkAir, SIA Cargo, Scoot and Tigerair, can be found in this section.

## Singapore Airlines Passenger Fleet

As at 31 March 2016

AVERAGE AGE OF PASSENGER FLEET



## Singapore Airlines Cargo Freighter Fleet

As at 31 March 2016

AVERAGE AGE OF FLEET



## SilkAir Fleet

As at 31 March 2016

AVERAGE AGE OF FLEET



## Scoot Fleet

As at 31 March 2016

AVERAGE AGE OF FLEET



## Tigerair Fleet

As at 31 March 2016

AVERAGE AGE OF FLEET



01. <b>Airbus A380-800</b> In Fleet <b>19</b> On Order <b>5</b>	02. <b>Airbus A330-300</b> In Fleet <b>28</b>	03. <b>Airbus A350-900</b> In Fleet <b>1</b> On Order <b>66</b>	04. <b>Boeing 777-300</b> In Fleet <b>33</b>	05. <b>Boeing 777-200</b> In Fleet <b>21</b>	06. <b>Boeing 787-10</b> On Order <b>30</b>
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01. <b>Boeing 747-400 Freighter</b> In Fleet <b>9</b>
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01. <b>Airbus A320</b> In Fleet <b>11</b>	03. <b>Airbus A319</b> In Fleet <b>4</b>
02. <b>Boeing 737 Max 8</b> On Order <b>37</b>	04. <b>Boeing 737-800</b> In Fleet <b>14</b> On Order <b>3</b>

01. <b>Boeing 787-8</b> In Fleet <b>4</b> On Order <b>6</b>	02. <b>Boeing 787-9</b> In Fleet <b>6</b> On Order <b>4</b>
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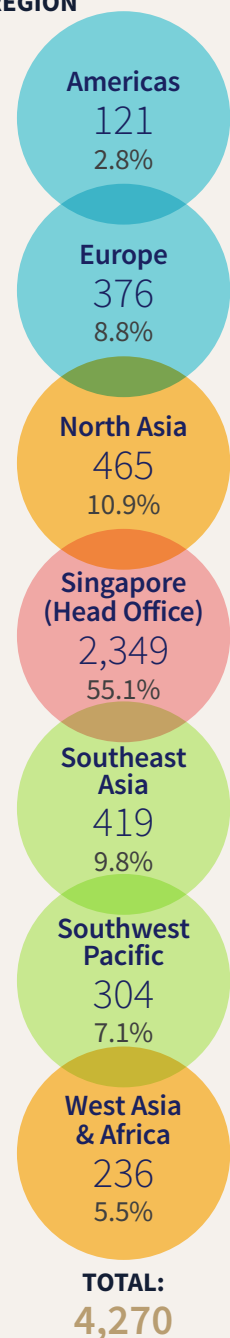
01. <b>Airbus A320</b> In Fleet <b>21</b>	03. <b>Airbus A320neo</b> On Order <b>39</b>
02. <b>Airbus A319</b> In Fleet <b>2</b>	

More details of the SIA Group fleet profile can be found on page 25 of our Annual Report FY2015/16.

# Corporate Governance

## % and Number of Employees\* Who Have Received Anti-corruption Training, by Region

### REGION



\* Figures exclude pilots and cabin crew

The Singapore Airlines Board and Management are committed to continually enhancing shareholder value by maintaining high standards of corporate governance, professionalism, integrity and commitment at all levels, underpinned by strong internal controls and risk management systems.

This Report sets out the Company's corporate governance processes, with specific reference to the guidelines of the revised Code of Corporate Governance issued by the Ministry of Finance in Singapore in May 2012.

The Singapore Airlines Board consists of Chairman Mr Stephen Lee Ching Yen, Deputy Chairman Mr Peter Seah Lim Huat, CEO Mr Goh Choon Phong and six Directors from diverse backgrounds with varied expertise in finance, legal, business, marketing and management fields. The Board's principal functions include charting the Group's strategic direction, reviewing and approving annual budgets and financial plans and monitoring the Group's performance; approving major acquisitions and fund-raising exercises; and ensuring the Group's compliance with all laws and regulations as may be relevant to the business.

The Board currently comprises the following members:

- Mr Stephen Lee Ching Yen**  
*Chairman/ Independent/ Non-executive*
- Mr Peter Seah Lim Huat**  
*Deputy Chairman/ Independent/ Non-executive*

- Mr Goh Choon Phong**  
*Director and CEO/ Non-independent/ Executive*

- Mr Gautam Banerjee**  
*Independent/ Non-executive*

- Dr William Fung Kwok Lun**  
*Independent/ Non-executive*

- Mr Hsieh Tsun-Yan**  
*Independent/ Non-executive*

- Mrs Christina Ong**  
*Independent/ Non-executive*

- Dr Helmut Gunter Wilhelm Panke**  
*Independent/ Non-executive*

- Mr Lucien Wong Yuen Kuai**  
*Non-independent/ Non-executive*

Full profiles of Directors are available on pages 18 to 21 and pages 76 to 83 of the Annual Report.

### Length of Service

Newly appointed Directors serve an initial term of three years, after which they are considered for re-nomination for another term(s). Their re-nominations are subject to the recommendations of the Chairman of the Board and the Nominating Committee. New Directors appointed in the year are subject to retirement and re-election by shareholders at the next Annual General Meeting after their appointment. All new appointments and re-elections require the approval of the Special Member, Singapore's Minister for Finance.

Management briefs new Directors on the Company's business and strategic direction, as well as governance practices. The Company

conducts orientation programmes and site visits for new Directors and arranges for Directors to be updated on new laws and regulations, as well as changing commercial risks and industry developments, as deemed appropriate. Formal letters are issued to newly-appointed Directors upon their appointment, including details of their duties and obligations as Directors.

For FY2015/16, Board Members attended briefings on the challenges facing the airline industry, as well as other related topics conducted by global airline industry leaders and experts.

Please refer to pages 63 to 66 of our Annual Report for more information on SIA's Board Committees.

### Communication with Shareholders

Singapore Airlines is committed to continually strengthening our relationship with the investing community and believes in timely and consistent disclosure of pertinent information to enable a transparent assessment of the Company's value.

The Company values dialogue with shareholders, and holds analyst and media briefings when announcing half-yearly and year-end results. Full transcripts of the proceedings are made available on SGXNet and our Company's website at [www.singaporeair.com/en\\_UK/sg/about-us/information-for-investors](http://www.singaporeair.com/en_UK/sg/about-us/information-for-investors).

All financial results, as well as price-sensitive information, are released in a timely manner through various media, including press releases posted on the Company's website and

disclosure via SGXNet. The Company's website is an important source of information for shareholders and the investing community. Quarterly results announcements, news releases, presentation slides, monthly operating statistics, annual reports, sustainability reports and other key facts and figures about the Company are available on the Information for Investors page.

The Investor Relations Department meets with analysts and investors on a regular basis through investor conferences and roadshows, as well as ad-hoc meetings and teleconferences. A dedicated investor relations email and hotline are maintained for the investing community to reach out to the Company for queries.

The Company's commitment to corporate transparency and investor relations was recognised in 2012, when Singapore Airlines was inducted into the Hall of Fame in the Most Transparent Company Award Category at the 13<sup>th</sup> Investors Choice Awards presented by the Securities Investors Association of Singapore ("SIAS").

### Risk Assessment and Management

The Board of Directors is responsible for overseeing the Company's risk governance, including the Enterprise-wide Risk Management Framework and corresponding processes. Through the Risk Management Process, all risks, including economic, environmental and socio-political, are identified, evaluated and managed accordingly on a coordinated and integrated basis. The Board Safety & Risk Committee reviews the effectiveness of the Risk Management Framework and Risk

Management Process on behalf of the Board of Directors and meets at least quarterly to review risks and controls. The Board Safety & Risk Committee also ensures key risks are reported annually to the Board of Directors.

The Risk Management Process provides for the identification and management of risks from ground up, including from staff working in contact with customers/consumers, suppliers/agents and regulatory bodies. The needs and expectations of these external parties are taken into consideration in identifying and managing the risks.

The Risk Management Process also requires Senior Management to provide a top-down perspective to the identification/management of risks, so that corporate and shareholders' needs and requirements are also taken into consideration.

Subsidiaries under the SIA Group are required to implement the Enterprise-wide Risk Management Framework. The SIA Group Risk Management Committee maintains oversight of the risk management activities of the Group and subsidiaries and ensures that risk responses are coordinated across the companies. Group-wide risk management reviews are carried out twice annually to ensure that risk registers are kept current and corresponding risk controls are kept in place and up to date.

### Ethics and Integrity

Singapore Airlines is committed to achieving high standards of corporate governance. Ethical business conduct is a significant guiding principle we adopt in our worldwide operations.

Our partnership with employees, contractors and agents is on the basis that their integrity in the conduct of their work is critical to our business and reputation.

Singapore Airlines implemented a whistle-blowing programme called "Policy on Reporting Wrongdoing" in October 2005, for employees, stakeholders and the public to raise concerns about possible improprieties in matters of financial reporting or any other matter, in confidence. The policy is communicated to our employees through our internal Intranet and a mandatory e-learning training module. Under the policy, employees may report suspected matters of wrongdoing affecting the Company, either through email at [ethics\\_hotline@singaporeair.com.sg](mailto:ethics_hotline@singaporeair.com.sg) or via telephone at +65 93875667. The Audit Committee has reviewed and is satisfied with the adequacy of this programme. There were no confirmed incidents of corruption involving our employees or business partners in FY2015/16.

We welcome external comments, questions and thoughts about our company's ethics and integrity, to be sent through the same email and telephone contacts.

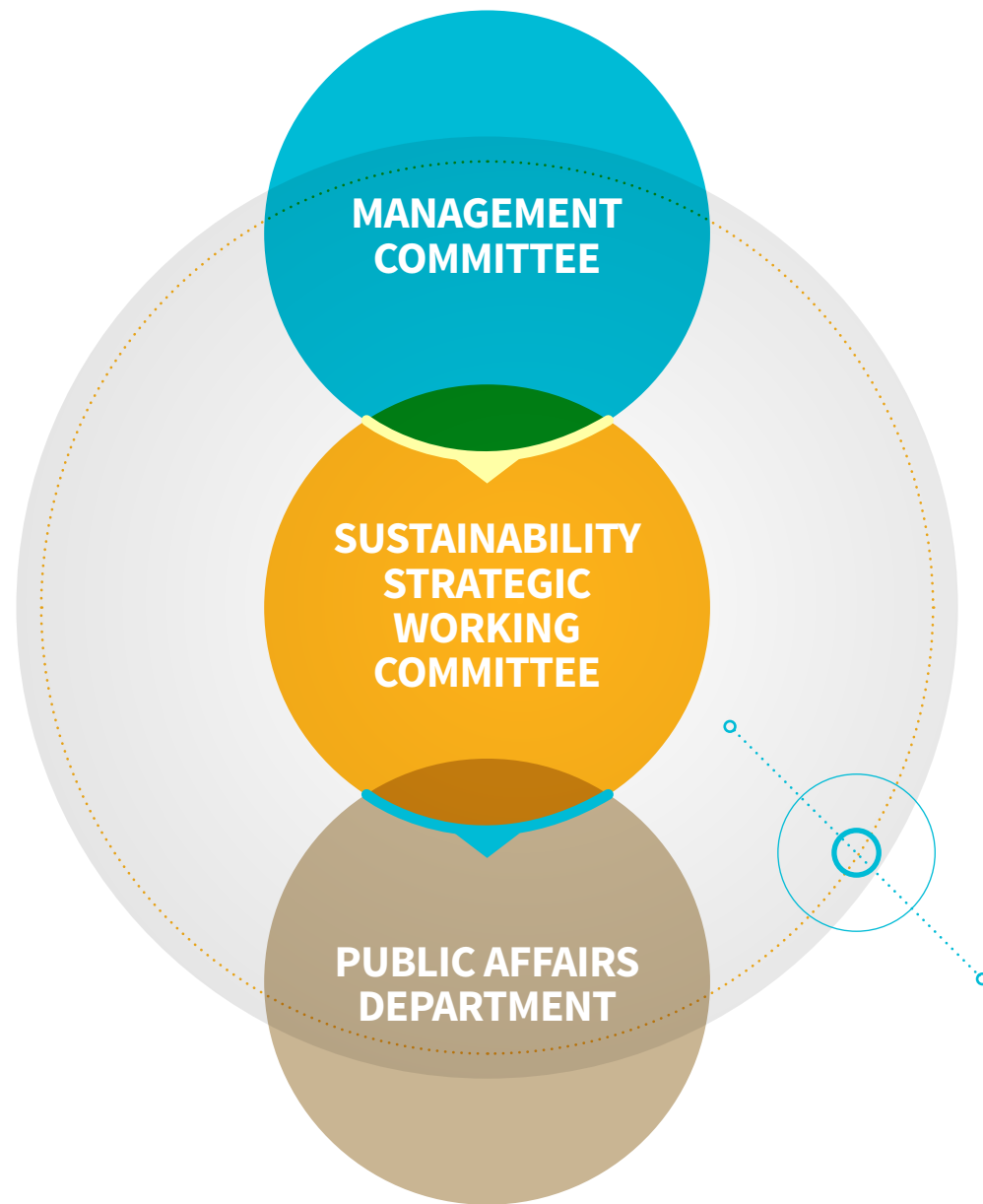
We also have a Suppliers' Code of Conduct that we expect our suppliers to adhere to. Based on the principles of the United Nations Global Compact with respect to Human Rights, Labour, the Environment and Anti-Corruption, the Code's contents were developed to be consistent with our business values. More information can be found in the section – Stakeholder Engagement: Suppliers.



# Sustainability at Singapore Airlines

## Our Sustainability Organisational Structure

SIA's sustainability drive is spearheaded by the Sustainability Strategic Working Committee (SSWC) which oversees company-wide sustainability strategies and initiatives. The SSWC is headed by Divisional Vice President Public Affairs and includes a cross-functional team which is represented by the departmental heads of various business units<sup>1</sup>. The SSWC reports to SIA's Management Committee on sustainability-related updates. SIA's Public Affairs Department, the secretariat for the SSWC, coordinates the various sustainability efforts and reports sustainability-related performance data.



## Our Sustainability Strategy

SIA's sustainability strategy was formalised by the Management Committee in 2013. We believe that our sustainability framework not only enables us to retain our leadership position and fulfil the terms of our mission statement, but also empowers us to effectively contribute to the areas and markets in which we operate. With this in mind, we seek to constantly develop as a responsible corporate citizen.

**01**  
**Safety**  
Safety is an essential part of our operations and we constantly strive to improve safety practices.

**02**  
**Managing Environmental Impact**  
We are committed to environmental sustainability and ensure that our operations are carried out in a responsible manner.

**03**  
**Supporting Our Communities**  
We practice good corporate citizenship and contribute to and invest in the communities in which we operate.

**04**  
**Stakeholder Engagement**

**Customers:**  
We are committed to offering our customers the best travel experience through product and service innovation, our modern fleet and extensive network.

**Shareholders:**  
We maximise returns for long-term profitability, with the aim of creating sustainable shareholder value.

**Staff:**  
We value our staff and care for their well-being and development.

**Suppliers:**  
We treat our suppliers with respect and emphasise fairness in our relationships with them.



<sup>1</sup> Business units include Cabin Crew; Customer Affairs; Engineering; Finance; Flight Operations; Human Resources; Inflight Services; Internal Audit; Legal; Product Innovation; Properties; Secretariat; and Safety, Security & Environment.

# Sustainability at Singapore Airlines

## Materiality Assessment

SIA's Sustainability Strategic Working Committee conducted a materiality assessment in 2013. We reflected on significant economic, environmental and social impacts to determine which aspects are material to the organisation. This process included evaluating feedback from internal and external stakeholders, for example customer feedback. In addition, as SIA's head office is located in Singapore, the aspect boundaries are focused on the operations in Singapore, unless otherwise stated within the report.

The materiality assessment was subsequently endorsed by SIA's Management Committee. We will continue to include the sustainable practices of our subsidiaries progressively, so as to provide a more holistic picture of the SIA Group in terms of opportunities, risks and performance on a sustainable scale.

## Material Aspects of Singapore Airlines



### Customer Focus

We are committed to offering our customers the best travel experience through product and service innovation, our modern fleet and extensive network



### Employees

We value our employees and care for their well-being and development



### Safety

Safety is an essential part of our operations and we constantly strive to improve our safety practices



### Environment

We are committed to environmental sustainability and ensure that our operations are carried out in a responsible manner



### Governance

We are committed to continually maintaining high standards of corporate governance, professionalism, integrity and commitment at all levels, underpinned by strong internal controls and risk management systems



### Shareholders

We maximise returns for long-term profitability, with the aim of creating sustainable shareholder value



### Suppliers

We treat our suppliers with respect and emphasise fairness in our relationships with them



*We reflected on significant economic, environmental and social impacts to determine which aspects are material to the organisation.*

# Sustainability at Singapore Airlines

## List of Stakeholder Engagement Initiatives

Our materiality assessment process also enabled us to identify important stakeholders, whose input directly influences business decisions and operations. The various business units represented in the SSWC selected key stakeholders and through regular interactions in the form of written and digital communication, face-to-face dialogue and briefings, were able to address key issues, feedback and concerns. Examples of how the Airline responded to stakeholder engagement are represented in the following table. These engagements were not conducted specifically for the Sustainability Report.

Stakeholder	Key Topics and Concerns	Examples of Our Responses
EMPLOYEES	Company-wide enhancement of internal communications.	<ul style="list-style-type: none"> <li>Conducted a survey to gather staff feedback on <i>Outlook</i>, the Airline's internal newsletter. Subsequently revamped the newsletter to be more appealing and current in order to better communicate key messages and company developments to employees.</li> <li>Introduced "Breakfast with CEO" sessions where employees can interact with CEO in an informal setting.</li> <li>Reviewed format of our Business Meetings, which are held twice a year, starting with the 80<sup>th</sup> SIA Business Meeting in May 2015. An online survey was carried out after the event in May, among employees who attended, to gather feedback which was used to further improve the event.</li> <li>Organised an HR Forum to share HR policies with managers.</li> <li>Conducted an Organisational Climate Survey to gather feedback from staff on employee engagement and workplace-related issues.</li> </ul>
	Flight Operations' engagement with pilots via a variety of platforms.	<p><u>Print/online:</u></p> <ul style="list-style-type: none"> <li>Internal Notice to Airmen (INTAM) – Operational messages sent to crew as part of their flight plan documentation.</li> <li>Flight Operations' W@VES – web portal for all crew containing information such as policy matters, operational procedures, upcoming events and company matters.</li> <li>Technical Crew Circulars – hosted on W@VES, these circulars cover mainly policy and procedural matters. They can either be fleet-specific or cover all fleets.</li> <li><i>Highpoint</i> – <i>Highpoint</i> is a monthly joint publication by Flight Operations and Cabin Crew on their events.</li> <li>Flight Operations Notices – hosted on W@VES and emailed to all crew, this is a fortnightly publication containing information on Company operational and administrative matters.</li> <li>Fleet e-Newsletters – hosted on W@VES and emailed to the respective fleet crew, these are publications touching on fleet-specific issues.</li> <li>Fleet Talk – hosted on W@VES and functions as a one-way "Twitter Board" where the respective fleet management post messages for their crew's information, e.g. brief updates on aircraft incidents and notification of crew movement.</li> </ul> <p><u>Face-to-face:</u></p> <ul style="list-style-type: none"> <li>Fleet Meetings: held half-yearly and open to all ranks within the fleet, where external speakers can sometimes be invited to speak on aviation-related issues.</li> <li>Fleet Dialogue: held every alternate month for rostered crew and chaired by the Fleet Chief Pilot, focusing on internal fleet matters.</li> <li>Senior Vice President Flight Operations' (SVPFO) dialogue with crew: held every month for rostered crew where SVPFO will touch on fleet-wide concerns such as fuel awareness and the crewing situation.</li> <li>Flight Operations Get-Together: held once a year and open to all crew and ground staff as a social event with Flight Operations management.</li> <li>Operations &amp; Training Symposium: held every year and open to all crew, covering operations &amp; training matters.</li> <li>Instructor Meetings: internal meetings held regularly by the instructors on training issues.</li> <li>Safety Symposium: held every year jointly with Safety, Security &amp; Environment Division and open to all crew, covering flight safety issues.</li> </ul>

Stakeholder	Key Topics and Concerns	Examples of Our Responses
CUSTOMERS	Relevant product innovation.	<ul style="list-style-type: none"> <li>Delivery of new Airbus A350 aircraft.</li> <li>Introduced Premium Economy Class.</li> </ul>
	Network expansion.	<ul style="list-style-type: none"> <li>Announced launch of new routes such as Dusseldorf, Wellington and Canberra.</li> <li>Improved mobile app and redesigned website. Introduced the Companion App for KrisWorld.</li> <li>Added subsidiaries Scoot and Tigerair to the Airline's KrisFlyer programme.</li> </ul>
	Enhancement to Frequent Flyer Programme.	
	Ensure positive customer experience at customer contact centre.	<ul style="list-style-type: none"> <li>We engage with customers when they call us for servicing and gather their feedback via a post-call survey.</li> </ul>
	Ensure timely follow-up on customer feedback received via various channels.	<ul style="list-style-type: none"> <li>The responsibility of the Customer Affairs (CA) Department is to reach out to customers who provide feedback on the quality of the Company's products and services.</li> <li>CA responds to customer feedback, explaining and addressing their concerns, and offering them service recovery where deemed appropriate. Appreciation is also expressed to customers for taking the time to provide the Company with their valuable feedback.</li> </ul>
SHAREHOLDERS AND INVESTOR GROUPS	Clear and timely communication on Singapore Airlines' operational and financial performance.	<ul style="list-style-type: none"> <li>We believe in timely and consistent disclosure of pertinent information to enable a transparent assessment of the Company's value. Analyst and media briefings are held on a half-yearly basis and full transcripts of the proceedings are made available on SGXNet and the Company's website (Information for investors section).</li> <li>All financial results, as well as price sensitive information, are released in a timely manner through various mediums, including email updates, press releases posted on the Company's website and disclosure via SGXNet.</li> <li>We value dialogue with shareholders, and a dedicated investor relations email and hotline are maintained for the investing community to reach out to the Company for queries.</li> <li>SIA meets with analysts and investors on a regular basis through investor conferences and roadshows, as well as ad-hoc meetings and teleconferences. The Annual General Meeting also serves as a platform for shareholders to raise queries regarding the Group's performance and strategy.</li> <li>We address the concerns of the investing community and strive to continuously strengthen our relationship with our shareholders. In addition, we strive to improve the investing community's understanding of the Group's portfolio strategy by increasing involvement of the senior management from key subsidiaries in our shareholder engagement activities.</li> </ul>
SUPPLIERS/ VENDORS	Ensuring high catering standards.	<ul style="list-style-type: none"> <li>Regular meal presentations/audits are conducted to ensure meals of the highest quality.</li> </ul>
	Best practices for ground handling services.	<ul style="list-style-type: none"> <li>Regular audit checks are conducted to ensure that ground handlers comply with the established standards and procedures.</li> </ul>
	Daily engagement with vendors on matters related to the customer contact centre.	<ul style="list-style-type: none"> <li>We engage with vendors to recognise their agents for good performance and review their performance.</li> <li>Discussions with outsourced vendors on latest technology to help improve operations, i.e. speech recognition, artificial intelligence and anticipative caller intent.</li> </ul>
	Regular engagement with product suppliers through face-to-face meetings, emails and phone calls.	<ul style="list-style-type: none"> <li>Project milestone meetings with aircraft suppliers Airbus or Boeing, and the respective seat and inflight entertainment suppliers such as Jamco, Zodiac and Panasonic.</li> <li>Weekly tele-conferences with the above-mentioned suppliers for updates on the status of the various projects.</li> <li>Daily email correspondence with the above-mentioned suppliers as and when required, especially to highlight issues and clarify details on cabin interior and seat designs and definitions.</li> </ul>
	Market review through meeting with suppliers once every two to three years to ensure that the Company continues to engage with the most cost effective suppliers.	<ul style="list-style-type: none"> <li>We engage SATS once every six months to discuss both commercial and operations matters. For all other suppliers (including incumbent suppliers and potential partners), the Ground Handling and Catering Contracts (GHCC) Department meets with them in Singapore, during visits to overseas stations or during international ground handling and catering conferences. These forums allow GHCC to keep pace with the industry offerings and to engage suppliers to discuss ongoing operational issues and other procurement strategy matters. On a continual basis, dealings with suppliers are also made through phone calls and emails to obtain quotations and negotiations. Service Level Agreements, signed as part of the contract, are monitored on a continuous basis to ensure the consistency of service standards.</li> </ul>

# Safety at Singapore Airlines



# SIA's Safety Performance

*The safety of our customers and staff is our first and foremost priority. It is the core of our operations and our success.*



Stakeholder	Targets	Actual
Flight Incident Report Rates (per 1,000 flights)	Below 1.10	A rate of 0.93 was achieved for FY2015/16
IATA Operational Safety Audit (IOSA)	Every two years	The 7 <sup>th</sup> IOSA was completed in January 2016
Lost time injury frequency rate (LTIFR)	–	i) SIA ground injury = 2.2 per million man hours ii) Cabin Crew inflight injury = 21.3 per million man hours
Line Operations Safety Audit (LOSA) by TLC (The LOSA Collaborative), Klinect Group L.L.C.	Every four years	3 <sup>rd</sup> LOSA completed in December 2013
Departmental & Corporate Risk Register (Operations)	Every six months	Reviewed every six months
Crisis Management Exercise	One annually	Crisis Management Exercise carried out in October 2015

## Flight Safety Policy

The safety of our customers and staff is our first and foremost priority. It is the core of our operations and our success. We believe that it is every employee's responsibility to work towards a strong and positive safety culture.

### SIA's Flight Safety Policy is founded on the premise that:

- safety is the responsibility of everyone and at all levels in Singapore Airlines.
- we will promote a strong safety culture in our company.
- our people will be well trained and comply with all applicable regulations and standards.
- our equipment and operating systems will be well maintained and comply with all applicable requirements.
- our safety management system will deal with safety issues in a comprehensive and responsive manner and be able to effectively inform, educate and strengthen our safety values.
- we subscribe to the Just Culture principles in the handling of reported incidents and accidents. This refers to a way of safety thinking in which there is an atmosphere of trust for incidents and safety-related information to be reported freely so that lessons can be learnt and improvements made. The culture supports learning and sharing, and is necessary to ensure safe operations.
- we will continuously improve to sustain the high standards of our people and systems.

## Safety & Health Policy

Singapore Airlines places the greatest importance on the safety of its customers and employees and will do its utmost to provide and maintain a safe and healthy work environment. We promote safety consciousness through teamwork, communication, education and training, and encourage employees to embrace safety as a personal and collective responsibility. We have a Code of Conduct which we expect all our suppliers to adhere to.

We are committed to:

- eliminate or mitigate risks to an acceptable level and implement control measures to prevent injuries or illnesses and/or loss or damage to property and equipment.
- comply with applicable regulatory requirements and adopt best practices.
- ensure that our equipment and facilities are well maintained.
- instil and promote safety consciousness among our employees to prevent accidents and injuries.
- organise programmes and regular activities to improve the health and physical well-being of our employees.
- seek continuous improvement in our safety and health programmes.

# SIA's Safety Performance

## SIA Safety Programme

The SIA Safety Programme serves to strengthen safety as a core value and promote greater understanding and awareness of safety concepts and the Company's efforts towards safety management. This gives employees a better appreciation of the roles they play, as well as the contributions they can make towards higher safety standards in the Company. The programme covers Introduction to Safety, Effective Safety Management, Safety Culture and Our Approach and Commitment to Safety. Every employee is enrolled in the Safety Programme and takes a refresher assessment test every three years.

## Safety Risk Management

SIA's Safety Risk Management policy is to manage risks necessary to achieve corporate objectives. At all levels of the Company, safety risks are managed by proactively identifying the risks, and control measures are then implemented to mitigate the risks to levels that are acceptable and necessary to enhance the value of the Company.

## Workplace Safety & Health

As a result of the Workplace Safety and Health Risk Management Regulations, we focused on training relevant managers and risk assessment team leaders to prepare them for the mandated risk assessment exercise for FY2015/16. Selected staff were trained on the fundamentals of hazard identification, risk assessment and managing risks at the workplace by applying risk management principles. Individual business units completed their Hazard Identification & Risk Assessment (HIRA) in October 2015.

In addition, annual audiometric tests were conducted for all staff who are exposed to noisy environments in Engineering and Flight Operations Divisions. Full attendance of nominated staff was recorded.

## Ground Ramp Incident Prevention (GRIP) Programme

The SIA Ground Ramp Incident Prevention (GRIP) programme is into its 12<sup>th</sup> year. Over 1,500 observations were made in 2015 by teams from various divisions. This programme focuses on preventing ground ramp incidents at our stations. Unsafe conditions and practices noticed were minor in nature and were attended to immediately.

## Flight Data Analysis Programme (FDAP)

Flight data is captured in Quick Access Recorders (QAR) in aircraft. This data, capturing much of the aircraft's flight and systems performance, is downloaded from the QAR and used by engineering maintenance staff, as well as flight crew, to support safe operations.

The data for every flight is screened, focusing on any deviations from the norm. Where such deviations are identified, the data is further analysed and, where necessary, corrective and/or preventive measures are taken.

## Employee Feedback

We place emphasis on using employee feedback to improve the safety environment in the workplace and encourage employees to identify hazards and report incidents, no matter how minor, to create awareness and highlight risks. Procedures are put in place for employees to report such incidents for both flight and occupational safety.

## Safety Surveys

SIA carries out a company-wide online safety survey with air crew every two years. The safety survey assesses a number of areas, such as safety management, violations observed during operations and readiness of our crew to report safety occurrences or issues. It provides an overall assessment of the safety climate and culture in our operational environment, as well as any safety concerns of our crew.



*The SIA Safety Programme serves to strengthen safety as a core value and promote greater understanding and awareness of safety concepts and the Company's efforts towards safety management.*

# SIA's Safety Performance

## Management Oversight

SIA's safety governance structure consists of five groups to guide safety management:

- Board Safety and Risk Committee (BSRC).
- Occupational Safety, Health and Environment Committee (OSHE).
- Air Safety Committee (ASC).
- Safety, Security & Environment (SSE).
- Divisional safety departments/ Safety Action Groups (SAG).

We also have a comprehensive list of quantitative and qualitative performance indicators to measure the effectiveness of our efforts. These indicators are reviewed on a quarterly basis and are benchmarked against industry standards.

## Cabin Safety Observations (CSO)

Determining the level of safety in our cabin operations is key to helping us understand the effectiveness of the safety procedures, and to review improvement plans. With the CSO programme, we are able to adopt a quality approach in assessing crews' performance in their safety duties and responsibilities. All information gathered from the observations by our qualified observers is collated and discussed with Cabin Crew Management, as well as shared with cabin crew. Areas of improvement are identified and worked on.

## Safety & Security Week 2015

The Safety & Security Week (SSW) was held from 7-10 September 2015 to promote safety and security awareness among SIA Group staff. "Towards Team Safety and Security" was the theme of the SSW, underlining the importance of working proactively in teams to ensure a safe and secure environment across the organisation.

Various divisions and units within the SIA Group organised programmes such as Safety Forums, Safety Seminars and Safety Campaigns to promote safety and security at the respective work areas.

## Operational Safety

For our pilots, operational safety is key. To ensure the highest standards of flight operations, our pilots undergo rigorous training with continuous refresher courses to ensure they are at the top of their game.

## Pilot Training



### 01 AB-INITIO PILOT TRAINING CONDUCTED BY SINGAPORE FLYING COLLEGE:

Training cadet pilots with no flying experience to achieve an ATPL (Airline Transport Pilot's Licence) or MPL (Multi-Crew Pilot Licence).

### 02 SECOND OFFICER TRAINING TO QUALIFY AS FIRST OFFICERS:

Cadet pilots who complete their initial pilot training undergo a conversion training programme to qualify to fly the Airbus A330 or Boeing 777. They then undergo a structured Second Officer training programme. On successful completion, they are appointed as First Officers in SIA, after which they operate as qualified co-pilots.

### 03 INITIAL COMMAND TRAINING FOR FIRST OFFICERS TO BECOME QUALIFIED CAPTAINS:

First Officers who meet the standards to qualify for command are put through a rigorous training programme before they are promoted to Captain.

### 04 CONVERSION TRAINING TO QUALIFY PILOTS FOR AN AIRCRAFT RATING:

Any pilot who moves to a different fleet must undergo conversion training.

### 05 INITIAL CRM (Crew Resource Management) training is required for all pilots.

### 06 INITIAL SEP (Safety and Emergency Procedures) training is required for all pilots.

## Recurrent Training

### Recurrent Training for pilots:

Conducted twice a year in the full-flight simulator, the recurrent training programme enhances the proficiency of our pilots in handling and managing abnormal and emergency situations. Recurrent training also allows our pilots to practice manual flying of aircraft under different situations and environmental conditions.

Proficiency in manual flying is a key skill for pilots in the face of increasing automation in modern flight decks.

### Recurrent SEP Training:

Conducted every year, the training ensures our pilots' knowledge is refreshed and tested. It also ensures they remain competent in aircraft and cabin safety and emergency procedures.

### Recurrent CRM Training:

This is conducted for pilots once every two years. In addition, annual recurrent CRM training is conducted jointly for pilots and cabin crew.

### Recency Training:

This is conducted for any pilot who has been absent from flying for more than 35 days.

*To ensure the highest standards of flight operations, our pilots undergo rigorous training with continuous refresher courses to ensure they are at the top of their game.*

# SIA's Safety Performance

## Developmental Training

SIA has a Pilot Development Unit that takes charge of development training programmes for pilots. Most of these courses are conducted by in-house presenters and facilitators, with some courses run by external consultants. We also conduct Instructor Pilot Training Programmes for instructor candidates.

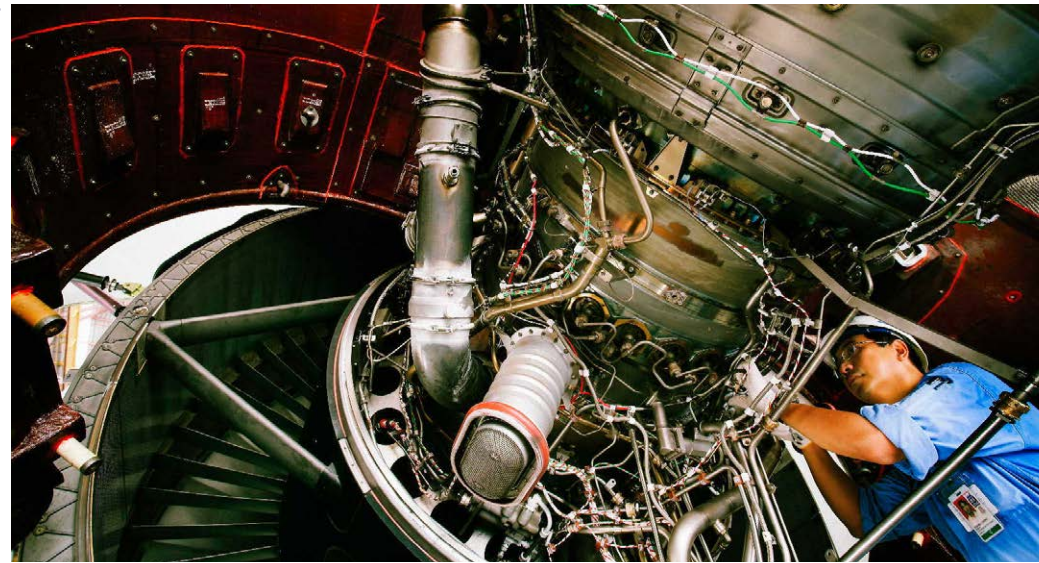
## Other Training

Within the framework of mandatory training, SIA also conducts other training for pilots, deemed useful or necessary in light of our operating experience or recent events or incidents involving other airlines (evidence-based training). Every year our staff from Flight Crew Training attend major pilot training conferences and seminars held by industry organisations and aircraft manufacturers to gain insight into new and innovative training methodologies and to share training experiences within the industry.

In addition to recurrent training and developmental training, every pilot undergoes a minimum of three checks a year - two Base Checks in the full-flight simulator to demonstrate competency in manual flying and in handling and managing abnormal and emergency procedures, as well as one Line Check in the aircraft to assess competency in operating a regular flight in accordance with company policies and standard operating procedures.

This continues throughout the pilot's career and a pilot will visit the full-flight simulator at least once every three months either for a training session or a check. This ensures that a pilot's knowledge, flying skills and cockpit management skills are continuously practiced, refreshed and updated. Another key initiative in our pilot development is the launch of the pilot mentoring programme in 2012. This mentoring framework aims to further improve our pilots' performance through teaching, coaching and role modelling. It also supports the transition of our pilots in their new roles as they advance through the ranks, from cadet pilots to instructors.

In addition, this mentoring framework provides opportunities for our senior pilots to develop their coaching, mentoring and communication skills. The goal of the mentoring programme is to develop our pilots to their full potential, enhance safety attitudes and behaviours by building on their professional values, and propagate SIA's organisational core values.



## Fatigue Risk Management System (FRMS)

SIA is an active participant in this programme, which looks at issues related to pilot fatigue to enhance safety and ensure optimal operating levels of our crew.

Crew rest facilities on our aircraft are carefully evaluated to ensure proper rest is available for our crew who are on duty.

## Aircraft Maintenance

As an Air Operator Certificate Holder approved by the Civil Aviation Authority of Singapore (CAAS), SIA's aircraft maintenance not only complies with airworthiness requirements but also with the Safety Management System (SMS) practices which are embedded in the local legislation. The CAAS SMS contains elements which are in line with those prescribed by the International Civil Aviation Organization (ICAO).

For the past decade, our Engineering Division has also attained accreditation by TUV SUD PSB Pte Ltd, a global testing, certification, inspection and training provider, in the following aspects:

### ISO 9001:2008

**QUALITY MANAGEMENT SYSTEM** for the Provision of Technical Support for SIA's Aircraft Acquisition and Disposal, Aircraft Maintenance Activities, and Engineering and Spares Management.

### ISO 14001:2004

**ENVIRONMENTAL MANAGEMENT SYSTEM** for the Provision and Management of Aviation and Engineering Support Services to SIA.

### BS OHSAS 18001:2007

**OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM** for Provision and Management of Aviation Engineering Support Services to SIA.

## Passenger Safety

With a large array of training courses and channels through which we educate and communicate with our cabin crew, safety and security awareness and focus on safe work habits are inculcated. All cabin crew undergo courses such as Safety and Emergency Procedures (SEP) training, along with pilots, and are involved in the Fatigue Risk Management System (FRMS) programme. Information and promotion on safe work habits and workplace safety are shared with crew through videos, circulars, campaigns and communication sessions. Our cabin crew are trained to be well-rounded, adept at situational awareness, teamwork and effective communication. The importance of balancing service with safety and security is also consistently emphasised through the various channels.

## Food Safety

SIA is committed to serving inflight meals that meet the highest levels of food safety and hygiene. We have a policy of not using Monosodium Glutamate in our freshly prepared meals. Our caterers ensure that food sources are from licenced and accredited establishments which conform to requirements of relevant regulatory authorities, as well as the Hazard Analysis and Critical Control Points (HACCP) and International Organization for Standardization (ISO).

Locally-manufactured items are procured only from AVA Licenced Grade A or B food establishments (in the case of Singapore), or the equivalent (in the case of other countries). The Quality Assurance team from our local caterer, SATS, conducts factory audits, especially for high-risk food materials, apart from regular sampling laboratory tests and random quality checks on incoming raw materials. In addition, SATS is regularly audited by Medina Quality & Safety Alliance Inflight Services.



# Focus on People



# Stakeholder Engagement: Employees

As a global airline, SIA is dedicated to providing air transportation services of the highest quality. With an unyielding commitment to fleet modernisation, product and service innovation, as well as market leadership, we are proud to be one of the world's most respected travel brands.

Our success would not have been possible without the efforts of our people. We recruit dynamic individuals from diverse backgrounds and are committed to providing our employees with equal opportunities to achieve their full potential.

In 2015, SIA won the award for the Most Popular Graduate Employer for the "Logistics, Transport and Supply Chain" sector at the Singapore's Leading Graduate Employers Award Ceremony. The Award recognises organisations which students from Singapore's institutions of higher education want to work for most.

### Our Diverse Workforce

Our Parent Company has employees who are based in 36 countries. As at 31 March 2016, our employee strength was 14,046<sup>1</sup>, with a 0.9 per cent increase over the previous year. The percentage of Senior Management<sup>2</sup> based in our Singapore head office and who are Singapore Citizens or Permanent Residents is 99.6 per cent.

<sup>1</sup> Excludes SIA staff seconded to other companies and includes staff seconded to SIA

<sup>2</sup> Senior Management refers to those who are holding Managerial positions and above, and Management Pilots

### Industrial Relations

We work closely with the Airline Pilots Association Singapore (ALPA-S), Air Transport Executive Staff Union (AESU) and Singapore Airlines Staff Union (SIASU) to ensure that fair and sustainable wage settlements and employment terms are provided to employees. Collective Agreements are in place with each of the unions. About 98 per cent of SIA employees are covered by collective bargaining agreements.

#### ALPA-S:

This is the representative body for airline pilots in Singapore. About 94% of SIA pilots are members.

#### AESU:

This is the union body for staff in SIA Group of Companies who are in the executive grade. About 51% of SIA executives are members.

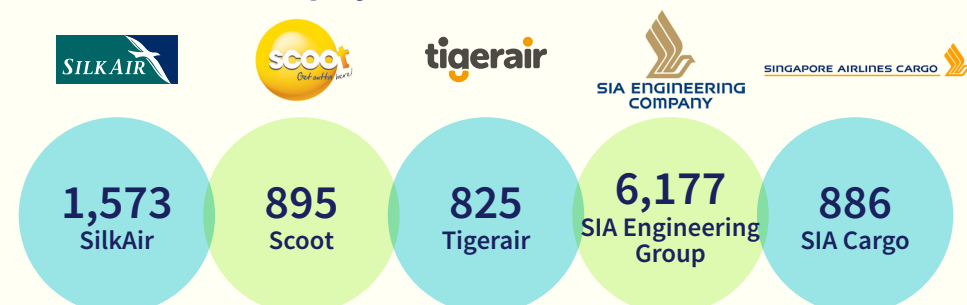
#### SIASU:

Graded/junior staff and cabin crew in SIA Group of Companies fall under this representative body. About 74% of SIA employees in this category are members.

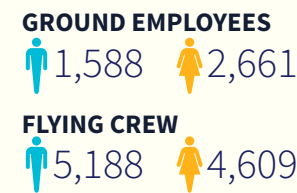
SIA adopts a collaborative problem-solving approach in our engagements with the unions. Regular monthly meetings are held between management and unions to address staff and operational issues.

SIA's Chairman, Chief Executive Officer, Executive Vice Presidents and Senior Vice President Human Resources hold quarterly luncheon engagements with the unions where the outlook of the Company as well as issues relating to labour-management relations are discussed. Union leaders are also invited to company functions, such as retirement and long service awards ceremonies, and Business Meetings, which cover a review of the Group's commercial activities and financial results.

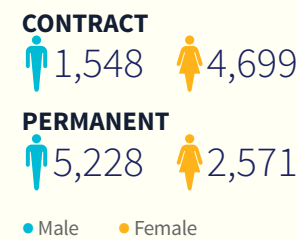
### Total Number of Employees in Our Subsidiaries



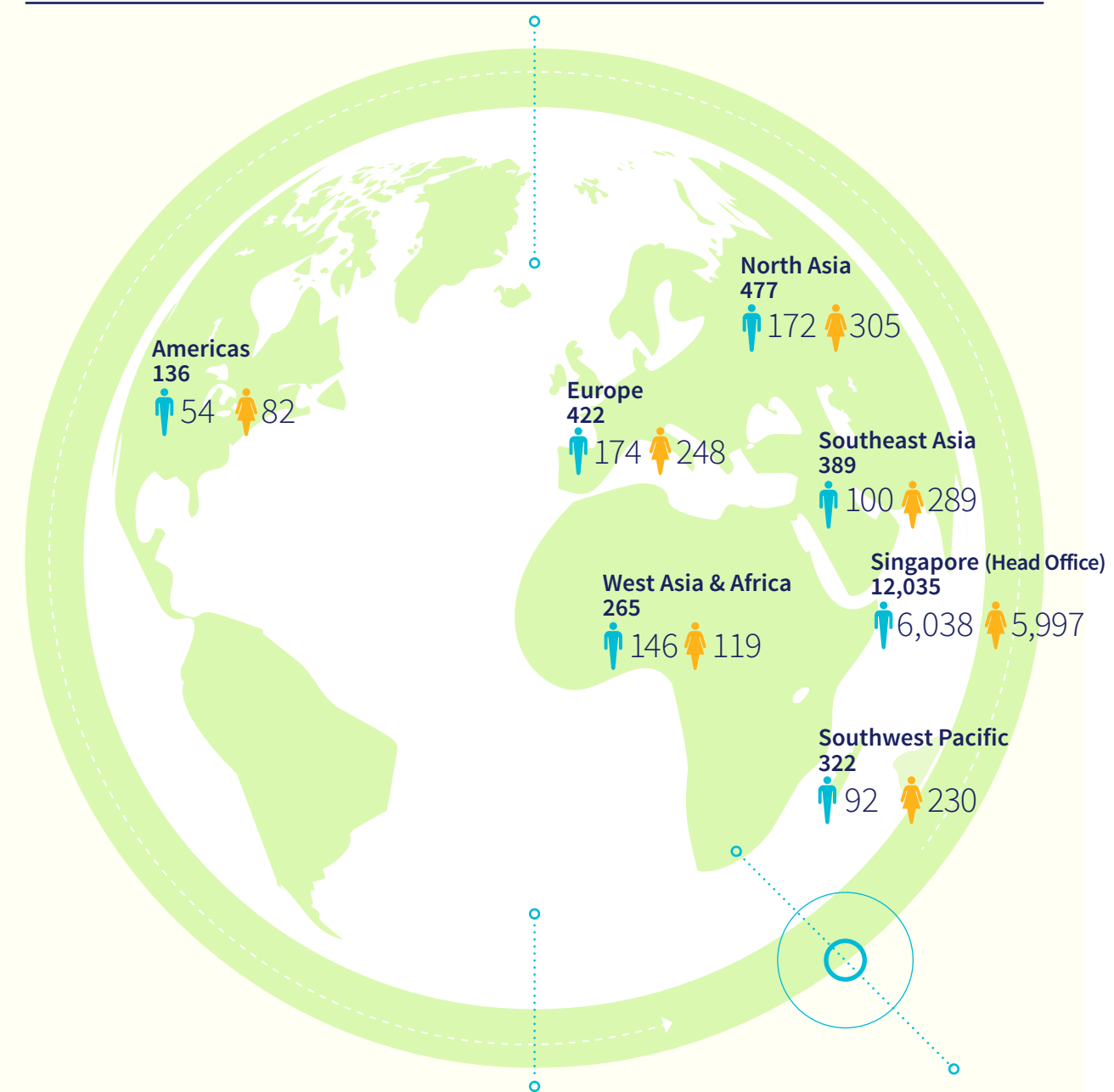
### Total Number of SIA Employees by Employment Type and Gender



### SIA Employees by Employee Contract and Gender



### Total SIA Workforce by Region and Gender



As a global airline, SIA is dedicated to providing air transportation services of the highest quality. We recruit dynamic individuals from diverse backgrounds.

# Stakeholder Engagement: Employees (cont'd)

Some of the key agreements concluded with the unions for FY2015/16 include the following:

- > Service Increment 2015 with AESU & SIASU effective 1 July 2015.
- > Service Increment 2016 with ALPA-S effective 1 January 2016.
- > Points of Agreement with SIASU signed on 5 February 2016 for a new Collective Agreement effective 1 March 2016.

### Employee Code of Conduct

All employees should embrace and exemplify our core values, i.e. pursuit of excellence, safety, customer first, concern for staff, integrity and teamwork, in the course of their work and dealings with other parties. These core values are constantly reflected in our employees' induction and onboarding programmes. Employees are also expected to adhere to an employees' code of conduct (or staff regulations) found on our corporate Intranet.

Our staff regulations cover aspects such as non-discrimination, harassment, anti-corruption and competition law policy. Labour practices grievance mechanisms are detailed in the Collective Agreements. Other labour practices related to child labour, forced or compulsory labour, human rights grievance mechanism, and diversity and equal opportunity are carried out in accordance with the Employment Act as well as other laws governing Singapore.

Strict compliance with our staff regulations is expected of all staff as set out in their employment contracts and when there are cases of misconduct, the Company has an established Disciplinary Inquiry Process to guide appropriate actions. All proceedings are recorded and a summary report of each disciplinary inquiry is submitted to our Senior Management. The staff regulations are reviewed from time to time between the Human Resource and Legal Departments to ensure relevance and for updates to be inserted as applicable. At the completion of each review, all staff will be informed of the changes for compliance. The number of grievances to third parties, if any, are captured annually and reported in SIA's Sustainability Report.

### Employee Benefits

Full-time employees who are based in Singapore enjoy benefits such as:

- i. Insurance schemes – Group Term Life, Group Personal Accident, Medical Insurance for Dependents of Staff, Voluntary Personal Accident.
- ii. Leave – Compassionate, Matrimonial, Paternity, Maternity, Shared Parental, Childcare, Adoption, National Service and Special leave.
- iii. Medical and dental care.
- iv. Staff travel.
- v. Zoo / River Safari pass.
- vi. Holiday accommodation subsidy.

### Performance Review

The efforts under our Workforce Productivity Initiative – Towards Optimal Productivity (TOP) programme for our Singapore-based ground administrative employees are progressing well and the effort to improve productivity at all levels is a continuous process, encompassing all grades of staff. The TOP programme was introduced in 2012 and puts in place a framework that embraces a performance- and development-based culture that recognises and rewards good performance.

All SIA permanent employees received a regular performance and career development review during FY2015/16.

### Employee Health

The health and well-being of our employees are important to us and crucial to the success of the Company. Therefore, the SIA Wellness & Health Programme (WHP) was launched in early 2012 to promote healthy lifestyles and employee well-being. Over the years, many activities under the WHP have been offered to employees. In addition, we received a \$23,068.77 Workplace Health Promotion Grant from the Health Promotion Board.

The following were held during FY2015/16:



#### Talks/Workshops

- a. General Health talks, e.g. cholesterol and hypertension management, Know Your Vitamins
- b. Healthy Eating talks
- c. Sports talks, e.g. Aerobics, Picking the Right Running Shoes
- d. Healthy Cooking Demo sessions, e.g. Prosperous & Nutritious



#### Sports Activities

- a. SIA Group Athletics Meet
- b. SIA Group Road Run
- c. Training for Runners activity
- d. SIA Open Badminton Tournament



#### Other Workplace Health Initiatives

- a. Free annual basic health screening
- b. Counselling helpline service
- c. Colorectal cancer screening
- d. Launch of Wellness & Health online community for staff to share health and wellness tips



*The health and well-being of our employees are important to us and crucial to the success of the Company.*

## Stakeholder Engagement: Employees (cont'd)

### Employee Communications and Engagement

SIA engages its employees through communications on our internal platforms, internal and public events, wellness and health activities, community service, and social functions. In addition, regular surveys are held to gauge the level of engagement with employees.

Quarterly Breakfast with CEO, monthly TGIF chill-outs, Divisional briefings and HR Forums are some of the activities held at our new 7Degrees Staff Lounge. The informal, colourful and vibrant environment of 7Degrees provides a welcome alternative at Airline House, for both meetings and relaxation.

Latest news and information are communicated to our people through various communication channels.

Examples of our internal communication channels include:

- > *Outlook*, our in-house magazine, which is published on a monthly basis.
- > Our corporate Intranet site which can be accessed by all employees. The different divisions (e.g. Cabin Crew, Flight Operations, Sales and Marketing) have their own portals to disseminate information specific to their areas of work.
- > Business Meetings for employees are organised twice a year and cover a review of the Group's commercial activities and financial results.
- > LCD TVs in common areas such as shared meeting rooms and employee canteens which broadcast company-related videos and news.
- > A new internal online platform was launched to enable online social interaction among staff and improve productivity and collaboration at work.
- > Other forms of employee communications include regular communication sessions, departmental debriefs, and sessions between senior managers and team members who are two or more levels below them.

A company-wide survey was conducted in October 2015 over a two-week period to find out what our employees wanted to see in *Outlook*. The survey covered various aspects such as content, size, format and design of the publication.

A total of 1,239 responses was recorded, with 65% of employees citing that they wanted new content such as lifestyle and wellness stories.

Our employees' feedback was valuable and enabled us to revamp the publication in a way that resonated with the different generations across the Company. The new design for *Outlook* first appeared in the May 2016 issue.

The new Staff Lounge, with facilities such as a table tennis table, foosball table and video games, has been well received by employees. The lounge provides employees with a space to unwind, network and serves as a venue to hold official social functions and activities.

The Company conducts the Organisational Climate Survey (OCS) once every two years to gather employee feedback on employee engagement and workplace issues. The last survey was conducted in 2015. The survey was extended to SIA subsidiaries – SIA Cargo, SilkAir, Tigerair and Scoot.

As part of Singapore's 50th birthday celebrations, SIA invited the public to its training centre during the SIA Open House & Carnival in 2015. The event also received strong support and participation from employees and their family members.

The Flight Operations Division also engages with its ground staff via social events such as quarterly breakfast sessions and an annual Christmas party.

To ensure that the management team continues to engage with our pilots, Flight Operations holds a Flight Operations Get-Together session once a year, briefing sessions on the Company's performance each month and updates on other crew operational matters every quarter.

### Community Service

Our employees regularly serve the community through organised group visits to homes, outings with beneficiaries and fundraising initiatives. The spirit of giving was also not forgotten during festive celebrations such as Christmas, where employees granted the wishes of beneficiaries with presents.

### Cabin Crew

#### Crew Welfare

We ensure that our pilots and cabin crew are given sufficient rest during layovers and after flights. Cabin crew are also encouraged to participate in extracurricular activities which aim to provide them with a holistic work experience and opportunities to interact with colleagues.

Cabin crew are given inflight rest where mandated, according to the Fatigue Risk Management System guidelines stipulated by the Civil Aviation Authority of Singapore. We constantly share information on fatigue and its management with our cabin crew to ensure they have sufficient rest before each duty. This is done through channels such as online e-courseware.

*The new Staff Lounge, with facilities such as a table tennis table, foosball table and video games, has been well received by employees. The lounge provides employees with a space to unwind, network and serves as a venue to hold official social functions and activities.*

## Stakeholder Engagement: Employees (cont'd)

### Extracurricular Activities (ECA)

Thirty-two ECAs covering a wide range of interests are available to our cabin crew. Crew can choose from an array of ECAs such as the Cabin Crew Performing Arts Circle, Music Society and the Creative Circle to hone their creative and artistic talents. Those who enjoy being outdoors can join various activities such as the Cabin Crew Tennis Circle or Basketball Club or Golf Circle. There are also indoor ECAs such as the Fitness & Nutrition Circle and Bowling Buddies. Lifestyle-driven ECAs such as Toastmasters, the Wine Appreciation Group or Le Club provide an avenue for crew to develop their interests in other areas. The ECAs boast a total membership of over 8,000 cabin crew and ground staff in the Cabin Crew Division, and provide excellent platforms for our crew to further develop their interests and hobbies.

### Community Service

Our cabin crew continued to reach out to the underprivileged (young and old) as well as the physically- and intellectually-challenged. They participated in various community service activities such as organising fundraising initiatives and helping out in nationwide charity events.

### Returning Crew Scheme

Crew who become pregnant are not permitted to fly for safety reasons. However, we actively encourage crew to return to flying after delivering their child under the Returning Crew Scheme. This scheme enables crew who meet the criteria under the Returning Crew Scheme to return to flying with minimal disruption to their careers, with the crew's previous years of service retained. Since 2012, there has been a 66% increase in the number of applications for the scheme. Correspondingly, the number of successful applications has increased 95% over the same period. Over the last three years, the average success rate for the scheme is 88%.



### Returning Graduates Scheme

The Returning Graduates Scheme allows cabin crew who wish to pursue further studies to return as flying crew after their graduation. Crew who leave the Company under this scheme will be granted leave of absence during their study period and will be able to return to the Company with their last held rank, seniority and salary maintained. This year, the eligibility criteria has been revised to enable more crew to return to flying through this scheme.

### Career Transition Programme

Six months prior to their retirement, crew will receive a Career Transition Guide and a list of career opportunities which aim to prepare them for an effective career transition should they wish to continue working beyond retirement. In addition, to ensure that our cabin crew are equipped with the necessary knowledge to make sound financial decisions, they would attend a Financial Management course which aims to develop their financial capabilities in preparation for their retirement.

### Training

Our people represent a key competitive advantage, and we place strong emphasis on the development of our employees. We invest significant resources each year to train our pilots, cabin crew and ground employees worldwide. For FY2015/16, we received a \$947,539 training grant from the Singapore Workforce Development Agency.

For pilots, their average training hours per year include both refresher training and training that is mandated by regulatory requirements.

*Our people represent a key competitive advantage, and we place strong emphasis on the development of our employees. We invest significant resources each year to train our pilots, cabin crew and ground employees worldwide.*

## Stakeholder Engagement: Employees (cont'd)

### Onboarding

All new ground employees undergo an onboarding programme, which immerses them in the culture of SIA. This programme provides them with a broad overview of the Company, and the functions performed by each department. New Administrative Officers (AOs) hired under the generalist scheme will participate in the SIA Executives Programme, which includes hands-on customer handling experience at our Call Centres and SilverKris Lounge.

As part of the onboarding programme for new AOs, the SIA Mentorship Scheme provides a unique opportunity for these employees to engage with, and learn from, the knowledge and experience of senior executives. Through these casual engagement sessions with their mentors, who share about the SIA culture, their personal experiences and work values, these new AOs become closely integrated into the SIA family.

Various programmes are in place for the continual upgrading of employees' skills. These include learning and developmental programmes, on-the-job training and coaching, as well as sponsorships for continuing education.

Learning programmes are mapped to SIA's Leadership and Performance Competencies and Core Values. Structured learning roadmaps are in place, which provide employees with targeted and relevant learning opportunities, at the appropriate time in their careers. Along with functional training programmes, which equip employees with the knowledge and skills needed as part of their day-to-day job requirements, the Company also develops employees' leadership and management capabilities, allowing them to grow within the organisation.

Senior employees (Vice Presidents and above) are provided additional opportunities to augment their leadership and management competencies. This includes attending external senior executive education programmes and seminars, which also broadens their exposure and provides networking opportunities.

Under the Continuing Education Scheme, SIA provides sponsorships to employees keen on upgrading themselves via attaining higher educational qualifications. This entails taking up various recognised certificate, diploma, graduate or post-graduate programmes. Employees are free to pursue these on their own time, outside of regular working hours.

### Pilot Training

We conduct all required regulatory training for our pilots and ensure that our training programmes meet not only our training objectives but are approved by the regulatory authorities.

Apart from mandated training, we conduct development training programmes for pilots of all ranks, from Cadet Pilots, Second Officers and First Officers to Captains and Instructors. During the course of their careers, continuous pilot training programmes are in place to enhance their operational and flying skills.

In addition, we offer a mentoring framework for all ranks of pilots as well as online learning programmes in our e-learning portal SKIES. This mentoring framework is an important facet of their development and is another way that we invest in the careers and personal growth of our pilots. More details on our flight operations training can be found in the Operational Safety section.



*All new ground employees undergo an onboarding programme, which immerses them in the culture of SIA. This programme provides them with a broad overview of the Company, and the functions performed by each department.*

# Stakeholder Engagement:

## Employees (cont'd)

### Cabin Crew Training

Our cabin crew members undergo a 15-week-long basic training programme which comprises classroom and on-the-job training. It includes a wide variety of modules such as fundamentals of social etiquette, personal grooming, meal service procedures, food knowledge and wine appreciation courses.

Cabin crew are also taught passenger handling skills, including methods of handling young children, the elderly and mobility-challenged individuals, as well as techniques and skills for communicating with and relating to customers. This area of training equips cabin crew with skills to better understand and meet the needs of a wide range of customers.

In line with our focus on safety and security, cabin crew are also trained in security, safety and first aid procedures, including cardiopulmonary resuscitation (CPR), during their basic training programme.

Beyond functional skills required for cabin crew to carry out their duties on board, we provide opportunities for them to develop themselves personally and professionally through our Self-Directed Learning (SDL) programme. Cabin crew can enroll themselves for SDL courses on a voluntary basis during their personal time, i.e. on their days off or during annual leave. The SDL courses offered range from skills development in languages, the culinary arts, training and leadership, to people management. With these courses, we encourage cabin crew to take control of their developmental needs and aim to complement their core skillsets with selected certified professional competencies.

One example is the Workforce Skills Qualifications (WSQ) Leadership and People Management (LPM) Programme, designed for senior cabin crew to develop leadership capabilities and chart a roadmap for leadership development. The programme enables Crew-In-Charge (CICs) to improve their personal effectiveness and people development skills. These LPM modules are also included in the training curriculum when our cabin crew are promoted to senior ranks.

### Other forms of training include:

#### Air Sommelier Scheme

This is a scheme under which suitable cabin crew are identified and trained to be sommeliers on board to provide professional wine service to our customers.

To be eligible for the Air Sommelier Scheme, cabin crew must attain the internationally-recognised Wine and Spirit Education Trust's (WSET) Level 3 Certificate in Wines & Spirits Award. In addition, cabin crew are required to attend a rigorous six-month in-house programme consisting of training workshops, periodic assessments and assignments. Successful participants who obtain the WSET Level 3 Certificate and pass the in-house programme will earn an Air Sommelier badge on their uniforms.

Air Sommeliers are expected to constantly strengthen their tasting skills and wine knowledge. This is achieved through obtaining professional certifications, and attending tasting sessions and seminars by wine experts. To ensure that they maintain adequate knowledge and skills, all Air Sommeliers are required to sit for an annual proficiency assessment.

#### Foreign Language Scheme

There are two foreign language schemes, namely, French Language (FQ) and German Language (GQ) Schemes.

Cabin crew who are selected for these schemes will be provided training from established language institutes. Through an intensive eight-week course, the crew will be inducted into the language and culture. Upon graduation, they will attain a level of proficiency required to attend to the needs of our French and/or German-speaking customers.

Crew members who are successfully accepted into the FQ/GQ scheme don a nametag bearing the French or German flag and operate on specific flight sectors requiring their language skills. They also undergo annual refresher training and have their language proficiency assessed at least once a year.

#### Partnership With Singapore Workforce Development Agency (WDA)

Our Cabin Crew Training School is a recognised training organisation through a collaboration with the Singapore Workforce Development Agency and offers many WSQ-accredited courses, including Advanced Certificate in Training and Assessment, Leadership and People Management Programme, and Provide Wine Service course. Nationally-recognised Statements of Attainment (SOAs) are issued to participants who successfully complete the course and pass the assessment. The Advanced Certificate in Training and Assessment (ACTA) is a programme consisting of six competency units that provide the workforce in the training industry with the essential skills and knowledge to design and deliver competency-based training programmes and assessment. All our in-house trainers are ACTA-certified. Since the launch of the programme in 2007, more than 6,000 crew members have embarked on the ACTA programme. Our crew members have also benefitted from the many other WSQ-accredited in-house courses. More than 210 cabin crew have earned a Diploma in Leadership and Management since October 2013 when we launched the last module of the Leadership and Management Diploma Programme.

SIA recently took the partnership with WDA a step further. As part of the collaboration, new cabin crew members who graduate from the 15-week Cabin Crew Readiness Programme (CCRP) will achieve a nationally-recognised certification under the Service Excellence Workforce Skills Qualifications (SV WSQ) framework. This collaboration which took effect in September 2013 has benefitted more than 1,400 crew members to date. The collaboration ensures that the CCRP is benchmarked against national standards and reinforces the importance of empowering employees with nationally-recognised certifications for training and development. All new cabin crew members who graduate from the CCRP will be awarded WSQ Statements of Attainment. With the WSQ certification, the skillsets of our cabin crew members are translated into recognised qualifications which will stay with them, even if they leave the organisation. This initiative enhances SIA's ability to continue attracting the best talent and supports our operational needs as we grow.

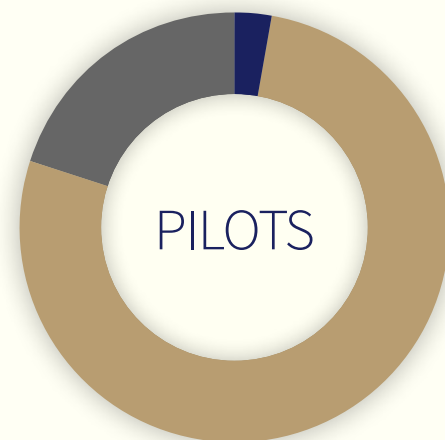
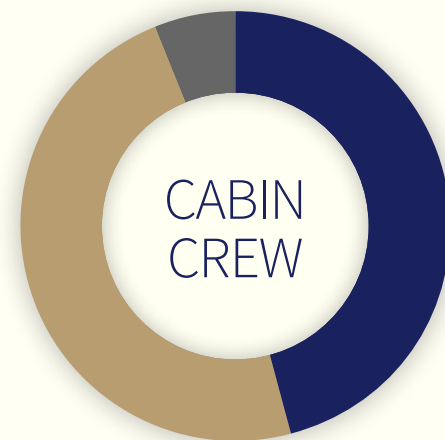
Four hundred and thirty-two employees have achieved the WSQ Advanced Certification in Training and Assessment since its launch in 2007.

# Stakeholder Engagement: Employees (cont'd)

Percentage of Employees per Employee Category, by Diversity Category such as Gender and Age Group

**GENDER**  
 48% 52%

**AGE GROUP**



Age below 30: 3%  
 Age 30 to 50: 77%  
 Age above 50: 20%

● Male ● Female

Percentage of Individuals on SIA Board by Diversity Categories such as Gender and Age Group

**GENDER**  
 89% 11%

**AGE GROUP**  
 Age above 50: 100%

Total Number and Rate of New Employee Hires by Region and Gender

Region	Male	Female
Americas	7	12
Europe	23	33
Singapore (Head Office)	402	776
North Asia	12	33
Southeast Asia	15	47
Southwest Pacific	12	25
West Asia & Africa	26	17
<b>Total</b>	<b>497</b> (*34.5%)	<b>943</b> (#65.5%)

\* Refers to the Rate (%) of Total Number of Male New Hires/ Total Number of New Hires  
 # Refers to the Rate (%) of Total Number of Female New Hires/ Total Number of New Hires

Total Number and Rate of Employee Turnover by Region and Gender

Region	Male	Female
Americas	11	18
Europe	19	27
Singapore (Head Office)	350	774
North Asia	15	36
Southeast Asia	6	41
Southwest Pacific	4	31
West Asia & Africa	14	17
<b>Total</b>	<b>419</b> (@31%)	<b>944</b> (^69%)

@ Refers to the Rate (%) of Total Number of Male Employee Turnover/Total Number of Employee Turnover  
 ^ Refers to the Rate (%) of Total Number of Female Employee Turnover/Total Number of Employee Turnover

New Employee Hires by Age Group

Above 50  
 25  
 +1.7%

30 to 50  
 163  
 +11.3%

Below 30  
 1,252  
 +87%

**Total**  
**1,440**

\* Refers to the Rate (%) of New Employee Hires by Each Respective Age Group/Total Number of New Hires

Employee Departures by Age Group

Above 50  
 650  
 &47.7%

30 to 50  
 239  
 &17.5%

Below 30  
 474  
 &34.8%

**Total**  
**1,363**

& Refers to the Rate (%) of Employee Departures by Each Respective Age Group/ Total Number of Employee Departures

Total Number of Employees Who Were Entitled to Parental Leave, by Gender

**GENDER**  
 2,150 929

Total Number of Employees Who Took Parental Leave, by Gender

**GENDER**  
 1,504 850

Total Number of Employees Who Returned to Work After Parental Leave Ended, by Gender

**GENDER**  
 1,416 653

Total Number of Employees Who Returned to Work After Parental Leave Ended and Who Were Still Employed 12 Months After Return to Work, by Gender

**GENDER**  
 1,411 648

Return to Work Rate of Employees Who Took Parental Leave, by Gender

**GENDER**  
 94.1% 76.8%

Retention Rate of Employees Who Took Parental Leave, by Gender

**GENDER**  
 93.8% 76.2%



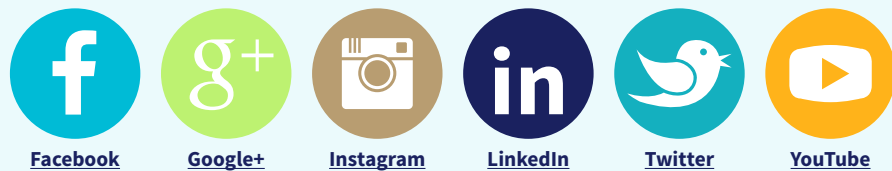
# Stakeholder Engagement: Customers

## Customer Service and Engagement

*Digital media, especially social media, has changed the way our customers consume information. The speed at which customers have access to information has also lifted public expectations. As with many organisations, customers expect real-time service recovery and quick responses to their online feedback.*

Our various social media channels, such as Facebook, Google+, Instagram, LinkedIn, Twitter and YouTube, provide additional points of contact for greater online customer engagement, to communicate important travel information to customers as well as to obtain more feedback to improve our products and services. Since September 2014, a dedicated 24/7 social media engagement unit has been in place to enhance engagement with our customers.

Click on the links below to get connected:



Customer service excellence is one of the three main pillars on which our brand promise is built. We believe in listening to our customers and we do so via various means such as verbal and written feedback, focus groups and surveys.

A dedicated Customer Affairs (CA) Department responds to customer feedback and conducts investigations on matters that require follow-up and service recovery. To ensure timely and thorough engagement with our customers, CA has several key performance indicator targets. One such target is our customer response time, i.e. feedback received via:

**Emails:**

To be closed within 8 working days

**Comment Forms:**

To be closed within 10 working days

**Letters:**

To be closed within 10 working days

Through the Service Quality Unit within CA, feedback trends are monitored and servicing or process issues are addressed at regular meetings with the relevant business units.

We conduct surveys and focus group studies to measure customer satisfaction via on-board and on-ground customer points of contact. Relevant departments will then use the data to enhance product quality or services. One example of how we listened to our customers was when we developed our new Premium Economy Class (PEY), which was launched in August 2015. We conducted surveys and based on customers' feedback, we knew there was positive demand for PEY from customers travelling for business as well as leisure travellers who did not wish to spend on premium classes, but wanted to experience more in terms of inflight offerings.

In October 2015, we announced that we would resume non-stop flights between Singapore and the United States from 2018, an initiative that was reviewed carefully and undertaken so as to meet customer demand and expectations of SIA.

In addition, we rely on external expertise in some areas to help pinpoint trends that may impact our customers' tastes and preferences, such as in the area of inflight dining, where we have the help of our International Culinary Panel (ICP) and Wine Panel (WP). Comprising award-winning chefs from the culinary capitals of the world, the ICP was set up in 1998 to work with the Airline's own chefs, to specially create the unique selection of food served on board. The three consultants on the WP help the Airline to select wines of quality from diverse regions around the world through blind tasting.

## Transforming Customer Service

Transforming Customer Service (TCS) is a company initiative launched in 1999, with a vision to invigorate the entire service organisation towards stellar customer service, to win new customers and retain existing ones. TCS is a driving force as the Airline continually seeks to break new ground in service. The efforts are underlined by the TCS spirit of 'We Will, We Can', with the belief that our collective strength will help us accomplish much in service. 'We Will, We Can' brings to focus the 'Will' to serve and care for our customers well. This is key in the transformation of our customer service mindset.

A structured TCS training programme fosters a service culture steeped in the core tenets and service values of TCS. Efforts to recognise exemplary individuals and teams whose outstanding TCS performances have contributed significantly to SIA's service excellence include the regional RVP TCS Awards and the pinnacle annual CEO TCS Awards.

We will continue to improve customer experience at various service touchpoints. For instance, our Customer Contact Services Department (CCSD) has set the following targets in order to provide better service to our customers and bring service excellence to greater heights:

- > Expansion of contact points to new channels such as Web Chat (short-term target).
- > Integration with the Customer Experience Management (CEM) tool and other applications to provide information for agents to provide customised service (medium-term target).
- > Introduction of speech recognition, artificial intelligence and anticipative caller intent modules (long-term target).

## Customer Privacy

When handling reservations and ticketing issues for customers, CCSD will collect and access customer data such as personal particulars and travel history with SIA to assist them with their flight bookings and KrisFlyer membership accounts. Hence, the customer expects SIA to respect the confidentiality of such information and safeguard that information.

CCSD abides strictly by SIA's Privacy Policy, which is available on our website, as well as the guidelines laid out by the Personal Data Protection Act (PDPA). Any collection, use and disclosure of customer data is to enable CCSD to handle customer requests according to their respective needs.

When servicing our customers, contact centre agents are required to perform appropriate verification and authentication procedures to ensure that customer data is not revealed to unauthorised personnel through the various channels of interactions (e.g. phone calls, emails, faxes, telex). These processes have been drawn up in consultation with the Company's Legal Department to ensure strict compliance with the PDPA.

CCSD also adheres to internal processes for the appropriate handling of customer data in compliance with the PDPA. Audit processes such as monthly call calibrations and process audits are also put in place to ensure that our vendors comply with our policies pertaining to the protection of customer data. Non-compliance may result in complaints lodged against SIA with the Personal Data Protection Commission (PDPC).

The above-mentioned audit processes within CCSD had highlighted instances where contact centre agents had misinterpreted the customer data

protection guidelines which resulted in complaints from customers. Such incidents are usually committed by new employees who are not familiar with the policies. Non-compliance cases are clarified with the relevant CCSD staff and vendors to prevent future occurrences.

Process-related issues pertaining to protecting customer data that are highlighted during process audits will be re-evaluated in consultation with the Legal Department and relevant CCSD staff to better align them with SIA's Privacy Policy and the PDPA.

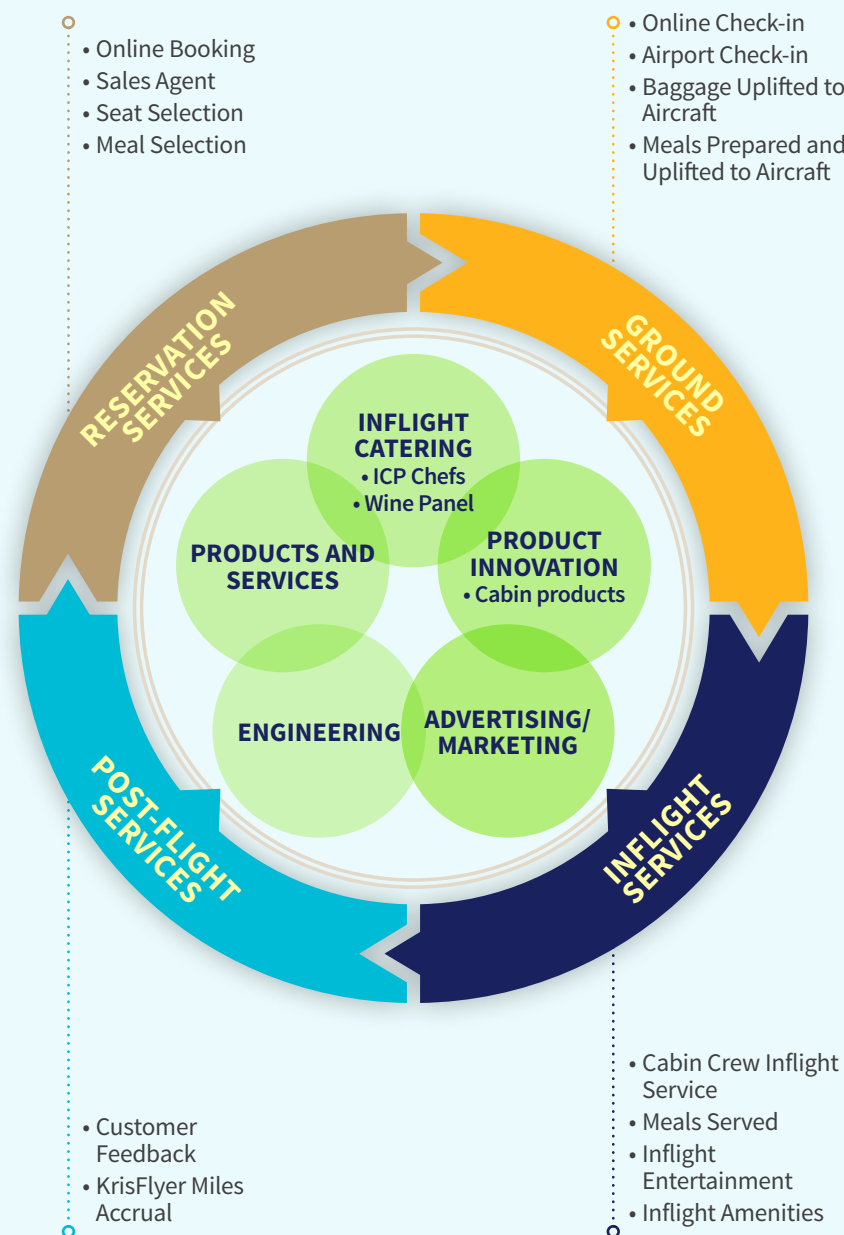
Similar to CCSD, CA abides strictly by SIA's Privacy Policy. In the course of handling customer feedback, CA will need to access customer data such as personal particulars and the customer's travel history with the Airline. Customers expect the Airline to treat such personal data as confidential.

Complaints, queries, withdrawal of consent, requests for access, corrections and updates in relation to personal data must be handled according to established internal organisational processes. These processes have been drawn up in consultation with the Legal Department to ensure strict compliance with the PDPA.

Such compliance cultivates confidence among customers in entrusting the Airline with their personal data. This facilitates the provision of a safe, smooth, efficient and customised experience for SIA's customers.

# Stakeholder Engagement: Suppliers

## SIA's Supply Chain



We try to integrate sustainability throughout our customer experience and engagement process, at various touch points starting from when a customer decides to purchase a ticket to travel with SIA. Together with relevant partners and suppliers within the supply chain, we aim to explore ways to improve sustainability across all aspects of our operations.

SIA's supply chain is supported by several departments which are responsible for key aspects of our customers' experience such as Product Innovation, Marketing and Engineering. They work closely together to provide a reliable product and excellent service which our customers have come to expect from the Airline. Our commitment to providing air transportation services of the highest quality begins on the ground when a customer makes a booking with us, then at check-in, followed by on board the plane, and finally assisting customers with their feedback and post-flight services.

### Supply Chain Expenditure

Singapore Airlines has more than 11,000 suppliers worldwide. The supply chain is managed by several departments. Fuel costs, aircraft maintenance and rental, inflight food and beverages, and ground operations and handling make up the majority of our supply chain expenditure. Approximately 51 per cent of SIA's operating expenditure goes to the top 10 suppliers below, listed in alphabetical order:

- 1 Airbus SAS
- 2 Changi Airport Group (Singapore)
- 3 Chevrontexaco
- 4 Exxonmobil Aviation
- 5 SATS Ltd
- 6 Shell Eastern Petroleum (Pte) Ltd
- 7 Shell Eastern Trading (Pte) Ltd
- 8 SIA Engineering Company Limited
- 9 Singapore Petroleum Company
- 10 The Boeing Company

In line with our focus on sustainability, SIA has adopted the following best practices in our engagement with suppliers:

### Suppliers' Compliance with Applicable Laws

We have provisions in our purchasing contracts that require our suppliers to commit and warrant that the items supplied are in compliance with all applicable laws and related requirements, including but not limited to labour laws, employment laws and industrial laws.

### Bio-Degradable Material

We welcome proposals from suppliers that include bio-degradable/recyclable materials as alternatives to more commonly used raw materials such as plastics and aluminium.

### Sourcing of Suppliers With Sustainable Business Practices

We encourage suppliers to submit proposals which are environmentally friendly. For instance, we requested suppliers to propose and declare in their bid submission if they are using paper products endorsed by the Forest Stewardship Council (FSC). Such proposals will be favourably considered for contract award, assuming all other factors such as cost, product quality and delivery performance are on par.

The FSC is an international non-profit, multi-stakeholder organisation established in 1993 to promote responsible management of the world's forests. Its main tools for achieving this are standard-setting, independent certification and labelling of forest products.

### Environmental Management

Environmental management is one of the key parameters in our assessment of suppliers. We will review the supplier's policy on environmental management to ascertain if it has environmental management systems such as the ISO 14001 in place, whether there are specific goals on environmental performance, whether the supplier has received any awards or commendations related to environmental performance, as well as whether the supplier has been fined or prosecuted for environmental non-compliance.

We conduct visits to potential new suppliers' factory sites, when required, to assess if they have proper environmental management practices and proper equipment/processes in place.

### Lightweight Design

Our Product Innovation Department engages SIA Engineering Company, a subsidiary of SIA, to build, repair and modify our aircraft cabin interiors as well as seat mock-ups. We are constantly exploring lighter-weight designs of cabin and inflight items such as cutlery as this helps reduce the amount of fuel needed for flights, which in turn helps to reduce emissions. We also look to technological advancements which enable lightweight design and definition of aircraft cabin interiors, seats and inflight entertainment systems.

### Recycling of Obsolete/Scrap Products

We work with suppliers to collect obsolete products (mainly paper-based products and wooden pallets) for recycling purposes where possible.

### Engineering Spares

In order to preserve our high maintenance standards, SIA's engineering policy has always been to source for spares from Original Equipment Manufacturers (OEMs) and their accredited agents. For engineering components, repair organisations are required to be certified and approved by renowned authorities such as the FAA, EASA, Canada's TCCA, Hong Kong's CAD and Australia's CASA before any procurement is carried out.

Similarly, we have in place key performance indicators (KPIs) for warehousing operations to monitor performance in all aspects, including quality, safety, health and the environment.

Bolloré, formerly SDV, a supply chain company which we have outsourced our warehouse operations to, has also incorporated our Workplace Health and Safety programme in its operations and our Engineering Division chairs the joint monthly Warehouse Safety Committee to track compliance.

# Stakeholder Engagement: Suppliers (cont'd)

## Basic Requirements for Catering and Handling Services

It is mandatory for our caterers, in the provision of service, to comply strictly with local laws and regulations with regard to hygiene, safety and security. Facilities used for storage, preparation, production and transportation of our meals and beverages must meet the standards as set by the International Air Transport Association (IATA), ICAO and the Hazard Analysis and Critical Control Points (HACCP) concept developed and administered by the International Flight Catering Association (IFCA)/ International Flight Safety Association (IFSA).

All catering and ground handling companies must agree to and comply with the IATA Aircraft Handling Manual (AHM) to ensure ground safety. A copy of the aircraft handling safety standards is included as part of the contract and catering and ground handling staff shall receive adequate training in operating our aircraft. Each supplier is required to have a system of monitoring the training needs of each staff to ensure proficiency. Examples of such training include opening of aircraft doors, Ground Support Equipment (GSE) driving, handling catering equipment in high lifts and IATA dangerous goods awareness.

## Reducing Food Wastage

To reduce food wastage, we engage our caterers to ascertain the amount and type of food wasted and adjust our uplift accordingly.

## Improving Quality of Service to Our Customers

Besides monitoring the performance of suppliers through the Service Level Agreements (SLA) in our contracts, feedback from customers is consistently collected about their experience with their inflight meals, cabin and ground handling services to help improve the quality of service.



## Anti-Corruption Practices

We have included clauses on anti-corruption/anti-bribery practices in all our new contracts since June 2012 which mandate that all suppliers, including, but not limited to, ground handling agents and caterers, must comply with all local laws where they operate. This applies and is not limited to the acceptance of offers made in the form of payments, gifts or other transfers of value, directly or indirectly, to any government official or private person in order to secure any improper advantage or to influence any decision or act, directly or indirectly. In addition, suppliers are to disclose to us immediately should they learn of any such violations.

To further enhance transparency of dealings by our staff and to facilitate a channel for any violations to be reported, a “Whistle-blowing” clause has also been included in contracts which requires both organisations to be committed to resolving the case whilst protecting the identity of the whistle-blower.

## Suppliers’ Code of Conduct

Suppliers are required to comply with a Code of Conduct which forms part of the contract. Based on the principles of the United Nations Global Compact related to Human Rights, Labour, the Environment and Anti-Corruption, and taking into account operational, social and environmental issues, the Code of Conduct was developed in accordance with our business values and with the intention of promoting sustainable development. The Code can be found on page 40 of this report.

## Evaluation of Suppliers

Suppliers are evaluated on both cost and quality of products and services. To aid the evaluation process, the Ground Handling and Catering Contracts Department requires suppliers to provide background information on the company and its current operations/clients which will contribute to the overall assessment. In addition, suppliers who participate in our request for proposal exercises are deemed to have agreed with the terms set out in the Code of Conduct which also cover labour standards.

# Supporting our Communities



## Community Engagement



*SIA is a longstanding supporter of the Community Chest of Singapore, a non-profit organisation that raises funds for many charities in Singapore. For its efforts, Singapore Airlines received the Special Events Platinum Award during the Community Chest Awards 2015.*

*As a leading global airline, SIA recognises the importance of contributing actively to the communities we serve. For many years, we have been supporting charities as well as non-profit organisations. We also firmly believe in sponsoring initiatives that promote education, sports, the arts, the environment and conservation. We offer our support through cash donations, complimentary or rebated air tickets, and staff volunteerism.*

### **SG50 Events**

SIA organised a series of community events in 2015 to commemorate Singapore's Golden Jubilee. Among the SG50-related initiatives were an A380 Charity Flight, an Art Competition and an Open House & Carnival.

In May, more than 300 beneficiaries of the Community Chest of Singapore, including children with special needs, adults with disabilities as well as disadvantaged elderly and families, were treated to a three-and-a-half-hour joy flight on the world's largest passenger aircraft, the A380. For many of them, this was their first trip on a plane.

Two months later in July, SIA opened the doors of its Training Centre to the public for the first time, attracting more than 7,000 visitors. Activities included tours of the Flight Simulator, Safety Training and Cabin Crew training facilities. Children were given the opportunity to dress up in the iconic SIA cabin crew uniform and role-play as cabin crew in a Business Class cabin mock-up. An Art Competition was also held in conjunction with the Open House. All proceeds from the events were donated to the Community Chest of Singapore.

### **Community Projects In Singapore**

SIA has a longstanding commitment to help grow the Singapore arts scene and we continued this tradition by contributing to the Singapore Symphony Orchestra, Singapore Dance Theatre, Singapore Lyric Opera and Singapore Chinese Orchestra. We have also worked closely with the National Arts Council on various community arts projects.

SIA is a longstanding supporter of the Community Chest of Singapore, a non-profit organisation that raises funds for many charities in Singapore. For its efforts, Singapore Airlines received the Special Events Platinum Award during the Community Chest Awards 2015.

In the educational sector, SIA continued to support numerous initiatives which provide students with opportunities to achieve their full academic potential. These include contributing \$5 million to the JY Pillay Global-Asia Programme, which raises local levels of research and fieldwork. In addition, we contribute to the LASALLE College of the Arts, where the young and talented pursue an arts education.

# Community Engagement

## Harapan Rainforest Initiative

Since August 2010, SIA has been the exclusive airline partner for the Harapan Rainforest (also known as Hutan Harapan) Initiative, a large-scale project aimed at restoring and protecting one of the world's most threatened and bio-diverse ecosystems.

Straddling the Jambi and South Sumatra provinces on Indonesia's Sumatra island, the Harapan Rainforest spans almost 100,000 hectares – an area nearly one-and-a-half times the size of Singapore. It is one of the few remaining tracts of lowland rainforest in Indonesia, which have been threatened by illegal logging and conversion to oil palm or timber plantations. The rainforest is home to over 300 bird species and 55 mammals, including the critically endangered Sumatran tiger, the clouded leopard, the Malayan tapir and the Asian elephant.

Hutan Harapan was established by a consortium of three BirdLife Partners: Burung Indonesia, the Royal Society for the Protection of Birds, and BirdLife International, with the goal of protecting and restoring the biodiversity, ecosystem services and productivity of this unique but shrinking lowland rainforest in Sumatra.

Hutan Harapan works with various parties to ensure its success. These include partnerships with the Forestry Research and Development Agency, Forest Landscape Denmark, Batin Sembilan, local law enforcement teams and forest rangers. The success of Hutan Harapan is assessed through a government certification by an independent body, PT Ayamaru Sertifikasi. This certification process is a government requirement for all Ecosystem Restoration Concessions (ERCs) to check compliance with various legal regulations as well as production, ecological and socio-cultural requirements. An audit by an independent certification body is required every five years.

## Major achievements and developments of Hutan Harapan:

- > Intensive forest protection and fire management efforts prevented the spread of fire in Hutan Harapan in 2015, when severe drought caused some of the worst forest fires in Indonesia.
- > Indonesia's government has officially recognised and taken the lead to support community agreements with Hutan Harapan, covering issues such as forest encroachment, illegal logging, land speculation and setting of fires.
- > A partnership was established with the Forestry Research and Development Agency on research and development of agarwood production.
- > A strategy was formulated to engage with local communities, government agencies and business entities on issues such as land use stabilisation, forest concession management, policy development as well as forest commodity and business development.

SIA's commitment towards the protection and restoration of the Harapan Rainforest is a reflection of our strong belief that environmental efforts must focus on making a significant contribution to the well-being of our planet, in sustaining our shared environment for future generations.

*SIA's commitment towards the protection and restoration of the Harapan Rainforest is a reflection of our strong belief that environmental efforts must focus on making a significant contribution to the well-being of our planet in sustaining our shared environment for future generations.*



Photo credit:  
Burung Indonesia by Asep Ayat

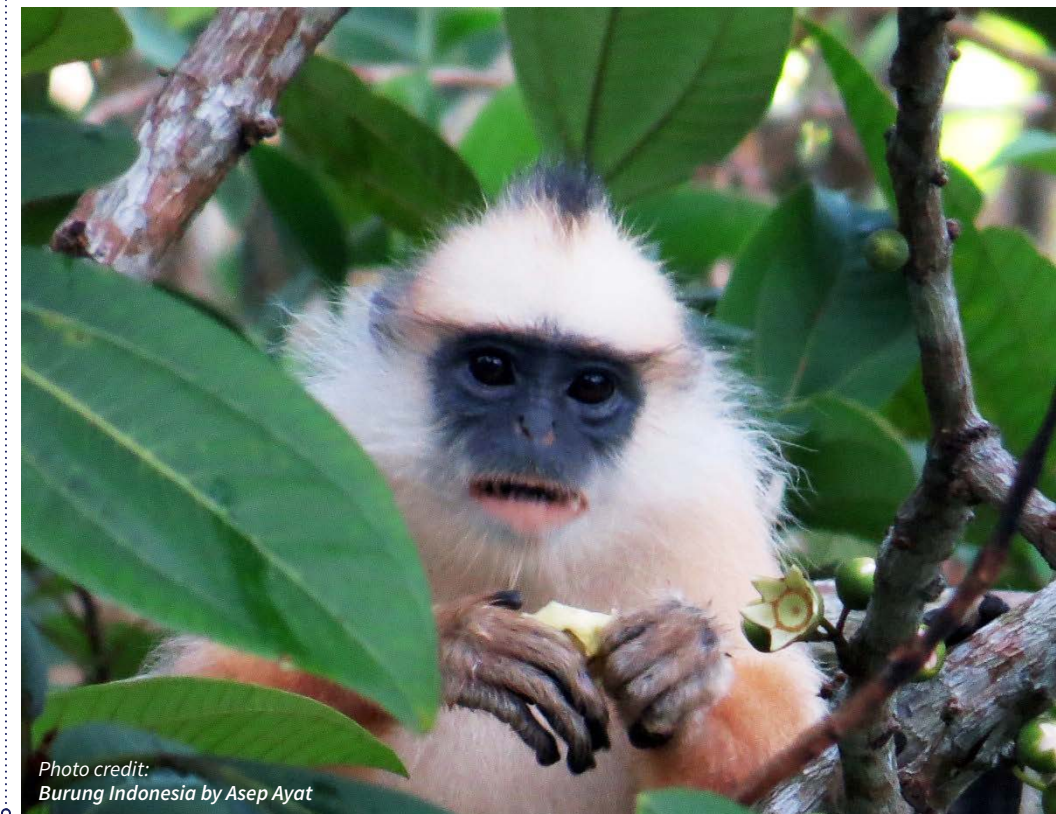


Photo credit:  
Burung Indonesia by Asep Ayat

# Community Engagement

## Community Projects Around The World

As a global airline serving some 60 destinations in over 30 countries, Singapore Airlines is acutely aware of the importance of building strong relationships with the communities we serve. Many of our overseas offices work with charities in support of various initiatives and causes. We highlight some examples of their efforts in the following pages.

### Australia

Singapore Airlines remains committed to supporting children's causes and the arts as part of our almost 50 years of operations to Australia.

In 2012 Singapore Airlines appointed The Smith Family and the Lille Fro Foundation as our official charities in Australia.

The Smith Family is a leading charity that provides disadvantaged children in Australia with the tools and support to help them thrive at school and more importantly break the cycle of poverty. We introduced a special "SIA Learning for Life Scholarship Fund" to sponsor 10 children across Australia, providing financial support for school books, uniforms and excursions as well as emotional support to encourage these children to stay motivated at school. This fund helps to sponsor two children in each of the cities SIA flies to in Australia: Adelaide, Brisbane, Melbourne, Perth and Sydney.

The Lille Fro Foundation is an Australian charity that operates in India to provide education to children of impoverished families living in remote geographical locations. It also runs a number of projects and community development programmes with nomadic and indigenous communities in the Himalayan region of Ladakh. SIA is delighted to provide travel support to Lille Fro, which allows the charity to reach these remote communities.

Since 1988, SIA has partnered with Arts Exhibition Australia to bring major international art events to Australia. In 2015, SIA once again supported a number of art exhibitions across the country through the provision of travel, cargo and marketing support.

Since 1972, SIA has sponsored dance organisations including the West Australia Ballet and Queensland Ballet. We are also one of the main sponsors of the Sydney Dance Company, helping to facilitate its performance tours in Europe, North America and South America.

In addition, SIA proudly supports a number of other charity projects and non-profit organisations through flight auctions, discounted travel and excess baggage waivers.

### China

In China, SIA selected the China-Dolls Center for Rare Disorders (CCRD) as its adopted charity. The CCRD provides assistance for people with osteogenesis imperfecta, also known as brittle bone disease, and other rare disorders. It also promotes public education in order to eliminate discrimination against those suffering from the condition and helps to provide them with employment opportunities.

SIA launched a fundraising campaign for the CCRD in 2015 as part of celebrations to commemorate the Airline's 30th anniversary of operations between Singapore and China. Award-winning local artist, Yu Ji Dong, was commissioned to design 30 limited-edition porcelain dolls, which were all auctioned off at charity events held in Beijing and Shanghai.

### Germany

Fourteen-year-old Maximilian's dream was to go on board the Airbus A380 aircraft and in 2015, SIA made his dream a reality. Maximilian was one of the beneficiaries of "I have a Dream", a foundation based in Poland that helps grant the wishes of children with life-threatening diseases. SIA's Frankfurt-based team made arrangements for Maximilian to travel from his home in Poland to Germany where he enjoyed a private tour of the world's largest passenger aircraft. He explored the cockpit, cabins and witnessed ramp operations. Maximilian was also given an A380 aircraft model and other gifts as souvenirs.

### India

Chennai was hit by severe storms in 2015, which led to major flooding around the city. The rising waters damaged many homes. SIA staff in Chennai responded by supporting a charity drive to raise funds for the victims and provided 50 families with basic necessities such as blankets, towels, bed sheets and toiletries.



China



Germany



India

# Community Engagement



## Japan

In Japan, SIA brought Christmas cheer to children warded at Narita Red Cross Hospital in December 2015. The children and their parents were visited by Santa Claus and a Singapore Girl, who gave them presents that included an SIA aircraft model, drawing sets and various inflight amenities for children. SIA Japan has been organising annual Christmas visits to the hospital since 2006.

The same festive spirit was brought by SIA staff to patients of Fukuoka Children's Hospital. Santa Claus together with a Singapore Girl brought a bag of goodies for the children. They received colouring books, as well as notebooks and stickers featuring "Yokai Watch", a popular cartoon character in Japan.



## New Zealand

Since 2014, SIA New Zealand has partnered with innovative New Zealand Charity Sustainable Coastlines. This has enabled SIA New Zealand to reach out to schools and other corporate groups, through our involvement in beach clean-ups (Love your Coast) and riparian tree planting (Love your Water) activities in Auckland and Christchurch.

In January 2015, SIA Christchurch began supporting local charity, Cricket Live Foundation. A non-profit organisation, Cricket Live Foundation helps underprivileged children in Sri Lanka by using cricket as a vehicle to provide them a better life. The programme provides coaching not only in cricket but life skills, motivation, inspiration, opportunities and friendships that these children would not otherwise have.



## Philippines

Since 2003, SIA has provided more than 1,400 scholarship grants through the Singapore Airlines Scholars programme, in partnership with the Bantay Edukasyon Program. The scholarship recipients are elementary school students aged between six and 12 years from across the Philippines.

The programme benefits students by providing them with school supplies, clothing, shoes, food and transportation allowances. SIA staff also meet with the scholars three times a year to find out about their progress. Awards are given out at the end of every school year to deserving students based on their academic progress.



## South Korea

In Korea, SIA and Jong-ro Community Welfare Centre organised a baking class for 28 visually-handicapped and underprivileged children. The children also went on a field trip to the National Children's Museum of Korea. A total of 35 SIA staff participated in this meaningful event.



## United Kingdom

In the UK, SIA held a "Christmas Jumper Day", where staff came to work in their festive jumpers to bring Christmas cheer to the office and to raise funds for charity. The donations went to the beneficiaries of Save the Children, Macmillan Cancer Support and Make-A-Wish UK.



## USA

In the USA, SIA, in partnership with our International Culinary Panel (ICP) Chef Suzanne Goin, provided support to the 2015 L.A. Loves Alex's Lemonade Stand, a grassroots organisation devoted to providing support for children with cancer. SIA provided two Business Class tickets from Los Angeles to Singapore and Bali as well as accommodation in Singapore valued at more than US\$16,000 at a gala fundraising auction in support of the charity.



New Zealand



Japan



South Korea



# Community Engagement



Cambodia



Nepal



Cambodia

## SilkAir Community Projects

### Child's Dream Foundation

SilkAir signed a Memorandum of Understanding with Child's Dream Foundation in 2015. The Chiang Mai-based charity helps to improve healthcare and education for underprivileged children and provides socioeconomic opportunities for families living in impoverished communities.

Under the three-year partnership, SilkAir will provide air tickets to Child's Dream staff travelling for work to destinations served by the airline. In addition, SilkAir will provide free transportation of cargo donations made to the beneficiaries. SilkAir staff also did volunteer work in Snor Village in Siem Reap, Cambodia where they helped to repaint the only school in the village.

### Kathmandu Earthquake Relief Efforts

In April and May 2015, two major earthquakes struck central Nepal. The disaster left thousands of people dead, injured and homeless. SilkAir provided support in the form of free and discounted rates for carriage of relief supplies to Nepal. In addition, SilkAir provided special fares for volunteers of relief agencies travelling to Kathmandu.

SilkAir organised a donation drive to help its own Nepal-based employees, whose lives were affected by the quakes. The airline dispatched tents, food and water supplies to ensure the well-being of these staff members.

A chartered flight was operated to fly back the Singapore relief and rescue team comprising members from the Singapore Ministry of Foreign Affairs, the Singapore Police Force, the Singapore Civil Defence Force and Singapore General Hospital.

# Caring for the Environment



# Managing Our Environmental Impact

*SIA has programmes in place to ensure that sustainable practices are implemented across the Company.*



Photo credit:  
Burung Indonesia by Eka Tresnawan

## Sustainability Policy

*Singapore Airlines is dedicated to providing air transportation services of the highest quality. We also believe that we have a long-term responsibility to help protect the environment. SIA has programmes in place to ensure that sustainable practices are implemented across the Company. We ensure that our operations are carried out in a responsible manner through a framework designed to manage issues related to carbon emissions, waste, noise and the consumption of energy and resources.*

## Climate Change

### The Impact of Aviation

The aviation industry today is worth an estimated \$2.4 trillion in global GDP, creating 58 million jobs worldwide. This figure includes 35 million tourism-related jobs which were indirectly generated from the aviation industry. Efficiently connecting the world, aviation also plays an essential role in times of natural or humanitarian emergencies. This growing industry is forecast to support 103 million jobs and contribute \$5.8 trillion in GDP to the world economy by 2032\*.

As the industry grows, the environmental strain it causes on our planet also increases. The UN Intergovernmental Panel on Climate Change (IPCC) estimates that global emissions will increase from the current two per cent to three per cent by 2050. The UN IPCC also estimates that global temperature will rise by 4 degrees Celsius by the year 2100, if no significant reduction of anthropogenic greenhouse gas (GHG) emissions is achieved. Despite being accountable for a relatively small percentage of global emissions, the aviation industry is continuously exploring new ways to reduce its carbon footprint.

At the 2015 Paris Climate Conference or COP21, an agreement was made between governments on how to deal with climate change. This significant step has provided positive momentum for aviation market-based measure (MBM) discussions which will take place in the lead-up to the 39<sup>th</sup> Assembly of the International Civil Aviation Organization (ICAO) in September 2016. The aviation industry will be the first sector to attempt a global MBM. It will be one of the four strategies that the industry will take up to significantly reduce emissions.

\* Air Transport Action Group (ATAG). *Communicating Aviation's Climate Action in 2016*. Geneva. January 2016, P. 6.

# Managing Our Environmental Impact

## Four-Pillar Strategy

The aviation industry aims to achieve three global goals:

Attain a **1.5%** average annual fuel efficiency improvement from 2009 to 2020.

**STABILISE** net aviation CO<sub>2</sub> emissions at 2020 levels through carbon-neutral growth.

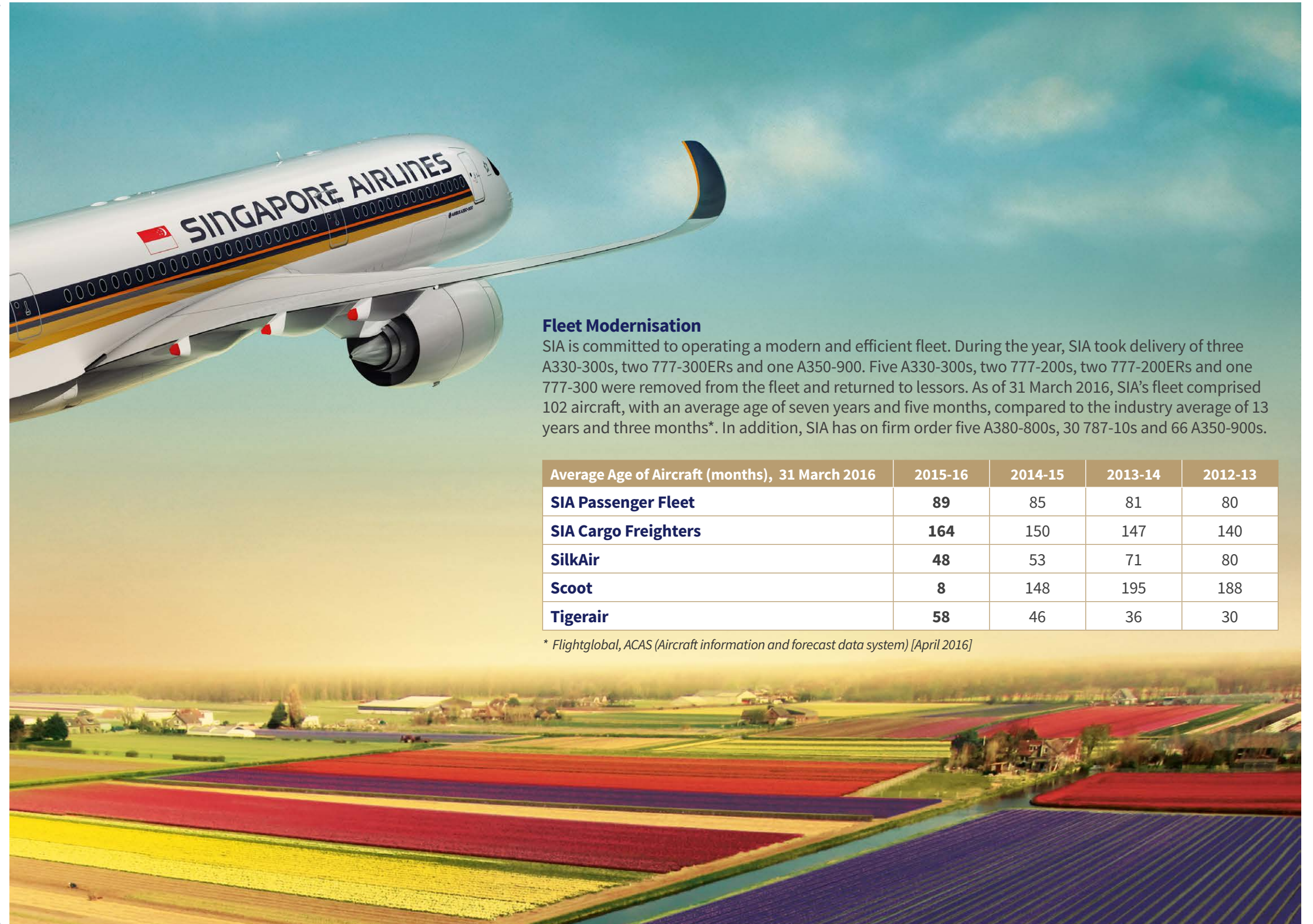
Reduce aviation's net CO<sub>2</sub> emissions to **50%** of its 2005 levels by 2050.

To achieve these goals, IATA has come up with a Four-Pillar Strategy to help address climate change.

The first three pillars of technology, operations and infrastructure play crucial roles in meeting the industry's long-term environmental targets. However, these initiatives will take time and resources to be developed. As an interim measure, the fourth pillar, i.e. a single global MBM, is required to meet the emissions gap in the aviation industry.

Any MBM for aviation must be global in nature, ensuring fairness, must avoid market distortion and carbon leakage and have minimal administrative complexity. A single global MBM is needed to prevent the proliferation of overlapping national and/or regional MBMs (e.g. emissions trading schemes, taxes and levies).

SIA supports the industry's climate change goals. We have implemented a comprehensive fuel productivity programme, which includes modification of engines to improve fuel efficiency as well as performance improvement packages to reduce airframe drag. In addition, we plan the most fuel-efficient routes for our flights. These fuel-saving measures, together with regular fleet renewal, help to reduce our emissions.



## Fleet Modernisation

SIA is committed to operating a modern and efficient fleet. During the year, SIA took delivery of three A330-300s, two 777-300ERs and one A350-900. Five A330-300s, two 777-200s, two 777-200ERs and one 777-300 were removed from the fleet and returned to lessors. As of 31 March 2016, SIA's fleet comprised 102 aircraft, with an average age of seven years and five months, compared to the industry average of 13 years and three months\*. In addition, SIA has on firm order five A380-800s, 30 787-10s and 66 A350-900s.

Average Age of Aircraft (months), 31 March 2016	2015-16	2014-15	2013-14	2012-13
<b>SIA Passenger Fleet</b>	<b>89</b>	85	81	80
<b>SIA Cargo Freighters</b>	<b>164</b>	150	147	140
<b>SilkAir</b>	<b>48</b>	53	71	80
<b>Scoot</b>	<b>8</b>	148	195	188
<b>Tigerair</b>	<b>58</b>	46	36	30

\* Flightglobal, ACAS (Aircraft information and forecast data system) [April 2016]

# Managing Our Environmental Impact

## Fuel Productivity

To reduce the release of anthropogenic greenhouse gases (GHG) into the atmosphere, we are committed to improving the fuel productivity of our flight operations through various initiatives. In terms of GHG emissions intensity, we report the direct GHG emissions from fuel used in flight operations. The GHG emissions intensity ratio is measured by grams of carbon dioxide emitted per load-tonne-kilometre.

### Key initiatives of our fuel productivity improvement programme include:

- > Renewing our fleet regularly, to ensure that our aircraft are technologically advanced and fuel efficient. The A350-900, renowned for its superior operating efficiency, entered our fleet in March 2016.
- > Adopting engineering measures that improve fuel efficiency, such as modifying the A380 Trent 900 engine in order to enhance performance, which led to 10,010 tonnes of fuel savings per year, and fleet-wide engine washing, which led to 10,400 tonnes of fuel savings per year.
- > Applying Data Analytics to expand and improve SIA's fuel conservation initiatives to accurately measure performance as well as identify and prioritise opportunities for further fuel productivity improvement.
- > Participating in the ASPIRE programme (more information on the ASPIRE programme is available in the subsequent section).
- > Adopting other improvements in flight operations procedures, such as continuous descent operations, that minimise fuel use without compromising safety.
- > Improving flight operation procedures that reduce fuel burn for A380s at London's Heathrow Airport, such as reducing power during take-off to reduce fuel consumption and emitting less CO<sub>2</sub> and NO<sub>x</sub> while complying with the airport's strict noise procedure guidelines.
- > Participating in international discussions on route restructuring to establish new airways for more efficient routings.
- > Engaging actively in route-planning procedures that determine the most fuel-efficient routes possible.
- > Implementing the Centre of Gravity Optimisation initiative into our Load Planning System, which is programmed to automatically achieve a preferred centre of gravity position for loading of cargo pallets and containers, in order to achieve fuel efficiency in our aircraft operations.
- > Developing performance improvement packages for airframes and engines to reduce airframe drag, thereby improving engine fuel efficiency.
- > Optimising flight operations and flight planning systems which result in better route selection.
- > Embarking on initiatives both within SIA and with Original Equipment Manufacturers (OEMs) to reduce the weight of aircraft. For example, customisation of water uplift based on flight sector requirements through a tailored potable water programme and removal of unutilised overhead storage compartments located in between the galleys of our 777-300ERs, which save 2,400 tonnes of fuel per year.
- > Employing mobile ground power units and pre-conditioned air units during nightstops and long transits to reduce reliance on aircraft auxiliary power units.



# Managing Our Environmental Impact

## ASPIRE Programme

Singapore Airlines has been participating in the Asia and Pacific Initiative to Reduce Emissions (ASPIRE) programme since our first green flight demonstration on 31 January 2010, which operated from Los Angeles to Singapore via Tokyo. The ASPIRE programme is a unique partnership between air navigation service providers which share the aim to reduce carbon emissions from fuel burn in all phases of flight. This requires implementing best practices and initiatives in air traffic management and flight operation procedures. Examples include measures that permit pilots to take full advantage of atmospheric conditions, such as prevailing winds, to reduce separation between aircraft and shorten flight time. The annual CO<sub>2</sub> savings for these selected flights is 2,536 tonnes.

Our daily flights between Singapore and destinations in the Southwest Pacific, including Auckland, Christchurch, Melbourne and Sydney, are operated under the ASPIRE programme.

*Our efforts on aircraft noise management focus on the reduction of noise at the source, i.e. from aircraft engines.*

## Sustainable Aviation Fuel Users Group (SAFUG)

SIA believes that sustainable aviation biofuels are key to the industry's carbon neutral growth goal beyond 2020. It is expected that carbon reduction from using sustainable aviation fuels could be up to 80 per cent based on a full carbon life-cycle. We are an active member of SAFUG, whose members take up approximately 33 per cent of commercial aviation fuel demand. SAFUG was established to accelerate the development and commercialisation of sustainable aviation fuel. We engage with SAFUG to discuss and be updated on the latest biofuel developments taking place around the world. SIA has pledged to advance and adopt aviation biofuels produced in a sustainable way that:

- > Exhibit minimal impact on biodiversity.
- > Meet a sustainability standard, with respect to land, water and energy use.
- > Do not displace or compete with food crops.
- > Provide a positive socioeconomic impact.
- > Do not require any special fuel handling equipment, distribution systems or changes in engine design.

SIA is committed to collaborating with government agencies and stakeholders to overcome any supply and infrastructure challenges that may hinder the commercial use of sustainable aviation fuels.

## Aircraft Noise Emissions

Our efforts on aircraft noise management focus on the reduction of noise at the source, i.e. from aircraft engines. Modern jet aircraft are about 50 per cent quieter than models produced 10 years ago and improvements are continuously being made to reduce engine noise emissions.

On 1 January 2006, ICAO introduced a new Chapter 4 noise standard, which is more stringent and at least one third quieter than the previous Chapter 3 standard. The new noise standard applies to all new aircraft and certain Chapter 3 certified aircraft which are required to be re-certified to Chapter 4.

SIA's fleet of A330, A350, A380 and 777 aircraft, as well as Scoot's 787s, SilkAir's A319/320s and 737-800s, and Tigerair's A320s, all meet the latest ICAO Chapter 4 noise standard.

## Gas Emissions Management

ICAO sets the international standards for NO<sub>x</sub>, CO<sub>2</sub>, hydrocarbons and exhaust levels from aircraft engine emissions under ICAO Annex 16, Volume II. The current NO<sub>x</sub> standard endorsed in 2004, applicable to new engines from 2008, is 12 per cent stricter than previous standards. The passenger aircraft fleets for SIA, SilkAir, Scoot and Tigerair as well as SIA Cargo freighters all meet the stringent 2004 ICAO CAEP/6 Emission Standards for NO<sub>x</sub>.

In February 2016, the new CO<sub>2</sub> standard was finalised by ICAO. This standard is applicable to new aircraft type designs as of 2020 and new deliveries of current in-production aircraft types from 2023. SIA fully supports the new CO<sub>2</sub> standard as it has the potential to meet the aviation industry's long-term commitment to reduce CO<sub>2</sub> emissions.



# Managing Our Environmental Impact

## Environmental Management System

### Energy Efficiency & Resource Conservation in the Office

While SIA takes significant steps to reduce carbon emissions from its aircraft operations, staff also take efforts to conserve energy and reduce wastage in offices. Our energy-saving initiatives focus largely on managing the air-conditioning, ventilation, lighting and lifts within our buildings. These facilities are monitored closely using meters and the building automation system to facilitate easy extraction of data for reporting purposes and to track energy savings. Our conservation efforts also include monitoring our water usage, waste management and efficiency of chillers. We follow and adopt the reporting standards and methodologies of electricity conversion from the Singapore Energy Market Authority.

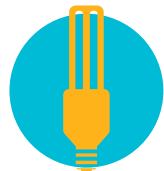
### Energy Conservation Best Practices

In our yearly review of energy requirements in our buildings and facilities, we have identified opportunities to better optimise energy consumption in order to prevent wastage. For FY2015/16, we concentrated our efforts on:



#### Air-conditioners

- > Shorter operating hours for chillers, air handling units (AHU) and fan coil units (FCU) which do not compromise operational requirements.
- > Replacing older AHU cooling units with a more advanced and energy-efficient type.



#### Lighting

- > Changing existing control switches to the new Light Management System (LMS) in some of our buildings. This initiative resulted in energy savings of 182,774 kWh per year at the SIA Training Centre.
- > Replacing neon signboards to more energy-efficient lighting.



#### Lifts

- > The lifts in our SIA Training Centre were replaced with models that operate on Variable Voltage Variable Frequency (VVVF) motors, which have a higher energy efficiency rating.

These efforts have led to 49,400 kWhr of energy savings per month for SIA's head office building, which includes its aircraft hangar at the Changi Airfreight Centre. We are closely monitoring electricity consumption in our buildings and our current FY consumption of 52.1 Gwh in order to ensure that we meet our target to reduce electricity consumption (measured in energy intensity per square metre) in SIA buildings by 15 per cent by FY2020/21 as compared to base year FY2010/11.

## Office Management System

A wide spectrum of measures have been put in place under SIA's new Office Management System (OMS), which is a master plan to formulate a coherent strategy for planning and managing the Company's future office space, resources and requirements. These measures focus on developing innovative designs and best office practices that maximise space utilisation, while reducing energy consumption. Besides providing a flexible workplace to accommodate different work styles and operational requirements, the OMS incorporates environmentally-friendly features that focus on resource conservation and waste minimisation.

### Key features of the OMS include:

- 1. Energy savings in light systems with the use of energy-efficient lighting and controls such as:**
  - > T5 tubes with reflector covers to increase illumination.
  - > Exit lights that use low-energy light-emitting diode (LED) technology.
  - > LED or energy-saving bulbs instead of tungsten halogen for downlights and emergency lighting.
  - > Motion sensors for lavatory lighting.
  - > A smart lighting management system, which is programmed to automatically switch off after office hours.
  - > A zonal lighting system.
- 2. Energy-savings with the use of air-conditioning system equipped with:**
  - > Chiller plants with environmentally-friendly refrigerants, fitted with variable speed controllers.
  - > More energy-efficient systems with shorter operating hours for certain chiller plants, which automatically switch off at a stipulated time.
  - > Increased chilled water set point in chillers from 6 – 7.3 deg C.
  - > Pre-cooled coils and variable speed motors for AHUs, which result in improved energy savings and humidity control.
- 3. Water consumption savings with the use of flow restrictors and dual flush valves, installed in lavatories:**
  - > Recycled water is used in cooling towers of buildings and for landscape watering. No chemicals are added to the recycled water used in cooling towers.
  - > Rainwater is collected and used to water plants and flush toilets. In FY2015/16, this initiative led to 3,956m<sup>3</sup> of water saved for operations at Airline House, SIA's head office building.
- 4. More environmentally-friendly materials are used in offices:**
  - > Emulsion paints that emit less VOC (Volatile Organic Compounds) are used for internal walls.
  - > Carpet tiles with a high content of recycled materials.
  - > Ceilings and partition boards made from recycled materials.

To reduce heat transmitted into buildings and to facilitate increased use of natural light, external glass facades are installed with solar films. Natural ventilation is preferred as compared to mechanical ventilation in terms of building design. The new chiller systems and fire-protection systems also use environmentally-friendly gases/refrigerants which minimise the use of GHG. In line with SIA's focus on resource utilisation and environmental protection, we choose to use green materials with low VOC and high recycled content wherever possible.

# Managing Our Environmental Impact

## Waste Management

In FY2015/16, we disposed of 3,950 tonnes of waste accumulated from our office buildings. Toxic industrial waste (TIW) generated mostly from our aircraft maintenance activities is labelled and segregated from general waste, which is then collected by licenced general waste collectors and sent for incineration in the waste-to-energy plants. A licenced TIW collector is engaged to remove and treat the TIW before final disposal. In addition, no industrial effluents are generated from our commercial activities and all waste water is discharged to government-run water reclamation plants for treatment.

SIA has set a target to achieve a 30 per cent reduction in waste generation from our buildings by FY2020/21 as compared to base year FY2010/11. To improve our waste management practices, SIA incorporates the three R's in our daily activities:



### REDUCE

We observe the following green practices in order to maximise efficient use of resources:

- > Displaying reference materials digitally on screens instead of printing them on paper for meetings.
- > Printing double-sided documents.
- > Storing documents, files and archives electronically.
- > Using electronic methods of communication whenever possible.
- > A "Reduce Wastage" campaign was launched in 2016, aimed at increasing awareness among cabin crew about waste reduction on board flights.



### REUSE

- > Using envelopes designed for multiple use for internal correspondence.
- > Using printed paper that is no longer needed for drafting and note-taking purposes.



### RECYCLE

- > Recycling bins are conveniently located around offices and canteens for recyclable waste such as paper, magazines, newspapers and aluminium cans.
- > Recycling used carton boxes, magazines, newspapers and glass bottles, which are collected from our flights.

## Participation In Environmental Challenge for Schools (ECS)

In 2015, the existing National Environment Agency's (NEA) Corporate and School Partnership (CASP) programme was revamped to the new Environment Challenge for Schools (ECS). SIA continued to support this programme through a partnership with Dunman Secondary School on a Lemon Battery project, aimed at replacing lithium batteries in small electronic devices such as digital clocks.

## Ground Emissions

All our new and existing vehicles powered by diesel or petrol comply with NEA requirements on motor vehicle emissions. Our vehicles undergo regular maintenance and inspections. For example, our diesel-powered vehicles undergo an annual Chassis Dynamometer Smoke Test (CDST) to ensure the smoke opacity limit meets the local standards.

In addition, to conserve fuel and promote better air quality, staff are reminded to switch off engines while their vehicles are idling in order to adhere to the anti-idling engine regulations.

## Conservation Efforts by Subsidiaries

Energy conservation efforts are also made by our subsidiaries. SIA currently has a facility maintenance contract with SIA Engineering Company (SIAEC), under which we manage SIAEC's hangars, leased offices at Changi Airport, Engine Test Facility at Loyang and Training Academy at Loyang. This contract will expire in 2016. Our Properties team also manages SilkAir's leased premises located at Changi Airport.





# Managing Our Environmental Impact

## Environmental Performance On The Ground

SIA's ongoing efforts to conserve and optimise usage of resources have proven successful. Our overall consumption of electricity and vehicular fuels has been reduced over the years. Details are available in the summary of environmental statistics.

Operating Statistics	2015-16	2014-15	2013-14
<b>SIA Group</b>			
Total Group Revenue (S\$ million)	<b>15,228.5</b>	15,565.5	15,243.9
Average Number of Employees	<b>24,350</b>	23,963	23,716
<b>Singapore Airlines, SilkAir and SIA Cargo</b>			
Overall Load (million tonne-km)	<b>15,605.8</b>	15,557.4	15,778.1
Overall Capacity (million tonne-km)	<b>22,865.7</b>	22,607.8	22,889.7
Overall Load Factor (%)	<b>68.3</b>	68.8	68.9
<b>Singapore Airlines</b>			
Passenger Carried (thousand)	<b>19,029</b>	18,737	18,628
Revenue Pax-km (million)	<b>94,267.4</b>	94,209.2	95,064.3
Available Seat-km (million)	<b>118,366.5</b>	120,000.8	120,502.8
<b>SilkAir</b>			
Passenger Carried (thousand)	<b>3,836</b>	3,553	3,411
Revenue Pax-km (million)	<b>6,516.2</b>	5,864.9	5,516.1
Available Seat-km (million)	<b>9,117.8</b>	8,355.2	7,926.9
<b>SIA Cargo</b>			
Cargo and Mail Carried (million kg)	<b>1,170.1</b>	1,124.0	1,117.8
Cargo Load (million tonne-km)	<b>6,510.9</b>	6,347.2	6,419.3
Cargo Capacity (million tonne-km)	<b>10,513.3</b>	10,024.9	10,273.6

Fuel Productivity & CO <sub>2</sub> Emissions	2015-16	2014-15	2013-14
<b>SIA &amp; SilkAir Fleet and Freighters</b>			
Fuel Consumption (million AG)	<b>1,476.29</b>	1,459.90	1,490.85
Fuel Productivity (LTK/AG)	<b>10.57</b>	10.64	10.56
CO <sub>2</sub> emissions (thousand tonnes)	<b>13,921.88</b>	13,767.39	14,059.26
CO <sub>2</sub> emissions (kg/LTK)	<b>0.89</b>	0.89	0.89
<b>SIA Passenger Fleet</b>			
Fuel Consumption (million AG)	<b>1,275.99</b>	1,269.14	1,294.14
Fuel Productivity (LTK/AG)	<b>10.17</b>	10.20	10.09
CO <sub>2</sub> emissions (thousand tonnes)	<b>12,033.04</b>	11,968.44	12,204.23
CO <sub>2</sub> emissions (kg/LTK)	<b>0.93</b>	0.92	0.93
<b>SilkAir Fleet</b>			
Fuel Consumption (million AG)	<b>78.15</b>	73.51	72.48
Fuel Productivity (LTK/AG)	<b>8.06</b>	7.71	7.40
CO <sub>2</sub> emissions (thousand tonnes)	<b>736.95</b>	693.27	683.51
CO <sub>2</sub> emissions (kg/LTK)	<b>1.17</b>	1.22	1.27
<b>SIA Cargo Freighters</b>			
Fuel Consumption (million AG)	<b>122.15</b>	117.25	124.23
Fuel Productivity (LTK/AG)	<b>16.40</b>	17.23	17.37
CO <sub>2</sub> emissions (thousand tonnes)	<b>1,151.90</b>	1,105.68	1,171.52
CO <sub>2</sub> emissions (kg/LTK)	<b>0.58</b>	0.55	0.54

Resources Utilisation	2015-16	2014-15	2013-14
Water Consumption (,000 m <sup>3</sup> )	<b>250.4</b>	264.9	272.0
Electricity Consumption (Gwh)	<b>52.1</b>	54.2	54.8
Petrol (,000 litres)	<b>139</b>	148	197
Diesel (,000 litres)	<b>3,003</b>	2,909	3,217
Paper Consumption – A4 paper (ream)	<b>66,130</b>	64,001	67,878
<b>Carbon Emissions - Ground Operations</b>			
From Fossil Fuel (tonnes)	<b>8,128</b>	7,904	8,817
From Electricity Used (tonnes)	<b>22,530</b>	24,386	27,287
<b>Waste Generated in SIA Group #</b>			
General Waste (tonnes)	<b>3,950</b>	4,827	4,996
Toxic Waste (litres)	<b>54,200</b>	69,200	62,000
<b>Recyclables #</b>			
Used Cooking Oil (kg)	<b>5,140</b>	7,600	8,350
Used Carton Boxes (kg)	<b>575,810</b>	610,490	562,340
Used Magazine (kg) estimates	<b>438,120</b>	379,230	221,640
Old Newspapers (kg) estimates	<b>406,781</b>	322,820	337,160
Glass Bottles (kg)	<b>206,090</b>	177,340	184,073

# Figures are from SIA's operations in Singapore

# Singapore Airlines' Suppliers' Code of Conduct

## 1. Compliance with Laws and Regulations

- Accounting practices
- Competition compliance
- Intellectual property
- Disclosure

Suppliers' business operations, as well as all products and services supplied to Singapore Airlines Limited ("Singapore Airlines"), must fully comply with the laws and regulations of the countries where suppliers' operations are based as well as where goods and services are provided to Singapore Airlines.

All financial and business records must be accurately maintained in accordance with applicable laws and regulations, as well as generally accepted accounting principles.

Fair competition must be practiced in accordance with local laws and activity that restricts competition must be avoided. Commercial decisions, including prices, terms of sale, division of markets and allocation of customers, must be made independent of understandings or agreements with competitors.

1

## 2. Ethics and Conflict of Interest

- Anti-corruption
- Financial integrity
- Confidentiality
- Relationship of business partners with company

Business dealings must be handled with integrity, transparency and honesty. No form of fraud, corruption, bribery, extortion or other behaviour involving improper benefits will be tolerated. Any situation that has actual, perceived or potential conflict of interest must be disclosed to Singapore Airlines.

Any information used in the business relationship with Singapore Airlines that is non-public and proprietary must be protected against loss and infringement. Any form of disclosure or use other than for officially stated purposes must first be authorised by Singapore Airlines.

Any form of relationship with a competitor, distributor, supplier, travel agency or any other entity with which Singapore Airlines has a business relationship must not interfere with the provision of products and services to Singapore Airlines and should demonstrate high standards of ethical business behaviour.

2

## 3. Safety and Quality

- Health and safety
- Quality of products and services

Health and safety protection policies and management systems must be in place by suppliers to provide a secure working environment. They must be designed to promote the general health of employees and reduce work-related injury and illness. For example, protective equipment and tools must be provided and replaced/maintained regularly.

The safety of all products and services must be ensured through appropriate policies, implementation and monitoring.

Policies and management systems must be developed to ensure that the quality of all products and services are as specified in the supply agreement.

3

## 4. Environment

- Compliance with laws and regulations
- Engagement in environmental management processes

Local environmental laws and practices such as those pertaining to waste disposal, air emissions and pollution must be complied with. Suppliers must endeavour to minimise the impact of their operations on the environment.

Environmental management is a key parameter that Singapore Airlines looks at when selecting its suppliers.

4

## 5. Labour Standards

- Equal opportunity
- Non-discrimination
- Minimum age/child labour/forced labour
- Working hours
- Wage standards

Employees must not be subjected to discrimination based on race, national origin, ethnicity, religion, gender, age, marital status, sexual orientation, disability or any other reason.

- > All employees must meet the local legal minimum labour age.
- > Forced, coerced, bonded, indentured, involuntary prison labour or otherwise must not be used.
- > Employee working hours, including considerations for voluntary overtime work, and the granting of leave of any form, must be in accordance with applicable local and/or national laws.
- > Salaries must not be less than standards specified by local laws.

5

## 6. Subcontractors and Other Service Providers

- Compliance with Code of Conduct
- On-time payment

Subcontractors and service providers must also adhere to the principles set out in this Code of Conduct. Subcontractors and service providers must be paid accurately and promptly.

6

## 7. Communication, Documentation and Inspection

- Employee awareness of Code of Conduct
- Language translation

Employees must understand the requirements of this Code of Conduct, which must be made available in the local language where necessary.

*This Code of Conduct does not create any binding obligations on Singapore Airlines.*

7

# Material Aspects and Boundaries

SIA Material Aspects	GRI G4 Aspects	Aspect Boundary: Internal and External (G4-20 and G4-21)	DMA references
<b>CUSTOMER FOCUS</b>	Customer Privacy	SIA, customers	Stakeholder Engagement: Customers, <b>Pg 23</b>
<b>ENVIRONMENT</b>	Energy	SIA, suppliers, customers	Caring for the Environment, <b>Pg 33-39</b>
	Water	SIA, suppliers, customers	Managing our Environmental Impact, <b>Pg 37-39</b>
	Biodiversity	Communities where SIA operates	Supporting our Communities, <b>Pg 28</b> (Harapan)
	Emissions	Communities where SIA operates	Managing our Environmental Impact, <b>Pg 35-39</b>
	Effluents and Waste	Communities where SIA operates	Managing our Environmental Impact, <b>Pg 35-39</b>
	Compliance	SIA, suppliers	There were no fines or sanctions during the reporting period
	Supplier Environmental Assessment	SIA, suppliers	Stakeholder Engagement: Suppliers, <b>Pg 24-25</b> Singapore Airlines' Suppliers' Code of Conduct, <b>Pg 40</b>
	Environmental Grievance Mechanisms	SIA, suppliers	No grievances filed during reporting period
<b>EMPLOYEES</b>	Employment	SIA	Stakeholder Engagement: Employees, <b>Pg 16-22</b>
	Labour/Management Relations	SIA	Stakeholder Engagement: Employees, <b>Pg 16-17</b>
	Occupational Health and Safety	SIA	SIA's Safety Performance, <b>Pg 11-14</b> GRI Content Index, <b>Pg 43</b>
	Training and Education	SIA	Stakeholder Engagement: Employees, <b>Pg 13-14, 19-21</b>
	Diversity and Equal Opportunity	SIA	Corporate Governance, <b>Pg 6</b> Stakeholder Engagement: Employees, <b>Pg 16, 22</b> Annual Report, <b>Pg 18-21, 76-83</b>
	Labour Practices Grievance Mechanisms	SIA	There were no grievances filed during reporting period
	Non-discrimination	SIA	Nil

SIA Material Aspects	GRI G4 Aspects	Aspect Boundary: Internal and External (G4-20 and G4-21)	DMA references	
<b>SUPPLIERS</b>	Supplier Assessment for Labour Practices	SIA, suppliers	Stakeholder Engagement: Suppliers, <b>Pg 24-25</b> Singapore Airlines' Suppliers' Code of Conduct, <b>Pg 40</b> GRI Content Index, <b>Pg 43</b>	
	Freedom of Association and Collective Bargaining	SIA, suppliers	GRI Content Index, <b>Pg 43</b>	
	Child Labour	SIA, suppliers	Singapore Airlines' Suppliers' Code of Conduct, <b>Pg 40</b> GRI Content Index, <b>Pg 43</b>	
	Forced or Compulsory Labour	SIA, suppliers	Singapore Airlines' Suppliers' Code of Conduct, <b>Pg 40</b> GRI Content Index, <b>Pg 43</b>	
	Supplier Human Rights Assessment	SIA, suppliers	Stakeholder Engagement: Suppliers, <b>Pg 24-25</b>	
	Human Rights Grievance Mechanisms	SIA, suppliers	GRI Content Index, <b>Pg 43</b>	
	<b>GOVERNANCE</b>	Anti-corruption	SIA, suppliers	Corporate Governance, <b>Pg 6</b>
	<b>SHAREHOLDERS</b>	Economic Performance	SIA, shareholders	Annual Report, <b>Pg 2, 44-59</b>
Market Presence		SIA, shareholders	GRI Content Index, <b>Pg 42</b>	

# GRI Content Index

GENERAL STANDARD DISCLOSURES		
G4 Code	Description	Page Reference and remarks
<b>STRATEGY AND ANALYSIS</b>		
G4-1	Statement from senior decision maker	CEO's Message (Pg 1), Annual Report (Pg 16-17)
<b>ORGANISATIONAL PROFILE</b>		
G4-3	Name of organisation	About Singapore Airlines (Pg 2)
G4-4	Primary brands and products	Overview, About Singapore Airlines (Pg 2), Annual Report (Pg 26-31)
G4-5	Location of organisation's headquarters	About Singapore Airlines (Pg 2)
G4-6	Countries of operation	Route Network (Pg 4)
G4-7	Nature of ownership and legal form	About Singapore Airlines (Pg 2), Annual Report (Pg 219)
G4-8	Markets served	About Singapore Airlines (Pg 2), Route Network (Pg 4)
G4-9	Scale of organisation	Stakeholder Engagement: Employees (Pg 16-22), Managing our Environmental Impact (Pg 34-39)
G4-10	Employee statistics	Corporate Governance (Pg 6), Stakeholder Engagement: Employees (Pg 16, 22)
G4-11	Collective Bargaining	Stakeholder Engagement: Employees (Pg 16-17)
G4-12	Organisation's supply chain	Stakeholder Engagement: Suppliers (Pg 24)
G4-13	Changes in organisation structure and supply chain	CEO's Message (Pg 1)
G4-14	Precautionary approach is addressed	Managing our Environmental Impact (Pg 34-39)
G4-15	External principles subscribed to	Focus on People (Pg 15-25), Supporting our Communities (Pg 26-31), Caring for the Environment (Pg 33-39)
G4-16	Memberships	About Singapore Airlines (Pg 2)
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>		
G4-17	List entities covered or not covered	Overview
G4-18	Explain process for defining report content	Sustainability at Singapore Airlines (Pg 7-8)
G4-19	List of material aspects identified	Sustainability at Singapore Airlines (Pg 7-8)
G4-20	For each material aspect, report the aspect boundary within the organisation	Material Aspects and Boundaries (Pg 41)
G4-21	For each material aspect, report the aspect boundary outside the organisation	Material Aspects and Boundaries (Pg 41)
G4-22	Report any restatements of information provided in previous reports and reason for such restatements	Annual Report (Pg 114)
G4-23	Significant changes in scope and aspect boundary from previous report	Overview, CEO's Message (Pg 1)

STAKEHOLDER ENGAGEMENT		
G4-24	List of stakeholder groups engaged by the organisation	Sustainability at Singapore Airlines (Pg 7-9)
G4-25	Basis for identification and selection of stakeholders with whom to engage	Sustainability at Singapore Airlines (Pg 7-9)
G4-26	Approach to stakeholder engagement	Sustainability at Singapore Airlines (Pg 7-9), Focus on People (Pg 15-25)
G4-27	Report key topics and concerns raised through stakeholder engagement	Sustainability at Singapore Airlines (Pg 9)
<b>REPORT PROFILE</b>		
G4-28	Reporting period	Overview
G4-29	Date of most previous report	Overview
G4-30	Reporting cycle	Overview
G4-31	Contact point for questions regarding the report	Overview
G4-32	GRI content index	GRI Content Index (Pg 42-43)
G4-33	Assurance	Overview
<b>GOVERNANCE</b>		
G4-34	Governance structure including committees of the highest governance body. Identify any committees responsible for decision making on economic, environmental and social impacts	Sustainability at Singapore Airlines (Pg 7-9)
<b>ETHICS AND INTEGRITY</b>		
G4-56	Codes of conduct and codes of ethics	Corporate Governance (Pg 6), Stakeholder Engagement: Employees (Pg 17), Stakeholder Engagement: Suppliers (Pg 25), Singapore Airlines' Suppliers' Code of Conduct (Pg 40)

SPECIFIC STANDARD DISCLOSURES		
Material Aspects	DMA and Indicators	Page Reference and Remarks
<b>ECONOMIC</b>		
<b>Economic Performance</b>		
G4-EC1	Direct economic value generated and distributed	Annual Report (Pg 2, 44-59)
<b>MARKET PRESENCE</b>		
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	Stakeholder Engagement: Employees (Pg 16)
<b>ENVIRONMENTAL</b>		
<b>Energy</b>		
G4-EN3	Energy consumption within the organisation	Managing our Environmental Impact (Pg 37-39)
G4-EN6	Reduction of energy consumption	Caring for the Environment (Pg 33-39)
<b>Biodiversity</b>		
G4-EN13	Habitats protected or restored	Community Engagement (Pg 28)
<b>Emissions</b>		
G4-EN18	Greenhouse gas (GHG) emissions intensity	Managing our Environmental Impact (Pg 34-39)
G4-EN19	Reduction of greenhouse gas (GHG) emissions	Managing our Environmental Impact (Pg 34-37)
<b>EFFLUENTS AND WASTE</b>		
G4-EN22	Total water discharge by quality and destination	Managing our Environmental Impact (Pg 38-39)
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Managing our Environmental Impact (Pg 38-39)
<b>COMPLIANCE</b>		
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	There were no fines or sanctions during the reporting period
<b>SUPPLIER ENVIRONMENTAL ASSESSMENT</b>		
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Stakeholder Engagement: Suppliers (Pg 24-25) All of SIA's suppliers are expected to comply with our Suppliers' Code of Conduct
<b>ENVIRONMENTAL GRIEVANCE MECHANISMS</b>		
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	No grievances filed during the reporting period

# GRI Content Index

SPECIFIC STANDARD DISCLOSURES		
Material Aspects	DMA and Indicators	Page Reference and Remarks
<b>LABOUR PRACTICES AND DECENT WORK</b>		
<b>Employment</b>		
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	Stakeholder Engagement: Employees (Pg 22)
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Stakeholder Engagement: Employees (Pg 17)
G4-LA3	Return to work and retention rates after parental leave, by gender	Stakeholder Engagement: Employees (Pg 22)
<b>LABOUR MANAGEMENT RELATIONS</b>		
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	The notice periods to commence negotiations are set up in the respective collective agreements with the unions
<b>OCCUPATIONAL HEALTH AND SAFETY</b>		
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	SIA's Safety Performance (Pg 11) For Workman Injury: • 2 technical crew (with 6 lost calendar days) • 1 male Administrative Officer (with 32 lost calendar days) • 5 Graded/Junior staff (3 females, 2 males) with 267 lost calendar days • 301 cabin crew (217 females, 84 males) with 4,583 lost calendar days
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	Not applicable. No Singapore-based worker in SIA Group belongs to this category
G4-LA8	Health and safety topics covered in formal agreements with trade unions	Not applicable
<b>TRAINING AND EDUCATION</b>		
G4-LA9	Average hours of training per year per employee by gender, and by employee category	<b>GENDER</b> Male: 75 hours per male staff Female: 68 hours per female staff  <b>EMPLOYEE CATEGORY</b> Managers & Above: 19 hours per staff Administrative Officers/Executives: 38 hours per staff Graded/Junior Staff (Ground): 65 hours per staff Cabin Crew: 88 hours per staff Pilots: 43 hours per staff  <i>[These figures are for courses conducted by Corporate Learning Centre only]</i>
G4-LA10	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Stakeholder Engagement: Employees (Pg 19-21)
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	Stakeholder Engagement: Employees (Pg 17)
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>		
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Corporate Governance (Pg 6), Annual Report (Pg 18-21), Stakeholder Engagement: Employees (Pg 22)
<b>SUPPLIER ASSESSMENT FOR LABOUR PRACTICES</b>		
G4-LA14	Percentage of new suppliers that were screened using labour practices criteria	Stakeholder Engagement: Suppliers (Pg 24-25) All of SIA's suppliers are expected to comply with our Suppliers' Code of Conduct
G4-LA15	Significant actual and potential negative impacts for labour practices in the supply chain and actions taken	There were no significant actual and potential negative impacts
<b>LABOUR PRACTICES GRIEVANCE MECHANISMS</b>		
G4-LA16	Number of grievances about labour practices filed, addressed, and resolved through formal grievance mechanisms	Nil
<b>HUMAN RIGHTS</b>		
<b>Non-discrimination</b>		
G4-HR3	Total number of incidents of discrimination and corrective actions taken	Nil
<b>Freedom of Association and Collective Bargaining</b>		
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	Nil
<b>Child Labour</b>		
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour	Stakeholder Engagement: Suppliers (Pg 24-25) We are in compliance with the Employment Act and laws of Singapore. All of SIA's suppliers are expected to comply with our Suppliers' Code of Conduct
<b>Forced or Compulsory Labour</b>		
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour	Stakeholder Engagement: Suppliers (Pg 24-25) We are in compliance with the Employment Act and laws of Singapore. All of SIA's suppliers are expected to comply with our Suppliers' Code of Conduct
<b>Supplier Human Rights Assessment</b>		
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	Stakeholder Engagement: Suppliers (Pg 24-25) All of SIA's suppliers are expected to comply with our Suppliers' Code of Conduct
<b>Human Rights Grievance Mechanisms</b>		
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	Nil
<b>SOCIETY</b>		
<b>Anti-corruption</b>		
G4-S04	Communication and training on anti-corruption policies and procedures	Corporate Governance (Pg 6)
G4-S05	Confirmed incidents of corruption and actions taken	Nil



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