



**SINGAPORE  
AIRLINES**

A STAR ALLIANCE MEMBER



# Sustainability Report

FY 2017/18

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# Our Year in Summary



Recurrent training for pilots conducted **2 times a year**



**3,522** tonnes of waste disposed of from offices



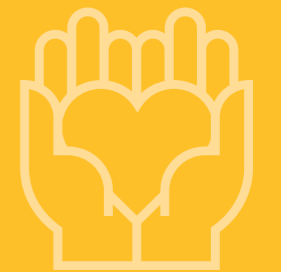
**24/7** Social Media Engagement Unit



**1SQ app** launched in February 2018 for employees



**96.2%** of ground employees completed anti-corruption training



**\$2.55 million** raised for Community Chest



**World's 1st** 'green package' flights



Over **1,500** ramp audits conducted



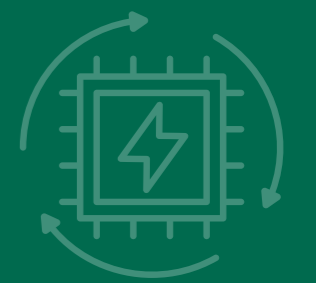
**24 wishes** fulfilled for Make-A-Wish Singapore



**Exclusive partner** of the Harapan Rainforest Initiative since 2010



**Zero** incidents of non-compliance to food safety and hygiene



**15%** targeted reduction in office electricity consumption by FY2020/21



**5.4** average training days per employee



**World's 1st** Boeing 787-10 aircraft



**\$32.5 million** investment in staff training and development



# Overview

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

Through this report, we seek 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 our value chain, we seek to explore ways to improve sustainable practices across all aspects of our operations.

## Reporting Period

SIA's Sustainability Report is published annually in June. This report covers the financial year 2017/18 from 1 April 2017 to 31 March 2018. The previous Sustainability Report was published in June 2017.

## Reporting Scope

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 as well as Tradewinds Tours and Travel - unless otherwise stated. The '\$' sign used in this report refers to Singapore Dollars unless otherwise stated.

## Reporting Process

Singapore Airlines' Board members provide guidance and work with the Management Committee, which consists of the Chief Executive Officer, two Executive Vice Presidents and Senior Vice Presidents from all divisions, to prepare the report. The Management Committee endorses the report's contents, 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 the data through documentary evidence or past operational performance. We aim to continuously improve this process to ensure that our data collection is effective and robust.

## GRI Guidelines

This report is aligned with the latest Global Reporting Initiative (GRI) Standards: Core option. Due to the GRI Standards' universal application, we selected it as a guideline for the report so as to allow for comparability of our performance over the years. The report also takes reference from Singapore Exchange's (SGX) 'Comply or Explain' requirements for sustainability reporting. We have not sought external assurance for this report. However, since our first Sustainability Report published in 2013, we have engaged external consultants to perform an annual gap analysis.

\*As of 1 April 2018, SIA Cargo was re-integrated as a division within SIA.

## Feedback

Our stakeholders' feedback is important to us. We welcome feedback on this report and any aspect of our sustainability performance. Please address all feedback to Divisional Vice President Public Affairs at [public\\_affairs@singaporeair.com.sg](mailto:public_affairs@singaporeair.com.sg).



## About the Cover

The Boeing 787-10 is the latest addition to Singapore Airlines' fleet. Its revolutionary design and state-of-the-art technology contributes to its superior fuel efficiency, highlighting Singapore Airlines' longstanding commitment to caring for the environment.

# CEO's Message

This is Singapore Airlines' sixth Sustainability Report, in which we detail our sustainability initiatives and achievements related to economic, environmental and social issues over the past financial year.

In FY2016/17, we transitioned to the latest Global Reporting Initiative (GRI) standards for disclosures on topics important to SIA and our stakeholders. We are also now basing our report on new Singapore Exchange (SGX) rules for sustainability reporting. Recognised by SGX as part of the SGX Sustainability Leaders Index in 2016, we endeavour to press on with our sustainability journey, and remain a frontrunner in environmental, social and governance standards.

We have been encouraged by the positive feedback received about the quality of our sustainability reporting to date. We consider it to be a constant improvement process, and this year we are further enhancing sustainability-related disclosures through this report.

Our customers are of course very important to us. In line with efforts to constantly improve the travel experience, we made significant investments over the past year in the development of long-haul and regional cabin products, which debuted on new Airbus A380 and Boeing 787-10 aircraft. In November 2017, we unveiled new industry-leading A380 cabin offerings, providing more space and privacy for customers across all classes. In March 2018, we also launched our new regional Business Class cabin products on the world's first Boeing 787-10 aircraft.

To meet ever-growing customer expectations, we are constantly enhancing the three main pillars of our brand promise: Service Excellence, Product Leadership and Network Connectivity. This year, we will be taking delivery of the world's first Airbus A350-900 Ultra-Long-Range (ULR) aircraft, which will enable us to re-launch non-stop flights between Singapore and both New York and Los Angeles, reducing travel time for our customers.

Our aircraft orders are in line with a longstanding practice of maintaining a modern and fuel-efficient fleet, through which we can operate more efficiently and expand our network reach. Our significant investment in new fuel-efficient aircraft also advances our objective of reducing carbon emissions.

For example, SIA operated a series of 12 'green package' flights over a three-month period on our non-stop San Francisco-Singapore route in 2017, in partnership with the Civil Aviation Authority of Singapore. The 'green package' flights combined the use of biofuels, optimised flight operations and the latest fuel-efficient aircraft to reduce fuel burn and carbon emissions. The initiative supports the Sustainable Singapore Blueprint 2015 to develop Singapore as a Leading Green Economy, contributing to a Sustainable Singapore.

A 'From Farm to Plane' concept was also introduced in October 2017 to promote environmental sustainability and support local farmers' communities through the use of more sustainable and meatless ingredients, as well as local produce, for in-flight meals.

On the ground, we are committed to achieving a 15 per cent reduction in electricity consumption in our offices and a 30 per cent reduction in waste generation from our buildings by FY2020/21. Many of the initiatives are documented in the 'Managing Environmental Impact' section of this report.

In June 2017, I travelled to Cancun, Mexico and signed the United for Wildlife Transport Taskforce Buckingham Palace Declaration to prevent illegal trafficking and transportation of wildlife and their products.

We also continued to support the communities in which we operate, as we celebrated Singapore Airlines' 70<sup>th</sup> anniversary in 2017. Through a series of events, a total of \$2.55 million was raised for the Community Chest of Singapore, to support more than 80 social service organisations under its care. We will continue to do our part for the community, in Singapore as well as in the various overseas markets that we operate in. More details can be found in the 'Supporting our Communities' section of this report.

A significant corporate development during the financial year was the integration of our low-cost airline subsidiaries Scoot and Tigerair under the Scoot brand. Another major corporate development was the transition of SIA Cargo from a wholly-owned subsidiary to a division within Singapore Airlines, providing greater synergy with the SIA Group.

Together with our subsidiaries, we aim to progressively broaden our scope of reporting in the coming years. In FY2017/18, representatives from SilkAir and Scoot joined the Sustainability Strategic Working Committee, which is an internal working group made up of department head-level staff who set the direction for our sustainability reporting.

Intensifying competition and rising fuel prices will continue to pose challenges to the aviation industry in the year ahead. Despite the challenges, we remain committed to our sustainability goals by investing in new technologies and building on our digital capabilities. Some initiatives included the generation of flight disruption statements online and the elimination of physical service recovery vouchers, as well as the launch of a chatbot to expand digital servicing channels for our customers.

In January 2018, we launched our Digital Innovation Blueprint as part of SIA's ongoing Transformation Programme, contributing to the development and nurturing of digital aviation and the travel technology community. As our diverse workforce of dedicated employees is one of our greatest assets, we continue to invest heavily in our people, and digital training initiatives have been a major focus, to help foster an innovative culture and mindset.

SIA seeks to continue developing as a responsible corporate citizen through a sustainability strategy endorsed by the Board as well as our Management Committee. Over the past year, we reviewed the 17 Sustainable Development Goals (SDGs) which were adopted by world leaders in 2015, to stimulate action over the next 15 years in areas of importance for the planet and humanity. Three SDGs have been identified as being relevant to our sustainability strategy and are long-term targets we seek to achieve in the future:

- **Goal 8:** Promote inclusive and sustainable economic growth, employment and decent work for all
- **Goal 12:** Ensure sustainable consumption and production patterns
- **Goal 13:** Take urgent action to combat climate change and its impacts

As we enter into our next phase of growth, we remain committed to building on our already strong position as a sustainable organisation.



**Goh Choon Phong**

Chief Executive Officer  
Singapore Airlines

# About Singapore Airlines

The Singapore Airlines Group's history dates back to 1947. Since its establishment, Singapore Airlines' commitment to service excellence, product leadership and network connectivity has quickly distinguished it as a world-class international airline.



# SINGAPORE AIRLINES

Today, Singapore Airlines operates a modern passenger fleet of more than 100 aircraft. Together with freighter aircraft, as well as passenger aircraft operated by wholly-owned subsidiaries SilkAir and Scoot, the SIA Group fleet comprises more than 180 aircraft, with a combined network covering more than 140 destinations around the world. With the world-famous Singapore Girl as its iconic symbol of quality customer care and service, travellers on Singapore Airlines can be assured of high standards of service and efficiency, both on the ground and in the air.

Singapore Airlines recognises the value of innovation and knows that our customers desire it too. As an innovative market leader and industry trendsetter, the list of industry-leading innovations by Singapore Airlines includes:

### First to offer

free headsets, a choice of meals and free drinks in Economy Class, in the 1970s

### First to fly

non-stop across the Pacific between Hong Kong and San Francisco in 1989

### First to introduce

satellite-based in-flight telephones in 1991

### First to introduce

*KrisWorld*, a state-of-the-art in-flight entertainment and communications system across all three cabin classes in 1995

### First to involve

a comprehensive panel of world-renowned chefs, the International Culinary Panel, in developing in-flight meals in 1998

### First to offer

audio- and video-on-demand capabilities on *KrisWorld* in all cabin classes in October 2001

### First to fly

the Airbus A380 superjumbo, from Singapore to Sydney, on 25 October 2007

### First to launch

Panasonic Avionics Corporation's eX3 platform on the Airbus A350s and the first to offer the eX3 experience on the Boeing 777-300ERs

### First to fly

the lightweight and fuel-efficient Boeing 787-10 Dreamliner in 2018

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 Singapore Airlines Group consist of passenger and cargo air transportation, engineering services, training of pilots, air charters as well as tour wholesale 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.

## Core Values

### EXCELLENCE

We strive to be the best we can be. Every time.

### SAFETY

We put safety at the core of everything we do. Every time.

### CUSTOMER-FOCUS

We understand our guests so we can truly delight them. Every time.

### CARE

We care for our people and community. Every time.

### INTEGRITY

We go out of our way to do the right thing. Every time.

### TEAMWORK

We work as one team to achieve our goals. Every time.

## 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 Chief Executive Officer, assumed the role of Chairman of IATA's Board of Governors in June 2017, for a one-year term. Singapore Airlines is also represented in various committees and working groups as part of our membership with these associations.

# Historical Timeline

## 1947

The Singapore Airlines story dates back to 1947, when Malayan Airways Limited (MAL) was born. On 1 May, an Airspeed Consul took off from Singapore's Kallang Airport, on the first of three flights a week to Kuala Lumpur, Ipoh and Penang.



## 1963

Malayan Airways Limited becomes Malaysian Airways Limited in 1963 and later, Malaysia-Singapore Airlines (MSA) in 1966.

## 1972

The Singapore Girl is created, with the formation of Singapore Airlines following the separation of the former MSA into two carriers. In her distinctive sarong kebaya in batik material designed by Parisian couturier Pierre Balmain, she epitomises Singapore Airlines' tradition of friendly service and Asian hospitality.



## 1989

Singapore Airlines becomes the first airline to operate a commercial flight across the Pacific Ocean with the Boeing 747, from San Francisco to Singapore via Hong Kong.

## 1991

Singapore Airlines launches the world's first global sky telephone service, enabling passengers to stay in touch with people on the ground while they are in the air.

## 1998

In September, Singapore Airlines sets up the International Culinary Panel, comprising award-winning chefs from the culinary capitals of the world to take in-flight dining to new heights.



## 1999

Singapore Airlines launches the frequent flyer programme, KrisFlyer. The launch of this programme allows Singapore Airlines and SilkAir customers in all cabin classes to accumulate KrisFlyer miles and redeem tickets for travel.

## 2001

Singapore Airlines is the first airline to provide audio- and video-on-demand to passengers in all cabin classes with *KrisWorld*, Singapore Airlines' in-flight entertainment system.

## 2004

Singapore Airlines, together with partners, establishes Tiger Airways (which operates as Tigerair), a Singapore-based no-frills airline that offers affordable travel options.

On 28 June, Singapore Airlines launches the historic, non-stop flight from Singapore to New York using the ultra-long-range Airbus A340-500. The flight traverses a distance of close to 9,000 nautical miles over the North Pacific, and sets a new record for the world's longest non-stop commercial flight.

## 2007

Singapore Airlines makes history when it becomes the first to fly the Airbus A380, the world's largest commercial aircraft. The next-generation aircraft will grow capacity on high demand routes, while delivering operational efficiency, environmental improvements and customer benefits.

## 2011

Singapore Airlines announces plans to establish low-cost subsidiary airline Scoot, for medium- and long-haul routes. Scoot begins its first flight to Sydney, Australia in 2012.

## 2012

The giant pandas Kai Kai and Jia Jia arrive in Singapore on 6 September, after flying in comfort on board a Singapore Airlines Cargo Boeing 747-400 freighter from Chengdu, China. Singapore Airlines becomes the Official Airline for the giant panda collaborative programme between Wildlife Reserves Singapore and the China Wildlife Conservation Association.

## 2015

Singapore Airlines unveils its new Premium Economy Class seats and in-flight offerings following a two-year development programme.

Singapore Airlines operates its first-ever Charity Flight on the world's largest commercial aircraft, the Airbus A380. More than 300 beneficiaries were treated to a three-and-a-half-hour flight.

## 2016

Singapore Airlines welcomes the latest-generation, highly fuel-efficient A350-900 aircraft to its fleet in March, and later launches its new non-stop Singapore-San Francisco service using this aircraft.

## 2017

Celebrating 70 years of excellence in 2017, Singapore Airlines unveils its new cabin products which will be fitted to its Airbus A380 fleet following an extensive four-year development programme.

With the SIA Group emphasising the need to adapt nimbly and flexibly to industry changes so as to stay relevant in the competitive environment, Scoot and Tigerair merge under the Scoot brand name.



## 2018

Singapore Airlines once again leads the aviation industry, becoming the first to fly the new Boeing 787-10 Dreamliner. Designed to be uplifting in every way, the cabin offers a more comfortable in-flight experience for customers.

Today, the Singapore Airlines Group network covers over 140 destinations, including services by subsidiary airlines.



# Route Network

As at 31 March 2018, the Singapore Airlines Group's network covers 141 destinations. Passenger and cargo transportation by air are the key operations and services in these markets.

Destination	Airline
<b>Americas</b>	
Anchorage*	●
Dallas (Fort Worth)*	●
Honolulu	●
Houston	●
Los Angeles	●
New York	●
San Francisco	●
<b>Europe</b>	
Amsterdam	●
Athens	●
Barcelona	●
Brussels*	●
Copenhagen	●
Dusseldorf	●
Frankfurt	●
Istanbul	●
London	●
Manchester	●
Milan	●
Moscow	●
Munich	●
Paris	●
Rome	●
Stockholm	●
Zurich	●

Destination	Airline
<b>North Asia</b>	
Beijing	●
Changsha	●
Chengdu	●
Chongqing	●
Dalian	●
Fukuoka	●
Fuzhou	●
Guangzhou	●
Haikou	●
Hangzhou	●
Harbin	●
Hiroshima	●
Hong Kong SAR	●
Jinan	●
Kaohsiung	●
Kunming	●
Macau SAR	●
Nagoya	●
Nanjing	●
Nanning	●
Ningbo	●
Osaka	●
Qingdao	●
Quanzhou	●
Sapporo	●
Seoul	●

Destination	Airline
<b>North Asia (Cont'd)</b>	
Shanghai	●
Shenyang	●
Shenzhen	●
Taipei	●
Tianjin	●
Tokyo (Haneda)	●
Tokyo (Narita)	●
Wuhan	●
Wuxi	●
Xiamen	●
Xi'an	●
Zhengzhou	●
<b>Southeast Asia</b>	
Balikpapan	●
Bander Seri Begawan	●
Bandung	●
Bangkok (Don Mueang)	●
Bangkok (Suvarnabhumi)	●
Cebu	●
Chiang Mai	●
Clark	●
Colombo	●
Danang	●
Davao	●
Denpasar	●
Hat Yai	●

Destination	Airline
<b>Southeast Asia (Cont'd)</b>	
Hanoi	●
Ho Chi Minh City	●
Ipoh	●
Jakarta	●
Kalibo	●
Koh Samui	●
Kota Kinabalu	●
Krabi	●
Kuala Lumpur	●
Kuantan	●
Kuching	●
Langkawi	●
Lombok	●
Luang Prabang	●
Makassar	●
Manado	●
Mandalay	●
Manila	●
Medan	●
Palembang	●
Pekanbaru	●
Penang	●
Phnom Penh	●
Phuket	●
Semarang	●
Siem Reap	●

Destination	Airline
<b>Southeast Asia (Cont'd)</b>	
Singapore	●
Surabaya	●
Vientiane	●
Yangon	●
Yogyakarta	●
<b>Southwest Pacific</b>	
Adelaide	●
Auckland	●
Brisbane	●
Cairns	●
Canberra	●
Christchurch	●
Darwin	●
Gold Coast	●
Melbourne	●
Perth	●
Sydney	●
Wellington	●
<b>West Asia and Africa</b>	
Ahmedabad	●
Amritsar	●
Bengaluru	●
Cape Town	●
Chennai	●
Coimbatore	●
Dhaka	●

Destination	Airline
<b>West Asia and Africa (Cont'd)</b>	
Dubai	●
Hyderabad	●
Jeddah	●
Johannesburg	●
Kathmandu	●
Kochi	●
Kolkata	●
Lucknow	●
Male	●
Mumbai	●
Nairobi*	●
New Delhi	●
Sharjah*	●
Thiruvananthapuram	●
Tiruchirappalli	●
Visakhapatnam	●

## Legend



\*Freighter-only destinations operated by Singapore Airlines' Cargo Division.



# Fleet Information

## Singapore Airlines Group Fleet

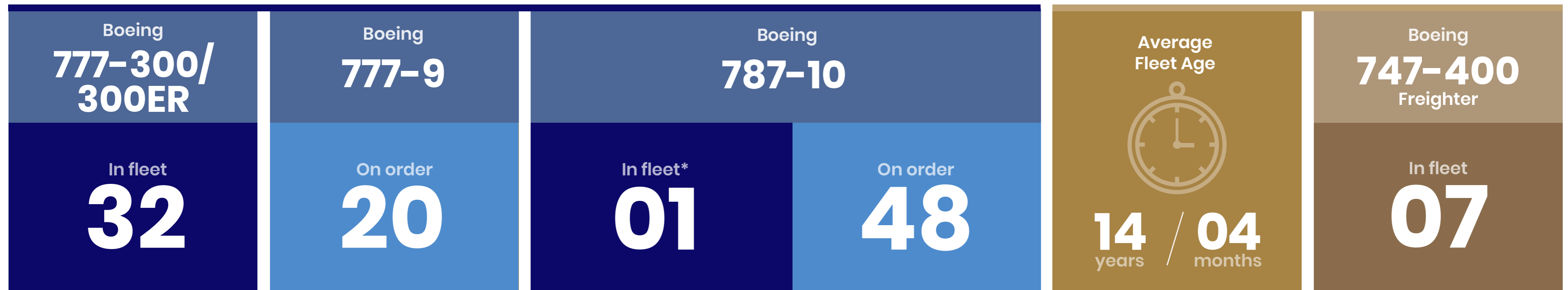
As at 31 March 2018, Singapore Airlines' operating passenger fleet comprises 107 aircraft, with an average age of seven years and four months. Together with freighter aircraft, as well as passenger aircraft operated by wholly-owned subsidiaries SilkAir and Scoot, the SIA Group fleet comprises 186 aircraft with 194 aircraft on order. The SIA Group has one of the most modern and fuel-efficient fleets in the world.



## Singapore Airlines (Passenger Aircraft)

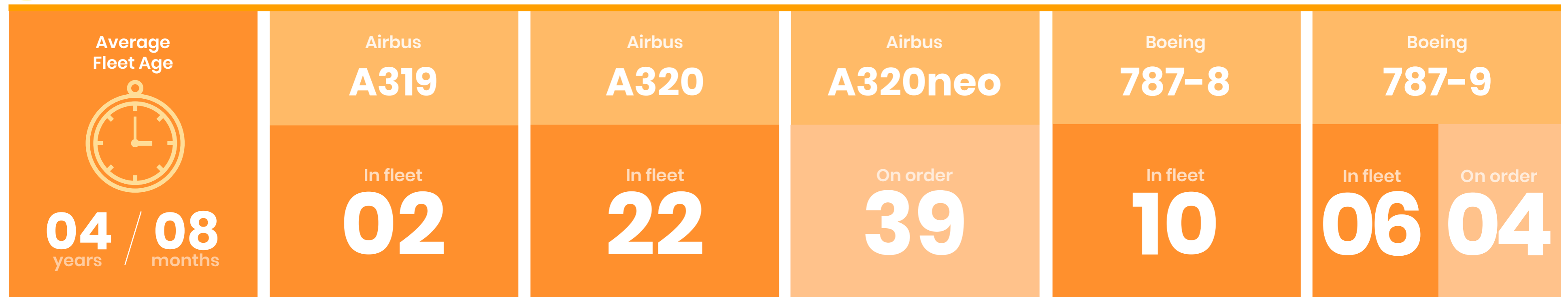
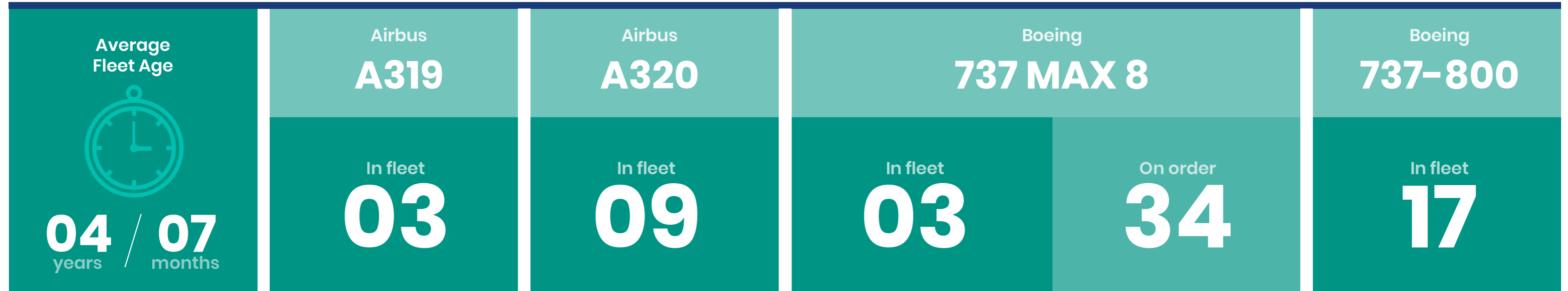


## Singapore Airlines (Freighter Aircraft)



\*Singapore Airlines took delivery of the world's first Boeing 787-10 on 26 March 2018. It began scheduled services to Osaka and Perth in May 2018.

# Fleet Information (Cont'd)



More details of the SIA Group fleet profile can be found on page 22 of the FY2017/18 Annual Report.

# Corporate Governance



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 Singapore's Ministry of Finance in May 2012.

The Singapore Airlines Board consists of Chairman Mr Peter Seah Lim Huat, CEO Mr Goh Choon Phong, and six Directors from diverse backgrounds with varied expertise in business, finance, legal, management and marketing. The Board's principal functions include charting the Group's strategic direction, reviewing and approving annual budgets and financial plans, as well as 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.

Full profiles of Directors are available on pages 16 to 17 and pages 73 to 76 of the FY2017/18 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 as well as 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.

In FY2017/18, Board members attended briefings on digital technology in industries, challenges facing the airline industry, as well as other related topics conducted by global airline industry leaders and experts. Please refer to pages 59 to 63 of the FY2017/18 Annual Report for more information on SIA's Board Committees.

## Communication with Stakeholders

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 SIA's website at [http://www.singaporeair.com/en\\_UK/sg/about-us/information-for-investors/](http://www.singaporeair.com/en_UK/sg/about-us/information-for-investors/) on the next working day.

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 also meets analysts and investors on a regular basis through investor conferences and roadshows, post-results luncheons, as well as ad hoc meetings and teleconferences. A dedicated investor relations email address and hotline are maintained for the investing community to reach out to the Company for queries.



# Corporate Governance (Cont'd)

## Risk Assessment and Management

The Board is responsible for overseeing the Company's risk governance. Represented by the Board Safety and Risk Committee, it reviews the effectiveness of the Risk Management Framework and Risk Management Process. The Committee also convenes on a quarterly basis to review the robustness of the Company's risk governance and reports key risks to the Board of Directors annually.

The Risk and Compliance Management (RCM) department initiates and coordinates activities to drive risk management efforts across the SIA Group and its subsidiaries. Aside from the Board Safety and Risk Committee, various Risk and Compliance Management Committees, which comprise members from the Senior Management team, are set up at both the company and group level to review risks and controls. They also ensure that risk management efforts are coordinated across business functions and the SIA Group respectively.

RCM monitors group-wide risk review exercises and ensures that they are conducted bi-annually. Each exercise involves the identification of new or emerging risks, evaluation of existing risks to determine their relevance in the current context, and ensures controls and processes are in place to manage economic, environmental and socio-political risks. The risk management process provides guidance for managing risks from both a top-down and bottom-up approach. This ensures that the needs and expectations of all stakeholders and corporate requirements are accounted for.

Other key initiatives under RCM include mandatory training for all staff through a web-based facility and managing a schedule to verify Business Continuity Plan tests on a regular basis. These initiatives are in place to ensure staff awareness and familiarity with risk management processes and requirements, and that alternate plans for various operational areas are adequate and effective. Updates on these activities are also reported to the Board Safety and Risk Committee and other relevant Risk Committees within the SIA Group.

## Ethics and Integrity

Singapore Airlines is committed to achieving high standards of corporate governance. Ethical business conduct is a significant guiding principle that we adopt in our worldwide operations. Our partnership with agents, contractors and employees is underpinned by their integrity in the conduct of their work which is critical to our business operations and reputation.

Singapore Airlines has channels for employees, stakeholders and the public to raise concerns about possible improprieties in any matter, in confidence. The Company has a whistleblowing programme called 'Policy on Reporting Wrongdoing' that is communicated to our employees through our internal Intranet, Staff Regulations and a mandatory web-based training module. Under this 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 continuously reviews the programme to ensure that it is adequate. All whistleblower reports are reviewed by the Audit Committee at its quarterly meetings to ensure independent investigation and adequate resolution. There were no confirmed incidents of corruption involving our employees or business partners in FY2017/18. There were also no legal cases of corruption brought against the Company in the same financial year. Please refer to page 70 in the FY2017/18 Annual Report for more information on our whistleblowing programme.

## Conflict of Interest

Singapore Airlines requires employees involved in a conflict of interest situation or in one which could potentially lead to a conflict of interest to report the matter to the Company. All employees are required to declare any conflict or potential conflict of interest situation to the Human Resources Division annually.

## Anti-Corruption Training

Anti-corruption policies and procedures are communicated to Singapore Airlines employees via a web-based training module. The module includes information and assessments relating to the Company's anti-corruption policy. Employees receive email notifications which prompt them to complete the web-based training. Business partners and service providers are required to sign contracts which include an anti-corruption and anti-bribery clause. Singapore Airlines' Suppliers' Code of Conduct is also included in the contracts. For more information on the Suppliers' Code of Conduct, please refer to page 37 of this report.

Singapore Airlines targets to have at least 95 per cent of employees required to take the anti-corruption training complete it by the due date annually. The percentage excludes line pilots and cabin crew as they are not required to complete the anti-corruption training.

In FY2017/18, 4,288 (96.2 per cent) out of 4,457 ground employees completed the anti-corruption training. Of all ground employees, 307 (93.0 per cent) out of 330 senior management\* completed the anti-corruption training.



## Number and percentage of employees\*\* who received anti-corruption training by region:

Region	No. of Ground Staff	No. of Senior Management	No. of Contract Staff
Singapore (Head Office)	2,278 (51.1%)	238 (72.1%)	2
Americas	109 (2.4%)	9 (2.7%)	0
Europe	422 (9.5%)	20 (6.1%)	30
North Asia	471 (10.6%)	10 (3.0%)	3
Southeast Asia	381 (8.5%)	10 (3.0%)	0
Southwest Pacific	330 (7.4%)	12 (3.6%)	11
West Asia and Africa	297 (6.7%)	8 (2.4%)	17

\*Senior management refers to those who are holding managerial positions and above, and management pilots.

\*\*Figure excludes pilots and cabin crew.

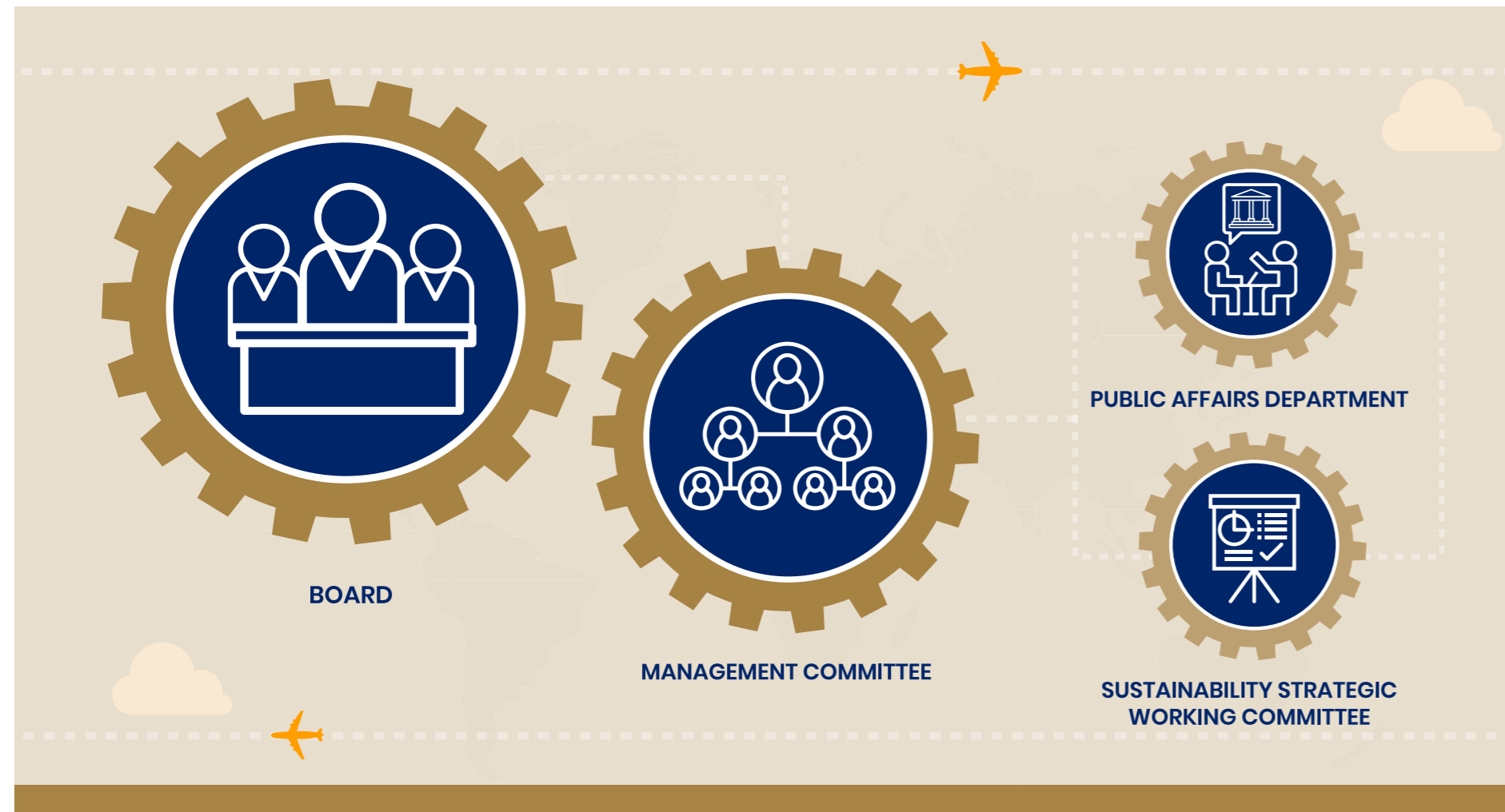
# Sustainability at Singapore Airlines

## SIA Board Statement

The Board provides guidance and works with the Management Committee on SIA’s overall strategic direction, policies and business objectives, taking into consideration key material environmental, social and governance factors. The Board oversees the management of these factors through its involvement in the various Board Committees and regular engagement with senior management.

## Our Sustainability Organisational Structure

The Sustainability Strategic Working Committee (SSWC) spearheads SIA’s sustainability pursuits and is headed by Divisional Vice President Public Affairs. A cross-functional team within the SSWC, represented by department heads from various business units\*, oversees company-wide sustainability strategies and initiatives. The SSWC reports to SIA’s Management Committee on sustainability-related matters. The Public Affairs department acts as the secretariat for the SSWC and coordinates the various sustainability efforts for the purpose of reporting on sustainability-related performance. Subsidiaries SilkAir and Scoot joined the SSWC in FY2017/18.



\*Business units include Cabin Crew; Commercial Supplies; Customer Affairs; Customer Contact Services; Customer Experience; Engineering; Finance; Flight Operations; Ground Handling and Catering Contracts; Human Resources; Inflight Services; Internal Audit; Investor Relations; Legal and Secretariat; Product Innovation; Properties; Public Affairs; Risk Management; and Safety, Security and Environment.

## Our Sustainability Strategy

SIA’s sustainability strategy was first approved by the Management Committee in 2013. We believe that our sustainability framework enables us to retain our leadership position and fulfills the terms of our mission statement, as well as empowers us to effectively contribute to the communities we serve. With this in mind, we seek to constantly develop as a responsible corporate citizen.








<p><b>Managing Environmental Impact</b></p>	<p>We are committed to environmental sustainability and ensure that our operations are carried out in a responsible manner.</p>
<p><b>Safety</b></p>	<p>Safety is an essential part of our operations and we constantly strive to improve safety practices.</p>
<p><b>Stakeholder Engagement</b></p>	<p><b>Customers:</b> We are committed to offering our customers the best travel experience through product and service innovation, our modern fleet and extensive network.</p> <p><b>Employees:</b> We value our employees and care for their well-being and development.</p> <p><b>Shareholders:</b> We strive to maximise returns for long-term profitability, with the aim of creating sustainable shareholder value.</p> <p><b>Suppliers:</b> We treat our suppliers with respect and emphasise fairness in our relationships with them.</p>
<p><b>Supporting our Communities</b></p>	<p>We practise good corporate citizenship, contributing to and investing in the communities where we operate.</p>

# Sustainability at Singapore Airlines (Cont'd)

## Materiality Assessment

The SSWC conducted a Materiality Assessment in 2013 by reflecting on significant economic, environmental and social impacts which are material to SIA. The process included evaluating feedback from various internal and external stakeholders, such as our employees and customers. As SIA's Head Office is located in Singapore and a majority of our training facilities are based here, the topic boundaries are focused on our operations in Singapore, unless otherwise stated. The Materiality Assessment was last reviewed in 2017 and endorsed by SIA's Management Committee and the Board. We strive to include our subsidiaries' sustainable practices in our Sustainability Report progressively, so as to provide a more holistic picture of the SIA Group in terms of opportunities, risks and performance.

## Singapore Airlines' Material Topics

<b>Customer Focus</b> 	We are committed to offering our customers the best travel experience through product and service innovation, our modern fleet and extensive network.
<b>Employees</b> 	We value our employees and care for their well-being and development.
<b>Environment</b> 	We are committed to environmental sustainability and ensure that our operations are carried out in a responsible manner.
<b>Governance</b> 	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.
<b>Safety</b> 	Safety is an essential part of our operations and we constantly strive to improve our safety practices.
<b>Shareholders</b> 	We maximise returns for long-term profitability, with the aim of creating sustainable shareholder value.
<b>Suppliers</b> 	We treat our suppliers with respect and emphasise fairness in our relationships with them.



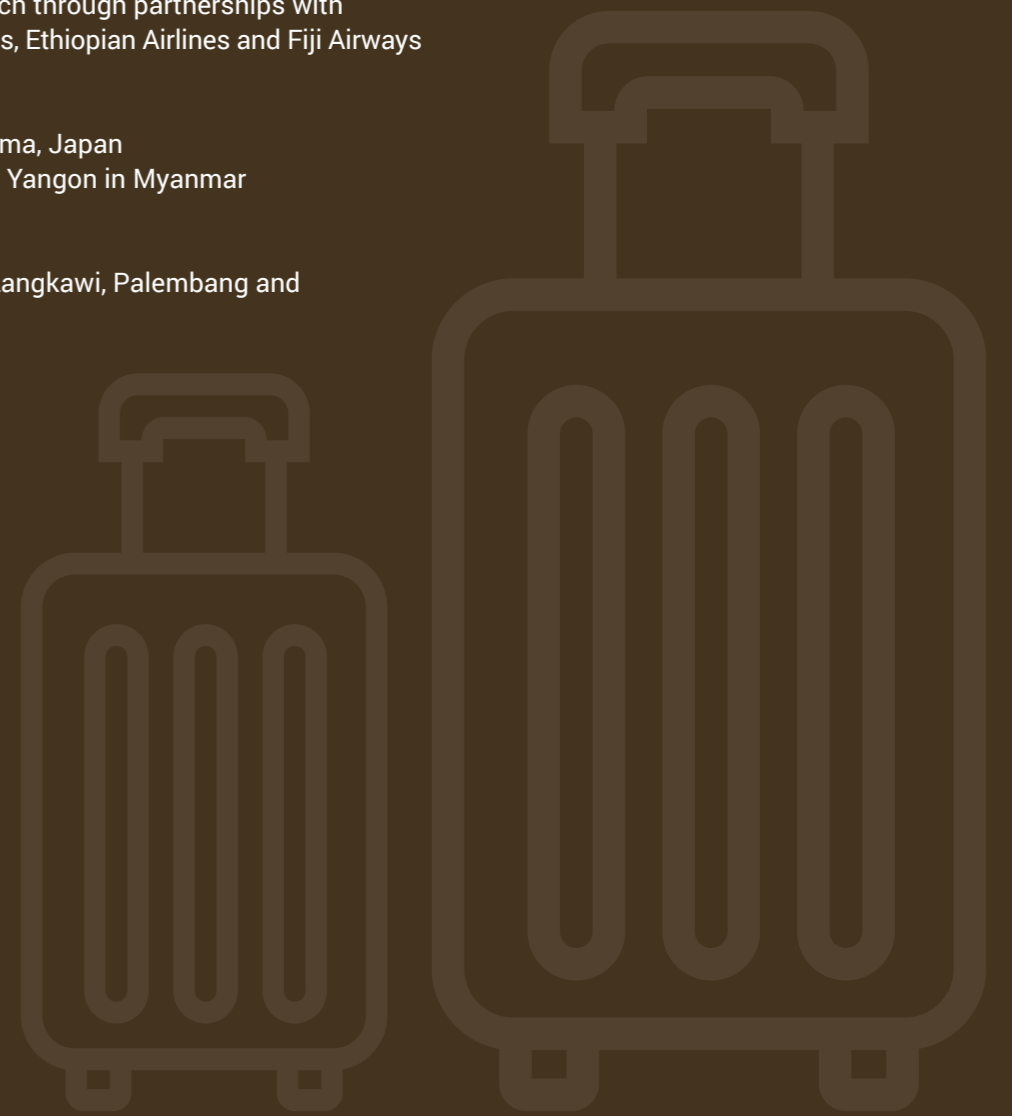
# Stakeholder Engagement Initiatives

Singapore Airlines regularly engages our stakeholders identified through our Materiality Assessment. Engagement is done through written and digital communications as well as face-to-face dialogues and briefings, among others. This allows for interaction with stakeholders to address key issues, feedback and concerns, giving us the opportunity to improve our products, services and operational procedures.

The following tables provide examples of key engagement initiatives made by business units in the SSWC. These engagements were not conducted specifically for the Sustainability Report.

Stakeholder	Employees		
Key Topics	Internal Communications	Engagement with Pilots	
Key Engagement Initiatives	<ul style="list-style-type: none"> <li>• <b>1SQ App</b> <ul style="list-style-type: none"> <li>- One-stop employee mobile app</li> <li>- Allows staff on-the-go access to the latest news and corporate deals, and submit leave application forms and claims conveniently</li> </ul> </li> <li>• <b>Breakfast with CEO</b> <ul style="list-style-type: none"> <li>- An informal setting for employees to interact with CEO</li> </ul> </li> <li>• <b>SIA's 70<sup>th</sup> Anniversary</b> <ul style="list-style-type: none"> <li>- SIA Family Day was held in May 2017 to engage staff and family members</li> <li>- A commemorative book, 'A Great Adventure: Singapore Airlines' 70-Year Journey' as a 70<sup>th</sup> anniversary gift to all staff</li> </ul> </li> <li>• <b>Staff Ideas in Action and WINS Challenge</b> <ul style="list-style-type: none"> <li>- Company-wide initiative to encourage ideation and inculcate a vibrant innovation culture</li> </ul> </li> <li>• <b>Transformation Pulse Surveys</b> <ul style="list-style-type: none"> <li>- Two surveys conducted to gather feedback from staff on SIA's transformation journey</li> </ul> </li> <li>• <b>Transformation Website</b> <ul style="list-style-type: none"> <li>- Launched in 2018, the internal website updates employees on Transformation Programme initiatives and progress</li> </ul> </li> </ul>	<p><b>Print / Online:</b></p> <ul style="list-style-type: none"> <li>• <b>Fleet e-Newsletters</b> <ul style="list-style-type: none"> <li>- Publications on fleet-specific issues emailed to fleet pilots and available on W@VES</li> </ul> </li> <li>• <b>Fleet Talks</b> <ul style="list-style-type: none"> <li>- Hosted on W@VES as a one-way 'Twitter Board' where management from the respective fleets post messages such as pilot movements and updates on aircraft incidents</li> </ul> </li> <li>• <b>Flight Operations Notices</b> <ul style="list-style-type: none"> <li>- A fortnightly publication containing information on operational and administrative matters</li> <li>- Hosted on W@VES and emailed to all pilots</li> </ul> </li> <li>• <b>Technical Crew Circulars</b> <ul style="list-style-type: none"> <li>- Circulars cover policy and procedural matters</li> </ul> </li> <li>• <b>Internal Notice to Airmen and Flight Staff Instructions</b> <ul style="list-style-type: none"> <li>- Operational messages sent to pilots as part of their flight plan documentation</li> </ul> </li> <li>• <b>Introduction of Tech Crew Duty Process</b> <ul style="list-style-type: none"> <li>- iPads given to all pilots to enable them to access emails, operational information and relevant applications at all times</li> </ul> </li> </ul>	<p><b>Face-to-Face:</b></p> <ul style="list-style-type: none"> <li>• <b>Fleet Chill Outs</b> <ul style="list-style-type: none"> <li>- Held annually for crew to interact in a casual setting</li> </ul> </li> <li>• <b>Fleet Dialogues</b> <ul style="list-style-type: none"> <li>- Chaired by the Fleet Chief Pilot, such dialogues are held every alternate month for rostered pilots</li> </ul> </li> <li>• <b>Fleet Meetings</b> <ul style="list-style-type: none"> <li>- Held half-yearly and open to all ranks within the fleet</li> <li>- External speakers are invited to speak about aviation-related issues</li> </ul> </li> <li>• <b>Flight Operations Get-Togethers</b> <ul style="list-style-type: none"> <li>- Held annually and open to all crew and ground staff</li> </ul> </li> <li>• <b>Instructor Meetings</b> <ul style="list-style-type: none"> <li>- Internal meetings held regularly by instructors on training issues</li> </ul> </li> <li>• <b>Operations and Training Symposium</b> <ul style="list-style-type: none"> <li>- Held annually and open to all crew, focusing on operations and training matters</li> </ul> </li> <li>• <b>Safety Symposium</b> <ul style="list-style-type: none"> <li>- Held annually in conjunction with Safety, Security and Environment Division</li> <li>- Open to all crew and focuses on safety-related issues</li> </ul> </li> <li>• <b>Senior Vice President Flight Operations' Dialogues</b> <ul style="list-style-type: none"> <li>- Held monthly for rostered crew, dealing with concerns such as fuel awareness and crewing matters</li> </ul> </li> </ul>

# Stakeholder Engagement Initiatives (Cont'd)

Stakeholder	Customers		
Key Topics	Service Excellence	Product Leadership	Network Connectivity
Key Engagement Initiatives	<ul style="list-style-type: none"> <li>• <b>Android Pay and Apple Pay</b> <ul style="list-style-type: none"> <li>- Introduced on Singapore Airlines' mobile app</li> </ul> </li> <li>• <b>Automated Bag Drop Facility</b> <ul style="list-style-type: none"> <li>- Launched at Singapore Changi Airport Terminals 2 and 3 where SIA operates from</li> </ul> </li> <li>• <b>Customer Notification System</b> <ul style="list-style-type: none"> <li>- Enhanced to include multi-channel and multi-language capabilities</li> </ul> </li> <li>• <b>Ensure Positive Customer Experience at Customer Touchpoints</b> <ul style="list-style-type: none"> <li>- Engage with our customers when they call, web chat or email us for servicing</li> <li>- Feedback is gathered via a post-call survey</li> </ul> </li> <li>• <b>'Kris' the Chatbot</b> <ul style="list-style-type: none"> <li>- Launched in December 2017 to expand digital servicing channels for customers</li> </ul> </li> <li>• <b>Self-Service Kiosk Check-In</b> <ul style="list-style-type: none"> <li>- Introduced in Bengaluru and Frankfurt airports in FY2017/18</li> </ul> </li> <li>• <b>Singapore Airlines Website and Mobile App</b> <ul style="list-style-type: none"> <li>- Website was revamped and new functionalities added to the SingaporeAir mobile app</li> </ul> </li> <li>• <b>Timely Follow-up on Customer Feedback</b> <ul style="list-style-type: none"> <li>- Customer Affairs department attends to feedback and enquiries from customers</li> <li>- Investigations are conducted with a target to respond to all feedback and enquiries within 10 working days</li> <li>- Social Media Engagement Unit responds to customer feedback on SIA's social media channels and provides assistance with their requests and issues</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Cabin Products</b> <ul style="list-style-type: none"> <li>- New cabin products featuring more space and privacy in all classes introduced in November 2017 following four years of development. The products made their debut on the new Airbus A380 aircraft in December 2017</li> <li>- New regional cabin products introduced in March 2018 for the Boeing 787-10s, featuring a new Business Class seat that reclines into a fully-flat bed</li> </ul> </li> <li>• <b>'From Farm to Plane' Initiative</b> <ul style="list-style-type: none"> <li>- To enhance sustainability practices in in-flight food and beverage offerings to promote environmental sustainability and support local farmers' communities</li> </ul> </li> <li>• <b>Modern Fleet</b> <ul style="list-style-type: none"> <li>- New Airbus A380 aircraft with new cabin products</li> <li>- World's first Boeing 787-10 aircraft with new regional cabin products</li> </ul> </li> <li>• <b>myKrisWorld</b> <ul style="list-style-type: none"> <li>- Launched in December 2017, the new personalised in-flight entertainment feature includes content recommendations based on customer preferences and viewing history</li> <li>- KrisFlyer members can bookmark and resume content for subsequent flights</li> </ul> </li> <li>• <b>SilverKris Lounge</b> <ul style="list-style-type: none"> <li>- Upgraded SilverKris Lounge at Suvarnabhumi Airport in Bangkok</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Singapore Airlines</b> <ul style="list-style-type: none"> <li>- Announced the launch of new Melbourne-Wellington services and daily flights to Canberra, Australia</li> <li>- Announced a third daily flight between Singapore and Auckland</li> <li>- Boosted Singapore-Paris services to 10 weekly flights during the Northern Winter operating season</li> <li>- Launched daily services to Cape Town, South Africa</li> <li>- Expanded global network reach through partnerships with airlines such as Alaska Airlines, Ethiopian Airlines and Fiji Airways</li> </ul> </li> <li>• <b>SilkAir</b> <ul style="list-style-type: none"> <li>- Launched services to Hiroshima, Japan</li> <li>- Took over Scoot's services to Yangon in Myanmar</li> </ul> </li> <li>• <b>Scoot</b> <ul style="list-style-type: none"> <li>- Took over SilkAir's Kuching, Langkawi, Palembang and Pekanbaru services</li> </ul> </li> </ul> 



# Stakeholder Engagement Initiatives (Cont'd)

Stakeholder	Shareholders	Suppliers	
Key Topics	Clear and Timely Communication	Upkeep Performance Standards	Integrate Sustainable Practices into Catering
Key Engagement Initiatives	<ul style="list-style-type: none"> <li>• <b>Annual General Meeting</b> <ul style="list-style-type: none"> <li>- Serves as a platform for shareholders to better understand and raise queries about the Group's performance and strategy</li> <li>- Platform to continuously strengthen our relationship with our shareholders</li> </ul> </li> <li>• <b>Dialogue with Shareholders</b> <ul style="list-style-type: none"> <li>- A dedicated investor relations email and hotline maintained to answer queries from the investment community</li> <li>- Meetings with analysts and investors on a regular basis through post-results briefings, investor conferences and roadshows, as well as ad hoc meetings and teleconferences</li> </ul> </li> <li>• <b>Disclosure of Pertinent Information</b> <ul style="list-style-type: none"> <li>- Timely and consistent disclosure to enable transparent assessment of the Company's value</li> <li>- Analyst and media briefings held on a half-yearly basis and a full transcript of the proceedings are made available on SGXNet and SIA's <b>website</b></li> <li>- All financial results and price-sensitive information are promptly released through various mediums</li> <li>- Email updates and press releases posted on the SIA's website, as well as on SGXNet</li> </ul> </li> <li>• <b>Engagement by Subsidiaries' Senior Management</b> <ul style="list-style-type: none"> <li>- Involved in key shareholder engagement activities</li> <li>- Enables investing community to better understand the Group's portfolio strategy</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Regular Audits</b> <ul style="list-style-type: none"> <li>- To ensure ground handlers comply with established standards and procedures</li> <li>- Regular meal presentations and audits conducted on catering vendors to ensure that meals served are of the highest quality</li> </ul> </li> <li>• <b>Regular Discussions</b> <ul style="list-style-type: none"> <li>- To ensure vendors look into leveraging on the latest technology such as speech recognition, artificial intelligence and anticipative caller intent to improve operations and customer servicing</li> </ul> </li> <li>• <b>Regular Engagement</b> <ul style="list-style-type: none"> <li>- Email correspondence, project milestone meetings, weekly teleconferences with aircraft suppliers such as Airbus and Boeing, and the respective seat and in-flight entertainment suppliers such as JAMCO, Panasonic, Recaro and Thales               <ul style="list-style-type: none"> <li>- To highlight issues on cabin interior, seat designs and definitions, and in-flight entertainment systems</li> <li>- Ensure status updates provided for ongoing projects</li> </ul> </li> <li>- International ground handling and catering conferences and forums               <ul style="list-style-type: none"> <li>- Allows Ground Handling and Catering Contracts department to stay abreast of industry offerings</li> <li>- Engage suppliers about ongoing operational issues</li> <li>- Engage suppliers about procurement strategy matters</li> </ul> </li> <li>- Review of call agents' performance               <ul style="list-style-type: none"> <li>- Recognise call agents with outstanding performance</li> </ul> </li> </ul> </li> <li>• <b>Service Level Agreements</b> <ul style="list-style-type: none"> <li>- Monitored regularly to ensure consistency of service standards</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Adjust Uplift Quantities</b> <ul style="list-style-type: none"> <li>- To minimise wastage on board</li> </ul> </li> <li>• <b>Purchase Locally-sourced Products</b> <ul style="list-style-type: none"> <li>- To support small and medium-sized enterprises</li> </ul> </li> <li>• <b>Sustainable Seafood Sources</b> <ul style="list-style-type: none"> <li>- Work with local fisheries to introduce sustainable seafood sources</li> </ul> </li> </ul>

# Safety at Singapore Airlines



SIA's Safety Performance



# 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.

## Statistics

Safety Area	Target	Actual
Crisis Management Exercise	Every year	The annual Crisis Management Exercise took place on 20 March 2018
Departmental and Corporate Risk Register (Operations)	Every six months	Reviewed every six months
Fire Evacuation Drills	Twice per year	Conducted twice in 2017 for each office location in Singapore
Flight Incident Report Rates	Below 0.98 per 1,000 flights	A rate of 0.96 was achieved in FY2017/18
Hazard Identification and Risk Assessment for Workplace	Every three years	To carry out the next review in the third quarter of 2018
IATA Operational Safety Audit (IOSA)	Every two years	The last audit was completed in March 2018
Line Operations Safety Audit (LOSA) by The LOSA Collaborative (TLC), Klinect Group L.L.C.	Every four years	The last audit was completed in March 2018
Lost Time Injury Frequency Rate (LTIFR)	-	i) SIA ground staff injury: 0.4 per million man hours ii) Cabin crew in-flight injury: 13.8 per million man hours

## 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 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 in SIA.
- We promote a strong safety culture in our company.
- Our people will be well trained and will comply with all applicable regulations and standards.
- Our equipment and operating systems will be well maintained and will 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 when handling reported incidents and accidents. This refers to a way of safety thinking and trust where incidents and safety-related information can be reported freely so that lessons can be learnt and improvements made. This culture supports learning and sharing, and is necessary to ensure safe operations.
- We are committed to always improving so as to sustain the high standards of our people and systems.

## Safety and Health Policy

Singapore Airlines places the greatest importance on the safety of our customers and employees. As such, we do our 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 also have a Suppliers' 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 to our safety and health programmes.

# SIA's Safety Performance (Cont'd)

## SIA's Safety Programme

Apart from strengthening safety as a core value, SIA's Safety Programme aims to promote greater understanding and awareness of safety concepts as well as the Company's efforts towards safety management. This helps employees to better appreciate the roles they play, as well as the contributions they can make towards higher safety standards. The programme covers the following areas: Introduction to Safety, Effective Safety Management, Safety Culture as well as Our Approach and Commitment to Safety. Every employee is enrolled in the programme and undergoes a refresher assessment every three years.

## Management Oversight

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

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

## Ground Ramp Incident Prevention (GRIP) Programme

The SIA GRIP Programme is currently in its 14<sup>th</sup> year. Regular ramp audits are carried out at all our stations to ensure ramp operations are carried out safely. Any unsafe practices or conditions observed are followed up on and corrected accordingly. In 2017, over 1,500 such audits were carried out.

## Workplace Safety and Health

In order to continue strengthening Workplace Safety and Health awareness in the organisation, as well as to meet Risk Management Regulations set by Singapore's Ministry of Manpower, relevant staff were trained to carry out risk assessments at the workplace in FY2017/18. The training focused on the fundamentals of hazard identification, risk prioritisation and mitigation through the application of risk management principles.

## Flight Data Analysis Programme

Flight data is captured in our aircraft's Quick Access Recorders (QAR). The data, which captures much of the aircraft's flight and systems performance, is regularly downloaded from the QAR and analysed for irregularities so as to identify trends. Where necessary, corrective and/or preventive measures will be implemented to improve flying standards and enhance safety.

## Safety Risk Management

SIA's Safety Risk Management policy guides the organisation in proactively identifying risks. Measures are subsequently implemented to mitigate the risks to levels that are acceptable and necessary to enhance the value of the Company.



## Safety Surveys

SIA conducts 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 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 safety concerns of crew. 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 benchmarked against industry standards.

## Employee Feedback

We place emphasis on seeking employee feedback to improve safety standards in the workplace. Employees are encouraged to identify hazards and report flight and occupational safety incidents to create awareness and highlight risks.

## Cabin Operation Safety

Determining the level of safety in our cabin operations is key to helping us understand the effectiveness of our safety procedures and to review our improvement plans. With the Cabin Safety Observations (CSO) programme, we are able to adopt a holistic quality approach in upholding our standards of safety performance and commitment.

Observations from the CSOs, conducted by our qualified Inflight Auditors, provide real-time assessment on the safety competency of our cabin crew. Such information is collated and discussed with all stakeholders, including Cabin Crew Management and our cabin crew. Areas for development are then identified and worked on.

## Safety and Security Week (SSW) 2017

The SSW was held from 4 to 8 September 2017 to promote safety and security awareness among staff in the SIA Group. The week-long event's theme was 'Continuous Improvement, Continuous Attention', which highlighted the importance for staff to be alert in an ever-changing operating environment. Staff who exhibited exemplary judgement and great skills in averting or handling a safety and security incident were presented with awards and citations during the ceremony.

From 2018, staff who identify significant hazards will also be recognised for their vigilance. A series of videos titled 'Vigilance in Daily Operations' and 'Office Safety' put together by the Safety, Security and Environment Division were aired during the launch ceremony to highlight SSW's key messages. Various divisions and units in the SIA Group also organised programmes such as forums, seminars and campaigns to promote safety and security in their respective work areas.

# SIA's Safety Performance (Cont'd)



**Operational safety is crucial to Singapore Airlines**

**Pilots undergo rigorous training with continuous refresher courses**

## Operational Safety

### Ab Initio Pilot Training Conducted by Singapore Flying College

This programme is designed to enable cadet pilots to acquire the knowledge, skills and aptitude required to operate an aircraft safely, effectively and efficiently. Upon completion, cadet pilots will attain either the qualification of Airline Transport Pilot Licence (ATPL) or Multi-Crew Pilot Licence (MPL).

### Second Officer Training to Qualify as First Officers

Upon completion of the ab initio programme, cadet pilots will undergo enhancements to their basic knowledge and skills in a competency-based training and assessment environment. This training is conducted in the full-flight simulator. Prior to being appointed as First Officers in SIA on the Airbus A330 or Boeing 777, cadet pilots will also undergo a structured Second Officer training programme to expose them to real life airline operations.

### Command Upgrade Programme for First Officers

Command Development programmes are conducted in phases throughout the First Officers' careers to prepare them for the role of Captain. First Officers who meet the stringent requirements and high professional standards will undergo a rigorous assessment programme before their promotion to Captain.

### Conversion Training to Qualify Pilots for an Aircraft Rating

Pilots who fly different fleets as part of their career in SIA must attain additional qualification by undergoing a tailored course aligned to the aircraft manufacturer's training programme.

### Initial Crew Resource Management (CRM)

CRM training is integrated into the ab initio training programme. Besides satisfying regulatory requirements, the training is essential in building pilots' non-technical skills, such as situational awareness, communication, leadership, teamwork and decision-making.

### Initial Safety and Emergency Procedures (SEP)

To equip pilots with the knowledge and skills to manage safety-related and emergency situations, they are required to undergo a skills and scenario-based SEP training programme.

## Recurrent Training

This programme is mandated by the regulators to ensure that aircraft systems and certain manoeuvres are completed in a three-year cycle. It is conducted twice a year in the full-flight simulator. It seeks to enhance our pilots' proficiency in handling abnormal and emergency situations.

In the world of automation, the Recurrent Training programme also allows our pilots to maintain their mastery in manual flight under different situations and environmental conditions.

## SEP Training

This annual training refreshes pilots' proficiency and knowledge, testing them in the areas of aircraft emergency procedures and cabin safety.

## CRM Training

This refresher course is conducted once every three years to revalidate the pilots' knowledge and application of non-technical skills.

## Recency Training

This programme is conducted to requalify pilots who have not flown an aircraft for more than 35 days.

## Developmental Training

Pilot Development Unit is a dedicated unit in the Flight Crew Training department which oversees the training and development of SIA pilots, ranging from First Officers to Captains and Instructors. This unit engages in-house trained instructors and facilitators, as well as external consultants with the aim of achieving the highest standards of developmental training.

## Other Training

Apart from training mandated by regulators, SIA also conducts other forms of training for our pilots which is deemed beneficial or necessary in enhancing their knowledge, skills and aptitude. This training takes into account their operating experience and recent events or incidents in the aviation industry as part of the Evidence and Event-based training programme. The Flight Crew Training department also participates in aviation training conferences and seminars by industry organisations and aircraft manufacturers.

As part of the continual revalidation process, every pilot undergoes a minimum of three checks a year. These checks ensure that the pilots' knowledge, manual flying skills and flight deck management skills are continuously practised, refreshed and tested. Base Checks are bi-annual and conducted in the full-flight simulator. Pilots must demonstrate competency in manual flying under various conditions and manage abnormal and emergency scenarios. Line Checks are also conducted annually to ensure that their knowledge and skills in operating a regular flight are in accordance with company policies and standard operating procedures. These checks continue throughout the pilots' careers.

As part of pilot development, the Pilot Mentoring programme further elevates our pilots to a higher level of competency and professionalism, reinforcing SIA's core values. This programme plays a pivotal role in moulding our pilots' development through coaching and role modelling.



# SIA's Safety Performance (Cont'd)

## Fatigue Risk Management (FRM)

As with any hazard, SIA actively monitors fatigue issues of both our pilots and cabin crew. Crew rest facilities on our aircraft are regularly evaluated to ensure proper rest is available for crew on duty. SIA continuously monitors, evaluates and mitigates crew fatigue. We submit our reports to the Civil Aviation Authority of Singapore (CAAS) on a regular basis. All feedback from crew is considered in a tripartite manner, involving SIA's Safety, Security and Environment Division, Flight Operations Division and the Air Line Pilots Association Singapore (ALPA-S). SIA is also an active member of the IATA Fatigue Management Task Force, which keeps abreast of the latest regulatory and industry developments in this area.

## Aircraft Maintenance

Engineering Division's pursuit of operational and technical excellence is fuelled by the strong correlation between safety and reliability. Our aircraft maintenance complies with the requirements set by CAAS, as well as the recommendations of the International Civil Aviation Organization (ICAO).

While this focus on achieving high standards in aircraft maintenance remains a key objective, the drive towards a safe working environment for our staff and contractors is also a priority. The incorporation of Safety Management System practices into airworthiness requirements by both CAAS and ICAO has given fresh impetus to the Engineering Division's longstanding emphasis on 'Safe Aircraft, Safely Maintained'. For this reason, our Engineering Division has sought, attained and maintained 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 14001:2015 ENVIRONMENTAL MANAGEMENT SYSTEM

for the provision and management of aviation and engineering support services.

### BS OHSAS 18001:2007 OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM

for the provision and management of aviation engineering support services.

## Passenger Safety

Our cabin crew are enrolled in various safety and security courses, such as SEP training and the FRM programme. They are also trained in situational awareness, with an emphasis on workplace safety. Information on passenger safety is shared with cabin crew through videos, circulars, campaigns and regular communication sessions. The importance of balancing service with safety and security is also consistently emphasised through these channels. We target zero high-severity incidents annually.

## Food Safety

SIA is committed to serving in-flight meals that meet the highest levels of food safety and hygiene. We have a policy of not using Monosodium Glutamate in the meals served to our passengers. Our caterers ensure that ingredients are sourced from licenced and accredited establishments which conform to the requirements of relevant regulatory authorities, as well as the Hazard Analysis and Critical Control Points (HACCP) and International Organization for Standardization (ISO) systems. The Quality Assurance team from our local caterer, SATS Ltd, conducts factory audits on external suppliers, regular laboratory tests and random quality checks on incoming raw ingredients.

Locally-manufactured items are procured from establishments licensed by the Agri-Food and Veterinary Authority of Singapore, or the equivalent authority in other countries. In addition to our caterers' food safety compliance with their local regulations, SIA has engaged Medina Quality Assurance to conduct regular audits on SATS Ltd and selected overseas stations.

Globally, all caterers are certified by their relevant local authorities for food safety and hygiene. Caterers are required to comply with their local laws and regulations. They will advise SIA of such regulations during the development of meals, so that the meals prepared are in line with local regulations. Health and safety impact assessments are evaluated through the following:

- Invitations to tender to suppliers have to comply with local legislation and regulatory requirements
- Review of products during prototype stage
- Suppliers' certifications
- Suppliers' contractual obligations to adhere to local authorities' health and safety requirements

In FY2017/18, SIA did not record any incidents of non-compliance to food safety and hygiene that resulted in any fines, penalties or warnings.



# Focus on People



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# Stakeholder Engagement: Customers



Customer service across all touchpoints remains at the core of Singapore Airlines' brand promise.

## Customer Service and Engagement

Customer service remains a crucial differentiator for Singapore Airlines. We continue to place emphasis on the quality of service customers receive at all Singapore Airlines touchpoints: pre-flight, on board and post-flight. We also actively listen to our customers through verbal and written feedback, focus groups and surveys.

Social media has become an important channel through which we interact with our customers, allowing communication of important travel information as well as to obtain feedback from our customers on a daily basis. A dedicated 24/7 Social Media Engagement Unit (SMEU) has been in place since September 2014 to provide quick responses to feedback from customers and real-time service recovery on our social media channels. Last year, the Weibo accounts for both Singapore Airlines and SilkAir were merged to enable seamless communication with our customers in China.

SIA currently has Facebook pages in seven different languages, including English, French, German, Indonesian, Italian, Spanish and Turkish, to better reach out to customers in different regions. These platforms provide additional contact points for greater online customer engagement.

Facebook pages in  
7 different languages

24/7 Social Media  
Engagement Unit

Click on the links below to get connected:





# Stakeholder Engagement: Customers (Cont'd)

Singapore Airlines has a dedicated Customer Affairs (CA) department which attends to feedback and enquiries from customers. Where necessary, investigations are carried out and the department targets to respond to all feedback and enquiries within 10 working days.

Where required, appropriate service recovery is taken to resolve service lapses, address customer concerns and restore confidence in the SIA brand promise. In line with SIA's pursuit of excellence, CA shares trends and insights from case investigations with the relevant business units. Taking feedback and concerns into consideration, business units will regularly review the Airline's service and product offerings, as well as operational procedures.

As part of SIA's ongoing efforts to better address customers' concerns, CA strives to further leverage technology and data analytics to enhance feedback handling and interaction with customers. The use of analytics will also identify pertinent issues more accurately, so as to help the relevant departments better anticipate needs and service customers. A case management system is also in place to track individual case assignments and closures. Case assignment tracking and management reports are prepared regularly to monitor the achieved response rates. To track customer satisfaction, CA monitors the number of replies received from customers, as it reflects whether customers' concerns have been adequately addressed.

In the next three years, CA aims to encourage more customers to take up self-help options which are currently available on our [website](#), such as generating their own flight disruption statements online. The flight disruption portal was introduced in July 2017 and a review will be conducted in the first quarter of FY2018/19 to determine if it has reached the target of a 50 per cent reduction in the issuance of manual flight disruption statements. Additionally, CA targets to use electronic service recovery vouchers within the next three years.

To continually improve customer servicing, CA prepares a monthly Service Quality Performance report on compliments and complaints received, to enable business units to track and refine their service performance. The Service Quality Committee, chaired by Senior Vice President Customer Services and Operations, meets bi-monthly to review customer trends and anticipate customer needs. With a focus on elevating SIA's overall service standards, the committee closely monitors the end-to-end customer experience and formulates strategies to achieve service improvement.

Customer Affairs department targets to respond to all feedback and enquiries within **10 working days**



## Enhancing Customer Experience

Singapore Airlines conducted a survey in 2017 via the in-flight entertainment (IFE) system to find out customers' interest in receiving personalised content. Survey results were positive and customers indicated their preference for personalised content to be accessed via their KrisFlyer membership account. Using the results, the Customer Experience (CE) department worked with IFE developers and subsequently conducted user tests with customers for personalised content.

In November 2017, SIA unveiled new cabin products to be fitted on the A380 aircraft, together with a wide range of in-flight offerings which included the launch of *myKrisWorld*, a new interactive IFE feature. This personalised IFE experience includes content recommendations based on customer preferences and viewing history. KrisFlyer members are able to bookmark and resume content, as well as customise and save preferences on *myKrisWorld* for subsequent flights. This new IFE feature is also available on Singapore Airlines' Boeing 787-10 Dreamliners, which the Airline took delivery of in March 2018.

As part of Singapore Airlines' ongoing efforts to be more environmentally friendly, CE has started moving away from hardcopy customer feedback forms and now provides customers with the option of providing feedback through digital platforms such as online surveys. The new feedback system has been very well received by customers. The questionnaire has also been revised to be much shorter, based on feedback from customers. CE aims to launch a fully electronic feedback system by FY2019/20, eliminating the need for hardcopy feedback forms.



# Stakeholder Engagement: Customers (Cont'd)



## SOAR as ONE

Despite changes in the airline industry, customer service across all touchpoints remains at the core of Singapore Airlines' brand promise. To strengthen SIA's service culture, the SOAR as ONE framework was introduced in May 2017 as the Airline's guiding service philosophy. It underlines a commitment to extend service excellence throughout the SIA Group and among service partners under a single, unified call to action.

SOAR as ONE aims to enable frontliners to better appreciate and understand their roles in the SIA service chain, as well as their impact on the overall customer experience. This sets the stage for SIA to reinforce a service culture that engenders consistently high service delivery standards across all customer touchpoints.

Service beliefs and standards, structured service training programmes, service audits as well as performance metrics and service recognition schemes provide a framework which drives a strong service culture in Singapore Airlines. Since 2004, the annual CEO Service Excellence Awards, formerly known as the CEO Transforming Customer Service Awards, have been recognising exemplary individuals and teams for their outstanding service performance throughout the year, encouraging frontliners to uphold SIA's reputation of service excellence.

## Customer Satisfaction

Our Customer Contact Services (CCS) department manages various customer servicing channels such as calls, emails and web chats. Customers may contact Singapore Airlines through these platforms for reservations and ticketing enquiries, among other requests.

Customer satisfaction is an important measure in SIA's journey to uphold service excellence. Customer surveys are among the methods Singapore Airlines uses to measure customer satisfaction. Survey responses provide feedback on how well our customer service representatives understand and meet our customers' needs. Customers are able to opt in for post-servicing surveys prior to the start of their call. The surveys are designed to be short and to the point so as to increase participation rates.

Results from these surveys and all customer feedback are monitored regularly. When customers share their feedback with us, their main concerns are identified and these issues are re-evaluated with the relevant staff or department for follow-up or improvement.

## Customer Privacy

When servicing customers' reservation and ticketing requests, CCS may collect and access customers' personal data. The confidentiality of such customer information is respected and safeguarded as employees abide 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) of Singapore. Any collection, use and disclosure of customer data through channels such as calls and emails can only be used for the purpose of customer servicing.

During customer interactions, our customer service representatives also perform verification and authentication to ensure that customers' personal data is not revealed to unauthorised personnel. These processes have been drawn up in consultation with the Company's Legal department to ensure strict compliance with the PDPA. Audit processes such as monthly call calibrations are conducted to ensure that our vendors are compliant with our policies pertaining to the protection of customer data.

In addition, CCS regularly reviews processes and customer feedback to identify issues pertaining to customer data protection. Any issues identified will be evaluated in consultation with the Legal department to better align them with SIA's Privacy Policy and the PDPA.

Apart from CCS, Customer Affairs (CA) department also abides strictly by SIA's Privacy Policy. While CA accesses customer data such as personal particulars and customers' travel history with the Airline in the course of handling feedback, all data is treated as strictly 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. This compliance thus cultivates confidence among customers who entrust the Airline with their personal data, facilitating the provision of a safe, smooth, efficient and customised experience.

# Stakeholder Engagement: Employees



## Employees

Singapore Airlines is proud to be one of the world's most respected global airlines, providing air transportation services of the highest quality. We are committed to the constant enhancement of the three main pillars of our brand promise: Service Excellence, Product Leadership and Network Connectivity.

Our success would not have been possible without the efforts of our dedicated employees, and strong collaborative partnerships with our unions. We recruit dynamic individuals with diverse backgrounds and are committed to providing our employees with equal opportunities to achieve their full potential. Our union leadership has also taken a progressive approach and supported us over the years in launching initiatives and programmes to enable our workforce to be better prepared for the future.

In 2017, Singapore Airlines was ranked one of the Most Attractive Employers in Singapore in the Universum Awards. Singapore Airlines was ranked 2<sup>nd</sup> among business and commerce students, and 3<sup>rd</sup> among engineering and natural sciences students. The ranking was based on survey responses from nearly 9,000 undergraduates from four local universities: Nanyang Technological University, National University of Singapore, Singapore Institute of Management and Singapore Management University.

## Our Diverse Workforce

Singapore Airlines has a diverse workforce comprising 14,729\* employees (as of 31 March 2018) based in 33 countries, a 0.5 per cent decrease from FY2016/17. Eighty-eight per cent of our Senior Management<sup>^</sup> based at our Head Office in Singapore are Singapore citizens or Permanent Residents. In terms of overall workforce, 75 per cent of our employees are Singapore citizens or Permanent Residents. Ninety-nine point seven per cent of our employees work full-time, while 0.3 per cent are part-time employees. We have a good balance of male and female employees, with males accounting for 48 per cent and females accounting for 52 per cent of our total workforce in Singapore.

The breakdown of employees by category is as follows:

## Employees in the SIA Group

By Subsidiary	
Singapore Airlines	14,729*
SilkAir	1,574
Scoot	2,051
SIA Cargo	841
SIA Engineering Company	4,669
SIAEC's Subsidiaries	1,945
Tradewinds Tours & Travel	40
Cargo Community Network	75
Singapore Flying College	61
SAGI	4

## Current Employees in SIA

Total		14,729*	
By Gender			
Male	7,003 (48%)	Female	7,726 (52%)
By Employment Type and Gender			
Full-Time		Part-Time	
14,686		43	
Male	7,003	Male	0
Female	7,683	Female	43

\*Excludes Singapore Airlines staff seconded to other companies but includes staff seconded to Singapore Airlines.  
<sup>^</sup>Senior Management refers to those who are holding managerial positions and above, and management pilots.

# Stakeholder Engagement: Employees (Cont'd)

## Current Employees in SIA (Cont'd)

### By Category

Cabin Crew **8,207** (56%)

By Age

<30yo	30–50yo	>50yo
20%	50%	30%

Ground Staff **4,457** (30%)

By Age

<30yo	30–50yo	>50yo
47%	46%	7%

Pilots **2,065** (14%)

By Age

<30yo	30–50yo	>50yo
7%	72%	21%

### By Region

Singapore  
(Head Office) **12,707**

Americas **115**

Europe **436**

North Asia **464**

Southeast Asia **397**

Southwest Pacific **345**

West Asia and Africa **265**

**Total** **14,729**

### By Employment Type

Permanent	Contract
<b>5,762</b>	<b>6,945</b>

<b>111</b>	<b>4</b>
------------	----------

<b>426</b>	<b>10</b>
------------	-----------

<b>451</b>	<b>13</b>
------------	-----------

<b>397</b>	<b>0</b>
------------	----------

<b>344</b>	<b>1</b>
------------	----------

<b>255</b>	<b>10</b>
------------	-----------

<b>7,746</b>	<b>6,983</b>
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### Employees who were entitled to parental leave

Male <b>2,068</b>	Female <b>939</b>
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### Employees who took parental leave

Male <b>1,346</b>	Female <b>820</b>
-------------------	-------------------

### Employees who returned to work after parental leave ended

Male <b>1,345</b>	Female <b>637</b>
-------------------	-------------------

### Employees who returned to work after parental leave ended, and who were still employed 12 months after returning to work

Male <b>1,312</b>	Female <b>610</b>
-------------------	-------------------

### Return to work rate of employees who took parental leave

Male <b>99%</b>	Female <b>78%</b>
-----------------	-------------------

### Retention rate\* of employees who took parental leave

Male <b>98%</b>	Female <b>74%</b>
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\*Employees who returned to work after parental leave ended, and who were still employed 12 months after returning to work.

# Stakeholder Engagement: Employees (Cont'd)

## New SIA Employee Hires

By Region	By Gender		
	Male	Female	
Singapore (Head Office)	<b>284</b>	<b>532</b>	
Americas	<b>8</b>	<b>14</b>	
Europe	<b>14</b>	<b>30</b>	
North Asia	<b>14</b>	<b>28</b>	
Southeast Asia	<b>18</b>	<b>30</b>	
Southwest Pacific	<b>12</b>	<b>20</b>	
West Asia and Africa	<b>9</b>	<b>5</b>	
<b>Total</b>	<b>1,018</b>	<b>359 (35%)*</b> <b>659 (65%)^</b>	
<b>By Age</b>	<b>&lt;30yo</b> <b>818 (80%)<sup>!</sup></b>	<b>30-50yo</b> <b>186 (18%)<sup>!</sup></b>	<b>&gt;50yo</b> <b>14 (2%)<sup>!</sup></b>

\*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.

!Refers to the rate (%) of new employee hires by each respective age group/total number of new hires.

## SIA Employee Turnover

By Region	By Gender		
	Male	Female	
Singapore (Head Office)	<b>324</b>	<b>699</b>	
Americas	<b>9</b>	<b>19</b>	
Europe	<b>12</b>	<b>16</b>	
North Asia	<b>24</b>	<b>31</b>	
Southeast Asia	<b>13</b>	<b>26</b>	
Southwest Pacific	<b>6</b>	<b>20</b>	
West Asia and Africa	<b>9</b>	<b>3</b>	
<b>Total</b>	<b>1,211</b>	<b>397 (33%)*</b> <b>814 (67%)<sup>@</sup></b>	
<b>By Age</b>	<b>&lt;30yo</b> <b>565 (47%)<sup>§</sup></b>	<b>30-50yo</b> <b>471 (39%)<sup>§</sup></b>	<b>&gt;50yo</b> <b>175 (14%)<sup>§</sup></b>

\*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.

§Refers to the rate (%) of employee departures by each respective age group/total number of employee departures.

## SIA Board

By Gender	Male	Female	
	<b>100%</b>	<b>0%</b>	
<b>By Age</b>	<b>&lt;30yo</b> <b>0%</b>	<b>30-50yo</b> <b>0%</b>	<b>&gt;50yo</b> <b>100%</b>

# Stakeholder Engagement: Employees (Cont'd)

The health and well-being of our employees are important to Singapore Airlines, and crucial to the success of the Company.



## Industrial Relations

Singapore Airlines has a close working relationship with the Air-Transport Executive Staff Union (AESU), Air Line Pilots Association Singapore (ALPA-S), and Singapore Airlines Staff Union (SIASU) to put in place sustainable terms and conditions of service which are encapsulated within the respective Collective Agreements. Progressive wage increments benchmarked against company performance and productivity growth are also discussed with our unions. Approximately 98 per cent of SIA employees are covered by collective bargaining agreements.

A collaborative partnership approach is adopted in our engagements with the unions. Management and union leaders meet monthly to address matters pertaining to the workforce and share updates on company initiatives. New initiatives aimed at developing our employees' careers and competencies are also explored during these forums.

In FY2017/18, Singapore Airlines successfully launched several programmes to ensure the continuous development of employees' skills, bolstering an improvement in individual performance and productivity.

SIA's Chairman and Senior Management have quarterly lunch meetings with union leaders to share the Company's business outlook and discuss workforce matters. Union leaders are also invited to company functions such as product launches, aircraft arrival ceremonies, retirement and long service award ceremonies, as well as SIA's Business Meetings. Union-Management retreats are also organised for both parties to discuss long-term strategic workforce initiatives.

### AESU REPRESENTATIVE BODY FOR AIRLINE EXECUTIVES

About 50 per cent of SIA executives are members.

### ALPA-S REPRESENTATIVE BODY FOR AIRLINE PILOTS IN SINGAPORE

About 95 per cent of SIA pilots are members.

### SIASU REPRESENTATIVE BODY FOR CABIN CREW AND ADMINISTRATIVE SUPPORT STAFF

About 74 per cent of SIA cabin crew and associates are members.

## Employee Benefits

We care for our employees' well-being and work-life integration. Full-time employees based in Singapore enjoy benefits such as:

- Complimentary return air tickets once a year to any destination that SIA serves and discounted airfares for self and eligible dependants
- Adoption, Annual, Childcare, Compassionate, Maternity, Matrimonial, National Service, Paternity and Shared Parental leave
- Dental, in-patient, out-patient general practitioner and specialist care
- Group Personal Accident Insurance, Group Term Life Insurance Scheme and Medical Insurance for dependants of employees
- Holiday accommodation subsidies

Staggered working hours and work-from-home schemes are also available for ground employees based in Singapore.

## Employee Health and Wellness

The health and well-being of our employees are important to Singapore Airlines, and crucial to the success of the Company. To promote a healthy lifestyle and general wellness, several activities were held under the SIA Wellness & Health Programme for employees in FY2017/18:

### Talks / Workshops

- Healthy eating talks, e.g. Brown Bag Takeaways
- Fitness activities, e.g. Office Chair Work-Out
- Healthy cooking classes, e.g. Healthy Mooncakes



### Sports Activities

- SIA Group Athletics Meet
- SIA Group Charity Run
- SIA Group Road Run
- National Steps Corporate Challenge



### Other Health Initiatives

- Complimentary annual basic health screening
- Counselling helpline service



## Employee Code of Conduct

All Singapore Airlines employees are expected to adhere to the Employee Code of Conduct, published on our corporate Intranet. Staff regulations cover aspects such as anti-corruption, competition law, harassment and non-discrimination policies. Grievance mechanisms are also detailed in our Collective Agreements.

Labour practices relating to child labour, forced or compulsory labour, human rights grievance mechanism, as well as diversity and equal opportunity are in accordance with the Ministry of Manpower's Employment Act, as well as other national laws in Singapore.

We expect all employees to comply with the staff regulations set out in their employment contracts. Singapore Airlines has an established Disciplinary Inquiry Process to handle cases of misconduct. Such proceedings are recorded and a summary report of each inquiry is submitted to Senior Management.

The Company's staff regulations are also reviewed regularly by Human Resources Division and Legal department to ensure relevancy. Changes are communicated to all staff in a timely manner. The number of grievances to third parties, if any, are captured annually and reported in Singapore Airlines' Sustainability Report.



# Stakeholder Engagement: Employees (Cont'd)

## Performance and Productivity

### SIA Core Values and Leadership Competency Framework

Singapore Airlines' Core Values and Leadership Competency framework were refreshed in FY2016/17. Our core values define who we are as an organisation, while the Leadership Competency framework provides clarity on the competencies required and behaviour expected of an SIA leader, synched with our core values. With the alignment of core values and competencies, it creates a powerful force for SIA's continued growth and success. These core values and leadership competencies are also reinforced in our onboarding programme and embedded in the performance development system.

### Careers@SIA

Introduced in April 2016, the Careers@SIA framework aims to provide all head office ground employees with equal opportunities to achieve their career aspirations in the Company. Under the framework, employees can aspire to progress up the ranks based on their competencies, job performance and the potential they have to take on an enlarged job scope.

### Performance Development by Integrated Talent Management Suite (myTMS)

In April 2017, a new performance management system was introduced. The new system focuses on goal alignment, ongoing feedback and empowering employees to take charge of their own development. Talent sourcing is also managed through myTMS to bring about more efficiencies such as analytics capabilities as it provides a holistic view of all talent development processes.

All permanent SIA employees received their regular performance and career development review in FY2017/18.



**95,918 hours**  
of reservist time off  
granted to male employees

**TSQ app**  
launched in  
February 2018



## Employee Engagement

Singapore Airlines' employees are engaged through communications via the following channels: internal platforms, events, wellness and health activities, community service as well as social functions. In addition, staff surveys are conducted regularly to measure the level of engagement with employees.

Staff are also encouraged to join quarterly breakfast sessions with SIA's CEO (for all staff) and HR forums (for managerial grade staff) to discuss matters pertaining to the Company.

In May 2017, past and present SIA Group staff and family members were invited to Singapore Airlines' Family Day to celebrate SIA's 70<sup>th</sup> anniversary and to raise funds for charity. A commemorative book, 'A Great Adventure - Singapore Airlines' 70-Year Journey', which documents SIA's milestones, was produced and given to all employees.

In June 2017, SIA Group staff celebrated 50 years of Singapore's National Service (NS) by turning up in their NS uniform or army-themed wear. Games such as an interactive Laser Gun Challenge were also organised to celebrate the occasion. Frontline ground staff in Singapore also wore NS50 pins to mark their appreciation for NS Men's services to the nation. In FY2017/18, a total of 95,918 hours of reservist time off was granted to male employees.

TSQ app, Singapore Airlines' first-ever employee mobile app, was launched in February 2018 to allow staff on-the-go access to the latest company news and corporate deals, and submit leave requests and claims conveniently. The launch of this app marks a step in our journey towards creating a consumer-grade employee experience within the organisation. New features will be added in design sprints, adopting an agile methodology.

Examples of internal communication channels which provide updates on news and information include:

- Bi-annual Business Meetings to communicate the SIA Group's commercial activities and financial results
- Internal online platform that enables interaction among employees, improving productivity and collaboration at work
- LCD TVs in common areas such as canteens, meeting rooms and Cabin Crew Control Centre, which broadcast company-related videos and news
- *Outlook*, SIA's in-house monthly magazine
- Quarterly pulse surveys to gather feedback from employees to help shape SIA's transformation journey
- Senior Management engagement sessions at various courses
- SIA's corporate Intranet site with each division having its own portal to disseminate information specific to its area of work
- Other forms of employee engagement include regular communication sessions, departmental debriefs, as well as sessions between senior managers and team members

Singapore Airlines' staff lounge at Airline House, 7Degrees, has been well received by employees as it provides them with a space to unwind and network. The lounge also serves as an alternate venue to hot desk, as well as to hold meetings and social functions.

Regular fleet meetings are held to brief pilots on the Company's financial performance as well as company matters. Recent aviation-related events, trends and industry developments are also shared with operational crew at Safety Focus Forums held once every two months, as well as through fleet meetings, instructor meetings, event bulletins and circulars. Flight Operations Division also engages with its pilots and ground staff through social events throughout the year. This helps to foster better understanding, teamwork and camaraderie amongst all employees in the division.

Cabin crew are engaged via social media, web-based applications, as well as face-to-face dialogues. Held monthly, each session will see up to 30 crew participants who discuss and obtain updates on matters pertaining to the Company or their duties. To reach out to more crew members, informal gatherings with Ward Management Leaders are held regularly at the Cabin Crew Control Centre.

# Stakeholder Engagement: Employees (Cont'd)



## Community Service

Our employees continue to serve the community passionately through group visits to homes, outings with beneficiaries and fundraising initiatives throughout the financial year. The spirit of giving was also not forgotten during festive periods when employees granted the wishes of TOUCH Ubi Hostel beneficiaries in December 2017.

As part of SIA's 70<sup>th</sup> anniversary celebrations, a total of \$2.55 million was raised for the Community Chest through three fundraising events supported by more than 1,000 staff volunteers. Proceeds from the SIA Family Day, SIA Charity Gala and the SIA Group Charity Run went towards supporting beneficiaries from social service organisations under the Community Chest.

## Training

In line with the Company's mission, core values and business objectives, the Corporate Learning Centre (CLC) adopts an integrated approach to learning and development. This is achieved through the alignment of competencies, which enables us to drive performance.

Our employees are a key competitive asset, and Singapore Airlines places strong emphasis on their development. Significant resources are invested to develop our employees globally. In FY2017/18, we invested a total of \$32.5 million in training and development, which includes a \$1.4 million training grant from SkillsFuture Singapore. Each employee also underwent an average of 5.4 days of training during the financial year in review.



**\$32.5 million**  
investment in training and  
development in FY2017/18

**Each employee**  
underwent an  
average of 5.4 days  
of training

**Future@Work**  
courses launched to  
cultivate a future-ready  
workforce

## Ground Staff Training

Structured learning roadmaps help SIA provide targeted training for employees at different stages of their careers. All courses are developed to meet the strategic objectives of the Company and are reviewed regularly to ensure alignment to changing business needs.

In FY2017/18, CLC introduced a flagship Leadership Series, targeting leadership competencies expected from employees in different grades. CLC also developed a new 'Developing People, Driving Performance' programme in support of the Company's movement towards a performance development culture.

In line with national initiatives, the Future@Work suite of courses was launched to cultivate a future-ready workforce equipped with digital skills. Courses focused on agile methodology, data analytics and design thinking across different job functions and levels.

As part of our 'SIA Future Learning' scheme, the Company provides a one-time subsidy of up to \$500 for staff to learn via a curated catalogue of SkillsFuture courses. This is in addition to the \$500 grant from the Singapore government and the \$250 grant from NTUC's Union Training Assistance Programme.

CLC seeks to continue enhancing the suite of courses available, adopting new digital tools and technologies to aid blended learning, and drive a culture of self-directed learning throughout the Company.



# Stakeholder Engagement: Employees (Cont'd)

## Cabin Crew and Pilots

### Crew Welfare

Singapore Airlines ensures that our flying crew have ample time to rest during layovers and after flights. In addition to rest days, cabin crew and pilots are given in-flight rest on longer flights. The in-flight rest periods exceed mandatory requirements stipulated by the Civil Aviation Authority of Singapore. Singapore Airlines regularly shares information on fatigue risk management to encourage our flying crew to have adequate rest before they report for their flight duties.

### Extracurricular Activities (ECA)

Our cabin crew and ground staff from the Cabin Crew Division can choose from 24 ECAs covering a wide range of interests to participate in. To hone their creative and artistic talents, crew can opt to join the Cabin Crew Performing Arts Circle, Music Society or the Creative Circle. For crew who enjoy outdoor activities, they can participate in the Cabin Crew Football Circle or Cabin Crew Shuttlers. Other interest groups include the Fitness and Nutrition Circle, Toastmasters, Wine Appreciation Group, as well as Grains and Pixels.



### Returning Crew Scheme

As the safety of our staff is of utmost importance to Singapore Airlines, pregnant crew are not permitted to carry out duties on flights. Under the Returning Crew Scheme, we encourage crew to return to their flying duties after delivering their child. After meeting a pre-set list of criteria under this scheme, cabin crew can return to their flying duties with minimum disruption to their careers, with their previous years of service retained.

The Company reaches out to crew who left due to their pregnancy to attend bi-annual talks conducted by healthcare professionals so as to encourage and assist them to return to their flying duties. Every year, SIA aims to organise two such health talks. There was a 40 per cent increase in the number of successful applications for this scheme in FY2017/18. We target to achieve a 100 per cent increase in the number of applications by FY2023/24.

This initiative is reviewed at divisional level meetings, which take place on a quarterly basis. The progress of the initiative is reviewed and appropriate action plans are implemented to ensure targets are met by the set timelines.

### Career Transition Programme

To prepare crew who wish to continue working beyond retirement, a Career Transition Guide and a list of career opportunities will be shared with them six months before retirement. Potential employers will be informed to make contact with retiring crew. Financial management courses are also available to help crew make sound financial decisions in preparation for their retirement.

### Digitisation of Crew Reports and Resources

Our cabin crew are provided with tablets to help digitise onboard work processes and to aid them in providing better customer service. Singapore Airlines' digital drive has led to greater efficiencies as well as an improvement in environmental sustainability. Constituting over 90 per cent of all voyage reports, digital reports have led to a significant reduction in paper consumption. In addition to digitising manuals and procedural documents, digital reports were introduced to further reduce our corporate carbon footprint. Singapore Airlines targets to go fully paperless for voyage reports by FY2020/21. Additionally, the Cabin Crew Division is working towards a paperless cabin crew uniform requisition process, which is targeted to be fully implemented by FY2020/21. These targets are tracked at quarterly divisional meetings.

Project World At Your Fingertips (W@YF) was implemented in August 2016 to harness the use of technology and mobility to increase the timeliness of operational information transmission to pilots. All pilots were issued iPads in a bid to go paperless. Pilots are now able to access applications such as enhanced weather awareness (eWAS), a centralised and tailored document repository (Aerodocs), as well as airport navigation and terminal charts (Jeppesen FD Professional).

### Harnessing Technology for Training

Under the Company's paperless movement, Cabin Crew Training department implemented a series of initiatives geared towards paperless training. In addition to course completion certificates, all course materials and handouts are digitised and available on the Corporate Learning Platform.

Adoption of technology has also enhanced the classroom learning experience, creating multi-channel learning opportunities for our crew. Apart from sharing observations, instructors and participants can also make use of live streaming and recording capabilities to capture their performance in class for review and improvement.

Classroom training has become more interactive with the use of e-tools. Through real-time polling sites, instructors are able to create simple quizzes and receive participants' results immediately. These changes have resulted in an increase in participation and engagement rates, making learning more enjoyable and interactive.

### Cabin Crew Training

All new cabin crew members undergo a 14-week basic training programme which includes a variety of modules such as social etiquette, personal grooming, meal service procedures, food knowledge and wine appreciation courses. Crew will have to complete a series of classroom and on-the-job training before they can perform their flight duties on board.

Cabin crew are also taught passenger handling skills, which include techniques in interacting with young children, the elderly and mobility-challenged individuals. They are also taught skills to communicate with our customers. This area of training equips our crew with skills to better understand and meet the needs of a wide range of customers. In line with Singapore Airlines' focus on safety and security, our 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, opportunities for self-development are provided through our Self-Directed Learning programme. A wide range of courses such as skills development in languages, culinary arts, training and leadership, as well as people management, are offered. This empowers our crew to take control of their development needs and complements their core skillsets with selected certified professional competencies.

### Pilot Training

Singapore Airlines designs and conducts training programmes for our pilots to achieve the highest standard of training that meets all regulatory requirements and SIA's training objectives.

Apart from mandatory training programmes, development programmes are conducted across all ranks to enhance their operational competencies and flying skills.

In addition, a mentoring framework is put in place to facilitate our pilots' competency and professionalism, and instil the Company's core values in them. More details on our flight operations training can be found on page 20 of this report.

# Stakeholder Engagement: Employees (Cont'd)



## Other Forms of Training

### Air Sommelier Scheme

Suitable crew are identified and trained to be sommeliers on board to provide professional wine services 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 Award in Wines Certification. In addition, crew are required to attend a six-month in-house programme with 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 uniform.

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

### Foreign Language Scheme

Singapore Airlines currently has two foreign language schemes available to our cabin crew, namely French Language and German Language Schemes.

Cabin crew selected for these schemes will undergo training at 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 or German-speaking customers.

Crew members under this scheme will don a name tag 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.

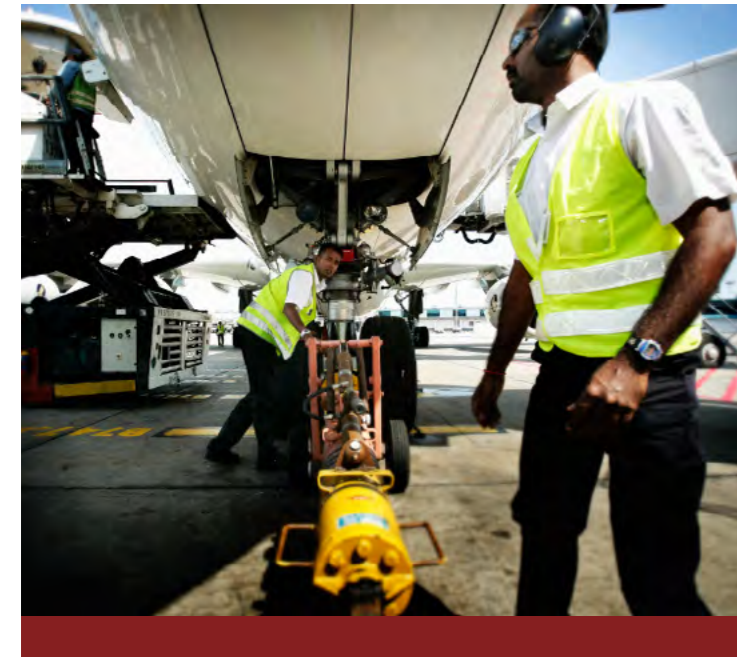
### Partnership with SkillsFuture Singapore (SSG)

Singapore Airlines is an In-house Approved Training Organisation supported by SSG and offers many Workforce Skills Qualifications (WSQ) accredited courses for our cabin crew. Nationally-recognised Statements of Attainment are issued to all participants who successfully complete the courses and pass their assessments. Crew who graduate from the initial Cabin Crew Readiness Programme (CCRP) will achieve a nationally-recognised certification under the WSQ Service Excellence framework.

Building on the accreditation of the CCRP programme, Singapore Airlines' Cabin Crew Leaders Programme (CCLP) was accredited with the Advanced Certificate in Service Excellence under the nationally-recognised WSQ Service Excellence Competency Framework in 2017. About 200 newly-promoted cabin crew leaders are expected to benefit from this certification each year.

All crew who complete the CCLP are awarded a WSQ Advanced Certificate in Service Excellence. This accreditation ensures that SIA's training programme is benchmarked against national standards, and reinforces the importance of empowering our employees with nationally-recognised certifications for training and development. This initiative reaffirms SIA's commitment and ability to continue attracting the best talent and support to grow the Company.

# Stakeholder Engagement: Suppliers



## Singapore Airlines' Supply Chain

Singapore Airlines strives to integrate sustainability across the various touchpoints of our customers' journey. As such, it is important to work closely with our partners and suppliers within the supply chain to constantly explore ways to improve and integrate sustainability across all aspects of our operations. Divisions such as Customer Experience, Customer Services and Operations, as well as Engineering among others, work closely to ensure that the key aspects of our customers' experience are met in a satisfactory manner.

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 aircraft and finally, assisting customers who have feedback and require post-flight services.

## Supply Chain Expenditure

With more than 13,000 suppliers worldwide, Singapore Airlines' supply chain is managed by many departments across the organisation. SIA's supply chain expenditure primarily focuses on aircraft maintenance and rental, fuel costs, in-flight food and beverages, as well as ground operations and handling. SIA also outsources certain key airline-related operations to third-party service providers. These include aircraft cleaning and maintenance, catering, certain aspects of customer servicing as well as ground handling operations. In FY2017/18, the total expenditure for suppliers' services engaged by Singapore Airlines was over \$10 billion.

Singapore Airlines works closely with our partners and suppliers to explore ways to improve and integrate sustainability across all aspects of our operations.

Approximately 73 per cent of SIA's operating expenditure goes to the following 10 suppliers listed below in alphabetical order.

- |                                     |                                 |
|-------------------------------------|---------------------------------|
| 1. Airbus                           | 6. Rolls-Royce Plc              |
| 2. The Boeing Company               | 7. SATS Ltd                     |
| 3. Changi Airport Group (Singapore) | 8. Shell Eastern Petroleum      |
| 4. Chevron Corporation              | 9. SIA Engineering Company Ltd  |
| 5. ExxonMobil Aviation              | 10. Singapore Petroleum Company |

## 3 Service Phases



# Stakeholder Engagement: Suppliers (Cont'd)

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

## Suppliers' Compliance with Applicable Laws

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

## Bio-Degradable Material

SIA welcomes proposals from suppliers that include bio-degradable or recyclable materials as alternatives to more commonly used raw materials such as aluminium and plastics.

## 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 in-flight items such as cutlery. This helps to reduce the amount of fuel needed for flights, which in turn helps to cut down emissions. We also look to technological advancements that enable lightweight design of aircraft cabin interiors such as seats and in-flight entertainment systems.

## Engineering Spares

SIA's policy is to source for spares only from Original Equipment Manufacturers and their accredited agents even though the procurement of engineering spares has been outsourced. For engineering components, repair organisations are required to be certified and approved by internationally-recognised authorities such as Australia's Civil Aviation Safety Authority, European Aviation Safety Agency, Hong Kong's Civil Aviation Department, Transport Canada Civil Aviation and the US Federal Aviation Administration, before any procurement is carried out.

Consistent with our Safety Management System practices, we have in place key performance indicators for warehousing operations to monitor performance in all aspects, including health and the environment, quality and safety. While we have outsourced warehouse operations to supply chain company Bolloré Logistics, our Engineering Division continues to chair a joint monthly Warehouse Safety Committee meeting to ensure compliance with our environmental, health and safety standards. Bolloré is included in our ISO accreditation by TUV SUD PSB Pte Ltd, a globally-recognised company that provides product testing, inspection and certification services.

## Sourcing Suppliers with Sustainable Business Practices

SIA encourages and welcomes suppliers to submit environmentally friendly proposals. Such proposals are favourably considered during the product assessment and selection stage. For example, we request suppliers to declare in their bid submission if their paper products comply with Forest Stewardship Council (FSC) guidelines. Commercial Supplies department aims to ensure paper suppliers have an FSC certification or are able to show that raw materials are not sourced from errant suppliers blacklisted by the local government, where such a list exists.

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 standards-setting, independent certification and labelling of forest products.

## Environmental Management

Environmental management is one of the key parameters in our assessment of suppliers. SIA's Commercial Supplies department conducts factory visits when opportunities arise, to assess if the suppliers have proper environmental management practices such as ISO 14001 in place. If suppliers are found to be errant, contracts will be prematurely terminated. These suppliers will subsequently be barred from doing business with SIA.

## Recycling Obsolete or Scrap Products

As much as it is practicable, we work with suppliers to collect obsolete items from Singapore Airlines' local offices and facilities for recycling. These include paper-based, plastic and metal products. SIA is also in the midst of implementing food waste recycling within the Airline House canteen in Singapore.

## Improving Quality of Service to Our Customers

On top of monitoring the performance of suppliers through the Service Level Agreements in our contracts, feedback from customers about their ground and in-flight experience is obtained. This enables us to further improve on the quality of products and services.



**Environmental management is a key parameter in our supplier assessment**

**Feedback from customers helps to improve the quality of SIA's products and services**

**Environmentally friendly proposals are favourably considered**

# Stakeholder Engagement: Suppliers (Cont'd)



## Basic Requirements for Catering and Handling Services

It is mandatory for our caterers to comply strictly with local laws and regulations with respect to hygiene, safety and security. Facilities used for storage, preparation as well as the production and transportation of meals and beverages must meet the standards set by the International Air Transport Association (IATA), the International Civil Aviation Organization (ICAO), and the Hazard Analysis and Critical Control Points concept developed and administered by the International Flight Catering Association and International Flight Services Association.

All catering and ground handling companies must comply with the IATA Aircraft Handling Manual to ensure ground safety. A copy of the aircraft handling safety standards is included as part of the contract. Catering and ground handling staff also receive adequate training to operate in our aircraft.

Each supplier is required to have a system in place to monitor the training needs of their employees to ensure proficiency. Examples of such training include opening aircraft doors, driving ground support equipment, handling catering equipment in high lifts and IATA dangerous goods awareness regulations.

## Reducing Food Wastage

SIA engages caterers to ascertain the amount and type of food wasted after each flight, and to adjust our uplift accordingly. Beyond the initiatives on board, SIA aims to raise awareness of food wastage and embark on initiatives such as food waste recycling, food donations and reduced packaging in FY2018/19.

## Anti-Corruption Practices

Clauses on anti-corruption and anti-bribery practices have been included in all new contracts since June 2012. The clauses mandate that all suppliers, including but not limited to ground handling agents and caterers, must comply with all local laws where they operate. This includes the acceptance of payments, gifts or other items to secure an improper advantage or to influence any decision or act, directly or indirectly. Suppliers are to inform SIA immediately should they learn of any such violations.

## Suppliers' Code of Conduct

The Suppliers' Code of Conduct was developed in accordance with SIA's business values, with the intention of promoting sustainable development. Suppliers are required to comply with the code of conduct that forms part of the contract. It is also based on the principles of the United Nations Global Compact related to human rights, labour, the environment and anti-corruption, and takes into account operational, social and environmental issues.

In the event a supplier is unable to include the code of conduct in their contract, a review is carried out by the Public Affairs department and a waiver can only be approved by Divisional Vice President Public Affairs or his/her alternate. Through the introduction of the Suppliers' Code of Conduct, SIA aims to have oversight of appointed suppliers' conduct, and mitigate any potential impact they might have to the environment they operate in.

The Suppliers' Code of Conduct can be found on page 37 of this report.

## Evaluation of Suppliers

Suppliers are evaluated on both cost and quality of the products and services provided. To aid the evaluation process, suppliers are required to provide background information on the company, its current operations and clients. In addition, suppliers which participate in SIA's request for proposal exercises are deemed to have agreed with the terms set out in the Suppliers' Code of Conduct. SIA's long-term target is to conduct spot checks on suppliers when opportunities arise.

# 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 practised 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.

## 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.

## 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.

## 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.

## 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

## 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.

## 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.

# Supporting our Communities



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# Local Community Engagement

Singapore Airlines recognises the importance of building strong relationships, not only with customers and business partners, but also with the many communities we serve. Corporate donations, sponsorships and staff volunteerism are just some of the ways in which Singapore Airlines extends support to a wide range of community groups. They include charities, educational institutions, arts and sports events as well as the environment and conservation.



## Community Projects in Singapore

With a longstanding commitment to help grow the Singapore arts scene, Singapore Airlines continued to support the National Arts Council, Singapore Chinese Orchestra, Singapore Dance Theatre, Singapore Lyric Opera and Singapore Symphony Orchestra. In 2017, Singapore Airlines was named 'Friend of the Arts' by the National Arts Council, for our ongoing contribution to Singapore's arts scene.

In the educational sector, Singapore Airlines continued to provide opportunities to students for them to realise their full academic potential. Cash and air ticket sponsorships were given to organisations such as LASALLE College of the Arts, as well as NTUC Education and Training Fund to encourage students and working adults to upgrade their skillsets.

Staff also actively volunteered with charitable organisations such as the Asian Women's Welfare Association and Cerebral Palsy Alliance Singapore, among many others. To engage the beneficiaries, staff volunteers brought them on tours to the SIA Training Centre as well as Resorts World Sentosa's S.E.A. Aquarium.

In February 2018, over 100 volunteers from SIA's Cabin Crew Club for Community Care collaborated with Fei Yue Family Service Centre to bring together over 300 elderly and 80 children from low-income families for a fun-filled day of activities at a local community club. Staff volunteers shared interesting information about the airline industry with the children and taught them essential service skills such as how to serve food and beverages, food nutrition knowledge and public speaking. Other activities, such as a lion dance performance, Zumba session, as well as song and dance performances were also arranged for the beneficiaries to enjoy.

As a supporter of the Community Chest, a non-profit organisation that raises funds to empower beneficiaries in Singapore, Singapore Airlines participated in the annual Fu Dai event where volunteers packed goodie bags and delivered them to the less fortunate to spread joy during the Lunar New Year in February 2018.

Through the Community Chest, Singapore Airlines also invited Metta School and Association for Persons with Special Needs (APSN) Katong School to join the aircraft arrival ceremonies for the first Airbus A380 aircraft fitted with all-new cabin products, as well as the world's first Boeing 787-10, in December 2017 and March 2018 respectively. The beneficiaries, along with their caregivers, had the opportunity to tour the two aircraft and try out the seats and in-flight entertainment systems.

As part of SIA's 70<sup>th</sup> anniversary celebrations, a total of \$2.55 million was raised for Community Chest through three fundraising events supported by more than 1,000 staff volunteers. Proceeds from the SIA Family Day, SIA Charity Gala and SIA Group Charity Run went towards supporting beneficiaries from social service organisations under Community Chest.

Singapore Airlines is proud to play a part in helping to better the lives of beneficiaries and will continue our support in the years ahead.

## SIA KrisFlyer and Make-A-Wish Singapore Partnership

KrisFlyer, the SIA Group's frequent-flyer programme, has partnered Make-A-Wish Singapore since February 2017 to fulfill the wishes of children with life threatening illnesses. KrisFlyer miles donated by members will go towards supporting flights on Singapore Airlines and SilkAir for beneficiaries that involve overseas travel. In FY2017/18, 24 wishes were fulfilled, where beneficiaries visited various parts of the world such as Australia, Hong Kong, Japan and South Korea. This scheme is in addition to the support that Singapore Airlines provides directly to Make-A-Wish beneficiaries.

Singapore Airlines is proud to play a part in helping to better the lives of beneficiaries and will continue our support in the years ahead.



Named  
'Friend of the Arts'  
by the National  
Arts Council in 2017

24 wishes  
fulfilled for  
Make-A-Wish  
Singapore

**\$2.55 million**  
raised for Community Chest



# Harapan Rainforest Initiative



Photo Credit: PT. REKI

The Harapan Rainforest, also known as Hutan Harapan, is an ecosystem restoration concession covering nearly 100,000 hectares of once commercially-logged lowland tropical forest in central-south Sumatra, Indonesia. Hutan Harapan remains an important habitat for over 1,350 documented animal species, 133 of which are globally threatened, including several endangered species such as the Sumatran tiger and Sumatran elephant.

Since August 2010, Singapore Airlines has been the exclusive airline partner for the large-scale green project, funding core operations such as the employment of forest patrols to prevent illegal logging and forest fires, as well as programmes for the protection of plant and animal species.

The Harapan Rainforest Initiative is driven by a consortium of three partners' operations comprising Burung Indonesia, BirdLife International and Royal Society for the Protection of Birds.

The initiative seeks to conserve one of the most biodiverse rainforests in the world and support the indigenous communities which depend on the forest for their livelihood. Apart from agroforestry partnerships that were launched with more than 200 families, sanitation projects and even a school have been set up to benefit these local communities.



Photo Credit: Aulia Erlangga

## Major Developments of Hutan Harapan in FY2017/18:

### Improvement of Monitoring System

Hutan Harapan is in the midst of upgrading its forest patrol unit's monitoring system by using technology such as smartphones and the Cybertracker application. The upgraded system will allow faster data collection, analysis and response on the health of the forest such as fire threats, logging and wildlife poaching. This will help to improve the quality of Hutan Harapan's forest ecosystem.

### Mitigating Human-Wildlife Conflicts

With deforestation and the expansion of agriculture, elephants in Sumatra are experiencing fragmentation of their habitats. As a result, there is potential for more frequent human-elephant conflicts, such as the destruction of crops in Hutan Harapan farms. Field staff implemented a community-based conflict mitigation plan where patrol groups were tasked to reduce conflicts with elephants. The communities in Hutan Harapan were also educated about mitigation methods and how to keep elephants out of their farms.

### Agroforestry Programme

An agroforestry programme was introduced to help communities generate income while reducing deforestation. By mixing both trees and agricultural as well as horticultural crops on the same piece of land, communities can improve their income while providing environmental benefits such as carbon sequestration and soil erosion prevention.

### 'Tumble in the Jungle' Event

Held in the Harapan Rainforest, the first ever mountain bike race generated public support for conservation initiatives. Through the set-up for this event, basic infrastructure such as camping grounds, drinking water supply schemes and permanent toilets were also provided for the communities in Hutan Harapan.

### Strengthening the Livelihoods of Indigenous People

Community empowerment is one of the most important components of ecosystem restoration in Hutan Harapan. In 2017, formal education was provided to children in the Hutan Harapan communities through the establishment of a school within the forest.

# Community Engagement Around the World



China



India



Japan

Beyond Singapore, our overseas stations are equally passionate and committed in reaching out to their local communities. As a global airline serving over 60 destinations, our overseas offices work with charities in support of various initiatives and causes.

## Australia

Singapore Airlines has been supporting a number of arts and cultural organisations, as well as children's charities during its 50 years of service in Australia. As a national sponsor of The Smith Family and the Lille Fro Foundation since 2012, Singapore Airlines seeks to help students get the most out of their education so that they can create a better future for themselves.

In FY2017/18, Singapore Airlines provided financial and air travel support for disadvantaged students as part of The Smith Family's 'Learning for Life' educational assistance programme. A group of secondary school students also participated in a one-day 'Work Inspirations' workshop where they interviewed Singapore Airlines' staff about their jobs, to prepare for their future careers. They were also treated to a tour of the Singapore Airlines Airbus A380 aircraft at Sydney International Airport.

Singapore Airlines is also proud to support the local arts community through travel assistance for Art Exhibitions Australia, Queensland Ballet and West Australian Ballet, among many others.

## China

To raise public awareness and funds for patients in China suffering from Osteogenesis Imperfecta, also known as brittle bone disease, Singapore Airlines and China-Dolls Centre for Rare Disorders organised a porcelain painting project and participated in a 15-kilometre charity walk in Beijing. Singapore Airlines staff also volunteered at local rehabilitation programmes for Osteogenesis Imperfecta patients, helping children with brittle bone disease in their recovery.

## Germany

Twenty-nine students were welcomed on board the Singapore Airlines A380 aircraft in June 2017 as part of a newspaper project. Aimed at moulding the minds of young aviation enthusiasts, the students reported on behind-the-scenes activities at the bustling Frankfurt Airport. In support of this programme, staff were interviewed about the Company's history, services and job opportunities, raising awareness of the aviation industry amongst the students.

## India

Singapore Airlines partnered various schools and organisations in FY2017/18 to support education, healthcare and sports causes in India. A healthcare screening exercise which consisted of a general health and eye check-up was conducted for over 200 underprivileged children in Kolkata, India. The children, who received healthcare kits, were taught the importance of proper healthcare and hygiene.

To forge a long-term relationship with the underprivileged children, Singapore Airlines partnered Little Pencils, a non-profit organisation, where staff were paired with a child to engage them through book-reading and other activities.

In collaboration with Concern India Foundation, Singapore Airlines facilitated a Sports Day in Mumbai for 200 disabled children in February 2018. Volunteers from the Singapore Airlines team provided food for all participants and assisted the students in their races. All children received participation certificates and winners received medals for their achievements.

## Japan

Singapore Airlines staff in Japan brought Christmas cheer to children warded in Narita Red Cross Hospital and Fukuoka Children's Hospital with gifts. Greeted by Santa Claus and a Singapore Girl on arrival at the hospitals, the children had the opportunity to dress up as a pilot or cabin crew with their photographs taken to commemorate the occasion.

A national sponsor  
of The Smith Family  
and the Lille Fro  
Foundation since  
**2012**

Over **200**  
underprivileged  
children received  
healthcare  
screening in  
Kolkata

# Community Engagement Around the World (Cont'd)

## New Zealand

For the fourth consecutive year, Singapore Airlines partnered Sustainable Coastlines, a New Zealand charity organisation, to engage students through environmental activities such as beach clean-ups and tree planting. In addition to its environmental commitment, Singapore Airlines was actively involved in supporting community organisations across the country, including the Cancer Society, Rangī Ruru Girls' School, The Brain Injury Association and Variety Children's Charity.

Singapore Airlines also teamed up with the Child Cancer Foundation to support 'The Big Hoot 2018'. Giant owl sculptures, which were specially painted by Kiwi artists and local schoolchildren, were displayed at a city-wide art trail in Auckland. They will be auctioned to raise funds for the foundation.



New Zealand



South Korea



Switzerland

Over **1,600** Filipino children benefitted from Bantay Bata Foundation

**20** families toured the Airbus A380 in Zurich Airport

## The Philippines

Singapore Airlines has been supporting Bantay Bata's Bantay Edukasyon programme for the past 15 years, by providing young Filipinos with education-related expenses. In addition, get-togethers are jointly organised by Singapore Airlines and Bantay Bata thrice a year, to engage the students and inspire them to build a better nation. To date, over 1,600 children have benefitted from the programme and are now pursuing meaningful jobs in the teaching and nursing professions.

## South Korea

In collaboration with Jongno Community Welfare Centre, Singapore Airlines organised a cultural experience programme for visually handicapped children and their families in 2017. While the children prepared in-flight meals and sampled local Korean delights, their parents enjoyed a movie and lunch, a break from their usual caregiving roles. Since 2012, Singapore Airlines has been actively conducting various excursions to Incheon International Airport, a museum, as well as a strawberry farm to engage the beneficiaries through a variety of experiences.

## Switzerland

Singapore Airlines partnered Caritas Switzerland, an organisation committed to helping the socially disadvantaged, and brought 20 families on a tour of the Airbus A380 aircraft and Zurich Airport in August 2017. They wrapped up the day with a delicious barbecue while viewing the Airbus A380 take off.

## United Kingdom

The Singapore Airlines team in London took part in Macmillan Cancer Society's fundraising event, 'The World's Biggest Coffee Morning'. Staff went the extra mile and prepared cakes to accompany the morning coffee, raising funds to support the nurses of Macmillan Cancer Support who support the cancer patients and their families.

# Community Engagement by our Subsidiaries



SilkAir

## SilkAir Community Projects

### Child's Dream Foundation

SilkAir's adopted charity, Child's Dream Foundation, is a not-for-profit organisation based in Chiang Mai, Thailand. Dedicated to empowering marginalised children and youths in the Mekong Sub-Region, SilkAir's collaboration with Child's Dream Foundation began in 2015. It seeks to empower the children and youths to shape their own future and that of their community in the Mekong Sub-Region.

In FY2017/18, SilkAir participated in a series of field trips organised by Child's Dream Foundation in Siem Reap, Cambodia, and also assisted in the opening of a school in Oddar Meanchey, a province in Cambodia. SilkAir staff mingled with the students and helped them settle down in their school routine.

In addition, SilkAir staff volunteered at the Child's Dream Foundation Job Fair and shared their experience about working in the aviation industry. The job fair inspired the students to think about their future and carve out their career plans.

## Scoot Community Projects

### Guide Dogs Association of the Blind (GDAB)

Scoot entered into a year-long partnership with GDAB, pledging to sponsor six return flights between Australia and Singapore in FY2017/18, to help ease the cost of bringing guide dogs into Singapore and enhancing GDAB's training capabilities. As one of the first Singapore-based carriers to welcome certified guide dogs on board, Scoot has a team of cabin crew trained to assist visually-impaired passengers.

### Nā Kama Kai

To commemorate its inaugural flight to Honolulu, Hawaii, in December 2017, Scoot supported local non-profit organisation, Nā Kama Kai, with a donation of USD20,000. Nā Kama Kai nurtures and educates children about the importance of taking care of Hawaii's fragile natural environment.



Scoot



Scoot

# Managing Environmental Impact



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# Managing SIA's Environmental Impact

Singapore Airlines remains dedicated to our long-term responsibility to protect the environment while providing air transportation services of the highest quality.



Photo Credit: Eka Tresnawan

## SIA's Sustainability Policy

With more than 180 of our aircraft taking to the skies daily, the SIA Group remains dedicated to our long-term responsibility to protect the environment while providing air transportation services of the highest quality. Singapore Airlines has in place various programmes to implement sustainable practices across our operations in a responsible manner to manage issues such as carbon emissions, waste, noise and the consumption of energy and resources. We also continue to explore new sustainable practices in all areas of our operations.

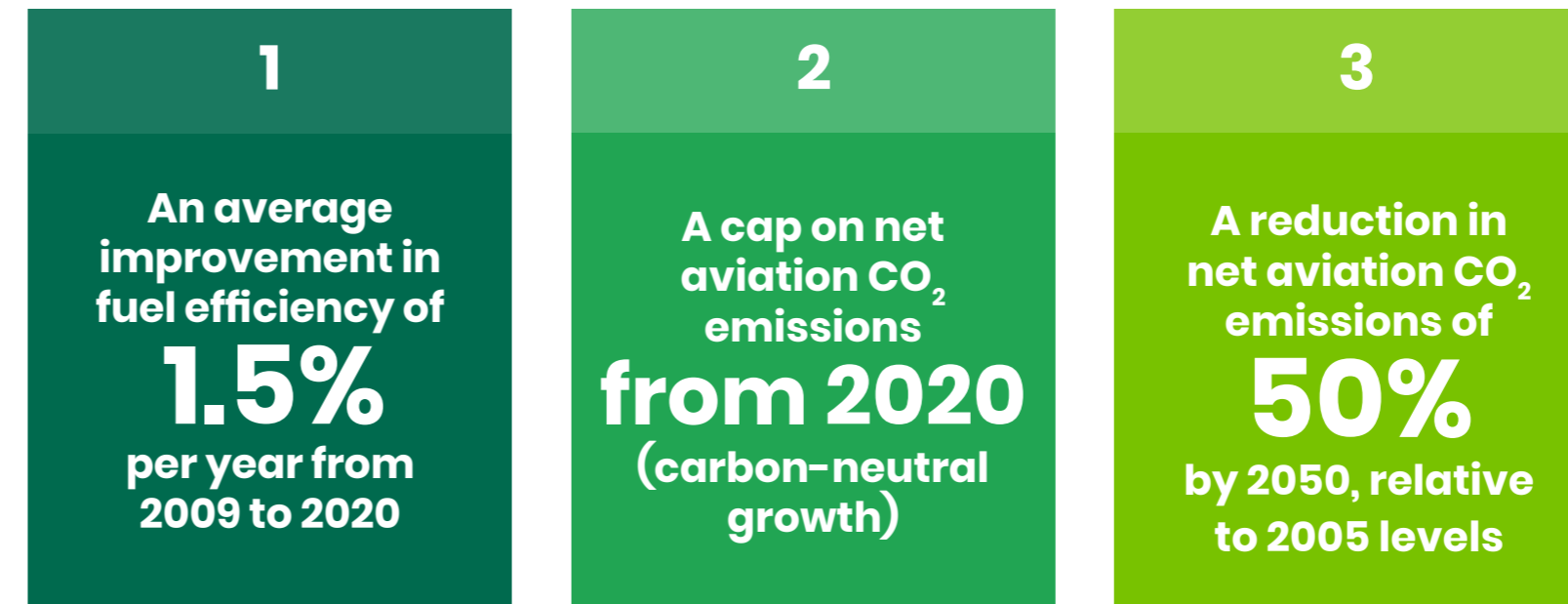
In 2017, the highest global surface temperatures and the lowest Arctic sea ice extent were recorded. According to the monthly analysis of global temperatures by scientists at NASA's Goddard Institute for Space Studies in New York, there were five months in 2017 which recorded the second-warmest temperatures in 137 years of record-keeping.

SIA continuously strives to improve our fuel productivity through the implementation of various initiatives. These include fuel efficient policies and procedures, application of data analytics to drive efficiency, optimised flight routings as well as aircraft weight management. We also take measures to improve our engine performance. These fuel-saving measures, together with regular fleet renewal, help to reduce our emissions. In addition, we are an active member of the Sustainable Aviation Fuel Users Group (SAFUG), which is committed to accelerating the development and commercialisation of sustainable aviation fuels.

The aviation sector contributes to two per cent of global carbon emissions. However, the aviation industry recognises the need to address the global challenge of climate change. This is reflected in the International Air Transportation Association's (IATA) three targets and four-pillar strategy.

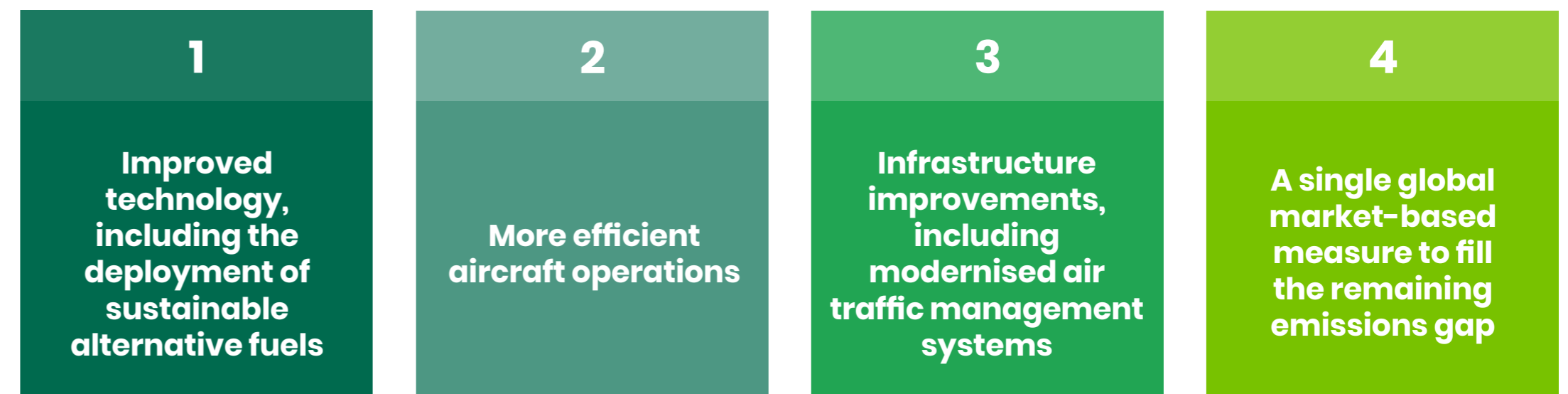
## IATA's Three Targets

The aviation industry aims to achieve three global climate targets to mitigate CO<sub>2</sub> emissions from air transport:



## IATA's Four-Pillar Strategy

Singapore Airlines supports IATA's three targets and has adopted the four-pillar strategy in our operations to reduce our carbon footprint. The strategy includes:



# Four-Pillar Strategy

## Pillar 1: Improved Technology

SIA is committed to operating a modern and fuel-efficient fleet. In FY2017/18, SIA took delivery of the world's first Boeing 787-10 aircraft. As of 31 March 2018, SIA's fleet comprised 107<sup>A</sup> aircraft, with an average age of seven years and four months. In addition, SIA has 46 Airbus A350-900s, three A380-800s, 20 Boeing 777-9s and 48 Boeing 787-10s on firm order.

Average fleet age (months), as of 31 March	FY2017/18	FY2016/17	FY2015/16
Singapore Airlines (Passenger Aircraft)	89	92	89
Singapore Airlines (Freighter Aircraft)	172	160	164
SilkAir	55	51	48
Scoot	56	19	8
Tigerair*		71	58

<sup>A</sup>Singapore Airlines took delivery of the world's first Boeing 787-10 aircraft on 26 March 2018. It began scheduled services to Osaka and Perth in May 2018.

\*Scoot and Tigerair merged under the Scoot brand on 25 July 2017.

### Sustainable Aviation Fuel Users Group (SAFUG)

SIA has been an active member of SAFUG since 2011, which was established to accelerate the development and commercialisation of Sustainable Aviation Fuels. As compared to traditional jet fuels, Sustainable Aviation Fuels can reduce up to 80 per cent of carbon emissions based on a full carbon life cycle. SIA believes that carbon reduction is key to the aviation industry's carbon-neutral growth goal beyond 2020.

SIA has pledged to advance and adopt aviation biofuels produced in a sustainable way which:

- 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 socio-economic impact

We remain committed to engaging government agencies and stakeholders to overcome supply, infrastructure and economic challenges that may hinder the commercial use of sustainable aviation fuels.

### The World's First 'Green Package' Flights

- Partnership with the Civil Aviation Authority of Singapore (CAAS)
- Operated a series of 12 'green package' flights over a three-month period from May 2017 on its non-stop San Francisco-Singapore route
- First flight, SQ31, departed San Francisco on 1 May 2017 with 206 passengers



Flights used SIA's latest-generation and most fuel-efficient aircraft, the **Airbus A350-900**

Use of **sustainable biofuel\***

Powered by Rolls-Royce Trent **XWB-84** engines

**Raises awareness of sustainable biofuels**

Together with:

- Sustainable Aviation Fuels and optimised Air Traffic Management best practices

And:

- Optimised flight operations from the Asia and Pacific Initiative to Reduce Emissions (ASPIRE) programme

**Highlights SIA's commitment to reduce international aviation emissions, and sustainable growth**

Life cycle potential reduction of **80% carbon emissions** as compared to traditional jet fuel

Carbon savings for a single 'green package' flight is approximately **26,676kg** of CO<sub>2</sub> = Planting of **680 trees**

**Supports the efforts of the sustainable Singapore Blueprint 2015 to develop Singapore as a Leading Green Community**

\*A combination of Hydro-processed Esters and Fatty Acids produced from used cooking oils and conventional jet fuel.

# Four-Pillar Strategy (Cont'd)

## Pillar 2: Operational Measures

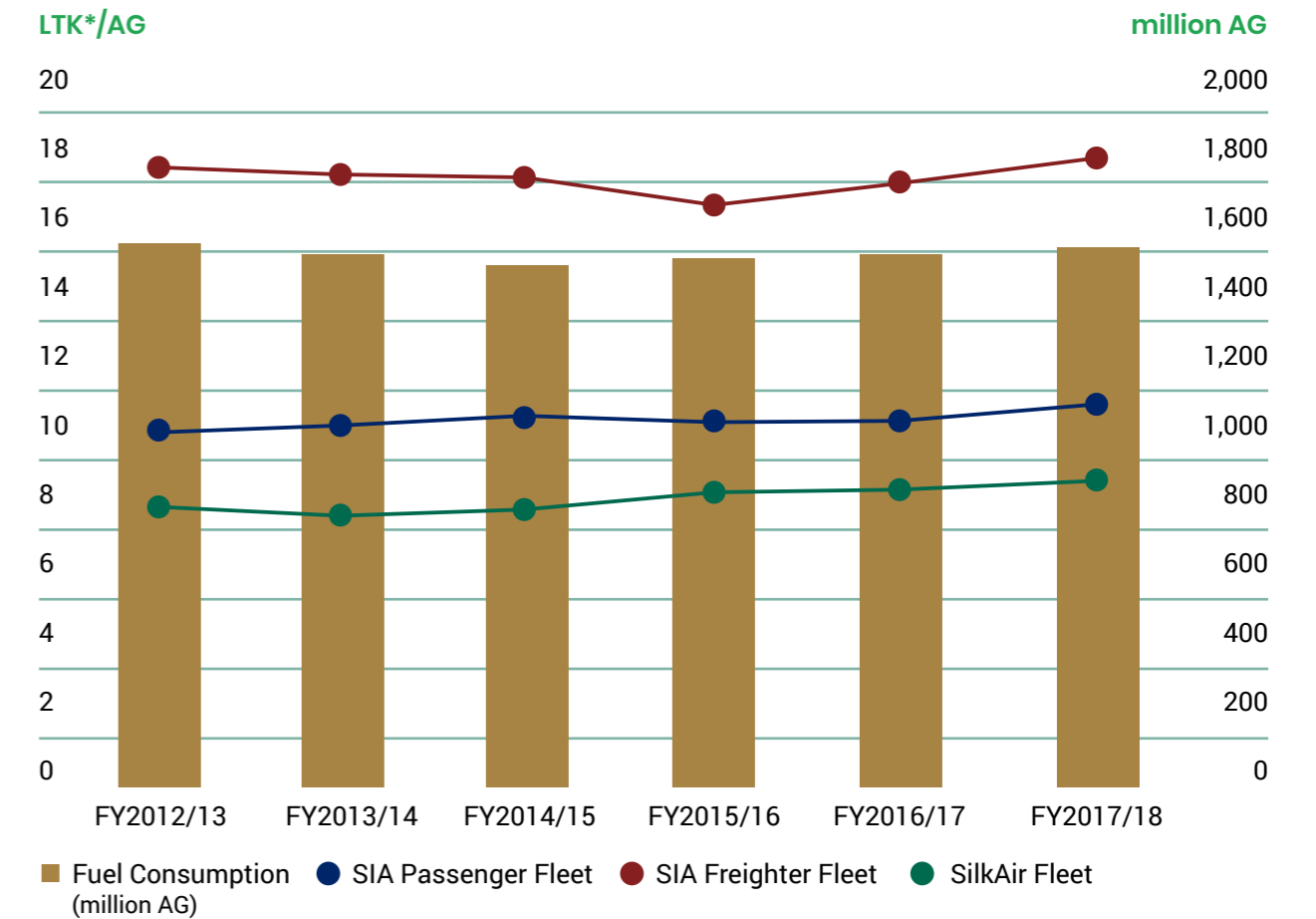
### Fuel Productivity Initiatives

As part of our ongoing commitment to sustainability, SIA is constantly exploring ways to reduce our carbon emissions to mitigate the impact of climate change. This is done through various fuel productivity and savings initiatives. We measure and report carbon emissions direct from fuel use in flight operations using carbon intensity ratio in kilograms of carbon dioxide emitted per load-tonne-kilometre (LTK). Data from Scoot will be progressively included in future Sustainability Reports.

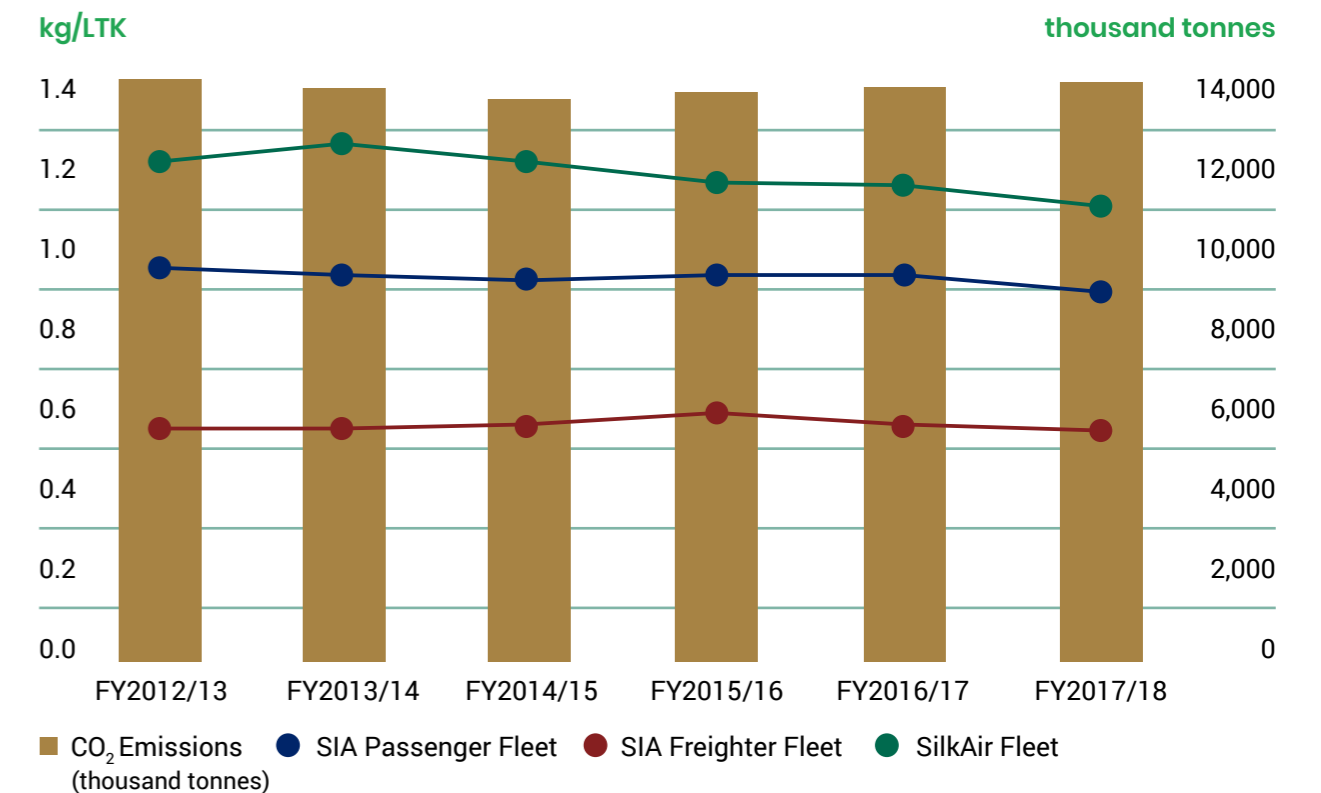
Currently, SIA's key initiatives from our fuel productivity improvement programme include:

Engineering	Flight Operations	Ground Operations	Aircraft Fleet
<ul style="list-style-type: none"> <li>Fleet-wide engine washing is carried out regularly, resulting in 10,400 tonnes of fuel savings annually</li> <li>Modifying the A380 Trent 900 engine to enhance performance, resulting in 10,010 tonnes of fuel savings annually</li> <li>Quarterly review of the performance of fuel efficiency initiatives</li> <li>Developing performance improvement packages for airframes and engines to reduce airframe drag, improving engine fuel efficiency</li> <li>Embarking on initiatives both within SIA and with Original Equipment Manufacturers to reduce aircraft weight</li> <li>Water uplift is customised based on flight sector requirements through a tailored potable water programme and removal of unutilised overhead storage compartments located in between the galleys of SIA's Boeing 777-300ERs. These initiatives resulted in 2,400 tonnes of fuel savings annually</li> </ul>	<ul style="list-style-type: none"> <li>Participating in international discussions to establish new airways for more efficient flight routes</li> <li>Actively engaging in route-planning procedures to determine the most fuel-efficient routes</li> <li>Encouraging continuous descent operations to minimise fuel use without compromising safety and participation in the ASPIRE programme</li> <li>Implementing 'Reduced Engine Taxi In' for all aircraft types across different airports to optimise fuel efficiency. Upon landing, pilots are able to use one engine for twin-engine aircraft, or three engines for four-engine aircraft during taxiing</li> <li>Improving flight operation procedures that reduce fuel burn for A380 aircraft at Heathrow Airport in London. SIA's A380s departing from Heathrow Airport now use less power during take-off, resulting in fuel savings and less emission of CO<sub>2</sub> and NO<sub>x</sub>, while complying with the airport's strict noise procedure guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Deploying mobile ground power units and pre-conditioned air units during night stops and long transits to reduce reliance on aircraft auxiliary power units, which is expected to save at least 2,400 tonnes of fuel annually</li> <li>Implementing the Centre of Gravity Optimisation initiative into SIA's Load Planning System to derive a preferred centre of gravity position to load cargo pallets and containers. This improves fuel efficiency in our aircraft operations</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining a modern and fuel-efficient fleet</li> <li>SIA currently has 21 A350-900 aircraft in our fleet, with 46 more on firm order. The A350-900 is known for its improved operating efficiency</li> <li>We also took delivery of the world's first Boeing 787-10 aircraft in March 2018. SIA is the largest customer for the 787-10 with a total of 49 firm orders for this aircraft type</li> <li>SIA also has firm orders for 20 Boeing 777-9s, due for delivery from FY2021/22</li> </ul>
		Data Analytics	
		<ul style="list-style-type: none"> <li>Applying data analytics to expand and improve SIA's fuel conservation initiatives by accurately measuring performance</li> <li>Identifying and prioritising opportunities for further fuel productivity improvement</li> </ul>	

### Fuel Consumption



### CO<sub>2</sub> Emissions



\*Fuel consumption is reported in LTK as it is a unit of measurement that is commonly used in the aviation industry.



# Four-Pillar Strategy (Cont'd)

## Pillar 3: Improved Infrastructure

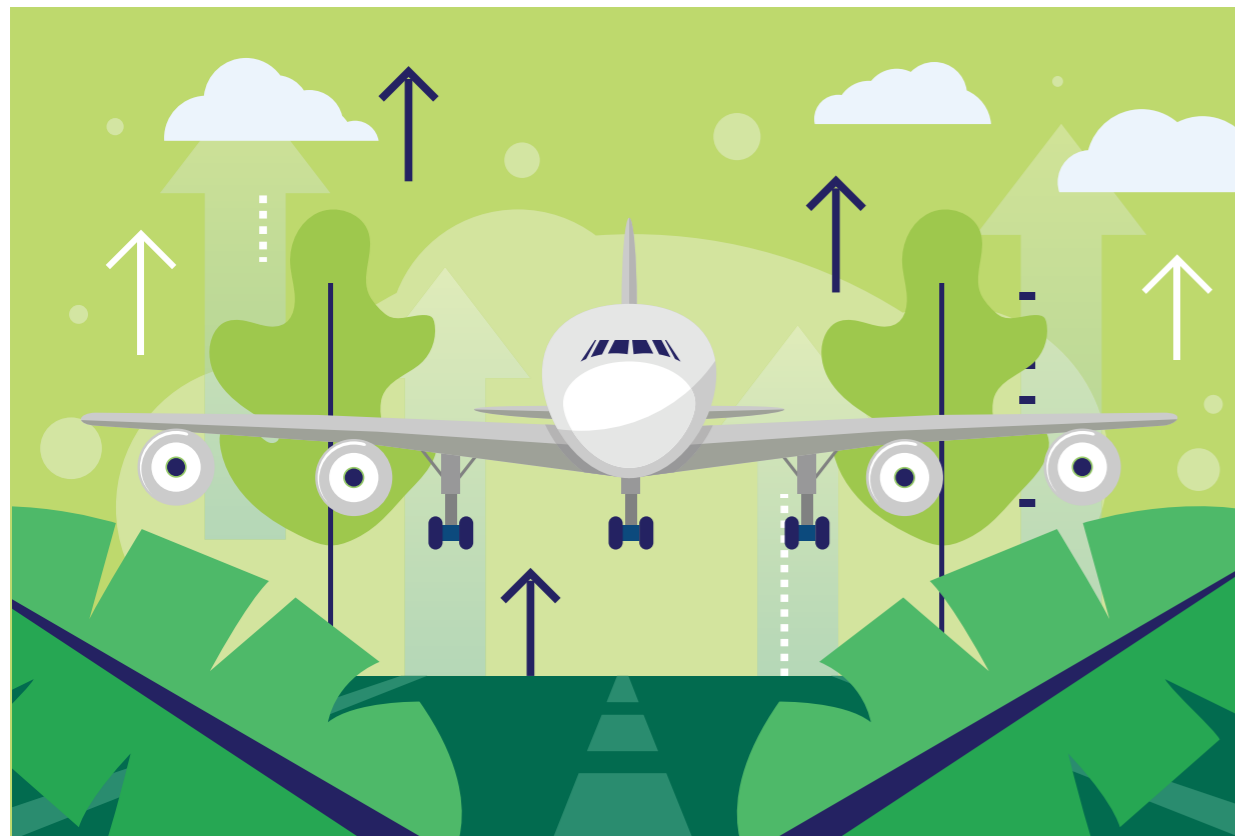
Infrastructure improvements present an opportunity for airlines to reduce fuel use and CO<sub>2</sub> emissions. Such improvements are led by the optimisation of air routes through efficient air traffic management.

### Asia and Pacific Initiative to Reduce Emissions (ASPIRE) Programme

SIA has been participating in the ASPIRE programme since 31 January 2010, when we operated our first 'green flight' demonstration from Los Angeles to Singapore via Tokyo.

The ASPIRE programme is a partnership among air navigation service providers which share the aim of reducing carbon emissions from fuel burn in all phases of flight. It involves incorporating best practices and initiatives in air traffic management and flight operation procedures. Some examples include measures that permit pilots to take full advantage of atmospheric conditions such as prevailing winds to reduce separation between aircraft, and to shorten flight time.

SIA's non-stop service between Singapore and San Francisco is the latest addition to the ASPIRE programme. SIA adopts elements from the ASPIRE programme such as route straightening and continuous descent to achieve further fuel savings.



## Pillar 4: Global Market-Based Measure (MBM)

As an interim measure while the first three pillars of the four-pillar strategy develop, a global MBM plays a complementary role to reduce carbon emissions. At the 39<sup>th</sup> International Civil Aviation Organization (ICAO) Assembly in 2016, ICAO's Member States adopted a global carbon offsetting scheme for international aviation. ICAO's Carbon Offset and Reduction Scheme for International Aviation (CORSIA) aims to address the annual increase in total CO<sub>2</sub> emissions from international civil aviation beyond 2020. The adoption of CORSIA is the first climate measure of its type for any global industry. It allows for airlines to achieve carbon neutral growth in a cost-efficient way.

SIA recognises that CORSIA will play an integral role in ensuring that carbon emissions are accounted for, eliminating duplicate economic measures. As such, SIA fully supports the ongoing efforts towards meeting the requirements in the CORSIA Monitoring, Reporting and Verification system of carbon emissions.

Singapore will voluntarily participate in CORSIA from 2021 to 2026, after which the scheme becomes mandatory. Singapore is one of the 73 states which represent 87.7 per cent of international flight operations.

### Other Environmental Measures

#### Aircraft Noise

SIA focuses on aircraft noise management at the source, reducing aircraft engine noise. Compared to aircraft manufactured 10 years ago, modern jet aircraft are approximately 50 per cent quieter. Continuous improvements are being made to further reduce engine noise emissions.

ICAO introduced a new and more stringent Chapter 4 noise standard in 2006 as part of its Balanced Approach to Aircraft Noise Management to reduce noise at source. The continual improvement of noise certification strives to ensure that the latest noise reduction technology is incorporated into aircraft design. This results in noise reduction around airports.

SIA's fleet of Airbus A330-300, A350-900, A380-800, Boeing 777-200, 777-200ER, 777-300, 777-300ER and 787-10 aircraft; SilkAir's A319, A320, 737 MAX 8 and 737-800 aircraft; as well as Scoot's Airbus A319, A320, 787-8 and 787-9 aircraft, all meet the latest ICAO Chapter 4 noise standard.

#### Aircraft Emissions

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 III. This standard is applicable to new aircraft designs as of 2020 as well as new deliveries of current in-production aircraft types from 2023. SIA supports the new CO<sub>2</sub> standard set by ICAO so as to meet the aviation industry's long-term commitment to reduce CO<sub>2</sub> emissions.

The current NO<sub>x</sub> standard, endorsed in 2004 and applicable to new engines manufactured from 2008, is 12 per cent stricter than previous standards. SIA's passenger and freighter aircraft, together with SilkAir and Scoot's aircraft, meet the stringent 2004 ICAO CAEP/6 Emissions Standards for NO<sub>x</sub>.

#### Ground Emissions

All new and existing vehicles on the ground powered by diesel or petrol comply with the National Environmental Agency's requirements on motor vehicle emissions. Vehicles also undergo regular maintenance and inspections. For example, diesel-powered vehicles undergo an annual Chassis Dynamometer Smoke Test to ensure the smoke opacity limit meets local standards. In addition, staff are reminded to switch off engines while their vehicles are idling to conserve fuel, promote better air quality and to adhere to anti-idling engine regulations.

SIA has been participating in the ASPIRE programme since 2010

Compared to 10 years ago, modern jet aircraft are approximately 50% quieter

# Energy and Resource Management

As part of the SIA Group's ongoing conservation efforts, energy and water consumption levels in buildings owned by SIA or SIA Engineering Company (SIAEC) are monitored by the respective facilities teams. Consumption figures are reviewed by the Occupational Safety, Health and Environment Committee on a quarterly basis and updates are provided to SIA's management. These figures are tracked and compared across the years to ensure that we match or lower our utilities consumption as a company. SIA is committed to achieving a 15 per cent reduction in our office electricity consumption by FY2020/21 from base year FY2010/11.

## Energy Conservation Initiatives

In FY2017/18, SIA's energy-saving initiatives continued to focus on managing air-conditioning and lighting within buildings and hangars. We are guided by the Singapore Energy Market Authority's electricity conservation adoption, reporting standards and methodologies of electricity conservation.

SIA's five-year plan for upcoming equipment retrofitting works will guide us in ensuring that all the equipment supporting our building premises is energy efficient and in good condition. SIA's Facilities team also conducts regular reviews to assess if there are better technologies or more efficient methods for building essentials pertaining to air-conditioning, lighting and water. Some of our energy-savings efforts in FY2017/18 are as follows:

### Air-Conditioning

- Modifications to the existing heat rejection source for the Computer Air-Conditioning Units (CAUs) from condenser water to chilled water, hence saving the utility cost to run additional cooling towers
- Ongoing replacement of Fan Coil Units (FCUs) within the buildings with more efficient models. These FCUs, for after-office hours usage when the centralised Air Handling Units are turned off, reduce off-peak load on the main chiller plant system, reducing electricity consumption
- Replacement of CAUs serving the aircraft simulator computers with higher efficiency units

### Lighting

- Completion of replacement of high bay lights for Hangar 1 from 1,000W sodium metal halide lamps to 400W dimmable LED high bay lights, leading to reduced energy consumption as well as maintenance cost savings
- Submeters are used to track the difference in electricity consumption to ensure the effectiveness of these initiatives

### Water

- Conducting regular water audits and submitting a water efficiency management plan to the Public Utilities Board (PUB) annually
- Displaying educational posters by PUB on water conservation at shower rooms and public hand wash areas in the canteen
- Harvesting rain water in Airline House, SIA's Head Office, to water plants and flush toilets. This initiative resulted in water savings of 12,000m<sup>3</sup> per year at Airline House
  - On average, 1,500m<sup>3</sup> of rainwater is collected monthly. This accounts for 22 per cent of SIA's total monthly water usage at ALH
- Introducing submetering at areas with high water consumption within SIA's premises to monitor water usage. Along with daily analysis of meter readings, water-saving opportunities and water leakage within our premises can be identified
- Monitoring daily water consumption levels to ensure that leaks are detected early

SIA is committed to achieving a 15 per cent reduction in our office electricity consumption by FY2020/21 from base year FY2010/11.



# Energy and Resource Management (Cont'd)



**30%**  
reduction in waste  
generation by  
FY2020/21

## Waste Management

SIA targets to achieve a 30 per cent reduction in waste generation from our buildings by FY2020/21 from base year FY2010/11.

In FY2017/18, we disposed of 3,522 tonnes of waste accumulated from our office buildings. All the Toxic Industrial Waste (TIW) generated from our aircraft maintenance activities is labelled and segregated from general waste, which is collected by licenced general waste collectors and sent for incineration in waste-to-energy plants. A licenced TIW collector is engaged to remove and treat the TIW before final disposal. No industrial effluents are generated from our commercial activities and all waste water is discharged to government-operated water reclamation plants for treatment.

To meet SIA's waste reduction target, short-term targets are set at departmental level to reduce paper use or to go paperless within three to five years. Longer-term targets include exploring waste reduction initiatives such as food waste recycling and working towards paperless in-flight menus.

SIA incorporates the three Rs in our daily activities to improve our waste management practices and maximise efficient use of resources:

### Reduce

- Removal of paper cups from cockpits in 2017. Replacing them with ceramic cups resulted in savings of about one million paper cups and plastic lids per year
- All departments are encouraged to store documents electronically in the Document Management System
- A 'Reduce Wastage' campaign launched in 2016 aimed to increase awareness among cabin crew about waste reduction on flights
- Reference materials are displayed digitally for meetings
- Under the corporate paperless movement, Cabin Crew Training department implemented a series of initiatives to work towards paperless training. Course completion certificates, course materials and handouts have been digitised and are available on a digital Corporate Learning Platform
- Electronic Flight Bags and iPads were issued to all pilots, resulting in a significant reduction in paper consumption used in the printing of documents and flight plans

### Reuse

- Delivery of internal correspondence in envelopes designed for multiple use
- Rejected or old crew uniforms are used as art and craft materials for charity events
- Empty wine bottles from our aircraft are collected and brought to the SIA Training Centre for training purposes

### Recycle

- Carton boxes, magazines, newspapers and glass bottles are collected after flights for recycling
- Recycling bins are conveniently located around offices and canteens for recyclable waste such as paper, magazines, newspapers and aluminium cans
- Staff are encouraged to recycle electronic waste

# Environmental Awareness Initiatives

## Prevention of Illegal Wildlife Trafficking

Recognising that wildlife traffickers regularly exploit the increasing connectivity of global transportation and leverage on the supply chain industry for their illegal trade, SIA signed the United for Wildlife Transport Taskforce Buckingham Palace Declaration in June 2017 in support of efforts to prevent illegal trafficking and transportation of wildlife as well as their products.

As a signatory, SIA agrees to implement actions under the relevant commitments outlined in the Declaration, such as adopting a zero tolerance policy regarding illegal wildlife trade, increasing awareness among passengers and staff, providing staff training to identify and report suspected illegal transport of wildlife, and engaging the relevant stakeholders in these efforts.

SIA is against the illegal transport of wildlife and unsustainable animal products. The Company also prohibits the carriage of any animals or wildlife by passengers, with the exception of domesticated cats and dogs that are checked in, as well as service and emotional support dogs in the cabin.

### Inaugural 'Illegal Wildlife Trafficking Awareness Workshop'

Held on  
**31 October 2017**  
at the SIA Training Centre

Reinforces SIA's commitment  
to support the fight against  
illegal wildlife trafficking



#### Attended by:

- Agri-Food & Veterinary Authority of Singapore (AVA)
- Immigration & Checkpoints Authority of Singapore (ICA)
- Singapore Customs
- Aviation professionals

Raised awareness  
on illegal wildlife  
trafficking  
business

#### Collaborative effort with presentations by:

- IATA
- AVA
- TRAFFIC, a leading non-government wildlife trade monitoring network

Enforcement agencies,  
alongside check-in counter staff,  
cabin crew, cargo-handlers and  
baggage handlers play important  
roles to deter traffickers from  
exploiting airlines

## 'From Farm-to-Plane' Concept

Our sustainability efforts continue on board our flights. In October 2017, Singapore Airlines introduced a 'From Farm to Plane' concept to promote environmental sustainability and support local farmers' communities. Through this initiative, we intend to use more sustainable and meatless ingredients, as well as local produce, in our in-flight meals.

SIA will work with partners globally to source for sustainable ingredients. Currently, SIA uses fish from fisheries with certified sustainable fishing practices, and obtains produce from local farms in the various destinations we serve. In addition, SIA's International Culinary Panel of world-renowned chefs created in-flight menus using more sustainable ingredients and local produce such as cherry tomatoes, pumpkins, green beans and lettuce. The new menus were introduced to Suites customers on selected routes late in 2017 and will progressively be made available to customers travelling in other cabin classes. Singapore Airlines also introduced organic French Shiraz wine on board, available to Business Class customers on selected flights from December 2017.



# Environmental Performance

Operating Statistics	FY2017/18	FY2016/17	FY2015/16	Fuel Productivity and CO <sub>2</sub> Emissions	FY2017/18	FY2016/17	FY2015/16	Resources Utilisation	FY2017/18	FY2016/17	FY2015/16								
<b>SIA Group</b>																			
Total Group Revenue (S\$ million)	15,806.1	14,868.5	15,228.5	Fuel Consumption (million AG)	1,501.83	1,491.90	1,477.29	Water (,000 m <sup>3</sup> )	226.8	234.0	250.4								
Average Number of Employees	25,901	25,194	24,350	Fuel Productivity (LTK/AG)*	10.98	10.61	10.57	Electricity (Gwh)	48.9	48.8	52.1								
<b>Singapore Airlines and SilkAir</b>																			
Overall Load (million tonne-km)	16,486.7	15,825.3	15,605.8	CO <sub>2</sub> Emissions (thousand tonnes)	14,162.78	14,069.12	13,921.88	Petrol (,000 litres)	134	140	139								
Overall Capacity (million tonne-km)	24,078.7	23,504.2	22,865.7	CO <sub>2</sub> Emissions Intensity (kg/LTK)*	0.86	0.89	0.89	Diesel (,000 litres)	2,814	3,061	3,003								
Overall Load Factor (%)	67.4	67.3	68.3	<b>Singapore Airlines (Passenger Fleet)</b>															
<b>Singapore Airlines (Passenger Fleet)</b>																			
Passengers Carried (thousand)	19,505	18,990	19,029	Fuel Consumption (million AG)	1,296.12	1,288.06	1,276.99	<b>Carbon Emissions – Ground Operations</b>											
Revenue Pax-km (million)	95,855.0	92,913.8	94,267.4	Fuel Productivity (LTK/AG)*	10.59	10.18	10.17	From Fossil Fuel (tonnes)	8,239	8,283	8,128								
Available Seat-km (million)	118,126.7	117,662.3	118,366.5	CO <sub>2</sub> Emissions (thousand tonnes)	12,222.86	12,146.81	12,033.04	From Electricity Used (tonnes)	20,753	21,050	22,530								
<b>Singapore Airlines (Freighter Fleet)</b>																			
Cargo and Mail Carried (million kg)	1,301	1,248	1,170	CO <sub>2</sub> Emissions Intensity (kg/LTK)*	0.89	0.93	0.93	<b>Waste Generated</b>											
Cargo Load (million tonne-km)	7,260.3	6,895.8	6,510.9	<b>Singapore Airlines (Freighter Fleet)</b>															
Cargo Capacity (million tonne-km)	11,126.7	10,912.3	10,513.3	Fuel Consumption (million AG)	110.78	118.85	122.15	General Waste (tonnes)	3,522	4,334	3,950								
<b>SilkAir</b>																			
Passengers Carried (thousand)	4,687	4,106	3,836	Fuel Productivity (LTK/AG)*	17.68	17.0	16.40	Toxic Waste (litres)	64,600	88,800	54,200								
Revenue Pax-km (million)	8,343.5	7,138.0	6,516.2	CO <sub>2</sub> Emissions (thousand tonnes)	1,044.68	1,120.84	1,151.90	<b>Recyclables#</b>											
Available Seat-km (million)	11,365.9	10,086.3	9,117.8	CO <sub>2</sub> Emissions Intensity (kg/LTK)*	0.53	0.55	0.58	Used Cooking Oil (kg)	1,140	3,435	5,140								
<b>SilkAir Fleet</b>																			
Fuel Consumption (million AG)	94.93	84.99	78.15	<b>SilkAir Fleet</b>															
Fuel Productivity (LTK/AG)*	8.48	8.15	8.06	Fuel Consumption (million AG)	94.93	84.99	78.15	Used Carton Boxes (kg)	558,300	672,820	575,810								
CO <sub>2</sub> Emissions (thousand tonnes)	895.24	801.47	736.95	Fuel Productivity (LTK/AG)*	8.48	8.15	8.06	Glass Bottles (kg)	274,454	299,136	206,090								
CO <sub>2</sub> Emissions Intensity (kg/LTK)*	1.11	1.16	1.17	CO <sub>2</sub> Emissions (thousand tonnes)	895.24	801.47	736.95	<b>*Figures are from SIA's operations in Singapore.</b>											
CO <sub>2</sub> Emissions Intensity (kg/LTK)*	1.11	1.16	1.17	CO <sub>2</sub> Emissions Intensity (kg/LTK)*	1.11	1.16	1.17	<b>*Fuel consumption is reported in LTK as it is a unit of measurement that is commonly used in the aviation industry.</b>											

# Global Reporting Initiative



Material Topics and Boundaries 54

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GRI Content Index 55

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# Material Topics and Boundaries

Singapore Airlines' involvement and impact on the material topics have been detailed in the respective chapters of this report. Mechanisms, results and adjustments to the management approach are also reported in the respective chapters, as detailed below.

SIA Material Topics	GRI Standards Topics	Topic Boundary Internal* and External** (GRI 103-1b and GRI 103-c)	Management Approach (GRI 103-1a, GRI 103-2 and GRI 103-3)
<b>Customer Focus</b>	Customer Privacy	SIA, Customers	Stakeholder Engagement: Customers (Pg 25) GRI Content Index (Pg 57)
<b>Employees</b>	Employment	SIA	Stakeholder Engagement: Employees (Pg 26-33)
	Labour/Management Relations	SIA	Stakeholder Engagement: Employees (Pg 26, 29) GRI Content Index (Pg 56)
	Training and Education	SIA	Corporate Governance (Pg 11) Stakeholder Engagement Initiatives (Pg 14) SIA's Safety Performance (Pg 18-21) Stakeholder Engagement: Employees (Pg 26, 30-33)
	Diversity and Equal Opportunity	SIA	Corporate Governance (Pg 10) Stakeholder Engagement: Employees (Pg 26-33) Annual Report (Pg 16-17, 74-76)
	Non-discrimination	SIA	There were no incidents of employee discrimination during the reporting period.
	Supplier Social Assessment	SIA, Suppliers	Stakeholder Engagement: Suppliers (Pg 34-36) Suppliers' Code of Conduct (Pg 37) GRI Content Index (Pg 56-57)
<b>Environment</b>	Materials	SIA, Suppliers	Stakeholder Engagement: Suppliers (Pg 35-36)
	Energy	SIA, Suppliers, Customers	Energy and Resource Management (Pg 49) Environmental Performance (Pg 52)
	Water	SIA, Suppliers, Customers	Energy and Resource Management (Pg 49) Environmental Performance (Pg 52)
	Biodiversity	Communities where SIA operates	Harapan Rainforest Initiative (Pg 40)
	Emissions	Communities where SIA operates	Managing SIA's Environmental Impact (Pg 45) Four-Pillar Strategy (Pg 46-48) Environmental Performance (Pg 52)
	Effluents and Waste	Communities where SIA operates	Energy and Resource Management (Pg 50) Environmental Performance (Pg 52)
	Environmental Compliance	SIA, Suppliers	There were no fines or sanctions during the reporting period.
	Supplier Environmental Assessment	SIA, Suppliers	Stakeholder Engagement: Suppliers (Pg 34-36) Suppliers' Code of Conduct (Pg 37)
<b>Governance</b>	Anti-corruption	SIA, Suppliers	Corporate Governance (Pg 11)

\*Refers to stakeholders within the organisation.

\*\*Refers to stakeholders outside the organisation.

SIA Material Topics	GRI Standards Topics	Topic Boundary Internal* and External** (GRI 103-1b and GRI 103-c)	Management Approach (GRI 103-1a, GRI 103-2 and GRI 103-3)
<b>Safety</b>	Occupational Health and Safety	SIA	SIA's Safety Performance (Pg 18-21) GRI Content Index (Pg 56-57)
	Customer Health and Safety	SIA, Customers, Suppliers	SIA's Safety Performance (Pg 18-21)
<b>Shareholders</b>	Market Presence	SIA, Shareholders	Stakeholder Engagement: Employees (Pg 26-27) Annual Report (Pg 16-17)
	Economic Performance	SIA, Shareholders	Annual Report (Pg 2, 40-55)
<b>Suppliers</b>	Freedom of Association and Collective Bargaining	SIA, Suppliers	GRI Content Index (Pg 57)
	Child Labour	SIA, Suppliers	Suppliers' Code of Conduct (Pg 37) GRI Content Index (Pg 57)
	Forced or Compulsory Labour	SIA, Suppliers	Suppliers' Code of Conduct (Pg 37) GRI Content Index (Pg 57)
	Human Rights Assessment	SIA, Suppliers	Stakeholder Engagement: Suppliers (Pg 34-36) Suppliers' Code of Conduct (Pg 37)



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# GRI Content Index

## General Disclosures

GRI Standard	Disclosure	Disclosure Title	Page Reference and Remarks	GRI Standard	Disclosure	Disclosure Title	Page Reference and Remarks
<b>Organisational Profile</b>				<b>Ethics and Integrity (Cont'd)</b>			
GRI 102: General Disclosures 2016	102-1	Name of the organisation	Overview (Pg 3) About Singapore Airlines (Pg 5) Annual Report (Pg 3)	GRI 102: General Disclosures 2016	102-16	Values, principles, standards, and norms of behaviour	Stakeholder Engagement: Suppliers (Pg 34-36) Suppliers' Code of Conduct (Pg 37)
	102-2	Activities, brands, products, and services	Overview (Pg 3) About Singapore Airlines (Pg 5) Route Network (Pg 7) Fleet Information (Pg 8-9) Annual Report (Pg 23-27)		102-17	Mechanisms for advice and concerns about ethics	Corporate Governance (Pg 11) Stakeholder Engagement: Employees (Pg 29) Suppliers' Code of Conduct (Pg 37)
	102-3	Location of headquarters	About Singapore Airlines (Pg 5)	<b>Governance</b>			
	102-4	Location of operations	About Singapore Airlines (Pg 5) Route Network (Pg 7)	GRI 102: General Disclosures 2016	102-18	Governance structure	Overview (Pg 3) Corporate Governance (Pg 10-11) Sustainability at Singapore Airlines (Pg 12-13)
	102-5	Ownership and legal form	About Singapore Airlines (Pg 5) Annual Report (Pg 106, 200, 207-208)		102-25	Conflicts of interest	Corporate Governance (Pg 11) Suppliers' Code of Conduct (Pg 37) Annual Report (Pg 70)
	102-6	Markets served	About Singapore Airlines (Pg 5) Route Network (Pg 7)	<b>Stakeholder Engagement</b>			
	102-7	Scale of the organisation	About Singapore Airlines (Pg 5) Route Network (Pg 7) Stakeholder Engagement: Employees (Pg 26-28) Supporting our Communities (Pg 39-43) Annual Report (Pg 95, 97)	GRI 102: General Disclosures 2016	102-40	List of stakeholder groups	Sustainability at Singapore Airlines (Pg 12-13)
	102-8	Information on employees and other workers	Stakeholder Engagement: Employees (Pg 26-28) Stakeholder Engagement: Suppliers (Pg 34) All employee figures in this report were compiled by SIA's Human Resources and Finance Divisions.		102-41	Collective bargaining agreements	Stakeholder Engagement: Employees (Pg 29)
	102-9	Supply chain	Stakeholder Engagement: Suppliers (Pg 34-36)		102-42	Identifying and selecting stakeholders	Sustainability at Singapore Airlines (Pg 12-13)
	102-10	Significant changes to the organisation and its supply chain	CEO's Message (Pg 4) Annual Report (Pg 20-22)		102-43	Approach to stakeholder engagement	Stakeholder Engagement Initiatives (Pg 14-16) Stakeholder Engagement: Customers (Pg 23-25) Stakeholder Engagement: Employees (Pg 26-33) Stakeholder Engagement: Suppliers (Pg 34-36)
	102-11	Precautionary Principle or approach	Corporate Governance (Pg 10-11) Managing Environmental Impact (Pg 45-52)		102-44	Key topics and concerns raised	CEO's Message (Pg 4) Sustainability at Singapore Airlines (Pg 12-13) Stakeholder Engagement Initiatives (Pg 14-16)
	102-12	External initiatives	Sustainability at Singapore Airlines (Pg 12-13) Stakeholder Engagement Initiatives (Pg 15-16) Stakeholder Engagement: Customers (Pg 23-25) Stakeholder Engagement: Suppliers (Pg 34-36) Supporting our Communities (Pg 39-43) Managing SIA's Environmental Impact (Pg 45) Four-Pillar Strategy (Pg 46-48) Energy and Resource Management (Pg 49-50) Environmental Awareness Initiatives (Pg 51)	<b>Reporting Practice</b>			
	102-13	Membership of associations	About Singapore Airlines (Pg 5)	GRI 102: General Disclosures 2016	102-45	Entities included in the consolidated financial statements	Overview (Pg 3) Sustainability at Singapore Airlines (Pg 12-13) Annual Report (Pg 200)
<b>Strategy</b>					102-46	Defining report content and topic boundaries	Sustainability at Singapore Airlines (Pg 12-13) Material Topics and Boundaries (Pg 54)
GRI 102: General Disclosures 2016	102-14	Statement from senior decision-maker	CEO's Message (Pg 4) Annual Report (Pg 14-15)		102-47	List of material topics	Sustainability at Singapore Airlines (Pg 12-13) Material Topics and Boundaries (Pg 54)
<b>Ethics and Integrity</b>					102-48	Restatements of information	No restatements were made for FY2017/18.
GRI 102: General Disclosures 2016	102-16	Values, principles, standards, and norms of behaviour	About Singapore Airlines (Pg 5) Corporate Governance (Pg 10-11) Stakeholder Engagement: Employees (Pg 26-29)		102-49	Changes in reporting	No changes in reporting were made in FY2017/18.
					102-50	Reporting period	Overview (Pg 3)
					102-51	Date of most recent report	Overview (Pg 3)
					102-52	Reporting cycle	Overview (Pg 3)
					102-53	Contact point for questions regarding the report	Overview (Pg 3)
					102-54	Claims of reporting in accordance with the GRI Standards	Overview (Pg 3)
					102-55	GRI content index	Material Topics and Boundaries (Pg 54) GRI Content Index (Pg 55-57)
					102-56	External assurance	Overview (Pg 3) Annual Report (Pg 70)



# GRI Content Index (Cont'd)

## Material Topics

GRI Standard	Disclosure	Disclosure Title	Page Reference and Remarks	GRI Standard	Disclosure	Disclosure Title	Page Reference and Remarks
<b>Economic Performance</b>				<b>Effluents and Waste</b>			
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Annual Report (Pg 45)	GRI 306: Effluents and Waste 2016	306-1	Water discharge by quality and destination	Energy and Resource Management (Pg 49) Environmental Performance (Pg 52)
<b>Market Presence</b>					306-4	Transport of hazardous waste	Energy and Resource Management (Pg 50) Environmental Performance (Pg 52)
GRI 202: Market Presence 2016	202-2	Proportion of senior management hired from the local community	Overview (Pg 3) Stakeholder Engagement: Employees (Pg 26) Annual Report (Pg 16-17, 74-76)	<b>Environmental Compliance</b>			
<b>Anti-Corruption</b>				GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	Nil
GRI 205: Anti-Corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Corporate Governance (Pg 11) All ground staff are expected to complete the anti-corruption training.	<b>Supplier Environmental Assessment</b>			
	205-3	Confirmed incidents of corruption and actions taken	Corporate Governance (Pg 11)	GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Stakeholder Engagement: Suppliers (Pg 34-36) All of SIA's suppliers are expected to comply with our Suppliers' Code of Conduct. Waivers are given under special circumstances, such as when suppliers have an existing code of conduct which SIA deems as comprehensive.
<b>Energy</b>				<b>Employment</b>			
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	Four-Pillar Strategy (Pg 46-47) Energy and Resource Management (Pg 49-50) Environmental Performance (Pg 52)	GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Stakeholder Engagement: Employees (Pg 28)
	302-4	Reduction of energy consumption	Four-Pillar Strategy (Pg 46-47) Energy and Resource Management (Pg 49-50) Environmental Performance (Pg 52)		401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Stakeholder Engagement: Employees (Pg 29)
<b>Water</b>					401-3	Parental leave	Stakeholder Engagement: Employees (Pg 27)
GRI 303: Water 2016	303-2	Water sources significantly affected by withdrawal of water	Energy and Resource Management (Pg 49) Singapore Airlines does not source water from nationally or internationally protected areas. Water is sourced from Singapore's national water agency, the Public Utilities Board. Rainwater is also collected and reused.	<b>Labour / Management Relations</b>			
	303-3	Water recycled and reused	Energy and Resource Management (Pg 49) GRI Content Index (Pg 56)	GRI 402: Labour/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Implementation of significant operational changes are communicated to employees as soon as the changes are finalised. In the case of the integration of SIA Cargo into SIA, employees were informed on 19 May 2017, about a year in advance before the integration took effect on 1 April 2018. The notice periods to commence negotiations are set up in the respective Collective Agreements with the unions.
<b>Biodiversity</b>				<b>Occupational Health and Safety</b>			
GRI 304: Biodiversity 2016	304-3	Habitats protected or restored	Harapan Rainforest Initiative (Pg 40)	GRI 403: Occupational Health and Safety 2016	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	<b>SIA Employees Injuries:</b> 6 male and 12 female ground staff were injured in Singapore. Types of injury: Fracture, cuts and bruises Injury rate: 123 per 100,000 employed persons Occupational disease rate: 157 per 100,000 employed persons Lost day rate: 286 days per 100,000 employed persons There were no SIA employee work-related fatalities in FY2017/18.
<b>Emissions</b>							<b>Contractor Injuries:</b> 1 male and 1 female contractor were injured in Singapore. Types of injury: Chemical burn and fracture Injury rate: 123 per 100,000 employed persons There were no contractor work-related fatalities in FY2017/18.
GRI 305: Emissions 2016	305-4	GHG emissions intensity	Four-Pillar Strategy (Pg 46-48) Environmental Performance (Pg 52)				
	305-5	Reduction of GHG emissions	Four-Pillar Strategy (Pg 46-48) Environmental Performance (Pg 52)				

# GRI Content Index (Cont'd)

## Material Topics

GRI Standard	Disclosure	Disclosure Title	Page Reference and Remarks	GRI Standard	Disclosure	Disclosure Title	Page Reference and Remarks
<b>Occupational Health and Safety (Cont'd)</b>				<b>Freedom of Association and Collective Bargaining</b>			
GRI 403: Occupational Health and Safety 2016	<b>403-2</b>	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	<p><b>Absentee Rate for SIA Employees*:</b> Outpatient medical certificates (absence days**): 2,799 days for male employees and 7,335 days for female employees. Hospitalisation medical certificates (calendar days): 1,636 days for male employees and 4,973 days for female employees.</p> <p>SIA reports work-related accidents in accordance with the Workplace Safety and Health Act stipulated by Singapore's Ministry of Manpower.</p> <p>*Ground staff based in Singapore, excludes Senior Vice Presidents and above. **For non-shift ground staff, this excludes weekends and public holiday. For ground staff on shift, this excludes rostered off/rest days.</p>	GRI 407: Freedom of Association and Collective Bargaining 2016	<b>407-1</b>	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Nil
				<b>Child Labour</b>			
	<b>403-3</b>	Workers with high incidence or high risk of diseases related to their occupation	Not applicable. No Singapore-based worker in SIA Group belongs in this category.	GRI 408: Child Labour 2016	<b>408-1</b>	Operations and suppliers at significant risk for incidents of child labour	Stakeholder Engagement: Suppliers (Pg 35-36) Suppliers' Code of Conduct (Pg 37) SIA is 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>403-4</b>	Health and safety topics covered in formal agreements with trade unions	Stakeholder Engagement: Employees (Pg 29, 32) Health and safety topics are covered under Singapore's Ministry of Manpower's Work Injury Compensation Act, which SIA makes reference to in the Collective Agreements.	<b>Forced or Compulsory Labour</b>			
				GRI 409: Forced or Compulsory Labour 2016	<b>409-1</b>	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Stakeholder Engagement: Suppliers (Pg 35-36) Suppliers' Code of Conduct (Pg 37) SIA is 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>Training and Education</b>				<b>Rights of Indigenous Peoples</b>			
GRI 404: Training and Education 2016	<b>404-1</b>	Average hours of training per year per employee	Stakeholder Engagement: Employees (Pg 31)	GRI 411: Rights of Indigenous People 2016	<b>411-1</b>	Incidents of violations involving rights of indigenous peoples	Nil
				<b>Non-Discrimination</b>			
			<p><b>Gender:</b> Male: 4.6 training days per male staff Female: 7.7 training days per female staff</p> <p><b>Employee Category (SIA Group):</b> Managers and above: 4.1 days per Manager Executives: 8.4 days per Executive Associates (Ground): 3.5 days per Associate Cabin Crew: 12 days per Crew Pilots: 5.4 days per Pilot</p>	GRI 412: Non-discrimination 2016	<b>412-1</b>	Operations that have been subject to human rights reviews or impact assessments	Nil
	<b>404-2</b>	Programmes for upgrading employee skills and transition assistance programmes	Stakeholder Engagement: Employees (Pg 30-33)	<b>Supplier Social Assessment</b>			
	<b>404-3</b>	Percentage of employees receiving regular performance and career development reviews	Stakeholder Engagement: Employees (Pg 30)	GRI 414: Supplier Social Assessment 2016	<b>414-1</b>	New suppliers that were screened using social criteria	Stakeholder Engagement: Suppliers (Pg 35-36) Supplier's Code of Conduct (Pg 37) All of SIA's suppliers are expected to comply with our Suppliers' Code of Conduct.
<b>Diversity and Equal Opportunity</b>					<b>414-2</b>	Negative social impacts in the supply chain and actions taken	There were no significant actual and potential negative impacts.
GRI 405: Diversity and Equal Opportunity 2016	<b>405-1</b>	Diversity of governance bodies and employees	Corporate Governance (Pg 10) Stakeholder Engagement: Employees (Pg 26-28) Annual Report (Pg 16-17, 73-76)	<b>Customer Health and Safety</b>			
				GRI 416: Customer Health and Safety 2016	<b>416-2</b>	Incidents of non-compliance concerning the health and safety impacts of products and services	SIA's Safety Performance (Pg 18, 21)
<b>Non-Discrimination</b>				<b>Customer Privacy</b>			
GRI 406: Non-Discrimination 2016	<b>406-1</b>	Incidents of discrimination and corrective actions taken	There were no reported incidents of employee discrimination during the reporting period.	GRI 418: Customer Privacy 2016	<b>418-1</b>	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Stakeholder Engagement: Customers (Pg 25) Based on records from the Information Security department, there were no breaches in our systems in FY2017/18 that could result in a breach of customer privacy or loss of customer data. We also did not receive any complaints from regulatory bodies.



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