



SUSTAINABILITY REPORT FY2023/24



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MESSAGE BY CEO 2-22



The SIA Group remains firmly committed to finding new and innovative ways to meet our environmental goals and support the communities we serve.



The Singapore Airlines (SIA) Group maintained its lead in network and capacity restoration in FY2023/24 in the Asia-Pacific region. This placed SIA and Scoot in a strong position amid the post-pandemic recovery in air travel, allowing them to seize revenue and growth opportunities, remain the carriers of choice for customers, and retain their industry-leading position.

As a result, in FY2023/24, the Group posted record revenues, operating profits, net profits, and load factors for the second consecutive year. These results were a testament to our long-term strategic investments in our portfolio of airlines, partnerships with other carriers, and our brand pillars – service excellence, product leadership, and network connectivity. The Group's strong financial, digital, and people foundations have also been instrumental to our success.

Sustainability at the heart of our journey

Our dedication to our sustainability goals, including the pledge to reach net zero carbon emissions by 2050, is also a strategic priority. These focus on three pillars – decarbonisation, waste management, and making a positive impact on society.



MESSAGE BY CEO

Given the complexities of developing and implementing industry-wide practices, achieving these goals requires deeper collaboration with governments, other airlines, aircraft manufacturers, technology providers, and fuel suppliers across the global ecosystem, among others.

Over the past year, both on our own and through partnerships with external organisations, we have embarked on multiple initiatives to promote sustainable aviation fuels (SAF), reduce waste, and increase community support.

Tackling decarbonisation head-on

Operating a young fleet of new generation aircraft models is, today, still the most immediate and impactful way for an airline to reduce its carbon emissions. As of 31 March 2024, the Group's operating fleet has an average age of seven years and three months, significantly below the global average of 15 years and one month.

This fleet largely comprises models such as Airbus' A350s and A320neo family, as well as Boeing's 787s and 737-8s, which are up to 25% more fuel efficient than the older generation aircraft they replace on similar missions. The addition of Scoot's new Embraer E190-E2 regional jets, which are among the quietest and most fuel-efficient single-aisle aircraft in the market, further supports this goal.

The Group's order book comprises new generation models such as the Boeing 777-9s widebody passenger aircraft and Airbus A350F freighters. These will replace the Boeing 777-300ERs and Boeing 747-400F freighters respectively, further reducing our carbon footprint in the coming years.

Our active participation in the development of Singapore's Sustainable Air Hub Blueprint, which is led by the Civil Aviation Authority of Singapore (CAAS), underscores our commitment to work with like-minded stakeholders. This initiative aims to find practical pathways to more sustainable air travel in Singapore, and is a key element of the country's wider green ambitions.

SAF is a critical lever in the industry's long-term decarbonisation goals. SIA participated in a 20-month pilot in Singapore that affirmed the country's operational readiness to uplift SAF at Singapore Changi Airport, and showed the need for greater support to facilitate the production and adoption of SAF.

In this regard, SIA and Scoot have set an interim target of substituting 5% of our total fuel consumption with SAF by 2030, a significant milestone for the Group. Working with the Association of Asia Pacific Airlines (AAPA), SIA also helped to secure a consensus among other major regional full-service carriers to collectively aspire towards a similar 5% target by 2030.

In May 2024, the Group signed an agreement with Neste to purchase 1,000 tonnes of neat SAF. This will be produced at Neste's refinery in Singapore, and SIA and Scoot will be the first airlines that operate out of Singapore Changi Airport to receive SAF from the plant.

Such commitments send a firm message to SAF producers about the certainty of demand in the Asia-Pacific, and encourage greater investment in research and development initiatives and production capabilities in the region.

Conserving resources across operations

Reducing in-flight waste is a key element of the Group's sustainability programme. Last year, SIA conducted comprehensive audits with the Aviation Sustainability Forum to enhance our understanding and management of in-flight cabin waste. The findings will also help to set standards within the industry for measuring and reducing waste.

Our efforts also encompass energy conservation measures. One notable example is the installation of more than 1,300 solar panels at the SIA Supplies Centre, which helps to meet nearly half of the building's energy needs and significantly reduces our reliance on the grid. This initiative not only reduces our carbon footprint, but also exemplifies our dedication to using renewable energy sources.

Leveraging technology to drive sustainability

The Group's digital leadership enables it to retain its competitive edge in a rapidly evolving and highly competitive market. To this end, SIA's commitment to investing in and using new technologies furthers its sustainability agenda.

We leverage digital insights, advanced technologies, and collaborative partnerships to achieve operational excellence in engineering, flight, and ground operations. This includes optimising flight plans and routes by analysing weather patterns, air traffic, and airspace restrictions, helping to further reduce fuel consumption.

MESSAGE BY CEO

Over the past year, we have harnessed the immense potential of Generative Artificial Intelligence (GenAI) and identified over 140 potential use cases across various aspects of our business. These include initiatives that bolster staff productivity, as well as increase our operational efficiencies, customer servicing abilities, and revenue generation capabilities.

Giving back to society

Giving back to society and fostering strong community relationships, both in Singapore and around the world, has long been an integral part of SIA's values.

In September 2023, the Group helped to raise \$2.6 million for Cerebral Palsy Alliance Singapore (CPAS) and SPD, two Singapore-based social service agencies that support communities with special needs. Contributions of \$1.3 million from our partners, the public, and our staff were matched by an equal amount from SIA, underscoring our commitment to these causes.

This effort was a highlight of our first *SIA Cares* corporate social responsibility week. More than 500 Singapore-based SIA staff volunteered to organise the open house at the SIA Training Centre and lend a hand with the various community activities. Outside Singapore, more than 800 SIA staff volunteers participated in community activities in over 50 cities worldwide.

Looking ahead, we will establish the Singapore Airlines Foundation in the coming months with a contribution of \$30 million from the Airline. The Foundation will focus on supporting those in need, inspiring and empowering future aviation professionals, and contributing to the long-term growth and sustainability of Singapore's air hub.

Our road ahead

Addressing global warming and other environmental challenges is an ongoing effort that needs to balance short-term initiatives with long-term strategic objectives. The SIA Group remains firmly committed to finding new and innovative ways to meet our environmental goals and support the communities we serve.

This is rooted to our firm belief that a more sustainable aviation industry will help to ensure that future generations continue to benefit from the global connectivity, economic prosperity, and people links that air travel enables.

I would like to extend our heartfelt thanks to our customers, shareholders, investors, and other stakeholders for their strong support, and to our staff for their resilience and dedication. We look forward to sharing more about our sustainability journey in the years ahead.

With regards,

Goh Choon Phong

Chief Executive Officer
Singapore Airlines

ABOUT THE REPORT

This is the 12th Sustainability Report of Singapore Airlines Limited (SIA) and its non-listed subsidiaries¹.




Sustainability is a priority for the SIA Group, and an important issue for its customers, shareholders, investors, employees, and other stakeholders. The Group is committed to sustainable development and taking steps to help mitigate climate change. By fostering collaboration with stakeholders and partners, the Group actively works towards embedding sustainability in all aspects of its operations. Through sustainability and climate reporting, the Group effectively shares its strategy, as well as its performance in critical economic, environmental, social, and governance indicators. This reporting not only facilitates transparency about the Group's approach, but also enables it to identify opportunities to improve measurement, monitoring, and sustainability management across the organisation.

REPORTING SCOPE 2-1 2-2

The SIA Group organises and manages its businesses separately, according to the specific nature of services they provide. The data and information presented in this report primarily relate to the two reportable airline businesses within the Group – Singapore Airlines Limited and Scoot Pte Ltd. This applies unless explicitly stated for SIA's non-listed subsidiaries, where the data is available and applicable.

The sustainability data and information related to Singapore Airlines Engineering Company Limited (SIAEC), a subsidiary listed on the SGX Securities Trading Limited (SGX-ST), is disclosed separately in SIAEC's Sustainability Report, which is published annually.

The reporting scope of the SIA Group's entities in this sustainability report is disclosed in the table below. SIA will continue to work with its non-listed subsidiaries to bolster their data availability, as well as reporting practices for future sustainability reports.

Organisation	Description of Services	Coverage in this Sustainability Report ● In scope ● Not in scope
	SIA provides passenger and cargo air transportation with a focus on the full-service passenger segment. With the integration of SilkAir into SIA in September 2021, SilkAir has been incorporated into SIA's overall operational data reported from FY2021/22.	●
	Scoot provides passenger air transportation with a focus on the low-cost passenger segment.	●
	SIAEC provides airframe maintenance and overhaul services, line maintenance, technical ground handling services, and fleet management. It also manufactures aircraft cabin equipment, refurbishes aircraft galleys, provides technical and non-technical handling services, and repair and overhaul of hydro-mechanical aircraft equipment.	●
Others	Other services provided by the SIA's non-listed subsidiaries, such as training of pilots, air charters, tour activities, payments and lifestyle rewards app, sale of merchandise, and related activities, have been aggregated under the segment 'Others': <ul style="list-style-type: none"> • Cargo Community Network Pte. Ltd. • Encounters Pte. Ltd. • KrisShop Pte. Ltd. • Kris+ Pte. Ltd. • Singapore Aviation and General Insurance Company (Pte) Limited • Singapore Flying College Pte. Ltd. 	● (Reporting scope limited to environmental data which can be found in the Appendix chapter)

Please refer to the Financial Review and Financial Report chapters in the FY2023/24 SIA Annual Report for financial information and full list of SIA's listed and non-listed subsidiaries, joint ventures, and associated companies.

¹ The inclusion of SIA's non-listed subsidiaries is highlighted in the report where information is applicable and available. SIA will progressively improve data collection and disclosures through subsequent sustainability reports.

ABOUT THE REPORT

REPORTING PERIOD 2-3

The reporting period covers the SIA Group's Financial Year 2023/2024 (FY2023/24) from 1 April 2023 to 31 March 2024. Data and information from past reporting cycles have been included where applicable. The FY2023/24 SIA Sustainability Report is published at the same time as the FY2023/24 SIA Annual Report on 1 July 2024.

REPORTING QUALITY 2-5

While the Group has not sought external assurance for its sustainability report, there are robust systems in place to evaluate the quality of reported data and information. Since its first sustainability report was published in 2013, SIA has collaborated with external consultants to conduct an annual gap analysis to continuously improve the quality of the report.

In adherence to Rule 711B of the SGX Listing Manual, an external consultant was appointed to review the sustainability reporting processes for key material topics identified in this sustainability report. All recommendations were diligently addressed by SIA's Internal Audit department to ensure timely implementation by SIA's Management for the FY2023/24 Sustainability Report, with the outcomes reported to the Board Audit Committee.

In compliance with the Carbon Offset and Reduction Scheme for International Aviation (CORSIA) standards set by the International Civil Aviation Organization (ICAO), as well as the European Union and the United Kingdom's Emissions Trading Scheme (ETS), SIA and Scoot's flight emissions reported on these platforms undergo external assurance by an accredited verifier.

This sustainability report should be read in tandem with the [FY2023/24 SIA Annual Report](#) and the [FY2023/24 SIAEC Sustainability Report](#), for a more comprehensive overview of the SIA Group's sustainability performance.



REPORTING FRAMEWORK AND INITIATIVES

Singapore Exchange (SGX) Sustainability Reporting Listing Rules and Guide

This sustainability report has been prepared in accordance with the six primary components set out by the SGX-ST Listing Rules 711B. It also takes reference from the SGX Sustainability Reporting Guide, which provides guidelines on component requirements and reporting rules.

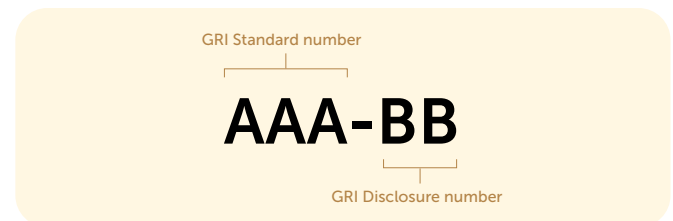
Global Reporting Initiative (GRI)



This sustainability report has been prepared with reference to the GRI Universal Standards 2021. The GRI Standards were selected as they are the world's most widely used standards for reporting on an organisation's sustainability impacts.

The following is an example of a tag that is used throughout the report whenever a disclosure is made in line with a GRI Standard disclosure:

Tag example:



The GRI Content Index, located in the Appendix chapter, summarises the GRI Standards Disclosures selected for reporting. It also directs readers to the appropriate references in this sustainability report and other publicly available resources published by SIA.

Task Force on Climate-related Financial Disclosures (TCFD) Recommendations

A set of disclosures on climate-related risks and opportunities has been included in this sustainability report, based on the TCFD recommendations. This is in line with SGX's phased approach to mandatory climate reporting for all issuers on a comply or explain basis from FY2022/23. The TCFD Content Index, located in the Appendix chapter, summarises the TCFD disclosures reported, and directs readers to the appropriate references in this sustainability report and other publicly available resources published by SIA.

ABOUT THE REPORT

United Nations (UN) Global Compact



Since 2018, SIA has been supporting the UN Global Compact (UNGC) corporate responsibility initiative and its principles in the areas of human rights, labour, environment, and anti-corruption. This sustainability report serves as SIA's active Communication on Progress (COP), which details efforts to embed the Ten Principles into its business strategies and operations.

The following are the tags used throughout the report whenever a section aligns with a principle:

Tag	Principle
PR-1	Businesses should support and respect the protection of internationally proclaimed human rights.
PR-2	Businesses should make sure that they are not complicit in human rights abuses.
PR-3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
PR-4	Businesses should uphold the elimination of all forms of forced and compulsory labour.
PR-5	Businesses should uphold the effective abolition of child labour.
PR-6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.
PR-7	Businesses should support a precautionary approach to environmental challenges.
PR-8	Businesses should undertake initiatives to promote greater environmental responsibility.
PR-9	Businesses should encourage the development and diffusion of environmentally friendly technologies.
PR-10	Businesses should work against corruption in all its forms, including extortion and bribery.

UN Sustainable Development Goals (SDGs)

SIA and Scoot support the 2030 Agenda for Sustainable Development and the 17 SDGs, with a priority on SDGs 8, 12, and 13. In this sustainability report, the key contributions to the SDGs are mapped out through the management of the airlines' material sustainability topics.

The following are the icons used in the report whenever a section aligns with an SDG:

Icon	Goal
	End poverty in all its forms everywhere
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
	Ensure healthy lives and promote well-being for all at all ages
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
	Achieve gender equality and empower all women and girls
	Ensure availability and sustainable management of water and sanitation for all
	Ensure access to affordable, reliable, sustainable and modern energy for all
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
	Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation
	Reduce inequality within and among countries
	Make cities and human settlements inclusive, safe, resilient and sustainable
	Ensure sustainable consumption and production patterns
	Take urgent action to combat climate change and its impacts
	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	Strengthen the means of implementation and revitalise the global partnership for sustainable development

ABOUT SINGAPORE AIRLINES

Since its inception in 1947, SIA has firmly committed to the three pillars of its brand promise – service excellence, product leadership, and network connectivity. This has enabled SIA to distinguish itself as a leading international airline, connecting customers to destinations across the world, offering a world-class end-to-end travel experience, and regularly setting industry benchmarks.

On the back of a well-defined strategy and extensive preparations undertaken during the Covid-19 pandemic, SIA and Scoot were first off the blocks as borders reopened, cementing their leading position in the airline industry.

FY2023/24 Financial and Operating Highlights for the SIA Group²



\$19,012.7 million

Group revenue



\$2,727.5 million

Group operating profit



\$2,674.8 million

Group net profit³



36.4 million

passengers carried



88.0%

passenger load factor



163,467.9 million

passenger capacity
(available seat-kilometres)



5,347.9 million

cargo load
(tonne-kilometres)



54.5%

cargo load factor



9,804.8 million

cargo capacity
(tonne-kilometres)

Mission Statement

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

Principal Activities 2-6

The principal activities of the SIA Group consist of passenger and cargo air transportation, engineering services, training of pilots, air charters, tour activities, payments and lifestyle rewards app, sale of merchandise, and related activities.

The principal activity of the Group's airlines consists of passenger and cargo air transportation under the SIA and Scoot brands, which focus on full-service and low-cost passenger segments, respectively.

² All monetary figures are in Singapore Dollars. For more information, please refer to the Financial Review chapter in the FY2023/24 SIA Annual Report.

³ Group net profit is in accordance with the Group profit attributable to the owners of the Company.

ABOUT SINGAPORE AIRLINES

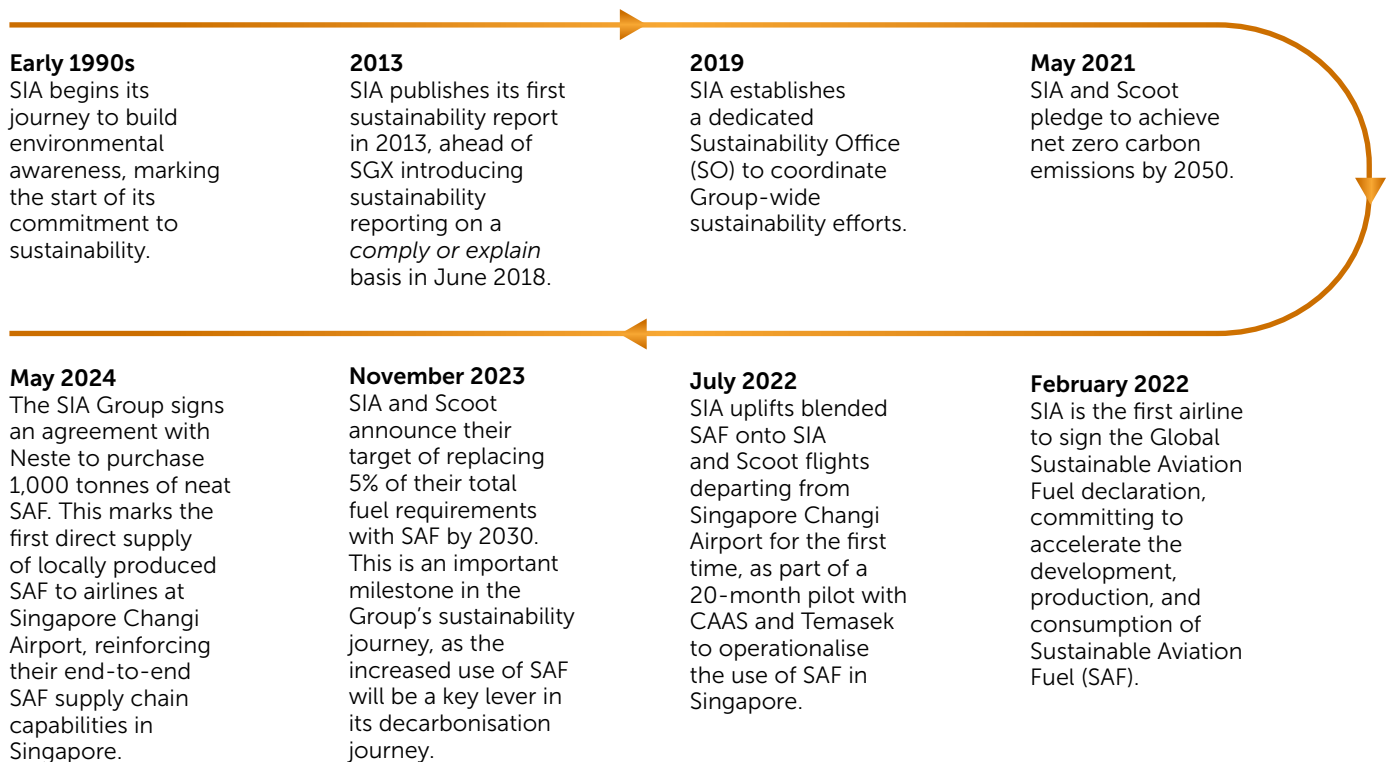
Core Values 2-23



Memberships 2-28

SIA is a member of Star Alliance, the International Air Transport Association (IATA), the IATA Sustainability and Environment Advisory Council (SEAC), the Association of Asia Pacific Airlines (AAPA), the Sustainable Aviation Fuel Users Group (SAFUG), and the Singapore Institute of Directors (SID), among other groups. SIA is also represented in various committees and working groups as part of its memberships in these groups.

SIA's Sustainability Journey



For more details on the sustainability initiatives of SIA and its non-listed subsidiaries, please refer to previous [sustainability reports](#).

FLEET MANAGEMENT AND NETWORK

2-1 2-6

3-3

ROUTE NETWORK 2-1 2-6

As of 31 March 2024, the SIA Group's passenger network covered 118 destinations in 35 countries and territories, while the cargo network comprised of 123 destinations⁴ in 37 countries and territories.

Number of destinations operated by the SIA Group's passenger and freighter aircraft:

Singapore Airlines Passenger Network
73 destinations

Scoot Passenger Network
67 destinations

Singapore Airlines Cargo Network
123 destinations

Details of the Group's route network can be found on [SIA's](#) and [Scoot's](#) websites respectively.

NETWORK CHANGES 2-6

The demand for air travel remained robust in FY2023/24, as the reopening of markets in North Asia drove passenger traffic. SIA and Scoot increased flight frequencies and deployed aircraft such as the Airbus A350-900 and Airbus A380-800 to key destinations in Australia, Hong Kong SAR, Japan, and New Zealand.

The SIA Group also progressively restored its presence in China, supported by the lifting of travel restrictions and the resumption of visa issuance in March 2023. SIA reinstated services to Busan and key Chinese cities⁵ including Chongqing, Shenzhen, and Xiamen, while Scoot restarted flights to Changsha, Haikou, Jinan, Kunming, Nanchang, Nanning, Ningbo, Shenyang, Wuhan, and Xi'an during the financial year.

In response to evolving customer demand, SIA restructured its services to selected points in India by calibrating its capacity across the Group's airlines. Scoot stepped up flight frequencies to Davao, following SIA's replacement of its linked Davao-Cebu services with direct flights to Cebu. The low-cost carrier also launched Athens-Berlin services, replacing direct flight services to Athens and Berlin.

As a result of these changes, the Group's passenger network stood at 118 destinations. SIA operated 1,107 weekly services to 73 destinations, while Scoot operated 515 weekly services to 67 destinations by the end of FY2023/24, both inclusive of Singapore.

In FY2024/25, SIA launched direct flights to Brussels in April 2024, and London Gatwick in June 2024. Scoot also launched flights to new destinations such as Koh Samui in May 2024 and Sibiu in June 2024 with its new fleet of Embraer E190-E2 aircraft. The Group's airlines will continue to adjust their network in line with the demand for air travel and cargo.

FLEET INFORMATION⁶ 2-6

The SIA Group's 200-strong operating⁷ fleet is one of the most modern and fuel-efficient in the world.

SIA and Scoot are committed to operating a modern and fuel-efficient fleet. In FY2023/24, SIA added seven Boeing 787-10 aircraft and one Airbus A350-900 aircraft to its fleet, while Scoot added a Boeing 787-8 aircraft to its fleet. At the end of FY2023/24, around two-thirds of the Group's operating fleet comprised new generation passenger and freighter aircraft such as Boeing 787s and Airbus A350s, which are more fuel efficient than previous generation aircraft on similar missions.

In line with the Group's long-term fleet renewal strategy, SIA will take delivery of Airbus A350-900s, Boeing 787-10s, and Boeing 737-8s, while Scoot will take deliveries of Boeing 787s and Airbus A320neo family aircraft in FY2024/25. Scoot became the first airline in Singapore to operate the Embraer E190-E2 aircraft in FY2024/25. The 112-seater regional jet complements Scoot's larger Airbus A320 family and Boeing 787 aircraft, serving thinner routes to non-metro destinations out of Singapore. With all nine Embraer E190-E2 aircraft expected to be delivered by the end of 2025, Scoot will be able to unlock growth opportunities and enhance regional network connectivity.

The Group will continue to review travel demands to optimise its aircraft fleet and improve operational efficiencies.

⁴ Number of destinations include 19 destinations operated by SIA freighter aircraft, and 118 destinations operated by SIA and Scoot passenger aircraft.

⁵ Chongqing and Xiamen flights were briefly suspended in end March 2024 due to regulatory reasons, but were resumed by April 2024.

⁶ Information as of 31 March 2024.

⁷ Operating fleet includes aircraft that have been parked temporarily and excludes aircraft that have been (i) delivered but yet to enter commercial service and (ii) taken out of commercial service in preparation for lease return or disposal.

FLEET MANAGEMENT AND NETWORK 2-1 2-6 3-3

THE SIA GROUP OPERATING FLEET AS OF 31 MARCH 2024⁸

Group operating fleet
200 aircraft
(193 passenger aircraft and
seven freighters)

Order book
92 aircraft
(85 passenger aircraft and
seven freighters)

Average operating fleet age
**7 years
3 months**



SIA Passenger Aircraft

Average Fleet Age
6 years 8 months

142
in fleet

55
on order

Airbus A350-900
63 in fleet, 2 on order

Airbus A380-800
12 in fleet

Boeing 737-8
16 in fleet, 13 on order

Boeing 737-800 NG
7 in fleet

Boeing 777-300ER
22 in fleet

Boeing 777-9
31 on order

Boeing 787-10
22 in fleet, 9 on order



SIA Freighter Aircraft

Average Fleet Age
20 years 4 months

7
in fleet

7
on order

Airbus A350F
7 on order

Boeing 747-400F
7 in fleet



Scoot Passenger Aircraft

Average Fleet Age
7 years 1 month

51
in fleet

30
on order

Airbus A320ceo
15 in fleet

Airbus A320neo
6 in fleet, 12 on order

Airbus A321neo
9 in fleet, 6 on order

Boeing 787-8
11 in fleet, 2 on order

Boeing 787-9
10 in fleet, 1 on order

Embraer E190-E2
9 on order

⁸ Operating fleet includes aircraft that have been parked temporarily and excludes aircraft that have been (i) delivered but yet to enter commercial service and (ii) taken out of commercial service in preparation for lease return or disposal.

SUSTAINABILITY GOVERNANCE

2-9 2-12

2-13 2-14 2-17 2-22

BOARD STATEMENT 2-22

The Board recognises the importance of sustainability. It steers the Management in ensuring that SIA's long-term value creation is achieved with environmental, social, and governance (ESG) factors as guiding principles at all times. Similarly, under the guidance of the Board, the Management determines and oversees the administration and monitoring of the material ESG factors. Sustainability is an integral part of SIA's business operations and strategy and will be anchored across all levels of the organisation.

SUSTAINABILITY GOVERNANCE STRUCTURE AND COMPOSITION 2-9 2-12 2-13 2-14

2-17

To achieve its sustainability goals, SIA has established clear lines of accountability to enable it to make effective and meaningful decisions. Under the guidance of the Board and the Management Committee (MC), SIA's Sustainability Office (SO) manages day-to-day sustainability matters and spearheads the Group's sustainability initiatives and agenda.



Board of Directors

Together with the Senior Management, the Board is actively involved in the development of the SIA Group's sustainability strategy, framework, policies, due diligence processes, risk management, as well as target setting for the Group's sustainability and climate goals.

Roles and Responsibilities

The **Customer Experience, Technology and Sustainability Committee (CETSC)** has overall oversight of the SIA Group's sustainability management across the Group's business, operations, and strategies. Key responsibilities include:

- Approving the Board's sustainability statement, material ESG factors, and scope of sustainability and climate reporting,
- Providing advice and guidance on the development of a strategic roadmap for sustainability, and

- Providing advice and guidance on the management of key risks and opportunities for the SIA Group in relation to sustainability, so that these can be taken into consideration in the development and prioritisation of business strategies.

The **Board Safety and Risk Committee (BSRC)** oversees the SIA Group's risk governance system to ensure that risk management processes are sound, in accordance with best practices, and in compliance with applicable corporate governance requirements. The BSRC also ensures that key risk topics are surfaced for review on a regular basis, such as operational risks arising from climate change.

The **Board Audit Committee (AC)** examines the scope of internal reviews of the sustainability and climate reporting processes, in accordance with Rule 711B of the Listing Manual. This includes regulatory compliance for climate-related financial disclosures. The AC also reviews and approves internal or external assurance reports on key information disclosed in the sustainability report.

SUSTAINABILITY APPROACH

In FY2023/24, the internal review was carried out with the support of an external consultant. The AC reviewed all significant audit findings reported by the appointed external consultant, recommendations made, and Management's responses thereto, as well as the implementation status of audit recommendations.

The **Board Executive Committee (ExCo)** sets and reviews policies, directions and guidelines on SIA Group's participation in carbon markets.

Frequency of Meetings

SIA Board Committees meet at least once every quarter, and business units will report on developments and reviews of material ESG factors under the respective purview of the Committees. Minutes of meetings are circulated to all Board of Directors after each Board Committee meeting.

For the CETSC, meetings are held quarterly to review key sustainability matters that may impact business strategies and plans. Any changes to Board statements, material ESG factors, and SIA's strategic roadmap are also reviewed and validated during these sessions.

The CETSC updates the Board twice a year on regulatory developments and progress of key sustainability initiatives. In addition, the committee also seeks alignment on material ESG factors and disclosures for sustainability and climate reporting. Similarly, the BSRC, AC, and ExCo keep the Board apprised quarterly on key developments under their respective purviews, such as risk management and audit findings.

The SIA Group acknowledges the importance for Board members to have sufficient understanding of sustainability issues to effectively discharge their duties and carry out their role of sustainability governance. In line with the updated SGX requirements for financial years beginning on or after 1 January 2022, all Directors completed their training on sustainability matters as prescribed by SGX in FY2022/23. This training widens their sustainability knowledge and keeps them abreast of the latest regulatory developments and topics related to sustainability.

Please refer to the Corporate Governance Report chapter in the FY2023/24 SIA Annual Report for more information on the Board's responsibilities, composition, and diversity, as well as the number of Board Committee meetings held during the financial year.

Management Committee

SIA's Chief Executive Officer (CEO), assisted by the MC, makes strategic proposals to the Board and oversees the execution of the Board's decisions, with oversight of the SO. The MC is also responsible for the periodic assessment of the potential and actual impact of SIA's activities on the economy, environment, and people. The MC, supported by the SO, also conducts an annual review of material ESG

factors, targets and performance, as well as its initiatives, and oversees the publication of the sustainability report. The MC also updates the CETSC on significant sustainability matters.

To lead the SIA Group's sustainability agenda, Senior Vice President Corporate Planning, Ms Lee Wen Fen, was appointed as the Group's first Chief Sustainability Officer (CSO) in December 2022. Ms Lee has led various sustainability initiatives on behalf of the Group, most notably the Singapore pilot with CAAS and Temasek to study and operationalise the deployment of SAF in Singapore.

Sustainability Steering Committee

Chaired by SIA's CSO, the SSC comprises Senior Vice Presidents directly involved in sustainability matters, who work together to spearhead sustainability pursuits across the SIA Group. Key responsibilities include:

- Reviewing performance of material ESG factors, including performance metrics, targets, policies, processes and tracking thereof;
- Developing and reviewing the SIA Group's sustainability and climate targets;
- Monitoring and reporting the progress of sustainability initiatives towards achieving the SIA Group's sustainability and climate targets; and
- Managing climate-related risks and opportunities for climate reporting.

The SSC, through the SO, provides updates to the MC on all sustainability matters. The committee also seeks the CETSC's guidance on the development of the Group's sustainability strategy and roadmaps.

Sustainability Office

Led by Vice President Sustainability, the SO manages day-to-day sustainability matters at SIA. Its core responsibilities include policy planning and the coordination of Group-wide sustainability efforts, engaging partners and suppliers in these efforts. In addition to its role as the secretariat for the SSC and Divisional Representatives, the SO ensures comprehensive reporting on sustainability matters to the CETSC on a quarterly basis, as well as to the Board and the MC, where necessary.

Divisional Representatives

A cross-functional team of representatives from various divisions support the SO on sustainability matters. Apart from supporting the annual sustainability reporting exercise, divisional representatives also provide regular updates on sustainability initiatives at the SSC meetings, review climate risks and opportunities, and work with the SO to address ESG gaps for regulatory compliance, among other tasks.

POLICY, COMMITMENT, AND STRATEGY

2-23

2-24

The SIA Group has a set of corporate policies to ensure that ethical business conduct is applied across the Group's activities and business relationships, where applicable.

These include the Sustainability Policy, Employees' Code of Conduct, Suppliers' Code of Conduct, Anti-corruption and Anti-bribery Policy, Whistleblowing Policy, Anti-modern Slavery and Human Trafficking Statement, and Risk Management Framework that are approved at Senior Management level or above.

Corporate policies are adopted across the Group based on operational needs, whereby respective business units are responsible for upholding policy commitments in their day-to-day job functions to ensure compliance to responsible business conduct.

The precautionary approach as outlined in Principle 15 of the UN Rio Declaration on Environment and Development⁹ is also actively applied across operations. This approach involves taking proactive steps to avert or reduce any adverse effects on society and the environment from business activities.

More information on corporate policies can be found in the Governance chapter and publicly available on SIA's corporate website¹⁰.

For more details on how policy commitments are embedded throughout SIA and Scoot's business activities and operations, please refer to the individual chapters and the management of material topics.

⁹ Principle 15 of the UN Rio Declaration on Environment and Development states: 'Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation'.




¹⁰ Employees' Code of Conduct and Anti-Corruption policy are not publicly available due to confidentiality.






STAKEHOLDER ENGAGEMENT 2-29

SIA and Scoot recognise that stakeholders play a huge part in the shared journey towards achieving long-term sustainability.

Identified key stakeholders are either an individual or a group that are significantly affected by or have a significant impact on the sustainability performance and business operations of SIA and Scoot. Through regular engagement with these stakeholders, valuable insights are gained to understand their key concerns and expectations. This enables SIA and Scoot to identify the actual and potential impacts of material topics and develop the appropriate responses to integrate within their sustainability practices and strategies.

Stakeholders	Engagement Platforms and Frequency	Topics of Interest	Response to Stakeholders
<p>Shareholders</p>  <p>As key players that hold vested financial interest in the SIA Group, shareholder insights will ensure that the Group's airlines remain competitive and are able to maximise returns for sustainable long-term profitability.</p>	<p>Regular analyst and media briefings on financial results, Annual General Meetings, and frequent dialogues</p>	<ul style="list-style-type: none"> Economic performance and long-term value creation 	<ul style="list-style-type: none"> Providing timely and consistent disclosures on pertinent, price-sensitive, and trade-sensitive information to enable the transparent assessment of the SIA Group's value Active participation in dialogues and engagements to keep shareholders and the investing community abreast of the latest developments
<p>Employees</p>  <p>Being at the forefront of implementing sustainability practices, employees' active participation is instrumental to SIA and Scoot's sustainability performance.</p>	<p>Regular meetings and townhall sessions, annual employee surveys, and ad hoc engagement sessions</p>	<ul style="list-style-type: none"> Workplace health and safety, as well as work environment-related concerns Career planning and development schemes, as well as available resources Employee policies, well-being, welfare, and activities Performance of SIA and Scoot 	<ul style="list-style-type: none"> Fostering a strong safety culture through initiatives such as the Safety and Security Week and the SIA Group Whistleblowing Policy Updating and training employees on relevant work-related topics, helping them with their personal development and career growth through regular talks and available tools, as well as incorporating employee feedback in policy reviews Promoting a healthy work environment, informed by regular feedback, through the revamp and upgrade of its risk management framework and enhancement to its safety policies and procedures
<p>Customers</p>  <p>As direct consumers of airline products and services, it is vital to gather customer insights for SIA and Scoot to deliver a travel experience that meets the needs of respective full-service and low-cost passenger segments.</p>	<p>Regular engagements through various digital and print communication channels, customer feedback surveys, face-to-face engagements, and focus groups</p>	<ul style="list-style-type: none"> Quality and variety of SIA and Scoot's products and services End-to-end customer journey and experience 	<ul style="list-style-type: none"> Maintaining open lines of communication with customers to understand their needs and identify opportunities to improve the quality and variety of products and services Improving service quality and customer satisfaction scores by taking into consideration feedback from customer surveys, as well as providing appropriate service recovery to maintain customer's confidence in SIA and Scoot Leveraging data analytics to improve customer insights gathered across various touchpoints, and monitor customer sentiments and experiences

STAKEHOLDER ENGAGEMENT 2-29

Stakeholders	Engagement Platforms and Frequency	Topics of Interest	Response to Stakeholders
<p>Suppliers and Partners</p>  <p>As key players in the value chain, suppliers' operations and actions can have a significant impact on SIA and Scoot's sustainability performance. It is crucial to foster regular dialogue and collaboration with suppliers and partners to reinforce sustainability practices and commitment throughout the value chain.</p>	Regular and ad hoc meetings, site visits with suppliers and partners	<ul style="list-style-type: none"> Suppliers' performance and practices Suppliers' waste management strategies, including data collection and operational concerns 	<ul style="list-style-type: none"> Maintaining regular engagement with suppliers and partners to ensure smooth operations in the supply chain Setting clear standards and expectations, while engaging in collaborative discussion, to elevate the customers' experience Developing waste management strategies that balances sustainability needs and operational constraints
<p>Community</p>  <p>Contributing to and investing in communities is a key tenet of SIA and Scoot's corporate social responsibility (CSR) efforts. Engaging with communities helps to build a better understanding of how the business can be a force for good and ensure that corporate actions align with community needs and interests.</p>	Regular community engagement through corporate donations, sponsorships, and staff volunteerism	<ul style="list-style-type: none"> Contributions and support towards social and environmental causes in local communities, with a focus on education, sports, arts, and the environment 	<ul style="list-style-type: none"> Implementing one CSR Day per calendar year for all Singapore-based SIA employees, and up to eight hours of time-off per month for Singapore-based Scoot office employees to participate in volunteering activities Maintaining a CSR portal for Singapore-based SIA employees to participate in monthly activities to support individuals and communities in need Regular sharing of sustainability initiatives through internal stories, and encouraging greater staff volunteerism in overseas stations through the annual <i>SIA Cares</i> CSR Week, in addition to the stations' existing community efforts Monitoring employee participation, community service projects, and the number of beneficiaries supported
<p>Government, Unions, Trade Associations, and Industry Experts</p>  <p>These stakeholders have extensive knowledge on emerging trends, industry standards, and best practices. Their insights and advice are beneficial in offering an external perspective about the evolving sustainability landscape, as well as workforce needs and expectations.</p>	Monthly union meetings, ongoing briefings, dialogues, and townhall sessions	<ul style="list-style-type: none"> Industry collaboration and promotion of sustainable growth Workforce improvement, addressing concerns raised, and positioning SIA and Scoot to meet challenges Compliance with applicable laws and regulations 	<ul style="list-style-type: none"> Collaborating closely with the Singapore government, authorities, unions, and trade associations Prioritising and assessing feedback with relevant business units before developing an action plan Integrating relevant outputs of engagement within SIA and Scoot's core standards and policies Participation in platforms such as Star Alliance, IATA, AAPA, Air Transport Action Group (ATAG), and the Roundtable on Sustainable Biomaterials (RSB)

Please refer to individual chapters for more details on how SIA and Scoot engage with their stakeholders.

MATERIALITY

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SIA's relationship with entities across its value chain has an impact on their stakeholders and ESG factors.

SIA conducted its first Materiality Assessment in 2013, covering its operations in Singapore, to gauge sustainability impacts and address key stakeholder concerns and expectations. Regular reviews were subsequently conducted in 2017, as well as 2022, when the assessment was expanded to include Scoot.

In the latest review in FY2022/23, SIA led the review of material topics with the participation of Scoot, taking into consideration industry changes, evolving stakeholder expectations, and the recovery of the demand for air travel. Through research and stakeholder surveys, the final material topics were prioritised, validated, and subsequently endorsed by the CETSC. The list of topics expanded from previous assessments, to better manage the breadth of ESG topics. Despite the changes, the broad coverage of material topics remained consistent with the seven material areas identified in 2017.

Aside from the material topics, several topics of ongoing importance were identified. While not prioritised by stakeholders, the airlines recognise their relevance to the business and continue to share insights into how these issues are managed.

The full materiality assessment process and the 14 material topics identified are summarised in the following section.

MATERIALITY ASSESSMENT PROCESS

1. Identification

Preliminary sustainability matters are identified through market research, regulatory requirements, and leading sustainability practices, along with an internal review of SIA and Scoot's business strategy.

2. Assessment and Ranking

Through an unbiased and anonymous survey, internal and external stakeholders were asked to assess and rank the likelihood and impact of each topic identified via an online questionnaire. Internal stakeholders engaged include both Senior Management and staff, while external stakeholders comprised customers, investors, and suppliers to gather external perspectives and expectations on the airlines' impact on the wider environment, society, and community.

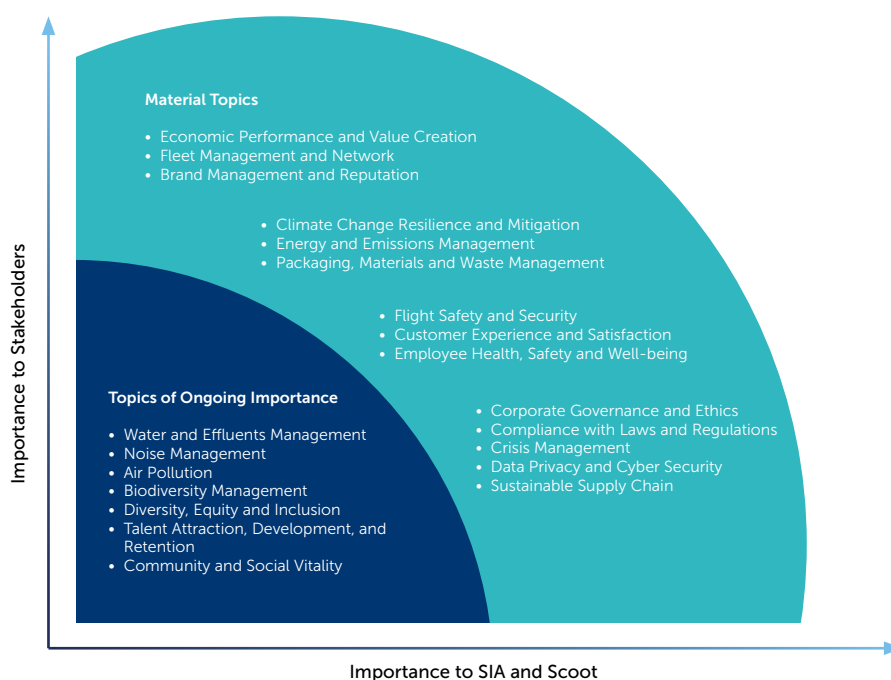
3. Prioritisation and Validation

Topics are prioritised and mapped onto a matrix based on the likelihood and impact of the topic. The matrix is presented to the Board and the MC for validation and endorsement.

4. Review

Material topics undergo annual review by the Board and the MC to ensure continued relevance and importance to the business. In FY2023/24, the Board and MC endorsed the relevance of the 14 material topics for reporting.

MATERIALITY MATRIX¹¹



¹¹ Topics are not ranked in any particular order.

MATERIALITY

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Material Topic	Goals and Targets	Potential Negative and Positive Impact on the Economy, Environment, People	Relevant SDGs
ECONOMIC			
 <p>Economic Performance and Value Creation</p>	<ul style="list-style-type: none"> Maximise returns for long-term profitability, with the aim of creating sustainable shareholder value 	<p>The SIA Group supports the aviation ecosystem in facilitating passenger and air cargo transportation, which in turn supports international trade and global economic growth. Not only does the Group create jobs in the aviation sector, the Group also generates economic returns for its shareholders, supports innovation within the industry, and improves the livelihoods of local communities.</p> <p>At the same time, the vulnerability of the aviation business to challenges such as supply chain constraints, rising operating costs and geopolitical instability, may limit the value the Group creates for its shareholders and employees, as well as its wider economic contribution to the aviation sector. A short-term focus on economic gains may also impede longer-term efforts to decarbonise the hard-to-abate, emissions intensive sector.</p>	 
 <p>Fleet Management and Network</p>	<ul style="list-style-type: none"> Maintain a modern and fuel-efficient fleet, and grow network connectivity 	<p>Enhancing SIA and Scoot's fleet management can improve operational efficiencies and reduce greenhouse gas (GHG) emissions into the environment. At the same time, this also builds up SIA and Scoot's route network to improve global connectivity. This will bring about socio-economic benefits to customers and local communities.</p> <p>However, over expansion or ineffective management of the operating fleet and network can lead to increased operational costs and higher overall carbon emissions from flights without delivering the expected socio-economic benefits.</p>	  
ENVIRONMENT			
 <p>Energy and GHG Emissions Management</p>	<ul style="list-style-type: none"> Achieve net zero carbon emissions by 2050 Achieve use of SAF for 5% of total fuel requirements for SIA and Scoot by 2030 Achieve carbon neutral growth based on ICAO's CORSIA baseline of 85% of 2019 emissions from 2024 annually 	<p>As a hard-to-abate sector, the prevalent reliance on fossil fuels in aviation contributes to environmental degradation. Efforts to improve energy efficiency in its business operations will not only reduce overall emissions and support climate change mitigation efforts, but also promote the development of new job skills in sustainability roles.</p> <p>However, energy efficient propulsion technologies and alternative fuels are still nascent and will likely result in significant capital investments or higher operating costs in the short- to medium-term.</p>	   
 <p>Resilience to Climate Change</p>	<ul style="list-style-type: none"> Achieve a 10% reduction in energy consumption from SIA-owned buildings in Singapore from FY2019/20 levels, by FY2029/30 Obtain BCA Green Mark accreditation for SIA-owned buildings in Singapore by FY2026/27 	<p>Efforts to strengthen climate resilience bring about opportunities for job creation, as well as opportunities to adopt alternative low-carbon and resource-efficient technologies within the aviation sector. On the contrary, the lack of adequate measures to manage the impact of extreme weather conditions and stresses could result in operational disruptions, as well as pose risks to the health and safety of aviation workers and travellers.</p>	   



















Legend: Economic Environment Social Governance

MATERIALITY

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Material Topic	Goals and Targets	Potential Negative and Positive Impact on the Economy, Environment, People	Relevant SDGs
ENVIRONMENT			
 <p>Packaging, Materials, and Waste Management</p>	<ul style="list-style-type: none"> Report packaging materials used and 3R (Reduce, Reuse and Recycle) plan annually to the National Environment Agency (NEA) under the Mandatory Packaging Reporting (MPR) scheme for SIA, Scoot, and KrisShop 	<p>Effective waste management practices across operations can help to reduce the amount of waste generated, protect public health, and promote sustainable consumption patterns. Conversely, improper handling and mismanagement of waste could pollute ecosystems, resulting in significant impacts on local communities and wildlife living near landfills.</p>	     
SAFETY			
 <p>Flight Safety and Security</p>	<ul style="list-style-type: none"> Conduct an IATA Operational Safety Audit (IOSA) once every two years Conduct a Hazard Identification and Risk Assessment (HIRA) for SIA-owned workplaces once every three years Conduct at least one fire evacuation drill at SIA-owned premises in Singapore annually; and participate in fire evacuation drills for leased premises in Singapore annually 	<p>Robust health, safety, and security standards in the aviation sector can reduce the risk of incidents and maintain stakeholders' confidence. If well managed, the occurrence and resulting fallout of incidents are minimised, resulting in greater confidence in flight safety as well as the industry and the airline's integrity and ability to respond to incidents.</p> <p>If not properly managed, the occurrence of incidents could lead to injuries, loss of lives, and security breaches with widespread repercussions. This would ultimately result in negative perceptions of flight safety and security, and lead to a negative economic impact for the aviation industry.</p>	  
CUSTOMERS			
 <p>Brand Management and Reputation</p>	<ul style="list-style-type: none"> Endeavour to provide customers with the highest quality air transportation experience through service excellence and proactive customer engagement 	<p>Building a responsible and positive brand reputation can attract more customers and strengthen relationships with stakeholders, supporting business growth. Conversely, poor brand reputation can negatively impact customer perception and confidence in SIA and Scoot.</p>	  
 <p>Customer Experience and Satisfaction</p>		<p>Cultivating a positive and inclusive customer experience can strengthen the relationship customers have with the SIA brand, and in turn encourage brand loyalty with an uptick in their mindshare and consumption choices. Conversely, a negative customer experience can result in the loss of trust and confidence in SIA and Scoot.</p>	 















Legend: Economic Environment Social Governance

MATERIALITY

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Material Topic	Goals and Targets	Potential Negative and Positive Impact on the Economy, Environment, People	Relevant SDGs
EMPLOYEE			
 <p>Employee Health, Safety, and Well-being</p>	<ul style="list-style-type: none"> At least 25% female SIA employees in senior positions (Vice Presidents and above) by FY2025/26 At least 25% increase in the number of SIA female pilots from FY2020/21 levels by FY2025/26 At least 25% increase in the number of Scoot female employees in senior positions (Directors and above) from 2021 levels by 2025 At least 25% increase in the number of Scoot female pilots from 2021 levels by 2025 	<p>Improving workplace health and safety standards, and promoting employee well-being, diversity, and training in the aviation sector can promote a healthier, motivated, and productive workforce. On the contrary, inadequate management of employees and workers' safety and well-being, and exposing them to poor workplace environment and labour conditions, can lead to the exploitation of employees and the violation of human rights.</p>	     
GOVERNANCE			
 <p>Corporate Governance and Ethics</p>	<ul style="list-style-type: none"> At least 95% of SIA and Scoot's employees to complete mandatory compliance training: risk management, customer data protection, safety and anti-corruption by the due date, annually 	<p>Robust corporate governance and risk management practices enable businesses to make informed decisions, building confidence in stakeholders. However, poor management or breaches of corporate governance practices and codes can raise serious concerns regarding business ethics, which impacts the Group's reputation, as well as its ability to attract customers, talent, and business partners.</p>	 
 <p>Compliance with Laws and Regulations</p>	<ul style="list-style-type: none"> All Business Units (BUs) to submit their updated Divisional, Regional, or Company Risk Registers to the Risk Management department to be surfaced to the various risk committees annually for oversight All Business Continuity Plans for key critical operations are tested and independently verified by the Risk Management department on an annual basis 	<p>Promoting a fair business environment and implementing appropriate practices and minimum standards for operations help to support the growth of the business. On the other hand, failure to adhere to the respective laws and regulations could lead to financial and reputational loss to the Group, as well as severe consequences for the industry, economy, and society as a whole, including disruptions to supply chains.</p>	  

Legend:

Economic

Environment

Social














Governance

MATERIALITY

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Material Topic	Goals and Targets	Potential Negative and Positive Impact on the Economy, Environment, People	Relevant SDGs
GOVERNANCE			
 Crisis Management	<ul style="list-style-type: none"> Conduct a biennial crisis management exercise for SIA and Scoot 	<p>Effective crisis management ensures that the well-being and safety of the Group's customers and employees are prioritised during a crisis.</p> <p>In addition, the provision of robust support and assurance, as well as comprehensive and transparent communications to the affected parties and the public, can improve relationships and trust with stakeholders. Having an inadequate crisis management system or the failure to implement management measures during a crisis will not only cause disruptions to operations and impact the Group's reputation, but could lead to catastrophic events with cascading effects on the environment and surrounding communities.</p>	  
 Data Privacy and Cyber Security	<ul style="list-style-type: none"> Conduct an annual cyber security tabletop exercise 	<p>Establishing a robust data protection system can prevent identity theft, as well as other fraudulent activities that impact customers, secondary business connections and networks. Failure to uphold stringent data protection standards may result in security vulnerabilities and expose customer data to privacy risks.</p>	
 Sustainable Supply Chain Management	<ul style="list-style-type: none"> 100% declaration rate of sanction checks screening for SIA's active and new procurement contracts uploaded into its Contract Management Tool 	<p>Improvements made to social and labour conditions across the value chain can ensure the fair treatment of workers while contributing to the economic prosperity of local communities. In addition, incorporating environmental considerations into sourcing practices supports sustainable development goals at the international, national, and industrial levels.</p> <p>However, if ESG matters are not properly monitored and managed across the value chain, this could lead to supply chain disruptions and increased exposure to risks such as child or forced labour, safety lapses, environmental pollution, and growing supply chain emissions.</p>	     

Legend: Economic Environment Social Governance

SHAREHOLDERS

The SIA Group strives to generate and distribute economic value to its shareholders and stakeholders sustainably.

MANAGEMENT APPROACH



Key Engagement Activities

Engagement Mode	Frequency
Analyst and Media Briefings	Half-annually or as required
Announcement of Business Updates	First quarter and third quarter
Announcement of Financial Results	Half-annually or as required
Annual General Meeting	Annually
Annual Report, Sustainability Report	Annually
Extraordinary General Meeting	As required
Investor Relations Channels (Email, Hotline)	Regular
Meetings or Virtual calls (Post-result or Business Update Briefings, Investor Conferences, Roadshows)	Regular
News Releases (SGXNet, Company Website)	As required



Ambition

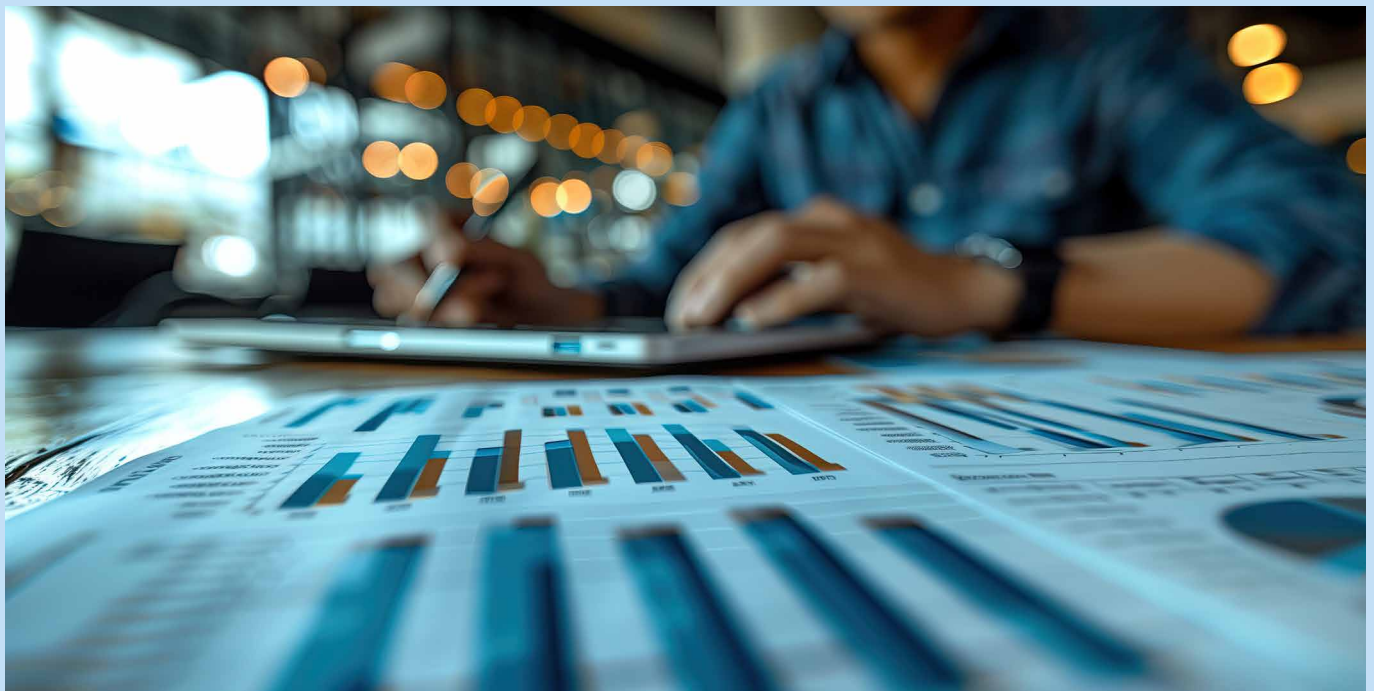
The SIA Group seeks to maximise returns for long-term profitability, with the aim of creating sustainable shareholder value.

Supporting the UN SDGs



FY2023/24 in Numbers

\$9,221.8 million
total value added for distribution¹²



¹² Total economic value added for distribution is defined in alignment with the Statements of Value Added and its Distribution section in FY2023/24 SIA Annual Report. It excludes operating costs, and includes economic value retained for future capital requirements.

SHAREHOLDERS

ECONOMIC PERFORMANCE AND VALUE CREATION 3-3 201-1

The SIA Group is committed to maximising returns for long-term profitability, with the aim of creating sustainable shareholder value.

The SIA Group discloses holistic and robust financial and non-financial information so that investors and shareholders have a clear understanding of how the Group creates long-term value for itself and its stakeholders.

Communications with Shareholders

The SIA Group fosters relations with the investment community through the timely and consistent disclosure of pertinent, price-sensitive, and trade-sensitive information, enabling an open and transparent assessment of the Group's value. Key disclosure avenues include analyst and media briefings, which are held upon the announcement of the Group's half-year and full-year results.

In FY2023/24, SIA hosted physical briefings for analysts and media, while also allowing overseas-based stakeholders to participate virtually. Webcasts of these briefings are available on SIA's [Investor Relations](#) webpage, with transcripts of the Question and Answer segment accessible on SGXNet and the [Analyst Briefing](#) webpage.

SIA ensures the timely release of all financial results as well as price-sensitive and trade-sensitive information through multiple platforms, including SGXNet and SIA's website. The Company's website serves as a vital information hub for shareholders and the investing community. Quarterly business updates, half-year and full-year results announcements, news releases, presentation slides, monthly operating statistics, annual reports, sustainability reports, and other key facts and figures about SIA are available on the website.

To promote dialogue with the investing community, SIA's Investor Relations department frequently engages with analysts and investors through conference calls and emails. The team also actively participates in investor conferences to provide updates on relevant developments. A dedicated investor relations email address (investor_relations@singaporeair.com.sg) is maintained for shareholders and investors to reach out to SIA for queries.

Please refer to the Information on Shareholdings chapter in the FY2023/24 SIA Annual Report for more information on SIA's shareholdings.

Inclusive Wealth for All Stakeholders

The economy of the future should generate inclusive growth for all.

Singapore's aviation sector is a key pillar of the country's economy. With passenger traffic at Singapore Changi Airport recovering and surpassing pre-pandemic levels for the first time in February 2024, more than 4,300 jobs in Singapore's aviation ecosystem are expected to become available in 2024¹³. At the heart of this aviation ecosystem is the SIA Group, with SIA and Scoot carrying 36.4 million passengers in FY2023/24.

As the aviation sector recovers, the SIA Group aims to enhance inclusive wealth for all stakeholders. This comprises the aggregate value of the six capitals: financial, human, social and relationship, intellectual, natural, and manufactured. The relationship among remuneration, performance, and value creation is illustrated in the diagram on the next page.

Supporting the sustainability agenda is one of the philosophies upon which SIA's Senior Management Remuneration Policy is based. The Board sets targets to ensure that Senior Management's performance is assessed based on value already created (i.e. outcomes), and value created or generated for the future (i.e. drivers).

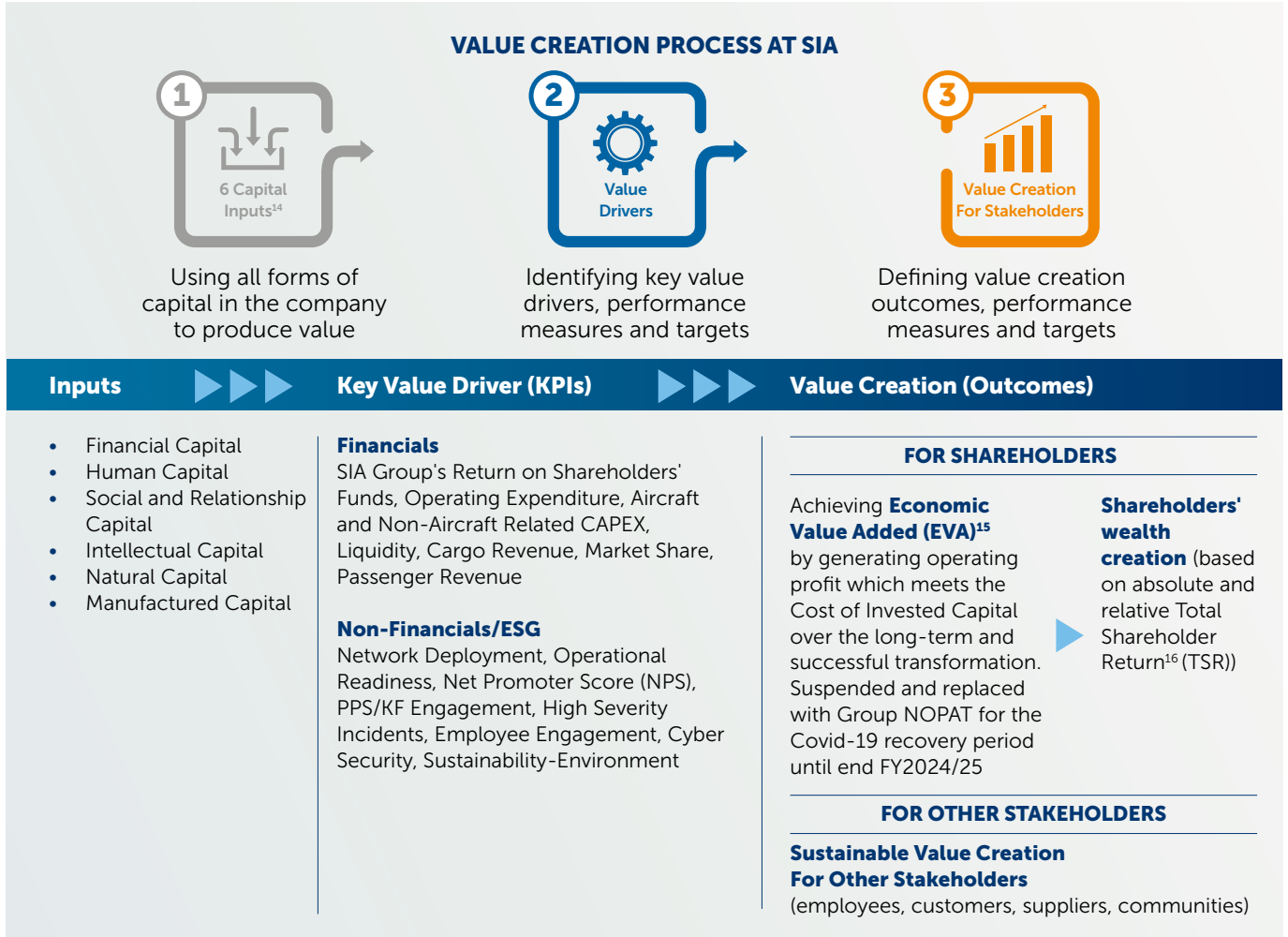
Value generation is a measure of wealth created for the SIA Group's stakeholders. The table below details the Group's value generated, value distribution by way of payments to employees, the government, and to those who have provided capital and value retained for future capital requirements.

Please refer to the Financial Review chapter in the FY2023/24 SIA Annual Report for more information on the statements of value added and its distribution.

¹³ The Straits Times (4 August 2023), [Aviation sector to fill over 4,300 jobs in coming year; workforce at 95% of pre-Covid-19 levels](#).

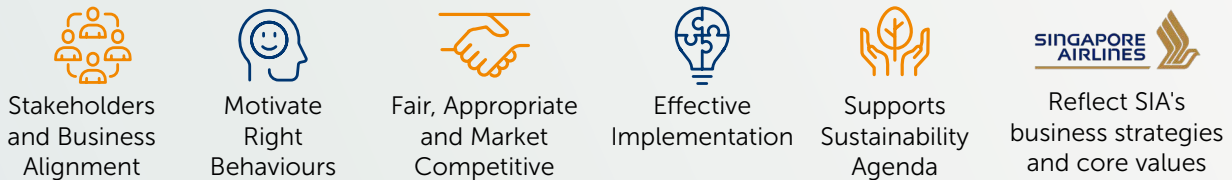
SHAREHOLDERS

Relationship Amongst Remuneration, Performance and Value Creation for Shareholders and Other Stakeholders



ALIGNMENT WITH SIA SENIOR MANAGEMENT COMPENSATION

Supported by SIA Senior Management Total Compensation Philosophy



Senior Management Incentive Pay Programmes • PTB • EBIP • VCP • RSP • PSP • SSA

By selecting performance targets based on a balance of drivers and outcomes, the Board ensures that SIA Senior Management are paid not only for value already created (i.e. outcomes) but for performance in generating/creating future value (i.e. drivers).

¹⁴ As per the International Integrated Reporting <IR> Framework.
¹⁵ To be suspended until end of FY2024/25 and to be reviewed thereafter.
¹⁶ Includes share price change and dividend yields.

SHAREHOLDERS

Direct Economic Value Generated and Distributed 201-1



Direct Economic Value Generated

\$19,012.7 million
revenues generated
in FY2023/24



Operating Costs

\$10,547.6 million
total expenditure
in FY2023/24



Total Economic Value Added for Distribution

\$9,221.8 million
total value added for distribution¹⁷
in FY2023/24

Economic Value Distributed¹⁸



\$3,551.3 million
value added for distribution
to employees¹⁹
in FY2023/24



\$1,872.3 million
value added for distribution
to suppliers of capital²⁰
in FY2023/24



\$3,445.3 million
value retained for future
capital requirements²³
in FY2023/24



\$351.6 million
value added for distribution
to government²¹
in FY2023/24



\$1.3 million
value added for distribution
to community investments²²
in FY2023/24

¹⁷ Total economic value added for distribution is defined in alignment with the Statements of Value Added and its Distribution section in FY2023/24 SIA Annual Report. It excludes operating costs, and includes economic value retained for future capital requirements.

¹⁸ Economic value distributed is defined as value added for distribution to employees, suppliers of capital, government and community investments.

¹⁹ Value added for distribution to employees includes salaries and other staff costs.

²⁰ Value added for distribution to suppliers of capital includes interim and proposed dividends, finance charges, and non-controlling interests.

²¹ Value added for distribution to government includes corporation taxes paid to the government.

²² Value added for distribution to community investments only covers donations made by SIA during SIA Cares CSR Week 2023. Review is in progress to gather relevant data across Singapore and overseas stations, in order to provide a complete picture of total community investments.

²³ Value retained for future capital requirements includes depreciation, amortisation, impairment and retained profit.

SHAREHOLDERS

Maintaining the SIA Group's Leadership Position

Emerging from the Covid-19 pandemic, the SIA Group had two clear goals – to be first off the blocks when borders reopened, and to retain its leadership position in the airline industry. As travel and border restrictions started to ease globally, SIA and Scoot were quick to deploy passenger capacity, allowing them to benefit from the significant pent-up demand for air travel. Additionally, the extensive preparation during the pandemic and firm focus on the three pillars of SIA's brand promise (network connectivity, product leadership, and service excellence) have allowed it to retain its industry-leading position.

The Group's success was reflected in the strong set of results for FY2023/24. Net profit of \$2.7 billion was the highest ever in the Group's history. Group revenue stood at a record of \$19.0 billion, as strong passenger demand led to a record full-year passenger load factor of 88.0% and a unit passenger revenue of 9.6 cents (revenue per available seat-kilometre or RASK) for the Group.

At the end of FY2023/24, the Group's cash holdings were \$11.3 billion. In addition to the cash on hand, the Group continued to retain access to \$2.9 billion of committed lines of credit, all of which remain undrawn.

On 15 May 2024, SIA announced its intention to redeem all remaining Mandatory Convertible Bonds (MCBs) that were issued in June 2021. The accreted principal amount payable, being 112.616% of the principal amount of the MCBs, will be \$1,744.6 million. The redemption amount will be paid to eligible bondholders on 24 June 2024. With this, SIA would have fully redeemed the \$9.7 billion of MCBs that were issued in 2020 and 2021.

The Board of Directors recommended a final dividend of 38 cents per share for FY2023/24. Including the interim dividend of 10 cents per share paid on 22 December 2023, the total dividend for FY2023/24 amounted to 48 cents per share. Subject to shareholder approval at the Annual General Meeting on 29 July 2024, the final dividend will be paid on 21 August 2024 for shareholders as of 2 August 2024.

The SIA Group's record financial performance for FY2023/24 is a testament to its strong foundations, long-term strategic initiatives, as well as the hard work and dedication of its employees. These also put the Group in a strong position to seize future opportunities and navigate challenges that come its way.

Strengthening the Group's Foundations

The SIA Group continues to stay on course with its long-term strategic pillars:

- a. **Portfolio Strategy** – The Group is committed to its portfolio strategy, with SIA and Scoot reinforcing their leadership positions in the full-service and low-cost market segments respectively. As a result, the Group has the flexibility to serve its markets with the appropriate airline, as well as offer more value to its customers.

With the addition of the Embraer E190-E2 aircraft to its fleet, Scoot can unlock growth opportunities by deploying the 112-seat aircraft on thinner routes to non-metro destinations. Scoot began operating the Embraer E190-E2 on 7 May 2024 with flights to Krabi. In May 2024, the aircraft also served other existing destinations such as Hat Yai and Miri, and expanded to Kuantan in June 2024. Additionally, Scoot expanded its reach by operating to two new destinations – Koh Samui in May 2024 and Sibul in June 2024 – further enhancing the Group's regional network.



- b. **Multi-hub Strategy** – The SIA Group is at the heart of Singapore's aviation ecosystem, reinforcing the country's status as a major air hub. Beyond its home base, the Group's multi-hub strategy complements its efforts to strengthen and grow outside Singapore.

In November 2022, SIA and Tata Sons (Tata) announced that they have agreed to merge Air India and Vistara. Through this merger, SIA will reinforce its partnership with Tata and acquire a strategic 25.1% stake in the enlarged Air India Group entity that is four to five times larger than Vistara. This will bolster SIA's presence in India, strengthen its multi-hub strategy, and allow it to continue participating directly in India's large and fast-growing aviation market. Approval was received from the Competition Commission of India in September 2023, as well as the Competition and Consumer Commission of Singapore in March 2024. The transaction is now pending foreign direct investment and other regulatory approvals.

SHAREHOLDERS

c. Partnerships Strategy – SIA continues to grow its global network through partnerships with like-minded airlines. These win-win arrangements offer enhanced connectivity and travel options to customers while driving traffic to the respective hubs. These partnerships also support initiatives that promote tourism growth and economic activities.

SIA announced codeshare partnerships with Bangkok Airways in September 2023 and Philippine Airlines in November 2023. SIA also deepened its existing partnerships during the financial year, and entered into a joint venture agreement with Garuda Indonesia in May 2023 to cover routes between Singapore and Denpasar, Jakarta, and Surabaya. More recently, SIA extended its joint-venture alliance with Air New Zealand for another five years until March 2029. Following this extension, SIA and Air New Zealand will operate a total of four daily seasonal services between Auckland and Singapore from 27 October 2024 to 29 March 2025, subject to regulatory approvals.

These strategic alliances enable SIA to expand its reach to destinations it does not directly serve, bolstering its recognition and market footprint in vital markets.



Singapore Airlines Chief Executive Officer Goh Choon Phong (left) and Philippine Airlines President and Chief Operating Officer Captain Stanley K. Ng (right) at the signing of the new codeshare partnership agreement.

d. Additional Revenue Streams – The Group actively pursues new engines of growth to diversify its revenue base.

KRISFLYER SINGAPORE AIRLINES GROUP **KrisFlyer**, the SIA Group's loyalty programme, is an important element of its strategy to strengthen its overall value proposition. KrisFlyer members can earn miles when they fly with SIA and Scoot. The programme has continued to expand the reach and relevance of its partnerships and number of merchants globally, providing members with even more options to earn and use their miles and access privileges. This includes over 1,300 KrisFlyer brand partners worldwide, including banks, hotels, travel services, and restaurants, as well as retail experiences and services. KrisFlyer grew from strength-to-strength in FY2023/24 on the back of strong recovery in the travel industry. Its global membership base reached over 8.8 million members as of 31 March 2024, up 31% from the previous year.



Kris+, the SIA Group's lifestyle rewards mobile application, introduced more ways for KrisFlyer members to earn miles in their daily spend, and use miles to offset daily purchases in Singapore. Additionally, with the latest expansion on 20 November 2023, KrisFlyer members are now able to do the same in Australia with 101 partners across Melbourne and Sydney as of 31 March 2024.

pelago **Pelago** is a global attractions and travel experience platform that extends the customer experience in the air to the ground. It offers more than 100,000 unique experiences across 143 destinations worldwide. In FY2023/24, it achieved deeper integration with the SIA ecosystem, enhancing its visibility and accessibility for customers through various initiatives.

KRISSHOP **KrisShop**, the Group's in-flight duty-free sales subsidiary, pivoted from an airline sales catalogue to a premium omni-channel lifestyle e-commerce platform during the pandemic. With this new commercial model, KrisShop continued to grow in FY2023/24 and brought in new brands.

For more information on these initiatives, please refer to FY2023/24 SIA Annual Report.

SHAREHOLDERS

Investment in Digital Capabilities

The SIA Group invests in digital capabilities to deliver business value through digital innovation. KrisLab, SIA's digital innovation lab, is the creative testbed for employees to collaborate internally and with external partners to develop ideas that enable the Group to embrace digitalisation in its business operations.



InnovFest 2023: KrisLab participated in the annual InnovFest event from 7 to 9 June 2023. As a silver sponsor for both InnovFest and AsiaTech 2023, KrisLab sought to inspire others through its digitalisation programmes and position SIA as the world's leading digital airline.

KrisLab has spearheaded efforts to develop industry-leading digital solutions and explore emerging technologies such as Generative Artificial Intelligence (GenAI), Tracking Technology, Blockchain, Augmented Reality, Virtual Reality, Automation, and the Metaverse. KrisLab also drives open innovation in the ecosystem through collaboration with start-ups, small- and medium-sized enterprises, and research laboratories.

Driving Co-Innovation to Deliver Business Value

SIA Accelerator Programme

SIA's flagship business and technology validation programme aims to onboard innovative solvers to validate their solutions against defined outcomes. Selected start-ups or scale-ups have the opportunity to co-develop proof of concepts (POCs) that address the Group's business challenges. Over 25 POCs and five live implementations have been completed since the start of the programme in 2019.

This includes the launch of the world's first in-flight e-shopping experience on *KrisWorld*, where the application of air-to-ground connectivity technology enables customers to view live updates on product availability and access credit card authorisation.

SIA App Challenge

An annual aviation innovation hackathon, the largest event of its kind globally, invites start-ups, scale-ups, and students from around the world to submit solutions to tackle real business challenges faced by SIA's business units.

In FY2023/24, SIA hosted its ninth edition of the competition, attracting over 300 start-ups worldwide. Six innovative teams emerged as finalists, presenting their ideas to the SIA Group's Senior Management, staff, sponsors, and open innovation ecosystem partners. Winning ideas included a novel tracking technology, a trust-building solution for user validation, and the use of AI computer vision for vehicle damage assessment.

Selected finalists will have the opportunity to work on a pilot project with funding support from the SIA Accelerator Programme.

Research Partnerships in Deep Technology

KrisLab works with research institutions such as the Agency for Science, Technology and Research (A*STAR) and the National University of Singapore (NUS) to co-develop deep tech solutions for the travel and aviation industry. Research areas include AI, machine learning, predictive analysis, augmented reality (AR) and virtual reality (VR) technologies amongst others.

One such partnership is the SIA-NUS Digital Aviation Corporate Laboratory that was launched in January 2022. SIA contributed half of the total funding for the \$45 million research facility. This five-year research and development collaboration leverages NUS' research expertise to co-create and commercialise digital projects for Singapore's aviation sector. These projects aim to enhance the SIA customer experience, augment crew training programmes, and improve crew wellness on board.

SHAREHOLDERS



ICAO Tour of SIA-NUS Digital Aviation Corporate Laboratory: In June 2023, the KrisLab team hosted a showcase at the SIA-NUS Digital Aviation Corporate Laboratory, highlighting SIA's research and development as well as its culture of innovation to delegates from the UN ICAO.



The delegation learnt about the research progress in four work packages – Revenue Management and Dynamic Pricing, Transforming Competency and Skill Development, Employee Wellness, as well as Passenger Comfort, Sleep, and Cabin Service. They were also invited to experience some of the research innovations first-hand.



Sharing on Corporate Innovation at NUS Enterprise Summer Programme: As part of the [NUS Enterprise Summer Programme](#), representatives from KrisLab were invited to speak on the topic of corporate innovation, following its successful participation at the previous year's event.

Over 300 NUS undergraduates and graduates from diverse academic backgrounds attended the session. The panel discussion shone a spotlight on why intrapreneurship matters, and how corporations can strive to foster innovation from within.

Together with other key opinion leaders in the digital innovation landscape from Meta, Huawei, and Plug & Play, KrisLab highlighted the strong culture of co-innovation that has been nurtured within the SIA Group over the years. This reinforces SIA's commitment to exceed customers' expectations and emerge as the market leader through innovation.

Further details on KrisLab's flagship programmes are available on the KrisLab [website](#).

ENVIRONMENT

The SIA Group is committed to the aviation industry’s climate goals, and is working towards net zero carbon emissions by 2050 through environmental sustainability and responsible operations. To realise this goal, the SIA Group collaborates with like-minded partners who are dedicated to decarbonising the aviation ecosystem, and developing innovative solutions that enable it to meet its sustainability targets and mitigate its environmental impact.

MANAGEMENT APPROACH

Ambition

Targets	Due	Status
Carbon		
To achieve net zero carbon emissions by 2050	2050	On track
To achieve carbon neutral growth based on ICAO’s CORSIA baseline of 85% of 2019 emissions ²⁴ from 2024 annually	2035	On track
Energy		
To use SAF for 5% of total fuel requirements for SIA and Scoot	2030	On track
To reduce energy consumption in SIA-owned buildings by 10% from FY2019/20 levels	FY2029/30	On track
To meet SIA Supplies Centre’s energy demand with 100% renewable energy, of which at least 50% is self-generated from its rooftop solar panels	FY2025/26	On track
To harvest and use solar energy at all SIA-owned buildings in Singapore	FY2023/24	Achieved
To obtain Building and Construction Authority (BCA) Green Mark accreditation for all SIA-owned buildings in Singapore	FY2026/27	On track
Water		
To reduce potable water consumption in SIA-owned buildings by 10% from FY2019/20 levels	FY2029/30	On track

Key Policies, Processes, and Systems

- Adopted IATA’s Climate Targets and Four-pillar Strategy
- ISO 14001:2015 Environmental Management System for SIA’s Engineering Division and Flight Operations Division

FY2023/24 in Numbers

15.03
million tonnes of carbon dioxide equivalent (million tCO₂e) of Scope 1 greenhouse gas (GHG) emissions for SIA and Scoot flight operations

117,741
tonnes of carbon dioxide equivalent (tCO₂e) reduced from fuel savings and efficiency measures across SIA and Scoot’s air traffic management, engineering and flight operations

12.06
load tonne kilometre/American gallon (LTK/AG) overall fuel productivity across SIA and Scoot’s aircraft fleet

31,693
megawatt hour (MWh) of total energy consumed across SIA-owned buildings and leased premises in Singapore, and premises leased by SIA’s non-listed subsidiaries

5,379
megawatt hours (MWh) of renewable energy consumed for SIA-owned buildings in Singapore (i.e. Airline House, SIA training centre, TechSQ, SIA Supplies Centre)

137
kilowatt hours per square metre (kWh/m²) electricity intensity across SIA-owned buildings and leased premises in Singapore, and premises leased by SIA’s non-listed subsidiaries

3,218
tonnes of total waste generated from SIA flights, and **2,100 tonnes** of total waste generated from SIA-owned buildings, and premises leased by SIA and Scoot in Singapore

54.5
tonnes of waste recycled from SIA flights, and **349 tonnes** of total waste recycled from SIA-owned buildings and premises leased by SIA and Scoot in Singapore

208,627
cubic metres (m³) of total water consumed across SIA-owned buildings and leased premises in Singapore, and premises leased by SIA’s non-listed subsidiaries

25,204
cubic metres (m³) of rainwater collected and groundwater harvested at SIA’s Airline House in Singapore

Supporting the UN SDGs



²⁴ Fact sheet: CORSIA (iata.org).

CLIMATE ACTION



CLIMATE CHANGE RESILIENCE AND MITIGATION 3-3

Record temperatures and rising sea levels pose a significant threat to the environment, despite the efforts of individuals, governments, and businesses around the world. The Intergovernmental Panel on Climate Change (IPCC)²⁵ has highlighted the need for deep reductions in greenhouse gas (GHG) emissions to curb global warming. Ensuring a sustainable and habitable future requires changes across various industries, including aviation.

The SIA Group's Net Zero Ambition

In May 2021, the SIA Group committed to achieve net zero carbon emissions by 2050. To achieve this, it focuses on investing in new generation aircraft, improving operational efficiencies, adopting low-carbon technology, and sourcing for high-quality carbon offsets.

Operating a fleet of modern, fuel-efficient aircraft is today one of the most effective ways for an airline to reduce carbon emissions. Around two-thirds of the SIA Group's operating fleet consists of new generation aircraft. SIA and Scoot, the two airlines in the SIA Group, are also committed to driving fuel efficiency by improving operational procedures and technologies, including reducing aircraft weight and optimising flight routes.

SAF are the main long-term decarbonisation lever for the aviation industry. In September 2023, SIA completed a 20-month SAF pilot in partnership with CAAS, and GenZero, an investment platform owned by Temasek. The pilot aimed to operationally validate SAF integration capabilities at Singapore Changi Airport, and explore other factors that could support SAF's greater adoption in Singapore, including the generation and sale of SAF credits.

In November 2023, SIA and Scoot committed to substituting 5% of their total fuel consumption with SAF by 2030. This commitment aligns with AAPA's collective pledge to achieve a 5% SAF utilisation rate by 2030.

As a member of Singapore's International Advisory Panel (IAP), the SIA Group supports the proposals outlined in Singapore's Sustainable Air Hub Blueprint, which were announced in February 2024. The Group will work closely with partners across the aviation ecosystem, including government agencies, fuel suppliers, aircraft manufacturers, technology providers, and industry professionals, to accelerate the

development, deployment, and commercialisation of SAF in Singapore.

SIA and Scoot offer their customers the option to offset the environmental impact of their flights by voluntarily purchasing carbon offsets. The contributions from the Group's Voluntary Carbon Offset Programme support verified projects aimed at reducing carbon emissions, protecting endangered species, and empowering communities.

To conserve the planet's finite resources, the SIA Group is actively seeking ways to reduce waste, both on the ground and in the air, by using more sustainable materials, adopting renewable energy sources, and improving water conservation efforts.

Climate Action Pledge

SIA is dedicated to its long-term responsibility to protect the environment while providing air transportation services of the highest quality. SIA pledges to:

- Have various programmes in place to implement sustainable practices across its operations in a responsible manner to manage issues such as carbon emissions, noise, waste, as well as energy and water consumption.
- Continue exploring new sustainable practices in all areas of its operations.
- Seek opportunities to reduce the carbon footprint of its operations, having adopted IATA's Four-pillar Strategy to address climate change.
- Incorporate the 5R principles (Refuse, Reduce, Reuse, Repurpose, and Recycle) in its daily activities to improve its waste management practices and maximise the efficient use of resources.
- Promote eco-friendly habits among its staff and stakeholders, and raise awareness of the importance of taking action to reduce its impact on the environment.

Environmental Management System

SIA operates an Environmental Management System (EMS) that is ISO 14001:2015 certified. The EMS covers aviation and engineering support services provided by SIA's Engineering Division and Flight Operations Division in Singapore. The system is designed to ensure compliance with both local and international environmental regulations, with internal and external audits conducted annually.

²⁵ Intergovernmental Panel on Climate Change [2023 Synthesis Report](#).

CLIMATE ACTION

SUPPORTING IATA'S CLIMATE TARGETS PR-7 PR-8 PR-9

The aviation industry has a long-term climate ambition of achieving net zero carbon emissions by 2050. In 2009, IATA introduced its Four-pillar Strategy, which outlines crucial initiatives to reduce carbon emissions, and guides the aviation industry towards this ambitious target. The SIA Group's net zero target is aligned with these industry-wide efforts, demonstrating a shared determination to mitigate the environmental impact of aviation operations.

IATA's Commitment to Fly Net Zero

- To achieve net zero carbon emissions from operations by 2050.
- To support ICAO's CORSIA as an effective measure to stabilise international aviation net emissions at 85% of 2019 levels from 2024 to 2035.

IATA's Four-pillar Strategy



Pillar 1
Advancing new technology (i.e. new generation aircraft, electric, and hydrogen)



Pillar 2
Improving the efficiency of aircraft operations and enhancing infrastructure



Pillar 3
Deployment of SAF



Pillar 4
Promoting a single global market-based measure (MBM) to plug the emissions gap

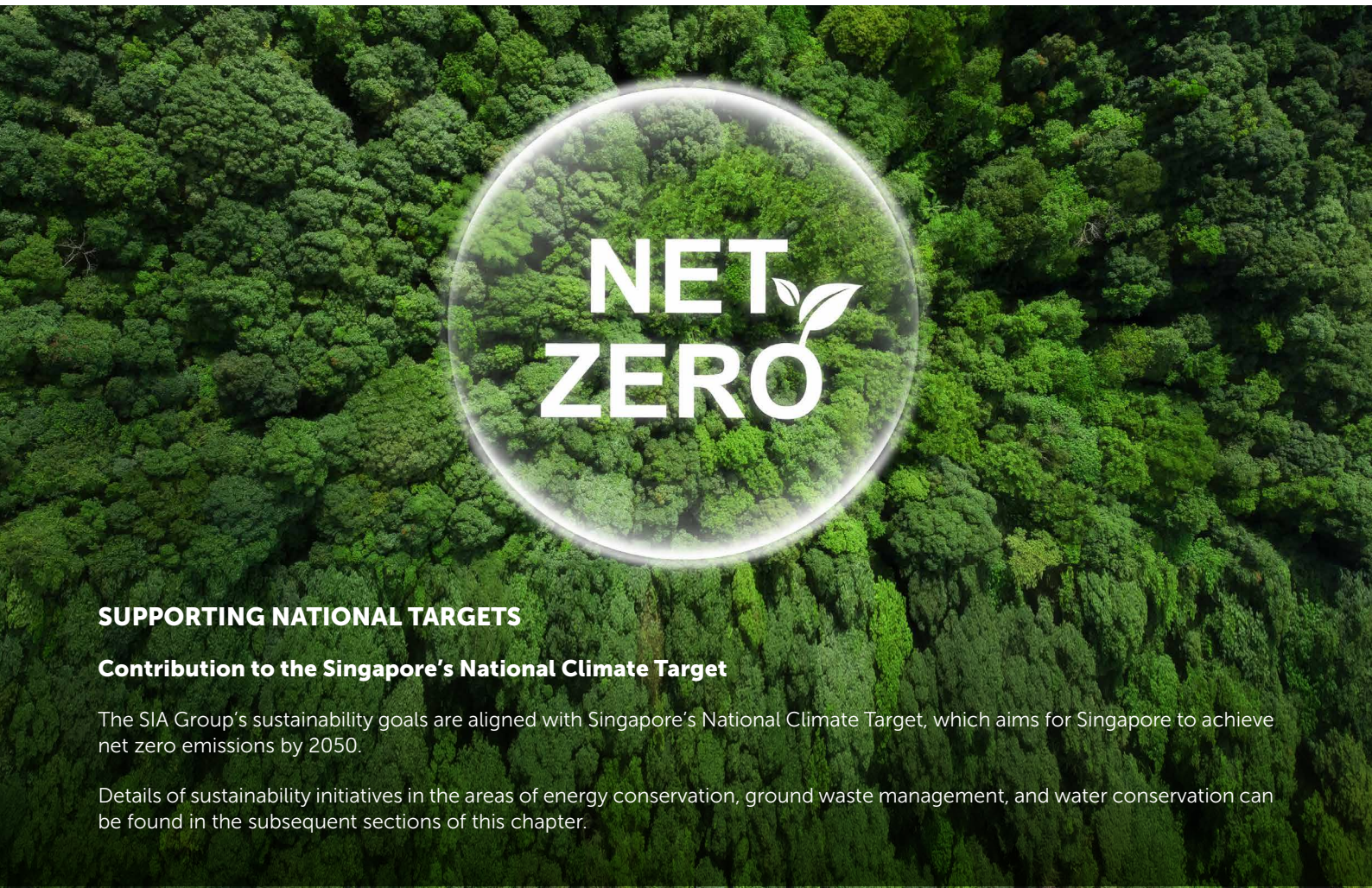
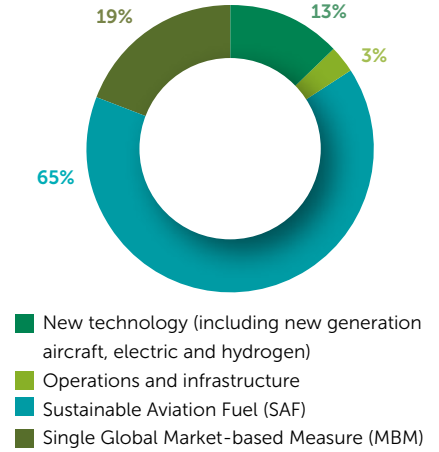
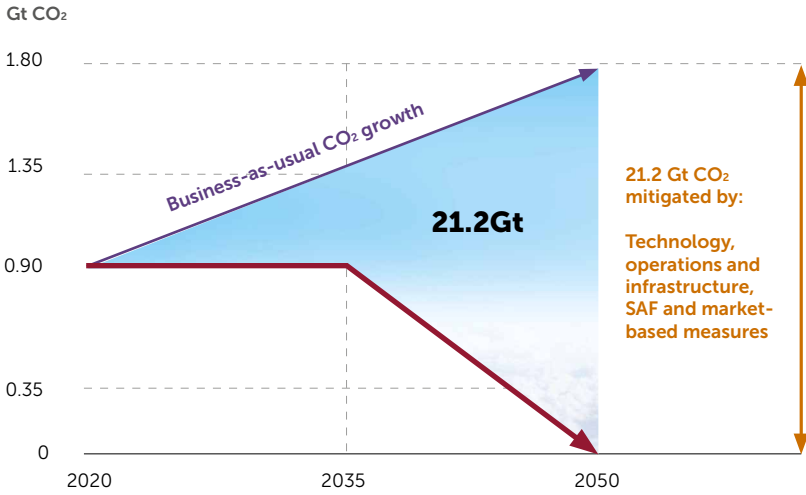
SIA's Commitment

- Operate a modern and fuel-efficient fleet that generates lower emissions and less noise
- Invest in engineering improvement packages for airframes and engines to improve fuel efficiency
- Improve fuel productivity and reduce fuel use by managing aircraft weight and optimising flight routes
- Partner with air navigation service providers to find opportunities to reduce fuel burn emissions
- Collaborate with stakeholders in air traffic management to explore ways to improve airspace efficiency
- Engage with research institutions to explore innovation and data analytics to discover areas for improvement
- Replace 5% of total fuel requirements with SAF by 2030
- Actively participate in industry initiatives, such as IATA's development of a SAF Registry, to drive the greater adoption of SAF globally
- Participate in a single global MBM in the form of CORSIA to address the growth in emissions in the aviation industry beyond 2020
- Commit to achieving 85% of 2019 emissions as per CORSIA's baseline from 2024 until the end of the CORSIA scheme in 2035

CLIMATE ACTION

IATA's Net Zero Trajectory Roadmap for Air Transport Sectors

Net Zero: Aviation carbon emissions to be abated by 2050



SUPPORTING NATIONAL TARGETS

Contribution to the Singapore's National Climate Target

The SIA Group's sustainability goals are aligned with Singapore's National Climate Target, which aims for Singapore to achieve net zero emissions by 2050.

Details of sustainability initiatives in the areas of energy conservation, ground waste management, and water conservation can be found in the subsequent sections of this chapter.

CLIMATE ACTION

ENERGY AND EMISSIONS MANAGEMENT

3-3

302-1

302-3

302-4

305-1

PR-7

PR-8

PR-9

Pillar 1: Advancing new technology

Investing in Modern and Fuel-efficient Aircraft

Today, operating a modern fleet of new generation²⁶ aircraft is one of the most effective ways for an airline to significantly reduce its emissions. The SIA Group's investment in fuel-efficient aircraft such as the Airbus A350s and Boeing 787s, which are around 25% more fuel efficient than older generation aircraft that they replace, has improved its fuel efficiency and Scope 1 GHG emissions.

In FY2023/24, the Group took delivery of nine new generation aircraft and retired six older aircraft. Thanks to its ongoing fleet renewal programme, the share of new generation

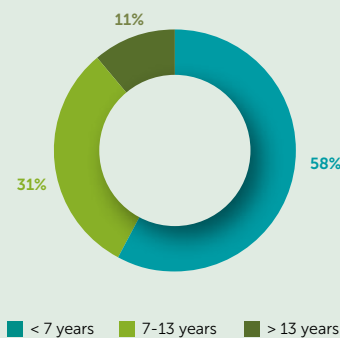
aircraft in the Group's operating fleet has risen from 42% at the end of FY2019/20 to 69% (up 27 percentage points) at the end of FY2023/24. The Group has 92 aircraft on order, as of 31 March 2024.

The Group has also ordered the Boeing 777-9 and Airbus A350F freighter as part of its long-term fleet renewal strategy, with the aim of further cutting its carbon emissions. SIA is set to operate the Airbus A350F, a new generation freighter which is projected to consume up to 40% less fuel than the current Boeing 747F fleet and reduce up to 400,000 tonnes of carbon emissions annually.

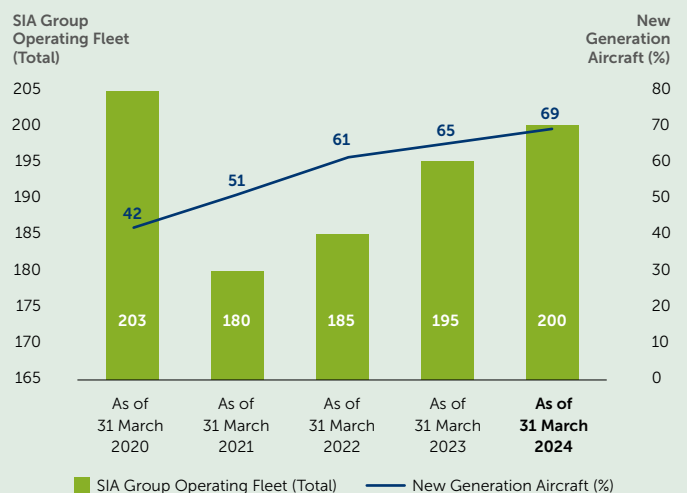
Average Fleet Age (years)

Type of Operating Fleet	As of 31 March 2020	As of 31 March 2021	As of 31 March 2022	As of 31 March 2023	As of 31 March 2024
SIA (passenger aircraft)	5.4	5.1	5.6	6.3	6.7
SIA (freighter aircraft)	16.3	17.3	18.3	19.3	20.3
Scoot	5.7	5.9	6.1	6.7	7.1
SIA Group	5.9	6.1	6.3	6.8	7.3

Percentage of the SIA Group's Operating Fleet by Age Group as of 31 March 2024



SIA Group Operating Fleet



²⁶ Within the current SIA Group operating fleet, new generation aircraft comprises Airbus A320neo family, Airbus A350, as well as the Boeing 737-8, and Boeing 787 family aircraft.

CLIMATE ACTION

Pillar 2: Improving the efficiency of aircraft operations and enhancing infrastructure²⁷

SIA and Scoot leverage technologies to identify and implement fuel efficiency solutions across their engineering and flight operations. Optimising air routes through efficient air traffic management is also key to helping the airlines to reduce fuel use and CO₂ emissions.

SIA and Scoot have implemented the following fuel reduction initiatives:

Category	Fuel Reduction Initiatives	Estimated Annual Fuel Savings in FY2023/24 (tonnes)	Scope 1 GHG Emissions Avoided (tCO ₂ e)
Engineering Operations	Reducing reliance on Aircraft Auxiliary Power Units (APUs) on SIA's A350, Boeing 777, 777F, 787 aircraft	2,092	6,590
	Tailored Water Uplift on SIA's A350 and Boeing 787 fleets	3,079	9,699
	Removal of Economy Class in-flight entertainment (IFE) handsets from SIA's A350 fleet	16	50
	Seat modifications to improve seat features while reducing weight per seat	361	1,137
	Removal of physical operational manuals onboard	58	183
	Performing engine washes at optimal intervals	201	633
	Aircraft Performance Deterioration Tail Assignment	540	1,701
	Installation of lighter seats in Scoot's new A320neo aircraft	11	35
Flight Operations	Opticlimb (SIA)	8,123	25,587
	Opticlimb (Scoot)	1,934	6,092
	Optimal Flap Take-off	3,310	10,427
	Reduced Engine Taxi In (SIA)	613	1,931
	Reduced Engine Taxi In (Scoot)	17	54
	Statistical Contingency Fuel	7,994	25,181
	Low Drag Approach	2,315	7,292
	Reduced Flap Landing	2,108	6,640
	Idle Reverse Thrust	921	2,901
Air Traffic Management	Optimising of Arrival Sequencing into Singapore	2,677	8,433
	Continuous Descent Operations into Singapore	148	466
	Singapore Flexi Airspace	624	1,966
	Cost Index Adjustment	236	743
Total:		37,378	117,741

²⁷ Due to rounding, the figures presented may not add up precisely to the absolute totals indicated.

CLIMATE ACTION

Engineering Operations

SIA's Engineering Division has implemented various measures and initiatives to minimise its carbon footprint.

Reducing Reliance on Aircraft Auxiliary Power Units (APUs)

Reducing the excessive use of aircraft APUs during ground turnaround times helps cut unnecessary fuel consumption. External mobile ground power units reduce the reliance on APUs, and fuel consumption is further minimised by monitoring APU usage with automated alerts, together with the SIA Engineering Company (SIAEC). Currently, APU usage is monitored on the Airbus A350, Boeing 777, and Boeing 787 aircraft fleets, with plans to extend this to other fleets in the future.

Tailored Water Uplift

SIA tailors the amount of water uplifted on each flight to reduce the overall aircraft weight. An ongoing digital project to take into account flight loads allows for more efficient water refilling operations.



Weight Reduction Initiatives

Some of SIA and Scoot's weight reduction initiatives include:

- From FY2022/23, all newly delivered Airbus A320neo in Scoot's aircraft fleet were installed with lighter seats, resulting in an estimated weight reduction of 160kg per aircraft.
- Seat modifications to improve features while reducing the weight per seat, since FY2022/23. This effort resulted in a weight reduction of 108kg per aircraft.
- Removal of Economy Class in-flight entertainment handsets from SIA's Airbus A350 fleet since FY2022/23, resulting in a weight reduction of 9kg per aircraft.
- Removal of physical operational manuals on board the aircraft from FY2023/24, reducing weight by up to 6kg per aircraft.

Other Initiatives

- Performing engine washes at optimal intervals to maximise fuel burn reduction and savings.



- Aircraft Performance Deterioration Tail Assignment aims to allocate more efficient aircraft to longer flights while allocating less efficient aircraft to shorter flights resulting in net fuel savings. This is currently practiced on the long-haul variant of the Airbus A350 and Boeing 777-300ER fleets.

Flight Operations

The Flight Operations Division focuses on optimising flight plans, routes, and management to reduce GHG emissions.

Adoption of Digital Technologies

Digital solutions are crucial for reducing emissions across SIA's engineering and flight operations. SIA uses data analytics and other digital solutions to measure aircraft performance, and identify and prioritise initiatives for fuel efficiency.

Analytical Tools

- Using analytical tools such as the Fuel Efficiency Management System to evaluate, measure, and identify more fuel-saving opportunities.
- A digital solution developed by SITA optimises fuel burn during an aircraft's climb-out phase, enabling pilots get the best rate of climb based on weather conditions, terrain considerations, and other factors.

Digital Platforms

- Pilots use iPads and digital applications to access timely operational data and optimisation guidance to facilitate fuel-efficient operations.

Implementing Operational Excellence

Ensuring efficient routing through:

- Optimising route efficiency by regularly reviewing route planning procedures.
- Investing in an enhanced flight planning system that enables pilots to optimise flight routes while considering fuel efficiencies and overflight charges, and ensuring compliance with airspace closures.

CLIMATE ACTION

- Using data analytics to make informed operational decisions.

Ensuring fuel efficiency through:

- Monitoring fuel usage to ensure an optimal level of fuel to uplift.
- Adopting a statistical contingency fuel approach to optimise fuel uplift under specific conditions.
- Using optimal flap settings during take-off to reduce the amount of fuel burnt.
- Low Drag approach

Collaboration Across Divisions

- Pilots follow in-house operational procedures to enable more efficient flight operations and a reduction in fuel usage. These include using reduced flap settings and idle reverse thrust during landing, and selectively shutting down engines while taxiing (known as Reduced Engine Taxi In and Out or RETI and RETO).
- Engaging flight crew through fleet meetings and e-learning tools to promote fuel-efficient practices such as RETI and Continuous Descent Operations (CDO).
- Extending the fuel efficiency programme across the organisation by sharing data and working together to implement a more consolidated approach to optimising flight plans and routes.

Engaging the Ecosystem

- Working closely with air traffic management (ATM) experts to alleviate airspace congestion.
- Participating in international forums and discussions to identify more efficient routes and supporting research into ATM.
- Working with CAAS on initiatives such as Arrival Sequencing into Singapore Terminal Manoeuvring Area (ASIST), Flexi Airspace, CDO, and Cost Index Adjustment.

Air Traffic Management

SIA's Total Mission Management (TMM) team, in collaboration with SIA's Flight Operations Division and CAAS, has implemented a suite of operational initiatives to enhance flight operations efficiency within Singapore's airspace.

Innovation and Data Analytics

SIA supports improvements in air route optimisation to cope with traffic growth, while striving to reduce fuel use and emissions. This involves working with CAAS and other aviation stakeholders to explore the use of innovation and data analytics.

Partnerships with Stakeholders

SIA collaborates with stakeholders such as airlines, airports, air navigation service providers, and governments to find ways to improve airspace efficiency.

Optimising Flight Operations

• Arrival Sequencing into Singapore Terminal Manoeuvring Area

To mitigate extra fuel usage during extended holding periods due to Singapore's airspace congestion, the TMM team, the Flight Operations Division, and CAAS work together to coordinate the flight sequencing before an aircraft enters Singapore airspace. This maintains adequate separation between flight arrivals and minimises holding duration.

• Flexi Airspace

The TMM team, together with CAAS and SIA's Flight Operations Division, enhances Singapore-bound flight routes by incorporating direct tracks where feasible, achieving better route efficiency.

• Continuous Descent Operations

To minimise higher fuel consumption from step descents due to high air traffic density at Changi Airport, the TMM team is working with CAAS to establish procedures for smoother descents into Singapore airspace.

• Cost Index Adjustment

During flight planning, the TMM team adjusts the cost index, a ratio that defines the time-related cost versus fuel cost when operating an aircraft for flight efficiency. This promotes on-time performance and fuel efficiency, especially when flights are expected to arrive ahead of schedule.

CLIMATE ACTION

Pillar 3: Deployment of SAF

Driving Decarbonisation with Sustainable Aviation Fuel (SAF)

SAF is a key decarbonisation lever for the aviation industry, potentially reducing up to 80% of CO₂ emissions over its lifecycle²⁸ compared to conventional jet fuel. SAF is expected to account for around 65% of the carbon emissions that will need to be reduced for the aviation sector to get to net zero by 2050.

The SIA Group is committed to adopting SAF and supporting the green fuel's commercialisation across its network, while working with ecosystem partners to develop an integrated SAF supply chain at Singapore Changi Airport. The SAF pilot conducted with CAAS and GenZero was completed

in September 2023, and it affirmed Singapore's operational readiness for SAF. In November 2023, SIA and Scoot set a target to substitute 5% of their total fuel uplift with SAF by 2030, which supports the wider ambition of AAPA's collective 5% SAF utilisation target.

SIA and Scoot will adhere to all SAF regulatory requirements and support Singapore's plans to increase the adoption of SAF as listed in the Singapore Sustainable Air Hub Blueprint that was launched in February 2024. A SAF levy will be introduced from 2026 with a 1% SAF target which will help to build an ecosystem to support the use of SAF in Singapore, as well as the overall planned decarbonisation measures under the Singapore Sustainable Air Hub Blueprint.

2011

Joined the Sustainable Aviation Fuel Users Group (SAFUG)

SIA became a member of SAFUG, which was established to accelerate the development and commercialisation of SAF. This platform helped to pave the way for the Group's first deployment of SAF in May 2017.

2017

Launched the world's first green package flights

In partnership with CAAS, SIA operated 12 flights from San Francisco to Singapore over a period of three months. These flights incorporated initiatives such as the deployment of SAF, usage of fuel-efficient aircraft and optimised air traffic management measures.



2018 - 2020

SAF partnership with Swedavia

In 2018, SIA was part of a Singapore delegation on a SAF study trip to Stockholm Arlanda Airport and Geneva Airport, along with representatives from CAAS, Changi Airport Group (CAG), and the Economic Development Board (EDB).



Following the trip, SIA partnered Swedavia, the operator for Stockholm Arlanda Airport, on their SAF Incentive Scheme. Using a blend of jet fuel and SAF on SIA's flights between Stockholm and Moscow resulted in GHG emissions reductions of approximately 47 tCO₂e in FY2020/21.

2021

Feasibility study on the SAF supply chain in Singapore

A one-year joint study with CAG and Singapore government agencies

identified the sustainability performance, economic costs, and requirements for the development, deployment, and commercialisation of SAF in Singapore. The study concluded that SAF deployment in Singapore will require the active collaboration of all industry stakeholders.

2022

Signed the Global SAF Declaration and advanced the use of SAF in Singapore

SIA, together with Airbus, Rolls-Royce, and Safran, signed the Global SAF Declaration at the 2022 Singapore Airshow. The declaration committed to a steady ramp up of the development, production, and consumption of SAF over the next 10 years.



²⁸ IATA, "Net zero 2050: SAF fact sheet".

CLIMATE ACTION

2022 - 2023

Partnership with CAAS and GenZero to operationalise the use of SAF in Singapore

SIA concluded a 20-month SAF pilot in partnership with the CAAS and GenZero in September 2023. The pilot covered three main aspects:

- 1,000 tonnes of neat SAF was purchased and blended with refined jet fuel, and uplifted onto SIA and Scoot flights departing from Singapore Changi Airport in July 2022. The pilot validated the end-to-end processes of SAF deployment, including the procurement, blending, safety certification, and delivery of SAF.
- The pilot generated an equivalent of 1,000 SAF credits under the Roundtable on Sustainable Biomaterials (RSB) Book & Claim System, corresponding to approximately 2,500 tonnes of CO₂ reductions. The SAF credits were offered to corporate customers and freight forwarders for purchase, giving them the opportunity to reduce their carbon footprint, and support the development

of the nascent SAF industry. The pilot validated that transactions in SAF credits could be conducted in a trusted and transparent manner.

- Around two-thirds of the SAF credits were sold, demonstrating that there was demand for SAF credits but also showing that more support is required for wide-scale SAF adoption.

2023

The SIA Group's target to substitute 5% of the total fuel it uplifts with SAF by 2030

SIA and Scoot announced a target to replace 5% of the total fuel that they will uplift with SAF by 2030. This pledge corresponds with, and actively supports, AAPA's collective ambition to achieve 5% SAF substitution for its airlines by 2030.

SIA actively engaged with its employees across two in-person events to increase awareness of sustainable aviation. These events include the biennial LIFE event (Learning and Innovation for Everyone) attended by over 2,700 attendees from across the Group, as well as the Operations and Training Symposium held by SIA's Flight Operations Division

in 2023. SIA initiated discussions with over 100 global corporates through two webinar sessions to highlight the advantages of SAF, and provided insights into SIA's progress towards its decarbonisation goals.

2024

Singapore's SAF levy for departing flights from 2026

In 2024, CAAS announced a national target for SAF to comprise 1% of the fuel that is uplifted onto flights departing Singapore from 2026. Travellers will be charged a levy, which will go towards purchasing SAF. This target will be raised to between 3% and 5% by 2030. The SIA Group supports this initiative and will actively participate in CAAS' consultation sessions on the implementation of the levy.

Procurement of first locally produced SAF supplied to Changi Airport

To support the Singapore SAF ecosystem, the SIA Group entered into an offtake agreement for 1,000 tonnes of neat SAF with Neste. This will be used on SIA and Scoot flights departing Singapore in FY2024/25.

Pillar 4: A single global MBM to plug the emissions gap

The ICAO developed CORSIA as the first global MBM that specifically targets CO₂ emissions and works towards carbon neutral growth in international aviation. CORSIA offsets CO₂ emissions that cannot be reduced through technological advancements, operational improvements, and the use of SAF.

In 2022, the ICAO Council raised the CORSIA baseline to 85% of 2019 emissions, starting from 2024, a move backed by the aviation industry to set a more ambitious target. The SIA Group, recognising CORSIA's integral role in achieving

the industry target, has complied with the Monitoring, Reporting, and Verification (MRV) requirements since 2019. Singapore has been voluntarily participating in CORSIA since 2021, well ahead of its mandatory global implementation in 2027.

SIA also complies with the United Kingdom Emissions Trading Scheme (UK ETS), and both SIA and Scoot comply with the European Union Emission Trading Scheme (EU ETS). Both schemes are based on a "cap and trade system".

CLIMATE ACTION

Voluntary Carbon Offsets

In June 2021, in partnership with [Tasman Environmental Markets \(TEM\)](#), the SIA Group launched its Voluntary Carbon Offset Programme. This allows individual, corporate, and cargo customers the option to offset the carbon emissions from their flights by voluntarily purchasing certified carbon credits. Individuals and corporates can use their KrisFlyer miles and HighFlyer points respectively for such purchases.

The programme brings environmental and socio-economic benefits to Asian communities, including forest conservation in Indonesia, renewable solar energy projects in India, and the provision of efficient, clean burning cook stoves in Nepal.

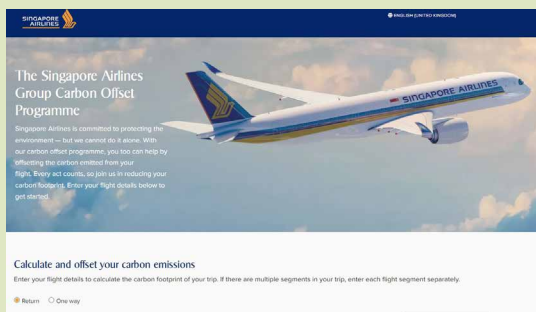
All projects are verified by independent third-party auditors under the [Verified Carbon Standard Program](#) and the [Gold Standard](#), ensuring rigorous emissions reduction integrity checks. The carbon offsets each have unique serial numbers, and are retired by TEM in the respective registries to prevent further trade.

The Group will continue to source for high-quality carbon offsets to enhance its Voluntary Carbon Offset Programme.

Start Your Carbon Offset Journey

1

Visit SIA's [sustainability webpage](#) and click on the respective links for carbon offsetting by individual travellers, corporates, and cargo partners. Individual travellers travelling on Scoot flights can also offset their carbon footprint via the webpage [link](#) as well.



2

Individual travellers can directly submit their relevant flight details and calculate emissions for offsetting, while corporates and cargo partners would need to register for a corporate account with TEM.

Your carbon offset calculation details		SGD 21.56
SIN - CDG One Way, Economy class, 1 passenger(s)	CO ₂ Emissions 828.94 KG	Cost to offset* SGD 10.78
<input type="button" value="Remove"/>		
CDG - SIN One Way, Economy class, 1 passenger(s)	CO ₂ Emissions 828.94 KG	Cost to offset* SGD 10.78
<input type="button" value="Remove"/>		

3

Purchase your carbon offsets with TEM through SIA and Scoot's dedicated microsites.

Projects Supported by the SIA Group's Voluntary Carbon Offset Programme

Rainforest Preservation

Preserving vital rainforests in Indonesia, protecting endangered species such as the orangutan, and supporting the development of local villages.



Solar Power

Developing solar energy projects across India that generate renewable electricity and support the development of local economies.



Cleaner Cooking

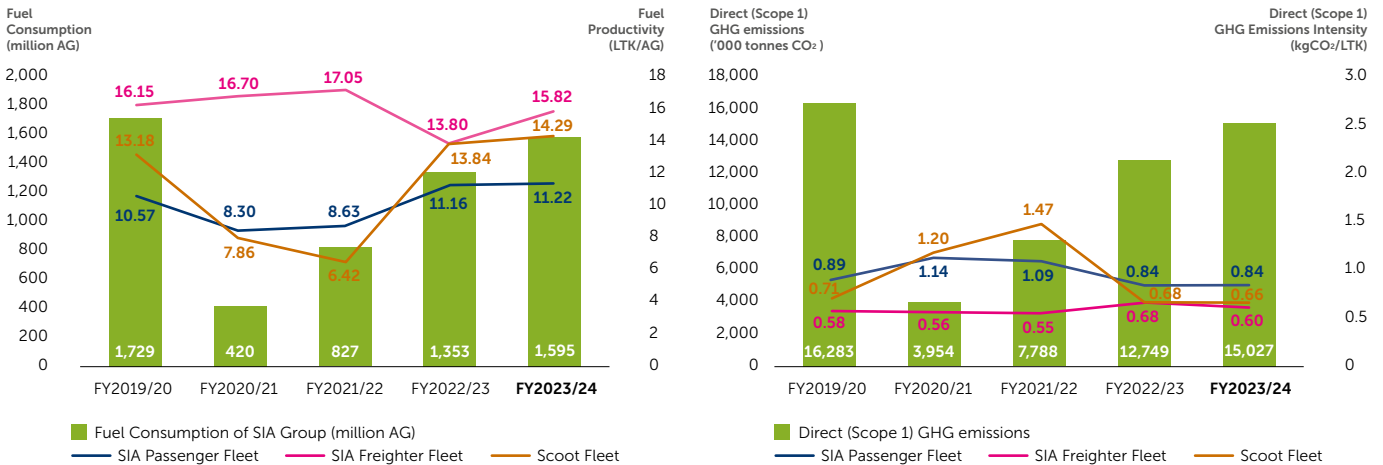
Distributing efficient, clean burning cookstoves that reduce smoke pollution and the associated health risks for villagers in Nepal.



CLIMATE ACTION

THE SIA GROUP'S SCOPE 1 EMISSIONS FROM FLIGHT OPERATIONS²⁹

305-4 305-5 302-1 302-3 302-4 305-1



SIA and Scoot’s total fleet fuel consumption rose by 17.9% from 1,353 million AG in FY2022/23 to 1,595 million AG in FY2023/24³⁰. This corresponds with the 17.9% increase in its Direct (Scope 1) GHG emissions from 12.75 million tCO₂e in FY2022/23 to 15.03 million tCO₂e in FY2023/24.

The increase in fuel consumption was mainly due to the 16% increase in passenger and cargo capacity coupled with improved passenger loads, with SIA registering a passenger load factor of 87.1%, while Scoot was at 91.2%. Demand for

air travel remained buoyant throughout the year, boosted by a rebound in North Asia as China, Hong Kong SAR, Japan and Taiwan fully reopened their borders.

Underscoring their commitment to mitigate emissions from flight operations, SIA and Scoot have continued to implement fuel reduction and efficiency measures across their aircraft fleet to reduce its GHG emissions. This concerted effort resulted in an estimated GHG emissions saving of 117,741 tCO₂e in FY2023/24.



²⁹ Please refer to the Appendix for definitions and methodologies. Given SilkAir’s integration into SIA in FY2021/22, SilkAir’s past data can be found in the Supplementary Sustainability Data section in the Appendix chapter.

³⁰ There are mislabelling errors due to the wrong colours used to represent a) SIA Passenger Fleet, b) SIA Freighter Fleet and c) Scoot Fleet in the infographic in the FY2022/23 Sustainability Report. This has been corrected in the FY2023/24 Sustainability Report.

CLIMATE ACTION

ENERGY CONSERVATION ON THE GROUND

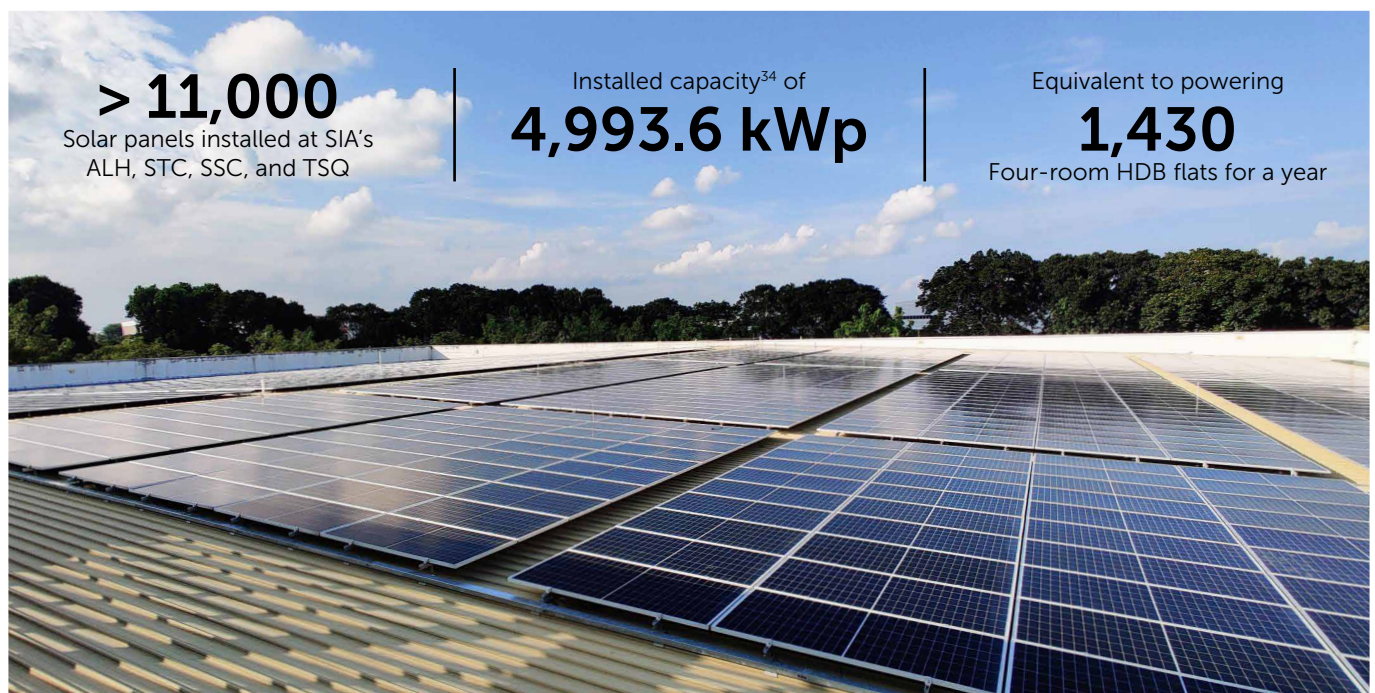
Recognising that buildings account for approximately 39% of global energy-related GHG emissions³¹, the SIA Group seeks to transition towards a decarbonised environment by retrofitting and renovating its offices, helping to reduce resource use and increase efficiency.

Energy Reduction Initiatives³²

The SIA Group conducts performance assessments on major building equipment, while considering refurbishment and upgrade plans. Since FY2019/20, SIA has implemented the following significant energy reduction initiatives:

No.	Energy Reduction Initiatives since FY2019/20	Completion	Expected Annual Energy Savings (MWh)	Scope 2 GHG emissions avoided ³³ (tCO ₂ e)
1	Replacement of metal halide lamps with LEDs at SIA Supplies Centre (SSC)	FY2020/21	233	97
2	Installation of Solar panels at Airline House (ALH), SIA Training Centre (STC), and TechSQ (TSQ)	FY2021/22	6,372	2,656
3	Installation of Solar Panels at SSC	FY2023/24		
4	Retrofitting of Air-handling units in ALH with energy-efficient electrically commutated motors	FY2023/24	187	78
5	Consolidation of chiller plants in STC and TSQ into a centralised system	FY2023/24	923	385
Total:			7,715	3,216

Adoption of Renewable Energy



Solar panels installed at TechSQ

³¹ Global Alliance for Buildings and Construction & International Energy Agency, "Global Status Report 2018".

³² Due to rounding, the figures presented may not add up precisely to the absolute totals indicated.

³³ Please refer to the Appendix for the 2022 EMA Singapore grid emission factor used in the computation.

³⁴ Erroneous units for "installed capacity" of solar panels were used in FY2022/23 Sustainability Report. Units are corrected from "MWp" to "kWp".

CLIMATE ACTION



Solar panels installed at the SIA Supplies Centre

With the solar photovoltaic (PV) system in SSC becoming operational in June 2023, all SIA-owned buildings in Singapore are now equipped with solar energy capabilities. The solar panels installed on SIA-owned buildings are expected to generate 6,372 MWh of renewable energy annually. Of this amount, 5,379 MWh of clean energy was consumed in FY2023/24, equivalent to offsetting 2,242 tCO₂e.

Since their installation in June 2023, the solar panels have significantly contributed to meeting part of SSC's energy demands. The more than 1,300 Solar PV panels, which have a total capacity of 731 kilowatts peak (kWp), have generated 47.1% of the building's electrical demand. This moves SIA closer to its target for SSC to achieve at least 50% of its energy requirements through self-generated renewable energy. SIA will continue to explore using Renewable Energy Certificates (REC) to meet SSC's remaining energy demands.

The solar panels help to power onsite operations at various locations, with the surplus power that has been generated channelled to Singapore and CAG's electrical grids.



CASE STUDY

SIA's Transition to a High-Efficiency, Consolidated Chiller System

In October 2023, SIA commissioned a modern chiller plant to cater to the cooling requirements of both STC and TSQ. This combined plant reduced electricity use by 30%, saving an expected 923,000 kWh and reducing GHG emissions by 385 tCO₂e annually.

Given air conditioning's significant impact on SIA's Scope 2 carbon footprint, enhancing the efficiency of the chiller plant was vital. Its advanced features such as magnetic bearings for a quieter and more resilient operation, as well as predictive maintenance capabilities adheres to the Green Mark Platinum standards set by Singapore's Building and Construction Authority (BCA).



CLIMATE ACTION

Improving Building Infrastructure

In December 2022, STC and TSQ were awarded BCA's Green Mark Platinum certification, the highest accolade for environmental performance. This aligns with the Singapore government's Green Plan 2030 of greening 80% of Singapore's buildings (by gross floor area) by 2030 and is in line with SIA's Sustainability Policy and Climate Action Pledge. SIA aims to attain the BCA Green Mark Certification for all its owned buildings in Singapore by FY2026/27. Initiatives such as the retrofitting of chillers and installation of energy-efficient lighting at ALH and SSC are key steps towards attaining these certifications.



Greener Transportation

SIA manages ground operation GHG emissions by ensuring all its diesel- and petrol-powered vehicles comply with the National Environment Agency's (NEA) emission regulations. This includes regular inspections, such as the annual Chassis Dynamometer Smoke Test to ensure that smoke opacity limits adhere to local standards. SIA is also progressively acquiring cleaner energy vehicles for airside usage, resulting in reduced petrol consumption and higher fuel efficiency.



CLIMATE ACTION

THE SIA GROUP'S SCOPE 2 EMISSIONS FROM BUILDINGS AND OFFICES³⁵

302-1

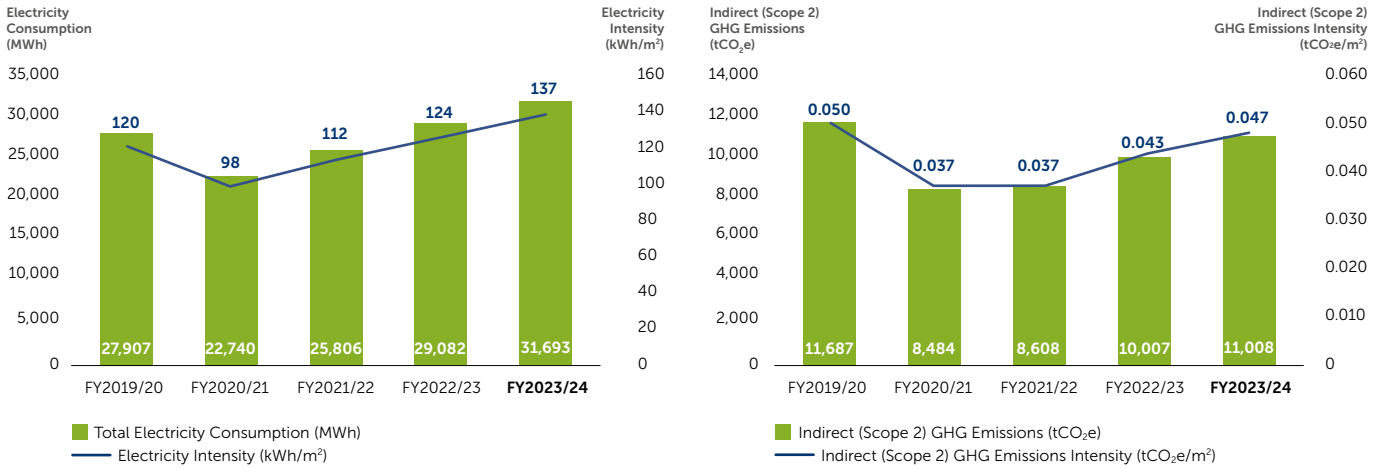
302-3

302-4

305-2

305-4

305-5



The total electricity consumption at the SIA Group's buildings and offices³⁶ increased by 9% from 29,082 MWh in FY2022/23 to 31,693 MWh in FY2023/24. The increase in electricity consumption was due to increased business activities across all premises and expansion of the reporting scope, which also includes electricity consumption from premises operated by SIA's non-listed subsidiaries.

Correspondingly, electricity intensity increased by 10% from 124 kWh/m² in FY2022/23 to 137 kWh/m² in FY2023/24. With the complete installation of solar panels on the roofs of SIA-owned buildings in Singapore, 5,379 MWh of renewable energy was consumed in FY2023/24. This represents 17% of the SIA Group's total electricity consumption for its buildings and offices³⁶.

Energy indirect (Scope 2) GHG emissions increased by 10% from 10,007 tCO₂e in FY2022/23 to 11,008 tCO₂e in FY2023/24, while the indirect emissions intensity (Scope 2) increased by 11% from 0.043 tCO₂e/m² to 0.047 tCO₂e/m² over the same time period.

Alongside its commitment to attaining the BCA Green Mark Certification, SIA aims to achieve a 10% reduction in electricity consumption in its four buildings by FY2029/30, from FY2019/20 levels. In FY2023/24, all four SIA-owned buildings (Airline House, SIA Training Centre, TechSQ, SIA Supplies Centre) are fully installed with rooftop solar panels and commissioned for use.

THE SIA GROUP'S SCOPE 3 EMISSIONS FROM OTHER VALUE-CHAIN ACTIVITIES³⁷

305-3

In FY2022/23, following the TCFD recommendations, SIA began creating an inventory of its Scope 3 GHG emissions. This deepens the understanding of SIA's environmental impact, which will help to shape more precise emission reduction targets.

The Group will continue to refine its emissions accounting and data collection process through a phased, multi-year strategy. By broadening the scope and analysis of its calculations, SIA aims to offer a more comprehensive representation of its Scope 3 emissions in future reports. SIA will continue to engage with its suppliers and stakeholders to identify opportunities to reduce emissions and to collaborate on sustainability initiatives.

³⁵ Please refer to the Appendix for definitions and methodologies.

³⁶ Locations include SIA-owned buildings (Airline House, SIA Supplies Centre, SIA Training Centre, and TechSQ) and leased offices in Singapore. It also includes premises leased by SIA's non-listed subsidiaries.

³⁷ Due to rounding, the numbers presented may not add up precisely to the absolute totals indicated.

CLIMATE ACTION

Categories of Scope 3 Emissions		FY2022/23 Emissions (tCO ₂ e)	FY2023/24 Emissions (tCO ₂ e)	% Change	Methodology Difference/Expansion in Scope	Entity
1	Purchased goods and services	96,718	248,055	256%	For FY2023/24, SIA has used a spent based methodology which will account for majority of SIA's operating expenses under purchased goods and services. This results in an expansion of coverage for supplier specific emissions as compared to last year. Scoot will continue to report their emissions based on services rendered by SATS Ltd only.	SIA and Scoot
2	Capital goods ³⁸	173,895	319,629	84%	No difference in methodology. Increase is largely attributed to more deliveries of aircraft assets in FY2023/24.	SIA Group
3	Fuel and energy related activities ³⁸	2,701,336	3,195,678	18%	No difference in methodology.	SIA Group
4	Upstream transportation and distribution	13,245	14,035	6%	For FY2023/24, SIA has used a spent based methodology which will account for majority of SIA's expenses related to upstream transportation and distribution. This results in an expansion of coverage for supplier specific emissions as compared to last year. Scoot will continue to report their emissions based on services rendered by SATS Ltd only.	SIA and Scoot
5	Waste generated in operations	1,150	2,217	93%	In FY2023/24, SIA identified additional waste streams across their operations and has included them in this year's Category 5 reporting	SIA
6	Business travel	92	370	400%	SIA has expanded the coverage of business travel on other airlines as compared to only local land travel in FY2022/23. For FY2023/24, Category 6 emissions also includes business travel data from Scoot on land transport.	SIA and Scoot
7	Employee commute	8,885	9,669	9%	SIA has adjusted its methodology for employee mode of transportation and is able to better approximate the emissions related to Category 7 employee commute in FY2023/24. For FY2023/24, Category 7 emissions also includes employee commute data from Scoot.	SIA and Scoot
8	Upstream leased assets	-	-	-	Category 8 is not applicable to SIA as emissions from leased assets are accounted for in SIA's Scope 1 and 2 emissions disclosure.	SIA
14	Franchises	-	-	-	Category 14 is not applicable to SIA as SIA does not operate any franchises.	SIA
Total³⁸		2,995,321	3,789,653			

³⁸ In FY2023/24, SIA has expanded its Scope 3 disclosures to include more categories. Hence, FY2022/23 total Scope 3 emissions has been restated.

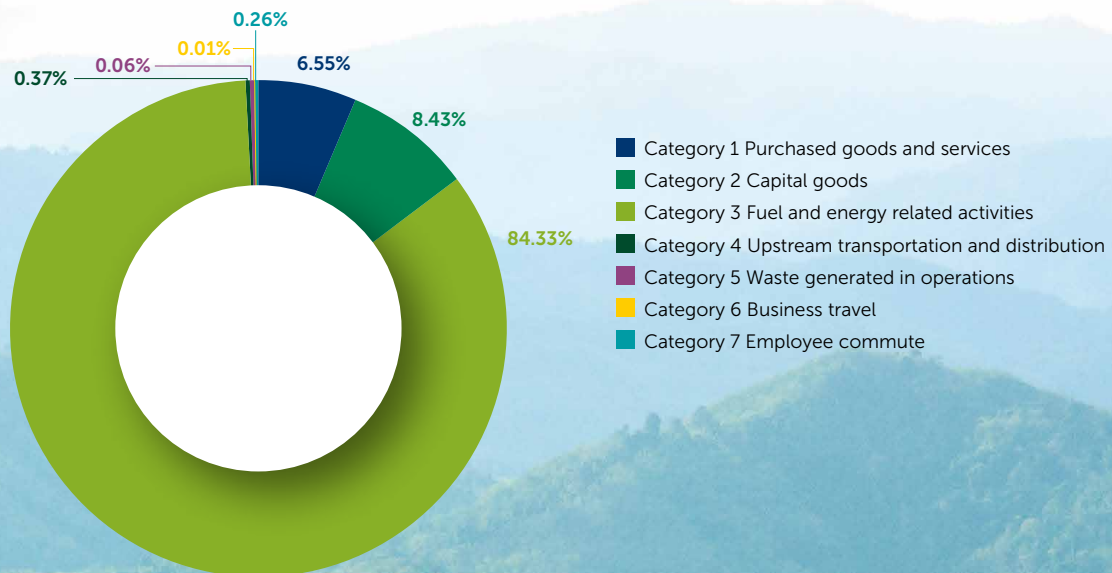
CLIMATE ACTION

For FY2023/24, the SIA Group has expanded the coverage for Scope 3 disclosure to upstream categories (1-7) as well as evaluated category 8 and 14. This year, SIA has also made various improvements to its accounting methodology which resulted in significant increase in emissions. Overall, the top three categories with the largest emissions are 1, 2 and 3, which account for 99% of the total Scope 3 emissions. Additionally, categories 2 and 3 will include emissions from the Group while categories 1, 4, 6 and 7 will include emissions from Scoot.

The SIA Group will also be including the emissions data of its Scope 3 category 2 and 3 from FY2022/23, which was previously not disclosed, in the Supplementary Sustainability Data in the Appendix chapter of this sustainability report.

The SIA Group will continue to evaluate its downstream categories and continue the expansion of Scope 3 emissions disclosures across all 15 categories in future reports.

SIA Group Scope 3 Emissions (tCO₂e) for FY2023/24³⁹



³⁹ Due to rounding, the percentage presented may not add up precisely to the absolute totals indicated.

RESOURCE MANAGEMENT

PACKAGING, MATERIALS, AND WASTE MANAGEMENT 3-3 306-1 306-2 306-3 306-4 306-5

As part of the Group's commitment to minimise its environmental footprint, the Group adopts the 5R principles - Refuse, Reduce, Reuse, Repurpose, and Recycle - across its operations.



The SIA Group adopts a four-pronged approach to manage waste:

- Reducing waste generation through the adoption of digital technologies, as well as introducing waste and materials reduction initiatives across its operations
- Reducing waste disposal through recycling, reusing, and repurposing of materials
- Implementing operational improvements to reduce waste generation and disposal
- Building partnerships with like-minded industry partners to explore new waste management opportunities

In-flight Waste Management

Aircraft cabin waste comprises two primary waste streams: cleaning waste and catering waste.



Cleaning waste is collected from cleaning operations within the aircraft, including waste from seatback pockets and lavatories.

food and beverage leftovers. This helps SIA to develop a more structured and targeted approach to managing catering waste.



Catering waste is generated by in-flight meals and beverages, including food and packaging that are returned to the galley carts, static bins, or compactor boxes.

Scout is aligned with SIA on its in-flight waste management approach. Working with Asia Pacific Star Pte Ltd (APS), a subsidiary of SATS Ltd, it seeks to develop a more structured and targeted approach in managing catering waste.

SIA and Scoot do not collect, store, or dispose of cabin waste. These activities are handled by contracted cleaners and caterers, who are subject to the relevant national waste management controls. The Group works closely with its caterers worldwide to manage cabin waste, and conducts audits to better understand the waste composition.

SIA and Scoot also regularly review their use of single-use plastics (SUP) in-flight to identify items that can be replaced with more sustainable materials.

Since working with SATS Ltd from July 2020 to monitor catering waste generated on its inbound flights, SIA discovered that most waste comprises

In FY2023/24, SIA participated in cabin waste audits with the Aviation Sustainability Forum. This will help develop an audit process and common industry standards for cabin waste measurement, including waste from lavatories, seatback pockets and trash compactors.

RESOURCE MANAGEMENT

Managing Materials and Waste

SIA reduces its use of materials and waste by:

Improving Menu Design and Food Preparation Processes

Food wastage is a prevalent issue in the airline industry, with 20% of cabin waste comprising unconsumed food and beverages⁴⁰. SIA works closely with catering partners to improve its menu options and preparation processes.

Pre-ordering of Meals and Skip Meal Option to Reduce Food Waste

SIA's customers can indicate if they wish to skip meals, when managing their bookings on its website or mobile app prior to their flight. This results in more accurate uplift of meals, reducing food waste.

Reducing Waste from In-flight Amenities

Since FY2019/20, in-flight amenities and amenity kits are available on request to SIA's Business Class, Premium Economy Class, and Economy Class customers.

Digitising Work Processes

SIA implemented several initiatives to digitise its in-flight work processes to improve productivity and reduce paper usage. These include:

- Phasing out hard copy comment forms and encouraging customers to submit their feedback online. This also allows customer feedback to be easily tracked and investigated.
- Accepting electronic signatures across the organisation.

- Ceasing the submission of Onboard Service Lists (OSLs) since May 2020. Cabin crew can access the passenger list and details via the Beyond Excellent Service through Technology (BEST) application, while ground staff can use the electronic OSL portal.
- Digitising the Cabin Safety Equipment Checklist, Aircraft Quick Reference Guide Cabin Safety Instructions, and security bulletins.
- Digitising the Cargo Digital Checklist, which the operations teams use to record cargo handling discrepancies.

SIA is also reviewing alternative sustainable materials for the Safety and Emergency Procedures cards, and digitising the Aircraft Certificate File which is found on board every aircraft on the eCert app.

Reusable Economy Class Earphones

In 2020, the Economy Class earphones were modified from a double-jack to a single-jack design, allowing customers to reuse them on their personal devices after their flights.



Double-jack earphone

Replaced with



Convertible double-jack/
single-jack earphone



CASE STUDY

The Upcycling Project

The Upcycling Project brought together 15 homegrown and international brands in a creative collaboration with SIA to produce a range of exclusive lifestyle and fashion products, breathing new life into materials, such as aircraft parts and in-flight service items from SIA's retired aircraft. Unique retail products and art pieces created include pouches and wallets made from life vests, and furniture made from the Airline's Business Class seats and fuselage. Notable brands that participated include Bynd Artisan, CHARLES & KEITH, Supermama, and Tocco Toscano. Other examples of upcycling include repurposing aircraft skins to baggage tags, life vests to carrier bags, Business Class leather seats to handbags.



Aircraft skin

Repurposed into



Baggage tags



Life vests

Repurposed into



Carrier bags, pouches

⁴⁰ IATA, [Cabin Waste Handbook](#)

RESOURCE MANAGEMENT



In-flight Packaging

Using Alternative Packaging Materials

SIA is committed to re-evaluating its packaging materials to reduce its environmental impact. For example, SIA has removed SUP such as straws and swizzle sticks, as well as packaging for children's toys, sleeper suits, and teddy bears.

In collaboration with SATS Ltd, SIA uses meal boxes made of Forest Stewardship Council (FSC) certified paper, paper dessert boxes and bamboo cutlery wrapped in paper on selected short-haul Economy Class flights

Scout has also replaced its plastic drink stirrers with wooden stirrers since October 2022.

New Premium Economy Class In-flight Amenity Kit

SIA has partnered with *Out of the Woods*, a US-based manufacturer of lifestyle products, to introduce a new amenity kit for Premium Economy Class customers. The amenity pouch is made of FSC-certified kraft paper fabric. It includes eyeshades and slippers made of recycled polyethylene terephthalate (PET) material, and a lip balm packaged in biodegradable material.

Performance of SIA's In-flight Waste Reduction Efforts

Since FY2021/22, SIA has tracked the amount of catering waste generated and recycled from its in-flight operations. SATS Ltd is responsible for the collection, recycling, or disposal of this waste for SIA's inbound flights. SATS Ltd conducts monthly waste audits and logs the data in a database. For enhanced data integrity, detailed waste audits take place biannually, supplementing the monthly audits.

In FY2023/24, the total amount of waste generated in SIA's flight operations increased by 63% from 1,971 tonnes to 3,218 tonnes. This was primarily due to an increase in flight operations as more countries reopened their borders.

In-flight recycled waste went down from 300 tonnes in FY2022/23 to 54.5 tonnes in FY2023/24. A recycling rate of 1.7% was achieved, with a total of 29.6 tonnes of glass waste and 24.9 tonnes of paper being recycled.

RESOURCE MANAGEMENT

Ground Waste Management

SIA aligns its waste management approach with Singapore's Zero Waste aspirations, which include reducing waste sent to Singapore's Semakau Landfill and increasing the country's overall recycling rate⁴¹. In FY2023/24, SIA continued to implement initiatives targeting two main waste streams: municipal waste (for example food, paper, plastic), as well as electrical and electronic waste (e-waste).



Reducing Paper Name Cards One at a Time

SIA replaced traditional paper name cards with QR-code based digital cards that can be accessed via its 1SQ mobile app. This initiative started in July 2019, and is projected to save approximately 59 reams of paper annually.



Reducing Plastic and Paper Waste

SIA's Engineering Division has multiple initiatives to reduce plastic and paper waste. These include:

- Using bubble wrap machines that dispense the precise amount of wrap needed to pack aircraft spare parts
- Switching from 80 microns low density polyethylene plastic bags to 60 microns to pack aircraft spare parts
- Digitising forms and approval processes to reduce paper waste



Reusing Aircraft Parts for Safety Training

Since FY2021/22, safety training for pilots and cabin crew has been conducted using equipment from retired aircraft such as seats and smoke hoods. These aircraft parts are still functional, and restored to operational conditions and approved for training purposes by SIA's Flight Operations Division.



Recycling E-Waste at SIA's Offices

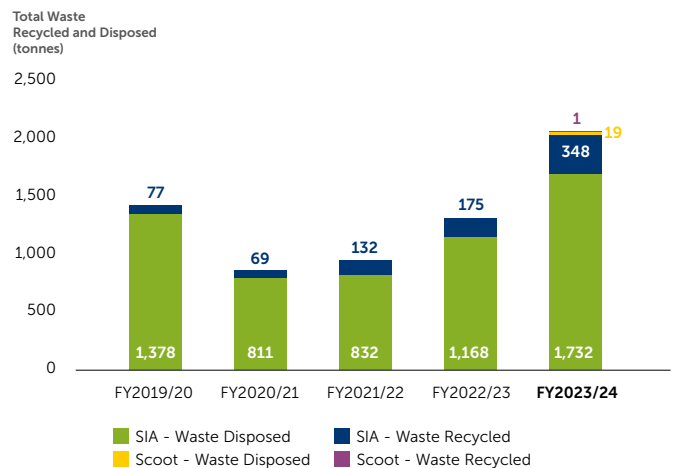
SIA's *Let's Erase e-Waste* campaign, which was launched in 2016, encourages staff to discard e-waste responsibly. It aims to foster a recycling habit within the organisation by placing e-waste disposal bins across its four offices in Singapore. In FY2023/24, four tonnes of e-waste were recycled.

Ground Packaging

Complying with Stricter Packaging Legislation

Under the Mandatory Packaging Reporting (MPR) framework of the Resource Sustainability Act, producers of packaged products must submit packaging data and their 3R (Reduce, Reuse, Recycle) Plan to the NEA. SIA, Scoot, and KrisShop follow MPR rules by collecting relevant material information on their packaging products such as material type, percentage of recycled content, as well as the corresponding weights.

Performance of SIA and Scoot Ground Waste⁴²



The total ground waste generated from SIA's and Scoot's owned buildings and leased offices⁴³ in Singapore increased by 56.4% from 1,343 tonnes in FY2022/23 to 2,100 tonnes in FY2023/24 due to the expansion of reporting scope this year, which includes waste generated from SIA leased premises in the SilverKris lounges (SKLs) at the airport, Scoot's offices, engineering waste (e.g. aircraft metal scraps) and waste from SIA's warehouse operations. A total of 349 tonnes of ground waste in FY2023/24 was recycled by contracted waste vendors, equivalent to 16.6% of total ground waste. The breakdown of recycled waste includes paper, plastics, ferrous metals, glass, textiles, and wood.

General waste is collected and managed by general waste collectors licensed by NEA. The waste is sent directly to an incineration plant, or to a material recovery facility for further sorting and destruction. The weight of waste for both general waste and recyclable waste streams are recorded by the waste collectors and shared.

⁴¹ NEA | Sustainable and Resource Efficient Singapore.

⁴² Please refer to the Appendix for definitions and methodologies.

⁴³ Locations covered include SIA-owned buildings (Airline House, SIA Supplies Centre, SIA Training Centre, and TechSQ), SIA leased premises (SKLs at the airport) and offices leased by Scoot in Singapore.

RESOURCE MANAGEMENT

WATER CONSERVATION PR-7 PR-8 PR-9

SIA's Water Conservation Efforts

SIA's water management initiatives primarily focus on reducing usage through the installation of water-saving devices, and the harvesting of rainwater and ground water. All wastewater from sanitary facilities and washing activities are discharged to government-operated water reclamation plants for treatment, as is surface water that is channelled to open drains. SIA's commercial activities do not generate industrial effluents.

In line with the Ministry of Sustainability and the Environment's Clean Water Policy, SIA strives to enhance the efficiency of its water use across its various buildings. Existing and ongoing water conservation and improvement initiatives include:



- Harvesting rainwater that is suitable to flush and water the external landscape. In FY2023/24, 8,756m³ of water was conserved because of rainwater harvesting efforts.
- Recycling ground water at ALH for flushing and irrigation purposes. The ground water collected was about 16,449m³ in FY2023/24. Together with the harvested rainwater, the total water harvested amounted to 25,204m³, meeting 100% of ALH's total demand for non-potable water.
- Studying the collection and reuse of condensate water from air-conditioning units, as well as the treatment of surface water for cooling towers, to reduce reliance on potable water.
- Displaying educational posters provided by the Public Utilities Board (PUB) in washrooms and public hand wash areas in the canteen to encourage water conservation.
- Conducting regular water audits and submitting water efficiency management plans to PUB annually.
- Replacing manual flush valves and water taps with sensor-operated models with at least three ticks based on PUB's Water Efficiency Labelling Scheme (WELS). These models can reduce water usage by up to 40%.

In recognition of SIA's water conservation efforts, the Airline attained the PUB Water Efficiency Building Certificates for four SIA-owned buildings, namely ALH, SSC, STC, and TSQ.

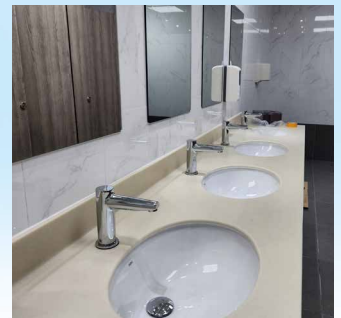


CASE STUDY

Installing of Sensor-operated Sanitary Fittings in SIA's Office Buildings

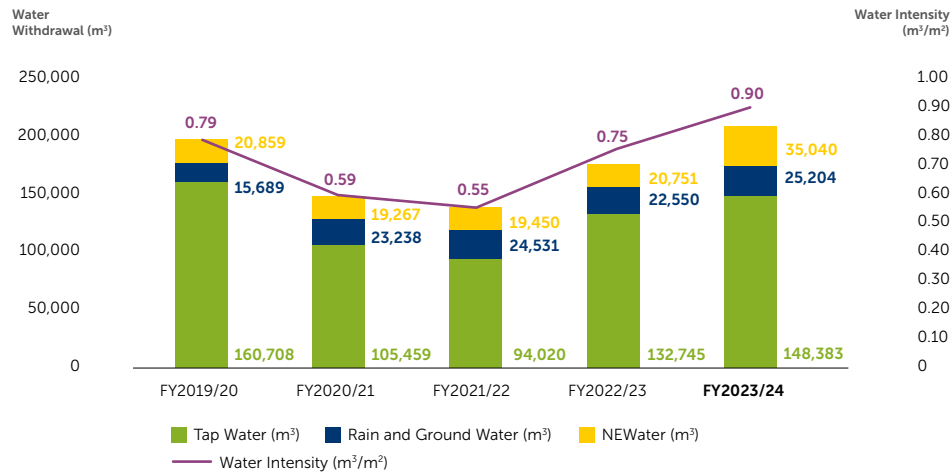
In line with SIA's commitment to water and energy efficiency, all manually operated flush valves and water taps in ALH, SSC, STC, and TSQ common washrooms have been upgraded to sensor-operated types that comply with PUB's Mandatory Water Efficiency Labelling Scheme (MWELS) and are rated 3-ticks. These fittings enhance water use efficiency by up to 60%, and curtail potential contamination points.

In FY2023/24, the washrooms in SSC were given an uplift and now comes with new sanitary fittings and energy-efficient lighting systems. The lighting systems which uses motion sensor controlled LEDs, reduce energy use by up to 65%.

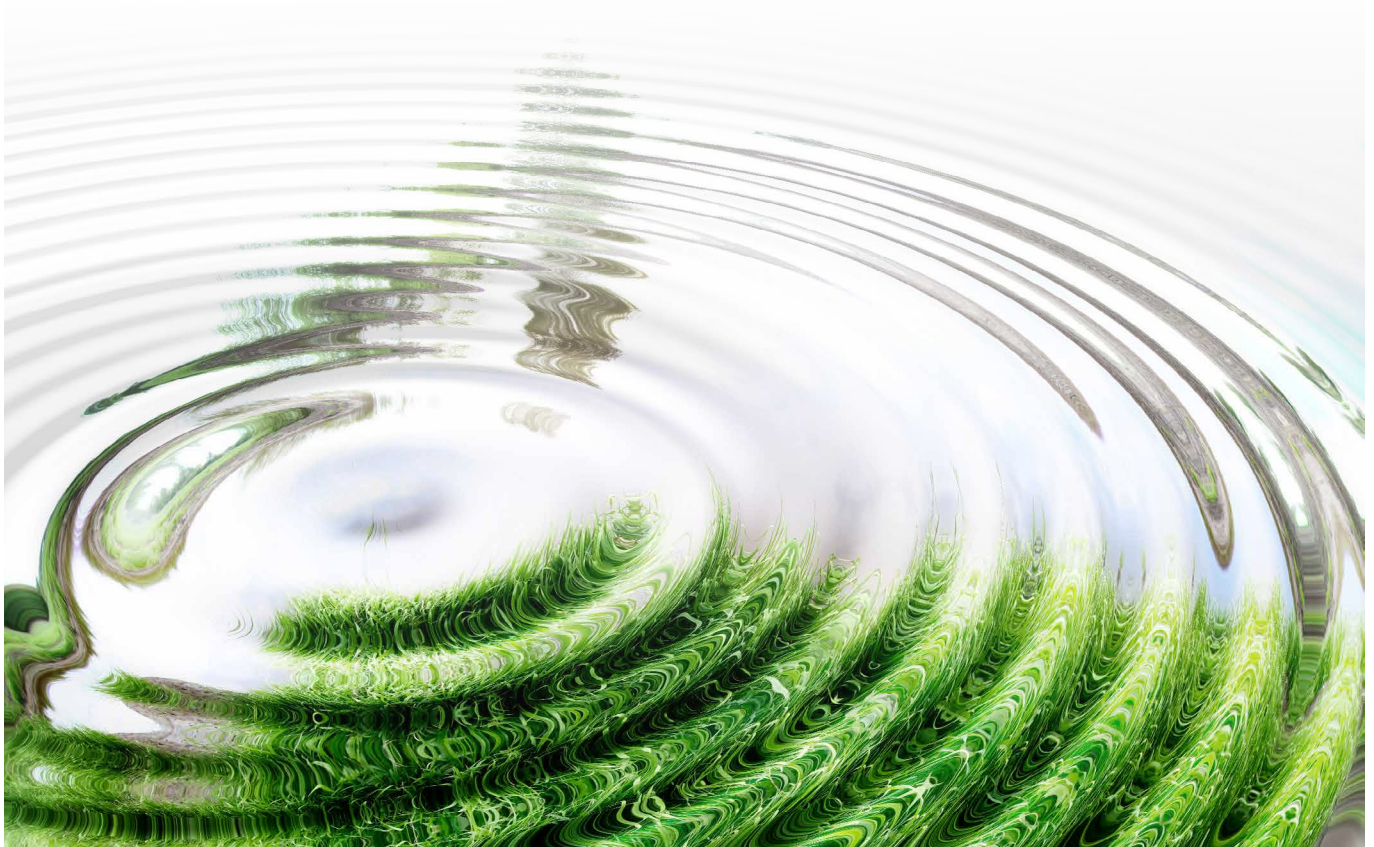


RESOURCE MANAGEMENT

Water Performance of the SIA Group's Properties and Offices in Singapore⁴⁴



Water withdrawn from the SIA Group's buildings and offices⁴⁵ increased by 18.5% from 176,046m³ in FY2022/23 to 208,627m³ in FY2023/24. Water intensity figures also saw an increase of 20.0% from 0.75 m³/m² in FY2022/23 to 0.90 m³/m² in FY2023/24. The changes in water withdrawn and water intensity were due to expansion of reporting scope this year which includes water withdrawn from offices of SIA non-listed subsidiaries.



⁴⁴ Please refer to the Appendix for definitions, methodologies, and reasons for and effect of restatements.

⁴⁵ Locations include SIA-owned buildings (Airline House, SIA Training Centre, SIA Supplies Centre and TechSQ) and leased offices in Singapore. It also includes premises leased by SIA's non-listed subsidiaries.

POLLUTION CONTROL

NOISE

PR-7

PR-8

PR-9

Aircraft engines contribute to noise pollution, especially during landing and take-off. SIA regularly explores noise reduction strategies to reduce its impact on communities near airports.

Complying with stringent ICAO noise standards, the SIA Group invests in newer and quieter aircraft, and adopts appropriate noise abatement procedures in the airport vicinity.

As of FY2023/24, all SIA and Scoot aircraft meet the ICAO Chapter 4 noise standard. SIA has also placed an order for 31 Boeing 777-9s, which will have up to eight decibels noise levels below Stage 5 Aircraft Noise Standards margin.

Scoot's new Embraer E190-E2 aircraft are also fitted with quieter engines that meet ICAO's chapter 14 noise certification standards.

OTHER POLLUTANTS

PR-7

PR-8

PR-9

Jet fuel combustion also results in emissions such as nitrogen oxides (NO_x), sulphur oxides (SO_x), carbon monoxide (CO), particulate matter (PM), and other trace compounds that affect air quality⁴⁶. Improved engine designs have decreased NO_x and CO emissions over time.

SIA and Scoot adhere to ICAO's international standards for NO_x, CO₂, hydrocarbons, and exhaust levels from aircraft engine emissions. This applies to new aircraft designs as of 2020, as well as new deliveries of in-production aircraft types from 2023.

SIA's Boeing 747-400F and Scoot's Airbus A320ceo aircraft comply with the 1998 ICAO CAEP/4 and 2004 ICAO CAEP/6 emissions standards respectively, while the SIA Group's remaining aircraft fleet meet the more stringent CAEP/8 standards.



⁴⁶ [IATA, "Local Air Quality"](#).

BIODIVERSITY

BIODIVERSITY PR-8

Harapan Rainforest Initiative

SIA has been involved in forest conservation since 2010 as the exclusive airline partner for the Harapan Rainforest Initiative. Known as Hutan Harapan and managed by PT REKI, this project aims to conserve over 98,555 hectares of biodiverse lowland tropical rainforest in Sumatra, Indonesia. This area is home to over 1,350 documented animal species, including the critically endangered Sumatran tiger and Sumatran elephant.

Progress Made in Hutan Harapan in FY2023/24

Biodiversity Monitoring



Photo Credit: Hutan Harapan

BIODIVERSITY

Forest biodiversity faces threats like destruction, degradation, and fragmentation, along with species-specific threats such as diseases, poaching, and wildlife trafficking. Hutan Harapan identifies, monitors, and manages species of conservation concern in the ecosystem restoration area.

As of FY2023/24, over 60 camera traps were installed in the Hutan Harapan area, recording over 50 animal species. One bird survey was conducted, with over 1,400 birds across 135 bird species recorded.

PT REKI plans to expand the biodiversity monitoring system, which will help SIA measure the success of its biodiversity conservation efforts.

The long-term success of key species monitoring relies on the commitment and capacity of local communities that have a stake in biodiversity conservation. Such biodiversity monitoring work will be integrated into the community partnership, women's empowerment, and forest protection work.

Buckingham Palace Declaration

Wildlife crime is a billion-dollar industry that has grown globally due to increased transport connectivity. This affects the aviation sector, with an average of 20,000 illegal wildlife seizures occurring annually worldwide at airports. This results in economic, legal, reputational, and safety risks for the aviation industry.

The United for Wildlife Transport Taskforce was established in 2014 to disrupt this trade. On 15 March 2016, the taskforce's member organisations, including SIA, signed the Buckingham Palace Declaration at Buckingham Palace, committing the signatories to taking steps to shut down the routes exploited by these traffickers.

In 2024, Scoot signed the Buckingham Palace Declaration, joining the United for Wildlife transport taskforce as well.

The Declaration's 11 commitments aim to raise standards across the transportation industry, with a focus on information sharing, staff training, technological improvements, and resource sharing with organisations around the world. SIA and Scoot continue to uphold this pledge against illegal wildlife trade.

Doing Our Part to Raise Awareness on Illegal Wildlife Trade

Illegal wildlife trade is a complex problem that requires the cooperation of multiple stakeholders. SIA helps to raise awareness about the implications of this illicit activity to its employees and the public.

- **2017:** SIA's first Illegal Wildlife Trafficking Awareness Workshop for SIA and Singapore Changi Airport staff was held in collaboration with IATA, the Agri-Food and Veterinary Authority of Singapore, and Wildlife Reserves Singapore. Training was conducted by TRAFFIC, a leading non-governmental organisation working globally on trade in wild animals and plants.
- **2019:** SIA worked with Singapore Changi Airport and TRAFFIC on a staff training workshop, specifically for check-in agents and ground handlers.
- **2020:** At the *Inside Singapore Airlines* event, which welcomed more than 2,000 members of the public, a booth was set up to raise awareness of illegal wildlife trade as part of SIA's sustainability showcase.
- **2021:** SIA's efforts towards staff training and education were showcased in the United for Wildlife South East Asia and Australasia Chapter meeting.
- **2023:** SIA conducted two in-person awareness raising sessions in partnership with BirdLife International that were attended by over 80 participants.
- **2023-2024:** SIA held one in-person event and two webinars to raise internal stakeholder awareness on the risks of illegal wildlife trade in cargo operations. These events were attended by over 100 participants.



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

OVERVIEW

As part of the SIA Group's commitment to transparent and effective climate governance, SIA has been reporting its efforts in addressing climate-related risks and opportunities since the FY2022/23 SIA Sustainability Report. This section offers an updated overview of the progressive implementation of the TCFD recommendations across four key areas: Governance, Strategy, Risk Management, and Metrics and Targets.

In preparation for the new International Sustainability Standards Board (ISSB) disclosure requirement⁴⁷, which builds on the TCFD reporting framework, the Group is dedicated to continuously strengthening its climate reporting efforts. This includes conducting a more detailed, scenario-based quantitative analysis to assess the financial impact of key climate-related risks and opportunities identified within its operations.

CLIMATE-RELATED RISKS AND OPPORTUNITIES

3-3

PR-7

PR-8

PR-9

Governance

The SIA Board provides oversight of sustainability and climate matters in SIA through the establishment of various Board Committees. These committees are supported by SIA Senior Management in setting out the strategy, roadmap and management of material ESG factors, as well as the management of climate-related risks and opportunities. This includes performance metrics, targets, policies, processes and tracking thereof.

Board Committees are delegated with responsibilities to review relevant risks and controls under their respective purview, and regularly report the outcomes of these reviews to the Board.

BOARD

The Board's oversight of climate-related issues is outlined below:

- **Customer Experience, Technology and Sustainability Committee (CETSC)** is responsible for overseeing climate-related risks and opportunities from a strategic angle. Key sustainability risks are regularly surfaced to CETSC through the Group-wide Annual Risk Management Review (ARMRE) or as part of ongoing review of risks under the SIA Group's Risk Management Framework. As required, climate-related opportunities are surfaced to CETSC for deliberation. This ensures that climate-related risks and opportunities are taken into consideration in developing strategies and prioritising business plans.
- **Board Safety and Risk Committee (BSRC)** oversees the SIA Group's overall risk governance system to ensure that a sound risk management framework is in place for the Group. In terms of key risk areas, the BSRC oversees operational and safety risks. BSRC also coordinates the distribution of relevant risks that come under the purview of other Board Committees for oversight.
- **Board Audit Committee (AC)** ensures compliance with Stock Exchange and legal requirements. This includes regulatory compliance for climate-related financial disclosures, internal reviews, and approval of assurance reports.
- **Board Executive Committee (ExCo)** sets and reviews policies, directions, and guidelines on the Group's participation in carbon markets to respond to climate-related risks and opportunities.

SENIOR MANAGEMENT

The Board Committees are further supported by SIA Senior Management:

- **Management Committee (MC)** is chaired by SIA Chief Executive Officer (CEO) and supports the SIA Board in periodic reviews and assessments of the potential and actual impact of SIA's activities on the economy, environment, and people, as well as periodic updates to the Board on significant developments and/or key sustainability matters as required. MC is informed by the Sustainability Steering Committee.
- **Sustainability Steering Committee (SSC)** is comprised of selected SIA Senior Management representatives from key business units directly involved in sustainability and climate matters and is chaired by SIA Chief Sustainability Officer (CSO). SSC manages climate-related risks and opportunities for climate reporting, including the development and review of climate targets.
- **Group Risk Compliance and Management Committee (GRCMC)** is chaired by SIA CEO and comprises company heads and key appointment holders overseeing risk management in the respective companies under the SIA Group. GRCMC ensures that risks are effectively surfaced and reviewed, and risk responses are coordinated and integrated across the Group.

Please refer to the Sustainability Governance section in the Sustainability Approach chapter for more information.

Key elements of the SIA Group Risk Management Framework and Risk Governance Structure are published on the SIA [website](#), and available in the Statement on Risk Management chapter in FY2023/24 SIA Annual Report.

⁴⁷ In February 2024, SGX announced mandatory climate reporting requirements for all listed issuers and large non-listed companies to report and file annual climate-related disclosures aligned with ISSB standards, starting from FY2025 and FY2027 respectively.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

STRATEGY

Climate change presents significant risks and opportunities for businesses.

The SIA Group strives to better understand the impact of climate change on its business strategy, operations, and financial position under different climate scenarios, and assess the resilience of its airline services across time horizons so that it can prepare its business for the transition to net zero carbon emissions by 2050.

Climate Scenario Analysis

The SIA Group recognises that the physical impact of climate change not only affects the Group's airline operations, but also has wider implications on the whole aviation industry.

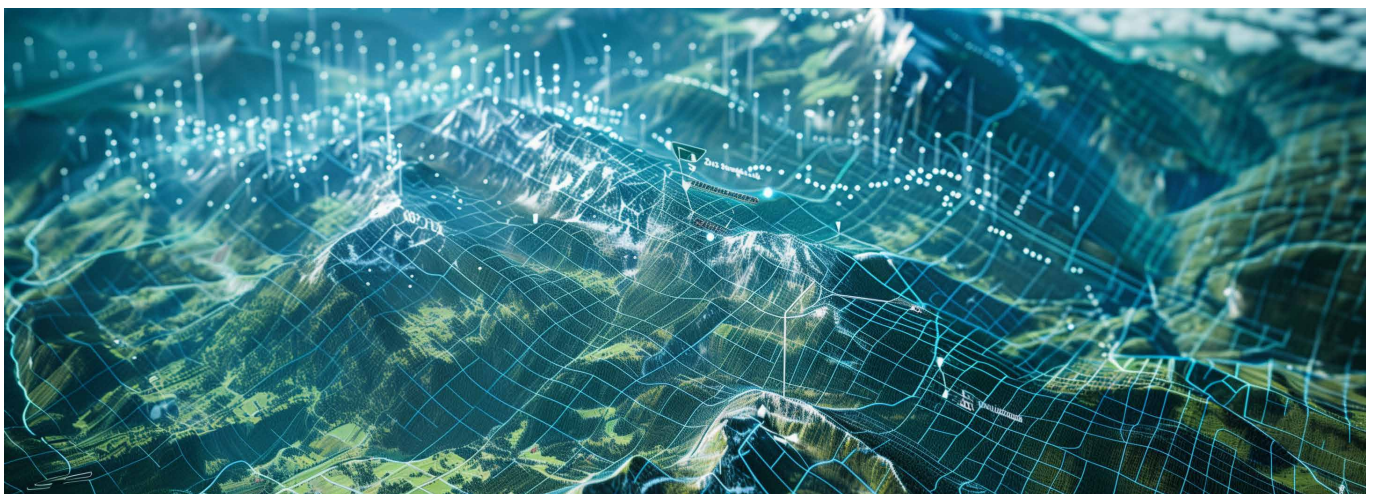
To better synergise collective efforts in strengthening climate resilience, SIA is looking to collaborate with ecosystem stakeholders, such as IATA, airports and the Singapore government, to advocate and adopt a more harmonised approach in physical climate risk assessment.

Singapore is a critical hub for the SIA Group's airline operations. Hence, SIA and Scoot have started conducting qualitative climate scenario analysis, to identify and assess climate-related risks for airport operations, cargo operations, as well as owned building and aircraft assets in Singapore.

The analysis was conducted across short-term (by 2025), medium-term (by 2030), and long-term (by 2050) time horizons, which were selected to align with the Singapore Green Plan 2030 sustainability development targets, as well as the Group's 2030 SAF target, and 2050 net zero ambition.

Two climate pathways—Net Zero Emissions Scenario and Middle-of-the-Road Scenario—were used for the analysis, primarily taking reference from the Representative Concentration Pathways (RCPs) and Shared Socioeconomic Pathways (SSPs) published by IPCC⁴⁸.

These are two of the climate scenarios commonly adopted by corporates to plan and prepare for climate risks. The first scenario aligns with the 2015 Paris Agreement target of keeping global temperature rise in this century within 2°C above the pre-industrial level. The second scenario has been described as a likely scenario that does not change considerably from historical patterns, in terms of the current pace of development and trends in socioeconomic factors, climate policy landscape, and technology evolution.



⁴⁸ In recent years, the IPCC has developed a new set of climate scenarios called Shared Socioeconomic Pathways (SSPs) for their sixth assessment report on climate change (published 9 August 2021) to better illustrate the complexities of social and economic factors contributing to climate change through a range of plausible future pathways of human development. Although RCP scenarios are still widely adopted among organisations, SIA has considered the SSP scenarios along with additional assumptions from the Network for Greening of Financial System (NGFS) Nationally Determined Contributions (NDCs), and the International Energy Agency (IEA) Stated Policies Scenario (STEPS) to provide a more comprehensive framework for climate impact and policy analysis, particularly for transition risk assessment.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Associated Pathways and Assumptions ⁴⁹						
Climate Scenarios ^{50,51}	General Description	Emission Pathway	Transition Cost	Policy Ambition	Energy Outlook	Technology
<p>Net Zero Emissions IPCC RCP 2.6 and SSP1-2.6 2 °C or lower</p>	<ul style="list-style-type: none"> This scenario assumes a climate future where there is a shift towards a more sustainable path, where the management of global commons gradually improves through effective collaboration and cooperation across international, national, and local institutions. There will be an increased environmental awareness and a gradual behavioural shift towards a less resource intensive lifestyle. This favourable outlook will also attract more investments and financial incentives for low carbon technologies to orientate towards lower resource and energy intensity. To achieve this, significant reductions in emissions will be necessary over the next few decades, with the aim of achieving almost zero emissions by 2100. 		High	High	Renewables	Increased investments in and rapid adoption of new low-carbon technologies
<p>Middle-of-the-Road IPCC RCP 4.5 and SSP2-4.5 2.4 °C to 2.8 °C⁵²</p>	<ul style="list-style-type: none"> An intermediate scenario that assumes that social, economic, and technological trends, as well as the climate policy landscape, do not change considerably from historical patterns. There will be moderate collaboration and cooperation across international, national, and local institutions, but slow progress in achieving sustainable development goals. Technological development continues to evolve but without fundamental breakthroughs. Though dependencies on fossil fuels reduce gradually, reluctance to use non-conventional fossil fuel sources remains. Stabilisation of emissions is expected to occur shortly after 2100. 		Medium	Medium	Mix	Limited investments in and slower adoption of new low-carbon technologies

⁴⁹ The assumptions and pathways summarised in the table draws upon sources from the IPCC Fifth and Sixth Assessment Report, IEA's energy outlook for the transportation sector and the relevant IATA Net Zero Roadmaps like the Aircraft Technology Net Zero Roadmap.

⁵⁰ For physical risk, the global mean surface temperature change (°C) used is within the "likely" range in the long-term (2081-2100). This was reported in IPCC Fifth Assessment Report, [Summary for Policymakers](#), under Table SPM.2.

⁵¹ For transition risk, the global mean surface temperature change (°C) used is within the "very likely" range in the long-term (2081-2100). This was reported in IPCC Sixth Assessment Report, [Summary for Policymakers](#), under Table SPM.1.

⁵² The estimated temperature range referenced here is for representation purposes and draws upon four sources – IPCC RCP 4.5, IPCC SSP 2-4.5, IEA STEPS and NGFS NDCs.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

The application of qualitative climate scenario analysis currently provides SIA and Scoot with broad insights on the potential impact of climate-related risks and opportunities across a range of different assumptions, trends, pathways, and hypotheses.

For example, the latest release of findings from Singapore's Third National Climate Change Study (V3)⁵³ provides an overview of how national climate projections are expected to change under different climate scenarios. The Net Zero Emissions Scenario (SSP1-2.6) predicts increased rainfall during the wet months of December to January, while the Middle-of-the-Road Scenario (SSP2-4.5) anticipates drier conditions in the dry months of June to September. Across all climate scenarios, extreme daily rainfall as well as the number of days with incidence of high heat stress⁵⁴ are expected to increase, particularly under higher emission scenarios.

Transition risks also materialise differently under different climate scenarios. According to Network for Greening the Financial System (NGFS) projections⁵⁵, Asia's carbon pricing could surge by 2030 and rise further by 2050 under a Net Zero Emissions Scenario (SSP1-2.6) which could have a potential impact on operational costs. Conversely, under a Middle-of-the-Road Scenario, carbon pricing remains comparatively low with a gradual increase to 2050, which would have a relatively lower cost impact.

With progressive efforts towards quantitative scenario analysis of climate-related risks and opportunities, SIA and Scoot will build up more comprehensive insights of its business resilience under different climate scenarios.

RISK MANAGEMENT

The SIA Group has an enterprise risk management (ERM) framework in place to govern, report and manage risks through the application of established risk management principles, policies and guidelines. This framework is embedded in the Group's business operations, including facilitating risk-based decisions and strategic planning, and emphasises the importance of managing risks on an ongoing basis through coordinated efforts across different business functions.

Five-Step Risk Management Process



Please refer to the Governance chapter and SIA's corporate [website](#) for more information on the SIA Group's Risk Management Framework, Governance and Reporting Structure, and Risk Management Processes.

Risk Terminology

Under the framework, the SIA Group's top risks are broadly classified into 'Strategic' and 'Non-Strategic' risk categories, with sub-categories under each of these to highlight key risk areas for the Group.

Through the Group-wide ARMRE, sustainability and climate-related risks are generally reviewed and captured as 'Strategic' risks as they impact the Group's business strategy and requires strategic interventions in the longer-term. In contrast, 'Non-Strategic' risks are assessed on a shorter 12-month time horizon, comprising day-to-day operational risks arising from the impact of climate change.

⁵³ Meteorological Service Singapore's (MSS) Centre for Climate Research Singapore (CCRS), [Singapore's Third National Climate Change Study \(V3\), Climate Change Projections to 2100, Report for Stakeholders \(2024\)](#).

⁵⁴ Defined as Daily Maximum Wet-Bulb Globe Temperature equal to, or exceeding 33°C annually based on V3.

⁵⁵ [NGFS Climate Scenarios Technical Documentation \(2023\)](#), [International Monetary Fund Climate Change Dashboard \(2023\)](#).

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Under ARMRE, the SIA Group enterprise risk assessment guidelines are applied to ensure consistency in the assessment of various risks in the Group's operations across business functions. This entails an evaluation of the probability and consequence of climate-related risks, based on factors such as frequency of occurrence, as well as financial and operational impact.

To supplement the guidelines, further guidance specific to climate-related risks is provided to business units to undertake a deeper assessment and prioritisation of risk treatment measures. An overall residual risk rating is then determined for each climate risk, taking into consideration existing or planned risk mitigation and adaptation measures, and ultimately plotted on a risk matrix which categorises the risks into Low, Medium, or High.

Engagements

Engagement with business units will continue to be a key area of focus to increase awareness and enhance staff competency in assessing climate-related factors and their impact on business functions.



CASE STUDY

Fostering Climate Risk Awareness

In preparation for the SIA Group ARMRE 2023, briefing sessions were conducted in June 2023 for business units across the Group. This initiative is part of continuous efforts to increase awareness of climate-related risks in aviation, and to refresh business units' understanding on the risk assessment methodology and requirements. Business units were required to identify and assess climate-related risks, including instances where climate-related causes present as a risk in their respective business functions, and flag them out in their respective risk registers.

The subsequent sections highlight the material physical and transition climate risks identified through the qualitative climate scenario analysis conducted for Singapore.

Physical Risks in Singapore

Physical risks refer to potential negative impact from the physical effects of climate change. Physical risks can be event-driven (acute), such as the severity of extreme weather events, or related to long-term shifts and increased variability in weather patterns (chronic), such as changes in temperature and precipitation patterns.



Such risks could result in the increased frequency of operational disruptions such as flight delays, diversions, and cancellations, and have a longer-term strategic impact on the Company and the entire aviation industry.

To mitigate the impact of these disruptions, SIA and Scoot regularly develop, update, and test their crisis response and business continuity plans (BCP) through a series of training workshops and various table-top exercises. This includes having a robust plan in place to manage sizeable disruptions that could arise during extreme weather conditions. SIA and Scoot also actively participate in external multi-agency airport emergency exercises and crisis management workshops to validate their crisis management response plans, capabilities, and the management of communications with external stakeholders.

The SIA Group recognises that it is critical to identify physical climate risks early and ensure that mitigation and adaptation plans are put in place on a timely basis.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Based on the FY2023/24 review of climate risk assessment⁵⁶ for Singapore's operations, the material physical risks identified and various measures to address them in partnership with ecosystem stakeholders are outlined in the table below.

Physical Climate Risks		Time Horizon	Risk Description and Potential Impacts	Risk Mitigation or Adaptation Measures ⁵⁷
Long-term shifts and increased variability in weather patterns (Chronic)	 <p>Precipitation stress</p>	Short-term (2025) to long-term (2050)	<ul style="list-style-type: none"> Global warming is enhancing the air's moisture content and giving rise to more frequent and intense high-precipitation events. Physical damage or impairment of runway and airport infrastructure could occur due to periods of heavy or persistent rainfall. This can also cause disruptions to ground operations and flight operations – such as increased lightning activity during prolonged rainfall, and flight cancellations and delays due to poor visibility during take-off and landing. Potential revenue loss from operational disruptions, and increased costs of insurance or enhancements for critical assets. 	<p>Airport and Cargo Operations</p> <ul style="list-style-type: none"> Staff working outdoors at the airport undergo training on lightning safety procedures in the event of wet weather. <p>Infrastructure</p> <ul style="list-style-type: none"> Lightning protection measures implemented at the airport include lightning shelters, lightning masts on apron flood lights, mandatory connections of earthing pits to aircraft at the parking stands, and wireless headsets to protect staff communicating with the control tower. Critical airport infrastructures have been enhanced to incorporate flood prevention measures – such as installation of sensors to provide real-time, 24/7 active drain monitoring, building of flood barriers, and widening of drainage networks. Active maintenance of runway grooves to ensure sufficient friction for safe aircraft landing and movement.
	 <p>Heat stress</p>	Short-term (2025) to long-term (2050)	<ul style="list-style-type: none"> Rising global temperatures amplify heat stress, impacting not only human health but also infrastructure and ecosystems. This can cause disruptions to ground operations and flight operations - such as increased workforce absenteeism from heat-related health stresses, and impact to flight operations. Potential revenue loss from operational disruptions, and increased maintenance or operational costs from increased cooling demand for building assets. 	<p>Airport and Cargo Operations</p> <ul style="list-style-type: none"> For staff with high heat exposure, there are work-rest cycles imposed and guidance provided on sun protection to cope with rising temperatures while working outdoors. Aircraft performance is regularly monitored, and payload would be adjusted to offset any impact of heat stress on take-off and landing performance. <p>Infrastructure</p> <ul style="list-style-type: none"> For owned building assets, air-conditioning system is kept well-maintained to ensure that it operates at an optimal efficiency level. For leased spaces at the airport, there are sufficient built-in buffers in the airport's air-conditioning systems to cope with rising ambient temperatures. Temperature sensitive equipment is located in climate-controlled environments.

⁵⁶ Analysis of exposure to climate hazards are derived from Munich Re's Location Risk Intelligence Platform (Natural Hazards Edition, Climate Change Edition).

⁵⁷ Airport-related measures are outlined in reference to [Changi Airport Group Sustainability Report \(2021-2022\)](#).



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Transition Risks in Singapore

Transition risks refer to the potential negative impacts arising from the global shift towards a low carbon economy. These risks are commonly associated with policy and legal actions, technological changes, market responses, and reputational concerns. Concurrently, these risks also present potential opportunities, including cost savings from improved resource efficiency in operations, and the innovation of climate-friendly products in tandem with evolving consumer preferences.

A significant transition risk for the aviation industry in its journey towards net zero emissions is the marked increase in fuel costs, driven by global mandates to accelerate the use of SAF. SAF is widely recognised as a critical decarbonisation lever for the hard-to-abate aviation sector, estimated to contribute approximately 65% of emissions reductions required for the sector to achieve net-zero emissions by 2050⁵⁸. However, the adoption of SAF faces several challenges, including its substantially higher costs and limited global production capacity today.

The FY2023/24 climate risk assessment review⁵⁹ for Singapore's operations has identified key material transition risks and measures to address them, as outlined in the table below.

Transition Climate Risks		Time Horizon	Risk Description and Potential Impacts	Risk Mitigation or Adaptation Measures
Market Response	 <p>Increased fuel expenditure in the transition to SAF</p>	Medium-term (2030)	<ul style="list-style-type: none"> Increasing shift from conventional jet fuels to SAF as there is industry consensus that SAF is a critical decarbonisation pathway for the hard-to-abate aviation sector. Cost of SAF is expected to remain significantly higher than conventional jet fuels in the short-to medium-term due to limited supply and high demand globally. This may increase operational costs, and potentially impact customer demand and overall revenue if costs are passed on to customers to fund the low-emissions transition. In February 2024, the CAAS announced the introduction of a national target of 1% SAF uplift for all flights departing Singapore from 2026⁶⁰. 	<ul style="list-style-type: none"> In tandem with the SAF target announcement, CAAS also introduced a levy for the bulk purchase of SAF to achieve this target from 2026. The SIA Group supports this initiative as it ensures a level playing field for all airlines operating in Singapore, and will continue to actively participate in CAAS' consultation sessions with stakeholders on the SAF levy implementation. The Group also continues to actively monitor policy developments on SAF mandates and targets in other countries and engage SAF suppliers on demand uptake. In addition, the Group fosters collaborations with ecosystem partners to pursue climate-related opportunities as outlined in the next section below.
Policy and Legal	 <p>Enhanced international and local reporting obligations</p>	Medium-term (2030) to long-term (2050)	<ul style="list-style-type: none"> Heightened local and international requirements for sustainability and climate reporting can result in increased compliance costs and resources to enable SIA to implement processes to ensure regulatory compliance. Failure to adhere to mandatory reporting obligations may result in the potential risk of shareholder and employee activism, investor divestment and penalties from the relevant authorities. 	<ul style="list-style-type: none"> Active monitoring of regulations and review of internal processes to ensure that the SIA Group is keeping pace with evolving compliance requirements. This includes seeking professional advice and/or IATA guidance where needed for clarity, as well as providing timely feedback in public consultations, such as SGX consultations on ISSB-aligned climate reporting. For emissions reporting under CORSIA, as well as EU and UK ETS, the Group will continuously improve its MRV system, perform annual verification and reporting, and ensure that carbon or allowable credits are procured to meet offset obligations, or surrendered.

⁵⁸ IATA, [Net Zero 2050: SAF Factsheet](#).

⁵⁹ Analysis of exposure to climate hazards are derived from Munich Re's Location Risk Intelligence Platform (Natural Hazards Edition, Climate Change Edition).

⁶⁰ Under the Singapore Sustainable Air Hub Blueprint released by CAAS in February 2024, all flights departing from Singapore will be required to use at least 1% SAF from 2026, which increases to 3%-5% by 2030. The blueprint is submitted to ICAO as part of Singapore's State Action Plan.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Climate-related Opportunities

The SIA Group recognises that with risks come opportunities for its business.

The SIA Group is already pursuing efforts to transit into a low-carbon economy more effectively, such as working closely with aviation ecosystem partners through the IAP to develop a Sustainable Air Hub Blueprint for Singapore that was launched in February 2024. This includes advocating policies that encourage scaling up SAF production and adoption, as well as exploring opportunities to finance and procure eligible carbon offsets to meet emissions reporting obligations.

In May 2024, the SIA Group signed an agreement with Neste to purchase 1,000 tonnes of neat SAF, which will be the first batch to be produced in Neste's Singapore refinery for delivery to Singapore Changi Airport. This builds on the Group's long-standing collaboration with industry and ecosystem stakeholders to support the increased production and use of SAF in Singapore.

SIA also monitors consumer preferences through regular market scans, including exploring improved products and service offerings with a lower resource footprint that better meet the expectations and needs of a growing profile of environmentally-conscious travellers. SIA and Scoot are regularly looking at ways to reduce cabin and catering food waste, reduce packaging waste, and remove the use of SUPs.

Please refer to the Environment chapter for more information on SIA's decarbonisation and resource management efforts.



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

METRICS AND TARGETS

The SIA Group has been monitoring its environmental performance through relevant metrics and targets, aligned to the GRI Standards, the GHG Protocol Corporate Accounting and Reporting Standard, and TCFD recommendations.

The Group has consistently disclosed metrics related to Scope 1 and 2 carbon emissions, energy and water consumption, waste generation over the years. Since FY2022/23, the Group has also started measuring and expanding disclosures on Scope 3 emissions progressively.

In May 2021, the Group announced its commitment to achieve net zero carbon emissions by 2050. In November 2023, SIA and Scoot announced a target to replace 5% of their total fuel requirements with SAF by 2030. This pledge aligns with, and actively supports, the Association of Asia Pacific Airlines (AAPA) collective ambition to achieve 5% SAF substitution for its airlines by 2030.

It is an important milestone in the SIA Group's sustainability journey, as it reinforces its commitment towards decarbonisation and supporting climate action.

Other key targets surrounding energy and water reduction have also been established and communicated in prior years' sustainability reports.

This year, SIA has enhanced its disclosures with the inclusion of new metrics in measuring resource savings:

1. Percentage of SIA-owned building assets with green building certification in FY2023/24
2. Total estimated annual savings from energy reduction initiatives implemented in SIA-owned buildings since FY2019/20

The inclusion of these metrics demonstrates SIA's commitment towards these resource-saving initiatives that facilitate the transition to a low-carbon economy.

Please refer to the Environment chapter for more information on environmental metrics and targets set.

SAFETY

The safety and well-being of our customers and employees are the SIA Group's top priorities. The Group believes that fostering a strong safety culture is the collective responsibility of all employees, and is committed to continuously enhancing its safety processes.

MANAGEMENT APPROACH



Key Engagement Activities

Activity	Frequency
Audits and Assessments	Regular
Bulletins and Notices	Regular
Employee Portals (1SQ, SQhub, SKIES, etc.)	Regular
External, Statutory, and Regulatory Communications	Regular
Fire Evacuation Drills	Annually
Flight Data Analysis Programme Newsletter	Biannually
Flight Safety Magazine	Biannually
Hazards Newsletter	Biannually
Hazard Reporting Programme	Regular
Incident Reporting and Investigation	Regular
Meetings (Associations, Briefings, Townhalls, etc.)	Regular
Safety and Security Week	Annually
Training Programmes	Regular



Key Policies, Processes, and Systems

- Flight Safety Policy
- Occupational Health and Safety Management System (OHSMS)
- Quality Management System (QMS)
- Safety and Health Policy
- Security Policy
- Safety Risk Management Policy
- Safety Management System (SMS)
- Security Management System (SEMS)
- Various operational manuals of SIA's divisions and departments
- Various safety audits, including the Airline Operator Certificate (AOC) Renewal Audit, International Air Transport Association (IATA) Operational Safety Audit (IOSA), and Line Operations Safety Audit (LOSA)



Ambition

The SIA Group constantly strives to improve its safety practices, as well as inculcate a strong and positive safety culture across the Group.

Targets	Due	Status
Review the Departmental and Corporate Risk Register (Operations)	Every six months	Achieved
Conduct at least one fire evacuation drill at SIA-owned premises in Singapore, and participate in all fire evacuation drills for tenanted locations	Every year	Achieved
Conduct an IATA Operational Safety Audit (IOSA) once every two years	By March 2025 (SIA) By April 2026 (Scoot)	On track
Conduct a Hazard Identification and Risk Assessment (HIRA) for SIA-owned workplaces once every three years	By September 2024	On track
Conduct a Line Operations Safety Audit (LOSA) once every five years	FY2024/25	On track
Conduct a Safety Survey across SIA's operational divisions	Every year	Achieved

FY2023/24 in Numbers

100%

of all reported hazards have been investigated and addressed

0

work-related fatalities and high-consequence injuries among employees and key contractors

Supporting the UN SDGs



31

safety and security awards and citations presented to employees from SIA, Scoot, SIA Engineering Company (SIAEC), and service partners during the SIA Group Safety and Security Week in 2023

SAFETY

FLIGHT SAFETY AND SECURITY

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SAFETY MANAGEMENT

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All employees actively engage in reviewing and continually enhancing SIA's safety programmes.

Safety Governance

The Group fosters an open and effective safety culture built on trust and accountability, with clearly defined mandates, roles, and responsibilities. Safety is integral to the Group's ethos, with each employee recognising its importance and contributing to maintaining a safe and secure working environment.

In its endeavour to uphold and maintain the highest safety standards, SIA and Scoot are proud signatories of the Charter for a Strong and Positive Safety Culture, an initiative by CAAS⁶¹. The charter represents a shared commitment by industry stakeholders to jointly uphold safety standards and strengthen the safety culture within Singapore's aviation sector.

Through these actions and commitments, the SIA Group aims to make a substantial contribution to strengthening the culture of aviation safety in Singapore.



Employees

Every employee is empowered to be responsible for their own health and safety, as well as that of others.

Adherence to Safe Work Procedures

- Every employee must adhere to safe work procedures at the workplace, including the use of protective gear and equipment

Hazard Reporting

- Every employee is encouraged to take initiative in identifying and addressing hazards across their operations and workplaces

Incident and Accident Reporting

- Every employee is responsible for reporting any incident, accident, near miss, or dangerous occurrence



Divisions

Every division is responsible for its SMS, including its processes, procedures, and allocation of resources.

Safety Action Groups (SAG)

- Comprises representatives from relevant departments in the division to address safety issues and performance within its functional responsibilities

SMS Coordinators

- Appointed to facilitate each division's SMS activities, and function as the secretariat for their respective SAGs

Occupational Safety and Health (OSH) Coordinators

- Appointed to ensure the safety and health of all stakeholders at the workplace



Executive Forums

The SIA Group's SMS are regularly reviewed by its Board of Directors and Management to ensure their suitability, adequacy, and effectiveness.

The key executive forums are:

- Air Safety Committee (ASC)
- Board Safety and Risk Committee (BSRC)
- Crisis Management Group (CMG)
- Corporate Operational Quality Management Review (COQMR)
- Group OSH Committee
- Group Security Committee (GSC)
- Management Committee (MC) Forum

⁶¹ [CAAS "Charter for a Strong and Positive Safety Culture in Singapore"](#).

SAFETY

BOARD SAFETY AND RISK COMMITTEE (BSRC)

The BSRC provides strategic direction and guidance on safety policies. It also oversees the Group's safety performance and trends, ensuring that an effective system is in place to manage critical safety and risk issues.

AIR SAFETY COMMITTEE (ASC)

The ASC oversees the flight safety programme and SMS on behalf of the CEO. The committee is responsible for monitoring safety performance and trends, as well as taking pre-emptive actions to avoid or mitigate risks. It also provides guidance to the SAGs.

SAFETY ACTION GROUPS (SAGs)

The SAGs are established within each operational division to address safety issues. These include Safety Risk Management and Safety Assurance of aviation-related activities within its functional responsibilities. The SAGs are chaired by the respective Senior Vice Presidents of each division or Heads of Department.



CASE STUDY

Enhancing Safety through a Positive Safety Reporting Culture

Safety reporting and investigation are key components of the SMS.

The Group recognises that valuable safety lessons can emerge from daily operations. One notable event involved a Scoot pilot who detected anomalies in the commercial charts depicting high terrain in May 2022. This was reported to the publisher of the charts who corrected the errors. This proactive response led to the pilot receiving CAG's Quarterly and Annual Safety Award, and encouraged relevant divisions to engage in proactive safety reporting.

By encouraging an open reporting culture, the SIA Group demonstrates its ongoing focus to improve safety via feedback from all operational experiences.

SAFETY

SAFETY MANAGEMENT SYSTEMS, PROCESSES, AND PROCEDURES

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The SIA Group's pursuit of operational and technical excellence is underpinned by its commitment to safety and reliability. The Group adopts a systematic approach to managing safety, leveraging rigorous structures, accountabilities, policies, processes, and procedures that are designed to ensure a safe environment for all stakeholders.

All of the SIA Group's activities comply with the regulatory requirements of CAAS and foreign authorities, as well as the recommendations of ICAO and IATA. The Group prioritises a safe working environment for its employees and contractors, while striving to maintain high standards in aircraft maintenance.

Safety is a fundamental aspect of flight operations, and it is crucial to keep aviators informed about evolving operational risks, hazard, trends, safety performance indicators, and global aviation developments. Through regular engagement with its pilots, SIA fosters a safer aviation ecosystem. The Group has enhanced its engagement efforts by adopting digital communications platforms to reach its pilot population more effectively, even when they are on layovers abroad.

The Safety department is dedicated to continuous improvement, exploring new capabilities to evaluate, analyse, and mitigate operational risks. Such efforts involve collaborating with pilots, aviation experts, as well as the Flight Operations Division. Safety Performance Monitoring provides insights into the aviation system's behaviour, supporting informed decision-making.

Designed for decision makers, the Flight Operations Safety Performance Dashboard is a smart tool that enables pilots to submit incident and hazard reports. It provides real-time oversight and visibility into potential safety issues or operational disruptions occurring within a specified time frame.

Incidents can be categorised by severity (e.g. minor, moderate, severe), location, and type (e.g. bird strikes, runway incursions by wildlife, near misses). It allows users to better track and monitor safety-related metrics and activities, which provides vital information when managing real-time operations.

SAFETY MANAGEMENT SYSTEMS

Flight SMS

Based on:

- CAAS Air Navigation Regulation (ANR)
- ICAO Standards and Recommended Practices (SARPs) Annex 19 – Safety Management
- IOSA Standards Manual (ISM)
- Transport Safety Investigation Bureau (TSIB) (Aviation Occurrences) Regulations

Coverage:

All SIA and Scoot operations and employees

OHSMS

Based on:

- Workplace Safety and Health (WSH) Act
- Fire Safety Act
- ISO45001:2018 OHSMS

Coverage:

All SIA operations and employees
All SIA's workplaces in Singapore
All contractors working at SIA's workplaces

QMS

Based on:

- CAAS ANR
- ISO 9001:2015 QMS (SIA only)
- Standards covered by IOSA

Coverage:

All SIA and Scoot operations and employees

SEMS

Based on:

- Airport Police Division (APD) Security Directive for Aircraft Operators
- ICAO SARPs Annex 17 – Security
- ISM

Coverage:

All SIA and Scoot operations and employees
Applicable security providers

SAFETY

PROCESSES AND PROCEDURES

The lines of accountability, policies, and procedures relating to safety, security, and quality are governed by the operational manuals of SIA and Scoot's divisions and departments. These include but are not limited to:

Airport Operations Department

- Customer Services and Operations Safety Management System Manual (CSOSMSM)
- Ground Services Manual (GSM)
- Ground Services Quality Manual (GSQM)

Cabin Crew Division

- Cabin Crew Division Manual (CCM)/ Cabin Crew Manual (CCM)
- Cabin Crew Safety Management System Manual (CCSMSM)
- Cabin Crew Safety Manual (CCSM)
- Cabin Crew Safety, Security, Quality and Health Department Procedures Manual (CCSSQH DPM)

Cargo Division

- Cargo Quality Manual (CQM)
- Cargo Safety Manual (CSM)

Crisis Management Services Department

- Crisis Management Manual (CMM)

Engineering Division

- Maintenance Control Manual (MCM)

Flight Operations Division

- Crew Administration Manual (CAM)
- Flight Operations Quality Manual (FOQM), Flight Operations Department Procedures Manual (FODPM)

Safety, Security and Quality Department

- Air Carrier Security Programme (ACSP)/ Aircraft Operator Security Programme (AOSP)⁶²
- Corporate Flight Safety Management and Procedures Manual (CFSM)
- Corporate Operational Quality (Safety) Manual (COQM)
- Flight Security Procedures Manual (FSPM)
- Ground Safety Manual (SSQ GSM)
- Premises Security Manual (PSM)
- Quality Manual (SSQ QM)
- Safety and Emergency Procedures Manual (SEPM)
- Security Management System Manual (SEMS)
- Safety Management System Manual (SMS)

The health and safety of all customers and employees are of utmost importance to the SIA Group. The Group continually reviews all potential health and safety issues and refines processes for mitigation through the implementation of safety management systems and processes, which are subject to regular internal and external audits. In FY2023/24, there were zero incidents of non-compliance with health and safety regulations in the provision of flight services that resulted in fines, penalties, or warnings.

100% of flight services-related health and safety impacts were assessed in FY2023/24

⁶² ACSP and AOSP are the naming convention of the manual for SIA and Scoot, respectively.

SAFETY



CASE STUDY

SIA and Scoot's IATA Operational Safety Audit

SIA has participated in the globally-recognised audit, the IATA Operational Safety Audit (IOSA), since 2004, as part of its commitment to upholding high safety standards. The IOSA is a standardised assessment process developed by IATA to evaluate an airline's operational safety management and control systems. In November 2024, SIA will undergo its 12th IOSA Renewal Audit, which will assess SIA's compliance with the IOSA's eight operational disciplines.

The continued renewal of SIA's IOSA registration underscores its commitment to safety and quality customer service. To prepare for the upcoming audit, operational divisions participated in customised IOSA training in March 2024, followed by an internal IOSA Gap Analysis from May to July 2024.

Similarly, Scoot has also participated in the IOSA audit since 2022. In November 2025, Scoot will undergo its third IOSA Renewal Audit. To prepare for this upcoming audit, operational divisions in Scoot will also participate in customised IOSA training, followed by an internal IOSA Gap Analysis from January to March 2025.

SAFETY

SAFETY TRAINING AND COMMUNICATION 403-4 403-5 403-6

SIA and Scoot's employees play an integral part in building and maintaining a positive safety culture. Staff are informed of their individual safety obligations and other safety-critical information through various training initiatives, and a wide range of communication channels and activities.

Safety Surveys

SIA's Safety, Security and Quality (SSQ) department conducts an annual Safety Survey, with the latest one conducted in FY2023/24. These surveys aim to gain insight into SIA's safety culture and safety resilience, and employees are encouraged to share their feedback on how the organisation can further improve its safety processes.

Safety Training and Communication

SIA and Scoot equip all employees with the necessary safety skills and knowledge required for them to perform their duties and respond appropriately when required. Every three years, all SIA employees are required to complete a mandatory safety training programme via e-learning, while all Scoot employees are required to complete their safety management training every two years. In addition, specialised and vocational training on workplace safety and health topics, such as occupational first aid are attended by appointed representatives within the division. Employees are also kept abreast of the latest developments through regular educational sessions.

Personnel who conduct safety investigations undergo a Safety Investigation course. Employees who are responsible for managing operational safety undergo Safety Management training provided by accredited organisations such as IATA and the Singapore Aviation Academy. All flight crew maintain their operational proficiencies through the regular use of flight simulators and check-rides.

Pilots are provided with iPads to access safety and operational information on-the-go, such as the latest updates within their respective fleets. These are done through platforms such as SQhub, Workplace, the Safety Communications Portal, and fortnightly Flight Operations Notices. Regular notifications ensure that pilots are informed of safety incidents and operational events.

SIA's Flight Operations Division also maintains a Safety SharePoint for pilots to access safety and security information, incident reports, and hazard reports.

In 2021, the Flight Operations Division launched a campaign to reinforce the importance of safety, encouraging all employees to engage in safety-related practices and make safety-conscious decisions. In addition, pilots were encouraged to maintain high standards of knowledge, skills, and proficiency to ensure safer flight operations.

SIA also conducted a comprehensive review of the interference risk to aircraft avionics due to 5G deployment within the airport vicinity in February 2022. This review aimed to provide pilots with training materials to address any issues or concerns they may have.

In 2023, the Flight Operations Division continued its efforts to enhance safety awareness and engagement within the Group by leveraging digital channels. Interactive digital posters were disseminated through its SharePoint platform to increase the visibility of safety content among pilots.

This involved integrating safety messages into the iPad wallpaper on the SharePoint platform's homepage, serving as a constant reminder of safety priorities. This initiative exemplifies the Division's ongoing commitment to prioritising safety and promoting a culture of safety consciousness within the Group.

SAFETY



CASE STUDY

Airbus Operational Liaison Visit (OLV) and Boeing Flight Operations Support Programme (FOSP)



In 2023, the technical and safety teams from Airbus and Boeing conducted an OLV and a FOSP visit to SIA respectively, to assist with flight operations and training safety matters. These visits, which included observations of actual flight and simulator sessions, benefitted SIA, Airbus, and Boeing by fostering communications between the Airline and the Original Equipment Manufacturers (OEMs) regarding technical assistance and safety issues.

The visits also enabled SIA to identify potential operational gaps that might have otherwise gone unnoticed. Airbus and Boeing commended SIA for its comprehensive and meticulous approach to ensuring the safety and efficiency of its operations. The thoroughness of SIA's training programmes, the technical precision of its procedures, and its commitment to security standards demonstrates the Group's dedication to safety excellence.



Sharing Positive Safety Culture and Flight Stories

The SIA Group encourages and promotes safety reporting by all staff. This approach, exemplified in a case study regarding a Scoot pilot (more information can be found on page 67), highlights the Group's problem-solving skills and open reporting culture.

SIA launched the Positive Flight Stories programme in 2020, encouraging flight crew members to share their insights and learnings. This fosters a positive safety culture, which is further reinforced by integrating the lessons learnt into SIA's operational manuals.

Looking Ahead

Line Operations Safety Audit 2024

SIA's fifth Line Operations Safety Audit (LOSA) in 2024 is overseen by a committee with representatives from SIA Safety Security and Quality (SSQ) Division, Air Line Pilots Association Singapore (ALPA-S), SIA Flight Operations Safety, Security and Quality (FOSSQ), SIA Human Factors and Crew Resource Management (HFCRM). Scoot has also embarked on its first LOSA in 2024.

The LOSA aims to enhance the understanding of Threat and Error Management (TEM) incidents experienced by flight crew. The data collected will be used to improve the TEM framework, which comprises three basic components:

- **Threats:** Uncontrollable events increasing operational complexity, which require managing to maintain safety
- **Errors:** Actions or inactions leading to deviations from the intended operational course, often resulting in undesired states
- **Undesired States:** Unintended operational conditions that reduce safety margins

SAFETY

Safety Forums and Events

SIA and Scoot inculcate a culture of safety among their flight crew through safety initiatives and campaigns.

Safety Focus Forums

Pilots are regularly updated on safety incidents, fatigue risk management, and safety performance at quarterly forums.

In June 2023, the Flight Operations Safety department hosted the virtual Safety Focus Forum, prioritising greater outreach to pilots who are stationed overseas. Held in collaboration with CAAS Air Traffic Systems (ATS), the forum was an opportunity for aviators to engage with one another and strengthen the safety of Singapore's aviation ecosystem. This was achieved through the sharing of operational information, lessons learnt from significant events, crew source management, as well as human factors.

Topics covered included the Flight Data Analysis Programme (FDAP) Event Review, Changi Taxi Error and Hotspot Analysis, Singapore Flight Information Region Traffic Collision and Avoidance System (FIR TCAS) Hotspot, turbulence-related injuries, Situational Awareness and Monitoring-Event Review, and Taxiway Hotspots Review. These discussions facilitated the exchange of operational insights, lessons learnt, and best practices, supporting SIA's ongoing commitment to enhancing safety standards within Singapore's aviation ecosystem.

Safety and Security Week

The 2023 Safety and Security Week (SSW) brought colleagues and guests together to learn more about the importance of safety and security excellence, and honouring those that embody these qualities. Under the theme "Sustaining a Strong Safety and Security Performance", the programme and activities emphasised SIA's responsibility to maintaining and improving safety and security standards as the operating environment evolves.

The presentations highlighted the importance of strengthening the SIA Group's safety and security culture, raising awareness of vulnerabilities, and reinforcing trust and collaborative efforts. In line with SSW tradition, the event culminated with a ceremony to recognise recipients of the Safety and Security Awards and Citations. During SSW 2023, 78 individuals from SIA, Scoot, SIAEC, and its service partners were recognised for their contributions to safety and security. A total of 31 Safety and Security awards were distributed to individual and group, including four Safety Awards, two Security Awards, 19 Safety Citations, and six Security Citations.

Scoot also held its own SSW 2023 during the same week, featuring guest speakers from CAG and CAAS to address strategic issues related to aviation security, and finding ways to collectively enhance aviation safety. The topic of crew personal safety while performing in-flight duties was also addressed. There was a total of 18 Safety Awards and four Security Award winners at Scoot's SSW.



Flight Operations Safety Day

On 5 October 2023, the Flight Operations Division highlighted its shared commitment to aviation safety during its annual Safety Day, under the theme "Sustaining a Strong Safety and Security Performance".

Pilots from SIA, Scoot, and Vistara, along with cadets from the Singapore Flying College, ground staff from various business units (BUs), as well as external stakeholders including CAAS, CAG, the National University of Singapore, Boeing, Embraer, and other aviation partners, listened to industry experts and leaders share the latest safety insights and developments.

The forum covered a range of topics, such as the use of technology by Flight Operations Training and Standards to enhance training. In addition, Flight Operations Division's Aviation Psychologist, Asha Neelakandan, shared the importance of managing mental wellness.



SAFETY

Collaborating to Foster a Robust Safety Ecosystem

The integrated Safety, Security, and Quality Management Systems (iSSQMS), co-developed by various operational BUs across SIA, such as the Information Technology Division (ITD), as well as Tata Consultancy Services (TCS), represents a major accomplishment in enhancing safety.



This system integrates all aspects of aviation operations within a unified framework that prioritises safety, streamlining processes, enhancing communications, and proactively identifying and mitigating potential risks.

The development of the iSSQMS reflects the importance of collaboration to ensure a safer and more efficient aviation environment.

PROCESSES AND PROCEDURES



1. Improved Efficiency

iSSQMS streamlines the integration of safety, security, and quality management processes, reducing duplicate efforts and enabling efficient report submissions.

2. Enhanced Decision-making and Risk Management

By centralising data, the system enables comprehensive risk identification and provides real-time insights for improved decision-making.

3. Regulatory Compliance and Accountability

The system assists with regulatory adherence, reduces the risk of non-compliance, and fosters a culture of accountability.

4. Collaboration and Communication

iSSQMS promotes seamless collaboration on safety-related initiatives and ensures real-time updates.

5. Accessible and Mobile-friendly

With mobile-friendly features, the system provides on-the-go access to a centralised repository of safety, security, and quality resources.

6. Performance Monitoring and Compliance Assurance

The system allows crew members to monitor their performance, identify improvement areas, and ensures regulatory compliance through automated reminders and audits.

7. Cost-effectiveness

iSSQMS helps to save costs by minimising operational disruptions and optimising resource allocation.

SAFETY

PASSENGER SAFETY 3-3 403-4 403-5 403-7

Crew Competency

The SIA Group trains its cabin crew and pilots in safety and emergency procedures. They also regularly attend safety and security courses, and stay abreast of safety developments and regulatory protocols through circulars, campaigns, and regular divisional communication sessions. The importance of delivering excellent service, while adhering to safety and security measures, is consistently emphasised through these channels. Key aspects of the Safety and Emergency Procedures (SEP) manual include:

- Dangerous Goods
- Emergency Procedures
- In-flight Medical Emergencies
- Safety Equipment and Systems
- Standard Operating Procedures
- Survival

Pre-flight Safety Briefing for Flight Crew

As part of its standard operating procedures, pilots undergo a pre-flight safety briefing that covers general safety, as well as aircraft-specific, route, and weather safety details for their flight. Similarly, a mandatory pre-flight briefing for cabin crew is conducted, during which a safety video specific to the aircraft type they will be operating is either viewed or demonstrated, and relevant safety topics are discussed. An aide-memoire will continue to be issued to all flight crew.

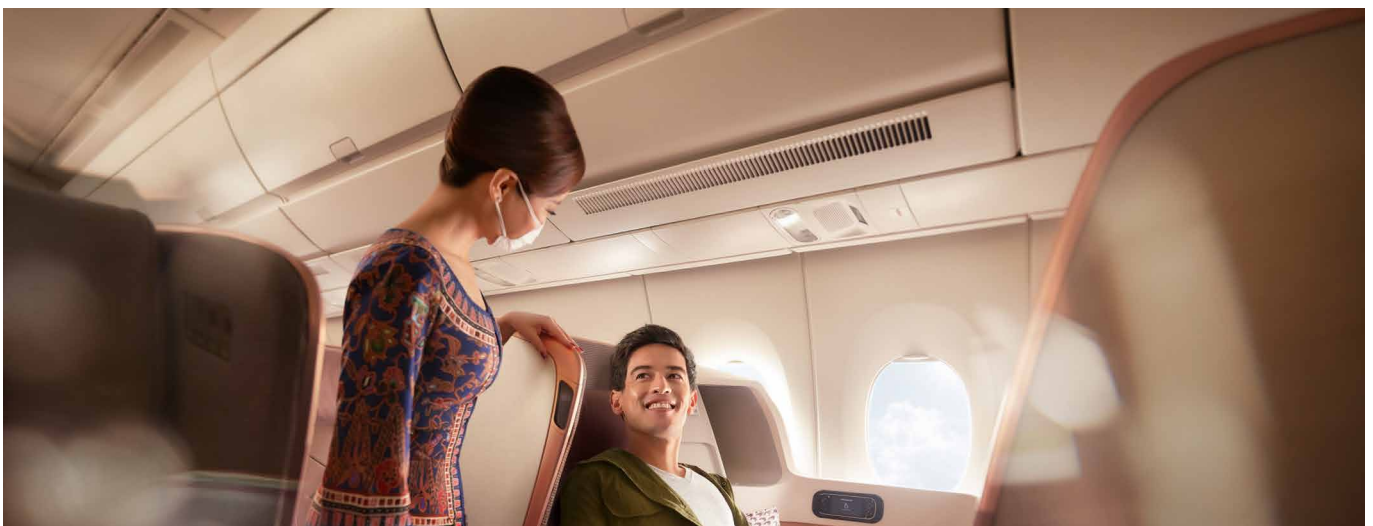
In-flight Safety Briefing for Customers

A mandatory in-flight safety briefing in the form of a safety video or live demonstration is conducted on all flights prior to departure. This enhances customers' awareness of the appropriate actions to take in the unlikely event of an emergency.

Medical Emergencies and Infectious Disease Handling

The SIA Group emphasises the proper handling of in-flight medical emergencies, ensuring that cabin crew are trained in first aid to care for unwell passengers, who will also receive medical attention upon landing.

The SIA Group adopts strict measures both on the ground and in the air to minimise the spread of infectious diseases. Ground employees and operating crew undergo training on procedures to manage infectious diseases, in accordance with local health regulations and requirements. Cabin Safety Instructions are promptly communicated to all crew members whenever there are changes to these regulations and requirements.



SAFETY

CUSTOMER HEALTH AND SAFETY 3-3

416-1 416-2

Product Safety

SIA offers a wide range of products via KrisShop, its online duty-free shopping service. These include cosmetics, fragrances, gourmet food items, travel essentials, and more. All products undergo health and safety assessments in accordance with local guidelines. In FY2023/24, there was one incident in relation to regulations specified for cosmetic products, that resulted in a warning to KrisShop. All appropriate mitigation actions have been taken to address the incident.

Food Safety

In-flight food and beverage offerings, as well as those served at SIA's SilverKris lounges across its network undergo food safety assessments. All potential health and safety impacts of food catering are assessed for improvement, via regular on-site checks, assessments, and audits to ensure full compliance with food safety and hygiene regulations.

The SIA Group is committed to the highest food safety and hygiene standards for in-flight meals. SIA Group caterers ensure that ingredients are sourced from licensed and

accredited establishments that adhere to the requirements of the 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 SIA's Singapore-based caterer, SATS Ltd, conducts factory audits on external suppliers, regular laboratory tests, and random quality checks on incoming raw ingredients.

Globally, all SIA Group caterers are certified by their respective local authorities for food safety and hygiene. Caterers are required to comply with their local laws, including food safety regulations. During the meal development phase, SATS Ltd is informed of such regulations to ensure that meals prepared comply to the respective local regulations. These include allergen labelling and meeting minimum food safety requirements for food handling to ensure safe distribution into foreign countries. Additionally, locally manufactured items are procured from establishments licensed by the Singapore Food Agency (SFA), or the equivalent authority in other countries.

0 incidents of non-compliance to food safety and hygiene in FY2023/24

100% of product and food-related health and safety impacts were assessed in FY2023/24



SAFETY

HAZARD IDENTIFICATION AND RISK MANAGEMENT

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Hazard identification is integral to the SIA Group's risk management process, guided by the principle of managing justifiable risks at the right time and at the right level. The SIA Group assesses the probability and potential impacts of identified hazards, and determines the appropriate measures to be taken to prevent the occurrence of such situations.



STEP 1: Hazard Identification

The SIA Group identifies hazards from processes that are predictive, proactive, and reactive. The scope of these hazards is wide, encompassing factors related to communications, design, human elements, organisational structure, procedures, regulations, or the work environment.



STEP 2: Risk Assessment

The SIA Group performs risk assessments based on the probability of the hazard causing harm or adverse consequences, and considers the severity of its outcomes.



STEP 3: Risk Mitigation

The SIA Group adopts three basic strategies to mitigate risk:

- Avoidance
- Reduction
- Segregation of exposure

A combination of measures such as administrative or engineering controls, procedures, equipment, or contingency plans are taken into consideration to contain risks. Control measures that are higher up in the hierarchy of controls, such as elimination and substitution, are considered first.



STEP 4: Implementation

The SIA Group communicates the adopted measures to its internal stakeholders prior to its implementation. This may come in the form of bulletins, notices, or workshops. A system is also in place to monitor compliance, and to assess the adequacy of these measures.



STEP 5: Review

The SIA Group conducts reviews to assess the adequacy of its risk management and ensures that the implemented controls are effective.

SAFETY

Hazard Reporting

The SIA Group encourages its employees to identify and address hazards across its operations and workplaces without fear of reprisal. Hazard reports can be submitted electronically via the employee portal, the employee mobile app 1SQ, or through a physical form. Each hazard report is routed to the relevant division or department for investigation, and to implement measures to remove these hazards. An initial risk assessment and investigation findings are required to be submitted within two weeks of the report.

Throughout the year, all reported hazards have been investigated and addressed, with updates and notable case studies shared through half-yearly Hazards Newsletters to raise employee awareness. In FY2023/24, SIA and Scoot successfully investigated and addressed all 725 hazard reports received.

Scoot adopts a similarly open reporting culture, analysing hazards for trends and implementing controls where necessary.

Notably, SIA and Scoot have collaborated with airports to address issues such as insufficiently marked closed runways, Precision Approach Path Indicator failures, faulty Visual Docking Guidance Systems and poor lighting conditions. These proactive measures have the potential to avert incidents.

Fatigue Risk Management

SIA and Scoot have a Fatigue Risk Management (FRM) framework in place to manage fatigue risk during flight operations. This framework includes a system for crew members to submit reports on duty-related fatigue. These reports, together with tools such as a bio-mathematical fatigue models and fatigue surveys, aids in identifying areas of fatigue concern across flight operations.

Safety Focus Forums are held to update pilots on recent incidents. Employees who are involved in crew rostering and scheduling receive training in the science of risk management. SIA is also an active member of the IATA Fatigue Management Task Force, ensuring that it stays abreast of the latest regulatory and industry developments in this area.

Crew Psychological Well-being 403-6

The SIA Group prioritises the mental well-being of its pilots and cabin crew.

It employs a robust support framework involving peer counsellors, aviation psychiatrists and psychologists, as well as the Civil Aviation Medical Board, to care for the psychological well-being of its pilots. In addition, SIA and Scoot comply with medical reporting guidelines to ensure a safe environment for reporting, and for pilots to seek assistance when required.

SIA and Scoot's cabin crew are supported within an established reporting structure, with crew leaders and relevant management representatives trained to manage the mental well-being of their teams. Cabin crew can also reach out to SIA and Scoot's appointed psychologists and approved counsellors if they require assistance. Resources and contacts for national agencies are also shared with cabin crew through various communications platforms.

Systematic Alcohol Screening

The SIA Group adopts a serious stance on cases related to alcohol consumption and maintains clear policies regarding the consumption of alcohol by its operating crew, which are regularly enforced. In alignment with CAAS guidelines, SIA and Scoot have implemented the Airline Alcohol Management Programme (AAMP). This programme includes alcohol test screenings conducted in a risk-based, randomised manner. As part of this programme, certified ground employees perform alcohol breathalyser tests on operating flight crew prior to flight departure. This exceeds the requirements of the Airport Alcohol Testing Programme (AATP) mandated by CAAS.

Flight crew members are prohibited from consuming alcohol within 10 hours of reporting for duty, and are encouraged to voice any concerns they may have regarding the well-being and safety of customers, fellow crew members, and the aircraft they operate. SIA and Scoot continue to take all necessary measures to remind their flight crew of their responsibilities and the consequences of failing to adhere to these policies.

Promotion of Worker Health 403-6

For the facilitation of employees' access to non-occupational medical and healthcare services, please refer to the Employee's health, safety, and well-being section in the Employees chapter.

SAFETY

EMERGENCY PREPAREDNESS AND RESPONSE 403-4 403-5 403-7

SIA's emergency response plan (ERP) details the actions to be taken in the event of a fire or hazardous materials (hazmat) emergency that may occur on its premises. The aim of this response plan is to prevent and minimise injuries to occupants, as well as damage to properties.

In such emergencies, SIA's Company Emergency Response Team (CERT) will be the first to respond, aiming to prevent the situation from escalating. CERT's primary objective is to mitigate and control the emergency in its initial stages, before the arrival of the Singapore Civil Defence Force (SCDF).

The Emergency Response Plan (ERP) prepares SIA stakeholders to respond promptly to a fire or hazmat emergency at any office location. SIA aims to conduct at least one fire evacuation drill annually at each office location in Singapore to ensure its employees are familiar with evacuation procedures. Appointed fire wardens across SIA divisions assist SIA's Fire Safety Managers and building managers in executing the response plan during emergencies.

All planned fire evacuation drills were successfully completed in FY2023/24. In addition, SCDF conducted an audit at the SIA Supplies Centre in October 2023, where they inspected the CERT equipment, training records, and ERP. SIA received a 100% score and a "Pass with Commendation" rating for the audit.



Fire Emergency Plan (FEP)

- Includes procedures for occupants and building management to follow in the event of a fire emergency
- Regular fire evacuation drills are conducted to test the effectiveness of the plan



Arson Prevention Plan (APP)

- Includes procedures to safeguard the building's fire safety system against security threats arising from arson attacks



SAFETY

AIRCRAFT INCIDENTS 403-2 403-5 403-7 PR-1

Aircraft Incident Reporting and Investigation Procedures

The SIA Group emphasises incident reporting and investigation to avoid similar incidents from recurring. These measures extend beyond legal and regulatory requirements.



Reporting

The SIA Group requires incidents to be reported promptly. A robust set of reporting procedures are in place for different incident types, which include:

- Air miss, air proximity, air traffic control, resolution advisory incidents, traffic collision avoidance system
- Flight incidents
- Ground incidents
- Incidents involving crew injury or illness
- Incidents involving passenger and supernumerary injury or illness
- Incidents involving tail strike
- Significant or serious incidents
- Suspected and actual bird strikes



Actions

Key stakeholder groups within the SIA Group are engaged upon notification of the incident or receipt of the incident report. They include:

- All operational divisions
- SSQ
- SSSQ (Scoot)
- SIAEC
- SIA Operations Control team
- Station Managers and Cargo Managers



Investigation

The purpose of the investigation is to determine facts, conditions, and circumstances pertaining to the incident so that action can be taken to prevent recurrence.

All incidents, investigations, and actions taken will be compiled by SSQ and SSSQ into a quarterly summary, which will be reviewed by the ASC.



Communication

Regular statements and updates, incidents and investigation reports are made available on SQhub to increase the level of safety awareness and education among SIA employees. Bulletins are also posted on staff communication platforms such as Workplace to share details of incidents to Scoot's employees when information is available.

For more information on the SIA Group's crisis management procedures, please refer to the Crisis Management section in the Governance chapter.

SAFETY

WORKPLACE SAFETY 3-3 403-9 403-10 PR-1

The SIA Group has established procedures to manage workplace incidents and accidents effectively. If an employee suffers a work-related injury, swift action is taken to ensure the employee's well-being, and to prevent similar incidents in the future.

SSQ conducts regular workplace safety inspections at SIA premises. Hazards identified during these inspections are promptly reported to the responsible units for corrective action. The progress of these actions is monitored until the corrective measures have been implemented.

The SIA Group also runs a voluntary Hazards Reporting Programme to encourage employees to report any hazards, unsafe acts, or situations encountered at the workplace. Reports submitted under this programme are treated with strict confidentiality, and the identity of the reporter is kept confidential unless further information is required for investigation by the SSQ department.

Work-related Injuries 403-9

In FY2023/24, SIA and Scoot reported zero work-related fatalities and high-consequence work-related injuries. Two work-related injuries were reported for ground employees, while cabin crew reported 344 work-related injuries, resulting in an overall work-related injury rate of 15.1 injuries per million man-hours worked.

Each work-related injury is documented, and the cause for the injuries are identified. Additional precautionary measures are implemented to prevent recurrence, such as promoting safe work practices, reminding workers to be mindful of their work environment, and increasing awareness of workplace injuries prevention.

In FY2023/24, SIA and Scoot had zero work-related injuries among its key contractors.

Employees	FY2022/23 ⁶³		FY2023/24	
Estimated number of man-hours worked	20,225,876		22,970,394	
Number (and rate per million man-hours worked) of fatalities as a result of work-related injuries	0	(0)	0	(0)
Number (and rate per million man-hours worked) of high-consequence work-related injuries	1	(0.05)	0	(0)
Number (and rate per million man-hours worked) of recordable work-related injuries	162	(8.0)	346	(15.1)
Main types of work-related injuries	<ul style="list-style-type: none"> Slip, trips, falls and knocks Sprains Scalding and cuts 		<ul style="list-style-type: none"> Slip, trips, falls Sprains and Strains Scalding and cuts from operating equipment 	

Workers who are non-employees	FY2022/23		FY2023/24	
Estimated number of man-hours worked	2,771,559		3,113,788	
Number (and rate per million man-hours worked) of fatalities as a result of work-related injuries	0	(0.0)	0	(0.0)
Number (and rate per million man-hours worked) of high-consequence work-related injuries (excluding fatalities)	0	(0.0)	0	(0.0)
Number (and rate per million man-hours worked) of recordable work-related injuries	0	(0.0)	0	(0.0)
Main types of work-related injuries	Nil		Nil	
Scope of workers who are non-employees	Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents, sales agents)		Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents, sales agents)	

⁶³ A work-related injury in FY2022/23 has been revised to a high consequence work-related injury, following a medical review in FY2023/24 determining that an employee from Scoot was unable to recover fully to pre-injury health status within six months. Please refer to the Appendix for definitions, methodologies, and reasons for and effect of restatements.

SAFETY

Work-related ill-health 403-10



In FY2023/24, the exposure of employees, as well as key contractors, to loud noise and various chemicals, inherent to their work, led to four cases of noise-induced deafness for SIA employees. To better address such cases, SIA has in place a Hearing Conservation Programme. This programme includes controls such as limiting employees' exposure to excessive noise levels, ensuring the correct fitting of hearing protection equipment on its staff, providing training on the proper use and maintenance of the hearing protection equipment, and conducting an annual audiometric examination.

Employees	FY2022/23	FY2023/24
Number of fatalities as a result of work-related ill-health	0	0
Number of recordable work-related ill-health	6	4
Main types of work-related ill-health	Noise-induced deafness	Noise-induced deafness

Workers who are non-employees	FY2022/23	FY2023/24
Number of fatalities as a result of work-related ill-health	0	0
Number of recordable work-related ill-health	0	0
Main types of work-related ill-health	Nil	Nil
Scope of workers who are non-employees	Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents, sales agents)	Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents, sales agents)

CUSTOMERS

SIA is dedicated to delivering a world-class customer experience, across its pre-flight, in-flight, and post-flight touchpoints.

Scout, the low-cost arm of SIA, strives to provide customers with innovative and good value products, in turn delivering industry-leading carrier service and an affordable travel experience.

MANAGEMENT APPROACH

Key Engagement Activities

Engagement Mode	Frequency
Annual Report, Sustainability Report	Annually
Customer Communications Channels (Chatbot, Email, Hotline, Live Chat, Social Media, etc.)	Regular
Customer Insights (Customer, Ethnography and Market Research, Focus Groups, Voice of Customer Post-flight Surveys)	Regular
Press Releases	As required
Publications (<i>KrisWorld</i> Magazine, Priority Magazine, SilverKris.com, Scout eMagazine)	Regular

Key Policies, Processes, and Systems

- Customer Experience Fundamentals and Design Tools
 - SIA Experience Principles
 - Customer Personas
 - SIA and Scout's in-house design thinking methodology
- Performance Improvement Framework
- Quality Management System
- Quality Framework
- Service Audits
- SOAR as ONE Service Philosophy

Ambition

SIA and Scout endeavour to provide customers with the highest quality of air transportation experience through excellent service and proactive customer engagement.

Supporting the UN SDGs



⁶⁴ Based on more than 617,000 responses from SIA's Voice of Customer (VoC) surveys in FY2023/24.

⁶⁵ Based on more than 130,000 responses from Scout's Voice of Customer (VoC) surveys in FY2023/24.

FY2023/24 in Numbers

SIA	Scout
81.2% average Customer Satisfaction (CSAT) Score achieved for touchpoints on the ground and on board in FY2023/24 ⁶⁴	72.0% average CSAT Score achieved for touchpoints on the ground and on board in FY2023/24 ⁶⁵

Awards Won in FY2023/24

Some examples of the awards won by SIA and Scout in FY2023/24 for their commitment to service excellence:

SIA	Scout
World's Best Airline <ul style="list-style-type: none"> • Skytrax World Airline Awards 2023 	World's Best Long Haul Low-Cost Airline <ul style="list-style-type: none"> • Skytrax World Airline Awards 2023
Best Airline <ul style="list-style-type: none"> • Business Traveller Awards 2023 (UK) 	Value Airline of the Year <ul style="list-style-type: none"> • Air Transport World Airline Industry Achievement Awards 2024
Top 50 World's Most Admired Companies <ul style="list-style-type: none"> • Fortune Magazine (USA) 	Best Low-Cost Carrier <ul style="list-style-type: none"> • TTG Travel Awards 2023
Best Airline (Overall) <ul style="list-style-type: none"> • DestinAsian (Asia) Readers' Choice Award 2024 	Best Low-Cost Carrier (Asia Pacific) <ul style="list-style-type: none"> • Travel Weekly Asia Readers' Choice Awards 2023

CUSTOMERS

BRAND MANAGEMENT AND REPUTATION 3-3

Industry-leading Innovations

SIA recognises that innovation is a key driver of exceptional customer service and has a long-standing commitment to introducing new products and services.

Notable achievements include being the first airline to offer audio- and video-on-demand capabilities via *KrisWorld* across all cabin classes in 1998, and being the first to fly the new-generation lightweight and fuel-efficient Boeing 787-10 Dreamliner in 2018. Most recently, SIA was one of the first airlines to offer unlimited complimentary Wi-Fi access to customers across all cabin classes in 2023.

More details on the key milestones achieved over the past few decades are available on SIA's [website](#).

Awards Won in FY2023/24

A selection of awards won by SIA in FY2023/24 can be found in the Awards chapter in the FY2023/24 SIA Annual Report and SIA's [website](#). Some of these awards include:



World's Best Airline Skytrax World Airline Awards 2023

This award represents a global benchmark for airline excellence and is one of the most coveted quality accolades in the airline industry. SIA also won three other awards – *Best First Class Airline*, *Best First Class Comfort Amenities*, and *Best Airline in Asia*.



Best Airline Business Traveller Awards 2023 (UK)

SIA won awards for *Best Airline*, *Best Asian Airline*, *Best Cabin Staff*, *Best First Class*, and *Best Economy Class*. The Airline was recognised for its renowned hospitality and cutting-edge premium cabin products.



Top 50 World's Most Admired Companies Fortune Magazine (USA)

SIA made it to Fortune Magazine's prestigious list of the 50 most admired companies in the world in 2024. This list was derived from surveying executives, directors, and securities analysts globally. SIA clinched the 29th position in the list and was the only Singapore-based company and the second-highest placed Asian company in the list.



Best Airline (Overall) DestinAsian (Asia) Readers' Choice Awards 2024

This award recognised SIA as the world's *Best Airline*, as voted by the readers of DestinAsian (Asia). SIA won awards for *Best In-flight Entertainment*, *Best Frequent Flier Programme*, and *Best First and Business Class*, as well as *Best Economy Class*.

CUSTOMERS

Scout also received several accolades in FY2023/24:



World's Best Long Haul Low-Cost Airline Skytrax World Airline Awards 2023

This award represents the global benchmark for airline excellence and is one of the most coveted accolades in the airline industry. Scout has won the award for *Best Long Haul Low-Cost Airline* for three consecutive years.



Value Airline of the Year Air Transport World Airline Industry Achievement Awards 2024

Scout's recognition as *Value Airline of the Year* exemplifies its commitment to ensure a seamless and unique travel experience for its customers. Winners are selected by a panel of editors and analysts from Aviation Week Network's publications Air Transport World (ATW), Centre for Asia Pacific Aviation (CAPA), and Routes.



Best Low-Cost Carrier TTG Travel Awards 2023

These awards recognise the best of Asia-Pacific's travel industry. Scout has won the award for *Best Low-Cost Carrier* three times running.



Best Low-Cost Carrier (Asia Pacific) Travel Weekly Asia Readers' Choice Awards 2023

The awards recognise exceptional international travel operators and suppliers who have showcased an unwavering commitment to service, innovation, and excellence in their respective domains over the past year.

CUSTOMERS

Shaping Brand Narrative Through Campaigns



SIA

Beyond the Cabin

Launched in April 2023 across SIA's social media channels, *Beyond the Cabin* is a video series designed to showcase the wide range of destinations SIA flies to. It illustrates how the rich and diverse experiences of SIA's cabin crew help shape the world-class in-flight service they deliver to customers.

The campaign successfully enhanced SIA's brand positioning and sustained the momentum from the *Welcome to World Class* campaign that was launched in January 2023. The series amassed **over 84.3 million views** across SIA's YouTube, Facebook, and Instagram pages during the campaign period of 18 April to 4 October 2023.

More information on the campaign can be found on SIA's [website](#).

Welcome to World Class

To reinforce SIA's premium brand positioning, the Airline continued with its *Welcome to World Class* campaign in October 2023, showcasing its commitment to deliver a world-class experience across the end-to-end customer journey. The campaign featured 15- and 30-second films shared on SIA's Facebook, Instagram, YouTube, and TikTok pages. These garnered **over 168 million views** during the campaign period of 19 October to 15 November 2023.

More information on the campaign can be found on SIA's [website](#).

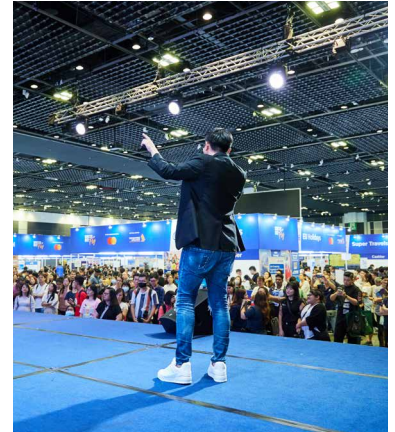


CUSTOMERS

Time to Fly

SIA's *Time to Fly* campaign, which was first launched in March 2022, is aimed at reinvigorating the travel industry, strengthening the brand's presence among customers, and securing advance sales.

In November 2023, *Time to Fly* returned on a larger scale, involving more travel agents and partners than its inaugural edition. Bolstered by support from the Airline's partners and media coverage, the campaign sparked significant public interest, resulting in higher engagement and visitor numbers than the previous year at the physical three-day travel fair.



TRAVEL DESERVES BETTER



And don't let anyone tell you otherwise.
Just think about it.

While you love visiting some places all the time,
Isn't it great to have other options too?
Our network offers over 60 destinations across 15 countries.
Singapore, Jeju, Bangkok, even Berlin? Take your pick.

Sureeee, we're all about that YOLO life.
But we also aren't letting you take any risks.
Say hello to a fleet that is modern, quiet, and well-maintained.
We take no chances when it comes to safety.

Getting the best value may be your target,
But that doesn't mean you have to scrimp on comfort —
Not when you can count on ScootPlus.
For upgraded perks without breaking the bank.

Surprising your loved ones with gifts is always a joy.
That's why we have a 10kg* carry-on baggage allowance.
So you don't have to leave any souvenirs behind.
Trust us, the extra 3kg truly matters.

So the next time you think about travel,
Think about resetting your expectations.



**BECAUSE TRAVEL
DESERVES BETTER**
— flyscout.com



*Limited to 1 carry-on bag and 1 personal item, within permitted dimensions.

Scout

Because Travel Deserves Better

With the ambition to be the leading low-cost carrier (LCC) in Asia, Scoot launched its *Because Travel Deserves Better* campaign in March 2023. Leveraging Scoot's core strategic pillars, the campaign highlighted the key propositions that differentiates the airline from its competitors. These include product offerings such as ScootPlus, Scoot-in-Silence, 10kg Carry-on Allowance, a young and modern fleet, as well as an extensive network covering over 60 destinations across 15 countries and territories.

Launched globally across all of Scoot's markets, the campaign spanned large-format impact out-of-home billboards, digital channels, and key social media platforms. A second phase of the campaign also ran from August to November 2023.

Through these brand building efforts, Scoot's brand awareness scores have seen a healthy uplift in all markets, helping it to reinforce its LCC leadership position in the region.



CUSTOMERS

CUSTOMER EXPERIENCE AND SATISFACTION 3-3

Applying a Customised Approach Towards Customer Experience and Going the Extra Mile

SIA recognises that each customer has unique preferences, needs, and expectations. The Airline leverages customer insights and technology to tailor its offerings for different customer segments.

The SIA Customer Experience department envisions an end-to-end customer journey that provides a seamless and personalised experience, thereby enhancing customer satisfaction. This is achieved through:

- Adopting a customer-centric approach that employs a design thinking methodology (Discover, Design, and Deliver), and leverages digitalisation to delight customers at every stage of their journey.
- Enhancing the SIA Customer Insights Portal with an artificial intelligence model to gain a comprehensive overview of customer satisfaction levels across all touchpoints and identify areas for improvement.
- Utilising data analytics tools to process operational data and customer feedback from various sources such as post-flight surveys to uncover impactful insights. The SIA Customer Experience Management system ingests and harnesses relevant insights to enable SIA's frontline employees to deliver highly personalised and improved experiences.

CASE STUDY Enhancing the Travel Experience for Families with Young Children

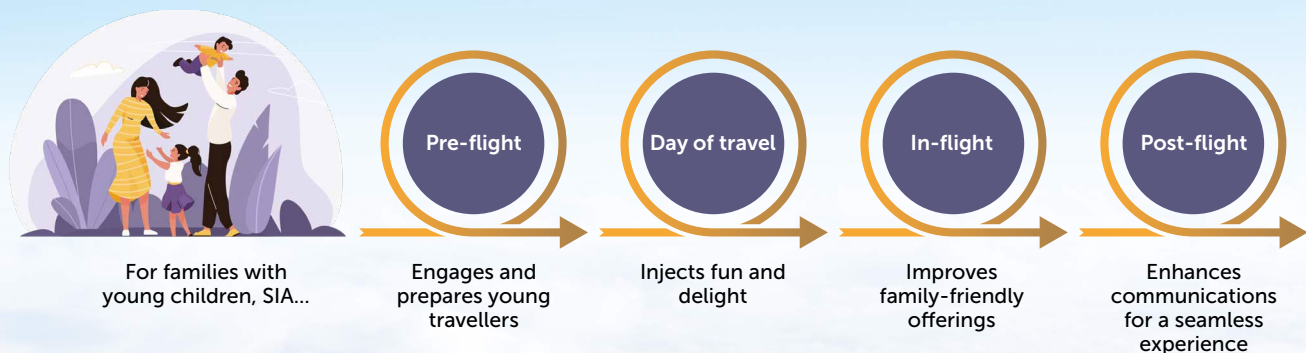
SIA recognises the unique needs of families travelling with young children, and is committed to enhancing the travel experience for this group of customers.

As part of this effort, SIA launched two augmented reality (AR) filters on Instagram for the year-end holidays, aimed at educating children aged three to 11 on flying etiquette and fun aviation facts through an interactive quiz. The development of the filters involved a user survey and multiple rounds of validation tests to ensure that the product met its objective of preparing young travellers for their upcoming trips. Features such as single and multiplayer options, as well virtual accessories, were built into the filter based on feedback.

At Singapore Changi Airport, some young travellers received a luggage tag featuring 'Beary', the SIA bear, in December 2023. These initiatives were aimed at engaging and delighting junior flyers, to foster a lasting connection with the SIA brand.

Recognising the challenges that parents typically face when travelling with young children, SIA also enhanced the information available on its website to address topics of importance for parents such as stroller handling and ordering of child meals for flights, enabling a more seamless and fuss-free travel experience. These topics were identified through customer feedback and research conducted with family travellers.

THE CUSTOMER JOURNEY



CUSTOMERS



Managing Customer Experiences to Build Loyalty

SIA leverages digital technologies to enhance its customers' experience by empowering frontline employees to provide more effective service through automation. This ensures consistent, scalable, and high-quality services.

The SIA Customer Experience Management system is a key enabler in this effort, analysing customer and operational data to better understand customer needs, behaviours and service gaps. The system's automated software recommends the next best action based on data, allowing for personalised offerings that further enhance the customer experience.

Ensuring Customer Satisfaction Through Service Excellence

Tracking and refining SIA's service quality performance

The SIA Customer Affairs department is responsible for managing customer feedback and inquiries. It coordinates with various departments to promptly address service gaps and customer concerns, aiming to restore customers' confidence in SIA through effective service recovery.

The SIA Customer Contact Services department assists travellers with their needs, works with other departments to simplify and redesign processes and policies to enhance customer experience, and uses data analytics to enhance decision making and efficiency at contact centres. It employs a Process Improvement Framework to foster collaboration and continuous learning, and regularly refines its Quality Framework to deliver high-quality service.

The SIA Service Culture and Quality department tracks customer feedback and compiles monthly reports on service quality performance, including complaints and compliments. These reports help business units monitor and improve their performance. The team shares insights with respective departments to facilitate the development of new products and services, and reviews policy changes related to customer experience. Customised tableau dashboards enable airport teams across the network to proactively monitor their service performance and find ways to improve the customer journey.

CUSTOMERS

Voice of Customer

Ensuring a positive customer experience across the customer journey, as measured by VoC surveys⁶⁶, is a priority for both SIA and Scoot.

CSAT scores for touchpoints on the ground and on board are tracked to gain deeper insights into customer experience and expectations. This information guides SIA and Scoot in delivering a seamless journey for their customers.

SIA

At SIA, the Customer Insights Portal (CIP) has enabled various business units to monitor in near real time any problems that arises, and facilitate the swift dissemination of information to Singapore and overseas employees across the SIA Group.

In FY2023/24, SIA received more than 617,000 responses from its surveys. These surveys enable SIA to closely monitor CSAT across the various touchpoints in the travel journey, providing insights into customers' perceptions of their end-to-end experience and the performance of each touchpoint. Based on these insights, SIA takes targeted actions to enhance the customer experience. Faced with high load factors, changing customer behaviour, and increased expectations, among other factors, SIA has implemented specific initiatives aimed at driving performance. As a result, the average CSAT score has remained relatively high at 81.2%.

SIA regularly reviews its CSAT scores and customer feedback from VoC surveys in forums such as the Management Committee and the Customer Experience, Technology and Sustainability Committee (CETSC) meetings. In addition, SIA leverages the data to review existing customer-related policies, products, and services.

Scoot

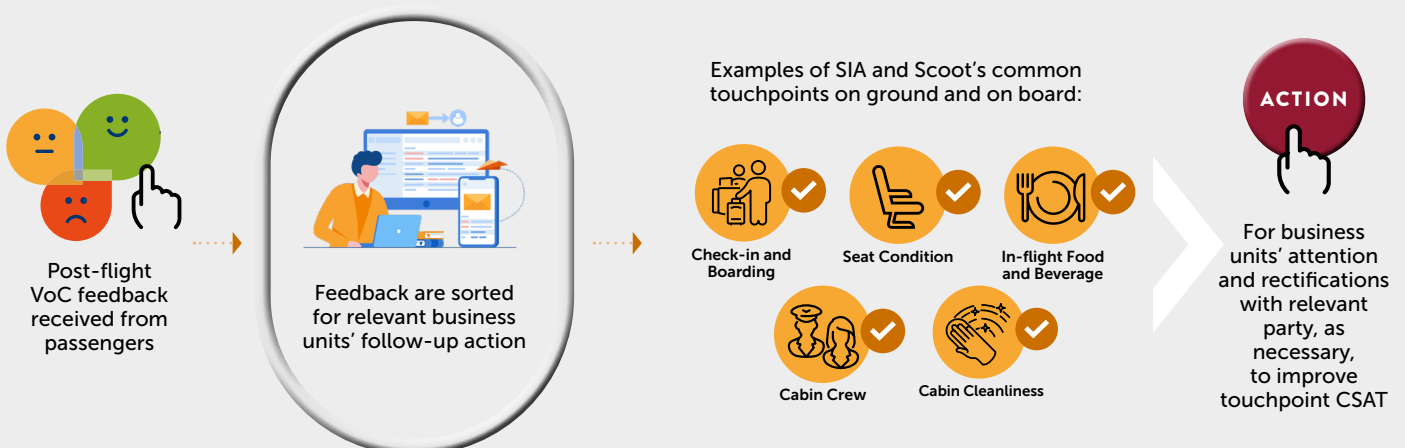
At Scoot, a feedback management system has also been implemented to enable key business units to proactively follow up with customer feedback and help improve service levels across key customer touchpoints.

In FY2023/24, Scoot received more than 130,000 responses from its VoC surveys. An average CSAT score of 72.0% was achieved despite facing similar challenges to SIA.

The CSAT scores across key touchpoints in the customer journey, alongside qualitative feedback from the VoC surveys, are regularly reviewed at Scoot's Customer Experience forum. This forum sees participation from key BUs. Customer-related policies, products, and services are reviewed, and action is taken to improve the overall customer experience.



An example of SIA and Scoot's feedback management processes



⁶⁶ Surveys are conducted after each flight, covering customer touchpoints both on the ground and on board.

CUSTOMERS

Leveraging Digital Platforms and Data Analytics

Committed to enhancing customer engagement, SIA makes significant investments in digital solutions, seeking tools that leverage data analytics to streamline feedback and allow a more prompt and effective response to customers. Digital tools and platforms, such as social media and mobile applications, help SIA stay connected with customers and improve their overall experience.

Some examples include:

- SIA has improved its digital interface for customers by adding self-service features to its website and the SingaporeAir mobile app. These provide easy access to essential information, enabling customers to independently manage tasks such as flight booking refunds and modifications, access to flight disruption statements for insurance claims, and self-reporting for delayed and damaged baggage.
- The SIA Customer Affairs department leverages digital solutions and process redesign to automate feedback management. For example, using a customised Salesforce platform, the department gains comprehensive insights into customer interactions with SIA, facilitating seamless information sharing with BUs for the swift case resolution. In June 2023, the department introduced automated case assignment, directing cases to employees with the most relevant skillset or knowledge for more effective handling. Each case is assessed and prioritised based on a set of carefully pre-defined parameters.

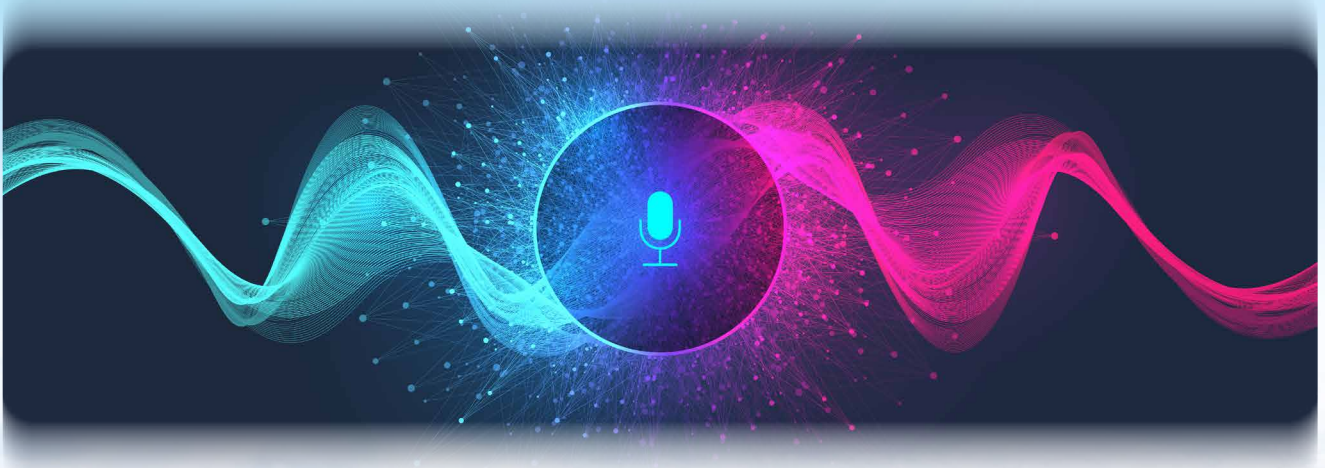


CASE STUDY

Enhancing Customer Service Through Generative AI (GenAI)

The SIA Customer Affairs department leverages GenAI solutions to reduce the average response time and offer a seamless servicing experience, thereby delivering higher standards of customer service.

- GenAI is used to generate summaries of customer calls at SIA contact centres. This allows frontline employees to quickly gather key information about the customer's previous interactions with SIA, enabling them to effectively continue the case from where it was left off. With the data captured, SIA's data analysts can perform a robust analysis of customer calls and share insights on customer feedback with relevant product and policy owners, so that they can further improve customer service.
- To enhance operational efficiency, GenAI's advanced natural language processing features are employed to process the nuances of human language and generate human-like responses. This streamlines routine tasks and frees up manpower to handle more complex issues. The department will continue to leverage this technology to elevate the quality of customer interactions and the resolution of customer feedback.



CUSTOMERS



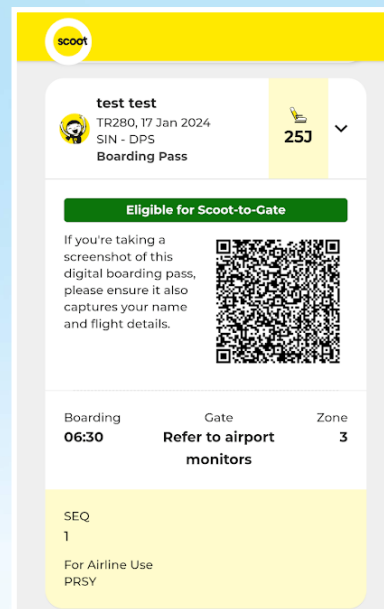
CASE STUDY

Seamless Travel Experiences with Scoot Web Application

Launched in October 2023, the new Scoot Web Application (SWA) is a booking management platform designed to streamline the booking process by integrating various modules into a single web application.

The application's modular approach ensures flexibility, allowing for quick updates and adaptations to meet the different needs of travellers. Key features include:

- Flexibility and Scalability:** SWA's modular approach enables Scoot to scale quickly in developing new web applications by selecting the relevant features. New features developed for SWA modules can also be easily deployed across other applications beyond SWA.
- Diversification of Payment Methods:** To accommodate its customers' diverse preferences, SWA has expanded its payment gateway to include globally-recognised platforms such as Google Pay, as well as local bank transfer solutions like Faster Payment System, PromptPay, and German bank transfers. This allows users to choose their preferred method of payment, enhancing the booking experience.
- Addition of KrisFlyer Tiered Member Benefits During Booking:** During the booking process, customers are offered a variety of KrisFlyer-tiered member benefits, including priority boarding, seat selection, and additional baggage allowance. By integrating these benefits into the booking process, it ensures that travellers not only secure their flights efficiently, but also enjoy their benefits.
- Streamlining of Check-outs:** SWA simplifies the check-out process by retaining customer information, eliminating the need for data entry, and enabling KrisFlyer members to complete their flight bookings with speed and ease.
- Digital Boarding Pass:** The introduction of a digital boarding pass reduces paper waste and provides a more seamless travel experience. Travellers can check in, access their boarding pass directly from their mobile devices, and proceed straight to the gate at eligible airports.



CUSTOMERS

Better Service Through Process Automation

Several automation solutions were introduced in FY2023/24 to improve efficiency and deliver an enhanced customer experience.

- Schedule Change Bot**
 Automates manual processes for following up with customers on schedule changes, saving around 343 man-hours in FY2023/24.
- Passenger Name Record (PNR) Sorting Bot**
 Automates the queuing of prioritised passenger name records to the correct queue, reducing manual processing and saving about 144 man-hours in FY2023/24.

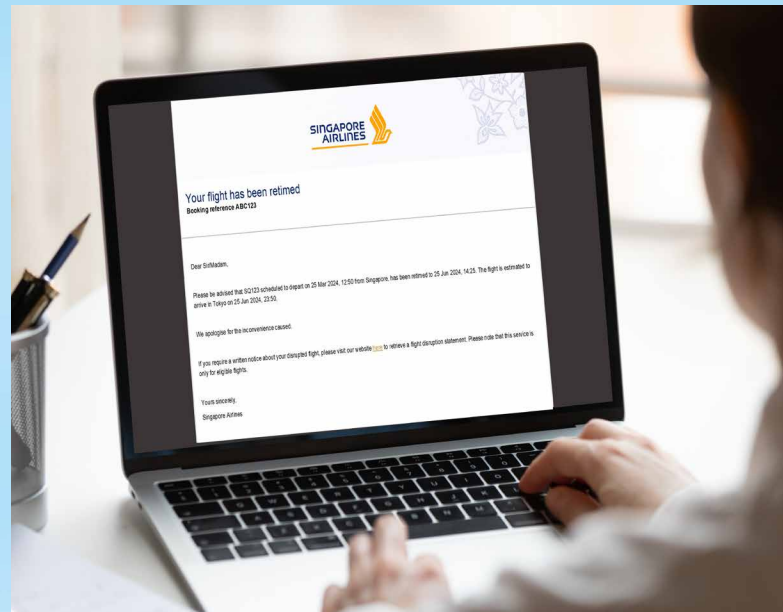
CASE STUDIES

Improving Baggage Service Recovery Experience Through Baggage E2E Self-service Suite

SIA's Baggage E2E Self-service Suite (BESS) is a digital initiative designed to enhance the baggage service recovery experience for customers in the event of mishandled baggage. This automated process, which leverages application programming interface (API) integration, eliminates the need for physical forms.

BESS processed over 979,000 transactions in FY2023/24, saving approximately 86,000 customer-hours, 132,000 man-hours, and around 241kg of paper.

Efforts to improve BESS, taking into consideration both customer experience and operational processes, are underway. One feature currently on trial enables customers to report damaged baggage via BESS. Customers arriving in Singapore on SIA-operated flights can lodge an online report within 72 hours of arrival, provide images of their damaged bags, and receive a report reference number for insurance claims. SIA employees will follow up on the cases after their reports have been filed.



Cessation of Hardcopy Delay Notices

Since August 2023, SIA customers affected by delayed departures from Singapore are promptly informed of the changes to their flight time via short notification messages to their registered contact details.

Beyond giving customers updated information, this allows the Singapore Hub Airport Operations team to eliminate the need for hardcopy delay notices, saving an average of around 120kg of paper annually.

Customers who wish to obtain a hard copy of the delay notice for work or to claim from their insurance may download a copy of the Flight Disruption Statement through SIA's [website](#) from 48 hours up to six months after the scheduled time of departure.

CUSTOMERS

Engaging Customers Through Social Media

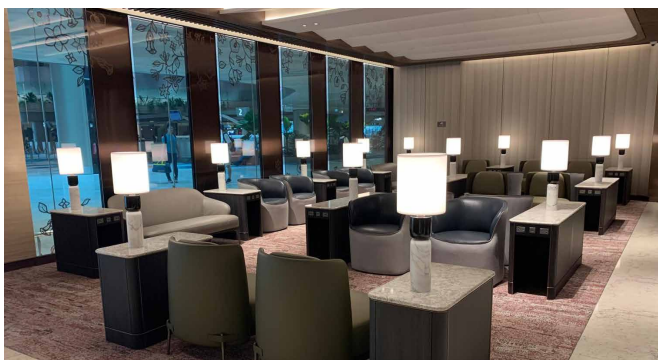
Social media channels are important platforms for SIA to reach out to its audiences, engage with customers by sharing important travel information, and build a community that is passionate about travel and aviation. SIA has a social media presence on [Facebook](#), [X](#) (formerly known as Twitter), [Instagram](#), [LinkedIn](#), [YouTube](#), [TikTok](#), [Weibo](#), and WeChat, and has a dedicated Social Media Engagement Unit to assist customers 24/7.

New Product and Service Offerings for Customers

SIA

Re-opening of First Class Check-in Reception at Singapore Changi Airport Terminal 2

The First Class Check-in Reception at Singapore Changi Airport Terminal 2 re-opened on 28 September 2023, in line with the official re-opening of the terminal. Suites and First Class customers, as well as Solitaire PPS Club members, travelling on SIA flights may check in at this private and revamped space, with porter services available at the kerbside. This completes SIA's full suite of premium customer services at Terminal 2, with the SilverKris and KrisFlyer Gold lounges having re-opened in October and November 2022, respectively.



New SilverKris Lounge at Perth International Airport

SIA unveiled the new SilverKris Lounge at Perth International Airport Terminal 1 on 26 February 2024. The lounge not only offers convenient access to all international boarding gates in the transit area but also features SIA's refreshed 'Home Away from Home' design concept. It is twice the size of the previous lounge and can accommodate up to 135 customers. It features a larger buffet area that includes a live cooking station and a full-service bar, which offers barista coffee and a selection of signature drinks. Customers can also enjoy a wider selection of freshly prepared food and beverages throughout the day. An integral part of the design was the use of indigenous Australian hardwoods such as Black Butt, which were locally sourced from the state's southwestern Jarrah and Karri forest areas.



CUSTOMERS

New Product and Service Offerings for Customers

SIA

Elevating the In-flight Dining Experience

Several dining-related initiatives were enhanced in FY2023/24. These include:

- SIA reinstated its Chinese Authentically Asian meal, *Shi Quan Shi Mei* (食全时美) and *Shi Quan Wei Mei* (食全味美), in the Suites, First Class, and Business Class cabins, on flights between Singapore and China as well as Hong Kong SAR from end October 2023.



- In FY2023/24, SIA continued its collaboration with renowned Michelin-starred Swiss chef Heiko Nieder for a second consecutive year. Under this collaboration, the First Class and Business Class menus featured on flights from Zurich to Singapore were specially curated, including modern Swiss cuisine dishes such as slow-braised veal cheek with avocado wasabi puree, potato, cucumber salad and wasabi.



- New Singaporean hawker dishes such as the *Keng Eng Kee Moonlight Hor Fun* and *Chew Kee Soy Sauce Chicken Noodle* were introduced in Suites, First Class, and Business Class from May to June 2023 and July to August 2023, respectively, as part of the Singapore Showcase Hawker Promotion.



- Business Class meals on SIA's Kuala Lumpur flights were refreshed from October 2023 to include a variety of new dishes including poke rice bowls, gado gado, cold soup, and cold soba.
- The snack options for Suites, First Class and Business Class on long-haul flights were refreshed in December 2023. This includes truffled-flavoured potato chips, mixed nuts and granola bites which are differentiated from snack offerings in Economy Class and Premium Economy Class.
- As part of its *Farm to Plane* initiative, SIA serves locally farmed steelhead trout from [Hudson Valley Fisheries](#) in New York City for First Class and Business Class meals on flights departing from New York's John F. Kennedy International Airport and Newark Liberty International Airport. Hudson Valley Fisheries is a Best Aquaculture Practices (BAP)-certified farm that shares SIA's commitment to sustainability, using all-natural feed for its fish and recycling 95% of the water required for its farming process. The farm's proximity to New York gateways underscores SIA's commitment to sourcing ingredients closer to its catering facilities, thereby minimising transportation requirements and reducing the carbon footprint associated with each dish.



CUSTOMERS

New Product and Service Offerings for Customers

SIA

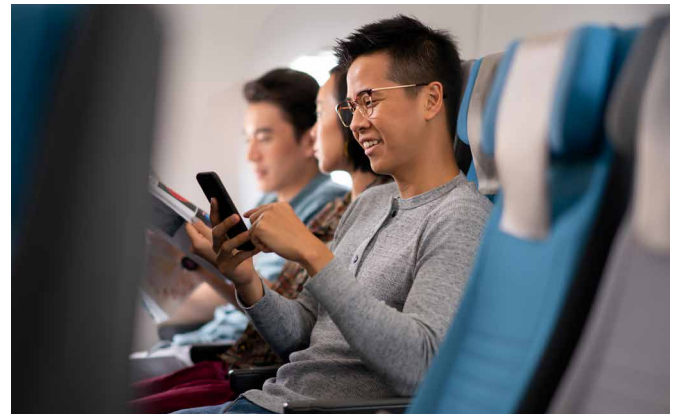
SIA's Enhanced Premium Economy Class In-flight Experience

On 31 March 2024, SIA rolled out its revamped Premium Economy Class in-flight experience. This comprises an improved and expanded selection of more than 200 new appetisers, main courses, and dessert options on rotation, as well as a new amenity kit made of Forest Stewardship Council (FSC)-certified kraft paper fabric. The kit includes amenities made from recycled PET material, and is available on request on flights that are at least seven hours long.



Staying Connected in The Sky

SIA expanded access to its free unlimited in-flight Wi-Fi to KrisFlyer members travelling in Premium Economy Class and Economy Class in July 2023. This was previously extended to Suites, First Class, and Business Class customers, as well as PPS Club members and PPS Club supplementary card holders. As a result, customers in all cabin classes will now enjoy this complimentary service that is available across nearly SIA's entire aircraft fleet⁶⁷ and route network. This makes it one of the most comprehensive free in-flight Wi-Fi offerings in the airline industry.



Scout

Launch of eSIM and eVisa services

In July 2023, Scout launched the sale of eSIM services with Simtex to provide Scout customers with in-destination travel connectivity. These services allow customers to customise their travel itineraries and enjoy connectivity when and where they need it, without paying for unnecessary extra days or destinations.

In September 2023, Scout also re-launched the electronic visa services with SimpleVisa to facilitate visa application for Scout customers who require assistance. These services include providing guidance and facilitating the visa application process to ensure a smooth experience.



Are you trip-ready?
We help you with your visa
 Hit the skies worry-free, fully equipped with the correct paperwork. We handle every detail, ensuring you're all set for takeoff.

[Apply Now](#)

⁶⁷ Free unlimited Wi-Fi services are available on all aircraft except for the seven Boeing 737-800 NGs that are not Wi-Fi enabled.

EMPLOYEES

EMPLOYEES 3-3

The SIA Group remains steadfast in its commitment to build a future-ready workforce through talent attraction and development, and foster a meaningful employee experience by celebrating the SIA spirit.

MANAGEMENT APPROACH

Key Engagement Activities

Engagement Mode	Frequency
Chill Out with CEO Sessions	Quarterly
Community Service and Volunteering Activities	Regular
Customer Service and Operations Conference	Biennially
Divisional Townhalls, Engagement Sessions	Regular
Engagement with Union Leadership	Monthly
Learning and Innovation For Everyone (LIFE) Event	Biennially
Long Service and Retirement Award Ceremonies	Annually
Organisational Climate and Pulse Surveys	Regular
Publications (Bulletins, Circulars, Magazines, Newsletters, Notices, etc.)	Regular
Safety and Security Week, CEO Service Excellence Awards, Innovation Awards	Annually
SIA Business Meetings	Biannually
World Marketing Conference and Marketing Warrior Awards	Biennially

Key Policies, Processes, and Systems

- Collective Agreements
- Code of Conduct, including Staff Regulations
- Human Resources (HR) policies and guidelines governing Workforce Planning, Talent Acquisition and Staffing, Total Rewards, Talent and Performance Management, Global Mobility, and Learning and Development
- Policy on Harassment and Grievance Handling Process and Protocols
- Safe Management Measures and Workplace Protocols

Ambition

The SIA Group strives to be an employer of choice that:

- Develops its employees to their fullest potential to foster a high-performing, productive, and future-ready workforce;
- Facilitates a work environment that is safe, flexible, nurturing, and caters to individual needs and aspirations, including opportunities to contribute to local communities through volunteer programmes, and;
- Provides employees an enriching experience throughout their journey.

SIA Targets	Due	Status
At least 25% female employees in senior positions (Vice Presidents and above)	By FY2025/26	On track
At least 25% increase in the number of female pilots, from FY2020/21 levels	By FY2025/26	On track
Scoot Targets	Due	Status
At least 25% increase in the number of female employees in senior positions (Directors and above), from 2021 levels	2025	On track
At least 25% increase in the number of female pilots, from 2021 levels	2025	On track

FY2023/24 in Numbers

47.8% : 52.2%
gender ratio (male:female) of SIA and Scoot's employees

\$45.9m

investment in learning and development of SIA and Scoot's employees

Supporting the UN SDGs



EMPLOYEES

THE SIA GROUP'S EMPLOYEES⁶⁸

Strength in Workforce Diversity 2-7

The SIA Group promotes diversity, equity, and inclusion in the workplace, underpinned by progressive policies, processes, and practices that support these values. This fosters an environment that values varying perspectives, which helps to strengthen the organisation. The SIA Group also ensures that employees, irrespective of race, ethnicity, gender, age, or beliefs, feel valued and have equal opportunities for growth.

As of 31 March 2024, the Group had 27,116⁶⁹ employees, reflecting a 12% increase in headcount from the previous financial year. Of these, SIA and Scoot employed 20,462 employees, with 60.3% of employees comprising Singapore citizens. Female employees accounted for 52.2% of the workforce, while male employees made up 47.8%, a near-equal gender split.

Full-time employees accounted for 99.7% of the workforce. Some 30.8% of employees were under 30 years of age, 52.3% were between the ages of 30 and 50, and 16.8% were above the age of 50. Managers and above made up around 3.3% of total employees, followed by 12.2% for executives, and 84.4% for other employees. SIA does not hire non-guaranteed hours employees, as all employees are covered by contracts that define their working hours.

Employees in the SIA Group⁷⁰

	FY2023/24
Employees in the SIA Group	27,116
Employees, by Subsidiary	
SIA	17,802
Scoot	2,660
SIA Engineering Company (SIAEC)	4,552
SIAEC's Subsidiaries	1,739
Cargo Community Network	85
Singapore Flying College	67
Singapore Aviation and General Insurance Company (SAGI)	3
KrisShop	123
Encounters	85

SIA and Scoot Employees, by Employment Type (Permanent, Contract, Full-time, and Part-time), Gender, and Region

	FY2023/24							
	Permanent		Contract		Full-time		Part-time	
By Gender	10,072	49.2%	10,390	50.8%	20,408	99.7%	54	0.3%
Male	6,759	33.0%	3,016	14.7%	9,768	47.7%	7	0.03%
Female	3,313	16.2%	7,374	36.0%	10,640	52.0%	47	0.2%
By Region	10,072	49.2%	10,390	50.8%	20,408	99.7%	54	0.3%
Singapore	7,836	38.3%	10,295	50.3%	18,125	88.6%	6	0.03%
The Americas	149	0.7%	2	0.01%	151	0.7%	0	0.00%
Europe	407	2.0%	23	0.1%	397	1.9%	33	0.2%
North Asia	580	2.8%	57	0.3%	636	3.1%	1	0.00%
South East Asia	477	2.3%	4	0.02%	481	2.4%	0	0.00%
South West Pacific	316	1.5%	1	0.00%	303	1.5%	14	0.1%
West Asia and Africa	307	1.5%	8	0.04%	315	1.5%	0	0.00%

⁶⁸ Please refer to the Appendix for definitions and methodologies. Due to rounding, percentages presented may not add up precisely to the absolute totals indicated.

⁶⁹ Includes employees from all of SIA's subsidiaries. Please refer to the Appendix for details on reporting boundaries.

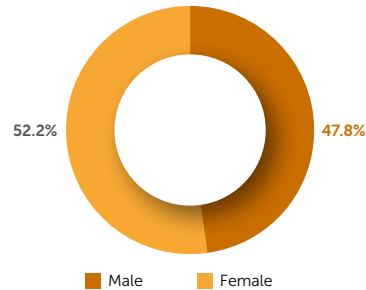
⁷⁰ Excludes SIA employees seconded to other companies but includes employees seconded to SIA. Due to rounding, percentages presented may not add up precisely to the absolute totals indicated.

EMPLOYEES

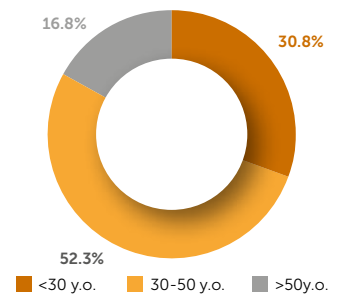
SIA and Scoot Employee Demographics

	FY2023/24	
SIA and Scoot Employees	20,462	100%
Employees, by Gender		
Male	9,775	47.8%
Female	10,687	52.2%
Employees, by Region		
Singapore	18,131	88.6%
The Americas	151	0.7%
Europe	430	2.1%
North Asia	637	3.1%
South East Asia	481	2.4%
South West Pacific	317	1.5%
West Asia and Africa	315	1.5%
Employees, by Age Group		
<30 years old	6,312	30.8%
30-50 years old	10,706	52.3%
>50 years old	3,444	16.8%
Employees, by Employee Level by Gender		
Managers and Above	682	3.3%
Male	453	2.2%
Female	229	1.1%
Executives	2,504	12.2%
Male	1,335	6.6%
Female	1,169	5.7%
Other Employees	17,276	84.4%
Male	7,987	39.0%
Female	9,289	45.4%
Employees, by Employee Level by Age Group		
Managers and Above	682	3.3%
<30 years old	1	0.00%
30-50 years old	481	2.3%
>50 years old	200	1.0%
Executives	2,504	12.2%
<30 years old	690	3.4%
30-50 years old	1,517	7.4%
>50 years old	297	1.5%
Other Employees	17,276	84.4%
<30 years old	5,621	27.5%
30-50 years old	8,708	42.6%
>50 years old	2,947	14.4%

SIA and Scoot Employees,
by Gender



SIA and Scoot Employees,
by Age Group



	FY2023/24	
Employees, by Employee Function by Gender		
Ground Staff	6,435	31.4%
Male	2,889	14.1%
Female	3,546	17.3%
Cabin Crew	10,782	52.7%
Male	3,702	18.1%
Female	7,080	34.6%
Pilots	3,245	15.9%
Male	3,184	15.6%
Female	61	0.3%
Employees, by Employee Function by Age Group		
Ground Staff	6,435	31.4%
<30 years old	1,236	6.0%
30-50 years old	3,660	17.9%
>50 years old	1,539	7.5%
Cabin Crew	10,782	52.7%
<30 years old	4,866	23.8%
30-50 years old	4,839	23.6%
>50 years old	1,077	5.3%
Pilots	3,245	15.9%
<30 years old	210	1.0%
30-50 years old	2,207	10.8%
>50 years old	828	4.0%

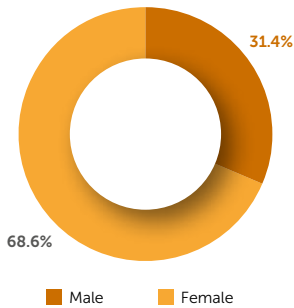
EMPLOYEES

NEW HIRES AND TURNOVER

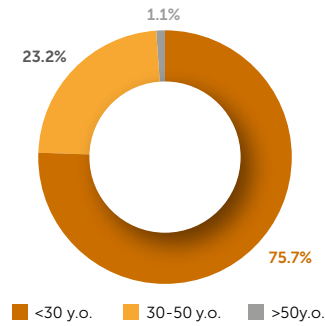
SIA and Scoot New Hires

In FY2023/24, SIA and Scoot's overall new hire rate⁷¹ decreased to 17.6%, with the new hire rate for male employees at 5.5%, and female employees at 12.1%. Together, the airlines' new hire rate was 13.3% for employees under 30 years of age, 4.1% between the ages of 30 and 50, and 0.2% above the age of 50.

SIA and Scoot New Hires, by Gender



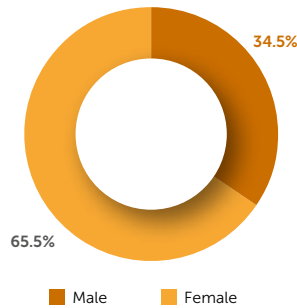
SIA and Scoot New Hires, by Age Group



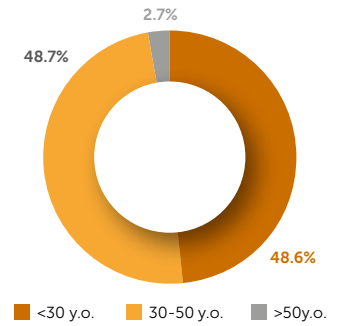
SIA and Scoot Turnover

SIA and Scoot's overall turnover rate⁷² stood at 5.2%, with the turnover rate for male employees at 1.8%, and female employees at 3.4%. The Group's turnover rate was 2.5% for employees under 30 years of age, 2.6% for employees between the ages of 30 and 50, and 0.1% for employees above the age of 50.

SIA and Scoot Turnover, by Gender



SIA and Scoot Turnover, by Age Group



	FY2023/24	
SIA and Scoot New Hires	3,601	100%
New Hires, by Gender		
Male	1,132	31.4%
Female	2,469	68.6%
New Hires, by Age Group		
<30 years old	2,726	75.7%
30-50 years old	835	23.2%
>50 years old	40	1.1%
New Hires, by Employee Level		
Managers and above	22	0.6%
Executives	363	10.1%
Other Employees	3,216	89.3%
New Hires, by Region		
Singapore	3,357	93.2%
The Americas	23	0.6%
Europe	31	0.9%
North Asia	53	1.5%
South East Asia	75	2.1%
South West Pacific	36	1.0%
West Asia and Africa	26	0.7%

	FY2023/24	
SIA and Scoot Turnover⁷³	1,071	100%
Turnover, by Gender		
Male	369	34.5%
Female	702	65.5%
Turnover, by Age Group		
<30 years old	520	48.6%
30-50 years old	522	48.7%
>50 years old	29	2.7%
Turnover, by Employee Level		
Managers and above	16	1.5%
Executives	113	10.6%
Other Employees	942	88.0%
Turnover, by Region		
Singapore	958	89.4%
The Americas	9	0.8%
Europe	11	1.0%
North Asia	21	2.0%
South East Asia	34	3.2%
South West Pacific	26	2.4%
West Asia and Africa	12	1.1%

⁷¹ New hire rate is computed by number of new hires over the number of employees, expressed as a percentage. This can be computed by the respective demographic cuts.

⁷² Turnover rate is computed by number of turnover over the number of employees, expressed as a percentage. This can be computed by the respective demographic cuts. Due to confidentiality constraints, turnover relates purely to voluntary attrition, and does not include involuntary turnover such as dismissal, completion of contract, etc.

⁷³ Due to confidentiality constraints, turnover relates purely to voluntary attrition, and does not include involuntary turnover such as dismissal, completion of contract, etc.

EMPLOYEES

EMPLOYEE ENGAGEMENT

The SIA Group constantly engages with its employees to better understand their needs, and support their growth in their respective organisations. Such engagement also allows SIA to quickly and effectively identify and address employee issues, feedback, and concerns through various support programmes.

Modes of Engagement

SIA maintains multiple engagement modes and communication channels with all its employees, both local and overseas.



Activities and Events

- Co-Innovation Programme by KrisLab** (Regular)
- Community Service and Volunteering Activities** (Regular)
- Company Recreational Activities and Events (Interest Groups)** (Regular)
- Cyber Security Awareness Week** (Annual)
- Demo Day by KrisLab** (Regular)
- Divisional Communications Sessions** (Quarterly)
- Innovation Awards** (Regular)
- Learning and Innovation For Everyone (LIFE)** (Biennial)
- Long Service and Retirement Award Ceremonies** (Annual)
- Safety and Security Week** (Annual)
- SIA Cares Global Corporate Social Responsibility Week** (Annual)
- SIA Group Sports and Wellness Event** (Annual)



Forums and Meetings

- Business Meetings** (Biannual)
- Chill Out with CEO Sessions** (Quarterly)
- Dialogues, Forums, Townhalls** (Regular)
- Senior Management Engagement** (Regular)



Publications

- Bulletins, Circulars, Notices** (Regular)
- Cabin Crew Times** (Monthly)
- Fleet e-Newsletters** (Quarterly)
- Flight Safety Magazine** (Biannual)
- Engineering Division's ED Focus Newsletter** (Quarterly)
- Hazard Newsletters** (Every four months)
- Outlook Stories** (Daily)
- Monthly Message from CEO** (Monthly)
- Outlook Email** (Weekly)



Online Platforms

- e-Learning Platforms** (Regular)
- Employee Platforms (1SQ, SQhub)** (Regular)
- Internal Collaboration using Microsoft Teams** (Regular)
- New Ideation Platform** (Regular)
- Yammer Groups** (Regular)



Surveys

- Organisational Climate Survey** (Biennial)
- Pulse Survey** (Biennial)

EMPLOYEES

SIA puts its employees front and centre, ensuring they can share feedback regularly through various channels. Employee surveys are conducted annually in the form of Organisational Climate Surveys (OCS) or Pulse Surveys to gather employees' sentiments and feedback, allowing the organisation to identify opportunities, and translate them into action plans to create a more positive work experience for employees.

For example, in response to concerns about office accessibility, SIA enhanced transportation options to offer fully-subsidised shuttle bus services between Airline House or SIA Supplies Centre to various MRT stations island wide.

To address requests for more career development resources, SIA introduced a suite of internal career talks in FY2023/24, which provide employees with insights into various roles and career development opportunities within SIA. A dedicated career planning microsite and planning tools have also been shared with employees to assist them in charting their career paths.

An OCS was held in early 2024, which saw participation from 86% of SIA employees. The Company attained a high engagement rate of 83%, and 96% of employees who participated expressed their pride in working for SIA.



EMPLOYEES

Leveraging Technology

SIA constantly seeks to leverage technology to better connect with its employees, enhance their overall experience, and also enable employees to access company functions anytime and anywhere.



1SQ and SQhub: One-stop Employee Mobile App and Employee Portal

SIA's employee mobile app, 1SQ, enables employees to access company news and perform self-service functions, such as leave submissions and travel requests on-the-go. As of 31 March 2024, over 95% of Head Office employees in Singapore were actively using the mobile app. The Company continues to enhance 1SQ based on user feedback. Separately, SQhub is a centralised platform for management and company messages, as well as news about employees.

myHR: Human Resources' Global Portal

Since 2021, SIA's HR transformation journey has included the implementation of a global HR system, myHR, aimed at digitalising and elevating the employee experience, providing seamless access to HR-related services, and enhancing talent management and development processes.

Modules such as Employee Central, Manpower Planning, Recruiting and Onboarding, Compensation, Shift Management, and Expense Management have been launched at Head Office. Applicable modules have similarly been implemented in Americas, Europe, North Asia, South East Asia, South West Pacific, and West Asia and Africa regions. The next phase of the project will include the implementation of additional modules in FY2024/25 to enhance the organisation's acquisition, development, and management of talent.

SKIES e-Learning Platform: Learn Anytime, Anywhere

SIA employees are able to access over 55,000 bite-sized learning modules on the SKIES e-learning platform via their mobile devices. This platform empowers employees to take charge of their learning and development, even while on the move.

JARVIS: An Intelligent Assistant for SIA Employees

JARVIS, a generative artificial intelligence (Gen AI)-enabled assistant, is designed to assist employees in their work by offering advanced knowledge management and productivity tools that include text generation, translation, and audio-to-text transcription.

JARVIS is part of a company-wide effort to improve the adoption of Gen AI among staff, upskill them and encourage the use of AI systems developed in a responsible manner. In addition to JARVIS, SIA has implemented Gen AI 101 training and engagement programmes, such as the Learn and Hack contest for all employees.

Scotopedia, Kaki, and Ozy: Chatbots on Scoot's Employee Messaging App Enhance Employees Experiences

Scoot has launched three chatbots to enhance employee experiences. Scotopedia uses Gen AI to enable employees to search for company information and policies using keywords. Kaki is a virtual travel assistant that assists staff in their utilisation of their staff travel benefits. Ozy streamlines HR transactions, allowing employees and managers access to on-demand self-service features, which improves their efficiency and productivity.

EMPLOYEES

CASE STUDY

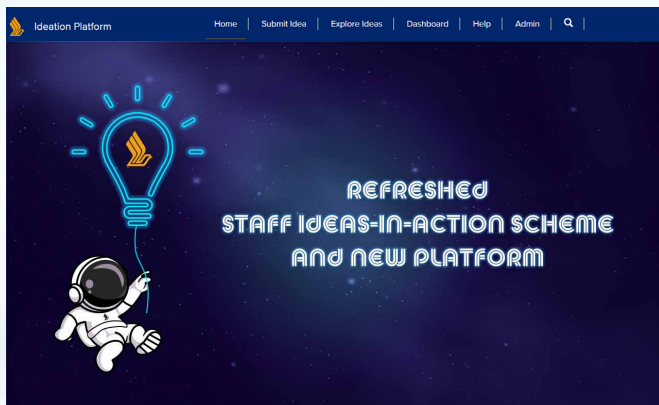
Recognising Employee Innovation Efforts at the 2023 Innovation Awards Ceremony

On 21 November 2023, SIA presented 15 awards at the 2023 Innovation Awards Ceremony to employees who have gone beyond their regular duties to innovate and make an impact on the Group.



Since its launch in 1969, the Staff-Ideas-in-Action (S-I-A) scheme has been fostering a culture of innovation by encouraging suggestions from SIA Group employees that will enhance the Company's revenue, reduce costs, or increase the efficiency of work processes. In FY2022/23, a record of more than 7,300 idea submissions were received, resulting in total savings of \$5.31 million.

In January 2024, platforms for digital innovation ideas and S-I-A were consolidated into a single, more seamless and user-friendly idea submission platform.



CASE STUDY

The SIA Group 25 Years Long Service and Retirement Award Ceremonies

SIA celebrates its employees who have attained key service milestones at award ceremonies. These events, hosted by SIA's Chairman, CEO, and Senior Management, recognise employees' 25th year work anniversaries or retirements, and are attended by local and overseas employees, along with their partners.



Close to 50 retirees globally were honoured in style at the SIA Group Retirement Award Ceremony on 13 July 2023, where they celebrated with their family and colleagues turned lifelong friends.

Meanwhile, over 170 employees, including those from overseas, came together on 13 September 2023 to celebrate the loyalty and dedication of employees who had attained 25 years of service in 2022.



EMPLOYEES

EMPLOYMENT PRACTICES 2-30

SIA invests in its employees' well-being and professional development, keeping them meaningfully engaged to ensure that they have fulfilling careers during their time with the Group.

Employee Remuneration

SIA strives to ensure that employees are rewarded through a fair and merit-based remuneration package, regardless of gender. Its gender-agnostic system focuses on the performance of employees and considers the following factors:

- Depth of knowledge and application
- Level of problem solving and innovation
- Interpersonal and communication skills
- Organisational and business impact
- Financial scope and accountability

Annual salary reviews and regular benchmarking are conducted to ensure that compensation and benefits programmes are market competitive while driving a high-performance culture across the Company globally.

Please refer to the Remuneration Matters section in the SIA FY2023/24 Annual Report.

Collaborative Partnerships with Unions 2-30

SIA adopts a collaborative approach when engaging with unions. The management team and the unions meet monthly to address matters pertaining to the workforce, and to share updates on initiatives aimed at developing employees' careers and competencies. Terms and conditions of service, which are encapsulated in the respective Collective Agreements, are developed collaboratively. Progressive wage increments that are benchmarked against the Company's performance, productivity growth, and market conditions are also discussed with the unions annually.

SIA employees globally are covered by collective bargaining agreements or individual employment contracts, in accordance with applicable labour laws. Approximately 97% of Singapore-based SIA employees are covered by collective bargaining agreements in FY2023/24. The remaining Singapore-based employees not covered by collective bargaining agreements are guided by individual employment contracts and local policies.

SIA's Company Training Committee (CTC), comprising management and union representatives from the Air Transport Executive Staff Union (AESU) and the Singapore Airlines Staff Union (SIASU), regularly reviews employee training needs. The union leadership has supported SIA over the years in launching initiatives to enhance employee preparedness for the future.

SIA's Chairman, Mr Peter Seah, as well as 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 retirement and long service award ceremonies, as well as SIA's Business Meetings.

SIA was awarded the Plaque of Commendation (Gold) at the National Trades Union Congress (NTUC) May Day Awards 2023 in recognition of its significant contribution towards promoting and supporting Labour Movement initiatives. In particular, the Airline was commended for its efforts in working closely with several government agencies, NTUC Aerospace and Aviation Cluster, as well as SIA unions, on staff measures to sustain the business, preserve jobs, and support employees during the Covid-19 pandemic.

EMPLOYEES



Air Transport Executive Staff Union (AESU) represents around 36% of SIA Executives. The AESU Collective Agreement was signed in April 2023.



Singapore Airlines Staff Union (SIASU) represents around 58% of SIA Cabin Crew and Associates. The SIASU Collective Agreement was signed in June 2022.



Air Line Pilots Association Singapore (ALPA-S) represents around 89% of SIA Pilots. The ALPA-S Collective Agreement was signed in January 2023.

Notice Periods

SIA's Collective Agreements and employment contracts define the minimum notice periods for termination or resignation. The notice period for Singapore-based employees is three months for confirmed cabin crew, pilots, executives, and managers, and one month for confirmed ground associates. For overseas employees, the notice periods vary in alignment with local regulations and union agreements.

Employee Career Planning

SIA's career planning microsite encourages employees to take ownership of their own development by offering tools and resources to guide them and their managers through their career development journeys. These resources include a Job Library, where employees can seek information on role clarity and the functional competencies required, as well as a Development Plan template to guide employees in career-related conversations with their managers.

The microsite also equips managers with resources to guide their team's career advancement and growth opportunities. Employees can also utilise SIA's Internal Job Portal to search and apply for job positions internally. These resources help to promote internal mobility and employee development.

EMPLOYEES

A FUTURE-READY WORKFORCE

SIA focuses on building a sustainable talent pipeline to meet the current and future needs of the organisation.

Attracting Talent

SIA seeks new talent and invests in developing its employees to ensure that they are equipped with the skills to remain relevant for the future.

As part of SIA's external talent outreach efforts, the Airline participated in career fairs and talks organised by Singapore Universities, Polytechnics, junior colleges, and secondary schools, as well as the OneAviation Career Fair organised by the CAAS. These events and initiatives provide a platform to showcase SIA's diverse career opportunities and allow the Company to tap into the fresh graduate and open markets to hire prospective candidates to meet its talent needs.

SIA also continues to offer internships to tertiary students to provide them with opportunities to learn more about its work and culture.



SIA named Most Attractive Employer by Randstad Singapore

Randstad Singapore named SIA as the *Most Attractive Employer* in 2023, claiming the top position for the second time in the annual Randstad Employer Brand Awards.

In this independent survey commissioned by Randstad Singapore, local respondents rated Singapore's 75 largest companies and institutions on their employer brand awareness and attractiveness.

This recognition is a testament to SIA's relentless pursuit of excellence, its focus on fostering a supportive work environment, and its commitment to the growth and development of its employees.



SIA CEO, Mr Goh Choon Phong, receiving the Most Attractive Employer award trophy from Randstad Singapore Country Director, Mr Maxim van Damme.



EMPLOYEES

Developing Careers

SIA is committed to building a future-ready workforce. Its workforce learning and development roadmap is crafted to align with SIA's business objectives. This includes equipping employees with essential soft and technical skills, as well as upskilling and reskilling employees in the areas of digital capabilities, sustainability, and inclusiveness, to support SIA's transformation initiatives. Employees are also encouraged to pursue higher education through company sponsorship programmes.

In FY2023/24, SIA and Scoot invested \$46 million in learning and development initiatives to train and develop its pilots, cabin crew, and ground staff. An average of 80 training hours per employee (FY2022/23: 52 hours) was recorded. The increase can be attributed to the recruitment of more pilots and cabin crew to support the recovery of the Group's network towards pre-pandemic levels, as well as additional training for existing pilots to support operational deployment.

Individuals who join the Company as cabin crew undergo comprehensive training in service excellence. Aspiring pilots are also put through rigorous training to meet the requisite safety and operational standards. Furthermore, those with good potential are provided with ample opportunities for career progression and further development in the Technical, Training, or Management track.

Internal mobility remains a key pillar of career growth and development at SIA. The Company offers a wide range of career paths to best suit the interests and strengths of its employees. Ground roles in areas such as commercial, operations, planning and corporate services allow employees to develop their career as a Generalist, building their breadth of knowledge and acquiring a broad range of transferable business skills, or as a Specialist, growing as a subject matter expert to gain deeper expertise and professional knowledge. Eligible employees can also apply for the Overseas Manager Scheme to be deployed across its global network.

Launched in January 2024, the Group Mobility Scheme enables the seamless movement of ground staff and cabin crew between SIA and Scoot to facilitate the development of talents and growth opportunities for employees within the Group.

Average Number of Training Hours by SIA and Scoot Employees, by Gender and Employee Category

	FY2023/24
Average Training Hours	80
Average Training Hours by Gender	
Male	62
Female	96
Average Training Hours by Employee Level	
Managers and Above	34
Executives	31
Other Employees	89
Average Training Hours by Employee Function	
Ground Staff	34
Cabin Crew	109
Pilots	76

CASE STUDY

SIA Honoured with the Gold Award at the SkillsFuture Employer Awards for Two Consecutive Years

SIA was honoured with the SkillsFuture Employer Awards (SFEA) Gold award on 30 October 2023, which recognises employers who have demonstrated outstanding commitment to skills development and support for Singapore's SkillsFuture movement. This marks SIA's second consecutive and third overall (2017, 2022, and 2023) Gold award at the SFEA.

This accolade celebrates SIA's efforts in fostering a culture of continual learning, recognising skills and mastery in its hiring and progression practices, and aligning employee development efforts with national manpower objectives.



SIA Senior Vice President Human Resources, Ms Vanessa Ng, receiving the SkillsFuture Employer Award from the President of Singapore, Mr Tharman Shanmugaratnam, who is also the Patron of the SkillsFuture Fellowships and SkillsFuture Employer Awards.

EMPLOYEES

UPLIFT 2: Two-year Upskilling Plan

The inaugural UPLIFT programme focused on equipping employees with skills in the key areas of (i) Digital and Innovation, (ii) Solutioning Mindset, (iii) Resilience and Change Management, (iv) Leadership and Collaboration, and (v) Value-Outcome Application.

Building on the foundation laid by UPLIFT, SIA embarked on the next two-year upskilling plan, UPLIFT 2, from March 2024. This programme is aimed at equipping its workforce with skills and best practices to create a psychologically safe environment for ideation and innovation to thrive. Under UPLIFT 2, SIA will also equip its employees with digital tools and soft skills to try new ways of solutioning while prioritising value-outcomes.



Digital and Future Skills (Gen AI and Sustainability Awareness)

SIA continues to focus on digital innovation and transformation to enhance the Company's productivity and competitiveness.

In 2024, SIA rolled out an in-house Gen AI Awareness programme for staff to gain hands-on experience with the SIA's Gen AI-enabled assistant, JARVIS, and equip them with the skills required to effectively integrate AI into their daily tasks. The programme is also aimed at raising staff awareness of ethical considerations and data privacy issues involved in the use of Gen AI, and mitigating potential risks associated with the mishandling of company or customer data.

An e-learning programme was also developed to inspire employees to contribute to SIA's sustainability efforts by educating them on SIA's sustainability targets and initiatives, such as achieving net zero carbon emissions by 2050, reducing waste across the Group's operations, and making a positive impact on society.

Leadership and Professional Development

Leadership and people development form the bedrock of SIA's employee growth strategy.

To better prepare its leaders for global roles, SIA revamped its global leadership programme with an added focus on operational, people, financial, and corporate functional areas to enhance readiness. New soft skill programmes introduced, such as Executive Presence, Influencing and Persuasion, and Media Training and Crisis Communication, reflect SIA's holistic and structured approach to equip its leaders to take on global roles.

SIA also launched a new series of leadership talks where thought leaders in their respective domains are invited to share their knowledge, expertise, and insights into what makes a good leader. These talks enhance the capabilities and broaden the perspectives of the Company's leaders, and deliver learnings on critical leadership skills such as Positive Influence, as well as Trust and Authenticity.

EMPLOYEES

Singapore Airlines Academy

The Singapore Airlines Academy continues to offer training programmes to external organisations in the areas of service and operational excellence.

Since its launch in 2020, the Academy has trained over 3,500 learners from over 130 clients in the healthcare, finance, retail, transportation, and hospitality sectors. The Academy consistently receives high ratings for its learning delivery, enabling it to attract new customers both locally and globally. Today, the Academy has a pool of over 50 trainers, made up of seasoned practitioners in their respective fields, ready to offer SIA's expertise.

The Academy has also incorporated Mandarin into its training curriculum in recognition of the growing importance of the Chinese market. In collaboration with its SIA China office, the Academy conducted a tailored 'Discover Service Excellence' course on 25 October 2023 for Chinese corporates visiting Singapore. This immersive experience provided insights into SIA's service culture and philosophies, which was supplemented by a tour of SIA's training facilities.

The Academy continued to seize opportunities to deepen partnerships and expand product offerings, and conducted its first overseas training in Hong Kong SAR in November 2023. This was followed by a service excellence training in South Korea in December 2023.

In December 2023, a new SIA Academy website was launched, featuring a refreshed layout and improved navigation for the offered programmes. Augmenting the Academy's social media outreach and marketing efforts, the website will support the Academy's strategic expansion plans.

Service Excellence Programmes

The SOAR as ONE programme empowers SIA's employees and service partners through structured training programmes to embody SIA's mission to be one of the best airlines in customer service globally.

The launch of Leading Service as ONE (LSAO) in 2022 was aimed at equipping leaders with the mindset, skills, and tools needed to align team goals, develop a growth outlook, and discover new ways to foster a culture of service excellence. As of April 2024, more than 1,700 frontline employees participated in over 100 LSAO training sessions conducted by SIA's Corporate Learning Centre (CLC).

The effectiveness of these Service Excellence programmes is regularly assessed via training evaluations, with adjustments made where required.

In addition, schemes such as the annual CEO Service Excellence Awards, recognise individuals and teams for outstanding service, resilience, and service innovation. In 2023, the Group celebrated its employees and service partners in an awards ceremony on 14 August 2023. A total of 28 individuals and teams were recognised for delivering extraordinary service.

With the increasing focus on diversity and inclusion, SIA is enhancing its repertoire of programmes and engaging specialists to deliver lessons covering nuances in cross-cultural and cross-generational awareness, alongside programmes on how employees can serve customers with special needs, such as those with anxiety, autism spectrum disorder, or other general mental health conditions.



CASE STUDY

A Heart for Personalised Service in the Air and on the Ground



As one of the recipients of the SIA CEO Service Excellence Award in 2023, Flight Steward Venoth Balasubramaniam excels in his role thanks to his positivity, warmth, and commitment to excellence. His attention to detail, where he remembers his customers' names and preferences, has earned him high praise.

Mr Balasubramaniam's dedication extends beyond his duties. When his private hire driver lost consciousness en route to Singapore Changi Airport, he responded quickly by pulling the emergency handbrake to avoid a serious collision. His quick reflexes, calm demeanour under pressure, coupled with his expertise in first aid, allowed him to prevent a severe accident and resuscitate the driver using an Automated External Defibrillator (AED).

EMPLOYEES

Mentorship Programme for Newly Promoted Managers

One of SIA's talent development initiatives is a year-long mentorship programme by a Senior Management leader for newly promoted or hired managers and Vice Presidents.

This initiative, where mentors guide and nurture the next generation of SIA leaders, provide mentees with valuable opportunities to learn from SIA senior leaders and broaden their exposure, as they advance into more senior roles in the organisation.

Pilot and Cabin Crew Training

Newly recruited cabin crew members must complete a 14-week classroom and on-the-job training programme before they can perform their flight duties. The training covers security, safety, and first aid procedures, which include learning cardiopulmonary resuscitation. They are also equipped with strong communication and customer handling skills to cater to the varying needs of customers.

Cabin crew may also access self-development opportunities via the self-directed learning programme, which allows staff to gain certified professional competencies.

SIA pilots of all ranks undergo mandatory training to enhance their operational and flight skills. The Group also offers a mentorship scheme where pilots can strengthen their competencies by learning from experienced peers.

Operations and Training Symposium 2023 by the Flight Operations Division

The Operations and Training Symposium held on 20 October 2023 brought together 250 pilots and ground staff. The theme, "Forging a Sustainable Aviation Ecosystem", was communicated through talks and videos.

Representatives from key partners such as Airbus, CAAS, IATA, SITA, and Rolls-Royce also shared the latest sustainability trends in the aviation industry. Notable attendees included the Permanent Secretary of the Ministry of Transport, Mr Loh Ngai Seng, Executive Vice President Operations, Mr Tan Kai Ping, Senior Vice President Corporate Planning and Chief Sustainability Officer, Ms Lee Wen Fen, as well as senior management from the Flight Operations Division.

Scout

In FY2023/24, Scout continued to foster a culture of learning and growth through various platforms. These included the Holistic Leadership Programme, which is aimed at developing effective leaders.

Scout also leveraged immersive learning technologies to enhance crew learning experiences, held its annual Learn Fest event, launched the Scout Academic Co-Sponsorship Programme to support employees' further education, and initiated the Job Architecture Project to offer clarity on career paths and skills required to achieve career goals.

Additionally, the newly launched Talent Marketplace – Workday Career Hub enables employees to discover and pursue career development opportunities aligned with their skills and interests.



EMPLOYEES

EMPLOYEE HEALTH, SAFETY AND WELL-BEING 3-3 403-1

SIA believes that a healthy and safe workplace is essential in providing high-quality service to its customers and maintaining a positive work environment.

SIA maintains a healthy and safe workforce in order to deliver exceptional customer service. The Airline has in place robust organisational structures, management approaches, including policies and procedures, as well as activities and programmes, focused on promoting employee health, safety and well-being.

For more details on the management of employee safety and workplace incidents, please refer to the Safety chapter in this report.

Employee Benefits 401-2 403-6

Full-time, Singapore-based employees enjoy benefits such as:

Employee Health Benefits

- Dental, out-patient or general practitioner, specialist, and in-patient care
- Different tiers of Company subsidies for Group Personal Accident Insurance, Group Term Life Insurance Scheme, and Medical Insurance for dependants of employees
- Complimentary eye and spine tests as part of the basic onsite health screenings held annually

Support for Working Mothers

SIA has a dedicated nursing room at its offices and continues to support new mothers with an inclusive working environment when they return to work.

Flexible Work Arrangements

Where operationally feasible, SIA offers flexible work arrangements, such as staggered working hours and work-from-home schemes, for ground employees based in Singapore.

The Cabin Crew Division introduced a new Cabin Crew Part-time Flying Scheme, specifically designed as a flexible work arrangement to retain cabin crew members by offering them an easier transition back to flying. One such group that may benefit from this scheme are mothers returning from maternity leave.

Travel Benefits

- SIA employees and their defined family members receive one set of complimentary return tickets and discounted return tickets annually to any destination in SIA's network
- Scoot employees and their defined nominees may benefit from discounted return tickets to any destination in Scoot's network.
- Holiday accommodation subsidies

Parental Leave 401-3

In FY2023/24, SIA and Scoot's overall retention rate and return to work rate of employees who took parental leave increased slightly from previous years to 97.5% and 99.8%, respectively.



Parental Leave Statistics

	FY2023/24		
	Male	Female	Total
Employees who were entitled to parental leave	2,353	1,118	3,471
Employees who took parental leave	1,640	983	2,623
Employees who returned to work after parental leave ended	1,639	978	2,617
Employees who returned to work after parental leave ended and who were still employed 12 months after returning to work	1,608	950	2,558
Retention rate⁷⁴ of employees who took parental leave	98.0%	96.6%	97.5%
Return to work rate⁷⁵ of employees who took parental leave	99.9%	99.5%	99.8%

⁷⁴ Retention rate is computed by number of employees who returned to work after parental leave ended and who were still employed 12 months after their return to work, over number of employees who took parental leave, expressed as a percentage.

⁷⁵ Return to work rate is computed by number of employees who returned to work after parental leave ended, over number of employees who took parental leave, expressed as a percentage.

EMPLOYEES

Physical and Mental Health Activities to Promote Employee Health, Safety, and Well-being 403-6

SIA organised several programmes and initiatives to encourage employees to lead a more balanced lifestyle, and to care for their overall health and well-being.

Physical and Mental Wellness Activities



Self-help and Self-care Portal

SIA has an internal portal where employees can access articles on mental wellness and join virtual sessions on topics such as mental health and sleep management.



Professional Help

Employees can seek professional help from SIA-appointed counsellors, psychologists or psychiatrists where needed.



Wellness Talks and Trainings

SIA offers mental wellness activities and talks for employees. In line with World Mental Health Day on 10 October 2023, the Company organised a wellness talk on how nutrition shapes our mental well-being.



Health and Wellness Events and Bazaars

SIA and the Fullerton Health Group (FHG), its appointed third-party medical administrator, co-organised the Wellness Bazaar at Airline House and SIA Training Centre from 16 to 25 January 2024. More than 1,000 employees participated in the event. In addition to basic onsite health screenings, complimentary eye screening and healthy food and beverage booths, employees were also offered flu vaccinations, as well as complimentary physiotherapy sessions. The Company also organised a talk on cancer screenings and prevention in early 2024, which was well received by employees.



SIA Group Sports and Wellness Day

Some 1,250 employees from SIA, Scoot, SIAEC, Singapore Flying College, KrisShop and Pelago attended the SIA Group Sports and Wellness Day at the Singapore University of Technology and Design (SUTD) on 24 August 2023. Aside from track events, new activities such as yoga and kickboxing classes and sports try-outs were added for wider employee outreach.



EMPLOYEES

Employee-led Activities



Special Interest Groups and Social Recreation Clubs

Through a wide variety of extra-curricular activities (ECAs) and Special Interest Groups (SIGs), SIA aims to cultivate strong relationships and foster camaraderie among crew through teamwork and shared experiences. There are currently 25 ECAs and eight SIGs for SIA crew to participate in, spanning sports, arts and culture, and community engagement, to cater to their diverse interests and hobbies. By participating in these activities, SIA hopes for the improved well-being and professional development of its crew.



Cabin Crew Month

Under the theme 'You Make a Difference', SIA celebrated Cabin Crew month in August 2023. The activities organised were aimed at motivating cabin crew dealing with fatigue following the increase in demand for air travel. SIA organised weekly activities and treats designed to encourage its cabin crew, reminding them of the profession's impact and acknowledging their post-pandemic recovery efforts. Cabin crew were treated to a healthy breakfast of superfoods and acai treats, all intended to boost the morale of cabin crew and ground staff.



SOCIETY

The SIA Group is committed to giving back to society and strengthening its connections with the communities it serves, both in Singapore and around the world.

Leveraging its business as a catalyst for good, the Group aims to create a positive and enduring impact on people's lives. These efforts include supporting individuals and communities in need, nurturing sporting talent, promoting and supporting the arts, and fostering environmental stewardship.

MANAGEMENT APPROACH

Key Engagement Activities

Engagement Mode	Frequency
Annual Report, Sustainability Report	Annually
Community Support Programmes and Events (Corporate Donations, Ticket Sponsorships, Volunteerism)	Regular
Press Releases	As required
SIA Cares Global CSR Week	Annually

Key Policies, Processes, and Systems

One Corporate Social Responsibility (CSR) day per year for all Singapore-based SIA employees, and up to eight hours of time-off per month for Singapore-based Scoot office employees, to participate in volunteering activities.

Ambition

The SIA Group aims to practise good corporate citizenship, contributing to and investing in the communities in which it operates.

Supporting the UN SDGs



FY2023/24 in Numbers

\$2.6million
raised for two social service agencies through SIA Cares Open House

More than
3,750
SIA and Scoot employees participated in community service projects in Singapore and overseas

More than
17,600
hours of volunteerism by SIA and Scoot employees in Singapore and overseas

More than
90
beneficiary organisations in Singapore and overseas supported through SIA and Scoot's CSR efforts

SOCIETY

COMMUNITY PROJECTS IN SINGAPORE

In Singapore, the Group supports a diverse range of causes and community groups through initiatives such as corporate donations, sponsorships, and the volunteering efforts of its employees.

Donations and Sponsorships

KrisFlyer and KidSTART Singapore Partnership

In August 2023, KrisFlyer partnered with KidSTART Singapore to support underprivileged children in getting a better start in life. KrisFlyer miles that were donated by members, and supplemented with a seed fund of five million miles sponsored by KrisFlyer, were used for programmes designed to help parents nurture stronger relationships and support their children's learning and growth.

In FY2023/24, **approximately 5.5 million miles** were used to sponsor KidSTART's Family Day Out activities. This benefited over 1,200 individuals and their families, allowing them to learn and bond through play at Pororo Park Singapore and Kiztopia.



Photo Credit: KidSTART Singapore

KrisFlyer and Make-A-Wish Singapore Partnership

KrisFlyer continued its seven-year partnership with Make-A-Wish Singapore, fulfilling the wishes of children with life-threatening illnesses. In FY2023/24, **over 32 million KrisFlyer miles** were used to fulfil wishes including SIA and Scoot flights to dream destinations, family outings to attractions in Singapore via Pelago, and a home enhancement courtesy of KrisShop and Kris+ partners.

Over 40 beneficiaries and their families travelled to destinations such as Hong Kong SAR, London, Los Angeles, Tokyo, Seoul, and Zurich. Others enjoyed a family day out at local attractions such as Adventure Cove Waterpark, S.E.A. Aquarium, and Universal Studios Singapore.



Photo Credit: Make-A-Wish Singapore

National Council of Social Service's Community Chest

SIA has been an active supporter of Community Chest, the philanthropy and engagement arm of the National Council of Social Service, since 1987. Its commitments include monthly employee donations to the charity's SHARE programme, direct donations, as well as employee volunteering at events such as the Fu Dai Lunar New Year donation drive for Community Chest beneficiaries.

In recognition of SIA's long-term contributions, the Airline was presented with the **Charity Platinum award** in FY2023/24 at the annual Community Chest Awards on 25 October 2023.

Cerebral Palsy Alliance Singapore (CPAS)

SIA's Engineering Division continued to support CPAS in FY2023/24 through various efforts. These included raising \$3,600 to purchase essential items for its beneficiaries; contributing \$6,000 worth of table sponsorships at the CPAS Charity Dinner; and organising an art auction of four CPAS paintings during an annual dinner with business partners that raised \$14,050.

Community Development Projects

SIA sponsors projects that foster community welfare, promote Singapore as a tourist destination, and recognise outstanding Singaporeans. These include:

- Community Chest's Fu Dai (since 1989)
- National Day Parade (since the 1970s)
- Singapore International Foundation (since 2004)
- Singapore Tourism Board (since 1973)
- The Straits Times *Singaporean of the Year* (since 2018)

SOCIETY

SIA Cares Global CSR Week

SIA Cares, SIA's CSR programme, underscores the Airline's commitment to give back to society and support the communities that it serves in Singapore and around the world.



SIA Cares Open House

The SIA Cares Open House, held at the SIA Training Centre on 23 September 2023, welcomed **over 400 beneficiaries** from **30 different social service agencies**. Attendees toured the training facilities, interacted with SIA employees, and enjoyed the Airline's popular in-flight meals for lunch. The event was a success, thanks to the participation of **over 500 employees** from across the Group who spent **more than 2,700 hours volunteering** for the event.

Through contributions from business partners, employees, and the public, \$1.3 million was raised for CPAS and SPD. SIA matched this with another \$1.3 million, bringing a total of **\$2.6 million for both social service agencies**.

The \$1.3 million will enable CPAS to set up a play sensory room at CPAS School (West), and augment its special education programmes by purchasing assistive technology and equipment that help to increase, maintain, or improve the functional capabilities of persons with disabilities. This will **support more than 800 of CPAS' beneficiaries**.

SPD plans to use the \$1.3 million to purchase three wheelchair-friendly vehicles and fund transportation-related costs. This will **enable over 80 SPD beneficiaries to travel to SPD's Day Activity Centre**, where they engage in activities and acquire self-help skills through social and recreational programmes. This will allow their caregivers to get some much-needed respite, or have the option to go to work, knowing that their loved ones are well cared for.

CSR Activities Across SIA's Network in Support of Food Security

Over 800 SIA overseas-based employees from more than 50 cities worldwide supported underprivileged and special needs communities during the SIA Cares Global CSR week, a week-long CSR programme in September 2023. Centred around the theme of food security, employees spent **more than 5,040 hours volunteering** in various activities in their respective cities. These included packing and delivering meals, donating food packs, and preparing meals for the beneficiaries.

More than 50 beneficiary organisations were supported, such as Peninsula Volunteers Meals On Wheels in San Francisco, Çorbada Tuzun Olsun in Istanbul, China-Dolls Center for Rare Disorders in Beijing, Reach Out Feed Philippines in Manila, OzHarvest in Sydney, and Nepal's Children Organisation in Kathmandu.

SOCIETY

Volunteerism by Employees

SIA

Since 2022, every Singapore-based SIA employee is allocated one CSR day per year for volunteering activities. Through the internal *SIA Cares* portal, employees can register to participate in curated CSR activities that benefit communities including children and youth, low-income families, seniors, and the differently abled.

In FY2023/24, **over 2,370 SIA employees participated in community service projects in Singapore**, a 14% increase from the previous year. SIA organised over 160 corporate activities, resulting in **nearly 9,500 hours of volunteer work**. As part of SIA's onboarding journey, all new joiners participated in a volunteering activity, reflecting the Group's core value of caring for the community.

SIA supported several social services agencies in FY2023/24, including Ain Society, Campus Impact, CPAS, Food from the Heart, GoodLife! Makan, SPD, Thye Hwa Kuan Moral Charities, TOUCH Community Services, and Willing Hearts, and partnered Community Chest and Community Development Councils (Central, North East and North West) in various activities.



Food from the Heart – Toy Buffet



North West Community Development Council



TOUCH Active Ageing

Scoot

Scoot's volunteering initiatives encourage employees to contribute beyond the workplace to support meaningful causes. All Singapore-based office employees are eligible for up to eight hours of volunteering time-off each month, allowing them to participate in company-organised or self-sourced activities.

In FY2023/24, **over 80 Scoot employees dedicated more than 360 hours of volunteering work** to support local causes and communities in need. Scoot supported numerous non-profit organisations through various projects:

Singapore Super Charity Cup

Scoot Football Club participated in the Singapore Super Charity Cup 2023, a fundraising football tournament organised by Football Inc Singapore, in support of SHINE Children and Youth Services. Scoot employees and their family members were invited to attend the event. The \$520 that was collected from registration fees and ticket sales was donated to SHINE.



SOCIETY

Scoot

SIA Cares Open House 2023

Scoot extended its support to the SIA Cares Open House 2023, with Scoot volunteers bringing the beneficiaries on a tour of the SIA Training Centre. In addition, an internal fundraising drive at Scoot's office raised \$680 for the beneficiaries.



The Scoot 'n' Swap Market

The Scoot community came together to give a new lease of life to their pre-loved items by contributing them to the Scoot 'n' Swap Market at Scoot's office. With over 100 items collected, employees were encouraged to take home any contributed items. Over 70 items were donated to non-profit organisation New2U Thrift Shop, with the proceeds benefitting their various causes.



Children's Wishing Well Year-end Party

Scoot continued its annual tradition of organising a party with Children's Wishing Well. Employees volunteered to host 30 beneficiaries for an afternoon of fun as they played games, mingled with Scoot's pilots and cabin crew, and enjoyed a shopping trip. The Scoot family also donated gifts and game prizes to the children.



Pedal and Pick Family Day

Scoot's annual Pedal and Pick Family Day returned in 2024, offering employees and their families the opportunity to enjoy cycling or strolling together while participating in a beach clean-up. By the end of the session, volunteers had cleared more than 14kg of rubbish.



Mask Donation

Scoot donated over 150 boxes of surgical and N95 masks to non-profit organisations such as The Food Bank Singapore and Home Nursing Foundation, to be distributed to their beneficiaries.



SOCIETY

Strengthening National Resilience Through the SIA Group Ambassador Scheme

The Ministry of Health (MOH), Public Service Division (PSD), and the SIA Group signed a Memorandum of Understanding (MoU) on 15 January 2024 to formalise their commitment to collaborate on manpower planning and deployment, in preparation for future national crises. This agreement builds on the collaboration that began in 2020 during the Covid-19 pandemic.



The trilateral agreement strengthens Singapore's national resilience and agility in crisis response. The collaboration focuses on two key areas: (a) peacetime training and volunteer deployment of cabin crew in support care roles; and (b) tabletop exercises to stress test crisis response protocols.

In April 2024, the SG Healthcare Corps began facilitating the training and deployment of around 50 SIA and Scoot cabin crew, who volunteered as SIA Group Ambassadors at Khoo Teck Puat Hospital and Changi General Hospital.

Launch of the Singapore Airlines Foundation

On 17 May 2024, the SIA Group announced that it will launch a foundation to support individuals and communities in need within Singapore, as well as contribute to the growth of the country's aviation industry. The Singapore Airlines Foundation will be established as a company limited by guarantee and will be funded by income earned on an endowment fund of \$30 million contributed by SIA. It marks the next step in the Group's long-standing commitment to giving back to the communities that it serves worldwide.

The foundation is expected to launch with two programmes that are aimed at providing financial aid to students in need and inspiring them through immersive experiences in the aviation industry and mentorship schemes.



The first programme to be launched in Singapore is the **Youth Uplift Programme**, which is designed to empower students from families in need and help them prepare for successful careers, especially in the aviation industry. The foundation will offer financial assistance to eligible students at Singapore's Institute of Technical Education (ITE) colleges, polytechnics, or universities. Eligible candidates can look forward to gaining valuable industry experience through a three- to six-month traineeship with the SIA Group, courses from the Singapore Airlines Academy to enhance their personal and professional skills, and mentorship from SIA employees. Applications will open in July 2024.

The **Youth Outreach Programme** will offer a unique and immersive experience, designed to ignite a passion in the aviation industry among upper-secondary school and junior college students. For a start, eligible students can look forward to a five-day hands-on experience during their school holidays, where they will get an exclusive behind-the-scenes look at the Group's operations, and insights from the teams behind its success.

More information on the two programmes is available on the Singapore Airlines Foundation [website](#).



SOCIETY

Environment – Supporting Biodiversity Conservation Programmes



Photo credit: Mandai Wildlife Group



Transporting Singapore's First Giant Panda Cub, Le Le
SIA's cargo flights are regularly used to support the safe transportation of live animals for conservation purposes.

On 16 January 2024, SIA and Mandai Wildlife Group prepared a special Boeing 747-400F aircraft to fly Le Le, a VIP (Very Important Panda) customer, from Singapore to Chengdu. The journey marked an important milestone for Le Le, as he officially joined China's giant panda conservation programme upon his return.

To ensure a comfortable flight, Le Le's travel crate and travel essentials were securely strapped onto an SIA pallet at Singapore Changi Airport, uplifted onto the aircraft's main deck through the nose door, and locked in position to minimise movement during the flight. A special in-flight meal, comprising bamboo, bamboo shoots, fruit, pellets, and water, was prepared for Le Le, while the ambient cabin temperature was kept between 12°C and 16°C, and the humidity kept low for comfort.

Le Le was accompanied by a keeper and a veterinarian from Mandai Wildlife Group, as well as a keeper from China, to ensure he was properly cared for during the flight. The aircraft was operated by one Captain and one First Officer, with another two pilots on board to operate the return flight to Singapore. Two SIA loadmasters also travelled to Chengdu ahead of Le Le's arrival to ensure his smooth arrival and on-ground handling.

Arts – Growing Singapore's Arts Scene

As part of its long-standing commitment to help grow the Singapore arts scene, SIA sponsored the following organisations in FY2023/24:

- Arts House Limited (since 2022)
- LASALLE College of the Arts (since 1999)
- Singapore Ballet Limited (since 1988)
- Singapore Chinese Orchestra (since 2002)
- Singapore Lyric Opera (since 1991)
- Singapore Symphony Orchestra (since 1979)

SIA's ticket sponsorships enable these organisations to send talents to perform overseas, or invite international artistes to perform in Singapore.



SOCIETY

Sports – Nurturing Sporting Talent

SIA recognises the value of a strong sports ecosystem to forge bonds within the community. The Airline sponsored the following organisations in FY2023/24:

- **Singapore National Olympic Council:** Ticket sponsorship for the Singapore Sports Awards: Sportsman, Sportswoman, Sportsboy, and Sportsgirl of the Year (since 1999); and ticket sponsorship for Singapore athletes and contingents travelling to major games such as the Olympic Games, the Asian Games, the Commonwealth Games, and the South East Asian (SEA) Games (since 2015)
- **Singapore National Paralympic Council (since 2016):** Ticket sponsorship for Singapore athletes and contingents travelling to major games such as the Paralympic Games, the Asian Para Games, the Commonwealth Games, and the SEA Games
- **Singapore Sports School (since 2002):** Ticket sponsorship for student athletes representing Singapore for competitions



SIA also sponsored the following major sporting events in FY2023/24:

- **Formula One Singapore Grand Prix 2023:** 2023 marked the eighth year of SIA's title sponsorship of the Formula 1 Singapore Airlines Singapore Grand Prix. A pinnacle event in Singapore's sporting calendar, the event drew an audience of more than 260,000 fans. Six cabin crew from the SIA Cabin Crew Music Society were joined by talented children from the Singapore Symphony Orchestra to perform the national anthem. About 90 SIA cabin crew and SIA employees also planned and participated in various SIA activities around the Marina Bay street circuit. This included manning various activity booths such as the car and bike racing simulators in Fan Village and partaking in wine sommelier duties in the Paddock Club Suite.
- **Olympic Esports Week 2023:** SIA was the official Airline sponsor for the inaugural event, which was held between 22 and 25 June 2023 at the Suntec Singapore Convention and Exhibition Centre. Organised by the International Olympic Committee, in collaboration with International Federations and game publishers, the global competition saw professional and amateur players from around the world attending the live, in-person finals in Singapore.



SOCIETY

COMMUNITY PROJECTS AROUND THE WORLD

Reaching out to those in need, wherever they may be.

SIA's overseas stations continue to be passionate about reaching out to their local communities in FY2023/24. As a global airline, SIA works with charities in support of various initiatives and causes.



A U S T R A L I A

Running to raise funds

In June 2023, the SIA Australia office took part in The Dream Run for the fourth year running, an annual fitness fundraiser held by the Airline's national charity partner, The Smith Family. The run enables participants to raise funds virtually by completing their kilometre-based goal at their own pace over a one-month period.

In 2023, a total of AU\$9,555 (S\$8,399) was raised for The Smith Family, which went towards helping disadvantaged Australian children stay in school and realise their potential.

AU\$9,555 raised for The Smith Family in FY2023/24

C A M B O D I A

Supporting local reforestation efforts through the planting of mangrove seedlings

On 28 April 2023, employees from the SIA Cambodia office visited the Trapeang Sangkae Commune in Kampot, which is not only a fertile production site for Kampot pepper, but also home to about 500 fisherman families in the rich mangrove forests.

Apart from learning how the locals have been implementing sustainable fishing practices, as well as protecting the coast and native fish species by replanting mangroves, SIA employees also planted 500 mangrove seedlings to support local reforestation efforts.

500 mangrove seedlings planted to support local reforestation efforts in FY2023/24



SOCIETY

INDONESIA

Donation of daily necessities

As part of SIA Medan office's partnership with Indonesian non-profit organisation Yayasan Hope, employees visited the villagers in Desa Sei Bamban on 28 April 2023 to donate daily necessities, including 120kg of rice, 28l (approximately 25kg) of cooking oil, and 20kg of sugar, all of which helped to alleviate the financial burden of the locals.

Yayasan Hope works with engineers to construct and install water pump facilities for locals to gain direct access to clean potable water. Through the visit, employees from SIA Medan also learnt how these facilities are instrumental in reducing the risk of severe health issues, such as skin diseases, digestion problems, and stunting of growth.

Approximately **165kg** of daily necessities donated to villagers in Desa Sei Bamban in FY2023/24



TAIWAN, CHINA

Supporting children with developmental delays

In FY2023/24, the SIA Taiwan office partnered with Eden Social Welfare Foundation for the sixth consecutive year to provide support to children with developmental delays, and to their families with early-intervention services.

As part of a three-month donation drive in 2023, employees donated limited edition SIA batik motif umbrellas to Eden Foundation. Members of the public could choose between making a monthly donation of NT\$400 (S\$16.80) over a year, or a one-time donation of NT\$4,800 (S\$202), and bring home an umbrella.

With the popularity of the SIA memorabilia, the campaign helped to raise NT\$910,000 (S\$38,700), and a cumulative amount of NT\$5.06 million (S\$215,000) over the past six years.



JAPAN

Educating the younger generation on sustainability

Since 2021, FANCL has been conducting Kanagawa Sustainable Development Goals Seminars for junior high and high schools in Kanagawa Prefecture to instil greater sustainability awareness and stewardship.

In support of this initiative, the SIA Japan office participated in the seminar at Fujisawa Nishi High School to showcase SIA's sustainability initiatives, such as maintaining new generation aircraft and reducing in-flight waste and single-use plastics, with the aim of encouraging students to be more conscious about their impact on the environment.

Educating **600** students on sustainability at Fujisawa Nishi High School in FY2023/24



NT\$910,000 raised for Eden Social Welfare Foundation in FY2023/24

SOCIETY

GERMANY

Feeding and caring for underprivileged families, and spreading Christmas cheer

In the spirit of giving back to local communities, the SIA Germany office partnered Die Arche to reach out to the underprivileged families of Frankfurt's Nordweststadt district. Die Arche is a German charity that supports underprivileged children and their families with food, daily necessities, and after-school activities.

Monetary donations and non-perishable food were distributed to 60 families in the local community.

In support of Frankfurt Children's Office Christmas Tree Wish campaign, SIA Germany employees also fulfilled 20 children's wishes and spread the festive cheer to these underprivileged children.



60 families received monetary donations and non-perishable food, and **20 children** had their Christmas wishes fulfilled in FY2023/24



CHINA

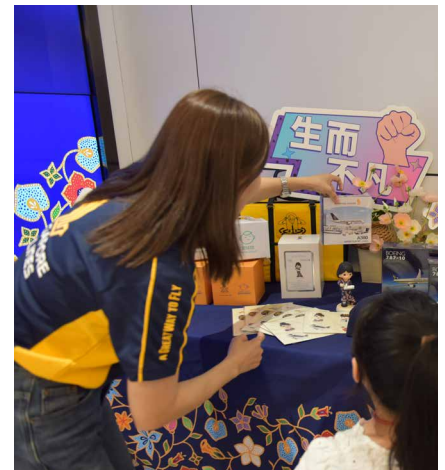
Raising funds for individuals with Osteogenesis Imperfecta

Over the past nine years, the SIA China office has been supporting the China-Dolls Center for Rare Disorders' (CCRD) efforts to raise public awareness about patients with Osteogenesis Imperfecta, and helping these patients access better medical care.

In August 2023, SIA China and CCRD launched their third online charity sale where donors could purchase a customised SIA gift bag, which included a limited edition collection of Singapore's 50th anniversary and 2015 F1 aircraft models, as well as items from SIA's Upcycling Project.

Approximately CN¥46,828 (S\$8,744) was raised in support of the 8th China-Dolls National Conference for People with Osteogenesis Imperfecta, which took place between 19 and 22 August 2023. Employees from the SIA China office also participated in the conference by sharing travel tips with CCRD members.

Approximately CN¥46,828 raised for CCRD in FY2023/24



GOVERNANCE

The SIA Group seeks to enhance long-term value for its stakeholders, allocate resources wisely, strengthen business resilience, and foster sustainable growth by upholding high standards of corporate governance across the entire organisation. This effort is driven by the Group's strong leadership and its rigorous approach to managing risks.

MANAGEMENT APPROACH



Key Engagement Activities

Engagement Mode	Frequency
Audits and Assessments	Regular
Board Meetings and Board Committee Meetings	Quarterly/ As required
Crisis Management Exercise	Biennial
Employee Portals	Regular
External, Statutory, and Regulatory Communications	Regular
Meetings (Briefings, Dialogues, Forums, and Townhalls)	Regular
Orientation Programmes	Regular
Publications (Bulletins, Magazines, and Newsletters)	Regular
Strategy Sessions	Regular
Training Programmes (Anti-corruption, Customer Data Protection Programme, etc.)	Regular
Whistleblowing Channel	As required



Key Policies, Processes and Procedures⁷⁶

- Anti-corruption/Anti-bribery Policy and Procedures
- Anti-modern Slavery and Human Trafficking Statement
- Code of Conduct
- Conflict-of-interest Policy
- Grievance Mechanism
- Risk Management Framework
- SIA Privacy Policy
- Whistleblowing Policy

Supporting the UN SDGs



Ambition

The SIA Group seeks to maintain high standards of corporate governance, professionalism, and integrity at all levels, underpinned by strong internal controls and risk management systems.

Target	Due	Status
At least 95% of SIA and Scoot's employees to complete mandatory compliance training: risk management ⁷⁷ , customer data protection, safety and anti-corruption by the due date, annually	Annually	Achieved
All BUs to submit their updated Divisional, Regional, or Company Risk Registers to the Risk Management department, to be surfaced to the various risk committees annually for oversight	Annually	Achieved
All Business Continuity Plans for key critical operations are tested and independently verified by the Risk Management department on an annual basis	Annually	Achieved
Conduct a biennial crisis management exercise for SIA and Scoot	Biennially	Achieved
Conduct an annual cyber security tabletop exercise	Annually	Achieved

FY2023/24 in Numbers

99.0%
of SIA and Scoot's employees completed the anti-corruption training

0
incidents of corruption involving employees or business partners

⁷⁶ Please refer to the Corporate Governance Report chapter of the FY2023/24 SIA Annual Report.

⁷⁷ Risk management training is not included in Scoot's targets for FY2023/24, as the training was introduced midway through the financial year, precluding the availability of comprehensive completion statistics for the period.

GOVERNANCE

CORPORATE GOVERNANCE AND ETHICS 3-3

The SIA Board of Directors and Management Committee play a critical role in advancing the SIA Group's sustainability agenda.

For more details on sustainability governance, please refer to the Sustainability Approach section in the Introduction chapter of this report.

Board of Directors 2-11

The Board oversees the Group's business performance and affairs, including key risk areas, and offers guidance to the Management. Their principal functions include charting the Group's strategic direction and monitoring its performance, as well as guiding management on digitalisation, technology, and innovation. In addition, the Board also reviews and approves annual budgets and financial plans, approving major acquisitions and fundraising exercises, as well as oversees compliance with relevant laws and regulations.

Recognising the importance of sustainability, the Board guides the Management to ensure that the SIA Group's long-term value creation is aligned with ESG factors. SIA acknowledges the importance of Board members having sufficient understanding of sustainability issues to effectively discharge their duties and carry out their role of sustainability governance. In FY2022/23, in line with the updated SGX requirements for financial years beginning on or after 1 January 2022, all Directors completed their training on sustainability matters as prescribed by SGX. This training will help widen their sustainability knowledge and keep them abreast of the latest regulatory developments and topics related to sustainability.

The Board places great importance on maintaining a strong independent element among its members. As of 31 March 2024, the Board comprises 10 Directors, of which two are designated as non-independent. The remaining eight Directors are independent from the Management and the Company's substantial shareholders. The two non-independent Directors are Mr Goh Choon Phong, the Company's Chief Executive Officer (CEO), and Mr Gautam Banerjee⁷⁸.

To ensure that the Board continues to provide the necessary range of perspectives, expertise, and experience to the Company, diversity is a consideration for the selection and nomination of directors. SIA aims to achieve a 30% ratio of female directors by 2030, consistent with national targets set by the Council for Board Diversity. SIA has two female Directors, Ms Goh Swee Chen and Ms Jeanette Wong Kai Yuan, putting the female representation on SIA's Board at 20%. The Board aims to maintain a minimum of two female Directors, and will continue working on its diversity, recognising the importance of having an effective and diverse Board.

Board Diversity by Gender	
Female	20%
Male	80%
Board Diversity by Age	
Under 30 years old	0%
30 to 50 years old	0%
Over 50 years old	100%

Please refer to the Corporate Governance Report chapter of the FY2023/24 SIA Annual Report.

Evaluation of Board Performance 2-18

In FY2023/24, the Nominating Committee (NC) commissioned a formal evaluation of the Board and its Board committees. The process involved gathering feedback from the Directors via questionnaires. The feedback indicated the effective functioning and performance of the Board and its Board committees amid a highly competitive and challenging environment. The Chairman and NC reviewed the performance of individual Directors, while the Chairman's performance was assessed by the rest of the Board. Recognising rising stakeholder expectations, SIA plans to refine its board evaluation process to better assess alignment with its long-term sustainability and ESG objectives.

Please refer to The Board Membership and Board Performance sections in the SIA FY2023/24 Annual Report.

⁷⁸ Having served for more than nine years on the Board, Mr Banerjee was re-designated as a non-independent Director with effect from 1 January 2022 by the automatic operation of the "9-year rule" under Rule 210(5)(d)(iii) of the SGX-ST Listing Manual (which took effect from 1 January 2022).

GOVERNANCE

Compliance with Laws and Regulations

2-25 | 2-26 | 2-27 | 3-3

The SIA Group does its utmost to conduct its business in a manner that is just and responsible to society and the environment.

SIA and Scoot unequivocally commit to integrity, transparency, and honesty by adhering to all applicable social and environmental laws and regulations in all countries in which they operate. To foster trust and better relationships with their stakeholders, SIA and Scoot have established various policies, procedures, and systems with operational guidelines and processes to ensure transparent, ethical, and compliant business practices. Some of these policies, commitments, and whistleblowing channels are disseminated to relevant stakeholders, and are accessible via SIA's corporate [website](#):

- Anti-Corruption/Anti-Bribery Policy and Procedures
- Anti-Modern Slavery and Human Trafficking Statement
- Code of Conduct
- Grievance Mechanism Policy
- Policy on Conflict of Interest
- Privacy Policy
- Risk Management Framework
- Suppliers' Code of Conduct
- Whistleblowing Policy

The Group expects the highest standards of integrity from its employees, partners, suppliers, contractors, and agents. Employees are responsible for implementing responsible business commitments in their day-to-day responsibilities, and this process is reviewed through the annual Control Self-Assessment (CSA) exercise. Respective reporting and communication channels are established to encourage internal and external stakeholders to share suggestions or report guideline or regulatory breaches. Employees are required to complete relevant compliance trainings where necessary. For more details on the Group's specific corporate governance policies, environmental management systems and Suppliers' Code of Conduct, please refer to the relevant

sections in this report. In FY2023/24, the Autorité de Contrôle des Nuisances Aéroportuaires (ACNUSA) imposed an administrative fine of EUR14,000 for a flight which departed Charles de Gaulle airport in June 2022 at 0010 hours, during the nighttime curfew of 0000hrs to 0459hrs. Other than this, there were no significant fines⁷⁹ or non-monetary sanctions⁸⁰ for non-compliance with environmental, health and safety laws, and regulations.

Anti-modern Slavery and Human Trafficking Statement

2-23 | 2-24 | PR-1 | PR-2 | PR-4 | PR-5

The SIA Group does not condone any form of slavery and human trafficking, and is committed to combating these risks across its value chain. Suppliers are required to comply with standards set out in the Suppliers' Code of Conduct. Those found to be in breach risk having their supplier contracts terminated.

As a key player in the international transport market, the Group recognises that it has a responsibility to address human trafficking risks. To this end, the SIA Group works closely with governments, national law enforcement agencies, and airports in the countries and territories where it operates to ensure that all suspected trafficking on its flights are reported and dealt with appropriately.

As a member of IATA, SIA supported the "Resolution Against Trafficking in Persons" that was passed at the 74th IATA Annual General Meeting in June 2018, which denounced human trafficking and reaffirmed airlines' commitment to the sharing of best practices, employee training and reporting, all of which are fundamental actions in the fight against human trafficking.

The Anti-modern Slavery and Human Trafficking Statement, established in accordance with the Australian Modern Slavery Act 2018 and the UK Modern Slavery Act 2015, is reviewed annually to ensure compliance with the requirements of the modern slavery acts. It was last updated in FY2022/23 and is available on the corporate [website](#).

⁷⁹ Significant fines refer to those above \$10,000.

⁸⁰ Non-monetary sanctions refer to stop-work orders enforced by external regulators.

GOVERNANCE

Whistleblowing Policy

2-16 2-23 2-24 2-25 2-26

The SIA Group maintains confidential channels to facilitate anonymous reports of potential improprieties by internal and external stakeholders without fear of reprisal. The Whistleblowing Policy is communicated to employees via its corporate intranet, staff regulations, and a mandatory annual online course.

Under this framework, all employees, including Management, are responsible for reporting any suspected wrongdoing. External stakeholders may report suspected wrongdoing affecting the Company through the channels listed on the corporate [website](#).

A third-party manages the whistleblowing platform. Reports received within the agreed scope (employee fraud, external fraud, employee conduct, business conduct) are forwarded to the Internal Audit team for independent review and investigation. The Audit Committee reviews all reports and investigation outcomes quarterly.

The Audit Committee also regularly reviews the whistleblowing programme's adequacy against the SGX whistleblowing mandate in 2021. The Whistleblowing Policy is reviewed once every three years or following a significant regulatory change, with the last review conducted in FY2022/23.

Grievance Mechanisms

2-16 2-25 2-26

The Company is committed to addressing employee grievances expeditiously. The grievance handling process for employees is covered in the Code of Conduct which is accessible on company intranet. An employee can raise his/her grievance to his/her department, division head or to the Senior Vice President of Human Resources. If the employee is a union member, he/she may also inform his/her union representative to assist in the resolution process. Confidentiality is paramount in the grievance proceedings, and SIA ensures that there are internal processes with independent investigations and follow-ups to reported incidents. SIA will continue to keep abreast of updates to local regulations, applicable labour laws and industry practices, in close consultation with the relevant agencies and unions (who represent its employees), in the review of the grievance handling process.



Code of Conduct

2-23 2-24 2-26

All employees must comply with staff regulations, covering areas such as anti-corruption, anti-competition laws, personal conduct, discipline, non-discrimination, personal data protection and cyber security. SIA has zero tolerance for any incidents of discrimination and harassment. Staff regulations are published on the Company's corporate intranet and appended to all letters of offer to new hires. Employees are expected to read and acknowledge the contents during their onboarding process.

The Company has an established disciplinary inquiry process to handle cases in the event an employee violates the staff regulations and such proceedings are documented. Staff regulations are also reviewed periodically by the Human Resources Division and Legal department to ensure their continued relevance. Changes are updated and shared with all employees on the corporate intranet for compliance.

Employees are encouraged to raise concerns or grievances via specified channels detailed earlier. SIA's employment practices take into consideration labour policies relating to child labour, forced or compulsory labour, and employment rights, to ensure compliance with local regulations, applicable labour laws and industry best practices.

Conflict of Interest

2-15

SIA mandates immediate reporting of actual or potential conflict-of-interest situations. The Conflict of Interest policy also requires all employees to make a declaration of all actual and potential conflicts of interest to the Human Resources Division annually.

Please refer to The Board's Conduct of Affairs and Additional Information on Directors Seeking Re-election sections in the SIA FY2023/24 Annual Report.

GOVERNANCE

Rotation of Sensitive Positions

To minimise the chance of developing a vested interest in certain sensitive roles, all employees with roles up to the Vice President level are assessed for sensitivity risks on a biennial basis. This is part of SIA's Rotation of Sensitive Positions framework, and a policy review is conducted every four years.

Political Contributions 415-1

As Singapore's national carrier, SIA works closely with the government, policymakers, and regulators to help shape effective and comprehensive policies and regulations. The Company also advocates to stakeholders indirectly through its participation in industry and trade associations, and coalitions such as the AAPA, IATA, and Star Alliance. SIA does not contribute towards political campaigns, political organisations, lobbyists or lobbying organisations, or other tax-exempt groups, for the purpose of obtaining, retaining, or directing business to the Company or any other entity. In FY2023/24, SIA and Scoot did not make any political contributions other than memberships fees to trade associations.

Anti-corruption 2-23 2-24 205-1 205-2 205-3 PR-10



The SIA Group has a zero-tolerance stance on corruption and collaborates closely with its stakeholders across the value chain to drive anti-corruption efforts. The Group has established Anti-bribery and Anti-corruption policies and procedures. There were no changes to the policy and procedures

in FY2023/2024. A review of the policy and procedures will be conducted every three years to ensure relevance with key legislative changes to anti-bribery and anti-corruption laws in Singapore and in other countries where the Group operates.

Each BU within the SIA Group is required to complete a Control Self-Assessment Questionnaire (CSAQ) on corruption risks to evaluate its adherence to anti-corruption policies and to identify potential incidents of corruption.

Significant updates, cases, and developments relating to anti-bribery and anti-corruption are raised to the Risk and Compliance Management Committee and the Management Committee. In FY2023/24, all 33 BUs were assessed for risks related to corruption and the CSAQ revealed that no significant risks were identified.

All employees and directors of the SIA Group and its subsidiaries are expected to comply with the Group's Anti-bribery and Anti-corruption policies and procedures. All suppliers, business partners and contractors are also expected to comply with the applicable anti-bribery and anti-corruption laws as part of their contracts.

All employees undergo a mandatory anti-corruption web-based training annually, and are assessed on their knowledge and understanding at the end of the course. Some 8,314 (99.0%) of the 8,397 SIA and Scoot employees required to complete anti-corruption training in FY2023/24 successfully did so.

As outlined in a Memorandum on the Directors' Duties and Liabilities, each Board Director has the fiduciary duty to act in good faith in the Company's interests, to act for a proper purpose and to avoid conflicts of interest. First-time directors are also required to partake in external training conducted by the Singapore Institute of Directors on corporate governance responsibilities.

In FY2023/24, there were zero confirmed incidents of corruption involving SIA or Scoot's employees or business partners.

Completion of Anti-corruption Training



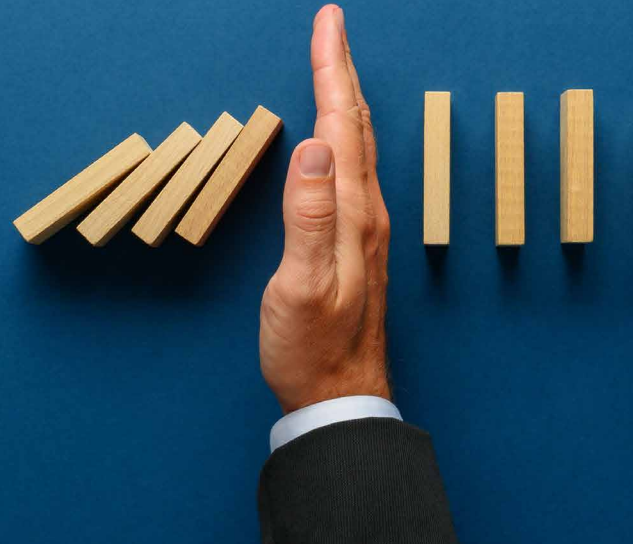
GOVERNANCE

Risk Management 2-23 2-24

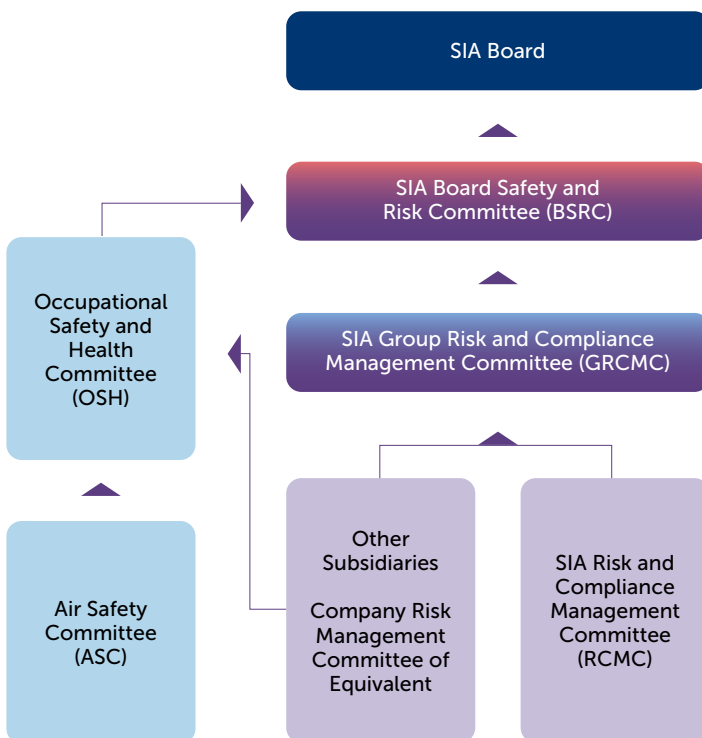
The SIA Group's ability to identify, manage, and respond to risks, while capitalising on potential opportunities, allows it to remain agile and make informed decisions to achieve its strategic objectives.

The dynamic nature of the commercial aviation business requires risks to be effectively managed to ensure the resilience and growth of the business. The SIA Group has a formalised Risk Management Framework that comprises a governance and reporting structure, risk assessment process, as well as a set of risk management principles, policies, and guidelines on Enterprise Risk Management, Business Continuity Management, and Third-Party Risk Management.

Regular activities involving all levels of employees and the SIA Board complement this framework, ensuring that adequate risk controls are in place. These are regularly reviewed and tested to validate their effectiveness and relevance throughout the year.



Group Risk Governance and Reporting Structure



SIA's Risk Management Department

SIA's Risk Management (RM) department engages with all employees to cultivate a robust risk-awareness culture for the effective and efficient management of risks across the organisation. To ensure employees are equipped with the relevant knowledge and skillsets to manage risk, the RM department has developed an interactive web-based training module that all ground employees are required to complete once every two years.

Business Continuity Plans (BCPs) undergo regular testing and independent verification to assess employee readiness in handling disruption scenarios in key operational functions. The RM department facilitates collaboration across different functions within the SIA Group, including joint reviews of risks and integrated tests of BCPs for risk events that have an extensive and multi-disciplinary impact.

More information on SIA's Risk Management Framework, Board of Directors, Board Committees, Risk Management Committee, and Risk Management Functions can be found on the corporate [website](#).

GOVERNANCE

Risk Appetite

To effectively manage risk across the organisation, the SIA Group makes informed decisions guided by Risk Appetite Statements presented in the Company's Annual Report to protect the interests of customers, investors, employees, and other stakeholders.

Please refer to the Risk Appetite and Risk Management sections in the SIA FY2023/24 Annual Report.

Risk Management Process

The SIA Group has developed a process to identify and assess new and emerging risks, as well as evaluate existing risks in the prevailing landscape and effectiveness of associated controls on an on-going basis. In addition, all BUs participate in the Group-wide Annual Risk Management Review Exercise (ARMRE), which is a comprehensive review that includes bottom-up and top-down approaches, to review risks and controls through the reporting structure before it surfaces to the SIA Board and Senior Management. The outcomes of the reviews by the Board and Senior Management are shared with the relevant BUs for alignment on key risk assessments.

To ensure the consistency of risk assessments conducted by BUs, a comprehensive guide and a Risk Assessment Matrix that considers key indicators such as those related to operational, financial and reputational impact, have been developed to determine the risk exposure and are closely followed. Identified risks are graded and prioritised so that resources can be effectively allocated to manage them. Key risks are also surfaced by the RM department for review by Senior Management and the Board through regular risk review presentations to the various risk committees to ensure continuous oversight.

The BSRC, backed by the SIA GRCMC, ensures that key risks are surfaced and reviewed, and that risk responses across the Group are coordinated. The BSRC in turn reports the outcome of the risk review discussions to the SIA Board and co-ordinates the distribution of relevant risks to the respective Board Committees for further review and oversight.

Correspondingly, Company Risk Committees ensure that risks are surfaced by their various business divisions for review by the GRCMC and BSRC. The Risk Management Framework that comprises various programmes and activities driven by RM department to ensure the ongoing review of risks and controls is continually reviewed to ensure that the Group's risk governance and risk management practices remain effective.

The SIA Group also encourages a risk-aware culture, where risks are proactively reviewed and managed. To achieve this, a comprehensive annual plan was implemented to reach out to all employees through targeted communications and engagement activities.

At the end of each financial year, SIA's CEO and Chief Financial Officer (CFO) provide assurances to confirm that the Group's risk management system and internal controls are adequate and effective in addressing risks that the Group considers relevant and material to its operations. These are based on written assurances given by the respective Divisional and Regional heads.

Crisis Management 3-3 403-4 403-5 403-7

A crisis is defined as an event that has the potential to significantly impact the Company and affect the health and safety of passengers, employees, or members of the public.

Prudent crisis management enables SIA and Scoot to manage major threats to the Company's business through a coordinated and professional response. The Crisis Management Manual maps out the procedures that guide the Airlines' crisis response. It contains processes for the Airlines' functional groups, and broadly describes the policies and procedures that enable head office and station crisis appointment holders to manage a crisis globally. The manual has been prepared in accordance with the Civil Aviation Authority of Singapore (CAAS) Air Navigation Regulations, family assistance laws, and regulations governing aviation accidents.

Crisis management governance and reporting structure:

The Crisis Management Services (CMS) is a dedicated department responsible for maintaining oversight of the Airlines' operational readiness in managing crisis situations. The CMS oversees the development of effective crisis management concepts, systems, and procedures to ensure an efficient activation of all crisis-related resources when a crisis occurs. During a crisis, the CMS coordinates the Company's response and supports the transition back to normal operations after the crisis has ended.

At the head office, functional group heads are appointed to take charge of their respective functional group's operational readiness. These include Customer Care, Communications and Public Relations, Cabin Crew Care, Cargo Services, Logistics, as well as Operations Control. At SIA's overseas stations, the respective Country and Area Managers are responsible for their local stations' operational readiness.

GOVERNANCE

Crisis management process:

SIA and Scoot have developed a crisis alarm notification system that can activate the entire SIA and Scoot network in the event of a crisis. Respective guidelines to declare various events as a crisis are also detailed in the Crisis Management Manual.

Crisis management training and exercises:

All relevant employees receive mandatory initial training and regular refresher courses. These equip employees with the foundational skills needed to perform their duties effectively during a crisis. These training programmes are reviewed regularly and enhanced when required.

Crisis management exercises, which include scenario-driven simulation exercises, are conducted biennially to prepare for potential crises. Solutions to address gaps are discussed and developed to ensure the SIA and Scoot's readiness to tackle crises.

SIA and Scoot remain vigilant in the evolving global landscape. Regulatory changes and industry best practices are implemented in the Company's operations to maintain operational and economic resilience. This is reinforced through compliance with the IATA Operational Safety Audit (IOSA) standards, which is conducted at least once every two years.



CASE STUDY

SIA's Response to the SQ321 Incident on 20 May 2024

On 20 May 2024, Singapore Airlines flight SQ321, operating from London (Heathrow) to Singapore with 211 passengers and 18 crew members, encountered sudden extreme turbulence approximately 10 hours after departure while flying over the Irrawaddy Basin.

The pilots declared a medical emergency and diverted to Bangkok, and the Boeing 777-300ER aircraft landed safely in Bangkok at 1545hrs (local time) on 21 May 2024.

The incident tragically resulted in one fatality and multiple injuries.

Upon landing in Bangkok, the SIA local team and the Thai medical and ground operations teams provided immediate attention to the passengers and crew members. As soon as SIA was aware of the incident, the Airline activated its crisis management protocols.

The Airline also deployed a relief flight with a dedicated team to support the teams in Bangkok. The relief aircraft returned to Singapore with 131 passengers and 12 crew members on the early morning of 22 May 2024, while the remaining passengers and crew members remained in Bangkok for medical treatment.

SIA's Customer Care Representatives, a group of specially trained staff volunteers, were assigned to provide updates and the necessary support and assistance to each passenger on the ground in Bangkok. Where requested, the Airline facilitated travel to Bangkok for the families and loved ones of the passengers. SIA also supported the flights back to their home countries for passengers and crew members when they were medically fit to travel.

SIA is committed to providing all possible support and assistance to the passengers. This includes covering their medical expenses and helping them to meet any immediate expenses.

Offers of compensation were sent to the SQ321 passengers on 10 June 2024. The Airline will also fully refund their airfares and provide delay compensation as per the relevant European Union or United Kingdom regulations.

Singapore's Transport Safety Investigation Bureau released its preliminary investigation findings on 29 May 2024, and SIA is fully cooperating with the ongoing investigations into this incident.

SIA is committed to upholding the highest safety, service, and care standards for all customers and employees. This incident also underscores the critical importance of preparedness and collaboration when responding to unforeseen events.

GOVERNANCE

Data Privacy and Cyber Security 2-26 3-3 418-1

The SIA Group recognises the importance of safeguarding the privacy of data collected from stakeholders.

The SIA Group is committed to safeguarding the personal data of its customers and complies with the requirements under the applicable data protection laws, including the Personal Data Protection Act of Singapore. The Company recognises the importance of customer privacy and has implemented robust measures to protect the personal data entrusted to SIA, and ensures that customer data is handled in accordance with the applicable data protection principles.

SIA has in place a Cyber Incident Response Team (CIRT), which comprises members from various BUs, including Customer Contact Services, Information Security, Legal, and Public Affairs, to provide a holistic and coordinated response to cyber threats and data incidents. This team spearheads the Company's response to such incidents and works closely with external vendors and internal stakeholders to resolve the incidents expeditiously. Significant incidents are escalated to Senior Management for guidance.

Policies, guidelines, and processes are regularly updated in compliance with regulatory guidance, global privacy law changes, and feedback from customers and employees. This includes conducting privacy impact assessments or transfer impact assessments where required, having in place appropriate data protection terms in agreements with external parties, and implementing stringent technical and organisational measures for the protection and security of personal data.

The Company also conducts training and provides regular updates to its BUs and overseas stations on privacy and regulatory developments, where appropriate. More information on how the Company handles personal data can be found in the SIA Privacy Policy [webpage](#).

SIA employees are required to complete the Information Security Awareness Programme and Customer Data Protection Programme through SIA's e-learning platform, SKIES. The completion rates are tracked regularly and reported to the GRCMC and BSRC.

The Company also conducts annual cyber security tabletop exercises with Senior Management and relevant BUs, such as Information Security, Legal, and Public Affairs. An external training partner is typically engaged to plan hypothetical case scenarios involving cyber or data incidents to test the team's preparedness, handling and responses to incidents.

SIA maintains a high level of cyber security to defend critical assets from, and minimise the impact of, cyber attacks. The Company continually invests in cyber security to refresh protection, detection, and response across processes, systems, and people. SIA has monthly phishing tests and security advisories that are tailored to address prevailing security trends. Phishing test results are measured against the Company's key performance indicators and reported at management meetings. Any feedback obtained during the cyber security assessments, tabletop exercises or cyber incidents happening to other organisations will be used as inputs to identify potential gaps or areas that the Company should look into to improve its overall cyber security posture.

The Board oversees cyber security and reviews cyber risks and mitigations. This is a fixed agenda item in all quarterly BSRC sessions. The CEO and the Management Committee are updated regularly on cyber security, and provides guidance on cyber security strategy, posture, and initiatives.

In FY2023/24, the Group encountered one substantiated complaint made to a regulatory authority concerning a breach of customer privacy and one case of a loss of customer data arising from a technical glitch, both involving SIA.

The privacy complaint was lodged by a passenger alleging unauthorised alterations to the passenger's personal information on the SIA website. Swift action was implemented to secure the passenger's account, and the issue has been satisfactorily resolved with the individual involved.

The technical glitch occurred due to an unauthorised system update by a SIA vendor, which inadvertently granted certain travel agents access to other travel agents' data. Immediate measures were taken to reverse the update. SIA has since followed-up with its vendors to enhance our system processes.



CASE STUDY

Improving Data Governance Using a Data Inventory Management System

SIA has embarked on an initiative to create a single holistic view of where its systems' data resides. This is done through the mapping of data lineage to demonstrate the data flow among systems. This provides users with a precise knowledge of the types of data in each system, and which databases are most relevant. At the same time, this will allow the Company to identify and classify Personally Identifiable Information data fields efficiently so that appropriate data protection can be prescribed for different groups of data based on their sensitivity. This is in line with SIA's commitment to maintain accountability and transparency across data collection and storage processes.

SUPPLIERS

The SIA Group’s strong relationships with its suppliers enable it to meet its sustainability goals, as a significant portion of the Group’s societal and environmental impact stems from its supply chain.

MANAGEMENT APPROACH



Key Engagement Activities

Engagement Mode	Frequency
Meetings (Dialogues, Discussions, Project Milestone Meetings, Teleconferences)	Regular
Service Audits and Assessments	Regular
Trade Fairs, Forums	Regular



Ambition

The SIA Group treats its suppliers with respect, emphasises fairness in its relationships, and works with them to ensure sustainable business practices.

Target	Due	Status
100% declaration rate of sanction checks screening for SIA’s active and new procurement contracts uploaded into its Contract Management Tool	Annually	Achieved



Key Policies, Processes and Procedures

- Procurement policies and processes
- Suppliers’ Code of Conduct (SCOC)

FY2023/24 in Numbers

>\$16.8b
total expenditure for
supplier services

>11,940
suppliers globally

Supporting the UN SDGs



SUPPLIERS

THE SIA GROUP'S SUPPLY CHAIN 2-6 3-3

The SIA Group adopts a risk-based approach to ensure that its supply chain is sustainable and resilient.

SIA and Scoot's Suppliers

SIA and Scoot together have **more than 11,940 suppliers worldwide** that provide goods, materials, or services directly to the airlines. These supply chains are broadly in six main categories.

In FY2023/24, SIA and Scoot's total expenditure on supplier services exceeded \$16.8 billion, with most of this going towards the purchase of aircraft and engines, aviation fuel, aviation maintenance and materials, ground and cargo handling services, and in-flight catering.

MANAGING SUPPLY CHAIN RISKS 3-3

The SIA Group seeks to manage sustainability risks across its supply chain.

Suppliers' Code of Conduct 2-23 2-24 308-1 414-1

SIA and Scoot aim to mitigate social, economic, and environmental risks by setting minimum standards of behaviour for their suppliers through the SCOC. The SCOC outlines both airlines' expectations and requirements for their suppliers' business practices, and the responsibility of suppliers towards their stakeholders, society, and the environment. The code was developed in accordance with SIA's business values to promote sustainable development, and is also based on the Ten Principles of the UN Global Compact.

SIA's BUs onboarded onto the Contract Management Tool (CMT) declare their adherence to the SCOC policy through the CMT platform. Contracts are considered to have been screened using environmental and social criteria if the SCOC clause is declared to be included in contracts or due diligence has been conducted through waivers or amendment approvals. Any waivers or amendments to the SCOC clauses require approval from Vice President Sustainability or his or her alternate.

In FY2023/24, the screening of environmental and social criteria was performed on 94% of SIA's active contracts⁸¹ through the SCOC as per the aforementioned processes. This is in addition to the 100% sanctions check screening declaration by the BUs.

Scoot's contracts that are managed using the e-procurement system, per internal procurement requirements, are considered to be screened using the SCOC environmental and social criteria when a legal review is required in accordance with Scoot's contract vetting policy. In FY2023/24, the screening of

environmental and social criteria was performed on 100% of Scoot's new supplier contracts⁸².

SIA is working to improve the robustness of environmental and social screening for suppliers using the SCOC. The SIA's SCOC is publicly available via on SIA's [website](#).

Additional Supplier Mandatory Clauses

Beyond the SCOC, suppliers must comply with other mandatory clauses as part of their contracts. These cover data protection, anti-bribery, corruption, risk management, liability, indemnity and insurance clauses, protecting SIA and Scoot from potential third-party risks including reputational risks and financial penalties.

1. Compliance with Laws and Regulations

- Accounting practices
- Intellectual property
- Competition compliance
- Disclosure

2. Ethics and Conflict of Interest PR-10

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

3. Safety and Quality

- Health and safety
- Quality of products and services

4. Environment PR-7 PR-8 PR-9

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

5. Labour Standards PR-1 PR-2 PR-3 PR-4 PR-5 PR-6

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

6. Subcontractors and Other Service Providers

- Compliance with Code of Conduct
- On-time payment

7. Communication, Documentation and Inspection

- Employee awareness of Code of Conduct
- Language translation

⁸¹ Percentage of supplier contracts screened is used in place of percentage of suppliers screened as screening is conducted on a contract level. Data on percentage of suppliers screened is not available due to system limitations. Please refer to the Appendix for more details on the definition and methodologies.

⁸² Please refer to the Appendix for more details on the definition and methodologies.

SUPPLIERS

INTEGRATING SUSTAINABILITY AND ENHANCING POLICY PROCESSES 2-24 3-3

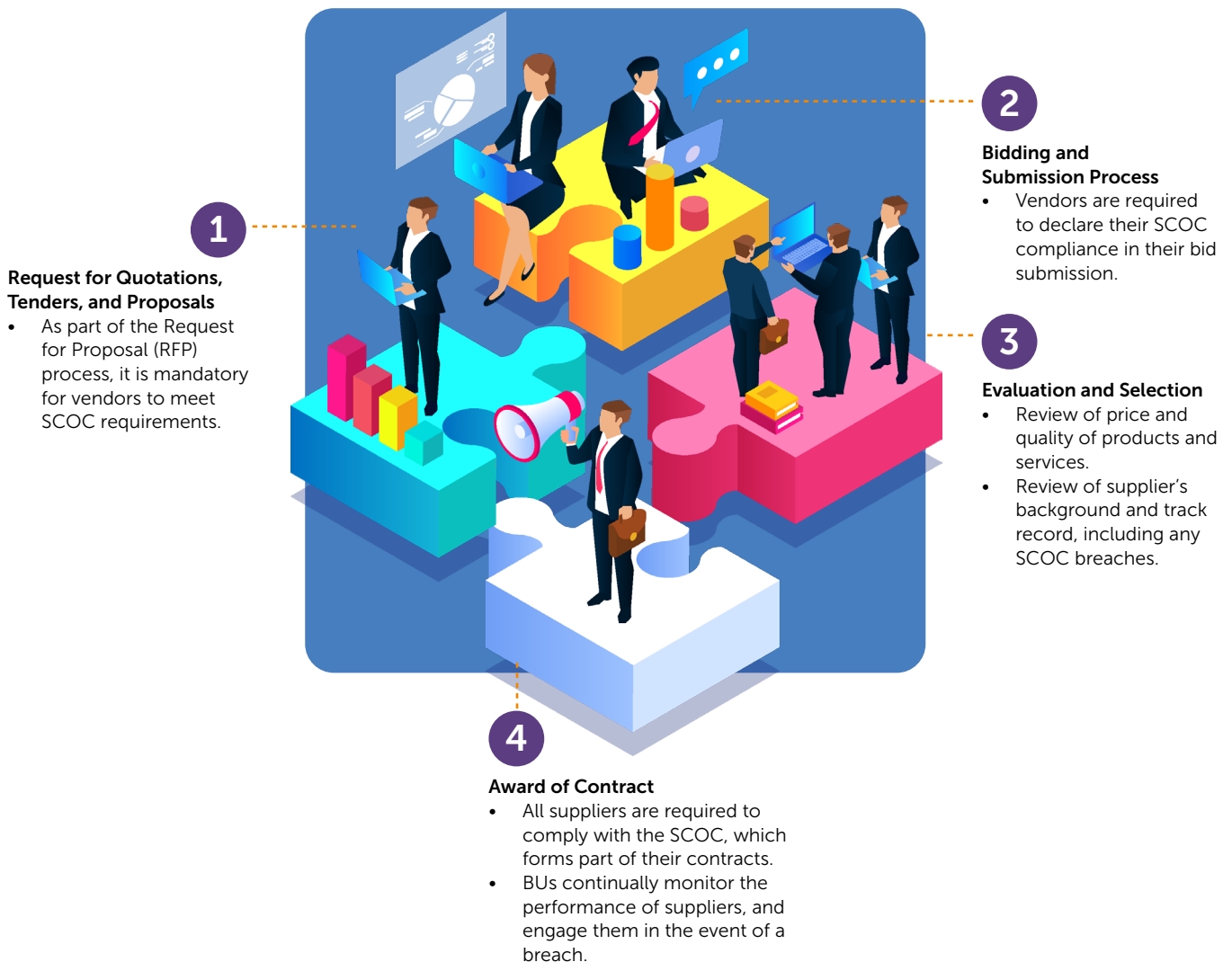
The SIA Group works to secure a sustainable future by strengthening its supply chain and management procedures.

Embedding Sustainability Within SIA and Scoot's Procurement Process

SIA and Scoot integrate environmental, social, and governance (ESG) considerations into their procurement process. Both airlines also manage supply chain risks and uphold high sustainability performance standards through their Suppliers' Code of Conduct.

All contracted suppliers must comply with the SCOC, with non-compliance potentially resulting in penalties including contract termination. Prospective and current suppliers are encouraged to submit relevant environmental and safety certifications or standards during the bidding and submission stage to support their proposals.

SCOC Inclusion in SIA's RFP Process



SUPPLIERS

Policy Update Processes

SIA's Procurement department will initiate a review of its procurement policies when required to ensure that business needs are met. During this internal review, the Tenders Committee, along with any other relevant committees will review proposals and endorse potential changes to the policies.

Promoting Best Practices with its Suppliers

SIA maintains responsible supply chains that minimise adverse environmental and societal impacts. During the product assessment and selection stage of the procurement exercise, SIA gives preference to suppliers that demonstrate sustainable business practices and submit environmentally friendly proposals.

SIA also regularly participates in global trade fairs and symposiums to stay abreast of suppliers' concerns and needs. These events include the World Cargo Symposium, Ground Handling International Conference, and World Travel Catering and Onboard Services Expo.

Building Resilient Supply Chain Strategies

Building a resilient supply chain is crucial for SIA, enabling it to effectively navigate market changes, disruptions, and uncertainties. Drawing lessons from the pandemic, SIA has adopted risk mitigation strategies such as, dual sourcing and diversifying its supplier networks. To build redundancy into its supply chain, SIA has multiple suppliers based in different locations where possible, for critical operational items. These

include flight crew uniforms, boarding passes, and baggage tags. This provides SIA with greater flexibility, and the ability to adapt quickly to disruptions or sudden changes in demand.

WORKING WITH ITS SUPPLIERS ON SUSTAINABLE DEVELOPMENT 3-3

The SIA Group collaborates with its suppliers to integrate sustainability into its business.

Partnerships with Suppliers

The aviation industry's sustainable future hinges on the willingness of organisations to collaborate on innovative projects. SIA and Scoot strive to support such advancements by sourcing from suppliers with strong sustainable value propositions. Ongoing initiatives include:

- SIA's collaboration with SATS Ltd to develop an eco-friendly meal concept with more environmentally friendly packaging and utensils for Economy Class customers on selected SIA flights under 3.5 hours⁸³.
- SIA's *Farm-to-Plane* programme with Plenty Farms
- SIA's KrisShop Cares
- SIA's collaboration with COMO Shambhala to provide nutritious in-flight meals for Suites, First Class, and Business Class customers on board selected flights across all regions
- SIA's partnership with Lumitics and SATS Ltd to reduce in-flight catering food waste through the use of artificial intelligence and digital technologies

⁸³ Except flights between Singapore and Kuala Lumpur, Penang, Medan.



CASE STUDY

KrisShop Cares

Through KrisShop Cares, KrisShop aims to foster an inclusive society through strategic partnerships with social enterprises dedicated to empowering individuals with disabilities, such as including autism and Down syndrome. These include Arts@Meta, Art Faculty, Down Syndrome Association, I'mable collective, Jojomama, JOURNEY by TOUCH Community Services, Singapore Fashion Runway, and The Animal Projects. KrisShop does not profit from the sales of products from the social enterprises that it partners.

KrisShop Cares also takes pride in featuring a curated selection of upcycled products that not only supports meaningful causes, but also promotes sustainability. These include notebooks crafted from repurposed batik fabric by SPD and clutch bags fashioned from recycled uniforms by Stylecat.



SUPPLIERS



CASE STUDY

Farm-to-Plane Programme with Plenty Farms

SIA embarked on an initiative in March 2023 to source fresh produce in Los Angeles from Plenty Farms, a leader in agriculture technology, as part of its *Farm-to-Plane* initiative. This project aims to source in-flight meal ingredients locally to promote sustainability and freshness. Plenty Farms' technology driven growing process has achieved substantial water and land use reductions, as compared to traditional farming methods.

Plenty Farms' innovative approach yields 350 times more greens per acre than conventional farms, producing 4.5 million pounds of leafy greens annually on a single city block. Its advanced hydroponic systems and controlled

environment agriculture are designed to optimise growth conditions and enhance flavour.

With Plenty Farms located around 10 miles from SIA's kitchen facilities at Los Angeles International Airport, fresh produce can be delivered directly to the Airline's catering services, helping to minimise emissions from transportation.

Plenty Farms has been named among the 100 Most Influential Companies and America's top Greentech companies for 2024 by Time Magazine. This acknowledgment underscores the farm's impact on the industry and its alignment with SIA's commitment to sustainability.

Many of SIA's suppliers have also embarked on their own sustainability initiatives. Here are a few examples.

- Ground handling agents servicing 76 airports⁸⁴ across SIA's network have introduced initiatives to reduce paper usage by digitising their backroom processes
- Ramp handlers and cargo terminal operators supplying services at 46 airports⁸⁵ across SIA's network have cut their emissions by implementing initiatives such as electrifying their vehicles, and installing solar panels at their warehouses to generate electricity for warehouse operations
- Cargo terminal operators that service more than 28 airports⁸⁶ across SIA's network, have recycled materials from imports, such as planks and skids, for subsequent export use



⁸⁴ These locations refer to at least one airport in these countries: Australia, Belgium, Brunei, China, Denmark, France, Germany, India, Indonesia, Italy, Japan, Malaysia, Nepal, the Netherlands, New Zealand, the Philippines, Singapore, South Africa, South Korea, Spain, Sri Lanka, Switzerland, Turkey, the United Arab Emirates, the United Kingdom, and the United States of America.

⁸⁵ These airports are located in Australia, Belgium, China, Denmark, France, Germany, India, Indonesia, Italy, Japan, the Netherlands, New Zealand, Singapore, Spain, Switzerland, Taiwan, Turkey, the United Kingdom, the United States of America, and Vietnam.

⁸⁶ These airports are located in Australia, Belgium, China, Denmark, India, Japan, Nepal, Singapore, the Philippines, the United Kingdom and the United States of America.

LIST OF KEY ABBREVIATIONS AND ACRONYMS

AAMP	Airline Alcohol Management Programme	CSAT	Customer Satisfaction
AAPA	Association of Asia Pacific Airlines	CSAQ	Control Self-Assessment Questionnaire
AATP	Airport Alcohol Testing Programme	CSM	Cargo Safety Manual
AC	Audit Committee	CSR	Corporate Social Responsibility
ACSP	Air Carrier Security Program	CTC	Company Training Committee
AESU	Air-Transport Executive Staff Union	ECAs	Extra-curricular activities
AG	American Gallon	EDB	Economic Development Board
AGM	Annual General Meeting	ERP	Emergency Response Plan
AI	Artificial Intelligence	ESG	Environmental, Social, Governance
ALH	Airline House	ESP	Employee Support Portal
ALPA-S	Air Line Pilots Association Singapore	ETF	Engine Testing Facility
ANR	Air Navigation Regulations	ETS	Emissions Trading Scheme
AOC	Air Operator Certificate	ETSP	Enhanced Training Support Package
APP	Arson Prevention Plan	EXCO	Executive Committee
APU	Auxiliary Power Units	FDAP	Flight Data Analysis Programme
ARMRE	Annual Risk Management Review Exercise	FEP	Fire Emergency Plan
ASC	Air Safety Committee	FFFA	Free Food For All
ASEAN	Association of Southeast Asian Nations	FOQM	Flight Operations Quality Manual
ATM	Air Traffic Management	FRM	Fatigue Risk Management
BCA	Building and Construction Authority	FSC	Forest Stewardship Council
BCPs	Business Continuity Plans	FSM	Fire Safety Manager
BESS	Baggage E2E Self-service Suite	FSPM	Flight Security Procedures Manual
BSRC	Board Safety and Risk Committee	GDP	Gross Domestic Product
CAAS	Civil Aviation Authority of Singapore	GDPR	General Data Protection Regulation
CAG	Changi Airport Group	Gen AI	Generative Artificial Intelligence
CAM	Crew Administration Manual	GHA	Ground Handling Agents
CCM	Cabin Crew Division Manual	GHG	Greenhouse gas
CCS	Customer Contact Services	GRCMC	Group Risk and Compliance Management Committee
CCSM	Cabin Crew Safety Manual	GRI	Global Reporting Initiative
CCSMSM	Cabin Crew Safety Management System Manual	GRIP	Ground Ramp Incident Prevention
CDO	Continuous Descent Operations	GSM	Ground Services Manual
CE	Customer Experience	GSQM	Ground Services Quality Manual
CEO	Chief Executive Officer	ha	Hectare
CERT	Company Emergency Response Team	HACCP	Hazard Analysis and Critical Control Points
CETSC	Customer Experience, Technology and Sustainability Committee	HC	Hydrocarbons
CFSM	Corporate Flight Safety Management and Procedures Manual	HDB	Housing Development Board
CIP	Customer Insights Portal	HEFA	Hydro-processed Esters and Fatty Acids
CLC	Corporate Learning Centre	IAP	International Advisory Panel
CMG	Crisis Management Group	IATA	International Air Transport Association
CMM	Crisis Management Manual	ICAO	International Civil Aviation Organization
CMS	Crisis Management Services	ICW	International Catering Waste
CO	Carbon monoxide	IEA	International Energy Agency
CO₂	Carbon dioxide	IFE	In-flight Entertainment
CO₂e	Carbon dioxide equivalent	ILO	International Labour Organization
COP	Communication on Progress	ILT	Instructor-led Training
COQM	Corporate Operational Quality (Safety) Manual	IOSA	IATA Operational Safety Audit
COQMR	Corporate Operational Quality Management Review	IPCC	Intergovernmental Panel on Climate Change
CORSIA	Carbon Offset and Reduction Scheme for International Aviation	IRAS	Inland Revenue Authority of Singapore
CPAS	Cerebral Palsy Alliance Singapore	ISM	IOSA Standards Manual
CPR	Cardiopulmonary Resuscitation	ISO	International Organization for Standardization
CQM	Cargo Quality Manual	ISSB	International Sustainability Standards Board
CSA	Control Self-Assessment	ITD	Information Technology Division
		kg	Kilograms
		kWh	Kilowatt-hour

LIST OF KEY ABBREVIATIONS AND ACRONYMS

L	Litre	SAFUG	Sustainable Aviation Fuel Users Group
LCC	Low Cost Carrier	SAG	Safety Action Groups
LOSA	Line Operations Safety Audit	SAGI	Singapore Aviation and General Insurance Company
LSAO	Leading Service as ONE	SARPs	Standards and Recommended Practices
LTK	Load tonne-kilometre	SATS	Singapore Airport Terminal Services
LTNW	Lead the New World	SCDF	Singapore Civil Defence Force
M.A.R.V.I.E	Most Awesome Resourceful Virtual Intern Ever	SCOC	Suppliers' Code of Conduct
m²	Square metre	SCQ	Service Culture and Quality
m³	Cubic metre	SDG	Sustainable Development Goals
MBM	Market-based Measure	SEMS	Security Management System
MC	Management Committee	SEPM	Safety and Emergency Procedures Manual
MCM	Maintenance Control Manual	SESM	Security Management System Manual
MINDS	Movement for the Intellectually Disabled of Singapore	SFA	Singapore Food Agency
MOM	Ministry of Manpower (Singapore)	SFEA	SkillsFuture Employer Awards
MPR	Mandatory Packaging Report	SGX	Singapore Exchange
MRV	Monitoring, Reporting and Verification	SGXNet	Singapore Exchange Net
MSF	Ministry of Social and Family Development (Singapore)	S-I-A	Staff-Ideas-in-Action
MSG	Monosodium Glutamate	SIAEC	Singapore Airlines Engineering Company
MWh	Megawatt-hour	SIAOCC	SIA Operations Control Centre
NC	Nominating Committee	SIASU	Singapore Airlines Staff Union
NEA	National Environment Agency (Singapore)	SID	Singapore Institute of Directors
NETF	NTUC Education and Training Fund	SIGs	Special Interest Groups
NG	Next Generation	SKL	SilverKris Lounge
NGFS	Network for Greening for Financial System	SMEU	Social Media Engagement Unit
NOx	Nitrogen oxides	SAA	SingaporeAir App
NPS	Net Promoter Score	SMM	Safe Management Measures
NTUC	National Trades Union Congress	SMS	Safety Management System
NUS	National University of Singapore	SO	Sustainability Office
OCS	Organisational Climate Survey	SOx	Sulphur oxides
OEMs	Original Equipment Manufacturers	SSC	Sustainability Steering Committee
OHSMS	Occupational Health and Safety Management System	SSC	SIA Supplies Centre
OSH	Occupational Safety and Health	SSG	SkillsFuture Singapore
OSHE	Occupational Safety, Health and Environment	SSO	Social Service Office
PACC	Passenger Aircraft Carrying Cargo	SSP	Shared Socioeconomic Pathways
PDPA	Personal Data Protection Act	SSQ GSM	SSQ Ground Safety Manual
PDPC	Personal Data Protection Commission	SSQ QM	SSQ Quality Manual
PM	Particulate matter	SSQ	Safety, Security and Quality
PPE	Personal Protective Equipment	SSSQ	Safety, Security, Sustainability, Quality
PRs	Permanent Residents	SSW	Safety and Security Week
PSM	Premises Security Manual	SSWC	Sustainability Strategic Working Committee
Pte Ltd.	Private Limited	STC	SIA Training Centre
PUB	Public Utilities Board	SWA	Scoot Web Application
QAR	Quick Access Recorders	tCO₂e	Tonnes of carbon dioxide equivalent
QMS	Quality Management System	TCFD	Task Force on Climate-related Financial Disclosures
RCMC	Risk and Compliance Management Committee	TEM	Tasman Environmental Markets
RCP	Representative Concentration Pathways	TJ	Terajoules
RDF	Refuse Derived Fuels	TMM	Total Mission Management
RM	Risk Management	TSQ	TechSQ
RSA	Resource Sustainability Act	TSR	Total Shareholder Return
RSPB	Royal Society for the Protection of Birds	UN	United Nations
RTF	Restart Taskforce	UNEP	United Nations Environment Programme
SAF	Sustainable Aviation Fuels	VNPL	Voluntary No Pay Leave
		VoC	Voice of Customer
		WHO	World Health Organization

DEFINITIONS AND METHODOLOGIES

GENERAL

Mode of Narration	<p>Throughout this Sustainability Report, “Singapore Airlines”, “SIA”, “the company”, “its” are generally used to make reference to Singapore Airlines Limited (the Company) and its employees, unless otherwise stated. The term “Parent Airline Company” refers to “Singapore Airlines”, unless the context otherwise requires. “SIA Group” and “the Group” are used to make reference to Singapore Airlines Limited and its subsidiaries and employees, unless otherwise stated.</p> <p>The companies in which Singapore Airlines Limited directly and indirectly owns investments are separate legal entities. More information on the SIA Group, including its corporate structure and subsidiary information, can be found in the FY2023/24 SIA Annual Report.</p>
Reporting Scope	<p>All sustainability data and information presented in SIA’s report primarily relates to the two reportable airline businesses in SIA Group—Singapore Airlines Limited and Scoot Pte Ltd. This applies unless explicitly stated for SIA’s non-listed subsidiaries, where the data is available and applicable. The sustainability data and information related to Singapore Airlines Engineering Company Limited (SIAEC), a subsidiary listed on the SGX Securities Trading Limited (SGX-ST), is disclosed separately in SIAEC’s Sustainability Report, which is published annually</p> <p>In FY2023/24, SIA has expanded its reporting scope to include environmental data of SIA’s non-listed subsidiaries that provides services such as training of pilots, air charters, tour activities, payments and lifestyle rewards app, sale of merchandise, and related activities.</p> <ul style="list-style-type: none"> • Cargo Community Network Pte Ltd • Encounters Pte. Ltd. • KrisShop Pte. Ltd. • Kris+ Pte. Ltd. (Kris+) • Singapore Aviation and General Insurance Company (Pte) Limited (SAGI) • Singapore Flying College Pte Ltd (SFC) <p>As Kris+, SAGI, and SFC (Singapore) operate within SIA-owned buildings, their environmental performance are subsumed under these buildings and they will not be reported as distinct entities.</p> <p>SIA will continue to work with its other non-listed subsidiaries not included in the reporting scope to bolster their data availability and reporting maturity.</p> <p>More information on the SIA Group, including its corporate structure and subsidiary information, can be found in the FY2023/24 SIA Annual Report.</p> <p>More information on the boundaries for key ESG data are available from page 143 to 161.</p>
Future-looking Statements	<p>Aside from statements of historical fact, this Sustainability Report contains statements that are future-looking in nature relating to SIA’s sustainability management approach. These are identified by terms and phrases such as “aim”, “ambition”, “anticipate”, “believe”, “continue”, “expect”, “goal”, “maintain”, “objective”, “plan”, “seek” and “target” and could also be expressed by way of future or conditional verbs such as “could”, “should”, “would”. These statements are based on assumptions and expectations at the time of publication, and are subject to risks and uncertainties determined by factors beyond the control of SIA. As SIA operates in a continually changing environment, readers are cautioned not to place undue reliance on forward-looking statements.</p>

DEFINITIONS AND METHODOLOGIES

ENVIRONMENT

Energy Consumption

Energy consumption definitions and boundaries:

- Fuel consumption:** Total fuel consumed within the organisation, expressed in American gallons (AG), joules or multiples. Unless otherwise stated, this relates to diesel/petrol consumption of ground support vehicles and equipment for the SIA Group's operations in Singapore, jet fuel consumption of the SIA Group's passenger and freighter fleet, and aviation gasoline consumption of Singapore Flying College (SFC).
 - » Since the integration of SilkAir into SIA, energy consumption reported for FY2021/22 onwards covers SIA's passenger fleet, SIA's freighter fleet, and Scoot's operations. Past year data for FY2020/21 and FY2019/20 includes SIA's passenger and freighter fleet, SilkAir and Scoot's global operations unless otherwise stated.
 - » From FY2022/23, this includes Scoot's diesel and petrol consumption from ground support vehicles and equipment as well⁸⁷.
 - » From FY2023/24, this includes SFC's aviation gasoline, diesel and petrol consumption from its aircraft training fleet, ground support vehicles and equipment. It also includes Cargo Community Network (CCN) diesel consumption from building generators.
- Electricity consumption:** Total electricity consumed within the organisation, expressed in watt-hours, joules or multiples. Unless otherwise stated, this relates to the purchased electricity consumption of SIA's four properties – Airline House (ALH), SIA Supplies Centre (SSC), SIA Training Centre (STC), TechSQ (TSQ) and offices.
 - » From FY2022/23, the reporting scope includes purchased metered electricity at Scoot's head offices.
 - » From FY2023/24, this includes SFC's purchased electricity at its Jandakot office, and CCN's three offices in Singapore, Shanghai, and Jakarta. It also includes Pelago's Singapore office and KrisShop's purchased electricity at its offices in "The Signature" and SATS ICC1.
- Renewable energy consumption:** Total renewable energy from SIA's solar photovoltaic systems consumed within the organisation expressed in watt-hours, joules or multiples. Includes solar energy generation at SIA's Airline House, SIA Training Centre, SIA Supplies Centre and TechSQ.

Conversion factors:

Emission Source	Conversion Factors	Unit	Conversion Numbers	References
Electricity	Conversion to energy units	kWh to TJ	0.0000036	International Energy Agency Unit Converter
Diesel	Fuel density for gas/diesel oil	kg/litre	0.84	GHG Protocol Emission Factors for Cross Sector Tools 2017
	Net calorific value for gas/diesel oil	GJ/tonne	43.0	2006 IPCC Guidelines for National Greenhouse Gas Inventories
Petrol	Fuel density for motor gasoline	kg/litre	0.74	GHG Protocol Emission Factors for Cross Sector Tools 2017
	Net calorific value for motor gasoline	GJ/tonne	44.3	2006 IPCC Guidelines for National Greenhouse Gas Inventories

⁸⁷ Scoot's diesel consumption from ground operations in FY2022/23 only covers September 2022 to March 2023.

DEFINITIONS AND METHODOLOGIES

ENVIRONMENT

Energy Consumption

Emission Source	Conversion Factors	Unit	Conversion Numbers	References
Jet Kerosene	Fuel density for jet kerosene	kg/litre	0.79	GHG Protocol Emission Factors for Cross Sector Tools 2017
	Net calorific value for jet kerosene	GJ/tonne	44.1	2006 IPCC Guidelines for National Greenhouse Gas Inventories
Aviation gasoline	Fuel density for aviation gasoline	kg/litre	0.71	GHG Protocol Emission Factors for Cross Sector Tools 2017
	Net calorific value for aviation gasoline	GJ/tonne	44.3	2006 IPCC Guidelines for National Greenhouse Gas Inventories

Greenhouse Gas (GHG) Emissions

GHG definition and boundary: GHG emissions refer to gas that contributes to the greenhouse effect by absorbing infrared radiation. Unless otherwise stated, GHG emissions reported follow the same boundary as **Energy Consumption**.

GHG units, CO₂ equivalent (CO₂e): CO₂ equivalent is a way to measure and compare the effects of different greenhouse gases on climate change using a unit of CO₂ as a baseline.

The conversion to CO₂e relies on the availability of such emission factors in our data sources. All GHG emissions (i.e. Scope 1, 2, and 3) are computed in terms of CO₂e, except for the following operational activities that are computed in terms of CO₂ due to limitations of the data source:

- Scope 1 emissions from commercial flights (passenger and cargo)
- Scope 2 emissions from electricity consumption (except for Western Australia)

To maintain consistency in data presentation, all emissions data in this Sustainability Report are presented in CO₂e for ease of understanding the Group's overall GHG emissions profile.

The GHG Protocol Corporate Accounting and Reporting Standard is adopted. SIA accounts for GHG emissions using the operational control criteria and reports its direct (Scope 1), electricity indirect (Scope 2), and other indirect (Scope 3) GHG emissions.

- **Direct (Scope 1) GHG emissions:** Direct GHG emissions occur from sources that are owned or controlled by the SIA Group, expressed in kilograms of carbon dioxide (kgCO₂) or multiples. These include emissions from combustion in SIA Group owned or controlled vehicles in Singapore. Emission factors used are as follows:

Emission Source	Conversion Factors	Unit	Conversion Numbers	References
Diesel	CO ₂ Emission Factor	kg CO ₂ /GJ	74.1	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	CH ₄ Emission Factor	kg CH ₄ /GJ	0.0039	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	Global Warming Potential for CH ₄	–	28	2014 IPCC Fifth Assessment Report (AR5)
	N ₂ O Emission Factor	kg N ₂ O/GJ	0.0039	2006 IPCC Guidelines for National Greenhouse Gas Inventories

DEFINITIONS AND METHODOLOGIES

ENVIRONMENT

Greenhouse Gas (GHG) Emissions

Emission Source	Conversion Factors	Unit	Conversion Numbers	References
Diesel	Global Warming Potential for N ₂ O	–	265	2014 IPCC Fifth Assessment Report (AR5)
Petrol	CO ₂ Emission Factor	kg CO ₂ /GJ	69.3	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	CH ₄ Emission Factor	kg CH ₄ /GJ	0.0038	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	Global Warming Potential for CH ₄	–	28	2014 IPCC Fifth Assessment Report (AR5)
	N ₂ O Emission Factor	kg N ₂ O/GJ	0.0057	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	Global Warming Potential for N ₂ O	–	265	2014 IPCC Fifth Assessment Report (AR5)
Jet Kerosene	CO ₂ Emission Factor	tonnes CO ₂ /tonnes of jet fuel	3.15	Revised 1996 IPCC Guidelines for National Greenhouse Gas Inventories
Aviation Gasoline	CO ₂ Emission Factor	kg CO ₂ /GJ	70.0	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	CH ₄ Emission Factor	kg CH ₄ /GJ	0.0005	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	Global Warming Potential for CH ₄	-	28	2014 IPCC Fifth Assessment Report (AR5)
	N ₂ O Emission Factor	kg N ₂ O/GJ	0.002	2006 IPCC Guidelines for National Greenhouse Gas Inventories
	Global Warming Potential for N ₂ O	-	265	2014 IPCC Fifth Assessment Report (AR5)

- **Energy indirect (Scope 2) GHG emissions:** Indirect GHG emissions from the generation of purchased electricity consumed by SIA Group's properties (total gross floor area) and offices (total leased area) aforementioned, expressed in kilograms of carbon dioxide equivalent (kgCO₂e) or multiples. These emissions physically occur at the facilities where electricity is generated.

A location-based method is adopted to reflect the average emissions intensity of the national grid on which energy consumption occurs. For consistency, the grid emission factor (GEF) used for the reporting year is sourced from the latest Singapore Energy Statistics (SES), the Energy Market Authority's (EMA) annual publication on energy statistics in Singapore, at the time of publication. SIA adopted the Average Operating Margin (OM) figures which measures Singapore's system-wide emissions factor.

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Greenhouse Gas (GHG) Emissions

Emission source for Electricity Generation	Reporting Period	Emission factor	Unit	References
Singapore	FY2023/24	0.4168	kgCO ₂ /kWh	EMA, Singapore GEF 2022
	FY2022/23	0.4057	kgCO ₂ /kWh	EMA, Singapore GEF 2021
	FY2021/22	0.4080	kgCO ₂ /kWh	EMA, Singapore GEF 2020
	FY2020/21	0.4085	kgCO ₂ /kWh	EMA, Singapore GEF 2019
	FY2019/20	0.4188	kgCO ₂ /kWh	EMA, Singapore GEF 2018
Western Australia	FY2023/24	0.53	kgCO ₂ e/kWh	Western Australia – South West Interconnected System (SWIS), National Greenhouse Account Factors 2023
Chennai, India	FY2023/24	0.971	kgCO ₂ /kWh	Government of India, Ministry of Power Version 19.0
Jakarta, Indonesia	FY2023/24	0.8	kgCO ₂ /kWh	Jamali, 2019, Institute for Global Environmental Strategies, Version 11.4
Shanghai, China	FY2023/24	0.7777	kgCO ₂ /kWh	East China Grid, 2021, Institute for Global Environmental Strategies, Version 11.4

- **Other indirect (Scope 3) GHG emissions:** Other indirect GHG emissions that are a consequence of SIA's and Scoot's activities but occur from sources that are not owned or controlled by SIA or Scoot.

SIA's Scope 3 emissions are calculated according to the recommendations of Greenhouse Gas (GHG) Protocol's Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

» **Source of emission factors:**

- › [Greenhouse gas reporting: conversion factors](#) (UK Government Department for Energy Security and Net Zero and Department for Business, Energy & Industrial Strategy)
 - [Greenhouse gas reporting: conversion factors 2023](#)
 - [Greenhouse gas reporting: conversion factors 2022](#)
- › International Energy Agency (IEA) [Life Cycle Upstream Emission Factors \(Pilot Edition\)](#)
- › [Singapore's Fifth National Communication and Fifth Biennial Update Report 2022](#) (National Climate Change Secretariat Singapore)
- › [Supply Chain GHG Emissions Factors for US Commodities and Industries v1.2](#) (US Environmental Protection Agency)
- › [ComfortDelGro Sustainability Report 2017](#)

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Greenhouse Gas (GHG) Emissions

- » **Reference to the GWP source:**
 - › 100-year GWP values from IPCC Assessment Report (AR5)
 - › 100-year GWP values from IPCC Assessment Report (AR4) - applied by UK Government Department for Energy Security and Net Zero and Department for Business, Energy & Industrial Strategy for Greenhouse gas reporting: conversion factors 2022
- In FY2023/24, SIA will be disclosing a limited scope of upstream-supply chain Scope 3 categories due to current data availability. The scope of reporting will be gradually increased to encompass downstream Scope 3 categories over the next few reporting years as SIA and Scoot improves their data collection methodology. The definitions for the reported categories are:
 - » **Category 1 Purchased Goods and services:** All upstream (i.e. cradle-to-gate) emissions from the production of products purchased or acquired by the reporting company in the reporting year. Products include both goods (tangible products) and services (intangible products).
 - › *FY2023/24 Reporting boundary:* Purchased goods and services by SIA in the financial year and products and services procured from SATS Ltd by Scoot in Singapore.
 - › *FY2023/24 Methodologies used and assumptions made:* A combination of spent-based method and economic-allocated emissions from SATS Ltd. For spent based methodology, at least 80% of SIA's spent data was captured, which was then extrapolated to 100%.
 - › *FY2022/23 Reporting boundary:* Limited to products and services procured from SATS Ltd in Singapore.
 - › *FY2022/23 Methodologies used and assumptions made:* Economic-allocated emissions from SATS Ltd.
 - » **Category 2 Capital Goods:** All upstream (i.e. cradle-to-gate) emissions from the production of capital goods purchased or acquired by the reporting company in the reporting year.
 - › *FY2023/24 Reporting boundary:* Includes the capital assets purchased by the SIA Group in the financial year.
 - › *FY2023/24 Methodologies used and assumptions made:* Spent-based method.
 - › Category 2 was not disclosed in SR FY2022/23 but FY2022/23 data have been restated in SR FY2023/24. See Supplementary Sustainability Data for more information
 - » **Category 3 Fuel- and energy-related activities (not included in Scope 1 or 2):** Upstream emissions of purchased fuels and energy purchased or acquired by the reporting company in the reporting year.
 - › *FY2023/24 Reporting boundary:* Includes the well to tank emissions from the SIA Group's Scope 1 and 2.
 - › *FY2023/24 Methodologies used and assumptions made:* Average-data method.
 - › Category 3 was not disclosed in SR FY2022/23 but FY2022/23 data have been restated in SR FY2023/24. See Supplementary Sustainability Data for more information

DEFINITIONS AND METHODOLOGIES

ENVIRONMENT

Greenhouse Gas (GHG) Emissions

- » **Category 4 Upstream transportation and distribution:** Emissions from the transportation and distribution of products (excluding fuel and energy products) purchased or acquired by the reporting company in the reporting year in vehicles and facilities not owned or operated by the reporting company, as well as other transportation and distribution services purchased by the reporting company in the reporting year (including both inbound and outbound logistics).
 - › *FY2023/24 Reporting boundary:* Limited to upstream transportation and distribution services of SIA and upstream transportation and distribution services provided by SATS Ltd to Scoot in Singapore.
 - › *FY2023/24 Methodologies used and assumptions made:* A combination of spent-based method and economic-allocated emissions from SATS Ltd. For spent based methodology, a least 80% of SIA's spent data was captured, which was then extrapolated to 100%.
 - › *FY2023/23 Reporting boundary:* Limited to upstream transportation and distribution services procured from SATS Ltd in Singapore.
 - › *FY2023/23 Methodologies used and assumptions made:* Economic-allocated emissions from SATS Ltd.
- » **Category 5 Waste generated in operations:** Emissions from third-party disposal and treatment of waste that is generated in the reporting company's owned or controlled operations in the reporting year.
 - › *FY2023/24 Reporting boundary:* Refer to reporting boundary under "Waste". Additional waste stream was also identified in FY2023/24.
 - › *FY2023/24 Methodologies used and assumptions made:* Methodologies used and assumptions made: Waste-type-specific method and average data method. The latter method is used where data from waste vendor is unavailable, and the type of waste disposed and waste treatment method were reasonably assumed based on operational context.
 - › *FY2023/23 Reporting boundary:* Refer to reporting boundary under "Waste"
 - › *FY2023/23 Methodologies used and assumptions made:* Waste-type-specific method and average data method. The latter method is used where data from waste vendor is unavailable, and the type of waste disposed and waste treatment method were reasonably assumed based on operational context.
- » **Category 6 Business travel:** Emissions from the transportation of employees for business-related activities in vehicles owned or operated by third parties, such as aircraft, trains, buses, and passenger cars.
 - › *FY2023/24 Reporting boundary:* Includes road travel in Singapore, rail travel overseas and air travel on certain Other Airlines (OAL) for SIA and only road travel (local and overseas) for Scoot. As SIA and Scoot operates within the aviation industry, the emissions from business-related travel on its airlines have already been included in the Group's Scope 1 emissions assessment. Due to system integration limitations, SIA and Scoot are unable to account for all air business travel on OALs and will continue to work towards disclosure on air business travel on all OAL.

DEFINITIONS AND METHODOLOGIES

ENVIRONMENT

Greenhouse Gas (GHG) Emissions

- › *FY2023/24 Methodologies used and assumptions made:* Spend-based method.
- › *FY2022/23 Reporting boundary:* Includes road travel in Singapore only. Given that SIA operates mainly as an airline, air travel for the purposes of business-related travel have already been encompassed within the SIA's Scope 1 emissions.
- › *FY2023/23 Methodologies used and assumptions made:* Spend-based method for road travel.
- » **Category 7 Employee commute:** Emissions from the transportation of employees between their homes and their worksites.
 - › *FY2023/24 Reporting boundary:* All SIA and Scoot employees within the geographical boundary of Singapore.
 - › *FY2023/24 Methodologies used and assumptions made:* Distance-based method. Distance travelled is assumed to be the distance between employees' homes and their worksites. Mode of transportation taken by employees is estimated from Singapore Census of Population 2020, Statistical Release 2, Transport.
 - › *FY2022/23 Reporting boundary:* All SIA employees within the geographical boundary of Singapore.
 - › *FY2022/23 Methodologies used and assumptions made:* Distance-based method. Distance travelled is assumed to be the distance between employees' homes and their worksites. Mode of transportation taken by employees is estimated from Singapore Census of Population 2020, Statistical Release 2, Transport.
- » **Category 8 Upstream leased asset:** Emissions from the operation of assets leased by the reporting company (lessee) in the reporting year and not included in Scope 1 and Scope 2 – reported by lessee.
 - › Not applicable as these emissions have been accounted for in Scope 1 and 2.
- » **Category 14 Franchises:** Emissions from the operation of franchises not included in Scope 1 or Scope 2. A franchise is a business operating under a license to sell or distribute another company's goods or services within a certain location.
 - › Note that Category 14 Franchisees is not relevant to SIA as it does not engage in franchising operations.

DEFINITIONS AND METHODOLOGIES

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Intensity Ratios

Intensity ratios definition: Intensity ratios define resource consumption or emissions in the context of a specific metric.

- **Flight operations intensity ratio methodology:** Fuel productivity is expressed in load tonne-kilometre per American gallon (LTK/AG). Since FY2021/22, SIA and Scoot have disclosed fuel productivity expressed in litres per 100 passenger-kilometre for passenger fleet, and litres per tonne-kilometre for cargo fleet. Direct (Scope 1) GHG emissions intensity is expressed in kilograms of carbon dioxide per load tonne-kilometre (kgCO₂/LTK) or multiples. The organisation-specific metric (the denominator) used was load tonne-kilometre.
- **Buildings and offices intensity ratio methodology:** Electricity intensity is expressed in kilowatt-hours per square metre (kWh/m²) or multiples. Electricity indirect (Scope 2) GHG emissions intensity is expressed in kilograms of carbon dioxide per square metre (kgCO₂/ m²) or multiples. Water intensity is expressed in cubic metres per square metres (m³/ m²). The organisation-specific metric (the denominator) used was the total floor area by which SIA has operational control over, which is a summation of total common area and total lettable area.
 - » **Boundary of total common area:** Common area of SIA-owned buildings in Singapore, which are ALH, SSC, STC, and TSQ and leased spaces in SFC (Jandakot).
 - » **Boundary of total lettable area:** Lettable area of SIA-owned buildings in Singapore, which are ALH (excludes Hangar 1), SSC, STC, and TSQ, and SIA leased spaces in Changi Airport Group (CAG) Passenger Terminal Building (PTB), ION Orchard, Scoot's head offices, KrisShop's business premises in "The Signature" and SATS ICC1, Pelago office in Singapore, SFC (Jandakot) premises as well as CCN's offices in Singapore, Shanghai, and Jakarta.
 - » **Boundary of gross floor area:** GFA of SIA-owned buildings in Singapore, which are ALH, SSC, STC, and TSQ, SIA leased spaces in CAG PTB, ION Orchard, Scoot's head offices, KrisShop's business premises in "The Signature" and SATS ICC1, Pelago office in Singapore, SFC (Jandakot) premises as well as CCN's offices in Singapore, Shanghai, and Jakarta.

Waste

Waste definition: Refers to anything that the holder discards, intends to discard, or is required to discard expressed in kilograms (kg) or multiples and excludes effluents. SIA does not produce any hazardous waste from its operations.

This definition is based on the United Nations Environment Programme (UNEP), Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, 1989.

- **Waste directed to disposal:** Any operation which is not recovery, even where the operation has, as a secondary consequence, led to the recovery of energy. It is the end-of-life management of discarded products, materials, and resources in a sink or through a chemical or thermal transformation that makes these products, materials, and resources unavailable for further use. (e.g. incineration with/ without energy recovery, landfilling)

This definition is based on the European Union (EU), Waste Framework Directive, 2008.

- **Waste diverted from disposal:** Any operation wherein products, components of products, or materials that have become waste are prepared to fulfil a purpose in place of new products, components, or materials that would otherwise have been used for that purpose. (e.g. reuse, recycling)

This definition is based on the United Nations Environment Programme (UNEP), Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, 1989.

DEFINITIONS AND METHODOLOGIES

ENVIRONMENT

Waste

The reporting boundary of waste includes both operational ground waste, as well as in-flight waste. For cabin waste, only data from inbound SIA flights are captured, due to business challenges in collecting overseas data across different handlers and restrictions from International Catering Waste (ICW) regulations. In-flight catering waste data is based on sampling size of 18 flights (ex-STN) per month. The waste data for SIA-leased premises at Changi Airport, namely the Silver Kris Lounges (SKL) at Terminals 2 and 3, and Scoot Offices in Terminals 1 and 3 were derived from a one-week waste audit exercise, conducted in February 2024, and extrapolated to arrive at annualised figures.

Category	Operation	Details	Boundary
Waste directed to disposal	Waste-to-energy (WTE) incineration	In Singapore, licensed waste contractors transport incinerable waste to the WTE plants for incineration. Heat from combustion generates superheated steam in boilers, and the steam drives turbogenerators to produce electricity. Ferrous scrap metal contained in the ash is recovered and recycled. Ash is sent for disposal at the offshore Semakau Landfill.	<p>SIA's four properties (ALH, SSC, STC, TSQ)</p> <ul style="list-style-type: none"> Up till FY2019/20, ALH's waste data includes SIAEC's waste disposal from Hangar 1, 2 and 3, as data could not be segregated. For FY2020/21, ALH's waste data includes SIAEC's waste disposal from Hangar 1, as data could not be segregated. From FY2021/22 onwards, ALH's waste data excludes SIAEC's waste disposal. From FY2021/22 onwards, includes cabin waste from SIA's passenger fleets and fleet's inbound flight operations. From FY2022/23, includes scrap aircraft waste. From FY2023/24, includes ground waste data from SSC's warehouse activities and waste generated from SIA leased premises, as well as Scoot's offices and scrap aircraft waste.

DEFINITIONS AND METHODOLOGIES

ENVIRONMENT				
Waste	Category	Operation	Details	Boundary
	Waste diverted from disposal	Recycling	Recycling is the reprocessing of products or components of products that have become waste, to make new materials. For ground waste, recyclables are broken down by paper, plastic, ferrous and glass. For cabin waste from passenger fleets, recyclables are broken down by glass bottles, newspapers, magazines.	<ul style="list-style-type: none"> SIA's four properties (ALH, STC, TSQ, SSC) Up till FY2019/20, ALH's waste data includes SIAEC's waste disposal from Hangar 1, 2 and 3, as data could not be segregated. For FY2021/22, ALH's waste data includes SIAEC's waste disposal from Hangar 1, as data could not be segregated. From FY2021/22 onwards, ALH's waste data excludes SIAEC's waste disposal. From FY2021/22 onwards, includes cabin waste from SIA's passenger fleets and fleet's inbound flight operations. From FY2022/23, includes scrap aircraft waste. From FY2023/24, includes ground waste data from SSC's warehouse activities and waste generated from SIA leased premises, as well as Scoot's offices and scrap aircraft waste.
Water and Effluents	<p>Definition of water withdrawn: Total water drawn for the organisation's use, expressed in cubic metre (m³) or multiples. All water withdrawn by SIA is water drawn from the Public Utilities Board (PUB), a third-party water provider in Singapore. Water provided by PUB is considered freshwater as Singapore's quality of drinking water is regulated by the Environmental Public Health (EPH) (Water Suitable for Drinking) (No.2) Regulations 2019 which follows the World Health Organisation (WHO) Guidelines for Drinking-water Quality ($\leq 1,000$ mg/L Total Dissolved Solids).</p> <ul style="list-style-type: none"> Surface water definition: Water that occurs naturally on the Earth's surface. This includes harvested rainwater. Groundwater definition: Water that is being held in, and that can be recovered from, an underground formation. <ul style="list-style-type: none"> » Reporting boundary: Ground water has been collected since FY2020/21 Third-party water definition: Water drawn from a third-party. In Singapore, water is sourced from the Public Utilities Board (PUB). Data is broken down by Tap water and NEWater. 			

DEFINITIONS AND METHODOLOGIES

ENVIRONMENT				
Water and Effluents	Category	Operation	Details	Boundary
	Groundwater	(1) Groundwater harvested	Storing and recovery of groundwater from an underground formation.	SIA's property (ALH)
	Surface water	(2) Rainwater harvested	Collection and storing of rainwater from surfaces on which rain falls.	SIA's property (ALH)
	Third-party water	(3) Tap water	<p>Singapore's national tap water supply comprises a mix of four sources – (i) water from local catchment, (ii) imported water, (iii) desalinated water and (iv) NEWater*</p> <p>*During dry periods, NEWater is added to Singapore's reservoirs to blend with raw water. The raw water from the reservoir is treated at the waterworks before it is supplied to consumers as tap water.</p>	<p>SIA's four properties (ALH, STC, TSQ, SSC) and offices</p> <ul style="list-style-type: none"> Includes SIAEC's water withdrawal at Hangar 1, as data could not be segregated. Up till FY2021/22, excludes water withdrawal at Scoot's offices due to data unavailability. From FY2022/23, includes water withdrawal at Scoot's head offices. From FY2023/24, includes SFC's Jandakot premises, KrisShop's business premises in "The Signature" in Singapore as well as CCN's Singapore, Shanghai, and Jakarta office.
		(4) NEWater	NEWater is high-grade reclaimed water produced from treated used water that is further purified using advanced membrane technologies and ultra-violet disinfection. As it is ultra-clean, it is mainly used for air-conditioning cooling purposes at SIA's buildings. NEWater is delivered to SIA via a dedicated pipe network.	SIA's property (STC)

These definitions are based on GRI 303: Water and Effluents 2018.

Definition of effluents: Refers to treated or untreated wastewater that is discharged such as any liquid, including particles of matter and other substances in suspension in the liquid, which is the outflow from any trade, business or manufacture or of any works of engineering or building construction.

This definition is based on the Alliance for Water Stewardship (AWS), AWS International Water Stewardship Standard, Version 1.0, 2014 and Singapore's Sewerage and Drainage Act (Chapter 294)

DEFINITIONS AND METHODOLOGIES

SAFETY	
Occupational Health and Safety Management Systems (OHSMS)	<p>OHSMS definition: Occupational Health and Safety Management Systems refers to a set of interrelated or interacting elements to establish an occupational health and safety policy and objectives, and to achieve those objectives.</p> <p><i>This definition is based on the International Labour Organization (ILO), Guidelines on Occupational Safety and Health Management Systems, ILO-OSH 2001, 2001.</i></p> <p>Boundaries:</p> <ul style="list-style-type: none"> • SIA's Occupational Health and Safety Management System is based on Workplace Safety and Health Act and certified under ISO 45001:2018 OHSMS Standard. It covers all employees, workplaces and contractors working at SIA workplaces in Singapore. • SIA's and Scoot's Quality Management System is based on CAAS Air Navigation Regulations and certified under ISO 9001:2015 Quality Management System. It covers all operations and employees in Singapore. • SIA's and Scoot's Security Management System is based on Airport Police Division Security Directive for Aircraft Operators, ICAO International Standards and Recommended Practices Annex 17 – Security and IOSA Standards Manual. It covers all security operations, employees and applicable security providers globally. • SIA's and Scoot's Flight Safety Management System is based on CAAS Air Navigation Regulation, ICAO International Standards and Recommended Practices Annex 19 – Safety Management and IOSA Standards Manual and Transport Safety Investigations Bureau (TSIB) (Aviation Occurrences) Regulations. It covers all operations and employees globally.
Customer Health and Safety	<p>Health and Safety impacts of products and services definition: Incidents of non-compliance with regulations and/or voluntary codes concerns the direct health and safety impacts of products and services on customers.</p>
Hazard	<p>Hazard definition: Any source of situations with the potential to cause injury or ill health* in the workplace. This includes types of dangerous occurrences as defined by Ministry of Manpower's (MOM) list of Dangerous Occurrences in the Workplace Safety and Health Act (Chapter 354A), Section 4(1).</p> <p><i>This definition is based on the International Labour Organization (ILO) Guidelines on Occupational Safety and Health Management Systems.</i></p>
Aircraft Incident	<p>Aircraft incident definition: An occurrence, other than an accident, associated with the operation of an aircraft which affects or could affect operational safety.</p> <p>Serious incident definition: Incident involving circumstances indicating that there was a high probability of an accident and associated with the operation of an aircraft which takes place between the time any person boards the aircraft with the intention of flight until such time said person has disembarked from the aircraft.</p> <p><i>These definitions are based on ICAO Annex 13, Aircraft Accident and Incident Investigation.</i></p>

DEFINITIONS AND METHODOLOGIES

SAFETY

Man-hours Worked

Man-hours worked definition: Total scheduled number of hours worked for the year ended 31 March.

Boundary: Since the integration of SilkAir into SIA, the employee man-hours worked reported for FY2021/22 onwards only covers SIA and Scoot's global operations. Past year data for FY2020/21, FY2019/20 includes SIA, SilkAir and Scoot's global operations unless otherwise stated.

For workers who are non-employees (scoped to key contractors only), reported man hours worked covers SIA and Scoot's global operations. Past year data includes data from SilkAir's global operations before the integration.

Work-related Incidents

Work-related incidents definition: An unexpected and unplanned occurrence arising out of or in the course of work that could or does result in injury or ill health or death*. As per MOM's definition, it could also be a [Dangerous Occurrence](#), an [Occupational Disease](#) or:

- Traffic accidents that happen at the workplace or in the course of work, e.g. a traffic accident while commuting to work on company transport.
- Accidents that are incidental to or from work, e.g. slipping and falling within the workplace but when not performing official work duties.
- Conditions of a medical nature, such as heart attacks or strokes, that may be triggered by work.

This definition is based on ISO 45001:2018 and MOM's Guidelines.

Work-related Fatality

Work-related fatality definition: Refers to a work-related injury that results in a fatality while performing work that is controlled by the organisation or that is being performed in a workplace controlled by the organisation.

This definition is based on GRI 403: Occupational Health and Safety 2018.

Methodology: Work-related fatality rates were calculated based on 1,000,000 hours worked.

Boundary: Number and rate of work-related fatalities reported for employees and workers who are non-employees (scoped to key contractors only) follow the same boundary as **Man-hours Worked**.

Work-related Injury and Ill-health

Work-related injury and ill-health definition: Negative impacts on health arising from exposure to hazards at work.

This definition is based on the International Labour Organization (ILO), Guidelines on Occupational Safety and Health Management Systems, ILO-OSH 2001, 2001

- **Recordable work-related injury definition:** Refers to prevailing regulations from local authorities for employees, or when an SIA cabin crew is issued medical leave for 4 days or more (whether consecutive or not) for the related/same injury. SIA will look towards aligning definitions between entities in the future.
 - » **Methodology:** Recordable work-related injury rates were calculated based on 1,000,000 hours worked.
 - » **Boundary:** Number and rate of work-related fatalities reported covers employees and workers who are non-employees (scoped to key contractors only) follow the same boundary as **Man-hours Worked**.

DEFINITIONS AND METHODOLOGIES

SAFETY

Work-related Injury and Ill-health

- **Recordable high consequence work-related injury definition:** A work-related injury that results in a fatality or in an injury from which the individual cannot, does not, or is not expected to recover fully to pre-injury health status within six months.

This definition is based on GRI 403: Occupational Health and Safety 2018.

- » **Methodology:** Recordable high consequence work-related injury rates were calculated based on 1,000,000 hours worked.
- » **Boundary:** Number and rate of work-related fatalities reported for employees and workers who are non-employees (scoped to key contractors only) follow the same boundary as **Man-hours Worked**.

- **Recordable work-related ill-health definition:** A work-related ill-health (including diseases, illnesses and disorders) that is contracted.

The coverage is based on the occupational diseases under Singapore's Workplace Safety and Health Act or Work Injury Compensation Act.

- » **Methodology:** Recordable high consequence work-related injury rates were calculated based on 1,000,000 hours worked.
- » **Boundary:** Number and rate of work-related fatalities reported for employees and workers who are non-employees (scoped to key contractors only) follow the same boundary as **Man-hours Worked**.

Work-related Injury Types

Work-related injury types definition: Incident types reported include the following main categories: caught in/between objects; cut/stabbed by objects; exposure to electric current; exposure to extreme temperatures; over-exertion/strenuous movements; slips, trips and falls; strike against objects; struck by falling objects; struck by moving objects, etc.

This is based on Singapore's Ministry of Manpower major and minor injury incident types.

DEFINITIONS AND METHODOLOGIES

EMPLOYEES

Employees

Employees definition: An individual who is in an employment relationship with the organisation. All employee data relates to the year's headcount as at 31 March 2024.

Employee categories: SIA's employee profile can be broadly broken down by function (i.e. Ground Staff, Cabin Crew and Pilots) and level (i.e. Managers and above, Executives, Other Employees), in line with its human resources system.

The employee levels are defined below for Singapore Airlines and Scoot respectively.

Employee Levels	Singapore Airlines	Scoot
Managers and above	Manager, Senior Manager, Vice President, Divisional Vice President, Senior Vice President, Executive Vice President and Chief Executive Officer	Section Manager, Manager, Senior Manager, Director, Vice President, Senior Vice President and above, this includes the Chief Commercial Officer, Chief Operating Officer and Chief Executive Officer
Executives	Executives, Senior Executives to Assistant Manager	Officer, Senior Officer, Specialists, Analysts, Assistant Manager
Other Employees	Associates, Senior Associates, Pilots and Cabin Crew	Cabin Crew and Flight Crew

Boundary: Total employees reported covers the SIA Group's global operations. In FY2021/22, SilkAir ceased its operations and has been fully integrated into SIA hence, the employee profile breakdown reported from FY2021/22 only covers SIA and Scoot's global operations. Past year data for FY2020/21, FY2019/20 includes SIA, SilkAir and Scoot's global operations unless otherwise stated. A five-year dataset from FY2019/20 to FY2023/24 for SIA, Scoot and SilkAir (till FY2020/21) is provided in this year's report.

Note: For new disclosures included in FY2021/22, the five-year dataset will only include SIA and Scoot's global operations since SilkAir has been integrated into SIA. This includes the breakdown of employees by Employee Function and by Gender, by Employee Level and by Gender, by Employee Level and by Age Group, by Nationality and by Employee Level.

DEFINITIONS AND METHODOLOGIES

EMPLOYEES

Employment Type and Contract

Employment Type:

Full-time definition: An employee whose working hours are defined according to national legislation and practice regarding working time. Based on Singapore's Employment Act by MOM, a full-time employee is an individual required under his/her contract of service to work for not less than 35 hours a week.

Part-time definition: An employee whose working hours are less than 'full-time' as defined above. Based on Singapore's Employment Act by MOM, a part-time employee is one who is under a contract of service to work less than 35 hours a week.

Boundary: Since the integration of SilkAir into SIA in FY2021/22, the employee profile breakdown reported from FY2021/22 only covers SIA and Scoot's global operations. Past year data for FY2019/20 and FY2020/21 includes SIA, SilkAir and Scoot's global operations unless otherwise stated. A five-year dataset from FY2019/20 to FY2023/24 for SIA, Scoot and SilkAir (till FY2020/21) is provided in this year's report.

Employment contract:

Employment contract definition: Refers to employment contract as recognised under national law or practice that can be written, verbal, or implicit (that is, when all the characteristics of employment are present but without a written or witnessed verbal contract).

Permanent contract definition: A contract with an employee, for full-time or part-time work, for an indeterminate period.

Temporary contract definition: A contract that is of limited duration and is terminated by a specific event (e.g., end of a project or work phase, or return of replaced employees).

Boundary: The employee profile breakdown by employment contract follows the same boundary as **Employment Type**.

New Hires and Turnover

New hires

New-hires definition: Employees who joined the organisation during the year.

Internal hires definition: The internal movement of employees or the sourcing of existing employees within SIA Group, which can include lateral movements and team transfers.

External hires definition: Hires from outside of the SIA Group

New hire rate methodology: Number of new hires over number of employees at the end of the reporting period, expressed as a percentage. This can be computed by the respective demographic cuts (e.g. new hire rate for employees <30 years old is computed by number of new hires (<30 years old) over number of employees (<30 years old), expressed as a percentage).

DEFINITIONS AND METHODOLOGIES

EMPLOYEES

New Hires and Turnover	<p><u>Turnover</u></p> <p>Turnover definition: Employees who left the organisation during the year. Due to confidentiality constraints, reported turnover relates purely to voluntary attrition, and does not include involuntary turnover such as dismissal, completion of contract, etc.</p> <p>Turnover rate methodology: Number of turnover over number of employees at the end of the reporting period, expressed as a percentage. This can be computed by the respective demographic cuts (e.g. turnover rate for males is computed by number of turnover (males) over number of employees (males), expressed as a percentage).</p> <p>Boundary: New hire and turnover numbers and rates reported follow the same boundary as Employment Type.</p> <p>Note: Starting FY2021/22, the breakdown of new hires by Employee Level, by Employment Type (Full-time and Part-time) and by Recruitment Type (Internal and External Hires) is tracked and reported according to the updated calculation methodology and boundary refined in FY2022/23. Additionally, the five-year dataset for the breakdown of turnover, by Employee Level, will only include SIA's and Scoot's global operations since SilkAir has been integrated into SIA.</p>
Training Hours	<p>Training hours definition: Number of hours used for staff learning and development.</p> <p>Average training hours methodology: Average training hours are calculated using total number of training hours, divided by number of employees as at 31 March. This can be computed by the respective demographic cuts (e.g. average number of training hours for cabin crew is computed by number of training hours attended by cabin crew over the number of cabin crew, expressed as a percentage)..</p> <p>Boundary: Average training hours reported follow the same boundary as Employment Type.</p>
Parental Leave	<p>Parental leave definition: Leave granted to male and female employees on the grounds of the birth of a child. This includes maternity, paternity, shared parental leave and childcare leave.</p> <p>Return to work rate methodology: Number of employees who returned to work after parental leave ended, over number of employees who took parental leave, expressed as a percentage.</p> <p>Retention rate methodology: Number of employees who returned to work after parental leave ended and who were still employed 12 months after their return to work, over number of employees who took parental leave, expressed as a percentage.</p> <p>Boundary: Return to work rate and retention rates reported follow the same boundary as Employment Type.</p>
Worker Who is a Non-employee	<p>Worker who is a non-employee definition: An individual whose work, or workplace, is controlled by the organisation. This report has been scoped to include key contractors only (cleaners, maintenance workers, landscapers, sales agent, ground handling agents, check-in agents, and warehouse operators), unless otherwise stated. All non-employee data relates to the year's headcount as at 31 March 2024.</p> <p>Boundary: The worker profile breakdown reported only covers SIA's local and overseas operations and Scoot's local operations.</p>

DEFINITIONS AND METHODOLOGIES

GOVERNANCE	
Non-compliance	<p>Incidents of non-compliance definition: Incidents of violation that occur within the reporting period.</p> <p>Significant fines definition: Significant fines refer to those above S\$10,000.</p> <p>Boundary: Incidents of non-compliance and significant fines incurred covers SIA and Scoot's global operations.</p>
Grievance Mechanism	<p>Grievance mechanism definition: A system consisting of procedures, roles and rules for receiving complaints and providing remedy.</p>
Conflict of Interest	<p>Conflict of interest definition: A situation where an individual is confronted with choosing between the requirements of his or her function and his or her own private interests.</p>
Corruption	<p>Corruption definition: An abuse of entrusted power for private gain, which can be instigated by individuals or organisations.</p> <p>Confirmed incident of corruption definition: An incident of corruption that has been found to be substantiated. Confirmed incidents of corruption do not include incidents of corruption that are still under investigation in the reporting period.</p> <p>Boundary: Confirmed incidents of corruption covers SIA and Scoot's global operations. Number of employees completing anti-corruption training covers SIA and Scoot's global operations. As Scoot's anti-corruption training programme only started in April 2021, Scoot's data was excluded from the reporting scope of previous years.</p> <p>Note: In FY2022/23, completion rates are broken down by a new format of employee levels hence, only a four-year dataset from FY2020/21 to FY2023/24 is provided in this year's report. Past year data for FY2020/21 does not include SilkAir's global operations since the breakdown cannot be retrieved after the integration with SIA in FY2021/22.</p>
Breach of Customer Privacy	<p>Breach of customer privacy definition: Non-compliance with existing legal regulations and (voluntary) standards regarding the protection of customer privacy.</p> <p>Boundary: All cases of substantiated complaints concerning breaches of customer privacy and/or identified leaks, thefts, or losses of customer data across SIA and Scoot's global operations, but excluding cases that are still pending investigation in the reporting period.</p>

DEFINITIONS AND METHODOLOGIES

SUPPLIERS

Suppliers

Suppliers definition: Refers to an organisation or person that provides a product or service used by SIA or Scoot's operations and is characterised by a direct or indirect commercial relationship with SIA or Scoot.

Supplier categories: SIA's suppliers can be broadly classified into six main categories

- Aviation fuel
- Aviation maintenance and materials
- In-flight catering
- Technology systems
- Ground handling
- Aircraft fleet and engines

Number of suppliers and expenditure for suppliers' services boundary: Covers SIA and Scoot's suppliers globally.

Boundaries:

- Total supplier expenditure includes expenditure by SIA and Scoot's head offices and overseas stations.
- Total number of suppliers includes suppliers engaged by SIA and Scoot's head offices and overseas stations.

Suppliers' Code of Conduct (SCOC)

Suppliers' Code of Conduct boundary: All suppliers are required to adhere to SIA's SCOC, which is part of our contracts with suppliers.

Percentage of suppliers screened using environmental and social criteria:

- **SIA Boundary:** Covers all active suppliers that have contracts and were onboarded onto the contract management tool. This scope covers both new and existing suppliers as SIA's system is unable to distinguish between new and existing suppliers. Suppliers were screened using SCOC's environmental and social criteria or due diligence by the respective business units where the SCOC was waived.
- **Scoot Boundary:** Covers all new supplier contracts that are raised in the e-procurement system per the internal procurement requirements, submitted to legal and with a legal review required in accordance with Scoot's contract vetting policy, and signed in FY2023/24. This excludes renewals or extensions of existing contracts and contracts governed by an existing master agreement, as well as all contracts with SIA and SIAEC. Improvements have been made from Jan 2024 to screen Sales contracts, which are not part of e-procurement system, using the SCOC. From FY2024/25 the improvement made will be incorporated into the screening figure.

SUPPLEMENTARY SUSTAINABILITY DATA

All supplementary sustainability data are to be read with the definitions and methodologies segment on pages 142 to 161.

Where applicable, certain figures in the tables may not sum up to the stated totals due to rounding.

ENVIRONMENT

Energy and Emissions

Flight Operations ⁸⁸					
	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
SIA Group					
Fuel Consumption (million AG)	1,729	420	827	1,353	1,595
Fuel Consumption (TJ)	227,965	55,350	109,037	178,489	210,372
Fuel Productivity (LTK/AG)	11.13	10.44	9.60	11.80	12.06
Overall Fuel Productivity for Passenger Fleet (Litres / 100 passenger - km)	4.39	40.74	13.11	3.96	3.84
Overall Fuel Productivity for Cargo Fleet (Litres / tonne - km)	0.23	0.23	0.22	0.27	0.24
Direct (Scope 1) GHG Emissions ('000 tonnes CO ₂)	16,283	3,954	7,788	12,749	15,027
Direct (Scope 1) GHG Emissions Intensity (kgCO ₂ /LTK)	0.85	0.90	0.98	0.80	0.78
Singapore Airlines (Passenger Fleet)					
Fuel Consumption (million AG)	1,334	291	657	1,026	1,224
Fuel Productivity (LTK/AG)	10.57	8.30	8.63	11.16	11.22
Fuel Productivity (Litres/100 passenger-km)	4.85	42.60	12.97	4.27	4.22
Direct (Scope 1) GHG Emissions ('000 tonnes CO ₂)	12,569	2,737	6,188	9,667	11,533
Direct (Scope 1) GHG Emissions Intensity (kgCO ₂ /LTK)	0.89	1.14	1.09	0.84	0.84
Singapore Airlines (Freighter Fleet)					
Fuel Consumption (million AG)	93	109	111	165	137
Fuel Productivity (LTK/AG)	16.15	16.70	17.05	13.80	15.82
Fuel Productivity (Litres/tonne-km)	0.23	0.23	0.22	0.27	0.24
Direct (Scope 1) GHG Emissions ('000 tonnes CO ₂)	874	1,023	1,045	1,557	1,288
Direct (Scope 1) GHG Emissions Intensity (kgCO ₂ /LTK)	0.58	0.56	0.55	0.68	0.60
SilkAir					
Fuel Consumption (million AG)	87.4	2.0	–	–	–
Fuel Productivity (LTK/AG)	8.86	5.09	–	–	–
Fuel Productivity (Litres/100 passenger-km)	4.04	8.61	–	–	–
Direct (Scope 1) GHG Emissions ('000 tonnes CO ₂)	823	19	–	–	–
Direct (Scope 1) GHG Emissions Intensity (kgCO ₂ /LTK)	1.06	1.85	–	–	–

⁸⁸ The values for Fuel Consumption (TJ), Direct (Scope 1) GHG Emissions ('000 tonnes CO₂), and Direct (Scope 1) GHG Emissions Intensity (kgCO₂/LTK) for FY2019/20 to FY2022/23 have been restated due to a refinement of the fuel density information for jet kerosene.

SUPPLEMENTARY SUSTAINABILITY DATA

ENVIRONMENT

Energy and Emissions

	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Scoot					
Fuel Consumption (million AG)	214	19	59	162	234
Fuel Productivity (LTK/AG)	13.18	7.86	6.42	13.84	14.29
Fuel Productivity (Litres/100 passenger-km)	2.83	31.83	15.02	2.71	2.61
Direct (Scope 1) GHG Emissions ('000 tonnes CO ₂)	2,017	176	556	1,526	2,205
Direct (Scope 1) GHG Emissions Intensity (kgCO ₂ /LTK)	0.71	1.20	1.47	0.68	0.66
SFC					
Fuel Consumption (million AG)	–	–	–	–	0.07
Fuel Productivity (LTK/AG)	–	–	–	–	–
Fuel Productivity (Litres/100 passenger-km)	–	–	–	–	–
Direct (Scope 1) GHG Emissions ('000 tonnes CO ₂)	–	–	–	–	0.59
Direct (Scope 1) GHG Emissions Intensity (kgCO ₂ /LTK)	–	–	–	–	–

Ground Operations

	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Ground Operations (Diesel)					
Diesel Consumption (litres)	10,014	10,152	10,745	12,667	28,039
Diesel Consumption (TJ)	0.4	0.4	0.4	0.5	1.0
Direct (Scope 1) GHG Emissions From Diesel (tonnes CO ₂ e)	27.2	27.6	29.2	34.4	76.2
Ground Operations (Petrol)					
Petrol Consumption (litres)	20,870	12,740	18,861	24,274	20,309
Petrol Consumption (TJ)	0.7	0.4	0.6	0.8	0.7
Direct (Scope 1) GHG Emissions From Petrol (tonnes CO ₂ e)	48.5	29.6	43.8	56.4	47.2
Ground Operations (LPG)					
LPG Consumption (litres)	–	–	–	–	21,908,700
LPG Consumption (TJ)	–	–	–	–	559.6
Direct (Scope 1) GHG Emissions From LPG (tonnes CO ₂ e)	–	–	–	–	36,311.4

SUPPLEMENTARY SUSTAINABILITY DATA

ENVIRONMENT

Energy and Emissions

Buildings and Offices					
	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Buildings and Offices (Electricity)					
Electricity Consumption (GWh)	27.9	20.8	21.1	24.7	26.3
Electrical Energy Consumption (TJ)	100.5	74.8	76.0	88.8	94.7
Renewable Energy Consumption (GWh)	–	2.0	4.7	4.4	5.4
Renewable Energy Consumption (TJ)	–	7.1	17.0	15.9	19.4
Electricity Intensity (kWh/m ²)	120.34	98.06	111.98	124.27	136.66
Energy Indirect (Scope 2) GHG Emissions (tonnes CO ₂ e)	11,687	8,484	8,608	10,007	11,008
Energy Indirect (Scope 2) GHG Emissions Intensity (tonnes CO ₂ e/m ²)	0.05	0.04	0.04	0.04	0.05

Other Value-Chain Activities					
	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Scope 3 Emissions (tonnes CO₂e)					
Category 1: Purchased goods and services	–	–	–	96,718	248,055
Category 2: Capital goods	–	–	–	173,895 ⁸⁹	319,629
Category 3: Fuel and energy related activities	–	–	–	2,701,336 ⁸⁹	3,195,678
Category 4: Upstream transportation and distribution	–	–	–	13,245	14,035
Category 5: Waste generated in operations	–	–	–	1,150	2,217
Category 6: Business travel	–	–	–	92	370
Category 7: Employee commuting	–	–	–	8,885	9,669
Category 8: Upstream leased assets	–	–	–	–	–
Category 14: Franchises	–	–	–	–	–
Total Other Indirect (Scope 3) GHG Emissions (tonnes CO₂e)	–	–	–	2,995,321 ⁸⁹	3,789,653

⁸⁹ In FY2023/24, SIA has expanded its Scope 3 disclosures to include more categories. Hence, FY2022/23 total Scope 3 emissions has been restated.

SUPPLEMENTARY SUSTAINABILITY DATA

ENVIRONMENT

Energy and Emissions

Summary of Energy Consumption and Emissions Profile within SIA Group ⁹⁰					
	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Total Energy Consumption within SIA Group					
Energy Consumption from SIA's Operations (TJ)	199,823	52,975	101,350	157,232	179,602
Energy Consumption from Scoot's Operations (TJ)	28,243	2,457	7,781	21,363	30,875
Energy Consumption from Operations of other non-listed subsidiaries (TJ)	–	–	–	–	570
Total Energy Consumption within SIA Group (TJ)	228,067	55,432	109,131	178,595	211,048
Total Emissions Profile within SIA Group					
Total Scope 1, 2, and 3 GHG Emissions within SIA Group					
Total Direct (Scope 1) GHG Emissions (tonnes CO₂e)	16,283,295	3,953,606	7,788,420	12,749,292	15,063,013
Total Energy Indirect (Scope 2) GHG Emissions (tonnes CO₂e)	11,687	8,484	8,608	10,007	11,008
Total Other Indirect (Scope 3) GHG Emissions (tonnes CO₂e)	–	–	–	2,995,321	3,789,653
Total Scope 1 and 2 GHG Emissions (tonnes CO₂e)	16,294,982	3,962,090	7,797,028	12,759,298	15,074,021
Total Scope 1, 2, and 3 GHG Emissions (tonnes CO₂e)	16,294,982	3,962,090	7,797,028	15,754,619	18,863,674
Total Scope 1, 2, and 3 GHG Emissions within SIA⁹¹					
Direct (Scope 1) GHG Emissions From SIA (tonnes CO ₂ e)	14,265,908	3,778,094	7,232,632	11,223,420	12,820,804
Energy Indirect (Scope 2) GHG Emissions From SIA (tonnes CO ₂ e)	11,687	8,484	8,608	9,901	10,588
Other Indirect (Scope 3) GHG Emissions From SIA (tonnes CO ₂ e)	–	–	–	2,663,025 ⁹²	3,272,694
Total Scope 1, 2, and 3 GHG Emissions within Scoot					
Direct (Scope 1) GHG Emissions From Scoot (tonnes CO ₂ e)	2,017,387	175,512	555,788	1,525,871	2,205,303
Energy Indirect (Scope 2) GHG Emissions From Scoot (tonnes CO ₂ e)	–	–	–	106	116
Other Indirect (Scope 3) GHG Emissions From Scoot (tonnes CO ₂ e)	–	–	–	332,296	505,583
Total Scope 1, 2, and 3 GHG Emissions of other non-listed subsidiaries					
Direct (Scope 1) GHG Emissions From other non-listed subsidiaries (tonnes CO ₂ e)	–	–	–	–	36,906
Energy Indirect (Scope 2) GHG Emissions From other non-listed subsidiaries (tonnes CO ₂ e)	–	–	–	–	304
Other Indirect (Scope 3) GHG Emissions From other non-listed subsidiaries (tonnes CO ₂ e)	–	–	–	–	11,376

⁹⁰ The values for Energy Consumption and Emissions have been restated due to the refinement of fuel density information for jet kerosene. In addition, energy consumption from renewable energy and energy consumption from ground operations using petroleum and LPG, which were omitted in previous reporting periods, have now been included.

⁹¹ Given SilkAir's integration into SIA in FY2021/22, past year data for SilkAir's energy and emissions performance have been integrated with SIA

⁹² SIA Group FY2022/23 category 2 emissions and Scoot's FY 2022/23 category 1 and 4 emissions have been subsumed under SIA's numbers due to the challenges in separating the data between entities

SUPPLEMENTARY SUSTAINABILITY DATA

ENVIRONMENT

Waste

Summary of Waste Generated, Diverted and Disposed of in Flight Operations					
	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Total Waste Generated at Flight Operations					
Total Waste Generated (tonnes)	670	38	169	1,971	3,218
Total Waste Diverted from Disposal (tonnes), Non-hazardous Waste – Recycling					
Glass bottles	282	-	31	292	30
Newspapers	121	-	-	-	-
Magazines	267	38	-	8	25
Total Waste Diverted From Disposal (tonnes)	670	38	31	300	54
Total Waste Directed to Disposal (tonnes), Non-hazardous Waste – Waste-to-Energy (WTE) Incineration					
General Waste (tonnes)	-	-	138	1,671	3,164

Summary of Non-hazardous Ground Waste Generated, Diverted and Disposed of in the SIA Group					
	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Waste Generated (tonnes)					
SIA Building Waste	1,455	880	964	1,343	1,713
SIA Warehouse Waste	-	-	-	-	230.6
SIA Engineering Waste	-	-	-	-	136.8
Scoot Building Waste	-	-	-	-	11.5
Scoot Engineering Waste	-	-	-	-	8.5
Total Waste Generated	1,455	880	964	1,343	2,100
Waste Directed to Disposal (tonnes) – Waste-to-Energy (WTE) Incineration and Landfill					
SIA Building Waste	1,378	811	832	1,168	1,441
SIA Warehouse Waste	-	-	-	-	230.6
SIA Engineering Waste	-	-	-	-	60.2
Scoot Building Waste	-	-	-	-	10.7
Scoot Engineering Waste	-	-	-	-	8.5
Total Waste Directed to Disposal	1,378	811	832	1,168 ⁹³	1,751
Waste Diverted from Disposal (tonnes) – Recycling					
SIA Building Waste	76.9	68.4	132.2	175.3	271.7
SIA Warehouse Waste	-	-	-	-	-
SIA Engineering Waste	-	-	-	-	76.6
Scoot Building Waste	-	-	-	-	0.8
Scoot Engineering Waste	-	-	-	-	-
Total Waste Diverted From Disposal	76.9	68.4	132.2	175.3	349.1

⁹³ Waste directed to disposal in FY2022/23 has been restated, arising from the inclusion of scrapped aircraft parts which were previously omitted due to a tabulation error.

SUPPLEMENTARY SUSTAINABILITY DATA

ENVIRONMENT

Waste

Composition of Non-hazardous Ground Waste Diverted from Disposal in the SIA Group (tonnes) ⁹⁴					
	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
SIA					
Paper	-	-	77.6	93.2	113.9
Plastic	-	-	10.4	13.7	10.8
Ferrous Metal	-	-	14.4	20.5	93.5
Glass	-	-	0.3	0.3	85.1
Textile	-	-	1.7	-	-
Wood	-	-	27.8	44.9	41.0
Total Waste Diverted From Disposal	-	-	132.2	172.6	344.3

Composition of Non-hazardous Ground Waste Diverted from Disposal in the SIA Group (tonnes)					
	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Scoot					
Paper	-	-	-	-	0.75
Plastic	-	-	-	-	0.03
Ferrous Metal	-	-	-	-	-
Glass	-	-	-	-	-
Textile	-	-	-	-	-
Wood	-	-	-	-	-
Total Waste Diverted From Disposal	-	-	-	-	0.79

Water

Summary of Water Performance at the SIA Group's Buildings and Offices					
	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Water Withdrawal, by Source					
Tap water (m ³)	160,708	105,459	94,020	132,745	148,383
Surface water (m ³)	15,689	5,716.54	985	7,666	8,756
Groundwater (m ³)	-	17,521.43	23,545.63	14,884	16,449
NEWater (m ³)	20,859	19,267	19,450	20,751	35,040
Total Water Withdrawal (m³)	197,256	147,964	138,001	176,046	208,627
Water Intensity					
Water Intensity (m³/m²)	0.79	0.59	0.55	0.75	0.90

⁹⁴ Figures exclude recycled e-waste. Reporting of composition of waste diverted from disposal only began in FY2021/22 for SIA and FY2023/24 for Scoot.

SUPPLEMENTARY SUSTAINABILITY DATA

SAFETY

Work-related Injuries

Work-related Injuries, Employees										
	FY2019/20		FY2020/21		FY2021/22		FY2022/23 ⁹⁵		FY2023/24	
Estimated number of man-hours worked (hours)	22,856,786		11,768,518		18,835,417		20,225,876		22,970,394	
Number (and rate) of fatalities as a result of work-related injuries	0	(0)	0	(0)	0	(0)	0	(0)	0	(0)
Number (and rate) of high-consequence work-related injuries	0	(0)	0	(0)	0	(0)	1	(0.05)	0	(0)
Number (and rate) of recordable work-related injuries	606	(26.5)	51	(4.3)	60	(3.2)	162	(8.0)	346	(15.1)
Main types of work-related injuries	<ul style="list-style-type: none"> • Slip, trips and falls • Struck by falling objects such as cabin baggage • Over-exertion and strenuous movements • Scalds due to exposure to extreme temperatures • Sprains, strains, and cuts from operating equipment 									

Work-related Injuries, Workers who are Non-Employees										
	FY2019/20		FY2020/21		FY2021/22		FY2022/23		FY2023/24	
Scope of workers who are non-employees	Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators)		Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents)		Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents, sales agent)		Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents, sales agent)		Key contractors only (cleaners, maintenance workers, landscapers, warehouse operators, check-in agents, sales agent)	
Estimated number of man-hours worked (hours)	1,294,689		1,421,863		1,281,554		2,771,559		3,113,788	
Number (and rate) of fatalities as a result of work-related injuries	0	(0)	0	(0)	0	(0)	0	(0)	0	(0)
Number (and rate) of high-consequence work-related injuries	0	(0)	0	(0)	0	(0)	0	(0)	0	(0)
Number (and rate) of recordable work-related injuries	2	(1.5)	0	(0)	1	(0.8)	0	(0)	0	(0)
Main types of work-related injuries	Slip, trips and falls		Nil		Slip, trips and falls		Nil		Nil	

⁹⁵ Restatement to the number and rate of high-consequence work-related injuries for FY2022/23, due to a work-related injury in FY2022/23 which has been revised to a high consequence work-related injury, following a medical review in FY2023/24 determining that an employee from Scoot was unable to recover fully to pre-injury health status within six months.

SUPPLEMENTARY SUSTAINABILITY DATA

SAFETY

Work-related Ill-health

Work-related Ill-health, Employees					
	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Number of fatalities as a result of work-related ill-health	0	0	0	0	0
Number of recordable work-related ill-health	0	21	6	6	4
Main types of work-related ill-health	Nil	Noise-induced deafness	Noise-induced deafness	Noise-induced deafness	Noise-induced deafness

Work-related Ill-health, Workers who are Non-Employees					
	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Scope of workers who are non-employees	Key contractors only (cleaners, maintenance, landscaping, warehouse operations)				
Number of fatalities as a result of work-related ill-health	0	0	0	0	0
Number and rate of recordable work-related ill-health	0	0	0	0	0
Main types of work-related ill-health	Nil	Nil	Nil	Nil	Nil

EMPLOYEES

Employee Profile

Total Employees					
	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Employees in the SIA Group					
Employees in the SIA Group	28,353	23,578	21,517	24,181	27,116
Singapore Airlines	17,204	14,956	14,125	15,539	17,802
SilkAir	1,389	608	–	–	–
Scoot	2,412	1,976	1,747	2,551	2,660
SIA Engineering Company (SIAEC)	4,559	4,332	3,964	4,127	4,552
SIAEC's Subsidiaries	2,476	1,356	1,330	1,609	1,739
Tradewinds Tours & Travel	51	46	42	–	–
Cargo Community Network	77	77	70	81	85
Singapore Flying College	82	76	62	67	67
SAGI	3	3	3	3	3
KrisShop	100	100	119	127	123
Encounters	0	48	55	77	85

SUPPLEMENTARY SUSTAINABILITY DATA

EMPLOYEES

Employee Profile

Employees by Gender and by Age Group

	FY2019/20		FY2020/21		FY2021/22		FY2022/23		FY2023/24	
Singapore Airlines, SilkAir (up till FY2020/21) and Scoot Employees										
Singapore Airlines, SilkAir (for FY2018/19, FY2019/20, FY2020/21) and Scoot Employees	21,005	100%	17,540	100%	15,872	100%	18,090	100%	20,462	100%
Employees, by Gender										
Male	9,955	47.4%	8,731	49.8%	8,245	51.9%	9,117	50.4%	9,775	47.8%
Female	11,050	52.6%	8,809	50.2%	7,627	48.1%	8,973	49.6%	10,687	52.2%
Employees, by Age Group										
<30 y.o.	7,951	37.9%	4,893	27.9%	3,528	22.2%	4,977	27.5%	6,312	30.8%
30-50 y.o.	10,017	47.7%	9,763	55.7%	9,375	59.1%	9,897	54.7%	10,706	52.3%
>50 y.o.	3,037	14.5%	2,884	16.4%	2,969	18.7%	3,216	17.8%	3,444	16.8%
Employees, by Region										
Singapore	18,196	86.6%	15,176	86.5%	13,683	86.2%	15,859	87.7%	18,131	88.6%
The Americas	166	0.8%	140	0.8%	129	0.8%	140	0.8%	151	0.7%
Europe	534	2.5%	447	2.5%	425	2.7%	422	2.3%	430	2.1%
North Asia	718	3.4%	618	3.5%	579	3.6%	593	3.3%	637	3.1%
South East Asia	610	2.9%	496	2.8%	438	2.8%	466	2.6%	481	2.4%
South West Pacific	404	1.9%	326	1.9%	311	2.0%	303	1.7%	317	1.5%
West Asia and Africa	377	1.8%	337	1.9%	307	1.9%	307	1.7%	315	1.5%

Employees, by Employee Function and by Gender

	FY2019/20		FY2020/21		FY2021/22		FY2022/23		FY2023/24	
Ground Staff										
Total	6,117	29.1%	5,533	31.5%	5,591	35.2%	5,963	33.0%	6,435	31.4%
Male	2,584	12.3%	2,359	13.4%	2,445	15.4%	2,638	14.6%	2,889	14.1%
Female	3,533	16.8%	3,174	18.1%	3,146	19.8%	3,325	18.4%	3,546	17.3%
Cabin Crew										
Total	10,568	50.3%	8,537	48.7%	7,470	47.1%	9,124	50.4%	10,782	52.7%
Male	3,852	18.3%	3,320	18.9%	3,028	19.1%	3,524	19.5%	3,702	18.1%
Female	6,716	32.0%	5,217	29.7%	4,442	28.0%	5,600	31.0%	7,080	34.6%
Pilots										
Total	2,931	14.0%	2,862	16.3%	2,811	17.7%	3,003	16.6%	3,245	15.9%
Male	2,889	13.8%	2,824	16.1%	2,772	17.5%	2,955	16.3%	3,184	15.6%
Female	42	0.2%	38	0.2%	39	0.3%	48	0.3%	61	0.3%

SUPPLEMENTARY SUSTAINABILITY DATA

EMPLOYEES

Employee Profile

Employees, by Employee Function and by Age Group

	FY2019/20		FY2020/21		FY2021/22		FY2022/23		FY2023/24	
Ground Staff										
Total	6,501	30.9%	5,749	32.8%	5,591	35.2%	5,963	33.0%	6,435	31.4%
<30 y.o.	1,440	6.9%	988	5.6%	940	5.9%	1,090	6.0%	1,236	6.0%
30-50 y.o.	3,441	16.4%	3,325	19.0%	3,215	20.3%	3,377	18.7%	3,660	17.9%
>50 y.o.	1,620	7.7%	1,436	8.2%	1,436	9.0%	1,496	8.3%	1,539	7.5%
Cabin Crew										
Total	11,250	53.6%	8,859	50.5%	7,470	47.1%	9,124	50.4%	10,782	52.7%
<30 y.o.	6,137	29.2%	3,693	21.1%	2,474	15.6%	3,741	20.7%	4,866	23.8%
30-50 y.o.	4,358	20.7%	4,367	24.9%	4,143	26.1%	4,426	24.5%	4,839	23.6%
>50 y.o.	755	3.6%	799	4.6%	853	5.4%	957	5.3%	1,077	5.3%
Pilots										
Total	3,254	15.5%	2,932	16.7%	2,811	17.7%	3,003	16.6%	3,245	15.9%
<30 y.o.	374	1.8%	212	1.2%	114	0.7%	146	0.8%	210	1.0%
30-50 y.o.	2,218	10.6%	2,071	11.8%	2,017	12.7%	2,094	11.6%	2,207	10.8%
>50 y.o.	662	3.2%	649	3.7%	680	4.3%	763	4.2%	828	4.0%

Employees, by Employee Level and by Gender

	FY2019/20		FY2020/21		FY2021/22		FY2022/23		FY2023/24	
Managers and above										
Total	577	2.8%	557	3.2%	563	3.5%	638	3.5%	682	3.3%
Male	398	1.9%	381	2.2%	377	2.4%	429	2.4%	453	2.2%
Female	179	0.9%	176	1.0%	186	1.2%	209	1.2%	229	1.1%
Executives										
Total	2,044	9.7%	1,845	10.5%	1,928	12.1%	2,146	11.9%	2,504	12.2%
Male	1,067	5.1%	985	5.6%	1,049	6.6%	1,147	6.3%	1,335	6.5%
Female	977	4.7%	860	4.9%	879	5.5%	999	5.5%	1,169	5.7%
Other Employees										
Total	16,995	80.9%	14,531	82.8%	13,381	84.3%	15,306	84.6%	17,276	84.4%
Male	7,860	37.4%	7,138	40.7%	6,819	43.0%	7,541	41.7%	7,987	39.0%
Female	9,135	43.5%	7,393	42.1%	6,562	41.3%	7,765	42.9%	9,289	45.4%

SUPPLEMENTARY SUSTAINABILITY DATA

EMPLOYEES

Employee Profile

Employees, by Employee Level and by Age Group

	FY2019/20		FY2020/21		FY2021/22		FY2022/23		FY2023/24	
Managers and above										
Total	577	2.7%	556	3.2%	563	3.5%	638	3.5%	682	3.3%
<30 y.o.	6	0.03%	2	0.01%	0	0.0%	1	0.01%	1	0.00%
30-50 y.o.	398	1.9%	418	2.4%	406	2.6%	458	2.5%	481	2.4%
>50 y.o.	173	0.8%	136	0.8%	157	1.0%	179	1.0%	200	1.0%
Executives										
Total	2,044	9.7%	1,845	10.5%	1,928	12.1%	2,146	11.9%	2,504	12.2%
<30 y.o.	664	3.2%	438	2.5%	486	3.1%	579	3.2%	690	3.4%
30-50 y.o.	1,153	5.5%	1,174	6.7%	1,207	7.6%	1,307	7.2%	1,517	7.4%
>50 y.o.	227	1.1%	233	1.3%	235	1.5%	260	1.4%	297	1.5%
Other Employees										
Total	16,995	80.9%	14,531	82.8%	13,381	84.3%	15,306	84.6%	17,276	84.4%
<30 y.o.	6,672	31.8%	4,214	24.0%	3,042	19.2%	4,397	24.3%	5,621	27.5%
30-50 y.o.	7,798	37.1%	7,853	44.8%	7,762	48.9%	8,132	45.0%	8,708	42.6%
>50 y.o.	2,525	12.0%	2,464	14.0%	2,577	16.2%	2,777	15.4%	2,947	14.4%

Employees, by Nationality and by Employee Categories

	FY2019/20		FY2020/21		FY2021/22		FY2022/23		FY2023/24	
Managers and above										
Total	577	2.7%	556	3.2%	563	3.6%	638	3.5%	682	3.3%
Singaporean	444	2.1%	430	2.5%	436	2.7%	502	2.8%	538	2.6%
Malaysian	39	0.2%	36	0.2%	35	0.2%	36	0.2%	32	0.2%
Indian	20	0.1%	20	0.1%	22	0.1%	25	0.1%	30	0.1%
Others	74	0.4%	70	0.4%	70	0.4%	75	0.4%	82	0.4%
Executives										
Total	2,044	9.7%	1,845	10.5%	1,928	12.1%	2,146	11.9%	2,504	12.2%
Singaporean	1,503	7.2%	1,350	7.7%	1,412	8.9%	1,569	8.7%	1,798	8.8%
Malaysian	88	0.4%	85	0.5%	95	0.6%	97	0.5%	112	0.5%
Indian	118	0.6%	97	0.6%	114	0.7%	133	0.7%	155	0.8%
Others	335	1.6%	313	1.8%	307	1.9%	347	1.9%	439	2.1%
Other Employees										
Total	16,995	80.9%	14,531	82.8%	13,381	84.3%	15,306	84.6%	17,276	84.4%
Singaporean	9,935	47.3%	9,291	53.0%	8,737	55.0%	9,514	52.6%	9,999	48.9%
Malaysian	2,822	13.4%	2,041	11.6%	1,758	11.1%	2,512	13.9%	2,825	13.8%
Indian	454	2.2%	393	2.2%	380	2.4%	357	2.0%	475	2.3%
Others	3,784	18.0%	2,806	16.0%	2,506	15.8%	2,923	16.2%	3,977	19.4%

SUPPLEMENTARY SUSTAINABILITY DATA

EMPLOYEES

Employee Profile

Employees, by Employment Type (Full-time and Part-time) and by Gender

	FY2019/20		FY2020/21		FY2021/22		FY2022/23		FY2023/24	
Full-time										
Total	20,949	99.7%	17,492	99.7%	15,827	99.7%	18,038	99.7%	20,408	99.7%
Male	9,951	47.4%	8,729	49.8%	8,240	51.9%	9,110	50.4%	9,768	47.7%
Female	10,998	52.4%	8,763	50.0%	7,587	47.8%	8,928	49.4%	10,640	52.0%
Part-time										
Total	56	0.3%	48	0.3%	45	0.3%	52	0.3%	54	0.3%
Male	4	0.02%	2	0.01%	5	0.03%	7	0.04%	7	0.03%
Female	52	0.3%	46	0.3%	40	0.3%	45	0.3%	47	0.2%

Employees, by Employment Type (Full-time and Part-time) and by Region⁹⁶

	FY2019/20		FY2020/21		FY2021/22		FY2022/23		FY2023/24	
Full-time										
Total	-	-	-	-	-	-	-	-	20,408	99.7%
Singapore	-	-	-	-	-	-	-	-	18,125	88.6%
The Americas	-	-	-	-	-	-	-	-	151	0.7%
Europe	-	-	-	-	-	-	-	-	397	1.9%
North Asia	-	-	-	-	-	-	-	-	636	3.1%
South East Asia	-	-	-	-	-	-	-	-	481	2.4%
South West Pacific	-	-	-	-	-	-	-	-	303	1.5%
West Asia and Africa	-	-	-	-	-	-	-	-	315	1.5%
Part-time										
Total	-	-	-	-	-	-	-	-	54	0.3%
Singapore	-	-	-	-	-	-	-	-	6	0.03%
The Americas	-	-	-	-	-	-	-	-	0	0.00%
Europe	-	-	-	-	-	-	-	-	33	0.2%
North Asia	-	-	-	-	-	-	-	-	1	0.00%
South East Asia	-	-	-	-	-	-	-	-	0	0.00%
South West Pacific	-	-	-	-	-	-	-	-	14	0.1%
West Asia and Africa	-	-	-	-	-	-	-	-	0	0.00%

⁹⁶ This is a new disclosure in FY2023/24 and data is only available in the current reporting year due to variations in data collection processes.

SUPPLEMENTARY SUSTAINABILITY DATA

EMPLOYEES

Employee Profile

Employees, by Employment Type (Permanent and Contract) and by Gender

	FY2019/20		FY2020/21		FY2021/22		FY2022/23		FY2023/24	
Permanent										
Total	10,331	49.2%	9,235	52.7%	8,909	56.1%	9,396	51.9%	10,072	49.2%
Male	6,792	32.3%	6,148	35.1%	5,984	37.7%	6,284	34.7%	6,759	33.0%
Female	3,539	16.8%	3,087	17.6%	2,925	18.4%	3,112	17.2%	3,313	16.2%
Contract										
Total	10,674	50.8%	8,305	47.3%	6,963	43.9%	8,694	48.1%	10,390	50.8%
Male	3,163	15.1%	2,583	14.7%	2,261	14.2%	2,833	15.7%	3,016	14.7%
Female	7,511	35.8%	5,722	32.6%	4,702	29.6%	5,861	32.4%	7,374	36.0%

Employees, by Employment Type (Permanent and Contract) and by Region

	FY2019/20		FY2020/21		FY2021/22		FY2022/23		FY2023/24	
Permanent										
Total	10,331	49.2%	9,235	52.7%	8,909	56.1%	9,396	51.9%	10,072	49.2%
Singapore	7,618	36.3%	6,942	39.6%	6,791	42.8%	7,239	40.0%	7,836	38.3%
The Americas	163	0.8%	138	0.8%	127	0.8%	137	0.8%	149	0.7%
Europe	509	2.4%	430	2.5%	407	2.6%	401	2.2%	407	2.0%
North Asia	669	3.2%	573	3.3%	535	3.4%	549	3.0%	580	2.8%
South East Asia	599	2.9%	495	2.8%	436	2.7%	464	2.6%	477	2.3%
South West Pacific	403	1.9%	325	1.9%	310	2.0%	302	1.7%	316	1.5%
West Asia and Africa	370	1.8%	332	1.9%	303	1.9%	304	1.7%	307	1.5%
Contract										
Total	10,674	50.8%	8,305	47.3%	6,963	43.9%	8,694	48.1%	10,390	50.8%
Singapore	10,578	50.4%	8,234	46.9%	6,892	43.4%	8,620	47.7%	10,295	50.3%
The Americas	3	0.01%	2	0.01%	2	0.01%	3	0.02%	2	0.01%
Europe	25	0.1%	17	0.1%	18	0.1%	21	0.1%	23	0.1%
North Asia	49	0.2%	45	0.3%	44	0.3%	44	0.2%	57	0.3%
South East Asia	11	0.1%	1	0.01%	2	0.01%	2	0.01%	4	0.02%
South West Pacific	1	0.00%	1	0.01%	1	0.01%	1	0.01%	1	0.00%
West Asia and Africa	7	0.03%	5	0.03%	4	0.03%	3	0.02%	8	0.04%

SUPPLEMENTARY SUSTAINABILITY DATA

EMPLOYEES

New Hires

New Hires	FY2019/20		FY2020/21		FY2021/22		FY2022/23		FY2023/24	
New Hires (Total)										
Total	2,727	100.0%	101	100.0%	787	100.0%	3,929	100.0%	3,601	100.0%
New Hires, by Gender										
Male	1,100	40.3%	58	57.4%	421	53.5%	1,517	38.6%	1,132	31.4%
Female	1,627	59.7%	43	42.6%	366	46.5%	2,412	61.4%	2,469	68.6%
New Hires, by Age Group										
<30 y.o.	2,130	78.1%	44	43.6%	440	55.9%	2,789	71.0%	2,726	75.7%
30-50 y.o.	561	20.6%	51	50.5%	309	39.3%	1,091	27.8%	835	23.2%
>50 y.o.	36	1.3%	6	5.9%	38	4.8%	49	1.3%	40	1.1%
New Hires, by Region										
Singapore	2,393	87.8%	91	90.1%	683	86.8%	3,626	92.3%	3,357	93.2%
The Americas	31	1.1%	4	4.0%	20	2.5%	34	0.9%	23	0.6%
Europe	45	1.7%	3	3.0%	12	1.5%	41	1.0%	31	0.9%
North Asia	93	3.4%	0	0.00%	23	2.9%	53	1.4%	53	1.5%
South East Asia	55	2.0%	1	1.0%	19	2.4%	95	2.4%	75	2.1%
South West Pacific	76	2.8%	0	0.00%	24	3.1%	54	1.4%	36	1.0%
West Asia and Africa	34	1.3%	2	2.0%	6	0.8%	26	0.7%	26	0.7%
New Hires, by Employee Level										
Managers and above	–	–	–	–	29	3.7%	43	1.1%	22	0.6%
Executives	–	–	–	–	468	59.5%	543	13.8%	363	10.1%
Other Employees	–	–	–	–	290	36.8%	3,343	85.1%	3,216	89.3%
New Hires, by Employment Type (Full-time and Part-time)										
Full-time	–	–	–	–	784	99.6%	3,918	99.7%	3,599	99.9%
Part-time	–	–	–	–	3	0.4%	11	0.3%	2	0.1%
Recruitment Type (Internal and External Hires)										
Total	–	–	–	–	1,198	100%	4,433	100%	4,077	100.0%
Internal Hires	–	–	–	–	411	34.3%	504	11.4%	476	11.7%
External Hires	–	–	–	–	787	65.7%	3,929	88.6%	3,601	88.3%

SUPPLEMENTARY SUSTAINABILITY DATA

EMPLOYEES

Turnover

Turnover	FY2019/20		FY2020/21		FY2021/22		FY2022/23		FY2023/24	
Turnover (Total)										
Total	1,453	100%	1,286	100%	1,777	100%	1,363	100%	1,071	100%
Turnover, by Gender										
Male	450	31.0%	504	39.2%	601	33.8%	504	37.0%	369	34.5%
Female	1,003	69.0%	782	60.8%	1,176	66.2%	859	63.0%	702	65.5%
Turnover, by Age Group										
<30 y.o.	919	63.2%	662	51.5%	858	48.3%	566	41.5%	520	48.6%
30-50 y.o.	474	32.6%	539	41.9%	876	49.3%	758	55.6%	522	48.7%
>50 y.o.	60	4.1%	85	6.6%	43	2.4%	39	2.9%	29	2.7%
Turnover, by Region										
Singapore	1,243	85.5%	1,168	90.8%	1,592	89.6%	1,178	86.4%	958	89.4%
The Americas	16	1.1%	10	0.8%	28	1.6%	16	1.2%	9	0.8%
Europe	32	2.2%	23	1.8%	23	1.3%	23	1.7%	11	1.0%
North Asia	53	3.7%	33	2.6%	40	2.3%	35	2.6%	21	2.0%
South East Asia	50	3.4%	24	1.9%	46	2.6%	44	3.2%	34	3.2%
South West Pacific	37	2.6%	22	1.7%	33	1.9%	44	3.2%	26	2.4%
West Asia and Africa	22	1.5%	6	0.5%	15	0.8%	23	1.7%	12	1.1%
Turnover, by Employee Level										
Managers and above	34	2.3%	38	3.0%	42	2.4%	38	2.8%	16	1.5%
Executives	165	11.4%	262	20.4%	414	23.3%	255	18.7%	113	10.6%
Other Employees	1,169	80.5%	945	73.5%	1,321	74.3%	1,070	78.5%	942	88.0%

SUPPLEMENTARY SUSTAINABILITY DATA

EMPLOYEES

Parental Leave Statistics

	FY2019/20			FY2020/21			FY2021/22			FY2022/23			FY2023/24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees who were entitled to parental leave	2,677	1,279	3,956	2,765	1,343	4,108	2,463	995	3,458	2,375	1,028	3,403	2,353	1,118	3,471
Employees who took parental leave	1,903	1,236	3,139	1,295	1,075	2,370	1,386	810	2,196	1,740	907	2,647	1,640	983	2,623
Employees who returned to work after parental leave ended	1,895	1,018	2,913	1,285	856	2,141	1,381	802	2,183	1,738	896	2,634	1,639	978	2,617
Employees who returned to work after parental leave ended and who were still employed 12 months after returning to work	1,839	975	2,814	1,232	799	2,031	1,308	729	2,037	1,698	861	2,559	1,608	950	2,558
Retention rate of employees who took parental leave	96.6%	78.9%	89.6%	95.1%	74.3%	85.7%	94.4%	90.0%	92.8%	97.6%	94.9%	96.7%	98.0%	96.6%	97.5%
Return to work rate of employees who took parental leave	99.6%	82.4%	92.8%	99.2%	79.6%	90.3%	99.6%	99.0%	99.4%	99.9%	98.8%	99.5%	99.9%	99.5%	99.8%

Average Training Hours

Average Training Hours ⁹⁷					
	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Total average training hours	–	–	–	–	80
Average Training Hours by Gender					
Male	–	–	–	–	62
Female	–	–	–	–	96
Average Training Hours by Age Group					
<30 y.o.	–	–	–	–	133
30-50 y.o.	–	–	–	–	29
>50 y.o.	–	–	–	–	141
Average Training Hours by Employee Level					
Managers and above	–	–	–	–	34
Executives	–	–	–	–	31
Other Employees	–	–	–	–	89
Average Training Hours by Employee Function					
Ground Staff	32	51	38	36	34
Cabin Crew	104	81	59	81	109
Pilots	45	37	35	39	76

⁹⁷ The breakdown of training hours by gender, age group and employee level are new disclosures in FY2023/24 and data is only available in the current reporting year due to variations in data collection processes.

SUPPLEMENTARY SUSTAINABILITY DATA

EMPLOYEES

Worker Profile

Workers who are non-employees

	FY2019/20	FY2020/21	FY2021/22	FY2022/23	FY2023/24
Total number of workers who are not employees by region					
Singapore	–	–	–	443	608
Other overseas operations	–	–	–	111	746
Total	–	–	–	554	1,354

GOVERNANCE

Completion of Anti-corruption Training, by Employee Type and Region

FY2020/21	Managers and above	Executives	Other Employees	Total
Total employees required to complete, by employee type	466	1,328	3,401	5,195
Total employees completed, by employee type and region	454 (97.4%)	1,297 (97.7%)	3,320 (97.6%)	5,071 (97.6%)
Singapore (Head Office)	355	1,030	1,141	2,526
The Americas	11	17	102	130
Europe	28	43	396	467
North Asia	15	58	477	550
South East Asia	23	63	620	706
South West Pacific	14	45	265	324
West Asia and Africa	8	41	319	368

FY2021/22 ⁹⁸	Managers and above	Executives	Other Employees	Total
Total employees required to complete, by employee type	645	1,938	4,313	6,896
Total employees completed, by employee type and region	611 (94.7%)	1,853 (95.6%)	4,243 (98.4%)	6,707 (97.3%)
Singapore (Head Office)	512	1,545	2,296	4,353
The Americas	8	14	113	135
Europe	22	47	343	412
North Asia	24	94	446	564
South East Asia	21	65	526	612
South West Pacific	16	45	248	309
West Asia and Africa	8	43	271	322

⁹⁸ A restatement of the number of employees who are required to complete and has completed the anti-corruption training in FY2021/22 was made after the improvement of Scoot's data compilation methodologies.

SUPPLEMENTARY SUSTAINABILITY DATA

GOVERNANCE

Completion of Anti-corruption Training, by Employee Type and Region

FY2022/23 ⁹⁹	Managers and above	Executives	Other Employees	Total
Total employees required to complete, by employee type	631	1,979	5,668	8,278
Total employees completed, by employee type and region	594 (94.1%)	1,936 (97.8%)	5,436 (95.9%)	7,966 (96.2%)
Singapore (Head Office)	488	1,615	3,422	5,525
The Americas	9	15	128	152
Europe	26	46	343	415
North Asia	26	97	451	574
South East Asia	21	69	558	648
South West Pacific	14	55	242	311
West Asia and Africa	10	39	292	341

FY2023/24	Managers and above	Executives	Other Employees	Total
Total employees required to complete, by employee type	675	2,435	5,287	8,397
Total employees completed, by employee type and region	672 (99.6%)	2,412 (99.0%)	5,230 (98.9%)	8,314 (99.0%)
Singapore (Head Office)	570	2,094	3,413	6,077
The Americas	11	12	146	169
Europe	28	45	366	439
North Asia	23	91	378	492
South East Asia	17	74	497	588
South West Pacific	13	48	217	278
West Asia and Africa	10	48	213	271

Data Privacy and Cyber Security

	FY2021/22	FY2022/23	FY2023/24
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	3	5	2

⁹⁹ A restatement of the number of employees who are required to complete and has completed the anti-corruption training in FY2022/23 was made after the improvement of Scoot's data compilation methodologies.

GRI CONTENT INDEX

The GRI Content Index has been prepared with reference to the GRI 2021 Standards. It summarises the GRI Standards Disclosures SIA has selected for reporting and directs readers to the appropriate references in this Sustainability Report and other publicly available resources published by SIA. The full GRI Standards is available on the GRI website.

References:

AR : FY2023/24 SIA Annual Report
SR : FY2023/24 SIA Sustainability Report
Web : SIA Website

GENERAL DISCLOSURES

Statement of use	SIA has reported the information cited in this GRI content index for the period 01 April 2023 to 31 March 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

GRI Standards Disclosures	Page Reference(s) and Remarks	Page Number
GRI 2: General Disclosures 2021		
The organisation and its reporting practices		
2-1	Organisation details Reporting Scope Fleet Management and Network	SR: 4 SR: 9-10
2-2	Entities included in the organisation's sustainability reporting Reporting Scope	SR: 4
2-3	Reporting period, frequency and contact point Reporting Period	SR: 5
2-4	Restatements of information Supplementary Sustainability Data	SR: 162-179
2-5	External assurance Reporting Quality	SR: 5
Activities and workers		
2-6	Activities, value chain and other business relationships Principal Activities Fleet Management and Network The SIA Group's Supply Chain	SR: 7 SR: 9-10 SR: 136
2-7	Employees Strength in Workforce Diversity Supplementary Sustainability Data - Employee Profile	SR: 98-99 SR: 169-174
2-8	Workers who are not employees Supplementary Sustainability Data – Worker Profile	SR: 178
Governance		
2-9	Governance structure and composition Sustainability Governance Structure and Composition SIA Annual Report FY2023/24	SR: 11-12 AR: 73, 75-77, 91-96
2-10	Nomination and selection of the highest governance body FY2023/24 SIA Annual Report	AR: 76
2-11	Chair of the highest governance body Board of Directors FY2023/24 SIA Annual Report	SR: 127 AR: 73, 75
2-12	Role of the highest governance body in overseeing the management of impacts Sustainability Governance Structure and Composition	SR: 11-12
2-13	Delegation of responsibility for managing impacts Sustainability Governance Structure and Composition	SR: 11-12

GRI CONTENT INDEX

GENERAL DISCLOSURES			
GRI Standards Disclosures		Page Reference(s) and Remarks	Page Number
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance Structure and Composition	SR: 11-12
2-15	Conflicts of interest	Conflicts of interest FY2023/24 SIA Annual Report	SR: 129 AR: 71
2-16	Communication of critical concerns	Whistleblowing Policy Grievance Mechanisms Confidentiality constraints: Omitted sub-disclosure (b) – Information regarding the number and nature of critical concerns communicated to the board is not publicly disclosed by SIA as it includes sensitive information and is confidential.	SR: 129 SR: 129
2-17	Collective knowledge of the highest governance body	Sustainability Governance Structure and Composition FY2023/24 SIA Annual Report	SR: 11-12 AR: 77
2-18	Evaluation of performance of the highest governance body	Evaluation of Board Performance FY2023/24 SIA Annual Report	SR: 127 AR: 76
2-19	Remuneration policies	FY2023/24 SIA Annual Report Confidentiality constraints: Undisclosed due to confidentiality constraints	AR: 78-85
2-20	Process to determine remuneration	FY2023/24 SIA Annual Report	AR: 78-85 Web: SIA AGM Minutes 2023
2-21	Annual total compensation ratio	Confidentiality constraints: Information regarding total compensation is not publicly disclosed by SIA as it includes sensitive information and is confidential.	–
Strategy, policies, and practices			
2-22	Statement on sustainable development strategy	Message from the CEO Board Statement	SR: 1-3 SR: 11
2-23	Policy commitments	Core Values Policy, Commitment, and Strategy Corporate Governance and Ethics Suppliers' Code of Conduct	SR: 8 SR: 13 SR: 128-131 SR: 136

GRI CONTENT INDEX

GENERAL DISCLOSURES			
GRI Standards Disclosures		Page Reference(s) and Remarks	Page Number
2-24	Embedding policy commitments	Policy, Commitment, and Strategy Corporate Governance and Ethics Suppliers' Code of Conduct Integrating Sustainability and Enhancing Policy Processes	SR: 13 SR: 128-131 SR: 136 SR: 137
2-25	Processes to remediate negative impacts	Compliance with Laws and Regulations Whistleblowing Policy Grievance Mechanisms	SR: 128 SR: 129 SR: 129
2-26	Mechanisms for seeking advice and raising concerns	Compliance with Laws and Regulations Whistleblowing Policy Grievance Mechanisms Code of Conduct Data Privacy and Cyber Security	SR: 128 SR: 129 SR: 129 SR: 129 SR: 134
2-27	Compliance with laws and regulations	Compliance with Laws and Regulations	SR: 128
2-28	Membership associations	Memberships	SR: 8
Stakeholder engagement			
2-29	Approach to stakeholder engagements	Stakeholder Engagement	SR: 14-15
2-30	Collective bargaining agreements	Collaborative Partnerships with Unions	SR: 105-106
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	Materiality	SR: 16
3-2	List of material topics	Materiality	SR: 16-20
3-3	Management of material topics	Materiality	SR: 16-20
TOPIC-SPECIFIC DISCLOSURES FOR MATERIAL TOPICS			
GRI Standards Disclosures		Page Reference(s) and Remarks	Page Number
Material topic: Economic Performance and Value Creation			
GRI 3 : Material Topics 2021			
3-3	Management of material topics	Economic Performance and Value Creation	SR: 17, 21-28
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	Economic Performance and Value Creation	SR: 21-28
Material topic: Fleet Management and Network			
GRI 3 : Material Topics 2021			
3-3	Management of material topics	Fleet Management and Network	SR: 9-10, 17
Material topic: Energy and GHG Emissions Management, Resilience to Climate Change			
GRI 3 : Material Topics 2021			
3-3	Management of material topics	Energy and Emissions Management Climate Change Resilience and Mitigation	SR: 17, 33-46 SR: 17, 30-32, 56-64

GRI CONTENT INDEX

TOPIC-SPECIFIC DISCLOSURES FOR MATERIAL TOPICS			
GRI Standards Disclosures		Page Reference(s) and Remarks	Page Number
Material topic: Energy and GHG Emissions Management, Resilience to Climate Change			
GRI 302 : Energy 2016			
302-1	Energy consumption within the organisation	Performance of SIA's Flight Operations Performance of SIA Buildings and Offices Supplementary Sustainability Data - Energy and Emissions	SR: 40 SR: 44 SR: 162-165
302-3	Energy intensity	Performance of SIA's Flight Operations Performance of SIA Buildings and Offices	SR: 40 SR: 44
302-4	Reduction of energy consumption	Energy and Emissions Management Performance of SIA's Flight Operations Performance of SIA Buildings and Offices	SR: 34, 41 SR: 40 SR: 44
GRI 305 : Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	Performance of SIA's Flight Operations Supplementary Sustainability Data - Energy and Emissions	SR: 40 SR: 162-165
305-2	Energy indirect (Scope 2) GHG emissions	Performance of SIA Buildings and Offices Supplementary Sustainability Data - Energy and Emissions	SR: 44 SR: 162-165
305-3	Other indirect (Scope 3) GHG emissions	Other Value-Chain Activities Supplementary Sustainability Data - Energy and Emissions	SR: 44-46 SR: 164-165
305-4	GHG emissions intensity	Performance of SIA's Flight Operations Performance of SIA Buildings and Offices Supplementary Sustainability Data - Energy and Emissions	SR: 40 SR: 44 SR: 162-164
305-5	Reduction of GHG emissions	Energy and Emissions Management Performance of SIA's Flight Operations Performance of SIA Buildings and Offices	SR: 34, 41 SR: 40 SR: 44
Material Topic: Packaging, Materials, and Waste Management			
GRI 3 : Material Topics 2021			
3-3	Management of material topics	Packaging, Materials and Waste Management	SR: 18, 47-50
GRI 306: Waste 2020			
306-1	Waste generation and significant waste-related impacts	Packaging, Materials and Waste Management	SR: 47-50
306-2	Management of significant waste-related impacts	Packaging, Materials and Waste Management	SR: 47-50
306-3	Waste generated	Packaging, Materials and Waste Management Supplementary Sustainability Data - Waste	SR: 49-50 SR: 166-167
306-4	Waste diverted from disposal	Packaging, Materials and Waste Management Supplementary Sustainability Data - Waste	SR: 49-50 SR: 166-167
306-5	Waste directed to disposal	Packaging, Materials and Waste Management Supplementary Sustainability Data - Waste	SR: 49-50 SR: 166-167
Material topic: Flight Safety and Security			
GRI 3 : Material Topics 2021			
3-3	Management of material topics	Flight Safety and Security	SR: 18, 66-82
GRI 403 : Occupational Health and Safety 2018			
403-1	Occupational health and safety management systems	Safety Management Safety Management Systems, Processes and Procedures	SR: 66-67 SR: 68-70
403-2	Hazard identification, risk assessment, and incident investigation	Hazard Identification and Risk Management Aircraft Incidents	SR: 77-78 SR: 80

GRI CONTENT INDEX

TOPIC-SPECIFIC DISCLOSURES FOR MATERIAL TOPICS		
GRI Standards Disclosures	Page Reference(s) and Remarks	Page Number
Material topic: Flight Safety and Security		
GRI 403 : Occupational Health and Safety 2018		
403-3	Occupational health services	Hazard Identification and Risk Management SR: 77-78
403-4	Worker participation, consultation, and communication on occupational health and safety	Safety Management Safety Training and Communication Passenger Safety Hazard Identification and Risk Management Emergency Preparedness and Response SR: 66-67 SR: 71-72 SR: 75 SR: 77-78 SR: 79
403-5	Worker training on occupational health and safety	Safety Management Safety Training and Communication Passenger Safety Hazard Identification and Risk Management Emergency Preparedness and Response SR: 66-67 SR: 71-72 SR: 75 SR: 77-78 SR: 79
403-6	Promotion of worker health	Safety Management Safety Training and Communication Crew Psychological Well-being Employee Benefits SR: 66-67 SR: 71-72 SR: 78 SR: 112
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safety Management Passenger Safety Hazard Identification and Risk Management Emergency Preparedness and Response Aircraft Incidents SR: 66-67 SR: 75 SR: 77-78 SR: 79 SR: 80
403-8	Workers covered by an occupational health and safety management system	Safety Management Safety Management Systems, Processes and Procedures SR: 66-67 SR: 68-70
403-9	Work-related injuries	Work-Related Injuries Supplementary Sustainability Data - Work-related Injuries SR: 81 SR: 168
403-10	Work-related ill-health	Work-Related Ill-Health Supplementary Sustainability Data - Work-related Ill-health SR: 82 SR: 169
GRI 416 : Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	Safety Management SR: 76
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Food Safety SR: 76
Material Topic: Brand Management and Reputation		
GRI 3 : Material Topics 2021		
3-3	Management of material topics	Brand Management and Reputation Information unavailable/incomplete: Review of suitable performance metric(s) is in progress. SR: 18, 83-87
Material Topic: Customer Experience and Satisfaction		
GRI 3 : Material Topics 2021		
3-3	Management of material topics	Customer Experience and Satisfaction SR: 18, 83, 88-96

GRI CONTENT INDEX

TOPIC-SPECIFIC DISCLOSURES FOR MATERIAL TOPICS			
GRI Standards Disclosures		Page Reference(s) and Remarks	Page Number
Material topic: Employee Health, Safety and Well-being			
GRI 3 : Material Topics 2021			
3-3	Management of material topics	Employee Health, Safety and Well-being	SR: 19, 65, 97, 112-114
GRI 401 : Employment 2016			
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Benefits	SR: 112
401-3	Parental leave	Parental Leave Supplementary Sustainability Data - Parental Leave Statistics	SR: 112 SR: 177
GRI 403 : Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	Employee Health, Safety and Well-being	SR: 112-114
403-6	Promotion of worker health	Physical and Mental Health Activities to Promote Employee Health, Safety and Well-being	SR: 112-113
Material Topic: Corporate Governance and Ethics			
GRI 3 : Material Topics 2021			
3-3	Management of material topics	Corporate Governance and Ethics	SR: 19, 126-134
GRI 205: Anti-corruption 2016			
205-1	Operations assessed for risks related to corruption	Anti-Corruption	SR: 130
205-2	Communication and training about anti-corruption policies and procedures	Anti-Corruption Supplementary Sustainability data - Completion of Anti-corruption Training, by Employee Type and Region	SR: 130 SR: 178-179
205-3	Confirmed incidents of corruption and actions taken	Anti-Corruption	SR: 130
GRI 415: Public Policy 2016			
415-1	Political Contributions	Political Contributions	SR: 130
Material Topic: Compliance with Laws and Regulations			
GRI 3 : Material Topics 2021			
3-3	Management of material topics	Compliance with Laws and Regulations	SR: 19, 126, 128

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TOPIC-SPECIFIC DISCLOSURES FOR MATERIAL TOPICS		
GRI Standards Disclosures	Page Reference(s) and Remarks	Page Number
Material Topic: Crisis Management		
GRI 3 : Material Topics 2021		
3-3	Management of material topics	Crisis Management SR: 20, 126, 132-133
GRI 403 : Occupational Health and Safety 2018		
403-4	Worker participation, consultation, and communication on occupational health and safety	Emergency Preparedness and Response Crisis Management SR: 79 SR: 132-133
403-5	Worker training on occupational health and safety	Emergency Preparedness and Response Aircraft Incidents Crisis Management SR: 79 SR: 80 SR: 132-133
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Emergency Preparedness and Response Aircraft Incidents Crisis Management SR: 79 SR: 80 SR: 132-133
Material Topic: Data Privacy and Cyber Security		
GRI 3 : Material Topics 2021		
3-3	Management of material topics	Data Privacy and Cyber Security SR: 20, 126, 134
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Cyber Security Supplementary Sustainability Data - Data Privacy and Cyber Security SR: 134 SR: 179
Material Topic: Sustainable Supply Chain Management		
GRI 3 : Material Topics 2021		
3-3	Management of material topics	The SIA Group's Supply Chain Managing Supply Chain Risks Integrating Sustainability and Enhancing Policy Processes Working with its Suppliers on Sustainable Development SR: 20, 135-136 SR: 20, 135-136 SR: 20, 135, 137-138 SR: 20, 135, 138-139
GRI 308 : Supplier environmental assessment 2016		
308-1	New suppliers that were screened using environmental criteria	Suppliers' Code of Conduct SR: 136
GRI 414 : Supplier social assessment 2016		
414-1	New suppliers that were screened using social criteria	Suppliers' Code of Conduct SR: 136

GRI CONTENT INDEX

TOPIC-SPECIFIC DISCLOSURES FOR TOPICS OF ONGOING IMPORTANCE		
Topics	Page Reference(s) and Remarks	Page Number
Topic of Ongoing Importance: Water and Effluents Management		
Water and Effluents		
Interactions with water as a shared resource	SIA's Water Conservation Efforts	SR: 51-52
Topic of Ongoing Importance: Noise Management		
Noise Management		
Noise standards	Pollution Control	SR: 53
Topic of Ongoing Importance: Air Pollution		
Air Pollution		
International standards for NOx, CO ₂ , hydrocarbons, and exhaust levels from aircraft engine emissions	Pollution Control	SR: 53
Topic of Ongoing Importance: Biodiversity Management		
Biodiversity		
Habitats protected or restored	Biodiversity	SR: 54-55
Topic of Ongoing Importance: Diversity, Equity and Inclusion		
Employment		
New employee hires and employee turnover	New Hires and Turnover Supplementary Sustainability Data - New Hires and Turnover	SR: 100 SR: 175-176
Labor/Management Relations		
Minimum notice periods regarding operational changes	Notice Periods	SR: 106
Diversity of governance bodies and employees	Strength in Workforce Diversity Supplementary Sustainability Data - Employee Profile	SR: 98-99 SR: 169-174
Topic of Ongoing Importance: Talent Attraction, Development and Retention		
Training and Education		
Average hours of training per year per employee	Average Number of Training Hours by SIA and Scoot Employees, by Gender and Employee Category Supplementary Sustainability Data - Average Training Hours	SR: 108 SR: 177
Programmes for upgrading employee skills and transition assistance programmes	A Future-Ready Workforce	SR: 107-111
Topic of Ongoing Importance: Community and Social Vitality		
Local Communities		
Operations with local community engagement, impact assessments, and development programmes	Society	SR: 115-125

TCFD CONTENT INDEX

The TCFD Content Index summarises SIA's disclosures reported based on TCFD recommendations and directs readers to the appropriate references in this sustainability report and other publicly available resources published by SIA. The full recommendations of TCFD are available on the TCFD website.

References:

AR : FY2023/24 SIA Annual Report
SR : FY2023/24 SIA Sustainability Report
Web : SIA Website

TCFD Recommendations	Page Reference(s) and Remarks	Page Number
Governance: Disclose organisation's governance around climate-related risks and opportunities.		
a. Describe the Board's oversight of climate-related risks and opportunities.	Task Force on Climate-related Financial Disclosures Sustainability Governance Structure and Composition FY2023/24 SIA Annual Report	SR: 56 SR: 11-12 AR: 69-70, 85-86
b. Describe management's role in assessing and managing climate-related risks and opportunities.	Task Force on Climate-related Financial Disclosures Sustainability Governance Structure and Composition	SR: 56 SR: 11-12
Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning where such information is material.		
a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	Task Force on Climate-related Financial Disclosures	SR: 57-63
b. Describe the impact of climate related risks and opportunities on the organisation's businesses, strategy, and financial planning.	Task Force on Climate-related Financial Disclosures Climate Change Resilience and Mitigation	SR: 57-63 SR: 30-32
c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Task Force on Climate-related Financial Disclosures	SR: 57-59
Risk Management: Describe how the organisation identified, assesses, and manages climate-related risks.		
a. Describe the organisation's processes for identifying and assessing climate-related risks.	Task Force on Climate-related Financial Disclosures Risk Management FY2023/24 SIA Annual Report	SR: 57-63 SR: 131-132 AR: 69-70, 85-86
b. Describe the organisation's processes for managing climate-related risks.	Task Force on Climate-related Financial Disclosures Risk Management FY2023/24 SIA Annual Report	SR: 57-63 SR: 131-132 AR: 69-70, 85-86
c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	Task Force on Climate-related Financial Disclosures Risk Management FY2023/24 SIA Annual Report	SR: 57-63 SR: 131-132 AR: 69-70, 85-86

TCFD CONTENT INDEX

TCFD Recommendations	Page Reference(s) and Remarks	Page Number
Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.		
a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Task Force on Climate-related Financial Disclosures Climate Change Resilience and Mitigation Energy and Emissions Management Energy Conservation on the Ground Packaging, Materials, and Waste Management Water Conservation	SR: 64 SR: 30-32 SR: 33-40 SR: 41-46 SR: 47-50 SR: 51-52
b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Task Force on Climate-related Financial Disclosures The SIA Group's Scope 1 Emissions from Flight Operations The SIA Group's Scope 2 Emissions from Buildings and Offices The SIA Group's Scope 3 Emissions from Other Value-Chain Activities	SR: 64 SR: 40, 162-163, 165 SR: 44, 164-165 SR: 44-46, 164-165
c. Describe the targets used by the organisation to manage climate related risks and opportunities and performance against targets.	Task Force on Climate-related Financial Disclosures Climate Change Resilience and Mitigation Energy and Emissions Management Energy Conservation on the Ground Packaging, Materials, and Waste Management Water Conservation	SR: 64 SR: 30-32 SR: 33-40 SR: 41-46 SR: 47-50 SR: 51-52

UN GLOBAL COMPACT CONTENT INDEX

Since 2018, SIA has been supporting the UN Global Compact (UNGC) corporate responsibility initiative and its principles in the areas of human rights, labour, environment, and anti-corruption. The content index in this sustainability report serves as SIA's active Communication on Progress (COP), which details efforts to embed the Ten Principles into its business strategies and operations. The complete details on the Ten principles can be found on the UNGC [website](#).

References:

AR : FY2023/24 SIA Annual Report

SR : FY2023/24 SIA Sustainability Report

Web : SIA Website

The Ten Principles of UNGC		Location
Human Rights		
Principle 1: Business should support and respect the protection of internationally proclaimed human rights.		SR: 77, 80, 81, 128, 136
Principle 2: Businesses should make sure that they are not complicit in human rights abuses.		SR: 128, 136
Labour		
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.		SR: 136
Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour.		SR: 128, 136
Principle 5: Businesses should uphold the effective abolition of child labour.		SR: 128, 136
Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.		SR: 136
Environment		
Principle 7: Businesses should support a precautionary approach to environmental challenges.		SR: 31, 33-39, 51, 53, 56-64, 136
Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.		SR: 31, 33-39, 51, 53-64, 136
Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.		SR: 31, 33-39, 51, 53, 56-64, 136
Anti-corruption		
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.		SR: 130, 136

SGX CORE ESG METRICS INDEX

The SGX Core ESG metrics index summarises SIA's disclosures against the recommended list of 27 core ESG metrics that are intended for issuers to disclose a common and standardised set of metrics. The full details on the list of ESG metrics can be found on the ESG website.

References:

AR : FY2023/24 SIA Annual Report

SR : FY2023/24 SIA Sustainability Report

Web : SIA Website

Topic	Metric	Location
Environmental		
Greenhouse Gas Emissions (GHG)	Absolute emissions by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	SR: 40, 44, 46, 162-164
	Emission intensities by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	SR: 40, 44, 162-164
Energy Consumption	Total energy consumption	SR: 44, 162-164
	Energy consumption intensity	SR: 44, 162-164
Water Consumption	Total water consumption	SR: 52, 167
	Water consumption intensity	SR: 52, 167
Waste Generation	Total waste generated	SR: 50, 166-167
Social		
Gender Diversity	Current employees by gender	SR: 99, 170
	New hires and turnover by gender	SR: 100, 175-176
Age-Based Diversity	Current employees by age groups	SR: 99, 170
	New hires and turnover by age groups	SR: 100, 175-176
Employment	Total turnover	SR: 100, 176
	Total number of employees	SR: 98-99
Development and Training	Average training hours per employee	SR: 108, 177
	Average training hours per employee by gender	SR: 108, 177
Occupational Health and Safety	Fatalities	SR: 81, 168
	High-consequence injuries	SR: 81, 168
	Recordable injuries	SR: 81, 168
	Recordable work-related ill health cases	SR: 82, 169
Governance		
Board Composition	Board Independence	SR: 127
	Women on the Board	SR: 127
Management Diversity	Women in the management team	SR: 99
Ethical Behaviour	Anti-corruption disclosures	SR: 130
	Anti-corruption training for employees	SR: 130, 178-179
Certifications	List of sustainability or ESG related certifications	SR: 43
Alignment with Framework	Alignment with frameworks and disclosure practices	SR: 5, 180
Assurance	Assurance of sustainability report (Internal/External/None)	SR: 5



A STAR ALLIANCE MEMBER 

www.singaporeair.com

Registered Address

Airline House, 25 Airline Road, Singapore 819829

Investor Relations

Tel: +65 6541 4885

Email: investor_relations@singaporeair.com.sg

Company Secretary

Brenton Wu

Tel: +65 6541 5314

Email: brenton_wu@singaporeair.com.sg

Public Affairs

Tel: +65 6541 5880

Email: public_affairs@singaporeair.com.sg

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 the Sustainability Office at sustainability@singaporeair.com.sg