


SUSTAINABILITY REPORT FY2018/19



A STAR ALLIANCE MEMBER 

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Our Year in Summary



First to fly

Boeing 787-10 Dreamliner



Over 85%

of employees use the 1SQ app



KrisLab Launch

for SIA Group staff to develop ideas and co-innovate with external partners



Eco-digester

was installed to digest all canteen waste onsite in Singapore Airlines' headquarters in Singapore



Over \$37 million

was invested in learning and development for employees



Exclusive airline partner

of the Harapan Rainforest Initiative





Overview

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

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

Reporting Period

SIA's Sustainability Report is published annually in June. It covers the financial year 2018/19 from 1 April 2018 to 31 March 2019. The previous Sustainability Report was published in June 2018.

Reporting Scope

Information and figures in this report refer to the Head Office of the Parent Airline in Singapore, and exclude subsidiaries in the Singapore Airlines Group – SIA Engineering Company, SilkAir, Scoot as well as Tradewinds Tours and Travel – unless otherwise stated. The '\$' used in this report refers to Singapore Dollars unless otherwise stated.

Reporting Process

Singapore Airlines' Management Committee, which consists of the Chief Executive Officer, two Executive Vice Presidents and Senior Vice Presidents from all divisions, provides guidance on SIA's sustainability framework. The Management Committee endorses the report's contents, supported by a strategic team of department head-level staff. Information for this report is collected from various departments and overseas offices, which are required to confirm the accuracy and authenticity of the data through

documentary evidence or past operational performance. We aim to continuously improve this process to ensure that our data collection is effective and robust.

GRI Guidelines

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

Feedback

Our stakeholders' feedback is important to us. We welcome feedback on this report and any aspect of our sustainability performance. Please address all feedback to Divisional Vice President Public Affairs at public_affairs@singaporeair.com.sg.



About the Cover

The cover depicts SIA's sustainability strategy, which focuses on the following areas: Managing Environmental Impact, Safety, Stakeholder Engagement and Supporting our Communities. Our sustainability framework enables us to retain our leadership position and fulfills the terms of our mission statement, as well as empowers us to effectively contribute to the communities we serve. With this in mind, we seek to constantly develop as a responsible corporate citizen.

CEO's Message

As the urgency of climate change continues to grow, so is awareness of this all-important issue. Singapore Airlines is very much aware that sustainability is about operating our business in a way that uses limited resources to meet our needs today, while ensuring that these resources will still be available to meet the needs of future generations.

SIA constantly seeks to develop as a corporate citizen, and ensures that our operations are carried out in a responsible manner. Our Board provides guidance and works with the Management Committee on the Group's overall strategic direction, policies and business objectives. The topics that are material to us are detailed on page 12 of this report.

In FY2017/18, we identified three Sustainable Development Goals (SDGs) by the United Nations that are relevant to our sustainability strategy and the long-term targets that we aim to achieve in the future. These are:

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

By aligning our business strategies to these SDGs, we embarked on many new initiatives in the last financial year to continue offering our customers the best travel experience while operating more sustainably.

We have significantly stepped up our in-flight sustainability initiatives to contribute to greener skies, by further reducing food wastage on board, cutting back on the use of in-flight items and increasing the use of sustainable ingredients for in-flight meals. We are harnessing technology and data analytics to better predict customers' consumption patterns, for example, so as to further reduce cabin food waste.

SIA also remains committed to reducing the use of single-use plastics by replacing them with alternative sustainable materials for more in-flight items. We aim to become entirely plastic straw-free this financial year. During the last financial year, we began the process of removing plastic straws on board, and the remaining, children's straws, are to be substituted with environmentally-friendly paper straws by September 2019.

We have also expanded our 'From Farm to Plane' concept, introduced in 2017, which promotes environmental sustainability and supports local farming communities. In FY2018/19, we embarked on an exciting new collaboration with AeroFarms, the world's largest indoor vertical farm of its kind based in the United States, under which a customised blend of fresh produce will be supplied for SIA's non-stop flights from New York (Newark Liberty International Airport) to Singapore from September 2019.

In line with efforts to constantly improve the travel experience for our customers, we have made significant investments in new products and new routes over the past year. This included the introduction of new regional cabin products on Boeing 787-10 and Airbus A350-900 medium-haul aircraft, as well as the launch in October 2018 of the world's longest commercial flights between Singapore and New York, using the world's first Airbus A350-900ULR (ultra-long-range) aircraft. This was followed soon after by the launch of non-stop flights between Singapore and Los Angeles, and an increase in frequency on the Singapore-San Francisco route.

Our investment in new aircraft is in line with our longstanding practice of maintaining a modern and fuel-efficient fleet, enabling us to operate more efficiently and expand our network reach. We also continuously look out for opportunities and methods to reduce our carbon emissions to mitigate the impact of climate change. This is done through various fuel productivity and savings initiatives, which are outlined in the 'Managing Environmental Impact' section of this report, from pages 48 to 60.

Beyond our own operations, we have been the exclusive airline partner since 2010 for the Hutan Harapan Initiative, an ecosystem restoration concession covering nearly 100,000 hectares of tropical rainforest in Sumatra, Indonesia. This area is almost one-and-a-half times the size of Singapore and is rich in biodiversity.

While the initiative focuses on conservation efforts to sustain local development and protect wildlife biodiversity, more than 6,900 hectares of forest have been restored in Hutan Harapan since 2010. The team has been actively engaging the community in the Hutan Harapan area, which is home to about 9,500 people, on the importance of the protection of the rainforest. Conservation efforts have benefited about 1,430 members of the local population, whose livelihoods either depend on or impact the existence of the forest and its resources. To increase awareness about forest restoration, outdoor education camps have been set up, while plans are underway to expand a clinic to improve healthcare services. A notable development over the past year has been the engagement with communities on a 10-year agroforestry programme to further support community livelihoods. There has also been a steady and significant decline in illegal encroachment, illegal logging and forest fires over the years. The conservation of Hutan Harapan also ensures the protection of critically endangered animals, like the Sumatran tiger, where only 400-500 are left, and whose existence is threatened with the increased pace of deforestation and poaching.

SIA's contribution towards the protection and restoration of one of the most extensive tracts of lowland rainforests left in Indonesia reflects our strong belief that environmental efforts must focus on making a real and direct difference to the well-being of our planet, and sustain our shared environment for future generations.

We are also committed to acting ethically and with integrity to combat the risk of modern slavery and human trafficking. We have published a statement outlining our approach on this matter, and will continuously review and develop our policies and procedures to address modern slavery and human trafficking risks.

Following the integration of our low-cost airline subsidiaries Scoot and Tigerair under the Scoot brand in FY2017/18, we announced in May 2018 that SilkAir will undergo a major cabin product upgrade and ultimately be merged into SIA. These corporate developments will allow for greater synergies within the SIA Group, under our portfolio strategy in which we have investments in both full-service and low-cost airline operations.

Together with our subsidiaries, we are continuing to broaden our scope of reporting, and this will be further enhanced in the coming years. In this year's report, we have outlined Scoot's sustainability-related initiatives with regards to employees, for example, and will expand the scope further to include safety and environmental initiatives in the years ahead.

The airline industry has always been volatile, constantly challenged by economic forces and external events. Despite these challenges, we remain committed to our sustainability goals by raising awareness amongst our employees about the importance of being sustainable, as well as investing in new technologies and building on our digital capabilities to enhance our operations.

In January 2019, we formally launched KrisLab, our new digital innovation lab which serves as a collaborative workspace for our staff to develop innovative ideas, and co-innovate with external partners and start-ups to enable the SIA Group to fully embrace digitalisation and technology in all aspects of our business operations. Through KrisLab and our Digital Innovation Blueprint, SIA supports Singapore's open innovation ecosystem to catalyse digital opportunities that enhance the country's development as a travel and aviation hub in the region, with a key emphasis on nurturing digital aviation and travel technology start-ups, small and medium-sized enterprises, as well as broader communities of partners in adjacent industries.

In FY2019/20, we aim to take SIA's sustainability practices to the next level, with many new initiatives that will build on our already strong position as a sustainable organisation. We look forward to sharing more of these sustainability initiatives in next year's report.



Goh Choon Phong
Chief Executive Officer
Singapore Airlines



About Singapore Airlines

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

Today, Singapore Airlines operates a modern passenger fleet of more than 120 aircraft. Together with freighter aircraft, as well as passenger aircraft operated by wholly-owned subsidiaries SilkAir and Scoot, the SIA Group fleet comprises more than 200 aircraft, with a combined network covering over 140 destinations around the world. With the world-famous Singapore Girl as its iconic symbol of quality customer care and service, travellers on Singapore Airlines can be assured of high standards of service and efficiency, both on the ground and in the air.

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



First to offer

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



First to introduce

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



First to fly

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



First to fly

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



First to involve

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



First to launch

Panasonic Avionics Corporation's eX3 platform on the Airbus A350s and the first to offer the eX3 experience on the Boeing 777-300ERs in 2016



First to introduce

satellite-based in-flight telephones in 1991



First to offer

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



First to fly

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

Singapore Airlines Limited ('the Company') is a limited liability company incorporated in the Republic of Singapore, which is also the place of domicile. The Company is listed on the Singapore Exchange Securities Trading Limited ('SGX-ST') and is a subsidiary company of Temasek Holdings (Private) Limited, incorporated in the Republic of Singapore.

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

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

MISSION STATEMENT

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

Core Values

EXCELLENCE:

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

SAFETY:

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

CUSTOMER-FOCUS:

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

CARE:

We care for our people and community. Every time.

INTEGRITY:

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

TEAMWORK:

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

Membership of Associations

Singapore Airlines is a member of Star Alliance, the International Air Transport Association (IATA), the Association of Asia Pacific Airlines (AAPA), the Sustainable Aviation Fuel Users Group (SAFUG) and the Singapore Institute of Directors, among other groups. Mr Goh Choon Phong, SIA's Chief Executive Officer, completed his one-year term as Chairman of IATA's Board of Governors in 2018. Mr Goh remains a member of IATA's Board of Governors and is on the Executive Committee of AAPA. Singapore Airlines is also represented in various committees and working groups as part of our membership in these groups.



Historical Timeline



1947

On 1 May, a Malayan Airways Limited (MAL) Airspeed Consul takes off from Singapore's Kallang Airport. It is the first of three flights a week to Kuala Lumpur, Ipoh and Penang.

1972

MSA separates into two airlines: Malaysian Airline System and Singapore Airlines (SIA). The Singapore Girl is born, epitomising SIA's tradition of friendly service and Asian hospitality in her distinctive batik sarong kebaya designed by Parisian couturier Pierre Balmain.

1991

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

1989

SIA becomes the first airline to operate a commercial flight across the Pacific Ocean with the Boeing 747-400, from San Francisco to Singapore via Hong Kong.

1963

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

Tradewinds, a subsidiary of SIA, is announced as Singapore's second airline. It has since become SilkAir, and grown its flight network to more than 45 destinations across Asia and Australia.

2001

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

2004

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

On 28 June, SIA launches its inaugural non-stop flight from Singapore to New York using the ultra-long-range Airbus A340-500. The flight sets a new record for the world's longest non-stop commercial flight.

1998

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

1999

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

2011

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

2012

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

2007

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



2015

SIA unveils its new Premium Economy Class seats and in-flight offerings after a two-year development programme.

SIA operates its first-ever Charity Flight on the Airbus A380. More than 300 beneficiaries were treated to a three-and-a-half-hour flight.

2016

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

2017

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

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

In partnership with the Civil Aviation Authority of Singapore, SIA operates a series of 12 'green package' flights over a three-month period from May on its non-stop San Francisco-Singapore route. It highlights SIA's commitment to sustainable growth and to the reduction of international aviation emissions.



2019

Following the launch of its Digital Innovation Blueprint in 2018, SIA unveils its new digital innovation lab, KrisLab, as part of the SIA Group's significant investment programme to become the world's leading digital airline.

2018

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

In May, SIA announces plans for SilkAir to undergo a significant investment programme to upgrade its cabin products as part of a multi-year initiative that will ultimately see it merged into SIA.

SIA launches the world's longest commercial flight between Singapore and New York in October, on the all-new Airbus A350-900 ultra-long-range aircraft.



Route Network

As at 31 March 2019, the Singapore Airlines Group's passenger and freighter network covers 143 destinations. Passenger and cargo transportation by air are the key operations and services in these markets.

Destination	Airline	Destination	Airline	Destination	Airline	Destination	Airline	Destination	Airline	Destination	Airline
Americas		North Asia		North Asia (Cont'd)		Southeast Asia (Cont'd)		Southeast Asia (Cont'd)		West Asia and Africa (Cont'd)	
Anchorage*	▶	Beijing	▶	Shenyang	▶	Jakarta	▶	Yogyakarta	▶	Kathmandu	▶
Dallas / Fort Worth*	▶	Changsha	▶	Shenzhen	▶	Kalibo	▶	Southwest Pacific		Kochi	▶
Honolulu	▶	Chengdu	▶	Taipei	▶	Koh Samui	▶	Adelaide	▶	Kolkata	▶
Houston	▶	Chongqing	▶	Tianjin	▶	Kota Kinabalu	▶	Auckland	▶	Lucknow	▶
Los Angeles	▶	Fukuoka	▶	Tokyo (Haneda)	▶	Krabi	▶	Brisbane	▶	Male	▶
New York (John F. Kennedy)	▶	Fuzhou	▶	Tokyo (Narita)	▶	Kuala Lumpur	▶	Cairns	▶	Mumbai	▶
New York (Newark Liberty)	▶	Guangzhou	▶	Wuhan	▶	Kuantan	▶	Canberra	▶	Nairobi*	▶
San Francisco	▶	Haikou	▶	Wuxi	▶	Kuching	▶	Christchurch	▶	New Delhi	▶
Europe		Hangzhou	▶	Xiamen	▶	Langkawi	▶	Darwin	▶	Sharjah*	▶
Amsterdam	▶	Harbin	▶	Xi'an	▶	Lombok	▶	Gold Coast	▶	Thiruvananthapuram	▶
Athens	▶	Hiroshima	▶	Zhengzhou	▶	Luang Prabang	▶	Melbourne	▶	Tiruchirappalli	▶
Barcelona	▶	Hong Kong SAR	▶	Southeast Asia		Makassar	▶	Perth	▶	Visakhapatnam	▶
Berlin	▶	Jinan	▶	Balikpapan	▶	Manado	▶	Sydney	▶		
Brussels*	▶	Kaohsiung	▶	Bandar Seri Begawan	▶	Mandalay	▶	Wellington	▶	Singapore Airlines covers	
Copenhagen	▶	Kunming	▶	Bandung	▶	Manila	▶	West Asia and Africa		63 destinations	
Dusseldorf	▶	Macau SAR	▶	Bangkok (Don Mueang)	▶	Medan	▶	Ahmedabad	▶	SilkAir covers	
Frankfurt	▶	Nagoya	▶	Bangkok (Suvarnabhumi)	▶	Palembang	▶	Amritsar	▶	49 destinations	
Istanbul	▶	Nanchang	▶	Cebu	▶	Pekanbaru	▶	Bengaluru	▶	Scot covers	
London	▶	Nanjing	▶	Chiang Mai	▶	Penang	▶	Cape Town	▶	66 destinations	
Manchester	▶	Nanning	▶	Clark	▶	Phnom Penh	▶	Chennai	▶		
Milan	▶	Ningbo	▶	Da Nang	▶	Phuket	▶	Coimbatore	▶		
Moscow	▶	Osaka	▶	Davao	▶	Semarang	▶	Colombo	▶		
Munich	▶	Qingdao	▶	Denpasar	▶	Siem Reap	▶	Dhaka	▶		
Paris	▶	Quanzhou	▶	Hanoi	▶	Singapore	▶	Dubai	▶		
Rome	▶	Sapporo	▶	Hat Yai	▶	Surabaya	▶	Hyderabad	▶		
Stockholm	▶	Seoul	▶	Ho Chi Minh City	▶	Vientiane	▶	Jeddah	▶		
Zurich	▶	Shanghai	▶	Ipoh	▶	Yangon	▶	Johannesburg	▶		

Legend ▶ Singapore Airlines ▶ SilkAir ▶ Scot

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

Fleet Information

Singapore Airlines Group Fleet

As at 31 March 2019, Singapore Airlines' operating passenger fleet comprises 121 aircraft, with an average age of six years and seven months. Together with freighter aircraft, as well as passenger aircraft operated by wholly-owned subsidiaries SilkAir and Scoot, the SIA Group fleet comprises 208 aircraft with 165 aircraft on order. The SIA Group has one of the most modern and fuel-efficient fleets in the world.




Singapore Airlines

(Freighter Aircraft)

Average Fleet Age
15 years 4 months

Boeing
747-400
Freighter
7 in fleet



Singapore Airlines

(Passenger Aircraft)

Average Fleet Age
6 years 7 months

Airbus
A330-300
17 in fleet

Airbus
A350-900
32 in fleet | 35 on order

Airbus
A380-800
19 in fleet

Boeing
777-200/200ER
12 in fleet

Boeing
777-300/300ER
32 in fleet

Boeing
777-9
20 on order

Boeing
787-10
9 in fleet | 38 on order



SilkAir

Average Fleet Age
4 years 9 months

Airbus
A319
2 in fleet

Airbus
A320
8 in fleet

Boeing
737 MAX 8
6 in fleet* | 31 on order

Boeing
737-800
17 in fleet

*Currently not in service



Scoot

Average Fleet Age
5 years 1 month

Airbus
A319
1 in fleet

Airbus
A320
26 in fleet

Airbus
A320neo
2 in fleet | 37 on order

Boeing
787-8
10 in fleet | 2 on order

Boeing
787-9
8 in fleet | 2 on order

More details of the SIA Group fleet profile can be found on page 24 of the FY2018/19 Annual Report.

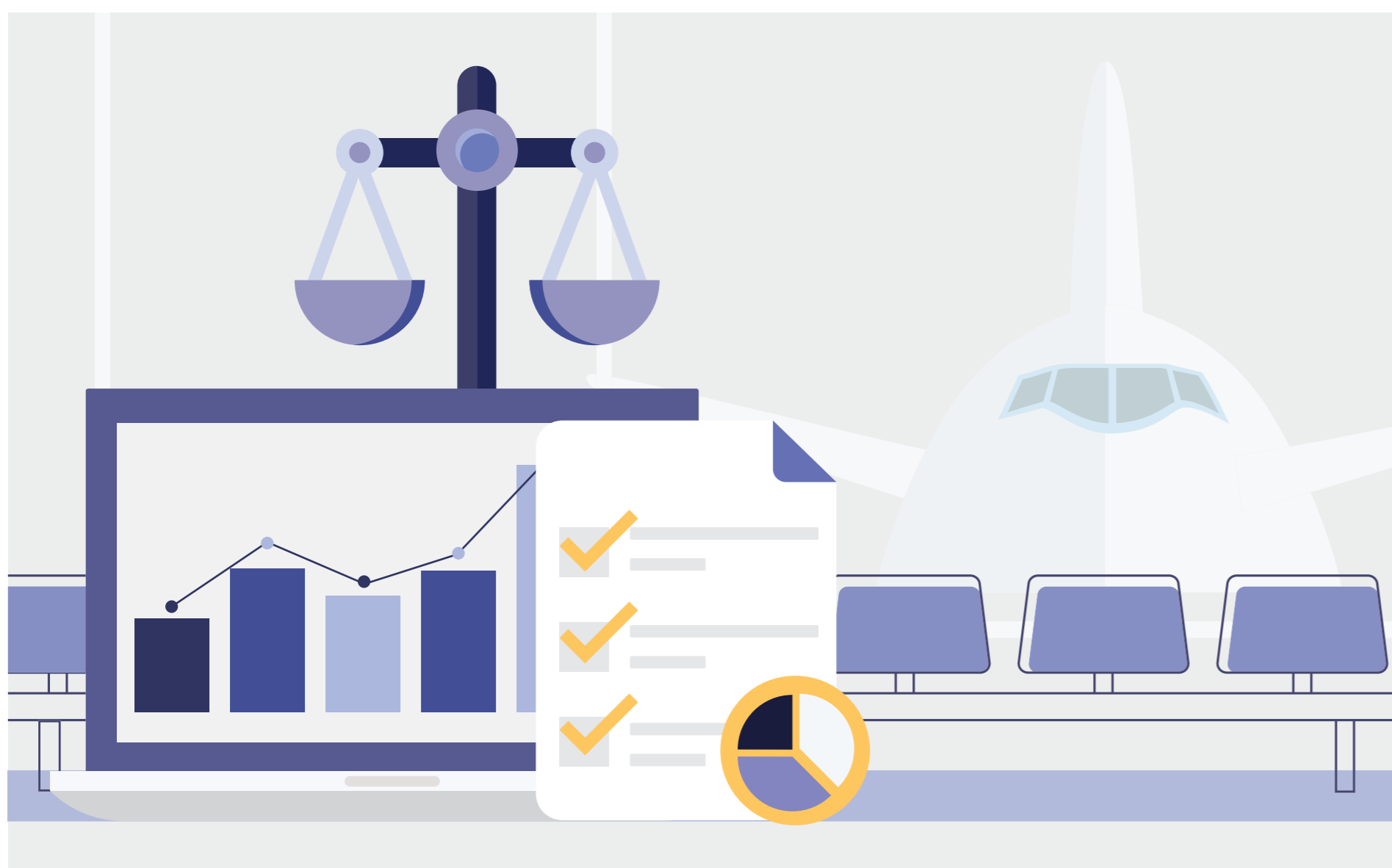
Corporate Governance

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

This Report sets out the Company's corporate governance processes, with specific reference to the principles and provisions of the Code of Corporate Governance dated 6 August 2018.

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

Full profiles of Directors are available on pages 18 to 19 and pages 78 to 81 of the FY2018/19 Annual Report.



Length of Service

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

SIA's management briefs new Directors on the Company's business and strategic direction, as well as governance practices. The Company conducts orientation programmes for new Directors. Arrangements are made for Directors to be updated on new laws and regulations, as well as changing commercial risks and industry developments, as deemed appropriate. Formal letters are issued to newly-appointed Directors upon their appointment, including details of their duties and obligations as Directors.

In FY2018/19, Board members attended briefings on the global outlook of the aviation industry, the Singapore aviation ecosystem, as well as other related topics conducted by subject matter experts. Please refer to pages 62 to 66 of the FY2018/19 Annual Report for more information on SIA's Board Committees.

Communication with Stakeholders

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

The Company values dialogue with shareholders and holds analyst and media briefings when announcing half-yearly and full year results. Full transcripts of the proceedings are made available on SGXNet and SIA's website at http://www.singaporeair.com/en_UK/sg/about-us/information-for-investors/ on the next working day.

All financial results, as well as price-sensitive information, are released in a timely manner through various platforms, including press releases posted on the Company's website and disclosure via SGXNet. The Company's website is an important source of information for shareholders and the investing community.

Quarterly results announcements, news releases, presentation slides, monthly operating statistics, annual reports, sustainability reports and other key facts and figures about the Company are available on the 'Information for Investors' page. The Investor Relations department also meets analysts and investors on a regular basis through investor conferences and roadshows, post-results luncheons, as well as ad hoc meetings and teleconferences. A dedicated investor relations email address (investor_relations@singaporeair.com.sg) and hotline (+65 6541 4885) are maintained for the investing community to reach out to the Company for queries.

Risk Assessment and Management

The Board is responsible for the governance of the Company's risks. Represented by the Board Safety and Risk Committee (BSRC), it ensures that Management maintains a sound system of risk management and reviews the effectiveness of the Risk Management Framework and Risk Management Process. The Committee convenes on a quarterly basis to review the robustness of the Company's risk governance and reports key risks to the Board of Directors annually.

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

To support the BSRC and other Risk Management Committees in reviewing the current risk environment and assessing the Company's ability and readiness in addressing potential risks, RM department sees to it that pertinent issues are surfaced to the committees in a timely manner and works with the relevant business units and subsidiaries to put forth adequate information for review.

RM department continually reviews and updates the SIA Group Risk Management policies to ensure practices remain relevant and effective. RM department monitors the application of risk management principles and processes by the Company through regular engagements with business units to review risks and controls on an ongoing basis and oversees the annual group-wide risk review exercise.

The Risk Management Process involves the identification of new or emerging risks, and the evaluation of existing risks to determine their relevance in the current context. It also includes ensuring controls and processes are in place to manage economic, environmental and socio-political risks. RM department also provides guidance for managing risks from both a top-down and bottom-up approach. This ensures that the needs and expectations of all stakeholders and corporate requirements are accounted for.

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

Corporate Governance (Cont'd)

Ethics and Integrity

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

Singapore Airlines has channels for employees, stakeholders and the public to raise concerns about possible improprieties in any matter, in confidence. The Company has a whistleblowing programme called 'Policy on Reporting Wrongdoing' that is communicated to our employees through our internal Intranet, Staff Regulations and a mandatory web-based training module. Employees, stakeholders and the public may report suspected matters of wrongdoing affecting the Company, either through email at ethics_hotline@singaporeair.com.sg or via telephone at +65 9387 5667.

The Audit Committee continuously reviews the whistleblowing programme to ensure that it is adequate. All whistleblowers' reports on suspected wrongdoings are reviewed by the Audit Committee at its quarterly meetings to ensure independent investigation and adequate resolution. There were no confirmed incidents of corruption involving our employees or business partners in FY2018/19. There were also no legal cases of corruption brought against the Company in the same financial year. Please refer to page 75 in the FY2018/19 Annual Report for more information on our whistleblowing programme.

Conflict of Interest

Singapore Airlines has a policy on conflict of interest which requires employees in a conflict of interest situation or in one which could potentially lead to a conflict of interest to report the matter to the Company. The policy requires all employees to make a declaration of all actual and potential conflict of interest situations to the Human Resources Division annually.

Anti-Corruption Training

Anti-corruption policies and procedures are communicated to Singapore Airlines employees via a web-based training module. The module includes information and assessments relating to the Company's anti-corruption policy. Employees receive email notifications which prompt them to complete the web-based training. Business partners and service providers are required to sign contracts which include an anti-corruption and anti-bribery clause. Singapore Airlines' Suppliers' Code of Conduct is also included in the contracts. For more information on the Suppliers' Code of Conduct, please refer to page 41 of this report.

Singapore Airlines targets to have at least 95 per cent of employees required to take the anti-corruption training complete it by the due date annually. The percentage excludes line pilots and cabin crew as they do not need to enter into transactions on behalf of the Company in the ordinary course of their work. Given the above, and the fact that their conduct is already governed under the staff regulations, they are not required to complete the anti-corruption training.

In FY2018/19, 5,311 ground employees were required to complete the anti-corruption training. Of the 5,311 ground employees, 5,041 (94.9 per cent) of ground employees completed the anti-corruption training. Of all 5,311 ground employees, 407 are management*, of which 388 (95.3 per cent) completed the anti-corruption training.

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

Region	No. of Ground Staff	No. of Management	No. of Contract Staff
Singapore (Head Office)	2,815 (55.8%)	312 (80.4%)	4 (4.4%)
Americas	116 (2.3%)	8 (2.1%)	0 (0.0%)
Europe	400 (7.9%)	21 (5.4%)	47 (52.2%)
North Asia	555 (11.0%)	12 (3.1%)	2 (2.2%)
Southeast Asia	532 (10.6%)	16 (4.1%)	0 (0.0%)
Southwest Pacific	371 (7.4%)	12 (3.1%)	15 (16.7%)
West Asia and Africa	252 (5.0%)	7 (1.8%)	22 (24.5%)
Total	5,041 (100.0%)	388 (100.0%)	90 (100.0%)

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

** Figure excludes pilots and cabin crew.



Sustainability at Singapore Airlines

SIA Board Statement

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

Our Sustainability Organisational Structure

The Sustainability Strategic Working Committee (SSWC) spearheads SIA's sustainability pursuits and is headed by Divisional Vice President Public Affairs. A cross-functional team within the SSWC, represented by department heads from various business units[#], oversees company-wide sustainability strategies and initiatives. The SSWC reports to SIA's Management Committee on sustainability-related matters. The Public Affairs department acts as the secretariat for the SSWC and coordinates the various sustainability efforts for the purpose of reporting on sustainability-related performance.



[#]Business units include Airport Operations; Cabin Crew; Customer Affairs; Customer Contact Services; Customer Experience; Engineering; Finance; Flight Operations; Human Resources; Inflight Services; Internal Audit; Investor Relations; Legal, Compliance and Secretariat; Procurement; Product Innovation; Properties; Public Affairs; Risk Management; and Safety, Security and Environment. Subsidiaries SilkAir and Scoot joined the SSWC in FY2017/18.



Our Sustainability Strategy

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



Sustainability at Singapore Airlines (Cont'd)

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



Materiality Assessment

The SSWC conducted a Materiality Assessment in 2013 by reflecting on significant economic, environmental and social impacts which are material to SIA. The process included evaluating feedback from various internal and external stakeholders, such as our employees and customers. As SIA's Head Office is located in Singapore and a majority of our training facilities are based here, the topic boundaries are focused on our operations in Singapore, unless otherwise stated.

The Materiality Assessment was last reviewed in 2017 and endorsed by SIA's Management Committee and the Board. We strive to include our subsidiaries' sustainable practices in our Sustainability Report progressively, so as to provide a more holistic picture of the SIA Group in terms of opportunities, risks and performance.

Singapore Airlines' Material Topics



01

Customer Focus

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

02

Employees

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

03

Environment

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

04

Governance

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

05

Safety

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

06

Shareholders

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

07

Suppliers

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

Stakeholder Engagement Initiatives

Our Materiality Assessment process also enabled us to identify important stakeholders, whose input directly influences business decisions and operations. We define our stakeholders as groups whom our business has a significant impact on, and those with a vested interest in our operations.

SIA has identified four key stakeholder groups, and engagement is done through written and digital communications, as well as face-to-face dialogues and briefings, among others. This allows for interaction with stakeholders to address key issues, feedback and concerns giving us the opportunity to improve our products, services and operational procedures.

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



Stakeholder: Employees

Key Topic: Enhancing internal communications to increase overall engagement levels, improve processes, keep employees up-to-date and abreast of trending issues such as digitalisation

Key Engagement Initiatives:

15Q

- ▶ One-stop employee mobile app
- ▶ Allows staff on-the-go access to the latest news and corporate deals, apply for staff travel and submit leave application forms and claims conveniently
- ▶ 15Q runs on an agile methodology where new features are regularly introduced. Upcoming features include enhancements to the user interface and experience, a company dashboard, transport service information, as well as a function to book meeting rooms

Chill Out with CEO

- ▶ An informal setting for employees to interact with CEO
- ▶ Four sessions were conducted in FY2018/19

Digital Innovation Lab Demo Day

- ▶ Employees across the SIA Group who submitted their digital innovation ideas and have developed a prototype with the assistance of the Digital Innovation Lab team present their ideas and prototypes to their peers and senior management
- ▶ A total of four Digital Innovation Lab Demo Day sessions were conducted in the financial year
- ▶ In FY2018/19, more than 180 digital ideas from staff were received, with over 50 ideas developed into prototypes

Learning & Innovation for Everyone

- ▶ Over 1,300 staff across the SIA Group participated in this three-day learning event
- ▶ To engage and energise staff to learn and be part of SIA's innovation and digitalisation journey



Organisational Climate Survey

- ▶ To enable the Company to better understand overall engagement and identify strengths and areas of improvement for a more positive work experience

Outlook

- ▶ Published monthly, *Outlook* is an in-house newsletter which provides staff with the latest news on the SIA Group

Staff Ideas-in-Action

- ▶ Company-wide initiative to encourage ideation and inculcate a vibrant innovation culture
- ▶ Employees are challenged to review their work processes to enhance revenue, reduce costs, promote efficiency and improve safety, among other areas
- ▶ Over 3,000 ideas were evaluated in FY2018/19

Transformation Campaign

- ▶ A #StopIt Meetings campaign was launched in July 2018 over a two-month period to simplify our way of working. Staff committed to stop meetings that last beyond two hours, and only took notes of requisite action items

Stakeholder Engagement Initiatives (Cont'd)

Transformation Pulse Surveys

- ▶ Three surveys were conducted in FY2018/19 to gather feedback from staff on SIA's Transformation journey

Transformation Website

- ▶ Launched in 2018, the internal website updates employees on the Transformation programme's initiatives and progress

Scoot's Engagement with Employees

- ▶ Annual Scoot Employee Experience survey enables the company to gather feedback on staff's work experiences and overall engagement levels
- ▶ Open discussion sessions are held throughout the year for cabin crew and flight crew to surface their concerns to management
- ▶ Quarterly townhall sessions hosted by Scoot's Chief Executive Officer to bring employees up to speed on company developments and address questions that employees may have
 - Also made available online via live streaming
- ▶ Staff engagement initiatives organised throughout FY2018/19 encourage staff engagement and inclusivity

SilkAir's Engagement with Employees

- ▶ Bi-annual townhall sessions by SilkAir's Chief Executive
- ▶ Events organised by the SilkAir Social Committee for all SilkAir staff to encourage team bonding
- ▶ MI Waves, SilkAir's corporate Intranet site, to update all SilkAir staff on company news
- ▶ *Spirit*, SilkAir's quarterly in-house publication for staff



Key Topic: Enhancement of communications and engagement with cabin crew

Key Engagement Initiatives:



Print/Online

Cabin Crew Circular

- ▶ A weekly circular which provides crew with operational updates

CC Times

- ▶ A monthly e-newsletter which keeps crew up-to-date with company, divisional and departmental happenings

Crew-in-Charge Briefing Sheet

- ▶ A monthly briefing sheet for Crew-in-Charge
- ▶ Features information on crew management matters and the latest service performance results

Divisional Yammer Group

- ▶ An engagement tool where cabin crew can share photos and comments via posts
- ▶ Ward leaders, divisional representatives and Extracurricular Activities representatives post updates to highlight important information and gather feedback from crew

- ▶ Crew can also create their own Yammer groups for easy communication
- ▶ Over 4,000 cabin crew were active on Yammer in FY2018/19

SharePoint

- ▶ Hosts surveys, videos and other documents for crew's access
- ▶ Activity on SharePoint is monitored with user analytics to understand the resources that crew utilise for further enhancements in the future

Face-to-Face

Crew Engagement Sessions

- ▶ Monthly rank-specific engagement sessions to keep crew abreast of the latest developments in the Company
- ▶ Crew can clarify issues during these dialogue sessions

Stakeholder Engagement Initiatives (Cont'd)

Key Topic: Enhancement of communications and engagement with pilots

Key Engagement Initiatives:



Print/Online

Fleet e-Newsletters

- ▶ Twice-yearly publication on fleet-specific issues emailed to pilots

Fleet Talks

- ▶ Hosted on W@VES as a 'Twitter Board' where management from the respective fleets post messages such as pilot movements and updates on aircraft incidents

Flight Operations Notices

- ▶ A fortnightly publication containing information on operational and administrative matters
- ▶ Hosted on W@VES and emailed to all pilots

Internal Notice to Airmen and Flight Staff Instructions

- ▶ Operational messages sent to pilots as part of their flight plan documentation

Divisional Yammer Group (Flight Chatter)

- ▶ Platform created in January 2019 for management to interact with crew on issues or share information on company and divisional matters
- ▶ Serves as an internal social media channel for crew to contribute thoughts, views as well as softer news such as interesting destinations and pictures of places they have travelled to

New Mailbox for Dissemination of Company-related News

- ▶ New email account created in December 2018 to share updates on company news such as Organisational Climate Survey results, among others

Provision of Company iPads to Pilots

- ▶ iPads given to all pilots to enable them to access emails, operational information and relevant applications at all times

Series of Senior Vice President Flight Operations' (SVPFO) Six-monthly Updates

- ▶ New series for SVPFO to share and update staff on pertinent company-wide matters and overall divisional plans
- ▶ First issue published in February 2019

Technical Crew Circulars

- ▶ Circulars cover policy and procedural matters

Face-to-Face

Divisional Charity Activities

- ▶ To raise awareness of social responsibility and encourage staff and crew engagement
- ▶ Activities included a tour of Rolls-Royce for TOUCH Ubi residents, collaboration with Make-A-Wish Foundation Singapore for an under-privileged child, and a food donation drive for Beyond Social Services

Divisional Gatherings and Celebrations

- ▶ Organised for all crew and ground staff to interact
- ▶ Activities include Flight Operations Get-Together, May Day Lunch, Office Olympics, Halloween Sweet Treats, Chinese New Year and Christmas lunches

Fleet Chill Out Session

- ▶ Held annually for crew to interact in a casual setting
- ▶ In FY2018/19, over 100 pilots attended the event

Fleet Dialogues

- ▶ Chaired by the respective fleet's Chief Pilot and held every alternate month for rostered pilots

Fleet Meetings

- ▶ Held half-yearly and open to all ranks within the fleet
- ▶ External speakers are invited to talk about aviation-related issues such as physical and mental well-being while operating an aircraft

Flight Operations Get-Togethers

- ▶ Open to all crew and ground staff
- ▶ More than 420 pilots attended the get-together sessions in FY2018/19

Instructor Meetings

- ▶ Internal meetings held regularly by instructors on training matters, such as how the organisation can move towards greater competency-based training and assessment of pilots

Operations and Training Symposium

- ▶ Held annually and open to all crew, focusing on operations and training matters

Quarterly Ground Staff Briefing

- ▶ Briefing by SVPFO on Company's financial results for ground staff
- ▶ Also an opportunity for ground staff to raise feedback on any work issues

Safety Focus Forums

- ▶ Bi-monthly forums where pilots are updated on recent incidents, fatigue risk management and safety performance indicators

Safety Symposium

- ▶ Held annually in conjunction with Safety, Security and Environment Division
- ▶ Open to all crew and focuses on safety-related issues such as training resilience, human factors contributing to high performance, among others
- ▶ Over 230 pilots from Singapore Airlines, SilkAir and Scoot attended the event

SVPFO's Dialogues

- ▶ Held monthly for rostered crew, dealing with concerns such as fuel awareness and crewing matters
- ▶ An opportunity for staff to share their feedback with SVPFO



Stakeholder Engagement Initiatives (Cont'd)

Singapore Airlines remains committed to the constant enhancement of the three main pillars of our brand promise: Service Excellence, Product Leadership and Network Connectivity. In addition, we also look into leveraging technology to enable real-time service recovery and provide prompt responses to feedback.

Stakeholder: Customers

Key Topic: Service Excellence

Key Engagement Initiatives:

Enhancement of HighFlyer Programme

- ▶ Lufthansa and SWISS are the first partner airlines to participate in the Singapore Airlines HighFlyer Programme where corporate customers can earn HighFlyer points when flying on Lufthansa and SWISS-operated flights ticketed by Singapore Airlines on eligible sectors
- ▶ Corporate members can also earn HighFlyer points when flying on Singapore Airlines or SilkAir itineraries with connections onto Scoot

Ensure Positive Customer Experience at Customer Touchpoints

- ▶ Expanded feedback channels to improve customer experience
- ▶ Surveys on customer satisfaction are collected at touchpoints such as calls, emails, SMS and chats
- ▶ Feedback is also collected via the Voice of the Customer survey, where customer experience and loyalty are measured

'Kris' the Chatbot

- ▶ Made available on more platforms such as the Singapore Airlines website, Facebook page and Google Assistant
- ▶ Expanded knowledge to answer general FAQs, flight status, as well as booking and waitlist status



KrisFlyer Programme Enhancements

- ▶ Introduction of *Elite Gold Rewards*, a selection of benefits which gives KrisFlyer Elite Gold members additional incentives when travelling with Singapore Airlines and SilkAir

Seamless Access to Mobile Boarding Passes Via Google Pay

- ▶ Customers have the added flexibility of saving their mobile boarding pass on Google Pay, and proceeding straight to the boarding gate after clearing immigration formalities
- ▶ SIA is the first airline in the Asia-Pacific region to have such a capability on Google Pay

Timely Follow-up on Customer Feedback

- ▶ Customer Affairs department attends to feedback and enquiries from customers
- ▶ Investigations are conducted with a target to respond to all feedback and enquiries within 10 working days
- ▶ Social Media Engagement Unit responds to customer feedback on SIA's social media channels and provides assistance with requests and issues 24 hours a day, seven days a week

Key Topic: Network Connectivity

Key Engagement Initiatives:



Singapore Airlines

- ▶ Services to Cape Town via Johannesburg increased to daily from four-times weekly
- ▶ Dusseldorf frequency increased to four per week from three per week
- ▶ Hanoi frequency increased from seven to 10 flights a week, due to a partial transfer from SilkAir from 1 June 2018
- ▶ Launch of the world's longest commercial flight between Singapore and New York in October 2018
- ▶ Launched non-stop flights between Singapore and Los Angeles in November 2018
- ▶ Stepped up existing daily non-stop Singapore-San Francisco services to 10 times per week
- ▶ Addition of a fourth daily service to Tokyo's Haneda Airport to meet growing travel demand between Singapore and Japan
- ▶ Announced the launch of non-stop services to Seattle, the fifth US city in SIA's network, from September 2019
- ▶ Announced the addition of a third daily service to Osaka's Kansai International Airport, with effect from April 2019
- ▶ Expanded global network reach through partnerships with airlines such as Air New Zealand and Fiji Airways

SilkAir

- ▶ Announced the launch of flights between Singapore and Busan, South Korea
- ▶ Announced an increase in Cairns services to daily, up from the current five-times weekly, with effect from 2 June 2019

Scoot

- ▶ Launched four-times weekly non-stop services to Berlin
- ▶ Commenced flights to Kuantan in Malaysia and Nanchang in China
- ▶ Announced the launch of three-times weekly flights to Luang Prabang and Vientiane in Laos, to take over SilkAir's services to these destinations
- ▶ Announced the launch of flights to three cities in India – Coimbatore, Trivandrum and Visakhapatnam
- ▶ Took over SilkAir's services to Langkawi and Pekanbaru



Stakeholder Engagement Initiatives (Cont'd)

Key Topic: Product Leadership

Key Engagement Initiatives:

Cabin Products

- ▶ New Airbus A350-900 medium haul aircraft with the latest regional Business Class and Economy Class cabin products

In-flight Dining

- ▶ Business Class customers on selected Singapore Airlines flights between Singapore and Beijing, Guangzhou, Hong Kong and Shanghai can select a new in-flight Chinese dining concept, Shi Quan Wei Mei (食全味美) from 1 July 2018
- ▶ Partnership with Canyon Ranch, the world's premiere integrative wellness brand, to enhance customer experience and well-being on board the world's longest flights focusing on wellness cuisines, rest and relaxation, as well as guided stretching exercises
- ▶ Announced partnership with Singapore-based wellness brand COMO Shambhala to enhance customer experience for travellers with the introduction of wellness cuisines on selected Singapore Airlines flights departing Singapore in the second half of 2019
- ▶ Offer worldwide pre-ordering of meals for Suites, First Class, Business Class and Premium Economy Class customers
- ▶ Parents of young flyers will be able to pre-order meals from three different cuisine types as part of the enhanced Child Meal programme
- ▶ Expanded the variety of wine labels on rotation, including high-quality small-batch wines previously unavailable in-flight. Selection of Burgundy wines has expanded and is now the most extensive among all airlines
- ▶ SIA's acclaimed International Culinary Panel will embark on a new approach with seasonal menus prepared in a lighter cuisine style



In-flight Entertainment System

- ▶ The new Airbus A350-900 medium haul aircraft is the first aircraft in Singapore Airlines' fleet to feature the Thales AVANT in-flight entertainment system with a new user interface and *myKrisWorld* personalised in-flight entertainment experience
- ▶ Offer wireless headphones through Bang & Olufsen partnership for use with *KrisWorld* in-flight entertainment system on certain flights for Suites and First Class customers

In-flight Sustainability Initiatives

- ▶ We currently use customer surveys, data analytics and staff feedback, and work with caterers to reduce food wastage after flights
- ▶ We remain committed to reducing the use of single-use plastics with alternative sustainable materials for more in-flight items
 - SIA aims to be entirely plastic straw-free by September 2019. Since September 2018, SIA has removed all plastic straws on board, apart from children's straws, which will be substituted with environmentally-friendly paper straws. These changes will reduce the use of about 820,000 plastic straws each year
 - SIA also plans to replace its current plastic swizzle sticks with wood-based ones by September 2019
 - From May 2019, SIA will also be replacing polybags from children's toys with recyclable paper packaging
 - Several paper products such as menu cards, tissue paper and toilet rolls are made with FSC-certified paper, which have been sourced in an environmentally and socially responsible manner
 - Other green initiatives include the printing of children's colouring books and activity kits using eco-friendly soy-based ink
- ▶ Expanding on the 'From Farm to Plane' initiative introduced in 2017, SIA will be collaborating with

AeroFarms, the world's largest indoor vertical farm of its kind based in Newark, United States. AeroFarms will provide a customised blend of fresh produce for SIA's flights from Newark Liberty International Airport to Singapore from September 2019



KrisPay Mobile App

- ▶ Launch of the world's first blockchain-based airline loyalty digital wallet, KrisPay, in July 2018
- ▶ Enables members to convert KrisFlyer miles into KrisPay miles instantly for everyday spend at partner merchants island-wide
- ▶ In March 2019, the app was enhanced to allow KrisFlyer members to earn KrisPay miles instantaneously when they spend at various partner outlets across Singapore

Modern Fleet

- ▶ Took delivery of the Airbus A350-900 medium haul and the A350-900 ultra-long-range aircraft

SilverKris Lounge

- ▶ More lounges will be upgraded progressively over the next few years as the new-concept SilverKris Lounges have been well received by customers

Stakeholder Engagement Initiatives (Cont'd)

Our shareholders and suppliers are important to us. We endeavour to provide clear and timely communication on SIA's operational and financial performance. For our suppliers, we strive to ensure high catering standards and best practices for ground handling services. In addition, we look into how we can work with our suppliers to integrate sustainable practices into catering.

Stakeholder: Shareholders

Key Topic: Clear and Timely Communication

Key Engagement Initiatives:

Annual General Meeting

- ▶ Serves as a platform for shareholders to better understand and raise queries about the Group's performance and strategy
- ▶ Platform to continuously strengthen our relationship with our shareholders

Dialogue with Shareholders

- ▶ A dedicated investor relations email address and hotline are maintained to answer queries from the investing community
- ▶ Meetings with analysts and investors on a regular basis through post-results briefings, investor conferences and roadshows, as well as ad hoc meetings and teleconferences

Disclosure of Pertinent Information

- ▶ Timely and consistent disclosure to enable transparent assessment of the Company's value
- ▶ Analyst and media briefings held on a half-yearly basis and a full transcript of the proceedings is made available on SGXNet and SIA's website
- ▶ All financial results and price-sensitive information are promptly released through various mediums
- ▶ Email updates and press releases posted on SIA's website, as well as on SGXNet

Engagement by Subsidiaries' Senior Management

- ▶ Involved in key shareholder engagement activities
- ▶ Enables investing community to better understand the Group's portfolio strategy

Stakeholder: Suppliers

Key Topic: Upkeep Performance Standards

Key Engagement Initiatives:



Regular Audits

- ▶ To ensure ground handlers comply with established standards and procedures
- ▶ Regular meal presentations and audits conducted on catering vendors to ensure that meals served are of the highest quality

Regular Discussions

- ▶ To ensure vendors look into leveraging the latest technology such as speech recognition, artificial intelligence and anticipative caller intent to improve operations and customer servicing
- ▶ To include biodegradable and recyclable materials in quotations and tenders where applicable

Regular Engagement

- ▶ Email correspondence, project milestone meetings, weekly teleconferences with aircraft suppliers such as Airbus and Boeing, and the respective seat and in-flight entertainment suppliers such as JAMCO, Panasonic, Recaro and Thales
 - Highlight issues on cabin interior, seat designs and definitions, and in-flight entertainment systems
 - Ensure status updates provided for ongoing projects
- ▶ International ground handling and catering conferences and forums
 - Allows Procurement department to stay abreast of industry offerings
 - Engage suppliers about ongoing operational issues
 - Engage suppliers about procurement strategy matters
- ▶ Review of call agents' performance and recognise call agents with outstanding performance

Key Topic: Integrate Sustainable Practices into Catering

Key Engagement Initiatives:

Service Level Agreements

- ▶ Monitored regularly to ensure consistency of service standards

Adjust Uplift Quantities

- ▶ SIA employs customer surveys, data analytics and staff feedback, and works with caterers to minimise food wastage on board without compromising on customer experience

Purchase Locally-sourced Products

- ▶ 'From Farm to Plane' concept introduced in 2017 which promotes environmental sustainability and supports local farming communities
- ▶ SIA will be collaborating with AeroFarms, the world's largest indoor vertical farm of its kind based in the United States, to provide a customised blend of fresh produce for SIA's non-stop flights from New York to Singapore from September 2019

Sustainable Seafood Sources

- ▶ Work with local fisheries to introduce sustainable seafood sources





Safety at Singapore Airlines

▶ SIA's Safety Performance

SIA's Safety Performance

Flight Safety Policy

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

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

- ▶ Safety is the responsibility of everyone in SIA.
- ▶ We promote a strong safety culture in our company.
- ▶ Our people will be well-trained and will comply with all applicable regulations and standards.
- ▶ Our equipment and operating systems will be well maintained and will comply with all applicable requirements.
- ▶ Our Safety Management System will deal with safety issues in a comprehensive and responsive manner, and be able to effectively inform, educate and strengthen our safety values.
- ▶ We subscribe to the 'Just Culture' principles when handling reported incidents and accidents. This refers to a way of safety thinking and trust where incidents and safety-related information can be reported freely so that lessons can be learnt and improvements made. This culture supports learning and sharing, and is necessary to ensure safe operations.
- ▶ We are committed to continuous improvement so as to sustain the high standards of our people and systems.

Statistics

Safety Area	Target	FY2018/19	FY2017/18	FY2016/17	FY2015/16	FY2014/15
Crisis Management Exercise	Every year	The annual Crisis Management Exercise took place on 5 March 2019	The annual Crisis Management Exercise took place on 20 March 2018	The annual Crisis Management Exercise took place on 27 February 2017	The annual Crisis Management Exercise took place in October 2015	The annual Crisis Management Exercise took place in November 2014
Departmental and Corporate Risk Register (Operations)	Every six months	Reviewed every six months	Reviewed every six months	Reviewed every six months	Reviewed every six months	Reviewed every six months
Fire Evacuation Drills	Twice per year	Conducted twice in 2018 for each office location in Singapore	Conducted twice in 2017 for each office location in Singapore	Conducted twice in 2016 for each office location in Singapore	Conducted twice in 2015 for each office location in Singapore	Conducted twice in 2014 for each office location in Singapore
Flight Incident Report Rates	Below 0.98 per 1,000 flights	A rate of 1.19 was achieved in FY2018/19	A rate of 0.96 was achieved in FY2017/18	A rate of 1.04 was achieved in FY2016/17	A rate of 0.93 was achieved in FY2015/16	A rate of 1.17 was achieved in FY2014/15
Hazard Identification and Risk Assessment for Workplace	Every three years	The last assessment was completed in October 2018	To carry out the next review in the third quarter of 2018	The target is to carry out the next review in 2018	-	-
IATA Operational Safety Audit (IOSA)	Every two years	The last audit was completed in March 2018	The last audit was completed in March 2018	The last audit was completed in November 2016	The 7 th IOSA was completed in January 2016	The 6 th IOSA was completed in January 2014
Line Operations Safety Audit (LOSA) by The LOSA Collaborative (TLC), Klinect Group L.L.C.	Every four years	The last audit was completed in March 2018	The last audit was completed in March 2018	The 4 th LOSA is expected to be completed by the first quarter of 2018	The 3 rd LOSA was completed in December 2013	The 3 rd LOSA was completed in December 2013
Lost Time Injury Frequency Rate (LTIFR)	-	I) SIA ground injury: 0.4 per million man hours II) Cabin crew in-flight injury: 16.3 per million man hours	I) SIA ground injury: 0.4 per million man hours II) Cabin crew in-flight injury: 13.8 per million man hours	I) SIA ground injury: 2.2 per million man hours II) Cabin crew in-flight injury: 16.3 per million man hours	I) SIA ground injury: 2.2 per million man hours II) Cabin crew in-flight injury: 21.3 per million man hours	I) SIA ground injury: 0.6 per million man hours II) Cabin crew in-flight injury: 16.8 per million man hours

SIA's Safety Performance (Cont'd)

Safety and Health Policy

Singapore Airlines places the greatest importance on the safety of our customers and employees. As such, we do our utmost to provide and maintain a safe and healthy work environment. We promote safety consciousness through teamwork, communication, education and training. We encourage employees to embrace safety as a personal and collective responsibility. We also have a Suppliers' Code of Conduct, which we expect all our suppliers to adhere to. For more information on our Suppliers' Code of Conduct, please refer to page 41.

We are committed to:

- ▶ Eliminate or mitigate risks to an acceptable level and implement control measures to prevent injuries or illnesses and/or loss or damage to property and equipment.
- ▶ Comply with applicable regulatory requirements and adopt best practices.
- ▶ Ensure that our equipment and facilities are well maintained.
- ▶ Instil and promote safety consciousness among our employees to prevent accidents and injuries.
- ▶ Organise programmes and regular activities to improve the health and physical well-being of our employees.
- ▶ Seek continuous improvement to our safety and health programmes.

SIA's Safety Programme

Apart from strengthening safety as a core value, SIA's Safety Programme serves to promote and cultivate safety diligence as an integral part of our corporate culture. It also aims to promote greater understanding and awareness of safety concepts as well as the Company's efforts towards safety management. This ensures that employees can better appreciate the roles they play, as well as the contributions they can make towards higher safety standards.

The programme covers the following areas: Introduction to Safety, Effective Safety Management, Safety Culture, as well as Our Approach and Commitment to Safety. Every employee is enrolled in the programme and undergoes a refresher assessment every three years.



SIA's Safety Performance (Cont'd)

Management Oversight

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



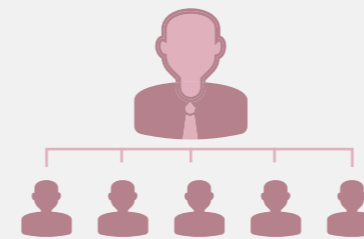
Air Safety Committee (ASC)

The Air Safety Committee oversees the Safety Management System in SIA and ensures that systems and processes are effective, leading to safe operations both on the ground and in the air. The committee also monitors and reviews safety performance and trends, identifies safety risk areas and ensures that mitigating measures are effectively implemented to manage risks. ASC provides strategic direction to all Divisions' Safety Action Groups.



Board Safety and Risk Committee (BSRC)

The functions of the BSRC include ensuring that systems and programmes in the SIA Group comply with regulatory requirements and are in accordance with the best practices of the aviation industry, reviewing regular reports on safety performance, reviewing accident investigation findings and recommendations, as well as advising Management and reporting to the Board on safety issues. The BSRC also oversees the risk governance framework and risk management system, including reviewing key risks and controls put in place by Management.



Divisional Safety Departments / Safety Action Groups (SAG)

Each operations-related Division has a Divisional Safety team that reports directly to the Division's Senior Vice President and is responsible for ensuring the effectiveness of the Division's Safety Management System. A Safety Action Group is formed comprising representatives from other relevant departments in the Division to implement safety systems and processes. These include overseeing operational safety performance within the functional areas and ensuring that safety risk management activities, such as hazard identification, risk assessment and mitigation, are carried out. The Safety Action Groups also oversee safety assurance and promotional activities in the Division, and enable cross-learning and sharing of best practices for continuous improvement to sustain high levels of safety standards.



Occupational Safety, Health and Environment (OSHE) Committee

The OSHE Committee tracks and reports on the safety and environmental performance of the SIA Group. After each quarterly meeting, any results, findings and updates are reported to SIA Management as well as the respective subsidiary heads. Representatives from the following departments and divisions make up the OSHE Committee: Airport Operations, Cabin Crew, Cargo, Engineering, Flight Operations, Inflight Services and Properties. Our subsidiaries SAGI, Scoot, SilkAir and SIA Engineering Company are also represented in the OSHE Committee.



Safety, Security and Environment (SSE) Division

The Safety, Security and Environment Division is the corporate safety office of SIA. It promulgates SIA's safety policies and governance to meet regulatory requirements. SSE Division oversees the safety promotional and assurance activities across all the operations-related Divisions, and manages company-level flight safety risks. It also works closely with all Safety Action Groups to ensure an effective Safety Management System and continuous improvements in safety and quality standards in SIA.

Ground Ramp Incident Prevention (GRIP) Programme

The SIA GRIP Programme is currently in its 15th year. Regular ramp audits are conducted at all our stations to ensure ramp operations are carried out safely. Any unsafe practices or conditions observed are flagged up to the respective stations and departments. In 2018, over 1,500 observations were made. These observations were followed up on and corrected accordingly.

Workplace Safety and Health

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

Flight Data Analysis Programme

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

Safety Risk Management

Singapore Airlines operates in a highly unpredictable external environment. SIA's robust Safety Risk Management policy guides the organisation in proactively identifying and managing safety risks and hazards. Measures are subsequently implemented to mitigate the risks to levels that are acceptable, aligned with corporate objectives.

Crew Resource Management

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

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

Employee Feedback

SIA endeavours to provide a safe work environment for all employees. We place emphasis on seeking employee feedback to improve safety standards in the workplace. Employees are encouraged to identify hazards and report flight and occupational safety incidents to create awareness and highlight risks.

Cabin Operation Safety

The safety of our customers and crew is a top priority in SIA. Determining the level of safety in our cabin operations is key to helping us understand the effectiveness of our safety procedures and to review our improvement plans. With the Cabin Safety Observations (CSO) programme where we can assess crews' performance in their safety duties and responsibilities, we are able to adopt a systematic approach in upholding our standards of safety performance and commitment.

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

SIA's Safety Performance (Cont'd)

Safety and Security Week (SSW) 2018

The SSW was held from 17 to 21 September 2018 to promote safety and security awareness among staff in the SIA Group. The week-long event's theme was "Safety Through Resilience", which highlighted the importance for staff to respond effectively in unexpected situations. In addition, staff were made aware of the need to build resilience at all levels of our operations.

Staff who exhibited exemplary judgement and great skills in averting or handling a safety and security incident were presented with awards and citations during the ceremony.

Various divisions and business units within the SIA Group also organised programmes such as forums, seminars and campaigns to promote safety and security in their respective work areas. For example, the Engineering Division organised an Engineering Division Safety Week in September 2018. The week-long activities included Tea Time Talks, where a department representative presented various aspects of safety and security, and a Safe Riding Programme that focused on user and pedestrian issues. The week rounded off with a forum where Engineering staff had the opportunity to hear from professionals across the industry such as Airbus Singapore, Changi Airport Group (CAG), the Civil Aviation Authority of Singapore (CAAS), and Transport Safety Investigation Bureau (TSIB) of Singapore.



Operational Safety



Ab Initio Pilot Training Conducted by Singapore Flying College

This programme enables cadet pilots to acquire the knowledge, skills and aptitude required to operate an aircraft safely, effectively and efficiently. Upon completion, cadet pilots will attain the qualification of the Multi-Crew Pilot Licence (MPL), which is the pre-requisite for further training and operations in an airline environment. This allows them to obtain their eventual qualification of the Airline Transport Pilot Licence (ATPL).



Command Development and Upgrade Programme for First Officers

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



Competency-based Training and Assessment (CBTA) Framework

SIA has embarked on a CBTA approach across its various training platforms. This includes the Multi-Crew Pilot Licence (MPL) Programme for Cadet Pilots, Second Officer Training, as well as the Command Development and Upgrade Programme for First Officers.



Conversion Training to Qualify Pilots for an Aircraft Rating

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



Initial Crew Resource Management (CRM)

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



Initial Safety and Emergency Procedures (SEP)

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



Second Officer Training to Qualify as First Officer

Upon completion of the ab initio programme, cadet pilots undergo enhancements to their basic knowledge and skills in a CBTA environment. This training is conducted in the full-flight simulator. Prior to being appointed as First Officers on the Airbus A330, A350, Boeing 737, 777 or 787, cadet pilots also undergo a structured Second Officer training programme to expose them to real life airline operations.

Recurrent Training

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

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

SIA will be introducing Evidence-based Training (EBT) into our recurrent training programme for all pilots from 2020, to enhance the relevance of training delivered.

Safety and Emergency Procedures Training

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

Crew Resource Management Refresher Training

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

Recency Training

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

Developmental Training

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

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

SIA's Safety Performance (Cont'd)

Other Training

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

Collaboration with third parties is currently underway to study and leverage new technologies to further enhance the delivery of training. This will be progressively implemented in the following financial years.

Regular Checks

As part of the continual revalidation process, every pilot undergoes a minimum of three checks a year. These checks ensure that the pilot's knowledge, manual flying skills and flight deck management skills are continuously practised, refreshed and tested.

Base Checks are conducted bi-annually in the full-flight simulator. Pilots must demonstrate competency in manual flying under various conditions and be able to manage abnormal and emergency scenarios.

Line Checks are also conducted annually to ensure that the pilot's knowledge and skills in operating a regular flight are in accordance with company policies and standard operating procedures. These checks continue throughout our pilots' careers.

Performance Management System

The Integrated Crew Record and Appraisal System (ICRAS) is used to record all training, checks and assessments, in an electronic format. These assessment scores, in conjunction with other recorded performance markers, are used every half year to appraise candidates for promotional exercises.

SIA is also embarking on an enhanced training management system – Aircrew Competency Ecosystem. This system allows data to be gathered from all Competency-based Training and Assessment platforms so that they can be monitored, tracked and analysed to further enhance safety standards within the Company.

Fatigue Risk Management (FRM)

As with any hazard, SIA actively monitors fatigue issues of both our pilots and cabin crew. Crew rest facilities on our aircraft are regularly evaluated to ensure proper rest is available for crew on duty. The in-flight rest periods exceed mandatory requirements stipulated by the Civil Aviation Authority of Singapore (CAAS). SIA continuously monitors, evaluates and mitigates crew fatigue. We submit our reports to CAAS on a regular basis.

All feedback from crew is considered in a tripartite manner, involving SIA's Safety, Security and Environment Division, Flight Operations Division and the Air Line Pilots Association Singapore (ALPA-S). SIA is also an active member of the IATA Fatigue Management Task Force, which keeps abreast of the latest regulatory and industry developments in the area.

Aircraft Maintenance

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

While this focus on achieving high standards in aircraft maintenance remains a key objective, the drive towards a safe working environment for our staff and contractors is also a top priority. The standardising of behaviours and the incorporation of Safety Management System practices into airworthiness requirements by both CAAS and ICAO builds upon Engineering Division's mission statement of ensuring our aircraft and cabin perform to the highest standards of safety, quality and reliability. For this reason, our Engineering Division has sought, attained and maintained accreditation by TUV SUD PSB Pte Ltd, a global testing, certification, inspection and training provider in the following aspects:

ISO 9001:2015

Quality Management System

for the provision of technical support for SIA's aircraft acquisition and disposal, aircraft maintenance activities and engineering and spares management.

ISO 14001:2015

Environmental Management System

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

BS OHSAS 18001:2007

Occupational Health and Safety Management System

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



SIA's Safety Performance (Cont'd)

Passenger Safety

Safety is the primary concern of Singapore Airlines and all necessary measures are taken to ensure safe travel for our passengers and crew. A safety video is broadcast on all screens in the cabin prior to a flight departure. The purpose of the in-flight safety video is to increase our customers' awareness on the appropriate safety measures to take during their flight in the unlikely event of an emergency.

SIA takes measures both on the ground and on board to minimise the spread of diseases. These measures include proactive screening of passengers by airport ground personnel to ensure the safety of passengers on board the flight. If any passenger appears to be unwell, he or she will be asked to see a doctor immediately. We will not carry any passenger whom we believe is a risk to others on board.

We have also developed a set of standard operating procedures to handle various medical emergencies, including infectious diseases. These measures will be coupled with the health regulations implemented by local authorities. For instance, our cabin crew are equipped with basic first aid training and knowledge to provide assistance to passengers who may be unwell on board our flights. Any unwell passenger will be attended to by the relevant medical authorities upon aircraft landing.

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

Food Safety

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

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

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

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

In FY2018/19, SIA did not record any incidents of non-compliance to food safety and hygiene that resulted in any fines, penalties or warnings.





Focus on People

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Stakeholder Engagement: Customers

Customer Service and Engagement

For Singapore Airlines, customer service is intrinsically linked to our brand promise. Whether pre-flight, on board or post-flight, we continue to place emphasis on the quality of service that our customers receive across all Singapore Airlines touchpoints. We also actively listen to our customers through verbal and written feedback, focus groups and surveys.

Increasingly, social media has become an important channel through which we engage with our customers, communicate important travel information and obtain feedback from them daily. Since September 2014, a dedicated Social Media Engagement Unit has been in place 24 hours a day, seven days a week to provide quick responses to feedback from customers and real-time service recovery on our social media channels.

SIA has Facebook pages in seven different languages, including English, French, German, Indonesian, Italian, Spanish and Turkish, to better reach out to customers in different regions. These platforms serve as additional contact points for greater online customer engagement. The Weibo accounts for both Singapore Airlines and SilkAir were merged in 2017 to enable seamless communication with our customers in China.

Singapore Airlines' Customer Affairs (CA) department attends to customer feedback and enquiries, with a target response time of 10 working days. Where necessary, investigations are carried out prior to any given response.

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

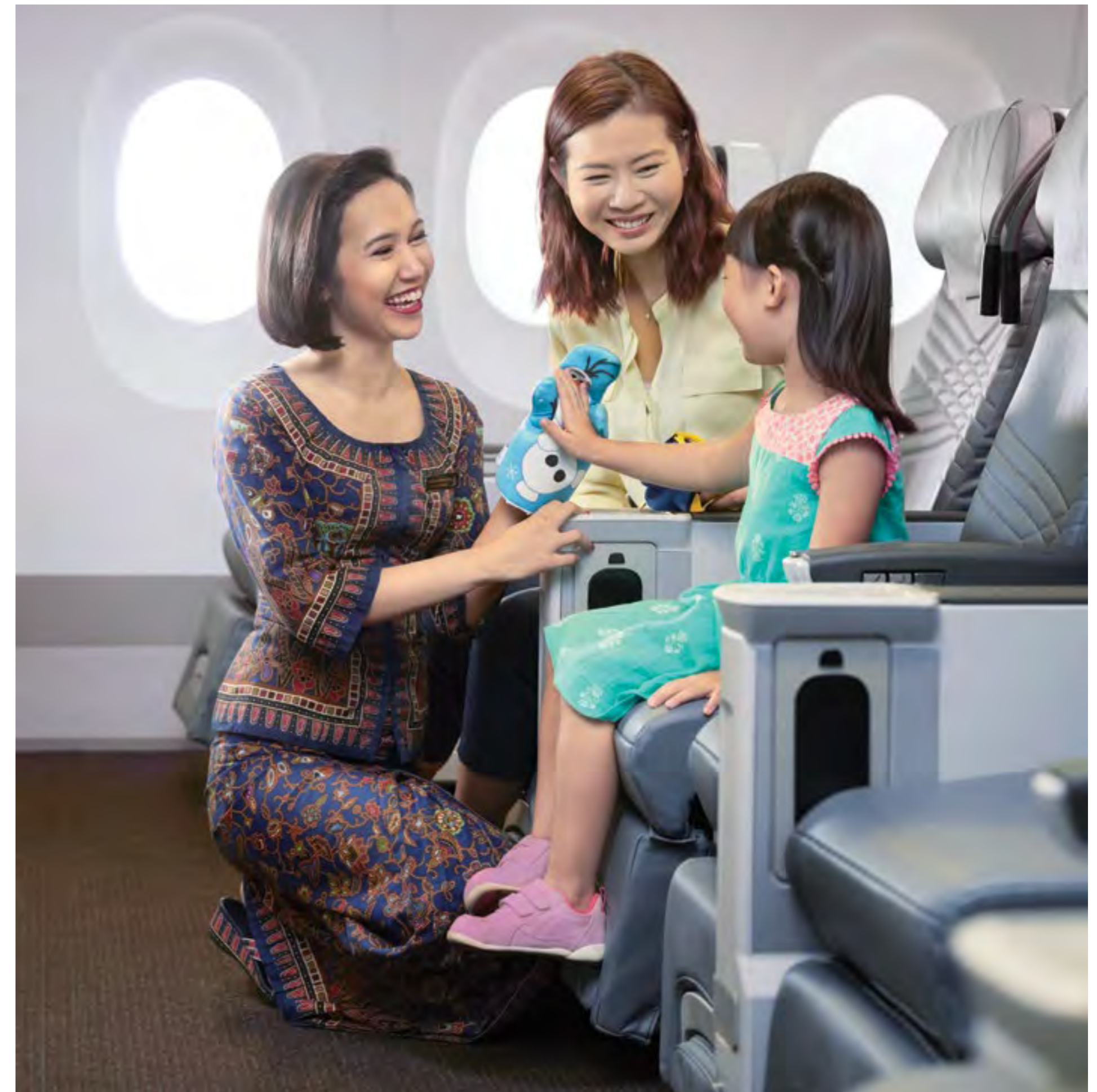
CA department also employs data analytics to enhance feedback handling and interaction with customers, including better case prioritisation to more effectively address customers' concerns. A case management system is used to track case assignments and closures. Feedback management reports are prepared regularly to monitor the achieved response rates. To track customer satisfaction, CA department monitors the number of replies received from customers, as this reflects whether customers' concerns have been adequately addressed.

CA department aims to further use analytics to identify pertinent issues more accurately and efficiently, so that the relevant departments can better anticipate customer needs for servicing. In the next three years, CA department also aims to leverage technology to issue electronic service recovery vouchers. This will not only enable customers to use the vouchers in a more flexible manner, but also allow them to monitor the vouchers' validity easily. Currently, paper-based service recovery vouchers are issued and tracked manually.

To continually improve customer servicing, CA department prepares a monthly Service Quality Performance report on compliments and complaints received, to enable business units to track and refine their service performance. The Service Quality Committee and the In-Cabin Experience Steering Committee, chaired by Senior Vice President Customer Services and Operations, and Senior Vice President Customer Experience respectively, meet bi-monthly to review customer trends and anticipate customer needs. The committees closely monitor the end-to-end customer experience and formulate strategies to achieve service improvement to elevate SIA's overall service standards.

Since September 2014, a dedicated Social Media Engagement Unit has been in place **24 hours a day, seven days a week** to provide quick responses to feedback from customers and real-time service recovery on our social media channels.

Click on the links below to get connected:



Stakeholder Engagement: Customers (Cont'd)

Enhancing Customer Experience

To transform the SIA customer experience through the delivery of personalised service and engagement at every touchpoint, the Customer Experience (CE) department adopted a human-centred design methodology and created a set of experience design tools in 2018. This underlined a shift in mindset, from an inside-out (business-driven) to an outside-in (customer-led) approach. This change in mindset allowed SIA to work on improving areas that are most impactful to customers, driving continued satisfaction, loyalty and advocacy.

The CE department also used a three-stage design thinking process of Discover, Design and Deliver to better understand customers and their needs, so that improvements in services could be designed in a way that allowed the respective business units to deliver them seamlessly. This included working with the various business units using both qualitative and quantitative research to identify customer needs, value drivers, personas, behaviours, pain points, as well as business gaps and opportunities across all SIA touchpoints. The CE department aims to leverage customer data and insights to consistently deliver the "Right product and Right service to the Right person at the Right time with the Right price using the Right channel".

For example, the CE department took on a 'customer first' mindset when designing the in-flight experience of the world's longest non-stop flight between Singapore and New York launched in October 2018. Surveys were conducted to understand customers' in-flight experience and find out what they value on board a long-haul flight. In-depth qualitative interviews were also conducted with customers to better understand their motivations and desires when travelling long haul. These culminated in the 'Wellness Programme', which focuses on wellness cuisines, rest and relaxation, general well-being of our customers, as well as a customised dining service tweaked to suit their needs on long-haul flights. Each initiative that was implemented is monitored and tracked for continuous improvement.

Singapore Airlines' subsidiary, Scoot, strives to further leverage technology and automation to enhance existing disruption management communications with affected customers to reduce inconvenience. Customers are encouraged to take up self-help options that are available online, such as changing of their flight schedules. Additional self-help options such as change notifications as well as ad-hoc disruption notifications will also be made available online in future.

In July 2018, Scoot launched its Net Promoter Score (NPS) post-flight customer survey to measure customer satisfaction and advocacy. Customers provided feedback on how well Scoot understood and met their needs, and surfaced pertinent issues and concerns which the respective business units looked into. As of February 2019, there was a 70 per cent improvement in the NPS since the survey was launched.

With the introduction of the Automated Bag Drop (ABD) machines in July 2018, more than 50 per cent of Scoot's customers departing from Singapore Changi Airport have opted for self-service check-in. Check-in operations are monitored daily and the average clearance time for customers departing Singapore Changi Airport has improved by 18 per cent as of February 2019.

Scoot also introduced Asia Pacific's first airline transactional chatbot in July 2018 known as M.A.R.V.I.E. (Most Awesome Resourceful Virtual Intern Ever). The chatbot has the ability to handle customers' queries, help search for flights, display fares and availability, make and manage bookings, and allow payment by credit card – essentially completing a full ticket sale. From handling just 50 queries a day with a resolution rate of 37.5 per cent, M.A.R.V.I.E. is now able to handle an average of 2,500 unique users and 10,000 interactions per week, with a resolution rate of 79.3 per cent.



Singapore Airlines' subsidiary airlines, SilkAir and Scoot, also remain committed to providing excellent service for their customers.



Scoot established a dedicated Customer Service department in July 2018 to focus on managing call centre operations and overseeing customer-related policies and procedures. In addition, an in-house social media customer servicing team monitors Scoot's Facebook, Instagram and Twitter accounts to better facilitate communication of time-sensitive travel information, and provide quick response and instantaneous service recovery for customers. A case management system is in place to track individual case assignments and closures from all customer servicing channels managed by Scoot's Customer Service department. Management reports are also prepared regularly to monitor the respective service levels.

SilkAir continuously improves its service standards by monitoring feedback and customer sentiment through customer satisfaction surveys. To keep up with the changing customer landscape, SilkAir also engages with its customers via various social media channels. In addition, SilkAir is collaborating with Singapore Airlines to launch an online survey to collect customer feedback after flights in FY2019/20. With this online survey, customer feedback can be obtained in real time, enabling better accuracy in assessing customers' preferences and better identifying areas for improvement.





Stakeholder Engagement: Customers (Cont'd)

SOAR as ONE

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

With SOAR as ONE, frontliners are better able to appreciate and understand their roles in the SIA service chain and their impact on the overall customer experience. This allows SIA to reinforce a service culture that engenders consistently high service delivery standards across all customer touchpoints.

Other than service beliefs and standards, structured service training programmes, service audits and performance metrics, SIA is committed to the importance of service recognition schemes to help drive a strong service culture. The annual CEO Service Excellence Awards pay tribute to exemplary individuals and teams for outstanding service, encouraging frontliners to uphold SIA's reputation of service excellence.

SIA's Corporate Learning Centre (CLC) conducts SOAR as ONE training for frontline staff based in Singapore, including service partners from SATS and call centres. Cabin crew also get to participate in the course. Separately, CLC conducts Train-the-Trainers sessions for overseas stations. In FY2018/19, 83 per cent of Singapore-based staff and 83 per cent of overseas-based staff completed the training.

The SilkAir Customer Affairs team also conducted SOAR as ONE training for its operational units and overseas stations across the SilkAir network. Through this course, staff are equipped with a better understanding of customer expectations at each touchpoint. In FY2018/19, 100 per cent of all Singapore-based SilkAir staff and 97.4 per cent of all overseas staff completed the SOAR as ONE training. Upon completion of the course, frontliners are empowered to deliver excellent customer service and become service ambassadors of SilkAir.

Customer Satisfaction

In our journey to uphold service excellence, our Customer Contact Services (CCS) department regularly collates and monitors customer feedback across various customer servicing channels such as calls, emails and web chats. Feedback is reviewed regularly with the relevant business units to identify opportunities to improve the customer experience.

Customer Privacy

Customer privacy is important to SIA. Any customer personal data that is collected or accessed when servicing customers' reservation and ticketing matters is handled strictly according to the guidelines laid out by the Personal Data Protection Act (PDPA) of Singapore, General Data Protection Regulation (GDPR) and SIA's Privacy Policy. Regular service audits are conducted to ensure that our customer service representatives comply with our customer data protection policies.

To balance customer experience and customer data protection, our verification processes are regularly reviewed and enhanced based on customer feedback and consultation with the Legal department to ensure strict compliance with customer data protection regulations.

The Customer Affairs department also abides strictly by SIA's Privacy Policy. Customer data, such as personal particulars and travel history, which is accessed while handling feedback, is treated as strictly confidential. Complaints, queries, withdrawal of consent, requests for access, corrections and updates in relation to personal data are handled according to established internal organisational processes. These processes were developed in consultation with the Legal department to ensure strict compliance with the PDPA. This compliance thus cultivates confidence among customers who entrust the Airline with their personal data, facilitating the provision of a safe, smooth, efficient and customised experience.

Stakeholder Engagement: Employees



Employees

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

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

In 2018, Singapore Airlines was ranked one of the Most Attractive Employers in Singapore in the Universum Awards. Singapore Airlines was ranked 2nd among business and commerce students, and 3rd among engineering and natural sciences students. The ranking was based on survey responses from nearly 9,000 undergraduates from four local universities: Nanyang Technological University, National University of Singapore, Singapore Institute of Management and Singapore Management University. Singapore Airlines also scored similar high rankings in the 2017 Universum Awards.

Our Diverse Workforce

We are proud to have a diverse workforce comprising 16,316* employees (as of 31 March 2019) based in 37 countries, a 10.8 per cent increase from FY2017/18. In terms of overall workforce, 32.5 per cent of employees are ground employees, 53.6 per cent are cabin crew and 13.9 per cent are pilots. Ninety-nine point seven per cent of our employees work full-time, while 0.3 per cent are part-time employees. Ninety-eight per cent of our Senior Management^ based at our Head Office in Singapore are Singapore citizens or permanent residents. In terms of overall workforce, 71.5 per cent of our employees are Singapore citizens or permanent residents. We also have a good balance of male and female employees, with males accounting for 48.1 per cent and females accounting for 51.9 per cent of our total workforce in Singapore.

The breakdown of employees by category is as follows. Singapore Airlines' Human Resources Division assisted to compile the employee figures available in this report using the SAP software.

Employees in the SIA Group

By Subsidiary

Singapore Airlines	16,316*
SilkAir	1,484
Scoot	2,334
SIA Engineering Company	4,478
SIAEC's Subsidiaries	2,195
Tradewinds Tours & Travel	44
Cargo Community Network	76
Singapore Flying College	66
SAGI	3
KrisShop	82

Current Employees in SIA

Total **16,316***

By Gender



Male

7,851 (48%)



Female

8,465 (52%)

By Employment Type and Gender

Full-Time

16,264

Male

7,850

Female

8,414

Part-Time

52

Male

1

Female

51

*Excludes Singapore Airlines staff seconded to other companies but includes staff seconded to Singapore Airlines.

^Senior Management refers to those who are holding managerial positions and above, and management pilots.

Stakeholder Engagement: Employees (Cont'd)

Current Employees in SIA (Cont'd)

By Category

By Age

By Region

By Employment Type

	<30yo	30-50yo	>50yo		Permanent	Contract	
Cabin Crew 8,744 (54%)	49%	44%	7%	Singapore (Head Office)	13,874	6,248	7,626
Ground Staff 5,311 (32%)	21%	50%	29%	Americas	159	156	3
Pilots 2,261 (14%)	9%	69%	22%	Europe	514	495	19
				North Asia	590	579	11
				Southeast Asia	447	445	2
				Southwest Pacific	391	390	1
				West Asia and Africa	341	330	11
				Total	16,316	8,643	7,673

Employees who were entitled to parental leave		Employees who took parental leave		Employees who returned to work after parental leave ended		Retention rate* of employees who took parental leave	
Male	Female	Male	Female	Male	Female	Male	Female
2,168	1,235	1,366	991	1,170	991	83%	98%

Employees who returned to work after parental leave ended, and who were still employed 12 months after returning to work		Return to work rate of employees who took parental leave	
Male	Female	Male	Female
1,133	970	86%	100%

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

Stakeholder Engagement: Employees (Cont'd)

New SIA Employee Hires

By Region

By Gender

Male Female

Singapore (Head Office)

716

1,184

Americas

21

24

Europe

20

25

North Asia

18

34

Southeast Asia

15

30

Southwest Pacific

20

21

West Asia and Africa

15

9

Total

2,152

825
(38%)*

1,327
(62%)^

By Age

<30yo
1,830 (85%)!

30-50yo
310 (14%)!

>50yo
12 (1%)!

*Refers to the rate (%) of total number of male new hires/total number of new hires.

^Refers to the rate (%) of total number of female new hires/total number of new hires.

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

SIA Employee Turnover

By Region

By Gender

Male Female

Singapore (Head Office)

448

848

Americas

19

18

Europe

27

35

North Asia

24

39

Southeast Asia

17

29

Southwest Pacific

23

31

West Asia and Africa

14

10

Total

1,582

572
(36%)#

1,010
(64%)@

By Age

<30yo
696 (44%)&

30-50yo
626 (40%)&

>50yo
260 (16%)&

#Refers to the rate (%) of total number of male employee turnover/total number of employee turnover.

@Refers to the rate (%) of total number of female employee turnover/total number of employee turnover.

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

SIA Board

By Gender



Male
90%



Female
10%

By Age

<30yo
0%

30-50yo
0%

>50yo
100%

Stakeholder Engagement: Employees (Cont'd)



AESU: Representative body for airline executives

- ▶ Around 47 per cent of SIA executives are members.

ALPA-S: Representative body for airline pilots in Singapore

- ▶ Around 95 per cent of SIA pilots are members.

SIASU: Representative body for cabin crew and administrative support staff

- ▶ Around 68 per cent of SIA cabin crew and associates are members.



Industrial Relations

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

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

In FY2018/19, Singapore Airlines successfully concluded the profit-sharing bonus agreement with its three unions, annual service increment agreements with ALPA-S and SIASU, as well as the 2019 Collective Agreement with SIASU.

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

Stakeholder Engagement: Employees (Cont'd)

Employee Benefits

Our employees' well-being and work-life integration are important to us. Full-time Singapore-based employees enjoy benefits such as:

- ▶ Complimentary return air tickets once a year to any destination that SIA serves and discounted airfares for self and eligible dependants
- ▶ Adoption, Annual, Childcare, Compassionate, Maternity, Matrimonial, National Service, Paternity and Shared Parental leave
- ▶ Dental, in-patient, out-patient general practitioner and specialist care
- ▶ Different tiers of Company subsidies for Group Personal Accident Insurance, Group Term Life Insurance Scheme and Medical Insurance for dependants of employees
- ▶ Holiday accommodation subsidies
- ▶ Staggered working hours, work-from-home scheme and casual-wear every day are also available for ground employees based in Singapore

Employee Health and Wellness

The health and well-being of our employees are important to Singapore Airlines, and crucial to the success of the Company. To promote general wellness and a healthy lifestyle, Singapore Airlines conducted several activities under the SIA Wellness & Health Programme for employees in FY2018/19:



Talks/Workshops

- ▶ Healthy eating talks, e.g. Signs of Probiotics
- ▶ Fitness activities, e.g. Office Chair Work-Out
- ▶ Healthy Cooking Classes, e.g. Chia Seed Salad



Sports Activities

- ▶ SIA Group Athletics Meet
- ▶ SIA Group Charity Run
- ▶ SIA Group Road Run



Other Health Initiatives

- ▶ Complimentary annual basic health screening
- ▶ Counselling helpline service



Employee Code of Conduct

All Singapore Airlines employees are expected to adhere to the staff regulations published on our corporate Intranet. These staff regulations cover aspects such as anti-corruption, competition law, conduct, discipline, harassment, non-discrimination and personal data protection policies. Any staff found not to have complied with the regulations will be subject to disciplinary proceedings.

We have an established Disciplinary Inquiry Process to handle cases of misconduct in the event an employee violates the staff regulations. Such proceedings are recorded and a summary report of each inquiry is submitted to Senior Management.

The Company's staff regulations are also reviewed regularly by the Human Resources and Legal departments to ensure relevance. Changes are communicated to all staff in a timely manner for compliance.

Grievance mechanisms are also detailed in our Collective Agreements. The number of grievances to third parties, if any, are captured annually and reported in Singapore Airlines' Sustainability Report.

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

Performance and Productivity

SIA Leadership Competency Framework

Singapore Airlines' Leadership Competency Framework outlines key behavioural and leadership competencies required of an SIA leader. To ensure the competencies continue to be aligned with the organisation's core values and objectives, the Leadership Competency Framework was further revamped and streamlined for relevance in FY2018/19. This enhancement allows for greater differentiation in the behavioural and leadership attributes of SIA staff across different levels, and also allows staff to have greater focus and understanding of each leadership competency. The revamped Leadership Competency Framework has been communicated to staff and is implemented in our performance assessments from FY2018/19.

Performance Development and Talent Management via an Integrated Talent Management Suite (myTMS)

Since its introduction in April 2017 to all SIA employees, our performance management system allows employees to have a greater overview of their own performance, and understand the impact of their achieved targets on the Company's overarching objectives. With this in mind, employees can take ownership of their own career development in the Company and initiate self-development.

The performance management system also serves as a platform to enable employees to provide feedback to anyone at any time. The feedback function has been integrated into 1SQ, our employee mobile app, since August 2018. This gives employees another avenue to share feedback with their peers.

With a fully integrated performance management system, we can make use of the system's analytical tools to strategically manage and develop a strong talent pool globally.



Stakeholder Engagement: Employees (Cont'd)

Employee Engagement

Singapore Airlines engages its employees through communications via the following channels: internal platforms, events, wellness and health activities, community service as well as social functions. Regular surveys are also conducted to measure employee engagement levels.

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

1SQ, Singapore Airlines' first-ever employee app, was launched in February 2018. The app allows staff on-the-go access to the latest Company news and corporate deals, as well as the ability to perform self-service functions such as submit leave or travel requests conveniently, any time, anywhere.

The launch of the 1SQ app was an important step in our journey towards creating a consumer-grade and employee experience-based app within the organisation. It also enables our workforce digitally. New features will be added in design sprints, adopting an agile methodology. As of 31 March 2019, over 85 per cent of employees in Singapore use the 1SQ app.



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

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

Heeding a call by the Ministry of Defence, SIA encouraged servicemen and women to wear their uniforms to work on 2 July 2018 in celebration of Singapore Armed Forces Day. Staff were also encouraged to tag photos of themselves in military uniforms, or with National Service (NS) Men colleagues, on social media with the hashtags #SAFDay and #WeSupportYouinNS. In FY2018/19, a total of 96,118 hours of reservist time off was granted to male employees.

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

Regular fleet meetings and dialogues with Senior Vice President Flight Operations are held to brief pilots on fleet and Company matters. Operations, training and safety issues are also shared with pilots at briefings and annual symposiums. A variety of online platforms such as e-newsletters, message boards, circulars and an internal social media channel are also used for communications on fleet and Company matters. To foster better camaraderie, teamwork and understanding amongst pilots and ground staff, Flight Operations Division also plans divisional social events and charity activities throughout the year.

Cabin crew are engaged via social media, web-based applications, as well as face-to-face dialogues. Held monthly, each session will see up to 70 crew participants who discuss and receive updates on matters pertaining to the Company or their duties. To reach out to more crew members, informal gatherings with Ward Management Leaders are held regularly at the Cabin Crew vControl Centre.

More information on SIA's employee engagement initiatives can be found on pages 13 to 15 of this report.

Community Service

Our employees continue to give back to the community passionately through group visits to homes, outings with beneficiaries and fundraising initiatives throughout the financial year. Staff also showed the spirit of giving during festive periods such as the Lunar New Year, where they participated in the annual Community Chest Fu Dai event in 2019. Staff volunteers helped to pack and deliver bags of festive goodies to spread joy to the less fortunate during the festive season.

Learning and Development

Under the ambit of SIA's Transformation journey, Singapore Airlines strives to inspire passion in our people by providing opportunities for personal growth. To this end, we regard the development of our employees as a key differentiator in order to remain competitive.

Significant resources are invested to develop our employees globally. In FY2018/19, we invested a total of \$37.1 million in learning and development, which includes a \$1.5 million grant from SkillsFuture Singapore. Each employee underwent an average of 4.2 days of training during the financial year in review.

Ground Staff Training

Singapore Airlines introduced a refreshed role-based approach for sales training that incorporates the use of tools and soft selling skills to support the global roll-out of the 'Sales Force Effectiveness' programme. The training equips sales managers with a Sales Cadence framework to coach and develop their sales personnel. This allows our global sales teams to have a more structured end-to-end approach towards developing their accounts.

A new customer service training programme, SOAR as ONE, enables employees to understand their customers better. By identifying customers' perceptions at various touchpoints across the SIA journey, both frontline staff and back-office teams gain greater awareness of customers' end-to-end journeys, and understand how decisions made at each touchpoint could impact the customer experience. Staff are also guided through an ideation process to create and enable memorable experiences for customers.

In January 2019, a 'Learning & Innovation for Everyone' (LIFE) event was organised in conjunction with the launch of KrisLab, Singapore Airlines' digital innovation lab. Over 1,300 employees across the SIA Group attended the three-day learning event, which focused on imparting future-economy skills to staff such as innovation with design thinking, agile methodologies and data analytics. In addition, staff were exposed to new technologies such as artificial intelligence, virtual reality, augmented reality and facial recognition.

The LIFE event sought to engage and inspire employees through the showcase of digital initiatives across the SIA Group. These included mobile apps developed in-house, applications of machine learning and machine vision, blockchain as well as proof-of-concepts utilising virtual reality. Guest speakers from renowned innovative companies were invited to share their business transformation journeys. The event received positive reviews, with an average rating of 4.75 out of 5 points. Moving forward, the SIA Group aims to further reinforce the culture of learning and innovation amongst employees globally.

Download the 1SQ App

for the latest news and deals. Submit your e-PCV claims, leave and staff travel on-the-go.

1SQ App is currently available for SIA Head Office staff only. It'll be made available to subsidiaries and overseas stations in subsequent phases.

Three simple steps:

- 1 Register your mobile device on MDM
- 2 Click on Airwatch browser, go to Bookmark, open App Catalogue
- 3 Download 1SQ-BETA

Stakeholder Engagement: Employees (Cont'd)

Cabin Crew and Pilots

Crew Welfare

Singapore Airlines ensures that our flying crew have sufficient rest time during layovers and after flights. In addition to rest days, cabin crew and pilots are given in-flight rest on longer flights. The in-flight rest periods exceed mandatory requirements stipulated by the Civil Aviation Authority of Singapore. Singapore Airlines also regularly shares information on fatigue risk management to encourage our flying crew to have adequate rest before they report for their flight duties. Regular communication with our flying crew allows the Company to share tips and recommendations on fatigue management. To facilitate this, Singapore Airlines is currently exploring the development of a fatigue management app for flying crew.

Extracurricular Activities (ECA)

The Cabin Crew Division encourages staff to pursue their interests through a variety of ECA clubs. Like-minded individuals bond over activities such as sports, art and culture appreciation, and community service. Apart from striving towards the physical wellness of staff, some ECA clubs also serve the purpose of refining knowledge that is applicable to in-flight service. ECA clubs go through a biennial sustainability review to ensure that they remain inclusive and beneficial to employees of the Cabin Crew Division. ECAs are given the platform to reach out to all crew through various communication channels, club events and initiatives such as recruitment drives and inter-ward challenges. This allows SIA to work cohesively towards our goal of higher staff participation and engagement.



Returning Crew Scheme

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

Each year, SIA holds bi-annual talks conducted by healthcare professionals for crew who left due to their pregnancy, to raise awareness of the scheme. In addition, SIA seeks to encourage and assist them to return to flying duties with these talks. There was a 13 per cent increase in the number of successful applications for the scheme in FY2018/19. We target to achieve a 100 per cent increase in the number of applications by FY2023/24.

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



Career Transition Programme

For crew who wish to continue working beyond retirement, a Career Transition Guide and list of career opportunities are shared with them six months before retirement. Potential employers will be informed to get in touch with retiring crew. Financial management courses are also available to assist crew in making sound financial decisions in preparation for retirement.

Digitisation of Crew Reports and Resources

Our cabin crew are provided with tablets to help digitise onboard work processes and to assist them in delivering better service to our customers. Singapore Airlines' digital drive has led to greater efficiencies as well as an improvement in environmental sustainability. Digital reports have resulted in a significant reduction in paper consumption. Crew also have access to digital manuals and forms, while the Crew App contains features that allow them to access flight information and rosters on-the-go. This has significantly reduced the need to print in-flight resources and rosters. To further enhance efficiency, a dashboard is being developed to reduce manpower requirements in data analysis by providing a platform that allows real-time data flow.

Project World At Your Fingertips (W@YF) was implemented in December 2017 to harness the use of technology and mobility to increase the timeliness of operational information transmission to pilots. All pilots were issued iPads in a bid to go paperless. Pilots are now able to access applications such as enhanced weather awareness (eWAS), a centralised and tailored document repository (Aerodocs), as well as airport navigation and terminal charts (Jeppesen FD Professional) via iPads.

Harnessing Technology for Training

SIA's Cabin Crew Learning & Development department has implemented a series of initiatives to facilitate a better learning experience using technology. Besides the digitisation of course materials and handouts, newly-trained crew will have their performance assessed and recorded digitally through an app during on-the-job training. This improves the user experience for the assessor, as well as the timeliness of tracking the progress of crew.

An automated attendance tracking system was implemented in FY2018/19 as part of SIA's efforts to simplify training processes through digital automation. This initiative enables crew to mark their attendance for classes simply by tapping their staff identification cards on readers available in the classroom.

Cabin Crew Learning and Development

Before they can perform their flight duties on board, new cabin crew members must complete classroom and on-the-job training. This 14-week basic training programme covers topics such as food knowledge, meal service procedures, personal grooming, social etiquette and wine appreciation.

To ensure that learning remains relevant and engaging for our new generation of crew, the programme was recently revamped. It now adopts a simulated flight phase training approach to enable new crew to retain knowledge and apply it effectively on board. The revamped curriculum also provides new crew with more hands-on opportunities to continuously reinforce their learning. At the same time, it heightens their level of spontaneity and situational awareness.

Cabin crew are also taught passenger handling skills, which include techniques to deliver service excellence to young children, the elderly and mobility-challenged individuals. They are also equipped with communication skills to better understand and meet the needs of a wide range of customers. In line with Singapore Airlines' focus on safety and security, our crew also undergo training in security, safety and first aid procedures. This includes learning cardiopulmonary resuscitation (CPR) during their basic training programme.

Beyond functional skills required for cabin crew to carry out their duties on board, opportunities for self-development are provided through our Self-Directed Learning programme. A wide range of courses such as culinary arts, languages, people management, as well as training and leadership are offered. This empowers our crew to take control of their developmental needs and complements their core skillsets with selected certified professional competencies.

Pilot Training

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

Other than mandatory training programmes, development programmes are conducted for all ranks of staff to enhance their operational competencies and flying skills.

In addition, a mentoring framework is put in place to facilitate our pilots' competency and professionalism, and instil the Company's core values in them. More details on our flight operations training can be found on page 23 of this report.

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

Stakeholder Engagement: Employees (Cont'd)



Other Forms of Training

Air Sommelier Scheme

To provide professional wine services to our customers, suitable crew are identified and trained under the Air Sommelier Scheme to be sommeliers on board our flights.

To be eligible for the Air Sommelier Scheme, cabin crew must attain the globally-recognised Wine and Spirit Education Trust's (WSET) Level 3 Award in Wines Certification. In addition, crew are required to attend a six-month in-house programme with training workshops, periodic assessments and assignments before they earn an Air Sommelier badge on their uniform.

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

Foreign Language Scheme

Singapore Airlines offers two foreign language schemes to our cabin crew, namely French Language and German Language schemes.

Cabin crew selected for these schemes will undergo an intensive eight-week course at established language institutes to immerse themselves into the language and culture. Course graduates thus possess the level of proficiency required to attend to the needs of our French or German-speaking customers.

Crew members under this scheme will don a name tag bearing the French or German flag, and operate on specific flight sectors where their language skills are required. They also undergo annual refresher training and have their language proficiency assessed at least once a year.

Partnership with SkillsFuture Singapore (SSG)

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

Building on the accreditation of the CCRP, Singapore Airlines' Cabin Crew Leaders Programme (CCLP) was accredited with the Advanced Certificate in Service Excellence under the nationally-recognised WSQ Service Excellence Competency Framework in 2017. This accreditation ensures that SIA's training programme is benchmarked against national standards, and reaffirms SIA's commitment and ability to continue attracting the best talent and support to grow the Company.



Employee Engagement in SilkAir

At SilkAir, new hires undergo an induction programme, which introduces them to the aviation industry and the organisation culture. New executives participate in a mentorship scheme to learn from other senior executives and managers. Other than offering training for ground staff through SIA's Corporate Learning Centre, SilkAir also has Continuing Education opportunities, which provide sponsorships to employees to further their studies or upgrade their skillsets.

More information on SilkAir's employee engagement initiatives can be found on page 14 of this report.

Stakeholder Engagement: Employees (Cont'd)



Employee Engagement in Scoot

Townhall sessions with all Scoot employees are held every quarter and hosted by Scoot's CEO to update employees on company news and upcoming projects, as well as address any questions that employees may have. The townhall sessions are available via live streaming to employees overseas, and a video of it is also available for viewing after the event.

As part of Scoot's culture of openness, staff are encouraged to pose questions to their CEO via a pre-townhall poll. Employees can submit questions in advance online, and a 'live' anonymous Question & Answer segment will be conducted during the townhall session.

Scoot also organises various staff engagement initiatives throughout the year to encourage staff engagement and inclusivity. These include free onsite health screening, movie nights and office parties to celebrate company milestones and festivals, as well as sports activities, among others.

Regular discussion sessions for Scoot's cabin crew and pilots are also held throughout the financial year in review, where crew can pose questions to their management.

More information on Scoot's employee engagement initiatives can be found on page 14 of this report.

Employee Experience Survey

In December 2018, Scoot engaged Qualtrics, an experienced management company, to conduct its yearly Scoot Employee Experience survey to measure overall engagement scores and to better understand the staff's work experience. Feedback and insights from the survey have helped Scoot to promptly identify issues, allowing the customisation of action plans to address these gaps. Findings from the survey were shared with employees within three months. Scoot intends to continue using the Qualtrics platform in future to measure recruitment candidate and employee lifecycles at more frequent intervals.

Online Team Collaboration Platform

Scoot believes in cultivating an empowering work environment for its employees, to inspire innovation, drive collaboration and foster safety. Scoot's online team collaborative platform, Workplace, helps to ensure that the company can grow while maintaining agility, transparency and openness. As of March 2019, Workplace has a 98 per cent adoption rate, and over 95 per cent average weekly users. Workplace's features enable Scoot's Human Resources Helpdesk to answer questions and share updates with all Scoot staff. With the deployment of Prepp Bot, a smart chatbot, Scoot is able to broadcast urgent messages to all employees via the chat function. Read rates can be monitored, which allows the internal communications team to customise action plans if read rates are low.

Through the use of Workplace, the number of email correspondences within the company has declined significantly, and helped to increase engagement with employees.

Staff Suggestion Platform

In January 2019, Scoot launched its Staff Suggestion Platform for employees to submit ideas to improve company processes.

Training and Educational Programmes

Scoot is committed to cultivating a collaborative and inclusive workplace that provides equal opportunities for employees to learn and develop their professional skills. A diverse range of training and educational programmes have been identified to help Scoot employees grow professionally and remain relevant in the industry. Launched in January 2019, Scoot's in-house training curriculum focuses on three main pillars of development: personal effectiveness, technical skills and functional skills. It comprises externally-sourced training courses targeted at different employee groups. Employees can also self-source relevant training programmes and request for them to be inducted by the company.

Talent and Leadership Framework

Scoot began developing a Talent and Leadership Framework in December 2018 to build up employees' skillsets. For example, Scoot encourages self-assessment and facilitates employee-initiated development by tasking managerial-level employees to identify areas for leadership development. They also leverage financial schemes supported by the Civil Aviation Authority of Singapore to help employees receive formal education, allowing them to earn professional certifications, as well as bachelor and master's degrees.

Digital Learning for Scoot Employees

In today's fast-evolving digital landscape, it is pivotal for employees to keep abreast of the latest technology developments. Scoot uses digital learning to foster a learning culture and helps employees to respond promptly to business needs. In FY2018/19, a total of 22,461 hours were spent on e-learning by Scoot employees. Regulatory and compliance programmes have also been digitised and launched across the company to targeted groups of employees. Sixteen functional-related e-learning classes were rolled out to cabin crew and pilots, which translated to about 13,653 learning hours in total.

Learning Management System

A Learning Management System (LMS) was set up in June 2018 for cabin crew trainees to access training materials online before attending in-class training. This allows Scoot's trainers to better utilise class hours to focus on the application of knowledge through techniques such as role playing. This initiative has reduced total class time by at least half a day. Moving forward, Scoot intends to offer self-directed learning for trainee cabin crew as part of their onboarding process through the LMS, so that they can better grasp lessons during their classroom training.

iPads for Crew-in-Charge

All Scoot crew-in-charge utilise the Cabin Assist App to complete administrative tasks such as catering and duty-free report submissions on company-issued iPads. The app has greatly improved cabin operation efficiency by shortening the turnaround time since June 2018 when Scoot moved away from using multiple paper forms that require manual submissions. By mid-2019, Scoot targets to push critical information such as safety practices and service tips to crew via the iPad before each flight.

Adopting New Point-of-Sale (POS) Tablets

Since June 2018, Scoot has adopted the use of POS tablets by cabin crew on all flights. The tablet integrates end-to-end processing such as quantity uplifted, returned stock, sales and billings. The use of the tablet significantly reduces backend paperwork performed by cabin crew and operational staff. It also allows for more efficient data-mining and sales analysis as crew can submit reports on cash transactions, refunds, meal substitutions and voyage reports digitally through the device.

Scoot is committed to cultivating a collaborative and inclusive workplace that provides equal opportunities for employees to learn and develop their professional skills.

Stakeholder Engagement: Suppliers

Singapore Airlines' Supply Chain

Singapore Airlines strives to integrate sustainability across all the touchpoints of our customers' journey. As such, it is crucial for SIA to work closely with our partners and suppliers within the supply chain to explore ways to improve and integrate sustainability in all aspects of our operations.

Divisions such as Customer Experience, Customer Services and Operations, as well as Engineering, among others, work closely to ensure that the key aspects of our customers' experience are met in a satisfactory manner, while remaining sustainable.

Our commitment to providing air transportation services of the highest quality begins on the ground when a customer makes a booking with us, then at check-in, followed by on board the aircraft and finally, assisting customers who have feedback and require post-flight services.

3

Service Phases



Supply Chain Expenditure

Singapore Airlines has more than 13,400 suppliers worldwide, and the supply chain is managed by several departments across the organisation. SIA's supply expenditure primarily focuses on aircraft maintenance and rental, fuel costs, in-flight food and beverages, as well as ground operations and handling. SIA also outsources certain key airline-related operations to third-party service providers. These include aircraft cleaning and maintenance, catering, certain aspects of customer servicing as well as ground handling operations. In FY2018/19, the total expenditure for suppliers' services engaged by Singapore Airlines was over \$12 billion.

Approximately 79 per cent of SIA's operating expenditure goes to the following 10 suppliers listed below in alphabetical order:

- | | |
|--|---------------------------------|
| 1. Airbus | 6. Exxonmobil Aviation |
| 2. Airbus Flight Hour Services Limited | 7. SATS Ltd |
| 3. Boeing Commercial Airplane Group | 8. Shell Eastern Petroleum |
| 4. Changi Airport Group (Singapore) | 9. SIA Engineering Company Ltd |
| 5. Chevrontexaco | 10. Singapore Petroleum Company |

Singapore Airlines focuses on integrating sustainability in our business and has adopted the following best practices in our engagement with suppliers:

Anti-Corruption Practices

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

Basic Requirements for Catering and Handling Services

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

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

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

Bio-Degradable Material

SIA welcomes proposals from suppliers that include bio-degradable or recyclable materials as alternatives to more commonly used raw materials such as aluminium and plastics. SIA is also committed to reducing the use of single-use plastics with alternative sustainable materials for more in-flight items. In FY2019/20, SIA aims to be entirely plastic straw-free, and will substitute children's straws with environmentally-friendly paper straws. Other upcoming green initiatives include the printing of children's colouring books and activity kits using eco-friendly soy-based ink.

Compliance with Applicable Laws

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

Stakeholder Engagement: Suppliers (Cont'd)

Engineering Spares

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

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

Environmental Management

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

Evaluation of Suppliers

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

Improving Quality of Service to our Customers

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

Lightweight Design

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

Recycling Obsolete or Scrap Products

As much as it is practicable, we work with suppliers to collect obsolete items from Singapore Airlines' local offices and facilities for recycling. These include paper-based, plastic and metal products.

In FY2018/19, SIA installed an eco-digester to digest all canteen waste onsite at our headquarters in Singapore. More information on the eco-digester can be found on page 57 of this report.

In addition, staff are encouraged to recycle their e-waste at dedicated waste bins located in SIA's offices in Singapore.

Reducing Food Waste

SIA currently employs customer surveys, data analytics and staff feedback, and works with its caterers to reduce food wastage after flights. There are plans to automate data collection and further leverage technologies such as artificial intelligence and machine learning to better predict customers' consumption patterns and further reduce cabin food waste.

Through an improved monitoring system of customers' consumption patterns and data analytics, SIA will be able to better adjust the quantities of certain food items uplifted to minimise wastage without compromising on the customer experience. Beyond the initiatives on board, SIA continues to seek ways to raise awareness of food wastage and embark on initiatives such as food waste recycling, food donations and reduced packaging in FY2019/20.

Sourcing Suppliers with Sustainable Business Practices

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

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

Suppliers' Code of Conduct

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

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

The Suppliers' Code of Conduct can be found on page 41 of this report.



Suppliers' Code of Conduct

1. Compliance with Laws and Regulations

- ▶ Accounting practices
- ▶ Intellectual property
- ▶ Competition compliance
- ▶ Disclosure

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

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

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

2. Ethics and Conflict of Interest

- ▶ Anti-corruption
- ▶ Confidentiality
- ▶ Financial Integrity
- ▶ Relationship of business partners with company

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

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

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

3. Safety and Quality

- ▶ Health and safety
- ▶ Quality of products and services

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

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

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

4. Environment

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

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

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

5. Labour Standards

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

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

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

6. Subcontractors and Other Service Providers

- ▶ Compliance with Code of Conduct
- ▶ On-time payment

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

7. Communication, Documentation and Inspection

- ▶ Employee awareness of Code of Conduct
- ▶ Language translation

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



Supporting our Communities

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Local Community Engagement

Local Community Engagement

Singapore Airlines believes in fostering strong relationships not only with our customers and business partners, but also with the many communities we serve. Support is extended to community groups through corporate donations, ticket sponsorships and staff volunteerism, among others. Singapore Airlines actively supports initiatives which promote education and sports excellence, the arts, as well as the environment and conservation.

In 2018, Singapore Airlines was named 'Friend of the Arts' by the National Arts Council.

Community Projects in Singapore

With a longstanding commitment to help grow the Singapore arts scene, Singapore Airlines continued to support the National Arts Council, Singapore Chinese Orchestra, Singapore Dance Theatre, Singapore Lyric Opera and Singapore Symphony Orchestra. In 2018, Singapore Airlines was named 'Friend of the Arts' by the National Arts Council, for our ongoing contribution to Singapore's arts scene.

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

Staff also actively volunteered with charity organisations such as Cerebral Palsy Alliance Singapore and Touch Ubi Hostel, among others. To engage the beneficiaries, staff volunteers brought them on outings to Changi City Point, Rolls-Royce Singapore, as well as on a vintage car ride along Orchard Road to view the Christmas lightings during the festive season.

In August 2018, Singapore Airlines' Cabin Crew Club for Community Care collaborated with YWCA and organised a day camp for 60 children from Twinkles Club, a club for children from low-income families. Staff volunteers from Singapore Airlines and YWCA interacted with the young beneficiaries through activities such as decorating photo frames and playing Pictionary.

Through the Community Chest, staff also showed their spirit of giving during festive periods such as the Lunar New Year, where they participated in the annual Fu Dai event. Staff volunteers helped to pack the Fu Dai bags comprising festive goodies and delivered them to the less fortunate to share the joy of giving during the festive season.

The SIA Group also supported relief efforts conducted by the Singapore Red Cross in several disaster-hit regions in 2018. Relief for people affected by earthquakes on the Indonesian island of Lombok and floods in the Indian state of Kerala were provided through a contribution of \$50,000, as well as donations of blankets and other relief supplies. SilkAir contributed to the efforts by ferrying relief materials to the affected areas, while staff volunteers distributed relief supplies in Lombok.

In February 2019, Singapore Airlines collaborated with Make-A-Wish Foundation Singapore to fulfill a 15-year-old boy's wish of being a pilot. Staff volunteers brought the beneficiary on a tour of the Airbus Asia Training Centre in Singapore to undergo "training" on the aircraft simulators, and surprised him with a visit to the Singapore Airlines Training Centre, giving him a behind-the-scenes look at how pilots are trained.

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



SIA KrisFlyer and Make-A-Wish Singapore Partnership

KrisFlyer, the SIA Group's frequent-flyer programme, partners Make-A-Wish Singapore to fulfill the wishes of children with life threatening illnesses. KrisFlyer miles donated by members go towards supporting flights on Singapore Airlines and SilkAir for beneficiaries. Since the partnership began in February 2017, over 40 wishes have been granted for the beneficiaries and their families with more than 18 million miles redeemed. In FY2018/19, beneficiaries visited various parts of the world including Australia, Hong Kong, Japan, Russia, South Korea and the United States. This scheme is in addition to the support that Singapore Airlines provides directly to Make-A-Wish beneficiaries.

Harapan Rainforest Initiative

The Harapan Rainforest Initiative, also known as Hutan Harapan, is an ecosystem restoration concession covering more than 98,000 hectares of lowland tropical rainforest in Sumatra, Indonesia. The area is rich in biodiversity and remains an important habitat for over 1,350 documented animal species, including the endangered Sumatran tiger and Sumatran elephant.

Since August 2010, SIA has been the exclusive airline partner for the large-scale green initiative aimed at protecting one of the world's most threatened and bio-diverse ecosystems.

The Harapan Rainforest Initiative is driven by a consortium of three organisations, namely Burung Indonesia, the Royal Society for the Protection of Birds (RSPB) and BirdLife International. With strong support from the Indonesian government, the Harapan Rainforest Initiative was able to expand its biodiversity efforts and support the indigenous communities, among other initiatives.



Photo Credit: Hutan Harapan Programme

Major Developments of Hutan Harapan in FY2018/19



Agroforestry Programme

In FY2018/19, Hutan Harapan was actively promoted as a test bed for agroforestry. To support community livelihoods in Hutan Harapan, a 10-year agroforestry plan was developed to initiate farming within the community with the provision of seedlings, water pumps, herbicides and technical assistance. In addition, a series of workshops was conducted on cow breeding, which allows communities which have made good progress in planting to diversify their income. Two rubber latex processing units powered by solar panels were also constructed in Hutan Harapan to produce ribbed smoked sheets.



Community Engagement to Mitigate Encroachment Activities

Encroachment and illegal logging remain two main threats to the ecological integrity of Hutan Harapan. As part of Hutan Harapan's commitment to prevent such activities, local communities have been engaged to secure their support for conservation and to prevent encroachment.



Improving Accessibility to Health Care Services

Accessibility to health care services in Hutan Harapan was improved after a clinic was set up near the base camp. With two nurses on site to provide daily care and a doctor who is available on request basis, the communities in Hutan Harapan can obtain proper health care conveniently for common ailments. As the team continues to provide information on sanitation and how to lead a healthy lifestyle, plans are underway to expand the clinic in terms of size and manpower after securing more funds.



Outdoor Education Programmes for Visitors

Public awareness and education are important elements of ecosystem restoration in Hutan Harapan. A variety of activities to attract visitors to experience the outdoors was implemented. In FY2018/19, Hutan Harapan's ecotourism team conducted an education camp to educate participants about forest restoration. As part of the camp, participants explored forest trails and learnt how to tap and process rubber to increase their understanding of the environment.



Preventing Deforestation to Ensure Amphibian Diversity

Hutan Harapan's forests, rivers, lakes and swamps contain a wealth of flora and fauna. Fifty-five amphibian species have been identified as threatened or endangered. To further understand their ecology, research has been undertaken on Hutan Harapan's complex ecosystem of frogs and toads.



Protecting Hutan Harapan's Sumatran Tigers

As a critically endangered animal, the Sumatran tiger faces the risk of extinction. To combat this, Hutan Harapan relies on forest patrols and camera traps to monitor the Sumatran tigers and protect them from poaching. The data collected assists in identifying potential zones where human-tiger conflicts may occur.



Photo Credit: Hutan Harapan Programme

Community Engagement Around the World

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



Europe

Switzerland

In partnership with the Red Cross, Singapore Airlines invited 20 underprivileged students to visit its new Airbus A380 aircraft at Zurich Airport in August 2018. The participants enjoyed touring the aircraft cabin and taking selfies with the aircraft, and a few students also expressed interest in training to become cabin crew or pilots. They were hosted to a barbecue while watching the A380 take off.

North Asia

Japan

Singapore Airlines staff in Japan organised their 13th annual Christmas visit to children warded in Narita Red Cross Hospital in Tokyo. The children had fun dressing up as a pilot or cabin crew, while Singapore Airlines staff cheered them up by dressing up as Santa Claus with a Singapore Girl accompanying him. In celebration of Singapore Airlines Japan's 50th anniversary and the introduction of the new Boeing 787-10 aircraft, the children also received a specially-designed Boeing 787-10 sketch book.

Mainland China

Singapore Airlines' support for China-Dolls Centre for Rare Disorders (CCRD) began in 2015. Under the 'China Love' project, CCRD raised public awareness and funds for patients in China suffering from Osteogenesis Imperfecta, also known as brittle bone disease. In recognition, CCRD honoured Singapore Airlines as a Special Contribution Partner during its 10th anniversary event in December 2018.

Singapore Airlines also sponsored Adream Charitable Foundation's overseas teacher training programme in April 2018, providing 37 Chinese teachers with the opportunity to visit teaching facilities in Singapore and learn about their teaching methods with the aim of promoting competency-based education in China.



Mainland China



Japan

Taiwan

Singapore Airlines partnered Taiwan's Eden Social Welfare Foundation to raise public awareness and funds for children with special needs. Online donation drives were held in October 2018 and on-site at the Boeing 787-10 product roadshow in November 2018. Visitors who donated received exclusive Singapore Airlines souvenirs.

In conjunction with its inaugural Boeing 787-10 flight to Taiwan, Singapore Airlines collaborated with the Foundation to invite Taiwan's Paiwan indigenous children's choir to perform at the pre-flight celebration event. The children were given a tour of the aircraft cabin and received personalised certificates as souvenirs.

Southeast Asia

Brunei

Singapore Airlines partnered charity organisation Pusat Ehsan Al Ameerah Al Hajjah Maryam in Brunei to encourage art and cultural excellence amongst special needs students through an annual overseas exposure programme to Singapore. Three students were selected for the programme based on their work habits, work and poster-making skills. They were chosen based on an art competition held in February 2019. Representatives from Singapore Airlines' Brunei team and Pusat Ehsan accompanied the students to explore the sights and sounds of Singapore's famous attractions while pursuing their passion in the arts.

The Philippines

For the past 16 years, Singapore Airlines has been supporting Bantay Bata's Bantay Edukasyon programme through financial aid for school-related projects and activities. In addition, annual assemblies are organised by Singapore Airlines and Bantay Bata to commemorate the educational milestones of young Filipinos, as well as to enrich students' knowledge through immersion programmes. In 2018, a field trip was organised where 15 Filipino scholars visited the airport, aircraft and catering centre in Manila. To date, over 1,620 students have graduated from the Bantay Edukasyon programme.

Southwest Pacific

Australia

Singapore Airlines has been actively supporting the local arts community and children's charities in Australia for over 50 years. As a national sponsor of The Smith Family since 2012, Singapore Airlines seeks to provide disadvantaged students with the tools and support to thrive in school and break the poverty cycle.

In FY2018/19, Singapore Airlines provided financial support for 12 disadvantaged students as part of The Smith Family's 'Learning for Life' educational assistance programme. Air tickets were also provided to destinations that Singapore Airlines flies to, for The Smith Family's local fundraising efforts.

To prepare the students for their future careers, Singapore Airlines and Flight Centre, a travel agency group, hosted a two-day career preparation workshop at Brisbane Airport for a group of secondary school students under The Smith Family's 'Work Inspirations' programme. The students were given opportunities to interview Singapore Airlines staff about their jobs and discuss future career paths. They were also treated to lunch and a tour of the airport, including a visit to a Singapore Airlines Airbus A350 aircraft.

Singapore Airlines is proud to support the local arts community in Australia through travel assistance for Art Exhibitions Australia, Black Swan State Theatre Company, Queensland Ballet, South Australia Museum, West Australian Ballet and West Australian Symphony Orchestra.

New Zealand

Singapore Airlines has been a proud supporter of Canterbury Cancer Society's vision to reduce the incidence of cancer and to ensure the best cancer care for New Zealand residents for the past 10 years, through the provision of travel assistance for the society's fundraising efforts. In recent years, Singapore Airlines also extended support to other regions in the country, including Waikato-Bay of Plenty and Wellington.

West Asia and Africa

India

Singapore Airlines actively supports Little Pencils, a non-profit organisation for underprivileged children, via meal and book donations, as well as games and other interactive activities.

In partnership with Mellow Circle, Singapore Airlines developed an English-language teaching programme for Prathyasha, a home for HIV-affected children. The goal was to improve the children's literacy rate and reading, writing and speaking skills in preparation for higher education and future careers.

Singapore Airlines collaborated with Concern India Foundation to organise a Sports Day in Mumbai for 200 disabled children in February 2019. Singapore Airlines volunteers provided food and assistance for all participants. The students received participation certificates and the winners were awarded medals.

Community Engagement by our Subsidiaries

SilkAir Community Projects

Child's Dream Foundation

SilkAir's adopted charity, Child's Dream Foundation, is a non-profit organisation that operates in the Mekong sub-region. The organisation is dedicated to empowering marginalised children and youth in the areas of education, employment and health.

As part of SilkAir's 30th anniversary celebrations in FY2018/19, SilkAir supported Child's Dream Foundation with a donation to fund a three-year scholarship for two students in Cambodia.

Together with the provision of travel assistance for Child's Dream staff, SilkAir participated in volunteering opportunities organised by the charity. In FY2018/19, SilkAir staff took part in a career fair at Pich Chenda High School in Siem Reap province, sharing their aviation industry experiences with over 200 students and inspiring them to plan for their careers after graduation.



SilkAir



Scoot

Scoot Community Projects

12th Hwa Chong Asia-Pacific Young Leaders Summit 2018

Scoot provided students from Xi'an with travel assistance to Singapore to attend the 12th Hwa Chong Asia-Pacific Young Leaders Summit 2018 held in Singapore, to support the development of young leaders. The summit gathers students from schools across 13 countries to engage in a week of interaction and dialogue to broaden their horizons and forge lasting friendships.

Asian Civilisations Museum

Scoot supported Singapore's arts scene by providing the Asian Civilisations Museum with return flights from Honolulu for two speakers to attend the 'Angkor: Exploring Cambodia's Sacred City' exhibition. This exhibition was in collaboration with Musée Guimet in Paris, and was held from April to July 2018.

'Painting Hearts Yellow' Employee Volunteer Group

To encourage employees to give back to the community, Scoot started a volunteer group called 'Painting Hearts Yellow' in June 2018. The group has since facilitated two staff-initiated beach clean-ups and blood donation drives, and has plans to increase community involvement in FY2019/20.

Prize in Aviation Law & Policy at the National University of Singapore

In line with Scoot's ongoing support for education, a return ticket to any destination in Scoot's network is awarded to the top student from National University of Singapore's 'Aviation Law & Policy' elective module.



Managing Environmental Impact

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Managing SIA's Environmental Impact

SIA's Sustainability Policy

Rising global temperatures are altering climate zones around the planet. Since 2015, each year has surpassed the previous to make it the warmest year on record. Globally, there has been an increase in the occurrence of severe weather and climate events such as typhoons and snowstorms, which have adversely affected the aviation industry's operations.

With more than 200 of our aircraft taking to the skies daily, the SIA Group remains dedicated to our long-term responsibility to protect the environment while providing air transportation services of the highest quality. We have in place various programmes to implement sustainable practices across our operations in a responsible manner to manage issues such as carbon emissions, waste, noise and the consumption of energy and resources. We also continue to explore new sustainable practices in all areas of our operations.

Singapore Airlines continues to invest in a modern fleet, and regularly seeks ways to improve fuel efficiency by optimising our flight routings and engaging in effective aircraft weight management. We strive to improve fuel efficiency by enhancing our flight operations measures and using data analytics to measure our aircraft performance. SIA partners with air navigation service providers to reduce fuel burn in all flight phases, and to incorporate best practices in air traffic management. These measures help to reduce our emissions. In addition, we are an active member of the Sustainable Aviation Fuel Users Group (SAFUG), which is committed to accelerating the development and commercialisation of sustainable aviation fuels.

Singapore signed the Paris Agreement in 2015, which aims to reduce our emissions intensity by 36 per cent by 2030, relative to 2005 levels. Singapore's Ministry of the Environment and Water Resources marked 2018 as the Year of Climate Action for Singapore. In support of this, SIA submitted a Climate Action Pledge to signal our dedication towards environmental protection and sustainable operations.

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

IATA's Climate Targets

The aviation industry aims to achieve three global climate targets to mitigate CO₂ emissions from air transport:

01

An average improvement in fuel efficiency of 1.5% per year from 2009 to 2020

02

A cap on net aviation CO₂ emissions from 2020 (carbon-neutral growth)

03

A reduction in net aviation CO₂ emissions of 50% by 2050, relative to 2005 levels

IATA's Four-Pillar Strategy

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

01

Improved technology, including the deployment of sustainable alternative fuels

02

More efficient aircraft operations

03

Infrastructure improvements, including modernised air traffic management systems

04

A single global market-based measure to fill the remaining emissions gap

Four-Pillar Strategy

Pillar 1: Improved Technology

SIA is committed to operating a modern and fuel-efficient fleet. In FY2018/19, SIA took delivery of the world's first Airbus A350-900ULR aircraft. As of 31 March 2019, SIA's fleet comprised 121 aircraft, with an average age of six years and seven months. In addition, SIA has 35 Airbus A350-900s, 20 Boeing 777-9s and 38 Boeing 787-10s on firm order.

Average fleet age (months), as of 31 March	FY2018/19	FY2017/18	FY2016/17	FY2015/16	FY2014/15
Singapore Airlines (Passenger Aircraft)	79	89	92	89	85
Singapore Airlines (Freighter Aircraft)	184	172	160	164	150
SilkAir	57	55	51	48	53
Scot			19	8	148
Tigerair*	61	56	71	58	46

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

Sustainable Aviation Fuel Users Group (SAFUG)

SIA has since 2011 been an active member of SAFUG, which was established to accelerate the development and commercialisation of Sustainable Aviation Fuels (SAF). Compared to traditional jet fuels, SAF can reduce up to 80 per cent of carbon emissions based on a full carbon life cycle. SIA sees SAF as a long-term measure to support the aviation industry's carbon-neutral growth goal beyond 2020.

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

- ▶ Exhibit minimal impact on biodiversity;
- ▶ Meet a sustainability standard, with respect to land, water and energy use;
- ▶ Do not displace or compete with food crops; and
- ▶ Provide a positive socio-economic impact.

Singapore Airlines is committed to working alongside government agencies and stakeholders to overcome any supply, infrastructure and economic challenges that could hinder the commercial use of Sustainable Aviation Fuels.

Singapore Airlines' 'Green Package' Flights

In line with our commitment to reduce international aviation emissions, Singapore Airlines partnered the Civil Aviation Authority of Singapore (CAAS) and operated a series of 12 'green package' flights over a three-month period in May 2017 on its non-stop San Francisco-Singapore route. These flights featured SIA's latest-generation and most fuel-efficient aircraft – the Airbus A350-900 – together with Sustainable Aviation Fuels, and optimised air traffic management best practices.

This initiative, which combined the use of biofuel, optimised flight operations and the latest fuel-efficient aircraft to reduce fuel burn and carbon emissions, helped to raise awareness of sustainable biofuels for aviation. It also provided the industry with valuable insights into the economics, logistical requirements and performance of biofuels.

All 12 'green package' flights were powered by a combination of Hydro-processed Esters and Fatty Acids (HEFA), a sustainable biofuel produced from used cooking oils and conventional jet fuel with a life cycle potential reduction of 80 per cent carbon emissions as compared to traditional jet fuel. The biofuel was produced by AltAir Fuels (now known as World Energy), and was supplied and delivered to San Francisco by SkyNRG in collaboration with North American Fuel Corporation (NAFCO), a wholly-owned subsidiary of China Aviation Oil (Singapore) and EPIC Fuels.

Singapore Airlines remains committed to working alongside government agencies and stakeholders to overcome any supply, infrastructure and economic challenges that could hinder the commercial use of Sustainable Aviation Fuels.



Four-Pillar Strategy (Cont'd)

Pillar 2: Operational Measures

Fuel Productivity Initiatives

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

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

Aircraft Fleet

- ▶ **SIA maintains a modern and fuel-efficient fleet**
 - ▶ As of 31 March 2019, SIA has 32 A350-900 aircraft in our fleet, with 35 more on firm order. The A350-900 is known for its improved operating efficiency
 - ▶ We also have nine Boeing 787-10 aircraft in our fleet. SIA is the largest customer for the 787-10 with a total of 47 firm orders for this aircraft type as of 31 March 2019
 - ▶ SIA also has firm orders for 20 Boeing 777-9s, due for delivery from FY2021/22
- ▶ **Scoot took delivery of its first Airbus A320neo aircraft in October 2018, with a total of 39 on firm order**
 - ▶ The eco-friendly A320neo aircraft features better fuel efficiency, resulting in fuel savings
 - ▶ Other benefits include reduced nitrogen oxide emissions which are 50 per cent below current industry standards, 20 per cent lower carbon dioxide emissions per seat compared to the A320ceo aircraft, as well as approximately 50 per cent reduction in noise footprint compared to the A320ceo aircraft

Data Analytics

- ▶ Applying data analytics to expand and improve SIA's fuel conservation initiatives by accurately measuring performance
- ▶ Identifying and prioritising opportunities for further fuel productivity improvement

Engineering

- ▶ **Engineering Division embarked on initiatives with Original Equipment Manufacturers to optimise component life or fuel burn reduction. Some examples include:**
 - ▶ The tuning of A350 flight controls and flight level change optimisation
 - ▶ Modification of Boeing 787-10 Trent 1000 engine software to implement "slow taper climb"
- ▶ **Regular monitoring of aircraft performance levels, followed by discussions with aircraft manufacturers to improve aircraft fuel efficiency**
- ▶ **Removal of Economy Class footrests on selected aircraft, based on customers' feedback**
 - ▶ Provides additional under-seat space for our customers' comfort, while achieving weight savings of approximately 200kg to 300kg per aircraft
- ▶ **Utilisation of more fuel efficient aircraft and engines for long-haul flights to reduce the amount of fuel burnt during a flight**
- ▶ **Water uplift is customised based on flight sector requirements through a tailored potable water programme**
 - ▶ Continuous fine tuning for SIA's aircraft fleet is done, and this will be extended to new Airbus A350-900 medium haul and ultra-long-haul aircraft, as well as Boeing 787-10 aircraft in FY2019/20

Flight Operations

- ▶ **Actively engaging in route planning procedures to determine the most efficient route**
- ▶ **Close monitoring of fuel usage and uplift to ensure an optimal level of fuel is uplifted**
- ▶ **Collaborating with Air Traffic Management experts to improve airspace congestion, which could otherwise lead to greater inefficiency**
- ▶ **Extending the fuel efficiency programme across divisions, sharing data and working closely with them to implement a more consolidated and balanced approach**
- ▶ **Participating actively in international forums and discussions to establish new airways for more efficient routes**
- ▶ **Using digital platforms such as iPads to provide timely data to flight crew, allowing for more efficient operations**
- ▶ **Using fuel efficiency analytical tools to evaluate, measure and identify more fuel efficiency opportunities**

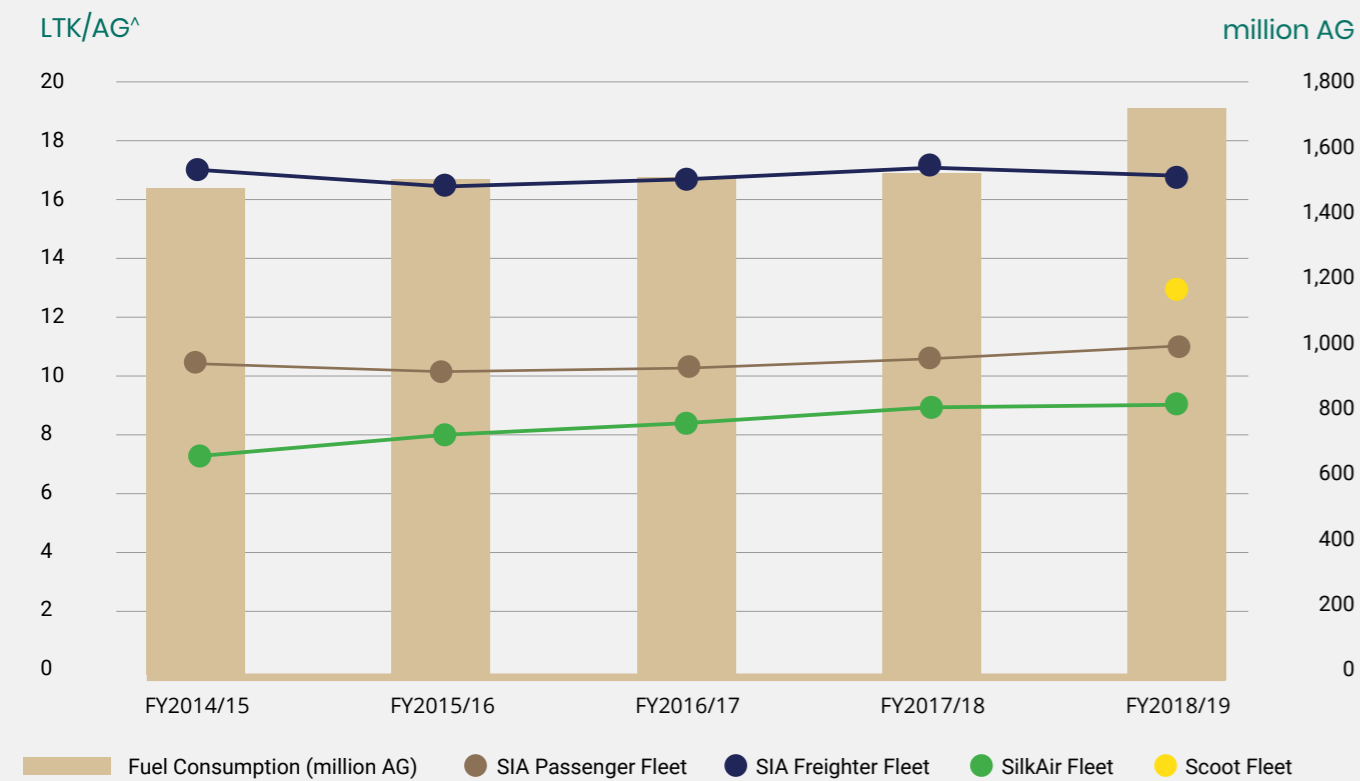
Ground Operations

- ▶ **Deploying mobile ground power units and pre-conditioned air units during night stops and long transits to reduce reliance on aircraft auxiliary power units. This is expected to save at least 2,400 tonnes of fuel annually**
- ▶ **Implementing the Centre of Gravity Optimisation initiative into SIA's Load Planning System to derive a preferred centre of gravity position to load cargo pallets and containers. This improves fuel efficiency in our aircraft operations**

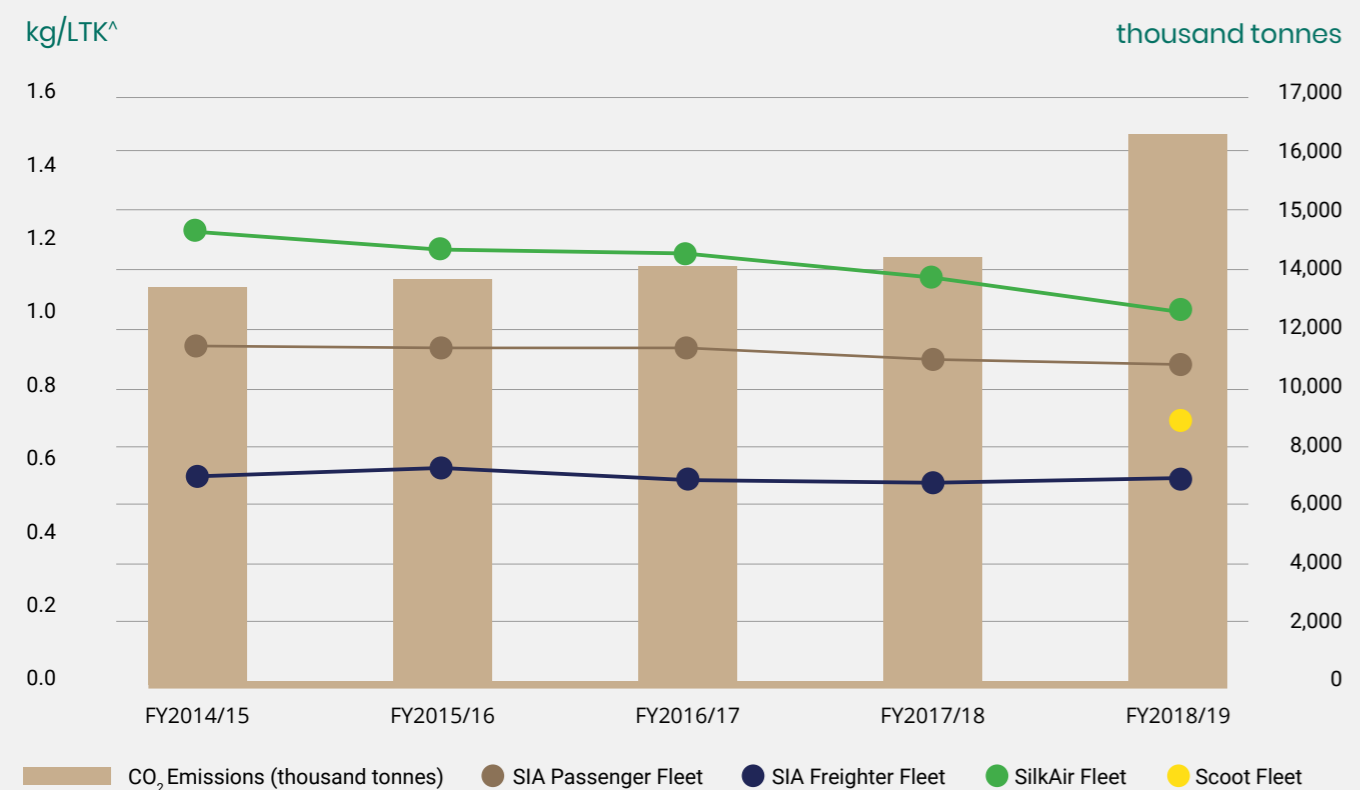


Four-Pillar Strategy (Cont'd)

Fuel Consumption



CO₂ Emissions



*LTK stands for load-tonne-kilometre and AG stands for American gallon.

Pillar 3: Improved Infrastructure

Infrastructure improvements present an opportunity for airlines to reduce fuel use and CO₂ emissions. Such improvements are led by the optimisation of air routes through efficient air traffic management.

Singapore Airlines collaborates with stakeholders in Air Traffic Management to explore ways to improve airspace incremental efficiency. We believe that innovation and data analytics will pave the way for more significant improvements, and have started engaging research institutions to explore such ideas.

Pillar 4: Global Market-Based Measure (MBM)

At the 39th International Civil Aviation Organization (ICAO) Assembly in 2016, ICAO's Member States adopted a global carbon offsetting scheme for international aviation. This was an unprecedented commitment of its type for any industry. The MBM, also known as the Carbon Offset and Reduction Scheme for International Aviation (CORSIA), aims to address the annual increase in total CO₂ emissions from international civil aviation beyond 2020. It also serves as an interim approach to reduce carbon emissions while the first three pillars of the four-pillar strategy mature.

The implementation of CORSIA is applicable to international aviation emissions and eliminates the duplication of economic measures. It is forecasted that CORSIA will mitigate approximately 2.5 billion tonnes of CO₂ between 2021 and 2035, which is an average of 165 million tonnes of CO₂ annually. CORSIA's approach is based on the comparison of total CO₂ emissions for a year (from 2021 onwards), against a baseline level of CO₂ emissions. This is defined as the average of CO₂ emissions from international aviation covered by CORSIA in 2019 and 2020.

SIA recognises that CORSIA will play an integral role in achieving carbon neutral growth in a cost-efficient manner. As such, SIA fully supports the ongoing efforts towards meeting the requirements in the CORSIA Monitoring, Reporting and Verification system of carbon emissions. As of 1 January 2019, SIA has started monitoring and reporting our CO₂ emissions on an annual basis.

Singapore will voluntarily participate in CORSIA from 2021 to 2026, after which the scheme becomes mandatory.



Four-Pillar Strategy (Cont'd)

Other Environmental Measures

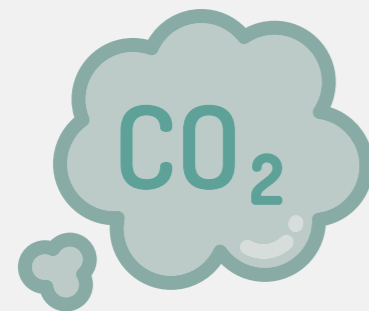


Aircraft Noise

ICAO's international standards for aircraft noise were adopted in 1971. Since then, certification standards have periodically been made more stringent. In 2006, ICAO introduced a new and more stringent Chapter 4 noise standard as part of its Balanced Approach to Aircraft Noise Management, to reduce noise at its source. The continual improvements in noise certification standards ensure that the latest noise reduction technology is incorporated into aircraft design.

SIA focuses on reducing aircraft engine noise at its source. Compared to aircraft manufactured more than 10 years ago, modern jet aircraft are approximately 50 per cent quieter. Continuous improvements are being made to further reduce engine noise emissions, which result in noise reduction around airports.

With SIA's fleet renewal programme, the noise footprint of new aircraft is at least 15 per cent smaller than that of SIA's previous aircraft fleet. SIA's current fleet of Airbus A330-300, A350-900, A380-800, Boeing 777-200, 777-200ER, 777-300, 777-300ER and 787-10 aircraft; SilkAir's A319, A320, 737 MAX 8 and 737-800 aircraft; as well as Scoot's Airbus A319, A320, 787-8 and 787-9 aircraft, all meet the latest ICAO Chapter 4 noise standard.



Aircraft Emissions

ICAO sets the international standards for NOx, CO₂, hydrocarbons and exhaust levels from aircraft engine emissions under ICAO Annex 16, Volume III. This standard is applicable to new aircraft designs as of 2020, as well as new deliveries of current in-production aircraft types from 2023. SIA supports the new CO₂ standard set by ICAO so as to meet the aviation industry's long-term commitment to reduce CO₂ emissions.

The current NOx standard, endorsed in 2004 and applicable to new engines manufactured from 2008, is 12 per cent stricter than previous standards. SIA's passenger and freighter fleets, together with SilkAir and Scoot aircraft, meet the stringent 2004 ICAO CAEP/6 Emissions Standards for NOx.



Ground Emissions

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

SIA focuses on reducing aircraft engine noise at its source. Compared to aircraft manufactured more than 10 years ago, modern jet aircraft are approximately 50 per cent quieter.

SIA's passenger and freighter fleets, together with SilkAir and Scoot's aircraft, meet the stringent 2004 ICAO CAEP/6 Emissions Standards for NOx.

Energy and Resource Management

As part of the SIA Group's ongoing conservation efforts, energy and water consumption levels in buildings owned by SIA or SIA Engineering Company (SIAEC) are monitored by the respective Facilities teams.

Consumption figures are reviewed by the Occupational Safety, Health and Environment Committee on a quarterly basis and updates are provided to SIA's Management. These figures are tracked and compared across the years to ensure that we match or lower our utilities consumption as a company.

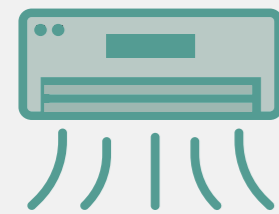
SIA is committed to achieving a 15 per cent reduction in our office electricity consumption by FY2020/21 from base year FY2010/11.

Energy and Water Conservation Initiatives

SIA's energy-saving initiatives in FY2018/19 continued to focus on managing air-conditioning and lighting within buildings and hangars. We are guided by the Singapore Energy Market Authority's electricity conservation adoption, reporting standards and methodologies of electricity conservation.

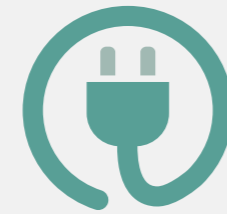
SIA's five-year plan for upcoming equipment retrofitting works will guide us in ensuring that all equipment supporting our buildings is energy efficient and in good condition. SIA's Facilities team also conducts regular reviews to assess if there are better technologies or more efficient methods for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

In FY2018/19, SIA embarked on a study to harvest solar energy to support the use of green energy to meet our buildings' energy needs. Some of our other energy-saving efforts include:



Air-Conditioning

- ▶ Progressive upgrading of air-conditioning equipment to ensure that the most energy efficient equipment is used
- ▶ Ongoing replacement of Fan Coil Units (FCUs) within the buildings with more efficient models. These FCUs, for after-office hours usage when the centralised Air Handling Units are turned off, reduce off-peak load on the main chiller plant system, reducing electricity consumption



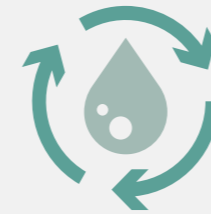
Electricity

- ▶ A tender was launched for the installation of solar panels in SIA's Head Office



Lighting

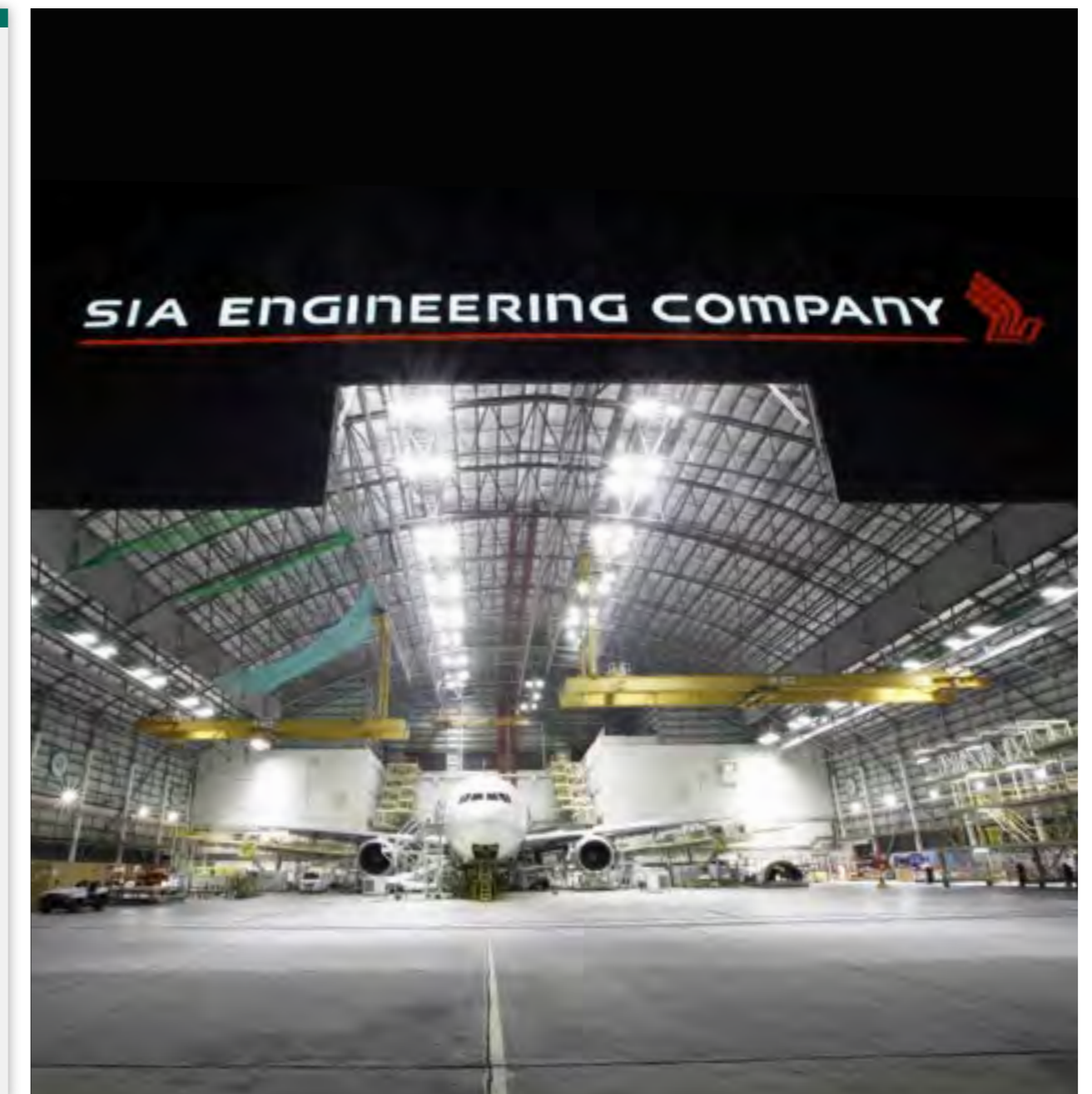
- ▶ Replacement of old light fittings to LED lightings is in progress
- ▶ Submeters are used to track the difference in electricity consumption to ensure the effectiveness of these initiatives



Water

- ▶ Conduct regular water audits and submit a water efficiency management plan to the Public Utilities Board (PUB) annually
- ▶ Foam soap has been introduced in our lavatories in SIA's Head Office to reduce the amount of water required for washing hands
- ▶ Monitor daily water consumption levels to ensure that leaks are detected early
- ▶ Partnered with PUB to spread the water conservation message to SIA staff during our inaugural three-day Environment Roadshow through quizzes and games
- ▶ Water continues to be harvested through rainwater tanks to water plants, clean building facilities and flush toilets
 - ▶ This initiative resulted in water savings of 16,349m³ in FY2018/19 at Airline House
 - ▶ On average, 1,362m³ of rainwater was collected monthly in the last financial year. This accounts for 18.69 per cent of SIA's total monthly water usage at Airline House

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



Energy and Resource Management (Cont'd)

Waste Management

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

In FY2018/19, SIA disposed of 2,587 tonnes of waste accumulated from our office buildings. All the Toxic Industrial Waste (TIW) generated from our aircraft maintenance activities is labelled and segregated from general waste, which is collected by licenced general waste collectors and sent for incineration in waste-to-energy plants. A licenced TIW collector is engaged to remove and treat the TIW before final disposal. No industrial effluents are generated from our commercial activities and all waste water is discharged to government-operated water reclamation plants for treatment.

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

An eco-digester was installed in March 2019 to digest all canteen waste onsite at Singapore Airlines' headquarters in Singapore. The eco-digester eliminates the need to transport approximately 650kg to 900kg worth of canteen waste per day to the incineration plant, reducing greenhouse gas production emitted through transportation. More information on the eco-digester can be found on page 57.

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

Reduce

- ▶ All departments are encouraged to store documents electronically in the Document Management System
- ▶ Reference materials are displayed digitally for meetings

Reuse

- ▶ Delivery of internal correspondence in envelopes designed for multiple use
- ▶ Empty wine bottles from our aircraft are collected and brought to the SIA Training Centre for training purposes
- ▶ Upcycling workshops are conducted by our crew to teach employees how to reuse in-flight menus. Rejected or old crew uniforms are used as art and craft materials for charity events

Recycle

- ▶ Carton boxes, magazines, newspapers and glass bottles are collected after flights for recycling
- ▶ Empty printer toner cartridges are collected and sent for recycling on a regular basis
- ▶ Paper recycling is practised across the entire organisation in all offices
- ▶ Staff are encouraged to recycle electronic waste through a company-wide collection and recycling campaign on electronic waste. Permanent electronic waste bins are placed in office premises to encourage staff to recycle personal e-waste items
- ▶ Twenty-two recycling bins were placed in SIA's canteens next to general waste bins, to encourage staff to separate cans and bottles for recycling prior to disposing of their food after meals. A two-day campaign was carried out to raise awareness on recycling initiatives

The eco-digester eliminates the need to transport approximately 650kg to 900kg worth of canteen waste per day to the incineration plant.



Environmental Awareness Initiatives

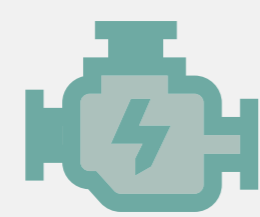
SIA's Climate Goals

Singapore Airlines adopts the aviation industry's four-pillar strategy to address climate change and seeks opportunities to reduce the carbon footprint of our operations:



1. Improved Technology

We are committed to our fleet renewal programme and to operating a modern and fuel-efficient fleet that generates lower emissions and less noise compared to previous generations of aircraft. We invest in engineering improvement packages for airframes and engines to reduce drag and improve engine efficiency.



2. Operational Measures

We strive to improve our fuel productivity through initiatives such as fuel-efficient practices, optimised flight routings, application of data analytics and aircraft weight management.



3. Improved Infrastructure

We partner with air navigation service providers to reduce carbon emissions from fuel burn in all flight phases and incorporate best practices and initiatives in air traffic management.



4. Global Market-Based Measure (MBM)

We participate in a single global MBM in the form of the Carbon Offset and Reduction Scheme for International Aviation (CORSIA) to address growth in emissions beyond 2020.

Singapore Airlines' Climate Action Pledge

Singapore Airlines is dedicated to our long-term responsibility to protect the environment while providing air transportation services of the highest quality. We have in place various programmes to implement sustainable practices across our operations in a responsible manner to manage issues such as carbon emissions, noise, waste, as well as energy and water consumption. We pledge to continue to explore new sustainable practices in all areas of our operations.

On the ground, we continue to monitor energy and water consumption, as well as waste generation in all our buildings. We are committed to achieve:

- ▶ A 15 per cent reduction in office electricity unit consumption by FY2020/21, from base year FY2010/11
- ▶ A 30 per cent reduction in total waste generation from our buildings by FY2020/21, from base year FY2010/11

We also incorporate the three Rs (Reduce, Reuse, Recycle) in our daily activities to improve our waste management practices and maximise efficient use of resources. We promote eco-friendly habits among our staff and stakeholders, and raise awareness on the importance of taking action to reduce our impact on the environment.

Environmental Awareness Initiatives (Cont'd)

Singapore Airlines' Inaugural Environment Roadshow



Singapore's Ministry of the Environment & Water Resources designated 2018 as the Year of Climate Action. Committed to playing our part, Singapore Airlines took a **Climate Action Pledge**

to declare our readiness to fight climate change alongside like-minded organisations and members of the public. In line with SIA's Climate Action Pledge, a series of activities were organised in November 2018 in conjunction with Clean & Green Singapore to raise staff awareness on environmental issues.

Displays and quizzes were set up in collaboration with

- Cimelia Resource Recovery
- Dunman Secondary School
- Eco-Wiz Group

- National Environment Agency
- Public Utilities Board

The activities were all aimed at encouraging staff to be environmentally responsible and adopt sustainable practices.



Staff were invited to attend daily screenings of TED Talk documentaries to dive deeper into climate change issues. Free gourmet coffee was also offered to staff who brought their own mugs or tumblers in support of the

Bring Your Own (BYO) movement, aimed at reducing the use of single-use disposables.

Up to **1,000** disposable cups and plastic lids were saved during the three-day campaign period.

Members of Cabin Crew's Creative Circle conducted two workshops where participants learnt how to

- ▶ upcycle rejected faded kebaya cloth
- ▶ transform used in-flight menu cards into coasters and card holders



Other upcycled materials included old T-shirts, KrisShop magazines, milk cartons and wine bottles.

To further encourage staff to play their part in fighting climate change, they were encouraged to take their own eco-pledge.



Environmental Awareness Initiatives (Cont'd)

Staff Canteen Transformation

Singapore's Ministry of the Environment & Water Resources declared 2019 as the Year towards Zero Waste, encouraging the public to reduce and recycle food waste, and to redistribute excess food. This issue has gained some urgency in recent years, with food waste accounting for 10 per cent of total waste generated in Singapore, with a small fraction of that being recycled.

In our efforts to reduce environmental impact from canteen operations, SIA has embarked on a series of initiatives to transform the staff canteen operations. This includes diverting our canteen waste away from the incineration plant by recycling our food waste and foodware on site.



Foodware Switch and Bring Your Own Utensils (B-YOU) Campaign

In August 2018, all 25 food stalls in the staff canteen made the switch from styrofoam to paper-based or biodegradable foodware, eliminating the use of styrofoam in the canteen.

A Bring Your Own Utensils (B-YOU) drive was held across a six-day period in September 2018 to raise environmental awareness among employees. Staff were encouraged to bring their personal utensils (bowls, plates, food containers, cups and cutlery) to reduce the consumption of single-use disposables in the canteen. A campaign booth was also set up to disseminate educational information on the environment, and to support sales of eco-friendly items sold by The Green Collective.

The B-YOU drive was preceded by a quiz, which saw over 300 staff take part. Employees also actively participated in the B-YOU Buddy Challenge, where they posted photos of their meals using their own utensils and cutlery on SIA's internal social media platform.



Eco-Digester

An eco-digester by Eco-Wiz Group Pte Ltd was installed in March 2019 to digest all canteen waste onsite at Singapore Airlines' headquarters in Singapore. This eliminates the need to transport approximately 650kg to 900kg worth of canteen waste daily from the Airline's headquarters to the Tuas Incineration Plant, reducing greenhouse gas production emitted through transportation. In addition, the use of an eco-digester avoids greenhouse gas emissions from the incineration of waste daily.

The eco-digester has the ability to break down and reduce the volume of all organic and inorganic waste by approximately 90 per cent and 50 per cent respectively. It then converts the waste into Refuse-Derived Fuels (RDF), which is a type of alternative energy in the form of energy pellet fuels. These energy pellet fuels are used for thermal energy in power plants.

To further promote a holistic approach towards sustainable canteen operations, 22 new recycling bins were installed. This ensures that all canteen waste is either recycled or digested by the eco-digester, resulting in a zero-waste canteen.

These initiatives highlight Singapore Airlines' commitment towards achieving our target of a 30 per cent reduction in waste generation from our buildings by FY2020/21, from the base year FY2010/11.

In August 2018, all 25 food stalls in the staff canteen made the switch from styrofoam to paper-based or biodegradable foodware, eliminating the use of styrofoam in the canteen.

Environmental Awareness Initiatives (Cont'd)



Let's Erase E-Waste 2018

Over 60,000 tonnes of electronic waste is produced in Singapore annually. Based on a study by the National Environment Agency, approximately six per cent of electronic waste is recycled through recycling bins island-wide. Electronic waste also contains toxic substances, and its improper disposal can lead to serious pollution and health issues.

Following 2016's successful electronic waste recycling campaign, Singapore Airlines and Cimelia Resource Recovery re-launched the 'Let's Erase E-Waste' campaign in conjunction with World Environment Day on 5 June 2018. Staff were encouraged to recycle electronic waste at dedicated e-waste bins located in Singapore Airlines' offices in Singapore. The week-long campaign received overwhelming support from staff who took the initiative to recycle old electronic items from their homes and their offices.

A total of 2,236kg worth of electronic waste was recycled by staff during the campaign period. This was a 56 per cent increase from the 2016 electronic waste recycling campaign. Through 'Let's Erase E-Waste', staff were made aware of how they can do their part to reduce pollution caused by the inappropriate disposal of electronic waste.

To further encourage staff to be responsible in disposing of their electronic waste, four e-waste bins have been permanently placed in Singapore Airlines' offices in Singapore. The electronic waste is collected monthly.

Sustainable Food Sourcing

Expanding on the Airline's 'From Farm to Plane' concept introduced in 2017, which promotes environmental sustainability and supports local farming communities, SIA will be embarking on a new collaboration with AeroFarms, the world's largest indoor vertical farm of its kind based in Newark, United States. Produce at AeroFarms is grown indoors without soil, pesticides or sunlight, using AeroFarms' award-winning aeroponic technology. AeroFarms will provide a customised blend of fresh produce for SIA's New York (Newark Liberty International Airport) to Singapore flights from September 2019.

Prevention of Illegal Wildlife Trafficking

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

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

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

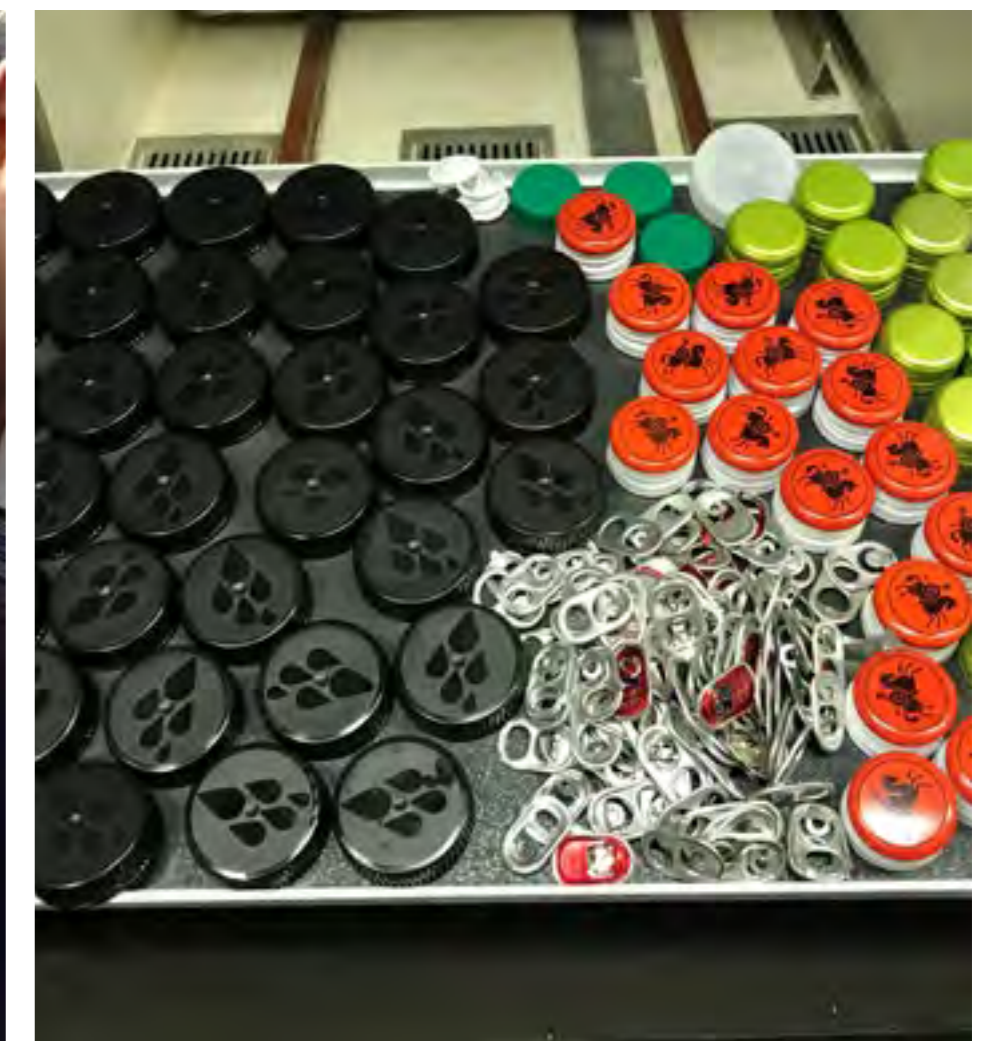
Cutting Down on In-flight Wastage

SIA currently employs customer surveys, data analytics and staff feedback, and works with its caterers to reduce food wastage after flights. The Airline plans to automate data collection and leverage technologies such as artificial intelligence and machine learning to better predict customers' consumption patterns and further reduce cabin food waste. Through an improved monitoring system of customers' consumption patterns and data analytics, SIA will be able to better adjust the quantities of certain food items uplifted to minimise wastage without compromising the customer experience.

In a bid to reduce the amount of paper used on board our flights, SIA increased the number of publications available on its e-Library, a feature available in the SingaporeAir mobile application. Customers are able to download their preferred reading materials before their flight, thereby reducing the amount of newspapers and magazines uplifted.

SIA is committed to reducing the use of single-use plastics with alternative sustainable materials for more in-flight items. We aim to be entirely plastic straw-free by September 2019, replacing them with environmentally-friendly paper straws. This change will eliminate the use of about 820,000 plastic straws annually. SIA also plans to replace its current plastic swizzle sticks with wood-based ones by September 2019.

From May 2019, polybags for children's toys will be replaced with recyclable paper packaging. Our paper products such as menu cards, tissue paper and toilet rolls are made with FSC-certified paper, which is sourced in an environmentally and socially responsible manner. Other upcoming green initiatives include the printing of children's colouring books and activity kits using eco-friendly soy-based ink.



Environmental Performance

Scoot's fuel productivity and CO₂ emissions data have been included in FY2018/19.

Operating Statistics	FY2018/19	FY2017/18	FY2016/17	FY2015/16	FY2014/15
SIA Group					
Total Group Revenue (S\$ million)	16,323.2	15,806.1	14,868.5	15,228.5	15,565.5
Average Number of Employees	26,534	25,901	25,194	24,350	23,963
Singapore Airlines (Passenger Fleet)					
Passengers Carried (thousand)	20,738	19,505	18,990	19,029	18,737
Revenue Pax-km (million)	102,571.9	95,855	92,913.8	94,267.4	94,209.2
Available Seat-km (million)	123,486.2	118,126.7	117,662.3	118,366.5	120,000.8
Singapore Airlines (Freighter Fleet)					
Cargo and Mail Carried (million kg)	1,298.3	1,301.2	1,248.1	1,170.1	1,124.0
Cargo Load (million tonne-km)	7,006.5	7,260.3	6,895.8	6,510.9	6,347.2
Cargo Capacity (million tonne-km)	11,210.4	11,126.7	10,912.3	10,513.3	10,024.9
SilkAir					
Passengers Carried (thousand)	4,902	4,687	4,106	3,836	3,553
Revenue Pax-km (million)	8,940.3	8,343.5	7,138.0	6,516.2	5,864.9
Available Seat-km (million)	11,731.8	11,365.9	10,086.3	9,117.8	8,355.2
Scoot					
Passengers Carried (thousand)	10,455	-	-	-	-
Revenue Pax-km (million)	29,325.9	-	-	-	-
Available Seat-km (million)	34,388.6	-	-	-	-
SIA Group (Passenger Fleet)					
Passengers Carried (thousand)	36,095	-	-	-	-
Revenue Pax-km (million)	140,838.1	-	-	-	-
Available Seat-km (million)	169,606.6	-	-	-	-

*Fuel consumption is reported in LTK as it is a unit of measurement that is commonly used in the aviation industry. LTK stands for load-tonne-kilometre.
^AG stands for American gallon.

Fuel Productivity & CO ₂ Emissions	FY2018/19	FY2017/18	FY2016/17	FY2015/16	FY2014/15
SIA Group					
Fuel Consumption (million AG) ^	1,748.43	1,501.83	1,491.90	1,476.29	1,459.90
Fuel Productivity (LTK/AG) #	11.37	10.98	10.61	10.57	10.64
CO ₂ Emissions (thousand tonnes)	16,488.32	14,162.78	14,069.12	13,921.88	13,767.39
CO ₂ Emissions Intensity (kg/LTK) #	0.83	0.86	0.89	0.89	0.89
Singapore Airlines (Passenger Fleet)					
Fuel Consumption (million AG) ^	1,332.67	1,296.12	1,288.06	1,276.99	1,269.14
Fuel Productivity (LTK/AG) #	10.74	10.59	10.18	10.17	10.20
CO ₂ Emissions (thousand tonnes)	12,567.55	12,222.86	12,146.81	12,033.04	11,968.44
CO ₂ Emissions Intensity (kg/LTK) #	0.88	0.89	0.93	0.93	0.92
Singapore Airlines (Freighter Fleet)					
Fuel Consumption (million AG) ^	99.07	110.78	118.85	122.15	117.25
Fuel Productivity (LTK/AG) #	17.25	17.68	17.00	16.40	17.23
CO ₂ Emissions (thousand tonnes)	934.25	1,044.68	1,120.84	1,151.90	1,105.68
CO ₂ Emissions Intensity (kg/LTK) #	0.55	0.53	0.55	0.58	0.55
SilkAir					
Fuel Consumption (million AG) ^	95.62	94.93	84.99	78.15	73.51
Fuel Productivity (LTK/AG) #	8.99	8.48	8.15	8.06	7.71
CO ₂ Emissions (thousand tonnes)	901.72	895.24	801.47	736.95	693.27
CO ₂ Emissions Intensity (kg/LTK) #	1.05	1.11	1.16	1.17	1.22
Scoot Fleet					
Fuel Consumption (million AG) ^	221.07	-	-	-	-
Fuel Productivity (LTK/AG) #	13.62	-	-	-	-
CO ₂ Emissions (thousand tonnes)	2,084.80	-	-	-	-
CO ₂ Emissions Intensity (kg/LTK) #	0.69	-	-	-	-

Environmental Performance (Cont'd)

Resources Utilisation – Ground Operations	FY2018/19	FY2017/18	FY2016/17	FY2015/16	FY2014/15
Water (,000 m ³)	223.5	226.8	234.0	250.4	264.9
Electricity (GWh)	48.2	48.9	48.8	52.1	54.2
Petrol (,000 litres)	135	134	140	139	148
Diesel (,000 litres)	3,078	2,814	3,061	3,003	2,909
Paper (A4 reams)	51,216	58,679	63,825	66,130	64,001

Carbon Emissions – Ground Operations	FY2018/19	FY2017/18	FY2016/17	FY2015/16	FY2014/15
From Fossil Fuel (tonnes)	8,985.85	8,239.14	8,282.56	8,128.16	7,903.60
From Electricity Used (tonnes)	20,433	20,753	21,050	22,530	24,386

Waste Generated – Ground Operations	FY2018/19	FY2017/18	FY2016/17	FY2015/16	FY2014/15
General Waste (tonnes)	3,191	3,522	4,334	3,950	4,827
Toxic Waste (litres)	43,000	64,600	88,800	54,200	69,200

Recyclables [#]	FY2018/19	FY2017/18	FY2016/17	FY2015/16	FY2014/15
Used Cooking Oil (kg)	3,055	1,140	3,435	5,140	7,600
Used Carton Boxes (kg)	486,040	558,300	672,820	575,810	610,490
Glass Bottles (kg)	282,822	274,454	299,136	206,090	177,340

[#]Figures are from SIA operations in Singapore.





Global Reporting Initiative

- ▶ **Material Topics and Boundaries** 62
- ▶ **GRI Content Index** 63

Material Topics and Boundaries

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

SIA Material Topics	GRI Standards Topics	Topic Boundary Internal* and External# (GRI 103-1b and GRI 103-c)	Management Approach (GRI 103-1a, GRI 103-2 and GRI 103-3)
Customer Focus	Customer Privacy	SIA, Customers	Stakeholder Engagement: Customers (Pg 29) GRI Content Index (Pg 66)
Employment	Employment	SIA	Stakeholder Engagement: Employees (Pg 30-38)
	Labour/Management Relations	SIA	Stakeholder Engagement: Employees (Pg 30,33) GRI Content Index (Pg 65)
	Training and Education	SIA	Corporate Governance (Pg 10) Stakeholder Engagement Initiatives (Pg 13-15) SIA's Safety Performance (Pg 20-25) Stakeholder Engagement: Employees (Pg 30, 34-38)
	Diversity and Equal Opportunity	SIA	Corporate Governance (Pg 9) Stakeholder Engagement: Employees (Pg 30-38) Annual Report (Pg 18-19, 78-81)
	Non-discrimination	SIA	There were no incidents of employee discrimination during the reporting period.
Environment	Materials	SIA, Suppliers	Stakeholder Engagement: Suppliers (Pg 39-40)
	Energy	SIA, Suppliers, Customers	Energy and Resource Management (Pg 53) Environmental Performance (Pg 59-60)
	Water	SIA, Suppliers, Customers	Energy and Resource Management (Pg 53) Environmental Performance (Pg 59-60)
	Biodiversity	Communities where SIA operates	Harapan Rainforest Initiative (Pg 44)
	Emissions	Communities where SIA operates	Managing SIA's Environmental Impact (Pg 48) Four-Pillar Strategy (Pg 49-52) Environmental Performance (Pg 59-60)
	Effluents and Waste	Communities where SIA operates	Energy and Resource Management (Pg 54) Environmental Performance (Pg 59-60)
	Environmental Compliance	SIA, Suppliers	There were no fines or sanctions during the reporting period.
	Supplier Environmental Assessment	SIA, Suppliers	Stakeholder Engagement: Suppliers (Pg 39-40) Suppliers' Code of Conduct (Pg 41)

*Refers to stakeholders within the organisation.

#Refers to stakeholders outside the organisation.

SIA Material Topics	GRI Standards Topics	Topic Boundary Internal* and External# (GRI 103-1b and GRI 103-c)	Management Approach (GRI 103-1a, GRI 103-2 and GRI 103-3)
Governance	Anti-corruption	SIA, Suppliers	Corporate Governance (Pg 9-10)
Safety	Occupational Health and Safety	SIA	SIA's Safety Performance (Pg 20-25) GRI Content Index (Pg 65)
	Customer Health and Safety	SIA, Customers, Suppliers	SIA's Safety Performance (Pg 20-25)
Shareholders	Market Presence	SIA, Shareholders	Stakeholder Engagement: Employees (Pg 30-31) Annual Report (Pg 18-19)
	Economic Performance	SIA, Shareholders	Annual Report (Pg 2, 42-57)
Suppliers	Freedom of Association and Collective Bargaining	SIA, Suppliers	GRI Content Index (Pg 66)
	Child Labour	SIA, Suppliers	Suppliers' Code of Conduct (Pg 41) GRI Context Index (Pg 66)
	Forced or Compulsory Labour	SIA, Suppliers	Suppliers' Code of Conduct (Pg 41) GRI Context Index (Pg 66)
	Human Rights Assessment	SIA, Suppliers	Stakeholder Engagement: Suppliers (Pg 39-40) Suppliers' Code of Conduct (Pg 41)
	Supplier Social Assessment	SIA, Suppliers	Stakeholder Engagement: Suppliers (Pg 39-40) Suppliers' Code of Conduct (Pg 41) GRI Content Index (Pg 66)

GRI Content Index

General Disclosures

GRI Standard	Disclosure	Disclosure Title	Page Reference and Remarks
Organisational Profile			
GRI 102: General Disclosures 2016	102-1	Name of the organisation	Overview (Pg 3) About Singapore Airlines (Pg 5) Annual Report (Pg 3)
	102-2	Activities, brands, products, and services	Overview (Pg 3) About Singapore Airlines (Pg 5) Route Network (Pg 7) Fleet Information (Pg 8) Annual Report (Pg 25-29)
	102-3	Location of headquarters	About Singapore Airlines (Pg 5)
	102-4	Location of operations	About Singapore Airlines (Pg 5) Route Network (Pg 7)
	102-5	Ownership and legal form	About Singapore Airlines (Pg 5) Annual Report (Pg 112, 206, 213-214)
	102-6	Markets served	About Singapore Airlines (Pg 5) Route Network (Pg 7)
	102-7	Scale of the organisation	About Singapore Airlines (Pg 5) Route Network (Pg 7) Stakeholder Engagement: Employees (Pg 30-32) Supporting our Communities (Pg 43-46) Annual Report (Pg 100, 102)
	102-8	Information on employees and other workers	Stakeholder Engagement: Employees (Pg 30-32) Stakeholder Engagement: Suppliers (Pg 39) SIA's Human Resources Division assisted to compile the employee figures available in this report using the SAP software.
	102-9	Supply chain	Stakeholder Engagement: Suppliers (Pg 39-40)
	102-10	Significant changes to the organisation and its supply chain	CEO's Message (Pg 4) Annual Report (Pg 22-24)
	102-11	Precautionary Principle or approach	Corporate Governance (Pg 9-10) Managing SIA's Environmental Impact (Pg 48) Four-Pillar Strategy (Pg 49-52) Energy and Resource Management (Pg 53-54) Environmental Awareness Initiatives (Pg 55-58)
	102-12	External initiatives	Sustainability at Singapore Airlines (Pg 11-12) Stakeholder Engagement Initiatives (Pg 16-18) Stakeholder Engagement: Customers (Pg 27-29) Stakeholder Engagement: Suppliers (Pg 39-40) Supporting our Communities (Pg 43-46) Managing SIA's Environmental Impact (Pg 48) Four-Pillar Strategy (Pg 49-52) Energy and Resource Management (Pg 53-54) Environmental Awareness Initiatives (Pg 55-58)
	102-13	Membership of associations	About Singapore Airlines (Pg 5)

GRI Standard	Disclosure	Disclosure Title	Page Reference and Remarks
Strategy			
GRI 102: General Disclosures 2016	102-14	Statement from senior decision-maker	CEO's Message (Pg 4) Annual Report (Pg 16-17)
	102-15	Key impacts, risks and opportunities	Annual Report (Pg 60-61)
Ethics and Integrity			
GRI 102: General Disclosures 2016	102-16	Values, principles, standards, and norms of behaviour	About Singapore Airlines (Pg 5) Corporate Governance (Pg 9-10) Stakeholder Engagement: Employees (Pg 30-34) Stakeholder Engagement: Suppliers (Pg 39-40) Suppliers' Code of Conduct (Pg 41)
	102-17	Mechanisms for advice and concerns about ethics	Corporate Governance (Pg 10) Stakeholder Engagement: Employees (Pg 34) Suppliers' Code of Conduct (Pg 41) Annual Report (Pg 75)
Governance			
GRI 102: General Disclosures 2016	102-18	Governance structure	Overview (Pg 3) Corporate Governance (Pg 9-10) Sustainability at Singapore Airlines (Pg 11-12)
	102-25	Conflicts of interest	Corporate Governance (Pg 10) Suppliers' Code of Conduct (Pg 41) Annual Report (Pg 75)
	102-33	Communicating critical concerns	Corporate Governance (Pg 10) Annual Report (Pg 75)
	102-35	Remuneration policies	Annual Report (Pg 66)
	102-36	Process for determining remuneration	Annual Report (Pg 66)
Stakeholder Engagement			
GRI 102: General Disclosures 2016	102-40	List of stakeholder groups	Sustainability at Singapore Airlines (Pg 11-12)
	102-41	Collective bargaining agreements	Stakeholder Engagement: Employees (Pg 33)
	102-42	Identifying and selecting stakeholders	Sustainability at Singapore Airlines (Pg 11-12)
	102-43	Approach to stakeholder engagement	Stakeholder Engagement Initiatives (Pg 13-18) Stakeholder Engagement: Customers (Pg 27-29) Stakeholder Engagement: Employees (Pg 30-38) Stakeholder Engagement: Suppliers (Pg 39-40)
	102-44	Key topics and concerns raised	CEO's Message (Pg 4) Sustainability at Singapore Airlines (Pg 11-12) Stakeholder Engagement Initiatives (Pg 13-18)

GRI Content Index (Cont'd)

GRI Standard	Disclosure	Disclosure Title	Page Reference and Remarks
Reporting Practice			
GRI 102: General Disclosures 2016	102-45	Entities included in the consolidated financial statements	Overview (Pg 3) Sustainability at Singapore Airlines (Pg 11-12) Annual Report (Pg 206)
	102-46	Defining report content and topic Boundaries	Sustainability at Singapore Airlines (Pg 11-12) Material Topics and Boundaries (Pg 62)
	102-47	List of material topics	Sustainability at Singapore Airlines (Pg 11-12) Material Topics and Boundaries (Pg 62)
	102-48	Restatements of information	The FY2017/18 financial data were restated due to a new accounting standard. For more information, please refer to pg 112-114 of the FY2018/19 Annual Report.
	102-49	Changes in reporting	No changes in reporting were made in FY2018/19.
	102-50	Reporting period	Overview (Pg 3)
	102-51	Date of the most recent report	Overview (Pg 3)
	102-52	Reporting cycle	Overview (Pg 3)
	102-53	Contact point for questions regarding the report	Overview (Pg 3)
	102-54	Claims of reporting in accordance with the GRI Standards	Overview (Pg 3)
	102-55	GRI content index	Material Topics and Boundaries (Pg 62) GRI Content Index (Pg 63-66)
	102-56	External assurance	Overview (Pg 3)

Material Topics

GRI Standard	Disclosure	Disclosure Title	Page Reference and Remarks
Economic Performance			
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Annual Report (Pg 47)
Market Presence			
GRI 202: Market Presence 2016	202-2	Proportion of senior management hired from the local community	Overview (Pg 3) Stakeholder Engagement: Employees (Pg 30) Annual Report (Pg 18-19, 78-81)
Anti-Corruption			
GRI 205: Anti-Corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Corporate Governance (Pg 10) All ground staff are expected to complete the anti-corruption training.
	205-3	Confirmed incidents of corruption and actions taken	Corporate Governance (Pg 10)

GRI Standard	Disclosure	Disclosure Title	Page Reference and Remarks
Energy			
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	Four-Pillar Strategy (Pg 49-52) Energy and Resource Management (Pg 53-54) Environmental Performance (Pg 59-60)
	302-4	Reduction of energy consumption	Four-Pillar Strategy (Pg 49-52) Energy and Resource Management (Pg 53-54) Environmental Performance (Pg 59-60)
Water			
GRI 303: Water 2016	303-2	Water sources significantly affected by withdrawal of water	Energy and Resource Management (Pg 53) SIA does not source water from nationally or internationally protected areas. Water is sourced from Singapore's national water agency, the Public Utilities Board. Rainwater is also collected and reused.
	303-3	Water recycled and reused	Energy and Resource Management (Pg 53) GRI Content Index (Pg 64)
Biodiversity			
GRI 304: Biodiversity 2016	304-3	Habitats protected or restored	Harapan Rainforest Initiative (Pg 44)
Emissions			
GRI 305: Emissions 2016	305-4	GHG emissions intensity	Four-Pillar Strategy (Pg 49-52) Environmental Performance (Pg 59)
	305-5	Reduction of GHG emissions	Four-Pillar Strategy (Pg 49-52) Environmental Performance (Pg 59-60)
Effluents and Waste			
GRI 306: Effluents and Waste 2016	306-1	Water discharge by quality and destination	Energy and Resource Management (Pg 53) Environmental Performance (Pg 59-60)
	306-4	Transport of hazardous waste	Energy and Resource Management (Pg 54) Environmental Performance (Pg 59-60)
Environmental Compliance			
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	Nil

GRI Content Index (Cont'd)

GRI Standard	Disclosure	Disclosure Title	Page Reference and Remarks
Supplier Environmental Assessment			
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Stakeholder Engagement: Suppliers (Pg 39-40) All of SIA's suppliers are expected to comply with our Suppliers' Code of Conduct. Waivers are given under special circumstances, such as when suppliers have an existing code of conduct which SIA deems as comprehensive.
Employment			
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Stakeholder Engagement: Employees (Pg 32)
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Stakeholder Engagement: Employees (Pg 34)
	401-3	Parental leave	Stakeholder Engagement: Employees (Pg 31)
Labour/Management Relations			
GRI 402: Labour/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	The multi-year SilkAir integration effort starting from FY2018/19 was announced on 18 May 2018. Employees were informed at least two months in advance before integration of their respective departments into SIA.
Occupational Health and Safety			
GRI 403: Occupational Health and Safety 2016	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	<p>SIA Employee Injuries 7 male and 23 female ground staff were injured in Singapore. Type of injury: Fracture, bruises, sprain and strain Injury rate: 183 per 100,000 employed persons Occupational disease rate: 79 per 100,000 employed persons Lost day rate: 300 days per 100,000 employed persons There were no SIA employee work-related fatalities in FY2018/19.</p> <p>Contractor Injuries No male or female contractors were injured in Singapore. Type of injury: N.A. Injury rate: 0 per 100,000 employed persons There were no contractor work-related fatalities in FY2018/19.</p> <p>Absentee Rate for SIA Employees* Outpatient medical certificates (absence days**): 3,795 days for male employees and 8,180 days for female employees. Hospitalisation medical certificates (calendar days): 2,607 days for male employees and 7,171 days for female employees. SIA reports work-related accidents in accordance with the Workplace Safety and Health Act stipulated by Singapore's Ministry of Manpower.</p> <p>*Ground staff based in Singapore, excludes Senior Vice Presidents and above. **For non-shift ground staff, this excludes weekends and public holidays. For ground staff on shift, this excludes rostered off/rest days.</p>

GRI Standard	Disclosure	Disclosure Title	Page Reference and Remarks
Occupational Health and Safety			
GRI 403: Occupational Health and Safety 2016	403-3	Workers with high incidence or high risk of diseases related to their occupation	Not applicable as no Singapore-based worker in the SIA Group belongs to this category.
	403-4	Health and safety topics covered in formal agreements with trade unions	Stakeholder Engagement: Employees (Pg 33, 36) Health and safety topics are covered under Singapore Ministry of Manpower's Work Injury Compensation Act, which SIA makes reference to in the Collective Agreements.
Training and Education			
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Stakeholder Engagement: Employees (Pg 35) Gender Male: 6 training days per male staff Female: 10 training days per female staff Employee Category (SIA Group) Managers and above: 5 days per Manager Executives: 8 days per Executive Associates (Ground): 7 days per Associate Cabin Crew: 17 days per Crew Pilots: 8 days per Pilot
	404-2	Programmes for upgrading employee skills and transition assistance programmes	Stakeholder Engagement: Employees (Pg 34-38)
	404-3	Percentage of employees receiving regular performance and career development reviews	Stakeholder Engagement: Employees (Pg 34)
Diversity and Equal Opportunity			
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Corporate Governance (Pg 9) Stakeholder Engagement: Employees (Pg 30-32) Annual Report (Pg 18-19, 78-81)
Non-Discrimination			
GRI 406: Non-Discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	There were no reported incidents of employee discrimination during the reporting period.

GRI Content Index (Cont'd)

GRI Standard	Disclosure	Disclosure Title	Page Reference and Remarks
Freedom of Association and Collective Bargaining			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Nil
Child Labour			
GRI 408: Child Labour 2016	408-1	Operations and suppliers at significant risk for incidents of child labour	Stakeholder Engagement: Suppliers (Pg 39-40) Suppliers' Code of Conduct (Pg 41) SIA is in compliance with the Employment Act and laws of Singapore. All of SIA's suppliers are expected to comply with our Suppliers' Code of Conduct.
Forced or Compulsory Labour			
GRI 409: Forced or Compulsory Labour 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Stakeholder Engagement: Suppliers (Pg 39-40) Suppliers' Code of Conduct (Pg 41) SIA is in compliance with the Employment Act and laws of Singapore. All of SIA's suppliers are expected to comply with our Suppliers' Code of Conduct.
Rights of Indigenous Peoples			
GRI 411: Rights of Indigenous People 2016	411-1	Incidents of violations involving rights of indigenous peoples	Nil
Non-Discrimination			
GRI 412: Non-Discrimination 2016	412-1	Operations that have been subject to human rights reviews or impact assessments	Nil
Supplier Social Assessment			
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Stakeholder Engagement: Suppliers (Pg 39-40) Suppliers' Code of Conduct (Pg 41) All of SIA's suppliers are expected to comply with our Suppliers' Code of Conduct.
	414-2	Negative social impacts in the supply chain and actions taken	There were no significant actual or potential negative impacts.

GRI Standard	Disclosure	Disclosure Title	Page Reference and Remarks
Customer Health and Safety			
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	SIA's Safety Performance (Pg 20-21,25)
Customer Privacy			
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Stakeholder Engagement: Customers (Pg 29) Based on records from the Information Security department, there were no breaches in our systems in FY2018/19 that resulted in thefts or losses of customer data. There was one incident voluntarily reported by SIA to the Singapore Personal Data Protection Commission, concerning a programming error related to a software update to SIA's website in FY2018/19, which may have potentially affected 291 KrisFlyer members. SIA has taken prompt remedial action to rectify the incident, and has followed up with all potentially affected KrisFlyer members.



A STAR ALLIANCE MEMBER



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