

Sustainability Report

FY2020/21

SINGAPORE
AIRLINES



A STAR ALLIANCE MEMBER



CONTENTS

01

Introduction

01 Message by Singapore Airlines CEO**03** About the Report**05** About Singapore Airlines**06** Route Network**08** Fleet Information**10** Sustainability Journey**11** Our Covid-19 Response and Engagement**14**

Sustainability Approach

14 Sustainability Governance**15** Sustainability Policy and Materiality**16** Sustainability Ambitions**17** Timeless Connections**18**

Connecting Lives

19 Governance**28** Employees**50** Safety**68** Customer-focus**83**

Connecting Communities

84 Suppliers**93** Shareholders**101** Society**109**

Connecting the Future

110 Environment**140**

Appendix

140 List of Abbreviations and Acronyms**141** Definition and Methodologies**149** Supplementary Sustainability Data**164** GRI Content Index

MESSAGE BY SINGAPORE AIRLINES CEO

102-14

The Covid-19 virus began to spread globally in February 2020, and resulted in unprecedented border restrictions at the start of the year under review. As successive waves of infections and more virulent strains emerged worldwide over the course of the year, the aviation industry reeled from an unparalleled drop in passenger traffic.

While the growing pace of Covid-19 vaccinations in several key markets gives us hope, international air travel remains largely restricted and its recovery trajectory is uncertain.

Despite the challenges, the Singapore Airlines (SIA) Group and its airlines have retained their focus on our sustainability goals over the course of the year. This is an increasingly important issue to both our customers and staff members, and we must be invested in conducting our businesses responsibly and integrating sustainability into all areas of our operations.

Mapping Our Sustainability Journey

The SIA Board recognises the importance of sustainability, and provides guidance to the management team together with its Customer Experience, Technology and Sustainability Committee (CETSC). They steer the management in ensuring that SIA's long-term value creation is achieved with environmental, social and governance factors as guiding principles. This will ensure that sustainability is anchored at every level of the organisation.

Commitment in Sustainability

In FY2020/21, we continued to collaborate with our stakeholders and partners to implement innovative solutions that help to protect the environment.

In May 2021, the SIA Group announced our commitment to achieve net zero carbon emissions by 2050. This reinforces our long-standing strategy of working towards decarbonisation and environmental sustainability across our operations. The Group will use multiple levers to achieve this ambitious goal, including continued investments in new-generation aircraft, achieving higher operational efficiency, adopting low-carbon technology such as sustainable aviation fuels, and sourcing for high quality carbon offsets.

In June 2021, we empowered our customers by providing them with an option to reduce their individual carbon footprint through the SIA Group's voluntary carbon offset programme. This will provide customers across Singapore Airlines, Scoot, and SIA Cargo with the opportunity to purchase carbon offsets via dedicated microsites. Their contributions will support verified projects that reduce carbon emissions, protect endangered species, and empower developing communities.

More details on our net zero ambition and the voluntary carbon offset programme can be found on pages 110 to 123 of this report.

Multiple projects were also pursued in support of our sustainability goals over the year. For example, the Group completed the installation of solar panels on all of its office buildings in Singapore.

"Despite the challenges, the Singapore Airlines Group and its airlines have retained their focus on our sustainability goals over the course of the year. This is an increasingly important issue to both our customers and staff members, and we must be invested in conducting our businesses responsibly and integrating sustainability into all areas of our operations."

Goh Choon Phong

*Chief Executive Officer
Singapore Airlines*



This generates renewable energy that supplies up to 18% of our electricity needs, or enough to power around 2,300 four-room apartments in Singapore for a year, which is equivalent to reducing 4.3 million tonnes of carbon dioxide emissions a year. We also achieved our target of a 15% reduction in electricity usage and a 30% reduction in waste generated from our buildings¹ versus FY2010/11.

¹ Locations include SIA's four buildings (Airline House, SIA Supplies Centre, SIA Training Centre and TechSQ), SIAEC's Engine Testing Facility and six hangars.

MESSAGE BY SINGAPORE AIRLINES CEO (CONTINUED)

In the area of waste management, we worked with our supplier SATS Ltd to monitor the amount of food waste generated on SIA's inbound flights. An inaugural waste audit conducted in August 2020 provided insights into the components of our cabin waste, which includes catering waste. We continue to find ways to reduce food wastage, and this includes our ongoing collaboration with Singapore-based start-up Lumitics.

SIA also launched a new Economy Class meal concept for selected short-haul flights in November 2020. The packaging for these meals is made of sustainable materials such as Forest Stewardship Council (FSC)-certified paper, and bamboo, significantly cutting the amount of single-use plastics on the meal tray. The meals are also around 50% lighter as a result of the new packaging, helping to lower aircraft fuel consumption and reducing carbon emissions by around 309 tonnes annually. Leftover waste, including the service ware, will be brought back to Singapore and sent to an eco-digester to be converted into refuse-derived fuel pellets that are an alternative energy source.

During these challenging times, we also found ways to support communities both in Singapore and around the world, and focused on the well-being of our customers and staff.

SIA has been the airline partner of the Hutan Harapan Initiative, an ecosystem restoration concession that covers nearly 100,000 hectares of tropical rainforest in Sumatra, Indonesia, since 2010. This initiative focuses on conservation efforts to sustain the local communities and protect wildlife biodiversity.

This partnership reflects our firm belief that environmental efforts must also focus on making a real and direct difference to the well-being of our planet.

As part of our community engagement efforts, we partnered with Temasek Foundation and the World Food Programme to transport essential medical supplies and other health and humanitarian items by air to points of need around the world. Our staff also stepped up and aided affected communities in Singapore and the regions we serve over the last year.

We have also introduced a slew of #SIAcares initiatives in 2020 to enhance the end-to-end health and safety measures on the ground and in the air. In response to the Covid-19 pandemic, we also launched a dedicated employee support portal, job support programmes, and Enhanced Training Support Package courses to provide additional assistance to our staff.

Moving forward, it is imperative that our people are resilient and agile in responding and adapting quickly to changes in these uncertain times. We have successfully launched SIA's new Transformation chapter for this purpose, and will report on some of our achievements from this in next year's report.

Connecting Lives, Communities and the Future

This year's report continues with our theme of Timeless Connections. Beyond connecting cities and destinations as an airline, we connect lives, communities, and the future. These form the three sections in this year's sustainability report, which will cover our seven material topics:

Connecting Lives	
<ul style="list-style-type: none"> • Governance • Employees • Safety • Customer-focus 	
Connecting Communities	
<ul style="list-style-type: none"> • Suppliers • Shareholders 	
Connecting the Future	
<ul style="list-style-type: none"> • Environment 	

Key contributions to the United Nations Sustainable Development Goals (SDGs) were identified, based on our material topics. We continue to prioritise three of the 17 goals, which are relevant to our Company's sustainability strategy and long-term targets. These are:

- **Goal 8:** Promote sustained, inclusive and sustainable economic growth, full and productive 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 impact

The Road Ahead

The future remains uncertain and the road to recovery from Covid-19 will be uneven. However, there is an undeniably strong momentum for change, and environmental, social and governance factors will become even more critical in the new normal.

In the coming years, we will conduct a review of our material topics to recalibrate and gain a better understanding of how the pandemic has affected our business and operations. We will continue to persevere and advance our sustainability agenda and ambition, in the hope of building a better, greener, world for future generations.

We look forward to sharing more about these initiatives in next year's report.

With regards,

Goh Choon Phong

*Chief Executive Officer
Singapore Airlines*

ABOUT THE REPORT

This is the ninth Sustainability Report published by Singapore Airlines Limited and its subsidiaries. In 2013, we voluntarily published our first Sustainability Report. Since then, we have been committed to disclosing our sustainability information in a transparent and open manner.

Sustainability reporting enables us to better communicate our management approach and performance of SIA's material economic, environmental, social and governance topics with our stakeholders. It enables us to identify opportunities to better measure, monitor, and manage these sustainability topics across all levels of our organisation. We recognise the role we play in sustainable development, and endeavour to work closely with all stakeholders in enhancing and integrating sustainability across our value chain.

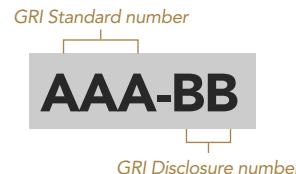
Reporting Framework and Initiatives 102-12 102-54

Global Reporting Initiative (GRI)

Our report has been prepared in accordance with the GRI Standards: Core option. The GRI Standards are selected as they represent the global best practice for reporting on an organisation's sustainability impacts.

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

Tag Example



Our GRI Content Index, located on page 164, summarises the GRI Standards selected for reporting. It also directs readers to the appropriate references in this Sustainability Report and other publicly available resources published by SIA.

Singapore Exchange (SGX) Sustainability Reporting Listing Rules and Guide

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

United Nations (UN) Global Compact

SIA is a signatory to the Ten Principles of the UN Global Compact. Our report serves as our Active Level Communication on Progress (COP), which details our actions to embed the Ten Principles into our business strategies and operations.

The following indicates the tags that we have used throughout our report whenever a section aligns with a principle:

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



This is our **Communication on Progress** in line with the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.
We welcome feedback on its contents.

SUSTAINABLE DEVELOPMENT GOALS (SDGs)

SIA supports the 2030 Agenda for Sustainable Development and the 17 SDGs, with a priority on SDGs 8 12 13. In our report, we mapped our key contributions to the SDGs through the management of our material sustainability topics.

The following indicates the icons that we have used throughout our report whenever a section aligns with an SDG:

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

ABOUT THE REPORT (CONTINUED)

Reporting Period 102-50 102-51 102-52

The reporting period covers SIA's financial year 2020/21 (FY2020/21) from 1 April 2020 to 31 March 2021. Data and information from past reporting cycles have been included, where available. Our report is published on an annual basis, with our last report published in June 2020.

Reporting Scope 102-2 102-45

The SIA Group's business is organised and managed separately according to the nature of services provided. All sustainability data and information presented in our report relates to three of our reportable businesses – Singapore Airlines, SilkAir and Scoot – unless otherwise stated. Sustainability data and information relating to Singapore Airlines Engineering Company (SIAEC), our subsidiary, is disclosed separately in SIAEC's Sustainability Report, which is published annually.

Organisation	Description of Services	Coverage in this SR
	Singapore Airlines provides passenger and cargo air transportation with a focus on the full-service passenger segment serving short to long-haul markets.	●
	SilkAir provides passenger air transportation with a focus on the full-service passenger segment serving regional markets.	●
	Scoot provides passenger air transportation with a focus on the low-cost passenger segment.	●
	SIAEC is in the business of providing airframe maintenance and overhaul services, line maintenance, technical ground handling services and fleet management. It also manufactures aircraft cabin equipment, refurbishes aircraft galleys, provides technical and non-technical handling services such as the repair and overhaul of hydro-mechanical aircraft equipment.	●
Others	Other services provided by the SIA Group, such as the training of pilots, air charters and tour wholesaling, have been aggregated under 'Others'.	●

● In scope

● Not in scope

Reporting Quality 102-56

While SIA has not sought external assurance for our report, we have systems in place to assess the quality of data and information reported. Since our first Sustainability Report published in 2013, we have been working closely with external consultants to perform an annual gap analysis to continually improve the quality of the report.

Our report should be read in tandem with the [SIA Annual Report FY2020/21](#) and SIAEC Sustainability Report FY2020/21 for a more comprehensive overview of the SIA Group's sustainability performance.



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.

Despite the pandemic, we have remained true to our commitment to make every journey personal. Due to the disruptions caused by the Covid-19 pandemic, we had to significantly scale back our global network, which includes the permanent suspension of services to several destinations. Regardless, we continued to seize opportunities to reinforce our position as a global leader in key markets during the year.

FY2020/21 Numbers for the SIA Group²



Our 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.

Our Principal Activities 102-2

Our principal activities consist of passenger and cargo air transportation, engineering services, training of pilots, air charters, as well as tour wholesaling and related activities.

Our Core Values 102-16



Excellence



Care



Safety



Integrity



Customer-focus



Teamwork

Our Memberships 102-13

We are 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 (SID), among other groups. We are also represented in various committees and working groups as part of our membership in these groups.

² As at 31 March 2021, including destinations originally scheduled up to end-April 2020. For more information, please refer to the FY2020/21 SIA Annual Report.

³ Excludes six Boeing 737 MAX 8 aircraft that are currently not in service, and includes freighter aircraft.

⁴ Figure refers to the total number of unique destinations operated by the SIA Group (including Singapore). Includes destinations served by passenger and freighter aircraft, as at 31 March 2021.

ROUTE NETWORK

102-2 | 102-4 | 102-6 | 102-7

As at 31 March 2021, the Singapore Airlines Group's passenger and freighter network covers 65 destinations⁵.

Destination	Airline	Destination	Airline	Destination	Airline	Destination	Airline
THE AMERICAS							
Anchorage	▶	Chongqing	▶	Bandar Seri Begawan	▶	Adelaide	▶
Dallas / Fort Worth	▶	Fukuoka	▶	Bangkok (Suvarnabhumi)	▶ ▶	Auckland	▶
Los Angeles	▶	Guangzhou	▶	Cebu	▶	Brisbane	▶
New York (John F. Kennedy)	▶	Hong Kong SAR	▶ ▶	Hanoi	▶	Christchurch	▶
San Francisco	▶	Nagoya	▶	Ho Chi Minh City	▶ ▶	Melbourne	▶ ▶
EUROPE							
Amsterdam	▶	Nanjing	▶	Ipoh	▶	Perth	▶ ▶
Barcelona	▶	Osaka	▶	Jakarta	▶	Sydney	▶
Brussels	▶	Seoul	▶ ▶	Kuala Lumpur	▶ ▶	WEST ASIA AND AFRICA	
Copenhagen	▶	Shanghai	▶	Kuching	▶	Colombo	▶
Frankfurt	▶	Shenzhen	▶	Manila	▶	Dhaka	▶
Istanbul	▶	Taipei	▶	Medan	▶	Dubai	▶
London	▶	Tianjin	▶	Penang	▶	Johannesburg	▶
Milan	▶	Tokyo (Haneda)	▶	Phnom Penh	▶	Kathmandu	▶
Moscow	▶	Tokyo (Narita)	▶ ▶	Phuket	▶	Male	▶
Munich	▶	Wuhan	▶	Singapore	▶ ▶ ▶ ▶	Nairobi	▶
Paris	▶	Zhengzhou	▶	Surabaya	▶	Sharjah	▶
Zurich	▶			Yangon	▶		

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

Singapore Airlines

47 destinations

SilkAir

5 destinations

Scoot

18 destinations

⁵ Includes destinations served by passenger and freighter aircraft. Sixty destinations served by passenger aircraft and six destinations served by freighter aircraft. Figures do not include destinations we have temporarily stopped flying due to the Covid-19 pandemic.

Legend



Singapore Airlines
(Passenger Aircraft)



SilkAir



Scoot



Singapore Airlines
(Freighter Aircraft)

NETWORK CHANGES IN FY2020/21

102-10

At the start of the Financial Year, as countries introduced travel restrictions and international air travel demand was curtailed, our passenger network had to be scaled back significantly. In March 2020, the Group announced that it would cut 96% of its capacity in response to the global shutdown of borders. In an effort to bring customers home, and to maintain essential connectivity to key markets for both passenger and cargo services, we continued to operate a skeletal network with services to 18 destinations.

Arising from a review of the SIA Group network, Singapore Airlines announced the suspension of services to Canberra, Dusseldorf, Stockholm, and Wellington in September 2020. SilkAir announced the suspension of services to Koh Samui in July 2020.

Despite resurgences in Covid-19 cases and prolonged border closures worldwide, the SIA Group was able to leverage the demand for bellyhold cargo space to grow our passenger network from 3% at the beginning of FY2020/21 to 23% of pre-Covid-19 levels⁶ by end-March 2021. This has allowed the Group to maintain group passenger network connectivity to 60 destinations, 44% of the Group's pre-Covid-19 route network.

The demand for air travel has seen a gradual improvement over the last 12 months. Capacity increases were also underpinned by continued strong demand for air cargo around the world, with freight space remaining constrained compared to pre-Covid-19 levels.

As the SIA Group recovers from the impact of the Covid-19 pandemic, we will continue to adjust our services and rebuild our network. The SIA Group will continue to grow its passenger capacity and resume selected services in a safe and calibrated manner. This is partly driven by moves to ease restrictions on both transit and inbound passengers.

The SIA Group began transitioning SilkAir's narrow-body operations to Singapore Airlines, starting with services to Phuket on 4 March 2021. SilkAir will continue its journey as it fully integrates into SIA in FY2021/22. Nine of SilkAir's Boeing 737-800 NG aircraft will progressively join the Singapore Airlines fleet with a freshly painted livery, newly upholstered seats. Customers will be able to enjoy SIA's iconic service on regional routes as a result of the integration.

As of 31 March 2021, Singapore Airlines operated 245 weekly services to 47 destinations, with at least a daily flight to key cities including Jakarta, London, New York, Sydney and Tokyo. SilkAir operated 11 weekly flights to five destinations, namely Cebu, Kathmandu, Kuala Lumpur, Medan and Singapore. Scoot operated 53 weekly flights to 18 destinations, mainly in the North Asia and South East Asia regions.



⁶ As compared to the capacity in January 2020, before the onset of the Covid-19 pandemic.

FLEET INFORMATION⁷

102-2 102-7

Our 168-strong⁸ fleet is one of the most modern and fuel-efficient in the world.

Singapore Airlines remains committed to operating a modern and fuel-efficient fleet despite the challenges and disruption posed by the Covid-19 pandemic.

In FY2020/21, following a review of the Airline's longer-term network, SIA announced that 45⁹ older-generation aircraft had been deemed surplus to fleet requirements. In addition, five of our leased Airbus A330-300 aircraft also left the Airline's operating fleet during the year as their leases expired.

In February 2021, the SIA Group reached agreements with Airbus and Boeing to revise its aircraft delivery schedule to deliver some of the aircraft in our order books over a longer period, with the delivery stream spread out beyond the immediate five years. This will enable the SIA Group to defer our capital expenditure to later years and allow us to recalibrate the rate of introduction of capacity, following the disruption to the demand for air travel as a result of the Covid-19 pandemic.

In addition to spreading out our aircraft delivery stream, we were able to respond to changes in our projected long-term fleet needs beyond FY2025/26 with the conversion of 14 Boeing 787-10 aircraft orders into 11 Boeing 777-9 aircraft.

⁷ Information is accurate as at 31 March 2021.

⁸ Operating fleet excludes aircraft deemed surplus to fleet requirements and includes aircraft that were withdrawn from service for temporary storage due to significant capacity cuts arising from the Covid-19 pandemic.

⁹ This includes four Boeing 777-200/200ERs, four Boeing 777-300s, four Boeing 777-300ERs, eight Boeing 737-800NGs, seven Airbus A380s, nine Airbus A320s and two Airbus A319s. In addition, the Airline also decided that seven Boeing 777 aircraft that had been leased to NokScoot were surplus to requirements.



FLEET INFORMATION (CONTINUED)

Singapore Airlines Group Fleet¹⁰

The average age of the entire SIA Group operating fleet is five years and 10 months.

Singapore Airlines (Passenger Aircraft)		Singapore Airlines (Freighter Aircraft)	Scoot
AVERAGE FLEET AGE		AVERAGE FLEET AGE	AVERAGE FLEET AGE
5 years 1 month	113 in fleet 87 on order	17 years 4 months	6 years 1 month
			
3 in fleet	31 on order	7 in fleet	22 in fleet
			
52 in fleet 12 on order	15 in fleet 13 on order		
			
12 in fleet	8 in fleet 0 on order		
			
23 in fleet	6 in fleet ¹¹ 31 on order	1 in fleet	10 in fleet 3 on order
Aircraft images courtesy of Yucca Studio and SPHM		SilkAir	BOEING 787-9
<small>¹⁰ Ongoing operating fleet excludes aircraft deemed surplus to fleet requirements and includes aircraft that were withdrawn from service for temporary storage due to significant capacity cuts arising from the Covid-19 pandemic.</small>		AVERAGE FLEET AGE	BOEING 787-9
<small>¹¹ Not in service.</small>		5 years 6 months	10 in fleet 4 on order
<small>¹² Six 737-8 MAXs were temporarily withdrawn from service on 12 March 2019 till further notice.</small>		1 in fleet	

SUSTAINABILITY JOURNEY

1990 – 2000, Building Awareness on Sustainability

1992 - Sets up the Environment Unit under the Safety and Security department, and issues its first Environmental Statement

1993 - Pledges support to the Singapore Business Charter for Sustainable Development

2009 - Pledges its support to IATA's three climate goals and Four Pillar Strategy

2010 - Commits to rainforest preservation by supporting the Harapan Rainforest Initiative as the exclusive airline partner

2010 - Completes the world's first multi-sector demonstration green flight under the Asia and Pacific Initiative to Reduce Emissions (ASPIRE) programme

2001 – 2010, Pioneering Journey into Sustainability

2001 - Publishes its first Environment Report FY2000/01 to communicate environmental initiatives and performance

2002 - One of the five airlines selected, and the only company from Singapore, to be included in the Dow Jones Sustainability World Indexes (DJSI World)

2002 - SIA's Environment Report FY2001/02 wins the inaugural Singapore Environmental Reporting Award in 2002

2008 - SIA's Environment Report FY2004/05 wins the Runner Up Best Environmental Report in the Association of Chartered Certified Accountants (ACCA) Singapore Environmental & Social Reporting Awards 2005

2009 - SIA Cargo voted as the Best Green Service Provider Airline by readers of Cargo News Asia

2011 – 2020, Accelerating Sustainability in SIA

2011 - Joins the Sustainable Aviation Fuel Users Group (SAFUG)

2012 - Implements the Suppliers' Code of Conduct to promote sustainable development

2013 - SIA is the Official Airline for the Giant Panda collaborative programme between Wildlife Reserves Singapore and the China Wildlife Conservation Association, and helped transport the giant pandas Kai Kai and Jia Jia to Singapore on board an SIA Cargo Boeing 747-400 freighter from Chengdu, China

2015 - Publishes its first Sustainability Report in FY2012/13, ahead of SGX introducing sustainability reporting on a "comply or explain" basis in June 2016. A year later, SIA published its report in line with the GRI-G4 reporting guidelines

2016 - Launches an Airbus A380 Charity Flight for more than 300 beneficiaries from the Community Chest of Singapore

2016 - Included in the SGX Sustainability Leaders Index, gaining recognition as a frontrunner in ESG standards

2016 - Takes delivery of SIA's first Airbus A350-900, one of the most fuel-efficient aircraft in its fleet

2017 - 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

2017 - Introduces a 'From Farm to Plane' concept to promote environmental sustainability and support local farmers' communities and collaborated with AeroFarms, the world's largest indoor vertical farm of its kind based in the United States

2018 - Signs the United for Wildlife Transport Taskforce Buckingham Palace Declaration in support of efforts to prevent illegal trafficking and transportation of wildlife and their products

2018 - SIA aims to be entirely plastic straw-free on board our flights by September 2019, replacing them with environmentally-friendly paper straws

2018 - SIA is the first to fly the new Boeing 787-10 Dreamliner, one of the most fuel-efficient aircraft in its fleet

2019 - Transforms its staff canteen to be an eco-friendly canteen by eliminating styrofoam and installing an eco-digester to convert food waste and canteen waste into refuse derived fuel

2019 - Sets up the Sustainability Office to enhance its sustainability strategy and framework, and drive sustainability initiatives across the SIA Group

2020 – 2021 and beyond, Emerging Stronger and Contributing to a Sustainable Aviation Industry

SIA boosts health and safety measures in light of the Covid-19 pandemic to enhance the customer journey

Awarded highest diamond rating in global airline health and safety audit

All three passenger airlines – SIA, SilkAir and Scoot – are among the first carriers in the world to operate flights with full complement of vaccinated pilots and crew

SIA and Temasek Foundation partners to support World Food Programme and the global Covid-19 response

Launches its new short-haul Economy Class meal concept, an eco-friendly dining concept involving the use of Forest Stewardship Council (FSC)-certified paper and bamboo cutlery to reduce single-use plastics and conversion of tray items to refuse-derived fuel (RDF)

Installs 20,000 solar panels generating 10,200 MWh of clean energy annually, equivalent to offsetting 4.3 million kg of CO₂ emissions in a year

The SIA Group of airlines announces our commitment to achieve net zero carbon emissions by 2050

Launches Singapore Airlines Group's voluntary carbon offset programme for passengers, corporates and cargo customers

OUR COVID-19 RESPONSE AND ENGAGEMENT

102-10 COV-19

Responding to the impact of the Covid-19 outbreak has been our focus since the start of 2020. Despite the uncertainty, we have stayed grounded to our roots, values, and vision, and have taken this opportunity to take a step back and reassess what sustainable development means to us. In April 2020, we set up an internal task force to respond to our stakeholder needs and spearhead plans to emerge stronger and more resilient post-Covid-19. More than ever, we recognise that our stakeholders are a part of our shared journey.



EMPLOYEES

The health and safety of our employees and our relationship with them matters deeply to us. We desire to retain our talents, and work with them to establish mutually-reinforcing support systems that can ensure our long-term sustainability.

We are using this time to equip our employees with new skills and knowledge that will be required in the future economy. They are also provided with opportunities to give back to the community, or to try out new experiences such as being a Care or Transport Ambassador.



DEDICATED EMPLOYEE SUPPORT PORTAL (ESP)

Launched the ESP, which provided Covid-19-related resources on job support programmes, financial and income tax relief channels, Enrichment Day, mental wellness, vaccination exercise and more.



RATIONALISATION MEASURES AND JOB SUPPORT PROGRAMME

Supported affected employees, including facilitating alternative employment placements.



ENHANCED TRAINING SUPPORT PACKAGE (ETSP) COURSES

Offered cabin crew a suite of ETSP courses focusing on three main aspects: Macro Environment, Onboard Environment, and Deep Skilling.



CUSTOMERS

Our top priority is the health and safety of our customers. We introduced a slew of health and safety measures, and continued to make adjustments to our operations based on the evolving situation.



PILOT OF THE IATA TRAVEL PASS APP

SIA was the world's first airline to pilot the IATA Travel Pass mobile application for digital health verification. The mobile application allows passengers to view Covid-19 testing and entry requirements, check flight status, and securely store and present their Covid-19 test results and vaccination status.



#SIACARES INITIATIVES

Introduced the #SIACares initiatives to protect the well-being of our customers, giving them more assurance and confidence as they travel with us.



KEEPING OUR CUSTOMERS INFORMED

Introduced a [Covid-19 Information Centre](#) on the SIA website to provide customers with one-stop access to Covid-19-related content. Similarly, Scoot has a dedicated [Covid-19 travel information page](#) on its website.

OUR COVID-19 RESPONSE AND ENGAGEMENT (CONTINUED)

GOVERNMENTS

We remain steadfast in supporting the measures by the governments around the world, and continue to be compliant with the border controls and travel restrictions.

We adopt a coordinated approach with the Singapore government, and continue to play a crucial role in efforts to keep the country's airfreight supply lines for essential goods open. Above all, we do our best to connect people with their loved ones around the world.



GOVERNMENT SUPPORT

Wage support through Jobs Support Scheme, cost reliefs for rents, rebates on landing and parking charges.



COVID-19 VACCINE CARRIAGE

Supported the transportation and safe delivery of the first shipments of Covid-19 vaccines to Singapore, Australia, Indonesia and New Zealand.



REPATRIATION CHARTERS

Arranged repatriation charters to various countries to bring Singapore residents and other customers back to their homes.

SUPPLIERS AND PARTNERS

The Covid-19 outbreak has had an unprecedented impact on the global supply chain, and is the greatest challenge in aviation history. We strive to maintain collaborative relationships with our suppliers and business partners to respond swiftly to our shared challenges.

Going forward, we recognise the increasing role we must play to enable the continuous flow of essential goods around the world. We endeavour to maximise the use of our freighter fleet, and schedule cargo-only passenger flights and ad-hoc charter flights where opportunities arise.



WORKING WITH AIRCRAFT MANUFACTURERS

Reached agreements with Airbus and Boeing to revise our aircraft delivery schedule, allowing us time to recalibrate and re-establish our capacity.



PREPARING FOR RESTART

Implemented a suite of measures to ensure that we are ready to restart our operations smoothly as air travel improves and our network is being rebuilt.



CARGO-ONLY PASSENGER FLIGHTS

Maintained an effective airfreight network to enable the flow of essential goods and medical supplies globally.

OUR COVID-19 RESPONSE AND ENGAGEMENT (CONTINUED)

SHAREHOLDERS

Our shareholders are important to us. We continue to engage them, address their concerns, and provide timely disclosures. Decisive steps are taken to keep our strategic priorities intact.

We have also commenced on an agile plan to restart our operations, which will enable us to ramp up our services when air travel eventually recovers. The way we collectively respond to this crisis will greatly shape our long-term sustainability and boost our capability for sustainable value creation.



MAINTAIN STRONG LIQUIDITY AND CASH RESERVES

Implemented cost management steps to conserve cash, and build up our liquidity through various fundraising measures.



STRENGTHEN REVENUE-GENERATING CAPABILITIES

Expanded revenue generating business lines such as cargo-only passenger flights, our freighter network and capacity. Explored new revenue generating businesses such as Kris+, Pelago and the Singapore Airlines Academy.



TRANSFORMATION PROGRAMME

Launched SIA's new Transformation chapter, which will bolster SIA's resilience and agility in the post-Covid-19 world.

COMMUNITIES

Since our humble beginnings, we have fostered strong bonds and inculcated a sense of responsibility towards the communities we serve.

We continued to provide support to global communities through our volunteering efforts, as well as the transportation of Covid-19 vaccines and essential supplies to multiple destinations around the world.



TEMASEK FOUNDATION (TF) AND UNITED NATIONS WORLD FOOD PROGRAMME (UN WFP) PARTNERSHIP

Partnered with TF and UN WFP to help transport essential medical supplies and other health and humanitarian items by air to points of need around the world.



TRANSPORTATION OF ESSENTIAL SUPPLIES

Participated in international programmes such as the Australian government's International Freight Assistance Mechanism (IFAM) and the Singapore-New Zealand Airfreight Partnership (SNAP) to support the air transport of chilled meat and fresh produce, among other products.



COMMUNITY CONTRIBUTIONS TO SINGAPORE

Implemented various community development projects and charity events such as SG Cares Giving Week, #FeedtheCity initiative, and Ruck-on! Singapore to provide support to the needy during this challenging period.



OUR CARE AND TRANSPORT AMBASSADORS

Supported Singapore's healthcare and transport sectors' frontline efforts, with hundreds of our cabin crew members volunteering for the roles of Care and Transport Ambassadors.

SUSTAINABILITY APPROACH

SUSTAINABILITY GOVERNANCE

[102-14](#) | [102-18](#) | [102-19](#) | [102-20](#) | [102-26](#) | [102-31](#) | [102-32](#)

We have a long-standing commitment in the continual integration of sustainability into every aspect of our business.

To achieve our sustainability goals, clear lines of accountability are important to enable us to make effective and meaningful decisions.

BOARD STATEMENT

The Board recognises the importance of sustainability. It steers the Management Committee in ensuring that SIA's long-term value creation is achieved with environmental, social and governance factors as guiding principles at all times. Sustainability is an integral part of SIA's operations and will be anchored across all levels of the organisation.



SUSTAINABILITY APPROACH (CONTINUED)

Sustainability Policy

Singapore Airlines is dedicated to providing air transportation services of the highest quality to the world. We take a long-term approach in the responsible development of our air transportation and related businesses and have programmes in place to ensure that sustainable practices are implemented across the Company by considering material environmental, social and governance topics.

The following are key elements of our sustainability strategy:

Upholding Safety

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

Managing Environmental Impact

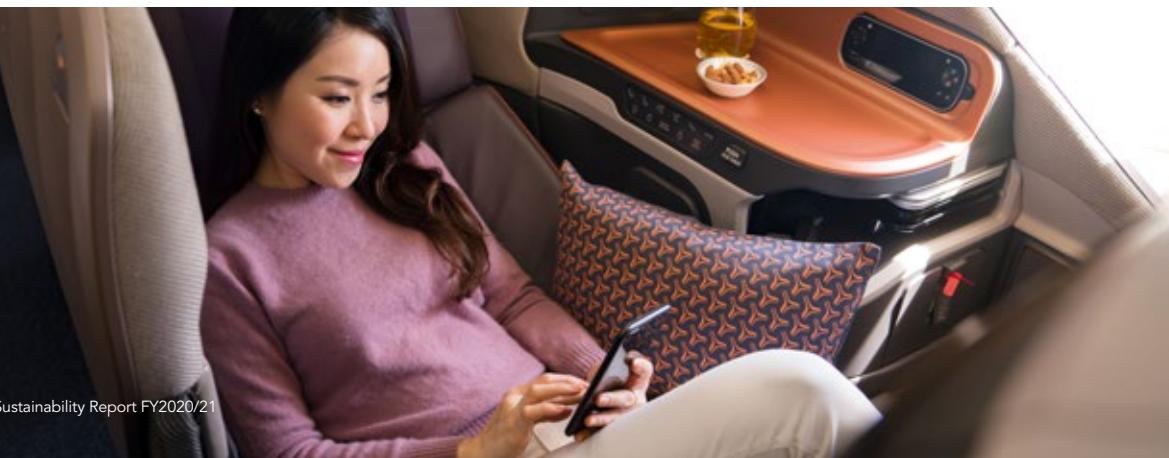
- We are committed to environmental sustainability and ensure that our operations are carried out in a responsible manner through a framework to mitigate climate risks, prevent pollution, ensure sustainable use of energy and resource, and conservation of biodiversity.

Supporting our Communities

- We practise good corporate citizenship, and contribute to and invest in the communities in which we operate.

Engaging our Stakeholders

- Customers** - We are committed to offering our customers the best travel experience through leadership in product and service innovation, our modern fleet and extensive network.
- Employees** - We value our employees and care for their safety, well-being and career development while also expecting them to adhere to a high standard of ethical behaviour, as laid out in our Code of Conduct.
- Shareholders** - We strive to maximise returns for long-term profitability, with the aim of creating sustainable shareholder value.
- Suppliers** - We treat our suppliers with respect and emphasise fairness in our relationships with them. The SIA's Supplier's Code of Conduct sets a comprehensive framework that our suppliers are required to adhere to.



Materiality 102-15 102-42 102-46

We identify and prioritise the sustainability topics that matter most to SIA and our stakeholders.

Our activities and relationships with other entities across our value chain will impact our stakeholders and the environment. In 2013, we conducted our inaugural Materiality Assessment covering SIA's operations in Singapore to assess our significant sustainability impact, including the concerns and expectations of our key stakeholders. Moving forward, we plan to progressively expand the coverage of the Materiality Assessment to include the operations of our subsidiaries, to reflect a more comprehensive picture of the Group's sustainability risks and opportunities.

Our material sustainability topics were last reviewed in 2017 for its continued relevance and were endorsed by SIA's Management Committee and the Board. The seven material sustainability topics are summarised in the following section.

SUSTAINABILITY AMBITION

[102-12](#) | [102-44](#) | [102-47](#)

We believe in sustaining a great world to fly. To do that, we have set ambitions that will help us chart a flight path towards global sustainable development.

Material Topic	Ambition	Supporting the UN SDGs Through the Management of Our Material Topics								
 Governance	We seek to maintain high standards of corporate governance, professionalism, integrity and commitment at all levels, underpinned by strong internal controls and risk management systems.	 PEACE, JUSTICE AND STRONG INSTITUTIONS	 PARTNERSHIPS FOR THE GOALS							
 Employees	We value our employees and care for their well-being and development.	 GOOD HEALTH AND WELL-BEING	 QUALITY EDUCATION	 GENDER EQUALITY	 DECENT WORK AND ECONOMIC GROWTH	 REDUCED INEQUALITIES	 PARTNERSHIPS FOR THE GOALS			
 Safety	We strive to improve our safety practices, as well as inculcate a strong and positive safety culture within the organisation.	 GOOD HEALTH AND WELL-BEING	 DECENT WORK AND ECONOMIC GROWTH	 PARTNERSHIPS FOR THE GOALS						
 Customer-focus	We endeavour to offer customers the best travel experience through service excellence and proactive customer engagement.	 INDUSTRY, INNOVATION AND INFRASTRUCTURE	 PARTNERSHIPS FOR THE GOALS							
 Suppliers	We treat suppliers with respect, emphasise fairness in our relationships, and work towards sustainable business practices.	 PARTNERSHIPS FOR THE GOALS								
 Shareholders	We seek to maximise returns for long-term profitability, with the aim of creating sustainable shareholder value.	 DECENT WORK AND ECONOMIC GROWTH	 PARTNERSHIPS FOR THE GOALS							
 Environment	We remain committed to environmental sustainability and for our operations to be carried out responsibly in support of industry goals.	 GOOD HEALTH AND WELL-BEING	 CLEAN WATER AND SANITATION	 AFFORDABLE AND CLEAN ENERGY	 INDUSTRY, INNOVATION AND INFRASTRUCTURE	 SUSTAINABLE CITIES AND COMMUNITIES	 RESPONSIBLE CONSUMPTION AND PRODUCTION	 CLIMATE ACTION	 LIFE ON LAND	 PARTNERSHIPS FOR THE GOALS

TIMELESS CONNECTIONS

We have come a long way from our humble beginnings
 And built a brand recognised the world over for its timeless quality
 As we grow, we asked ourselves what it will take to remain timeless
 We realise it must begin with sustaining our precious connections
 With people, with the world, with nature
 These connections chart a course towards sustainable development
 Empowering us to brave through headwinds
 And remain true to the reasons for our existence



CONNECTING LIVES

The lives of our customers, their loved ones, and our employees

Making every flight and every workplace a home away from home

Where they can rest in comfort knowing we are doing all we can to make it safe

We build and sustain our connections with people

Because we believe our journey with them never ends



CONNECTING COMMUNITIES

Forging meaningful, stronger relationships with our stakeholders

From our partners to the investing community, aviation communities and those we serve

Where we weave Singapore's social fabric with a global shared heritage

We sustain our connections with the world

Because we believe in flying the extra mile, with a higher purpose



CONNECTING THE FUTURE

Implementing solutions to reduce our environmental footprint

Doing all we can to future-proof the wonders of travel

For the adventurers of tomorrow and generations to come

We sustain our connections with nature

Because we believe in conserving our planet and the destinations we serve

CONNECTING LIVES

The lives of our customers, their loved ones, and our employees

Making every flight and every workplace a home away from home

Where they can rest knowing we are doing all we can to make it safe

We build and sustain our connections with people

Because we believe our journey with them never ends



GOVERNANCE

103-1 103-2 103-3

We are committed to enhancing long-term value for our stakeholders by maintaining high standards of corporate governance across all levels of our organisation, underpinned by strong leadership and a robust approach to risk management. Good governance enables us to ensure that the right resources are allocated judiciously to strengthen business resilience and ensure sustainable growth.



LEADERSHIP



RISK MANAGEMENT



VALUES AND PRINCIPLES



COMPLIANCE

OUR MANAGEMENT APPROACH

Key Engagement Activities

Engagement Mode	Frequency
Board Meetings, Board Committee Meetings (CETSC, BSRC, etc.)	Quarterly/As required
Strategy Sessions	Regular
Audits and Assessments	Regular
Training Programmes (Anti-corruption, etc.)	As required
Crisis Management Exercise	Yearly
Publications (Bulletins, Circulars, Magazines, Newsletters, Notices, etc.)	Regular
External, Statutory and Regulatory Communications	Regular
Orientation Programmes	Regular
Employee Portals	Regular
Whistleblowing Channel	As required
Meetings (Briefings, Dialogues, Forums, Townhalls, etc.)	Regular

Key Policies, Processes and Systems¹³

- Anti-corruption/Anti-bribery Policy and Procedures
- [Anti-modern Slavery and Human Trafficking Statement](#)
- Conflict of Interest Policy
- [Risk Management Framework](#)
- Staff Regulations
- [Suppliers' Code of Conduct](#)
- [Whistleblowing Policy](#)

SIA's Ambitions

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

Target	Due	Status
At least 95% of our employees ¹⁴ to complete the anti-corruption web-based training by the due date, annually	Yearly	Achieved

FY2020/21 in Numbers

97.7%

of employees completed the anti-corruption training¹⁵

0

incidents of corruption involving employees or business partners

0

significant fines or non-monetary sanctions for non-compliance with environmental, health and safety laws and regulations

Supporting the UN SDGs



¹³ Please refer to pages 70 to 89 of FY2020/21 SIA Annual Report.

¹⁴ Our target 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.

¹⁵ Number of employees completing anti-corruption training only covers SIA and SilkAir's global operations. Please refer to the Appendix for details on reporting boundaries.

LEADERSHIP

The SIA Board of Directors and Management Committee play a crucial role in furthering SIA's sustainability agenda. They drive conversations around the things we can and must do to contribute to sustainable development.

Board of Directors 102-22 102-23 102-26

The Board oversees the business performance and affairs of the Company and provides general guidance to management. Its principal functions include charting the Group's strategic direction, guiding the management team on digitalisation, technology and innovation, reviewing and approving annual budgets, financial plans, and monitoring the Group's performance, approving major acquisitions and fundraising exercises, as well as ensuring the Group's compliance with all laws and regulations as may be relevant to the business. The Board recognises the importance of sustainability. It steers the Management Committee in ensuring SIA's long-term value creation is achieved with environmental, social and governance factors as guiding principles at all times.

Our Directors come from diverse backgrounds, bringing strong and varied expertise across the fields of business, finance, legal, management and marketing, as well as environmental and social topics. Our independent directors Ms Goh Swee Chen and Mr Gautam Banerjee also serve as President of the Global Compact Network Singapore, and Chairman of the Singapore Centre for Social Enterprise Ltd (raiSE), respectively.

Name of Director	Position Held on the Board	Nature of Appointment	Date of First Appointment to the Board	Date of Last Re-election as Director
Mr Peter Seah Lim Huat	Chairman	Non-executive / Independent	1 September 2015	29 July 2019
Mr Goh Choon Phong	Director	Executive / Non-independent	1 October 2010	27 July 2020
Mr Gautam Banerjee	Director	Non-executive / Independent	1 January 2013	27 July 2018
Mr Simon Cheong Sae Peng	Director	Non-executive / Independent	1 June 2017	27 July 2020
Mr Dominic Ho Chiu Fai	Director	Non-executive / Independent	1 May 2017	29 July 2019
Mr Hsieh Tsun-yan	Director	Non-executive / Independent	1 September 2012	27 July 2020
Mr Lee Kim Shin	Director	Non-executive / Independent	1 September 2016	29 July 2019
Mr David John Gledhill	Director	Non-executive / Independent	1 September 2018	29 July 2019
Ms Goh Swee Chen	Director	Non-executive / Independent	1 January 2019	29 July 2019
Ms Jeanette Wong Kai Yuan	Director	Non-executive / Independent	1 June 2021	Not Applicable

Further information on our Board of Directors, Board Committees, and policies to ensure Board diversity and independence are available on pages 72 to 95 of the FY2020/21 SIA Annual Report.

LEADERSHIP (CONTINUED)

Communicating With Our Stakeholders

We value our relationships with our stakeholders and remain committed to strengthening trust with the investing community. SIA ensures that pertinent and price-sensitive information such as financial results are shared in a timely manner so as to facilitate transparency and trust. We publish such information on our various communications platforms. These include Singapore Exchange Ltd (SGXNet), which hosts our disclosures, as well as our [website](#), which hosts our quarterly business updates, news releases, monthly operating statistics, annual reports, sustainability reports, and other key facts and figures about the Company.

In addition to annual general meetings and extraordinary general meetings to engage with our shareholders, we hold analyst and media briefings following our half-yearly and full-year results. A full transcript or the webcast of such proceedings is made available on SGXNet and SIA's [website](#) the next working day after the analyst and media briefing. Due to physical meeting restrictions as a result of the Covid-19 pandemic, the analyst and media briefings for the half-year and full-year FY2020/21 results were held virtually.

The Investor Relations department also meets with 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.



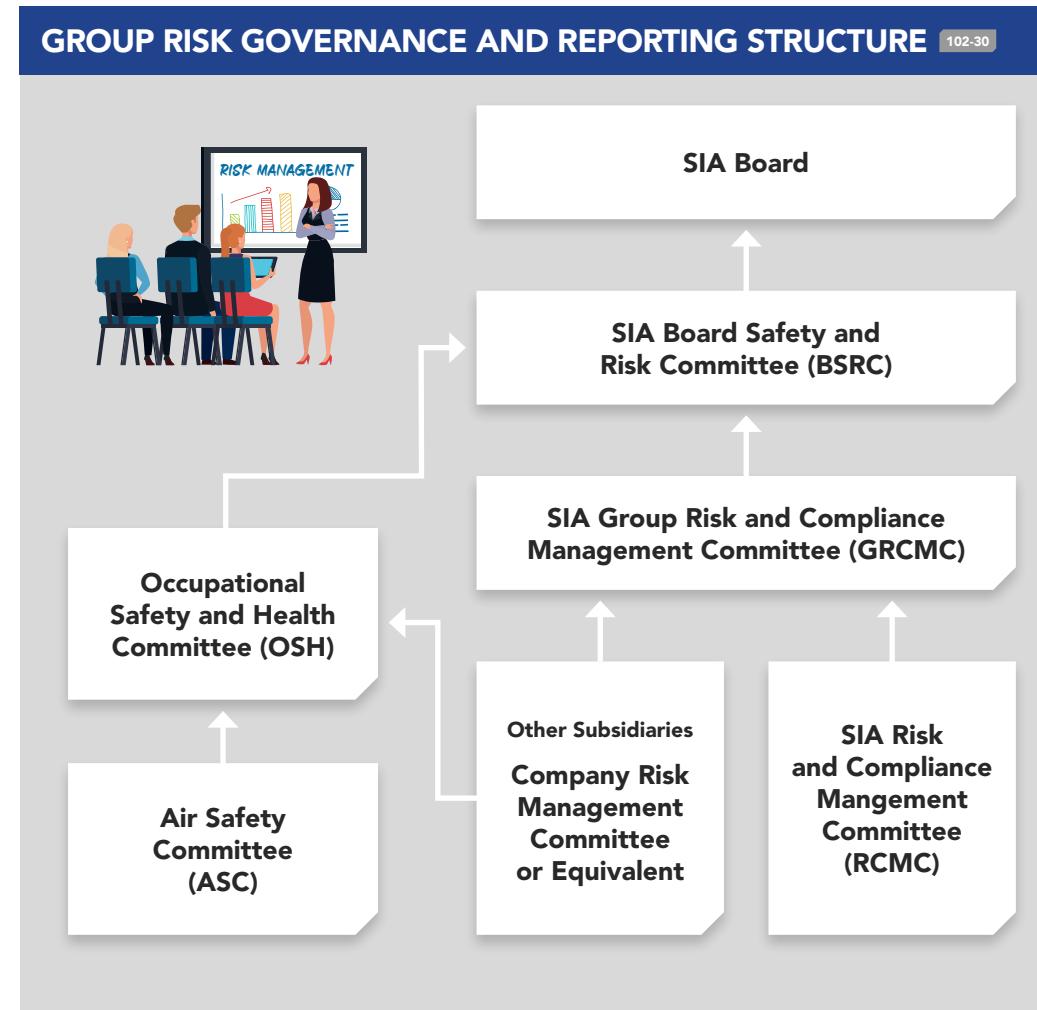
RISK MANAGEMENT

Identifying, managing, and responding to risks while capitalising on potential opportunities allows us to remain agile and make informed decisions to achieve our strategic objectives.

Every opportunity includes potential risks that could adversely impact the business and its finances. Therefore, effectively managing these risks is as important as seizing opportunities to grow the business.

As a publicly listed company, we need to manage our finances and assets responsibly to ensure that the interests of our stakeholders are well protected. To this end, SIA has a formalised [Risk Management Framework](#), which encompasses our governance, reporting structure, risk assessment process, as well as a set of risk management principles, policies and guidelines. This framework is complemented by activities that run throughout the year and involves all levels of staff and the SIA Board. This ensures that a sound system is in place to manage risks, and that controls are implemented, regularly reviewed, and validated for their continued effectiveness and relevance in the prevailing operating environment.

With the unprecedented impact of the Covid-19 pandemic on the world and the aviation industry, it is critical that risk controls and Business Continuity Plans (BCP) are reviewed and validated regularly. FY2020/21 was largely dedicated to this aspect of risk management. Enhanced processes and systems have been put in place to strengthen the SIA Group's operational resilience and our ability to adapt to the evolving risk landscape.



More information on SIA's Board of Directors, Board Committees, Risk Management Committee and Risk Management Functions can be found on our [website](#).

We want to instil a culture of risk-awareness in the organisation, where risks are managed proactively at all levels. To achieve this, our Risk Management (RM) department dedicates resources to reach out to all levels of employees through targeted communications and engagement activities, including the review of risks on an on-going basis on top of the annual Group-wide Risk Management Review Exercise. Continual training is another key element to equip our employees with the relevant knowledge and the right mindset to manage risks. The RM department developed an interactive web-based training module, which is mandatory for all ground employees to complete once every two years. BCPs are also tested regularly and independently verified to assess employees' readiness in responding to disruption scenarios in key operational functions. Furthermore, the RM department proactively identifies and facilitates opportunities for collaboration across different functions and across the SIA Group of companies, including joint reviews of risks and integrated tests of BCPs for risk events that have extensive and multi-disciplinary impact.

RISK MANAGEMENT (CONTINUED)

Crisis Management

Prudent crisis management enables SIA to manage major threats to our business through a coordinated and professional response. Our Crisis Management Manual (CMM) sets out the procedures that guide our crisis response. It contains processes for our functional groups, and broadly describes the policies and procedures that enable our head office and station crisis appointment holders to manage a crisis globally. The manual has been prepared in accordance with the CAAS Air Navigation Regulations (ANR), family assistance laws, and regulations governing aviation accidents.

We remain vigilant against the ever-evolving global landscape. In FY2020/21, we swiftly activated our business continuity plans to manage the challenges arising from the Covid-19 pandemic. Measures were taken across the Company to ensure the health and safety of all stakeholders, as well as operational and economic resilience.



VALUES AND PRINCIPLES 102-16

Our values and principles guide us in the way we work with our stakeholders and how we conduct ourselves in the things that we do.

Our approach to ensuring ethical business conduct internally and along our supply chain is enforced through our policies, including our anti-bribery policy, whistleblowing policy, and conflict of interest policy. We expect the highest standards of integrity from our employees, business partners, suppliers, contractors and agents, and list our commitment and whistleblowing channels on our [website](#). Our suppliers are required to include SIA's Suppliers' Code of Conduct¹⁶ in our contracts, unless a waiver is granted after a review is conducted by the Sustainability Office.



CORE VALUES

Corporate sustainability begins with our core values. We also take a future-fit, principles-based approach in the conduct of our business.

EXCELLENCE

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



CARE

We care for our people and community.
Every time.



SAFETY

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



INTEGRITY

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



CUSTOMER-FOCUS

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



TEAMWORK

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



Supporting the Ten Principles of the United Nations Global Compact

SIA has been a signatory to the Ten Principles of the UN Global Compact since 2018. We believe in building a responsible business, one which operates in ways that meet the fundamental responsibilities in the areas of human rights, labour, environment and anti-corruption. We align our corporate strategies, policies and procedures with the Ten Principles and strive to uphold our responsibilities to people and planet.

Employee Code of Conduct

Our Employee Code of Conduct outlines our expectations and compliance required for our employees in their handling and engagements with each other and the organisation.

This is to ensure that we foster a well-organised, respectful and collaborative work environment. All employees are expected to adhere to our staff regulations that cover areas such as harassment, non-discrimination, anti-corruption, personal conduct, and discipline, amongst others. These staff regulations are published on our corporate intranet and are appended to all letters of offer to new hires, who are expected to read and acknowledge the contents during their onboarding process. We have an established Disciplinary Inquiry Process to handle cases where an employee is found to have breached the staff regulations. Our staff regulations are also reviewed regularly by our Human Resources and Legal departments to ensure continued relevance, and changes are communicated to all employees in a timely manner for compliance. Grievance handling protocols and processes for employees are also detailed in our Collective Agreements with unions.

¹⁶ Please refer to page 87 for more information on the Suppliers' Code of Conduct.

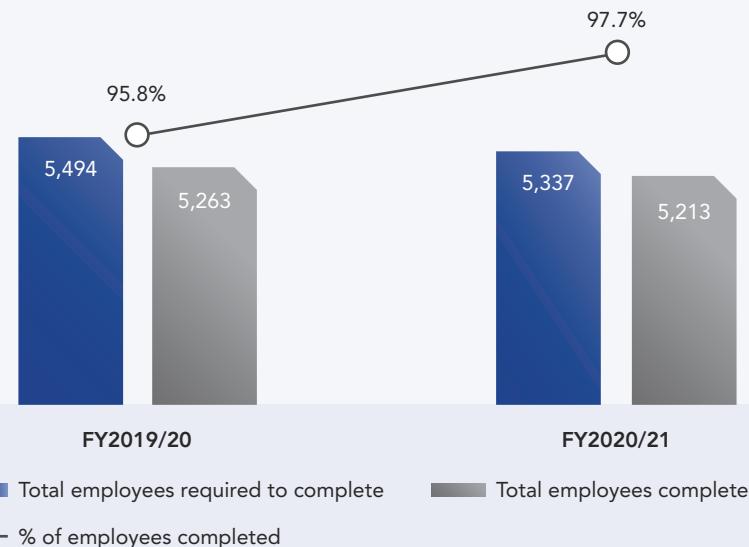
VALUES AND PRINCIPLES (CONTINUED)

Anti-corruption 205-2 205-3 PR-10

The SIA Group has a zero-tolerance stance on corruption in all forms. Incidents of corruption can cause serious damage not only to our organisation and our stakeholders, but also the communities in which we operate. It has a potentially crippling effect on global sustainable development efforts, which further underscores the importance of SIA working with stakeholders throughout our value chain to drive anti-corruption efforts. In FY2020/21, there were zero confirmed incidents of corruption involving our employees or business partners. There were also no legal cases of corruption brought against SIA, SilkAir and Scoot.

Employees undergo a mandatory anti-corruption web-based training annually and are assessed on their knowledge and understanding at the end of the course. In FY2020/21, we achieved our annual target of at least 95% of our ground employees completing the anti-corruption training by the due date¹⁷. Of the 5,337 SIA and SilkAir ground employees required to complete the anti-corruption training, a total of 5,213 (97.7%) employees completed it.

Completion of Anti-corruption Training¹⁸



0
cases of corruption
brought against the
Company

97.7%
of ground employees
completed the
anti-corruption
training



In FY2020/21, we achieved our annual target of at least 95% of our ground employees completing the anti-corruption training by the due date.

¹⁷ Our target 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.

¹⁸ Number of employees completing anti-corruption training only covers SIA and SilkAir's global operations. Please refer to the Appendix for details on reporting boundaries.

VALUES AND PRINCIPLES (CONTINUED)

Completion of Anti-corruption Training, by Employee Type and Region¹⁹

FY2020/21	Non-management	Management ²⁰	Total
Total employees required to complete, by employee type	4,897	440	5,337
Total employees completed, by employee type and region	4,778 (97.6%)	435 (98.9%)	5,213 (97.7%)
Singapore (Head Office)	2,203	336	2,539
The Americas	124	13	137
Europe	458	29	487
North Asia	597	13	610
South East Asia	699	20	719
South West Pacific	332	15	347
West Asia and Africa	365	9	374

FY2019/20	Non-management	Management ²⁰	Total
Total employees required to complete, by employee type	5,046	448	5,494
Total employees completed, by employee type and region	4,835 (95.8%)	428 (95.5%)	5,263 (95.8%)
Singapore (Head Office)	2,608	347	2,955
The Americas	144	10	154
Europe	429	28	457
North Asia	583	13	596
South East Asia	474	10	484
South West Pacific	347	11	358
West Asia and Africa	250	9	259

¹⁹ Number of employees completing anti-corruption training only covers SIA and SilkAir's global operations. Please refer to the Appendix for details on reporting boundaries.

²⁰ Management refers to those who are holding managerial positions and above, and management pilots.

VALUES AND PRINCIPLES (CONTINUED)

Conflict of Interest

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

Anti-modern Slavery and Human Trafficking PR-1 PR-2 PR-4 PR-5

At SIA, we do not condone any form of slavery and human trafficking. We remain committed to combating these risks in our value chain. Our suppliers are selected on the basis of their commitment to our principles and are required to comply with local labour standards as set out in our Suppliers' Code of Conduct. Those found to be in breach of this code of conduct risk having their supplier contracts terminated.

We also recognise the important role we play in preventing human trafficking as there is a risk that our airline services could be used by human traffickers. We work closely with governments, national law enforcement agencies and airports in the countries and territories we operate in to ensure that all suspected trafficking on our flights are reported and dealt with appropriately. We are committed to sharing best practices with our peers through IATA's platforms and believe in the importance of investing resources to train our employees so they can assess and report suspicious behaviour. The full Anti-modern Slavery and Human Trafficking Statement was updated in FY2020/21 to take into account the Australian anti-modern slavery laws, and is available on our [website](#).

Grievance Mechanism 102-17

We have channels for all internal and external stakeholders to raise concerns about possible improprieties in confidence. Our whistleblowing programme, Policy on Reporting Wrongdoing, is communicated to our employees through our corporate intranet, staff regulations and a mandatory web-based training module. Under the whistleblowing programme, all staff including Management are responsible for reporting any suspected wrongdoing. External stakeholders may report suspected matters of wrongdoing affecting the Company through the channels listed on our [website](#), which include our email at ethics_hotline@singaporeair.com.sg or telephone at +65 9387 5667. The Audit Committee continuously reviews the whistleblowing programme to ensure that it is adequate. All whistleblower reports on suspected wrongdoings are reviewed by the Audit Committee at its quarterly meetings to ensure independent investigation and adequate resolution.

COMPLIANCE

307-1

416-2

We seek to do our utmost to conduct our business in a manner that is just and responsible to the society and the environment.

Being compliant with the laws and regulations that govern us helps to foster trust and better relationships with our stakeholders. In FY2020/21, there were no significant fines²¹ or non-monetary sanctions for non-compliance with environmental, health and safety laws and regulations.

0

significant fines or non-monetary sanctions for non-compliance with environmental, health and safety laws and regulations



²¹ Significant fines refer to those above USD10,000.

EMPLOYEES

103-1

103-2

103-3

Our success as one of the world's leading airlines is a result of the passion and commitment of our employees. We recognise that attracting and retaining talents is essential to building a resilient and thriving organisation. We invest heavily in our employees to keep them motivated and provide them with ample opportunities for personal and professional development. We believe we can soar to greater heights by working together.



OUR MANAGEMENT APPROACH

Key Engagement Activities

Engagement Mode	Frequency
Chill Out with CEO Sessions	Quarterly
Senior Management Webinars, Divisional Townhalls, Engagement Sessions	Regular
Engagement with Union Leadership	Monthly
Safety and Security Week, CEO Transforming Customer Service Awards, Staff-Ideas-In-Action Awards	Yearly
Community Service Activities	Regular
Extracurricular Activities (Arts, Health and Wellness, Sports and Recreation, Social Functions)	Regular
Publications (Bulletins, Circulars, Magazines, Newsletters, Notices, etc.)	Regular
Organisational Climate and Transformation Pulse Surveys	Regular

Key Policies, Processes and Systems

- Collective Agreements
- Broader HR policies and guidelines governing Workforce Planning, Talent Acquisition and Staffing, Total Reward, Talent and Performance Management, Global Mobility, as well as Learning and Development
- Code of Conduct and Staff Regulations
- Policy on Harassment and Grievance Handling Process and Protocols
- Safe Management Measures and Workplace Protocols

SIA's Ambitions

We strive to be an employer of choice that:

- Enables and develops our employees to their fullest potential to achieve a highly performing and productive workforce that is future ready.
- Facilitates a work environment that is safe, flexible, nurturing and caters to individual needs and aspirations, including opportunities to contribute back to our communities through volunteer programmes.
- Provides our employees with an enriching experience in their journey with us.

Supporting the UN SDGs



FY2020/21 in Numbers

CEO Goh Choon Phong awarded the Medal of Commendation

by NTUC, for his contribution toward building good Labour-Management relationships

23,603
employees in
the SIA Group²²

1:1
gender ratio
(male:female)
of employees

90.3%
Overall return
to work rate of
employees who
took parental
leave

S\$22.4 mil
Investment in
learning and
development of
employees

²² Includes employees from all of SIA's subsidiaries. Please refer to the Appendix for details on reporting boundaries.

OUR EMPLOYEES²³

Our success as one of the world's leading airlines is a result of the pride, passion, and commitment of our employees working as one to deliver on our brand promise to our customers.

As we serve and connect with people from different cultures and walks of life, it is only natural that our workforce mirrors that too. We embrace the strengths that diversity in the workforce brings – from fresh perspectives to engaging and meaningful conversations.

Strength in Diversity 102.7 202.2

Singapore Airlines is committed to both continue and expand our initiatives to support diversity, equity, and inclusion in the workplace. Our human resources policies, processes, and practices are progressive, and support these important values within the organisation. Our people come from a myriad of cultures and backgrounds. This results in a diversity of views and perspectives, which has encouraged and enabled us to strengthen collectively and grow as an organisation. We strive for our people to feel comfortable, included and valued at the workplace, and in the conduct of their work, regardless of their race, ethnicity, gender, age, beliefs and other differences. Equal opportunities are given to all employees in the areas of their work assignments, personal development, and progress within the organisation. It is our firm belief that we can channel and leverage our diversity to make our company, our country and our world a better place. Our aspiration is not only to mirror the diversity of the communities where we operate, but to also work for a better future in which every person is supported, respected and treated fairly.

As at 31 March 2021, the SIA Group had 23,603 employees (FY2019/20: 28,707 employees), reflecting a 17.8% decrease in headcount from the previous financial year.

Of these, Singapore Airlines, SilkAir and Scoot employed 17,565 employees (FY2019/20: 21,359 employees). Female employees account for 50.3% of our workforce, while male employees account for 49.7%. 90.1% of our employees at Singapore Head Office are Singapore Citizens or permanent residents, as are 93.3% of Management²⁴ based in Singapore. Full-time employees account for 99.7% of our staff. Around 28.1% of our employees are under 30 years of age, 55.5% are between the ages of 30 and 50, and 16.4% above the age of 50.



17,565

employees in Singapore Airlines,
SilkAir, and Scoot



1:1

gender ratio (male:female) of
SIA employees

²³ Please refer to the Appendix for definitions and methodologies. Due to rounding, numbers and percentages presented may not add up precisely to the absolute totals indicated.

²⁴ Management refers to those who are holding managerial positions and above, and management pilots.



OUR EMPLOYEES (CONTINUED)

New Hires and Turnover 401-1 COV-19

As the Covid-19 pandemic worsened and international border closures prolonged, there was an urgent need for SIA to adapt to an uncertain future and position ourselves to emerge from the crisis stronger and fitter.

From the outset of the crisis, one of the SIA Group's priorities was to save as many jobs as possible. The Group implemented a recruitment freeze in March 2020, and did not fill vacancies that opened due to resignations and retirements. It also offered a Special Early Retirement Scheme for head office ground staff and pilots, as well as a Voluntary Release Scheme for cabin crew. The Group also announced a Voluntary No Pay Leave scheme for an extended period. These initiatives helped to reduce our headcount and facilitated more effective manpower allocation through a redesigning of jobs and roles.

The Group also implemented salary cuts early in the crisis to manage its expenditure, starting with the management team and then extending it to all employees as the situation worsened. These measures have remained in place for more than a year.

In September 2020, the Company announced its decision to cut 4,300 positions across the Group. This was mitigated by earlier efforts to reduce headcount, which allowed the Group to eliminate some 1,900 positions. As a result, the Company made the difficult decision to release 2,400 employees. A subsequent agreement with pilots to take additional pay cuts to save jobs reduced the final number to about 2,000 job losses.

Having to let go of its people was one of the toughest decisions that the Company has had to make in its history. The release was not a reflection of the strengths and capabilities of the affected staff, but the result of an unprecedented global crisis that has engulfed the airline industry. The SIA Group was focused on conducting the release of our staff in a fair and respectful manner and did its best to ensure that the affected colleagues received all necessary support during this very trying time. Our Singapore-based unions were involved in the discussions, and the SIA Group worked closely with them to finalise the arrangements to minimise the stress and anxiety on the affected employees. The terms of the release packages were explained to the affected employees on a one-on-one basis, and arrangements were made to have counsellors and medical staff on-site. Members of unions were also present to provide support. The Company also created a job portal for impacted staff to avail themselves to prospective jobs in other companies that the Human Resources team had actively sourced from the market.

Due to the decrease in flights across our network, Singapore Airlines, SilkAir and Scoot's overall new hire rate²⁵ for FY2020/21 decreased to 0.8% (FY2019/20: 12.7%), with the new hire rate for male employees at 0.9%, and female employees at 0.7%. In terms of age group, our new hire rate was 1.5% for employees under 30 years of age, 0.6% between the ages of 30 and 50, and 0.2% above the age of 50.

Singapore Airlines, SilkAir and Scoot's overall turnover rate²⁶ remained stable at 6.6% (FY2019/20: 6.4%) with turnover rate for male employees at 4.4%, and female employees at 8.7%. In terms of age group, our turnover rate was 13.4% for employees under 30 years of age, 4.6% between the ages of 30 and 50, and 1.6% above the age of 50.

SilkAir Integration

We are in the midst of our multi-year SilkAir integration effort, which was announced in May 2018, and scheduled for completion in FY2021/22. In March 2021, SIA took over Phuket services from SilkAir, marking the start of the integration of flight operations. Additional SilkAir routes were transferred thereafter, as a total of nine Boeing 737-800 NG aircraft were enhanced with the SIA cabin product, and transferred to the parent airline's fleet. In addition, SilkAir ground staff and crew are progressively being transferred to SIA. Integrating SilkAir into Singapore Airlines is an important part of the SIA Group's strategy, enabling greater economies of scale and allowing it to deploy the right aircraft to meet the demand for air travel as it returns. It also allows customers to enjoy SIA's award-winning suite of in-flight offerings on regional flights, including the world-class service offered by its cabin crew, enhanced food and beverage options, and the KrisWorld in-flight entertainment system via a web-based platform on the Boeing 737-800 aircraft. This also results in a consistent premium product across the Group's full-service network.



²⁵ New hire rate is computed by number of new hires over the number of employees, expressed as a percentage. This can be computed by the respective demographic cuts.

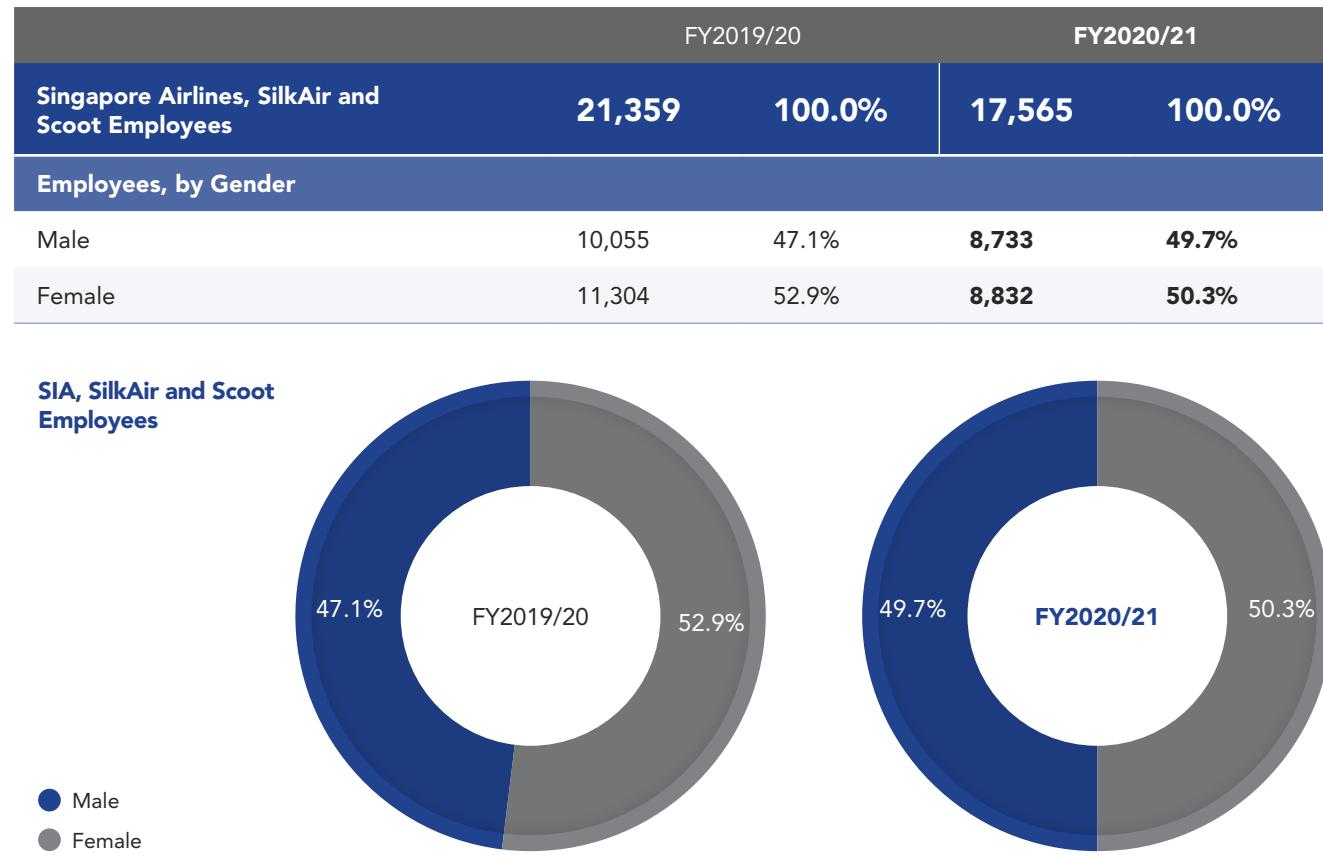
²⁶ Turnover rate is computed by number of turnover over the number of employees, expressed as a percentage. This can be computed by the respective demographic cuts. Due to confidentiality constraints, turnover relates purely to voluntary attrition, and does not include involuntary turnover such as dismissal, completion of contract, etc.

OUR EMPLOYEES (CONTINUED)

Our Workforce²⁷

102-8 401-1 405-1

	FY2019/20	FY2020/21
Employees in SIA Group	28,707	23,603
Employees, by Subsidiary		
Singapore Airlines	17,204	14,956
SilkAir	1,389	608
Scoot	2,766	2,001
SIA Engineering Company (SIAEC)	4,559	4,332
SIAEC's Subsidiaries	2,476	1,356
Tradewinds Tours & Travel	51	46
Cargo Community Network	77	77
Singapore Flying College	82	76
SAGI	3	3
KrisShop	100	100
Encounters	-	48

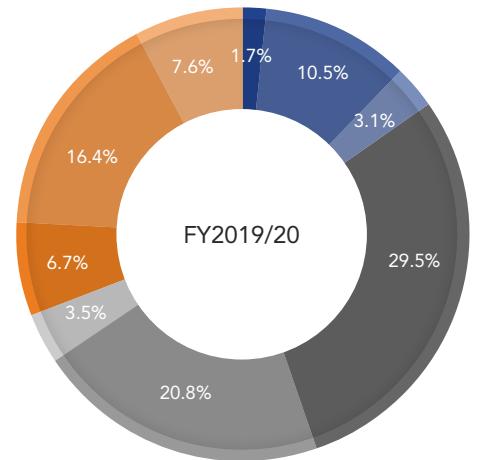


²⁷ Excludes Singapore Airlines staff seconded to other companies but includes staff seconded to Singapore Airlines. Due to rounding, percentages presented may not add up precisely to the absolute totals indicated. Total employee figures in FY2018/19 and FY2019/20 were restated after aligning data compilation methodologies of SIA Engineering Company and Scoot. Please refer to the Appendix for definitions, methodologies and reasons for and effect of restatements.

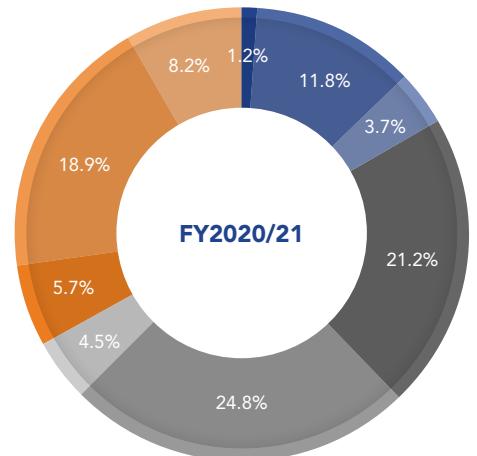
OUR EMPLOYEES (CONTINUED)

Singapore Airlines, SilkAir and Scoot Employees, by Employee Category and by Age Group		FY2019/20		FY2020/21	
Pilots		3,283	15.4%	2,933	16.7%
<30 yo	362	1.7%	214	1.2%	
30-50 yo	2,250	10.5%	2,070	11.8%	
>50 yo	671	3.1%	649	3.7%	
Cabin Crew		11,514	53.9%	8,880	50.6%
<30 yo	6,310	29.5%	3,717	21.2%	
30-50 yo	4,446	20.8%	4,364	24.8%	
>50 yo	758	3.5%	799	4.5%	
Ground Staff		6,562	30.7%	5,752	32.7%
<30 yo	1,427	6.7%	998	5.7%	
30-50 yo	3,511	16.4%	3,318	18.9%	
>50 yo	1,624	7.6%	1,436	8.2%	

SIA, SilkAir and
Scoot Employees,
by Employee Category
and by Age Group



- Pilots (<30 yo)
- Pilots (30-50 yo)
- Pilots (>50 yo)
- Cabin Crew (<30 yo)
- Cabin Crew (30-50 yo)
- Cabin Crew (>50 yo)
- Ground Staff (<30 yo)
- Ground Staff (30-50 yo)
- Ground Staff (>50 yo)



OUR EMPLOYEES (CONTINUED)

Singapore Airlines, SilkAir and Scoot Employees, by Employment Type (Full-time and Part-time) and by Gender					Singapore Airlines, SilkAir and Scoot Employees, by Employment Type (Permanent and Contract) and by Gender				
	FY2019/20		FY2020/21			FY2019/20		FY2020/21	
Full-time	21,303	99.7%	17,518	99.7%	Permanent	10,423	48.8%	10,581	60.2%
Male	10,051	47.1%	8,731	49.7%	Male	6,845	32.0%	6,628	37.7%
Female	11,252	52.7%	8,787	50.0%	Female	3,578	16.8%	3,953	22.5%
Part-time	56	0.26%	47	0.27%	Contract	10,936	51.2%	6,984	39.8%
Male	4	0.02%	2	0.01%	Male	3,210	15.0%	2,105	12.0%
Female	52	0.24%	45	0.26%	Female	7,726	36.2%	4,879	27.8%

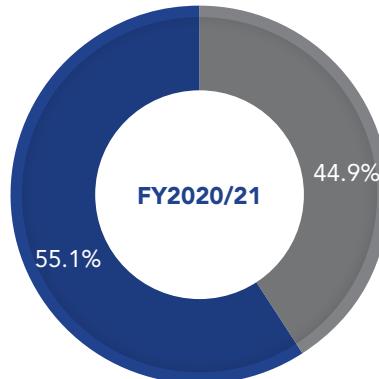
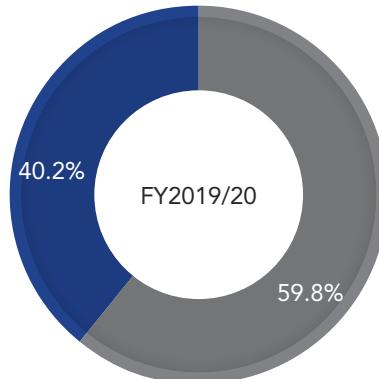
OUR EMPLOYEES (CONTINUED)

Singapore Airlines, SilkAir and Scoot Employees, by Employment Type (Permanent and Contract) and by Region					Singapore Airlines, SilkAir and Scoot Employees, by Employment Type (Permanent and Temporary) and by Region				
	FY2019/20		FY2020/21			FY2019/20		FY2020/21	
Permanent	10,423	48.8%	10,581	60.2%	Contract	10,936	51.2%	6,984	39.8%
Singapore	7,514	35.2%	7,478	42.6%	Singapore	9,852	46.1%	6,951	39.6%
The Americas	172	0.8%	142	0.8%	The Americas	18	0.08%	2	0.01%
Europe	544	2.5%	438	2.5%	Europe	38	0.18%	17	0.1%
North Asia	675	3.2%	815	4.6%	North Asia	389	1.82%	7	0.04%
South East Asia	702	3.3%	1,030	5.9%	South East Asia	592	2.77%	1	0.01%
South West Pacific	416	1.9%	330	1.9%	South West Pacific	12	0.06%	1	0.01%
West Asia and Africa	400	1.9%	348	2.0%	West Asia and Africa	35	0.16%	5	0.03%

OUR EMPLOYEES (CONTINUED)

	FY2019/20		FY2020/21	
Singapore Airlines, SilkAir and Scoot New Hires	2,723	100.0%	136	100.0%
New Hires, by Gender				
Male	1,095	40.2%	75	55.1%
Female	1,628	59.8%	61	44.9%
New Hires, by Age Group				
<30 yo	2,107	77.4%	72	52.9%
30-50 yo	576	21.2%	58	42.6%
>50 yo	40	1.5%	6	4.4%

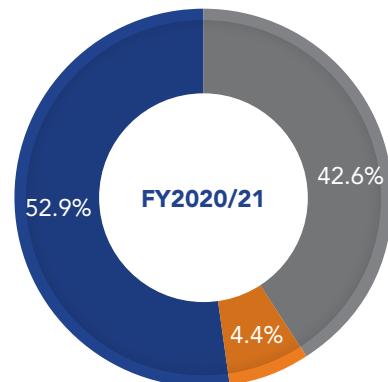
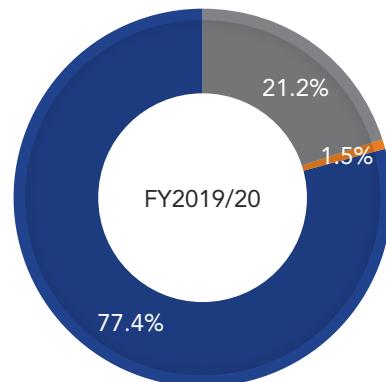
SIA, SilkAir and Scoot New Hires, by Gender



● Male ● Female

	FY2019/20		FY2020/21	
New Hires, by Region				
Singapore	2,179	80.0%	110	80.9%
The Americas	33	1.2%	3	2.2%
Europe	48	1.8%	4	2.9%
North Asia	122	4.5%	2	1.5%
South East Asia	218	8.0%	13	9.6%
South West Pacific	79	2.9%	1	0.7%
West Asia and Africa	44	1.6%	3	2.2%

SIA, SilkAir and Scoot New Hires, by Age Group

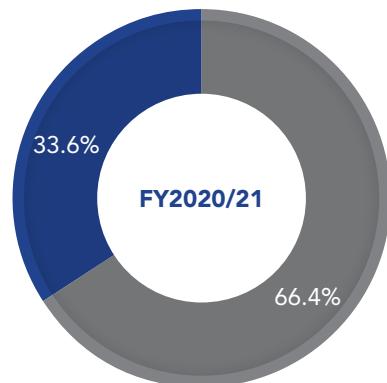
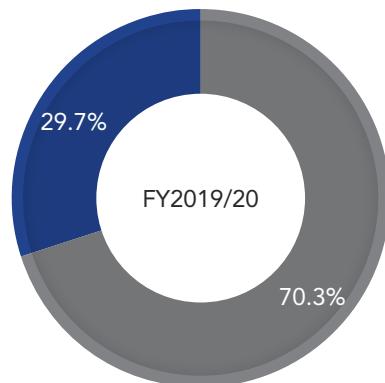


● <30 yo ● 30-50 yo ● >50 yo

OUR EMPLOYEES (CONTINUED)

	FY2019/20		FY2020/21	
Singapore Airlines, SilkAir and Scoot Turnover²⁸	1,377	100.0%	1,154	100.0%
Turnover, by Gender				
Male	409	29.7%	388	33.6%
Female	968	70.3%	766	66.4%
Turnover, by Age Group				
<30 yo	860	62.5%	660	57.2%
30-50 yo	475	34.5%	448	38.8%
>50 yo	42	3.1%	46	4.0%

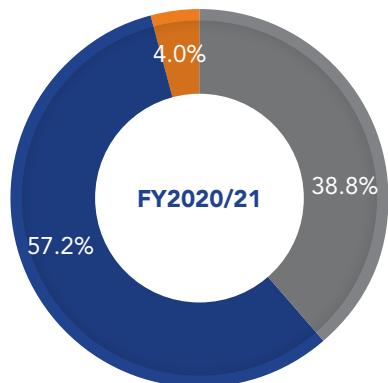
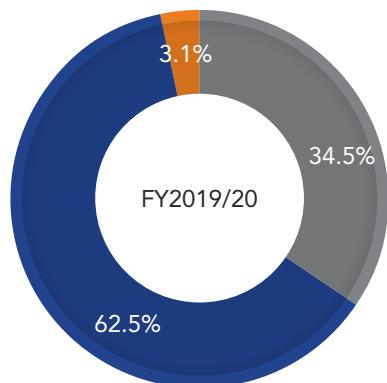
SIA, SilkAir and Scoot Turnover, by Gender



● Male ● Female

	FY2019/20		FY2020/21	
Turnover, by Region				
Singapore	993	72.1%	1,043	90.4%
The Americas	18	1.3%	10	0.9%
Europe	37	2.7%	23	2.0%
North Asia	138	10.0%	31	2.7%
South East Asia	126	9.2%	21	1.8%
South West Pacific	39	2.8%	22	1.9%
West Asia and Africa	26	1.9%	4	0.4%

SIA, SilkAir and Scoot Turnover, by Age Group



● <30 yo ● 30-50 yo ● >50 yo

²⁸ Due to confidentiality constraints, turnover relates purely to voluntary attrition, and does not include involuntary turnover such as dismissal, completion of contract, etc.

EMPLOYEE ENGAGEMENT

Continual engagement with our employees enables us to understand them better. During this challenging period, engaging with our employees allows us to motivate them and stay connected with them. It also allows us to identify and address issues, feedback and concerns, and put in place support programmes quickly and effectively.

Engaging our Employees 102-43 COV-19

We maintain multiple engagement modes and communication channels with all our employees, both local and overseas.

				
Activities and Events	Forums and Meetings	Online Platforms	Publications	Surveys
Community Service Activities Regular	Business Meetings Biannually	e-learning Platforms Regular	Bulletins, Circulars, Notices, etc. Regular	Organisational Climate Survey and Pulse Survey Biennially
Demo Day by KrisLab Regular	Chill Out with CEO Sessions Quarterly	Employee Platforms (1SQ, SQhub, etc.) Regular	Cabin Crew Times Monthly	Transformation Pulse Survey Biennially
Divisional Communications Sessions Quarterly	Dialogues, Forums, Townhalls, etc. Regular	Internal Collaboration Using Microsoft Teams Regular	Fleet e-Newsletters Biannually	
Extra-curricular Activities (arts, health and wellness, sports and recreation, etc.) Regular	Senior Management Webinars Focusing on SIA's Transformation Programme Regular	Yammer Groups Regular	Flight Safety Magazine Biannually	
Safety and Security Week Annually		Employee Support Portal (resources on Job Support Programme, financial and income tax relief channels, Enrichment Day, mental wellness, vaccination exercise, etc.)* Regular	Hazard Newsletters Quarterly	
Staff Ideas-In-Action Regular			Outlook Magazine Weekly	
Vaccination Webinars in Collaboration with the Ministry of Health (MOH)* Ad-hoc				

* Covid-19-related initiatives

We obtain feedback from employees through our Organisational Climate Survey (OCS) and Transformation Pulse Surveys. OCS and pulse surveys enable us to better understand employees' needs, as well as identify areas of opportunities so that we can deliver a more positive working experience for our employees. The OCS is conducted every two to three years, while pulse surveys are conducted biannually. The collective efforts of the Group, along with strong support from our unions and staff, yielded a strong showing in the Transformation Pulse Survey conducted in March 2021. SIA achieved its highest ever engagement score, a recognition of the Company's efforts in supporting our employees through these difficult times. The next OCS will be conducted in the second half of 2021.

In April 2020, Scoot rolled out a company-wide employee pulse survey to better understand the work challenges that staff were facing during the Covid-19 pandemic. They also wanted to gain insights on how receptive staff were toward ongoing initiatives, as well as determine other areas where more support could be extended to them. To facilitate closer engagement with telecommuting employees, Scoot also launched a video series hosted by Scoot's CEO, Scoot Good News, to keep staff up-to-date with the latest updates from the company.

EMPLOYEE ENGAGEMENT (CONTINUED)

CASE STUDY

EMPLOYEE SUPPORT PORTAL COV-19

Confronted with the greatest challenge that the SIA Group has encountered in its existence, we recognised the difficulties that our employees faced both at work as well as in their personal lives.

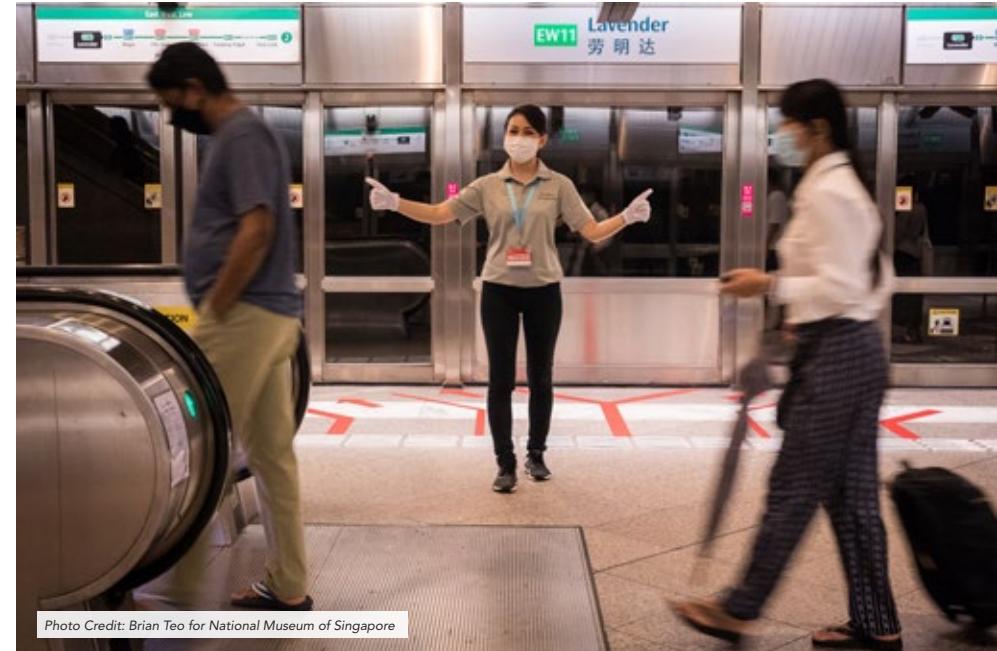
A one-stop Employee Support Portal was set up to provide resources to assist staff whose livelihood was badly impacted and needed financial relief. During the challenging period, SIA worked with banks and government agencies in Singapore to offer financial relief channels for our employees. The Airline also waived its exclusive service requirements for certain groups of employees so that they could secure supplementary income through other jobs. This supported employees who had been affected by the unprecedented drop in operations, as well as the pay cuts that the Company instituted in response to the crisis.

Beyond financial assistance, the Company provided opportunities and time-off for employees to pursue additional training or upskilling in the form of an allocated monthly Enrichment Day. Through this programme, employees could choose to complete a company-organised instructor-led online course, online learning via SKIES, LinkedIn Learning, or learning via other training resources (Tableau, SkillsFuture, self-funded higher education, etc). A curated list of 14 LinkedIn Learning courses on topics such as Data Analysis and Visualisation, Design Thinking, and Agile project management have seen very good uptake, with over 280 employees participating in the courses. Apart from learning and upskilling, employees could also choose to volunteer for a company-organised corporate social responsibility activity. In FY2020/21, over 4,500 employees went above and beyond to volunteer at organisations such as Willing Hearts, Food Bank, Free Food For All (FFFA), Temasek Foundation, and Sengkang Community Hospital.

SIA also introduced mental wellness programmes and organised regular talks for employees on the topic, given the importance of this issue during this especially challenging time as they helped the Company to navigate the crisis. To date, we have held three mental wellness talks, with over 400 participants. Four training sessions were also conducted on how to identify and manage colleagues under stress at the workplace, which saw over 170 participants.



EMPLOYEE ENGAGEMENT (CONTINUED)



Ambassador Programmes

Amid the challenges faced by the wider communities in Singapore due to the Covid-19 pandemic, the SIA Group adapted and responded quickly to support the fight against the virus at a time of reduced operations for its airlines. The Group worked with various government agencies to launch various ambassador programmes over the course of the year. Crew ambassadors were deployed to hospitals, social service offices, MRT stations, and bus interchanges, among others.

More than 2,000 SIA crew worked as ambassadors during this time, allowing them to directly support the fight against Covid-19 on the frontline since the inception of the programme in April 2020. Their duties include supporting healthcare workers to care for patients in hospitals, ensuring safe distancing amongst commuters at train stations and assisting with processing Covid-19 support grants. Our crew displayed the same renowned professionalism in these new roles, and have received numerous accolades for their work from government agencies, private organisations, as well as members of the public.

EMPLOYEE ENGAGEMENT (CONTINUED)

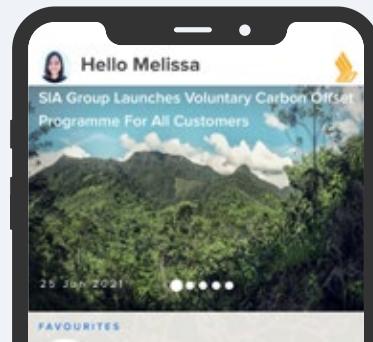
Leveraging Technology

We constantly seek new opportunities to leverage technology and new digital tools to better connect with our employees, while allowing them to access functions that replace with enhance their overall experience with us anytime, anywhere.

1SQ, SIA's One-stop Employee Mobile App

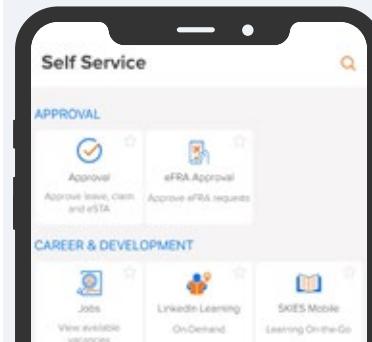
Launched in February 2018, 1SQ was designed to provide our employees with on-the-go access to the latest news, corporate deals, and the ability to perform self-service functions such as leave submissions and travel requests. Using the agile methodology, 1SQ has improved progressively via an iterative process involving feedback from employees.

Three years on, 1SQ has expanded to include more than 45 different features and is gaining popularity among employees due to its features. As at 31 March 2021, over 90% of Head Office staff in Singapore are actively using the mobile app.



SQhub, SIA's One-stop Employee Portal

Launched in September 2020, SQhub is SIA's one-stop portal for effective communication within the organisation. Through centralised publishing of management messages, company and news about employees, SQhub strives to be a user-friendly platform. With a convenient search feature available, staff can enjoy a seamless employee experience.



SKIES e-Learning Platform: Learn Anytime, Anywhere

Globally, SIA and SilkAir employees have access to courses on the SKIES e-learning platform, which hosts over 13,000 bite-sized learning modules from our e-library. With the launch of SKIES on Mobile since FY2019/20, all SIA and SilkAir employees are empowered to take charge of their learning and development through distance-based learning on-the-go.



Ozy, Transactional Chatbot on Scoot's Employee Messaging App

Ozy is a transactional chatbot on Scoot's employee messaging app that was launched in September 2020 to handle common employee transactions such as annual leave, contact detail changes and flexi-benefit enquiries on-the-go.

During the national vaccination exercise, which was opened to aviation sector workers in Singapore, employees could conveniently update their COVID-19 vaccination status and upload records of their vaccination certificates via Ozy. As at April 2021, Ozy has served over 1,500 employees and has helped to resolve approximately 3,000 employee transactions.



ScootToWellness, Scoot's Online Employee Platform Group COV-19

In FY2020/21, curated content on self-care and mental health were published on ScootToWellness, Scoot's online employee platform group. This group allowed employees to learn how to care for their mental, physical, social, and financial health during the pandemic.

Employees who needed more support to cope with changes brought forth by the pandemic were also encouraged to reach out to experienced counsellors from Scoot's appointed medical partner, Raffles Medical Group, at no additional cost.



EMPLOYEE ENGAGEMENT (CONTINUED)

CASE STUDY

EMPLOYEE ENGAGEMENT: LEVERAGING DIGITAL TECHNOLOGIES IN THE NEW NORMAL cov-19

We believe that our employees thrive when they feel connected with the Company, and trust that they can make a difference to the organisation. At the onset of the Covid-19 pandemic, with many of our employees working remotely from home, we leveraged technology to continually engage our employees to keep our SIA spirit strong. These engagement activities include:



Regular Virtual Webinars With Senior Management

One key initiative spearheaded by SIA's senior management was the introduction of a series of webinars. The first of the series, titled "Restart with Agility in the New World", aimed to give employees a better understanding of what it would take for the Airline to recover from the biggest challenge faced by the aviation industry to date. Subsequently, SIA CEO kicked off a webinar series titled "Lead The New World", which provided updates to employees on the current state of affairs in the Company, recovery, and growth strategy.

Post-webinar surveys showed a 93% satisfaction rating, which indicated that employees found the sessions engaging and useful.

Online crew engagement sessions were also held for SIA cabin crew. Topics covered included being a leader in a post-Covid-19 world, SIA's new digital initiatives, as well as the vaccination exercise for aviation workers in Singapore. Up to June 2021, there have been 10 engagement sessions, with an average of 1,800 employees participating in each edition. Post-event surveys also indicated a high level of satisfaction with the content.



Chill Out with Choon Phong sessions

SIA CEO Goh Choon Phong continues to hold his quarterly chill out sessions with employees. During the pandemic, physical chill out sessions were converted to virtual chats. This allowed our overseas staff to join the chill out sessions as well.



Hybrid Events

The Company organised hybrid events in the second half of 2020, where we combined a "live" in-person event with a "virtual" online component, taking into consideration Singapore's restrictions on on-site and remote work arrangements.

The Digital Innovation Lab Demo Day and Staff-Ideas-in-Action (S-I-A) Workplace Improvement & Innovation Scheme (WINS) Day were held together on 16 December 2020 as the first hybrid event. Adhering to safe management protocols, some employees delivered their innovative pitches in person to a judging panel, while the rest of the employees across the network participated virtually.



Digitising Internal Publications

Our staff publication, *Outlook*, transitioned from a monthly physical publication to a daily online news service with stories published on digital channels such as 1SQ and SQhub. This allows content, including both stories and videos, to be published on these channels. In addition, a weekly digital *Outlook* email provides a synopsis of that week's stories to employees.

In addition, internal publications such as *Cabin Crew Times*, an online channel that keeps employees informed on current company, divisional and departmental updates. The cabin crew circular also provides important updates on changes in flight operations, health and safety measures, as well as service procedures, in line with regulations by authorities such as the Civil Aviation Authority of Singapore (CAAS) and the Ministry of Health (MOH).

EMPLOYMENT PRACTICES

PR-3 PR-6

We believe in investing in our employees' well-being and development, keeping them meaningfully engaged, and ensuring that they have fulfilling careers over their journey with us.

In December 2020, SIA's CEO Goh Choon Phong was awarded the Medal of Commendation by the National Trades Union Congress (NTUC), an award that recognises management partners who have contributed towards good labour management relationships, and who have worked in the interest of their employees. NTUC cited Mr Goh's instrumental role in the launch of many pro-labour initiatives, such as the removal of the 10% salary reduction for re-employed staff back in 2019, the extension of employment for cabin crew, and the early implementation of digital readiness training to future-proof our employees.

Our success would not have been possible without the efforts of our dedicated employees, and strong collaborative partnerships with our unions. 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.

Collaborative Partnerships with Unions

102-41

COV-19

We adopt a collaborative partnership approach when engaging with our unions. Our management and union leaders work closely, meeting each other monthly to address matters pertaining to the workforce and share updates on initiatives aimed at developing our employees' careers and competencies. Terms and conditions of service, which are encapsulated within the respective Collective Agreements are structured and developed in a collaborative manner. Progressive wage increments that are benchmarked against the company's performance, productivity growth, and market conditions are also discussed with our unions annually.



Air Transport Executive Staff Union (AESU) is a representative body for about 50% of SIA executives.



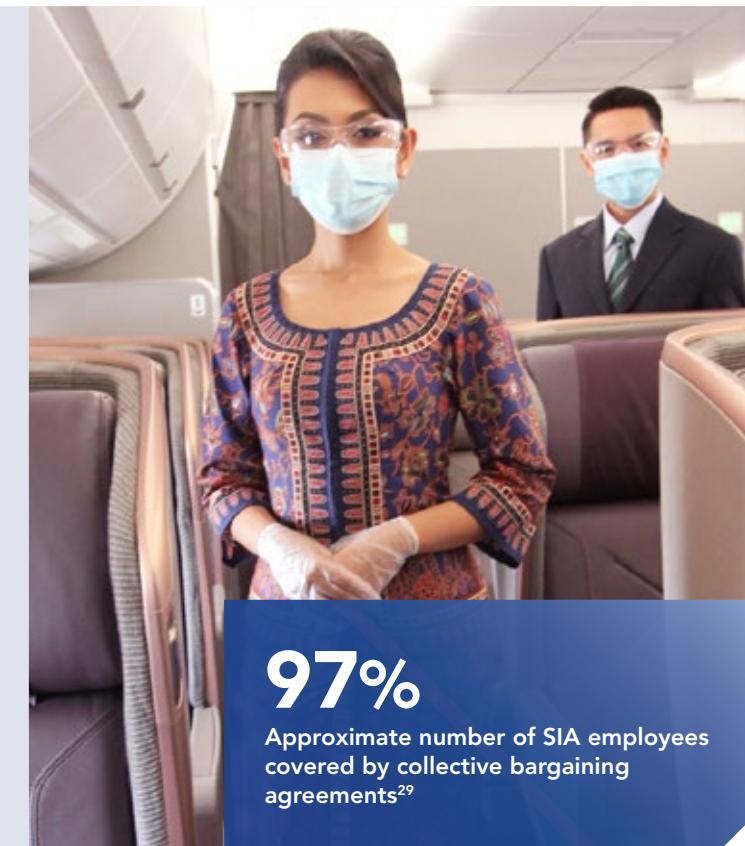
Air Line Pilots Association
Singapore

Air Line Pilots Association Singapore (ALPA-S) is a representative body for about 94% of SIA pilots.



SINGAPORE AIRLINES STAFF UNION

Singapore Airlines Staff Union (SIASU) is a representative body for about 65% of cabin crew and associates.



97%

Approximate number of SIA employees covered by collective bargaining agreements²⁹

²⁹ Number of SIA employees covered by collective bargaining agreements refer to Head Office staff only.

EMPLOYMENT PRACTICES (CONTINUED)

As part of our commitment to build a future-ready workforce, a Company Training Committee (CTC) comprising management and union representatives from AESU and SIASU, has been set up to review training needs of our employees in view of industry transformation. Our union leadership has also taken a progressive approach and supported us over the years in launching initiatives and programmes to enable our employees to be better prepared for the future.

SIA's Chairman Peter Seah 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.

Notice Periods 402-1

Our Collective Agreements and employment contracts set out the minimum notice period for the termination or resignation of our employees. For Singapore-based employees, the notice period is three months for confirmed cabin crew, pilots, executives and managers, and one month for confirmed ground associates. For overseas employees, the notice periods may vary, subject to local regulations and union agreements.

Returning Crew Scheme for Cabin Crew

As the safety of our employees is paramount to SIA, we do not permit pregnant crew members to carry out duties on flights. Under the Returning Crew Scheme, crew members are encouraged to return to their flying duties after delivering their child, subject to a pre-set list of criteria. Cabin crew members can return to their duties with minimum disruption to their careers, while retaining their seniority. To raise awareness of the scheme, talks are conducted twice a year with healthcare professionals for crew who left due to the company to their pregnancy.

Career Transitions Programme for Cabin Crew 404-2

We have in place a career transition programme, which has been specially developed for our cabin crew who wish to continue working beyond their retirement outside of the company. A Career Transition Guide and a list of career opportunities are shared with them six months before retirement. Potential employers will also be informed so they may get in touch with retiring crew members. The guide offers useful links, strategies and tools to support our cabin crew in developing an effective plan so that they can make informed decisions for their career. Preparation of good cover letters, tips for interviews, contacts for counselling, as well as worksheets for self-evaluation, are included in the guide. Financial management courses are also available to help crew make sound financial decisions in preparation for retirement.

Employee Benefits 401-2 401-3

Our employees' well-being and work-life integration is important to us. We have flexible work arrangements such as a work-from-home schemes and staggered working hours, where operationally feasible. Our employees and their eligible dependants are also covered by a range of medical benefits. These include out-patient, specialist, hospitalisation, as well as subsidised insurance benefits, where applicable. Apart from healthcare, other benefits include life insurance and parental leave. Full-time, Singapore-based employees enjoy benefits such as:



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 everyday for ground employees based in Singapore

EMPLOYMENT PRACTICES (CONTINUED)

In FY2020/21, SIA, SilkAir and Scoot's overall retention rate and return to work rate of employees who took parental leave declined slightly to 85.7% and 90.3% (FY2019/20: 89.6% and 92.8%) respectively.

	FY2019/20			FY2020/21		
	Male	Female	Total	Male	Female	Total
Employees who were entitled to parental leave	2,913	2,420	5,333	2,876	2,281	5,157
Employees who took parental leave	1,903	1,236	3,139	1,295	1,075	2,370
Employees who returned to work after parental leave ended	1,895	1,018	2,913	1,285	856	2,141
Employees who returned to work after parental leave ended and who were still employed 12 months after returning to work	1,839	975	2,814	1,232	799	2,031
Retention rate³⁰ of employees who took parental leave	96.6%	78.9%	89.6%	95.1%	74.3%	85.7%
Return to work rate³¹ of employees who took parental leave	99.6%	82.4%	92.8%	99.2%	79.6%	90.3%

85.7%

overall retention rate of SIA, SilkAir and
Scoot employees who took parental leave

90.3%

overall return to work rate of SIA, SilkAir and
Scoot employees who took parental leave

³⁰ Retention rate is computed by number of employees who returned to work after parental leave ended and who were still employed 12 months after their return to work, over number of employees who took parental leave, expressed as a percentage.

³¹ Return to work rate is computed by number of employees who returned to work after parental leave ended, over number of employees who took parental leave, expressed as a percentage.

A FUTURE-READY WORKFORCE 404-2

We believe in the constant development and nurturing of our employees to ensure that they are equipped with new skills and capabilities required for the future.

Equipping Our Employees With the Right Skills to Thrive

Singapore Airlines believes that the continuous development and growth of our employees are key to remaining competitive and resilient. To mobilise the organisation to deliver Transformation priorities and emerge stronger from the pandemic, SIA focused on equipping our employees with the relevant skills and competencies that allow them to be adaptable and prepared for change in the new operating environment. This will allow our employees to be deployed in a manner that meets evolving business priorities, as well as remain relevant and competitive for the recovery ahead.



Continuous Learning

As part of our Transformation journey, the SIA Group strives to inspire passion in our employees by providing opportunities for personal growth. This includes equipping our employees with soft and hard skills, as well as upskilling and re-skilling them to support our Transformation initiatives. We aim to continually reinforce and promote a vibrant learning and innovative culture geared towards empowered and continuous learning. On average, our staff took 7.9 training days in FY2020/21 (FY2019/20: 8.9 days).

Significant resources are invested to develop our employees globally. In FY2020/21, we invested a total of S\$22.4 million in the learning and development of our employees (FY2019/20: S\$46.7 million). Over 29,400 ground staff and crew have benefited from the government's Enhanced Training Support Package (ETSP) for the Aviation sector, receiving relevant training via external and in-house training programmes.

The table below presents the average number of training days taken by SIA, SilkAir and Scoot employees, by employee category. Average training days for ground staff have increased in FY2020/21, due to increased e-learning through the ETSP. For cabin crew and pilots, due to Covid-19 developments, many core programmes and non-essential courses were suspended till further notice. As such, average training days for FY2020/21 were lower as compared to FY2019/20.

S\$22.4 mil

investment in learning and development of SIA, SilkAir and Scoot employees in FY2020/21

Average Number of Training Days, by Employee Category 404-1

Average Training Days	FY2019/20	FY2020/21
Ground Staff	4	6
Cabin Crew	13	10
Pilots	6	5

A FUTURE-READY WORKFORCE (CONTINUED)

CASE STUDY

ENHANCED TRAINING SUPPORT PACKAGE (ETSP)

The Enhanced Training Support Package (ETSP) was first introduced by Singapore's Deputy Prime Minister Heng Swee Keat in the Stabilisation and Support Package and supplementary Resilience Budget. This helps sectors which were directly and severely affected by the Covid-19 pandemic. This initiative was jointly developed by SkillsFuture Singapore (SSG), Workforce Singapore (WSG), and the Civil Aviation Authority of Singapore (CAAS), together with the NTUC Aerospace and Aviation Cluster. Its objective is to support air transport companies who plan to send their employees for sector-specific programmes to upgrade their competencies by defraying eligible costs.

With the downtime arising from the pandemic, SIA offered our cabin crew a suite of ETSP courses conducted both internally and externally, focusing on three main aspects:



Macro Environment: Understanding impending disruptions in a developing environment and the importance of adapting to changes, as well as to discover the evolving job roles and fundamentals of being an engaged leader



Onboard Environment: Taking ownership to identify ways to improve service standards and to tackle onboard situations in a tactful and professional manner



Deep Skilling: Enhancing technical skills and deepening product and service knowledge to ensure service excellence

Eligible crew may be assigned multiple programmes assessed to be relevant to upgrade their competencies. Due to safe management measures, about 80% of ETSP classes are conducted virtually on platforms such as Zoom, WebEx and Microsoft Teams.

Upskill Now, Be Future-ready

In April 2021, SIA launched UPLIFT, a two-year holistic upskilling plan focused on five key capabilities critical to ensuring that its employees remain competitive and relevant. These five key capabilities are: Digital and Innovation, Solutioning Mindset, Resilience and Change Management, Leadership and Collaborations, and Value-outcome Application. The programme aims to equip our people with the knowledge and skills needed for a resilient and future-ready workforce, and to be able to respond in a nimble and flexible manner to a dynamic external environment.



A FUTURE-READY WORKFORCE (CONTINUED)

Leadership and Professional Development

Singapore Airlines aims to further strengthen our key workforce capabilities in line with our Transformation efforts to enable the Company to thrive and succeed in an evolving landscape. Following our efforts in previous years to strengthen our leadership and enhance workforce capabilities across all employee grades, employees continue to enjoy access to a suite of leadership and professional development programmes. For more information on the leadership and professional development programmes introduced in FY2019/20, please refer to page 43 in the [FY2019/20 SIA Sustainability Report](#).

To enable employees to adapt and remain resilient in the new norm, we prioritised equipping our employees with future-ready skills and digital capabilities, with an emphasis on building knowledge and skills among ground staff in design thinking, agile methodologies and data analytics. The learning curriculum was delivered using new technologies, such as virtual reality simulations, interactive video technology for custom scenario-based e-learning, as well as the SKIES e-learning mobile app.

Efforts were also made to redesign current in-person instructor-led training (ILT) curriculum to a format that could be conducted virtually. This included the development of new pre-course content, as well as new learning activities and content suited for virtual classrooms such as self-reading material, instructional videos, and online quizzes. Virtual ILTs are also made available to employees overseas, who were not able to participate in the trainings in Singapore due to the border closures.

With the ongoing integration of Singapore Airlines and SilkAir, a training needs analysis was conducted with four key training requirements identified — Airport Operations, Baggage Services, Narrow Body Weight and Balance, as well as Dangerous Goods Regulations (DGR). A customised training plan was developed to equip the SilkAir employees with the competencies needed to deliver SIA's service standard known to our customers.

CASE STUDY SINGAPORE AIRLINES ACADEMY COV-19



Following the success of our Ambassador Programmes, we seized the opportunity to offer training to other organisations.

In November 2020, SIA launched the Singapore Airlines Academy as a new business to offer training programmes to external businesses and organisations in the areas of service excellence, operational excellence, organisational innovation, and digital transformation.

The Academy bases its training curriculum on the Airline's wide range of globally-recognised skills and competencies, and taps on its experienced staff in delivering these programmes. This allows our trainers to remain relevant while contributing to Singapore's larger national skilling efforts. In teaching others, our trainers also have the opportunity to learn from others, as well as reinforce and build on their own capabilities.

Within six months from its inception, the Academy began working with several companies and government agencies in the healthcare, finance, retail, transportation, and hospitality sectors to deliver training programmes.

At present, we have a total of 35 trainers from across the Company supporting the Academy. They are drawn from divisions including Cabin Crew and Flight Operations, as well as our corporate departments. Each trainer has more than a decade of service at SIA, and are experts in their respective fields. Singapore Airlines Academy is not just a new source of revenue for the organisation, but also a testament of our people's agility and resourcefulness. What sets the Academy apart is that we live what we teach, as our trainers are also practitioners with extensive frontline and training experience, thereby delivering the SIA standard in our training delivery and content.

A FUTURE-READY WORKFORCE (CONTINUED)

Strategy for Talent Recruitment

Building a sustainable talent pipeline continues to be a critical function for SIA and helps to ensure that we attract a steady stream of individuals who are able to meet the current and future needs of the organisation.

Participating in career fairs organised by academic institutions and providing internship opportunities remain important avenues for us to connect with tertiary students, while enhancing our employer branding. In FY2020/21, SIA participated in career fairs organised by several local universities in Singapore. Internship arrangements with Information Technology schools of the various tertiary institutions continued, and will be ongoing as a talent pipeline for SIA.

A key initiative that augments our talent strategy is the annual Singapore Airlines App Challenge, where we engage tertiary students via the student category track. In 2020, virtual roadshows were conducted to engage students, which resulted in 130 teams participating. Through this initiative, we identify students with the required capabilities and shortlist them for internships or interviews for technical roles.

My Career Centre and Career Planning Microsite

"My Career Centre" is a one-stop platform for performance development, talent management and internal job placements. The portal enables employees to have increased visibility of job opportunities within the organisation. In FY2020/21, when recruitment was frozen, the portal was used to facilitate internal placements and provide our employees with internal opportunities to move to other roles within the organisation.

To allow employees to take ownership of their own development, a one-stop career planning microsite was launched in FY2020/21 to provide the tools and resources needed to guide employees and their Managers in their career development journey. This microsite was co-developed, taking employee inputs that were gathered through a series of focus groups into consideration. It contains useful resources for employees to chart their development plan, discover their strengths and areas of development, and identify learning interventions to bridge competency gaps. The site contains a job and functional competency library so that employees can make more informed decisions when planning for job rotations. Managers are guided on how to leverage these resources to provide career planning guidance to their employees through career development conversations.

Mentorship Programme for Newly Promoted Managers

Talent management and development remains a top priority for SIA, where we focus on the building of capabilities in our talents to enable growth and development. One key initiative is our mentorship programme for newly promoted managers, where they will be attached to a senior management leader for a year. The mentorship programme provides the mentees with the exposure and learning opportunities to develop their leadership competencies as they step into a higher leadership role and widens their perspective of the company's business. It also enables the mentors to develop coaching and mentoring skills to help nurture and develop the next generation of leaders.



Pilot and Cabin Crew Training

Before cabin crew can perform their flight duties on board, new cabin crew members must complete a 14-week classroom and on-the-job training programme.

Aligned with SIA's emphasis on safety, our crew also undergo training in security, safety and first aid procedures, which include learning cardiopulmonary resuscitation (CPR). Our cabin crew are also equipped with strong communications and passenger handling skills to cater to the needs of all of our customers.

Beyond the 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. The objective of the programme is to empower our crew to take charge of their development and upgrade their core skillsets with certified professional competencies. In FY2020/21, we introduced peer-to-peer learning for our pilots as a means of effecting behavioural change towards self-directed learning in the new norm. Besides mandatory training programmes, developmental programmes for all ranks of pilots were also conducted to enhance their operational and flight skills. We also have a mentoring framework in place to instil our Company's core values and enhance our pilot's competencies by learning from experienced peers.

As part of the Singapore Airlines and SilkAir integration that is scheduled for completion in FY2021/22, SilkAir cabin crew and pilots will undergo a core training programme, similar to the training that new SIA cabin crew undertook to help them transition smoothly into the organisation.

A FUTURE-READY WORKFORCE (CONTINUED)

Scoot

In August 2019, Scoot, the Scoot Tigerair Staff Union, and the Singapore Employment and Employability Institute signed a Memorandum of Agreement for the formation of a Scoot Company Training Committee to plan and introduce skills training initiatives. In FY2020/21, Scoot continued to foster a culture of learning and continual growth among employees through platforms such as:

- Zunos, a digital learning management platform, accessible on desktops and mobile devices to facilitate learning on the go
- Design-thinking workshops to equip employees with the skills to develop customer-centric solutions
- Data analytics courses to raise employees' digital proficiency in data analysis
- Career Skills Awareness workshops on career planning and skills upgrading
- Udemy for Business, an online learning platform which grants employees access to over 3,500 online courses for self-learning
- Bimonthly "Learning Happy Hour" sessions, which provides employees with dedicated time to learn on the Udemy platform
- Annual learning fest from October to December 2020, where all employees including flying crew had access to over 20 virtual talks and workshops themed around digital skills, innovation, personal mastery, and well-being

As a result of the Covid-19 pandemic, Scoot accelerated the digitisation of regulated training and partnered with the National Trades Union Congress (NTUC) to roll out home-based virtual learning programmes to retrain and upskill Scoot crew members. Scoot also rolled out a weekly series of online webinars centred on digital, interpersonal and service skills. The digital skills are essential to ensure crew members are equipped with the relevant skills to accelerate digital projects Scoot will be embarking on. Upskilling programmes crew members participated in include courses such as "SkillsFuture for the Digital Workplace", "Achieve Service Excellence Through the 5Cs" and "WSQ Direct End-to-End Change Management powered by Kotter".



SAFETY

103-1

103-2

103-3

Our priority has always been the health and safety of our customers and employees. At SIA, fostering a strong safety culture is a shared responsibility. It involves all individuals in our organisation and permeates the way we work. We are constantly looking at improving our processes to make them safer. In the face of intensifying geopolitical and societal risks, the onus is on us to remain vigilant and adapt swiftly when there are disruptions.



OUR MANAGEMENT APPROACH

Key Engagement Activities

Engagement Mode	Frequency
Audits and Assessments	Regular
Bulletins and Notices	Regular
Crisis Management Exercise	Yearly
Employee Portals (1SQ, SQhub, SKIES, etc.)	Regular
Evacuation Drills	Semi-yearly
External, Statutory and Regulatory Communications	Regular
Flight Data Analysis Programme Newsletter	Every four months
Flight Safety Magazine	Half-yearly
Hazard Newsletter	Every four months
Hazard Reporting Programme	Regular
Incident Reporting and Investigation	Regular
Meetings (Associations, Briefings, Townhalls, etc.)	Regular
Safety and Security Week	Yearly
Training Programmes	Regular

Key Policies, Processes and Systems

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

SIA's Ambitions

We strive to improve our safety practices, as well as inculcate a strong and positive safety culture within the organisation.

Targets	Due	Status
Conduct an annual Crisis Management Exercise	Every year	Achieved
Review the Departmental and Corporate Risk Register (Operations) once every six months	Every six months	Achieved
Conduct at least two fire evacuation drills for each office location in Singapore annually	Every year	On Track
Conduct an IATA Operational Safety Audit (IOSA) once every two years	By FY2021/22	On Track
Conduct a Hazard Identification and Risk Assessment for Workplace once every three years	By FY2021/22	On Track
Conduct a Line Operations Safety Audit (LOSA) once every five years	By FY2022/23	On Track

FY2020/21 in Numbers

100%

of all reported hazards have been investigated and addressed

0

work-related fatalities and high-consequence work-related injuries for employees and key contractors³²

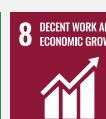
0

cases of recordable work-related ill-health for employees and key contractors³³

18

Safety Awards and Safety Citations awarded to employees at Safety and Security Week 2020

Supporting the UN SDGs



SAFETY MANAGEMENT

403-1 403-4 403-7 PR-1

All employees are involved and actively engaged in the review and continual development of our safety programme.

Safety Governance

Safety cuts across all levels of our organisation. We have in place an open and effective safety culture that is built on trust and accountability, with clearly defined mandates, roles and responsibilities. Our leaders inspire and influence our employees' attitudes and behaviour toward safety excellence.



Every employee is empowered to be responsible for his or her health and safety, and that of others.

Adherence to Safe Work Procedures

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

Reporting of Hazards

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

Reporting of Incidents and Accidents

- Every employee is responsible to report any incident, accident, near miss or dangerous occurrence



Every division is responsible for its safety management system, including its processes, procedures and allocation of resources.

Safety Action Groups (SAG)

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

Safety Management System (SMS) Coordinators

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

Occupational Safety & Health (OSH) Co-ordinators

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



Our Safety Management Systems are regularly reviewed by our Board of Directors and Management to ensure its suitability, adequacy and effectiveness. The key executive forums are:

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



SAFETY MANAGEMENT (CONTINUED)

Safety Management Systems, Processes and Procedures 403-1 403-8

We adopt a systematic approach and have in place robust organisational structures, accountabilities, policies, processes and procedures to manage safety in the Company.

Our pursuit of operational and technical excellence is fuelled by the strong correlation with safety and reliability. Our aviation support services and activities comply with the requirements of the Civil Aviation Authority Singapore (CAAS), as well as the recommendations of the International Civil Aviation Organization (ICAO). While achieving high standards in aircraft maintenance remains a key objective, the drive towards ensuring a safe working environment for our employees and contractors is also a priority.

MANAGEMENT SYSTEMS

Flight Safety Management System (SMS)

Based on:

- CAAS Air Navigation Regulation (ANR)
- ICAO International Standards and Recommended Practices Annex 19 – Safety Management
- IOSA Standards Manual

Coverage:

- All operations
- All employees

Occupational Health and Safety Management System (OHSMS)

Based on:

- Workplace Safety and Health (WSH) Act
- ISO45001:2018 Occupational Health and Safety Management System

Coverage:

- All operations
- All employees
- All contractors working at SIA workplaces

Quality Management System (QMS)

Based on:

- CAAS Air Navigation Regulations (ANR)
- ISO 9001:2015 Quality Management System

Coverage:

- All operations
- All employees

Security Management System (SEMS)

Based on:

- Airport Police Division (APD) Security Directive for Aircraft Operators
- ICAO International Standards and Recommended Practices Annex 17 — Security
- IOSA Standards Manual

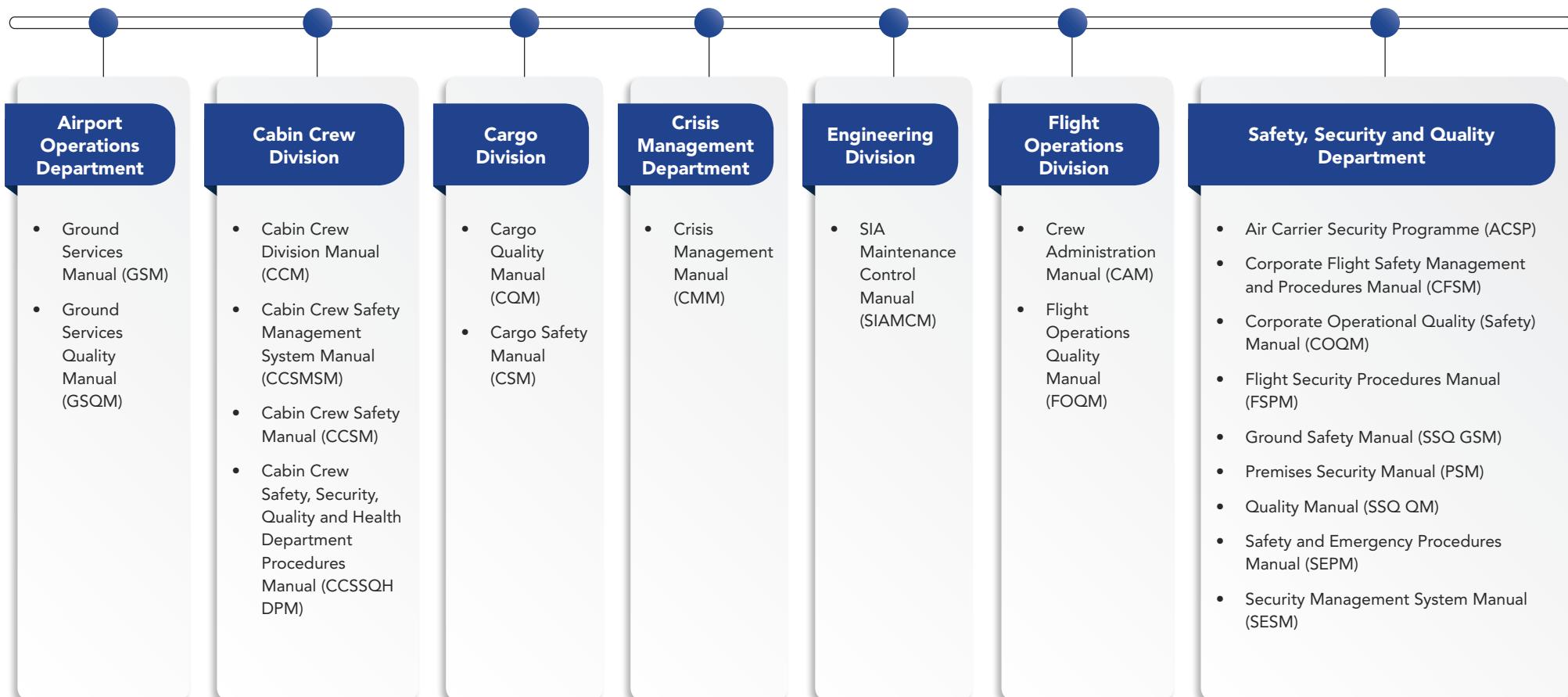
Coverage:

- All security operations
- All employees
- Applicable security providers

SAFETY MANAGEMENT (CONTINUED)

PROCESSES AND PROCEDURES

The lines of accountability, policies and procedures relating to safety, security and quality are governed by operational manuals of our divisions and departments.



SAFETY MANAGEMENT (CONTINUED)

Health Safety Excellence Framework COV-19

In view of the Covid-19 pandemic, reinforcing health and safety is one of the top priorities under our Transformation programme. In September 2020, SIA established a Health Safety Excellence Framework to enable the Company to assess the adequacy of, sustain, and further improve, our health safety efforts and precautionary measures, over and above regulatory requirements to guard against future pandemics.

Health Safety Excellence Framework



Standards

Standards were developed for key areas of infection prevention control and cleaning, both on the ground and on board the aircraft.



Audits and Assessments

A network-wide comprehensive end-to-end assessment of on ground health and safety measures, as well as cabin interior cleaning was completed.



Efficacy of Measures

Adenosine Triphosphate (ATP) testing was conducted to validate the efficacy of cleaning measures in our aircraft cabin, SilverKris Lounges and ION Service Centre.



Innovation and New Initiatives

Various initiatives and precautionary measures focusing on cleanliness and hygiene, minimising contact, safe distancing and facilitating travel have been rolled out across the customer journey.

SIA also piloted a digital health verification process and a one-stop online pre-departure testing portal in partnership with IATA and Collinson.



Proficiency of Staff

E-learning on Covid-19 related areas such as distancing and managing of unwell customers was introduced to our cabin crew in October 2020 and will subsequently be rolled out to frontline employees.

CASE STUDY

A SAFE AND SMOOTH RECOVERY COV-19

As we ramp up capacity and work towards traffic recovery in a post-pandemic landscape, addressing our customers' health and safety-related travel concerns through robust processes is key.

SIA's Customer Experience Health Safety team has rolled out a series of self-assessment questionnaires to help us understand how health and safety measures are implemented across our stations, assess opportunities for improvements, and enable a more seamless and safe travel experience for our customers.

To assess the operational and safety readiness of stations and ground handling agents, Airport Operations Safety, Compliance and Performance (AOSCP) has developed a comprehensive safety restart checklist to guide SIA's overseas stations in auditing service providers in areas such as training currency, equipment maintenance, personal protective equipment (PPE) stock, and familiarity with safety procedures. Online programmes are also held in place of face-to-face training to ensure crew operating recency, as approved by CAAS. The readiness of stations are regularly reviewed and reported to SIA's head office to check for safety compliance.

Scoot has developed a Covid-19 risk assessment methodology to mitigate the risk of Covid-19 exposure for crew during flights. This methodology assesses the risk level for every flight that Scoot operates, and offers corresponding mitigation measures. For example, for flights to high-risk destinations, cabin crew and pilots are required to don full personal protection equipment (PPE), which include a gown, face shield, gloves and a face mask, during the flight. For layovers at high-risk destinations due to unforeseen technical or weather issues, employees are also required to follow protocol such as donning full PPE when disembarking the aircraft to the hotel.

CrewSafe, a bluetooth tracking token mandated by the CAAS to strengthen location and contact tracing, was also distributed to crew with layovers at overseas destinations. The data collected helps authorities determine the location of infection and aid contact tracing should crew members be tested positive for Covid-19.

These are just some of the efforts that have allowed the SIA Group to ensure a smooth and safe recovery of ground operations as the network gradually opens.

PASSENGER SAFETY

403-5 403-7 PR-1

Crew Competency

Our cabin crew and pilots are trained in safety and emergency procedures. They regularly attend safety and security courses, as well as keep abreast of safety developments and regulatory protocols through avenues such as circulars, campaigns and regular divisional communication sessions. The importance of providing service while keeping in mind safety and security measures is consistently emphasised through these channels. Some key elements from our Safety and Emergency Procedures Manual include, but are not limited to:



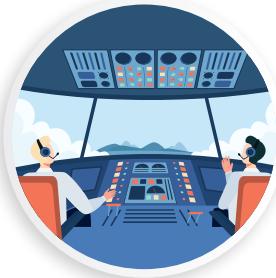
**Emergency
Procedures**



**In-flight Medical
Emergency**



**Safety Equipment
and Systems**



**Standard Operating
Procedures**



Survival

Pre-flight Safety Briefing

As part of Standard Operating Procedures, pilots undergo a pre-flight safety briefing. The briefing covers general safety, as well as specific aircraft, route and weather information for the flight. For cabin crew, a mandatory briefing is also conducted prior to each flight. During the session, a safety video of the aircraft type they will be operating in is viewed and relevant safety topics and questions are discussed. This safety briefing reinforces and refreshes our crew's safety knowledge for each flight. With reduced flying during the Covid-19 pandemic, an aid-memoire was issued to crew, highlighting considerations to note when returning to flying after a period of lull time.

In-flight Safety Briefing

A mandatory in-flight safety briefing in the form of a safety video or live demonstration is carried out on all flights prior to departure. This is to increase our customers' awareness on the appropriate safety measures to take during their flight in the unlikely event of an emergency.

Medical Emergencies and Infectious Disease Handling COV-19

Emphasis is placed on the proper handling of medical emergencies when they happen on board our flights. In the event of an in-flight injury or illness, our cabin crew are equipped with the first aid skills and knowledge to administer care to an unwell passenger. The unwell passenger will be attended to by the relevant medical authorities upon landing. Strict measures are adopted on the ground and in the air to minimise the spread of infectious diseases. Our ground employees and crew also undergo basic training on the procedures necessary to manage infectious diseases, in line with the health regulations and requirements implemented by local authorities. Cabin Safety Instructions (CSI) are issued and communicated to all crew as and when there are changes to the regulations and requirements.

In FY2020/21, both our Cabin Crew Service Development and Safety, Security, Quality and Health departments have released several Cabin Crew Circulars to inform crew on Covid-19 developments, including management requirements and regulatory changes, which are reviewed quarterly. Videos were created and shared with crew via various platforms to further emphasise the importance of regulatory protocols. Ward Leaders perform audits on their flights and crew-in-charge are required to submit a declaration that inflight safety measures are adhered to during every flight. This way, we remain prepared to respond swiftly and appropriately in the face of epidemics and pandemics.

PASSENGER SAFETY (CONTINUED)



Infectious Disease Handling Procedures and Covid-19 Measures COV-19

With the rapid spread of Covid-19, various measures were introduced both on the ground and in the air to ensure the health and safety of our customers and employees. We continue to make adjustments to these measures based on the evolving circumstances, taking into account the requirements and recommendations from the International Air Transport Association (IATA), government authorities and international bodies such as the World Health Organization (WHO). More information on our enhanced health and safety measures can be found on our [website](#).

In January 2021, SIA was awarded the Diamond rating, the highest level attainable, in the APEX Health Safety powered by SimpliFlying audit of global airlines. The audit was jointly conducted by industry body Airline Passenger Experience Association (APEX) and aviation strategy firm SimpliFlying. Standards were based on independently verified, validated, and certified airline passenger health safety measures, and involved a quantitative 58-point checklist covering testing, tracing, on-the-ground procedures, in-flight measures and partnerships to further enhance safety integrity, and more.

PRE-FLIGHT



Pre-flight Preparation and Disinfection

- Enhanced pre-flight briefing sessions and practical door reviews are conducted to refresh cabin crew's knowledge on safety procedures, given the low frequency of flying.
- To help operating crew prepare themselves prior to the ramp up of flights, videos on the proper donning of Personal Protective Equipment (PPE) were developed.
- Cleaning frequencies have been increased and a long-lasting antimicrobial disinfectant coating is applied to frequently touched surfaces.



Safe Distancing and Contactless Check-ins

- Zoning markers and alternate check-in kiosks are marked out to facilitate safe distancing.
- For SIA, online and mobile check-in options are provided for passengers via SIA's website and the SingaporeAir mobile app. Self-service kiosks in Singapore Changi Airport also provide automated printing of bag tags upon scanning of digital boarding pass.
- For Scoot, online check-in options are available on Scoot's website. For flights departing from Singapore, Hong Kong, Melbourne, Nanjing, and Taiwan, check-in via Scoot's mobile app and customer chatbot M.A.R.V.I.E. is also available. Self-service check-in kiosks and automated bag-drop facilities are available in Singapore and Melbourne.



Observation and Health Screening

- Temperature screening and completion of health declaration is conducted for all operating crew and passengers before each flight. Any passenger observed to be unwell will be referred to the airport medical authorities.
- All airport staff wear face masks and follow safety standards mandated by the local authorities.



Grounding of Aircraft

- Should a passenger be offloaded from our aircraft and sent to a designated hospital due to an infectious disease, the aircraft will be disinfected before commencing the flight. Depending on the situation as well as health regulations at the departing station, the aircraft and passengers may be grounded for further observation, if necessary.

PASSENGER SAFETY (CONTINUED)

IN-FLIGHT



Personal Protective Equipment

- Infectious disease handling kits are available on board all our aircraft.
- All operating crew are required to wear face masks throughout the flight, as well as plastic goggles or eye visors when interacting with passengers.



Safe Distancing

- Different passenger groups are assigned specific seating zones to ensure segregation on board, in line with regulatory requirements.
- Cabin crew are seated in separate cabins from passengers.



Adjustments to In-flight Services and Amenities

- Once on board the flight, all passengers are given a complimentary kit containing a face mask, hand sanitiser, and disinfectant surface wipe.
- In-flight distribution of hot towels, children's amenities, baby kit bags and arrival cards, as well as in-flight purchases, have been suspended to minimise contact.
- Disposable earpad covers for headphones will be provided to passengers. Passengers are also encouraged to bring their own headphones to reduce waste.



Adjustments to Food and Beverage Services

- Meal services have been adjusted in line with regulatory requirements.
- For customers requiring special meals, a reduced list based on the IATA guidelines will be available upon request.
- Digital in-flight menu was launched for passengers to view on their personal electronic devices.



Caring for Unwell Passengers

- If a passenger is unwell, they may be separated from other passengers, and a dedicated crew member will care for the unwell passenger. Meanwhile, other crew members will seek assistance from the tele-medical service provider and any onboard medical professional.



Alerting Destination Airport Authorities

- If there is a suspected case of infectious disease on board the flight, pilots will alert the authorities at the destination airport to ensure that the unwell passenger will be attended to by the relevant medical authorities upon landing.

POST-FLIGHT AND TRANSITS



Health Screening

- Temperature screening, completion of health declaration and/or health assessment are conducted for all passengers upon arrival.



Safe Distancing and Enhanced Measures to Minimise Contact

- A baggage end-to-end self-service portal was launched to minimise contact between staff and passengers. The portal allows passengers to receive scheduled updates on the search and return status of their baggage, and to manage their bag delay reports.
- Specifically for operating crew, dedicated crew lanes for immigration have been marked out. Where possible, large buses are chartered to facilitate safe distancing. Operating crew also stay in hotels near airports, with dedicated floors where possible.



Post-flight Disinfection

- The aircraft cabin and lavatories are disinfected to ensure that all surfaces are cleaned and refreshed for the next flight.
- Enhanced cleaning procedures for common surfaces and areas such as windows, tray tables, handsets, in-flight entertainment screens, lavatories and galleys.
- In the event of a confirmed Covid-19 case, rigorous deep-cleaning procedures will be activated post-flight, which include the fogging of the entire cabin with disinfectants.
- Headsets, headrest covers, pillow covers, bedsheets and blankets are replaced after every flight. Used linens are washed at high temperatures to disinfect them after every use.



Safe Transits

- To allow passengers to transit safely through Singapore Changi Airport, SIA worked with Singapore Airport Terminal Services (SATS Ltd), Changi Airport Group (CAG) and the Civil Aviation Authority of Singapore (CAAS) to develop a transit handling model in Singapore. More information on safe transits can be found on our [website](#).

PASSENGER SAFETY (CONTINUED)

GROUND OPERATIONS



Employee Measures

- All airport staff are required to wear face masks and follow safety standards mandated by the local authorities.
- PPE and hand sanitisers for employee use are installed at key areas.
- Employees are required to log their temperature twice-daily through a webform.
- Guided by the government's advisory, staff have been allowed to work from home and less than 50% of our employees have returned to office as at 31 March 2021.
- Measures are taken to avoid cross-deployment of, and interaction between employees from different office premises.



Ground Premises

- Facilities such as the SIA Group Sports Club and the SIA Training Centre canteen were temporarily closed.
- Safe distancing markings have been set up at all customer touchpoints.
- Enhanced premise-cleaning procedures are carried out.
- Pre-recorded audio announcements are broadcasted to remind passengers to maintain social distancing and to keep their masks on at all times.



Airport Ticketing Offices

- SIA's Service Centre at ION Orchard Singapore was temporarily closed from 7 April to 30 June 2020, in line with Singapore's circuit breaker measures.
- All services at Singapore Changi Airport have been consolidated at Terminal 3 (T3).
- Customer requests are handled via our 24-hour Contact Centre and electronic means.



SilverKris Lounges

- All SilverKris Lounges are closed except for the SilverKris Lounge at Singapore's Changi Airport T3.
- All customers and employees are required to wear masks at all times except when eating or drinking.
- Social distancing markings have been set up at all areas of our SilverKris Lounges.
- Enhanced hygiene measures have been put in place during meal services. Customers can enjoy à la carte meals in place of a buffet service in most of our lounges.
- Electronic Menu Ordering (ELMO) via a web application is available for customers in Singapore, to facilitate contactless food ordering and collection. Since August 2020, over 7,500 orders have been placed, with 80% of food orders made through ELMO by guests themselves. This will progressively be rolled out to overseas lounges.

COVID-19 VACCINE CARRIAGE



In May 2020, SIA formed a Covid-19 Vaccine Taskforce, and has been involved in delivering shipments of Covid-19 vaccines to many destinations since.

To ensure safe and efficient transportation of the vaccines on passenger and freighter aircraft, SIA's handling processes for pharmaceutical cargo is aligned with the highest industry standards and is certified under IATA's CEIV Pharma programme and Envirotainer's Qualified Envirotainer Provider Training and Quality Program (QEP) accreditation. These certifications were obtained in January and November 2020 respectively.

PASSENGER SAFETY (CONTINUED)



Food Safety 416-2

We are 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 (MSG) 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 Standardisation (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 Singapore Food Agency (SFA), or the equivalent authority in other countries. In addition to our caterers' food safety compliance with their local regulations, we engaged Medina Quality Assurance to conduct regular audits on SATS Ltd and selected overseas stations.

Globally, all of our caterers are certified by their relevant local authorities for food safety and hygiene. Caterers are required to comply with their local laws and regulations. Local authorities will advise SATS Ltd of such regulations during the development of meals, to ensure meals prepared are in line with local regulations. These include allergen labelling, and minimum food safety requirements for food handling for safe distribution into foreign countries.

In FY2020/21, there were zero incidents of non-compliance to food safety and hygiene that resulted in any fines, penalties or warnings.

CASE STUDY ONE-TRAY SERVICE COV-19

In light of the Covid-19 pandemic, SIA adapted and introduced a one-tray meal service with the aim of minimising interactions between passengers and crew, while still ensuring the quality of our in-flight meal service. Instead of serving passengers each meal course separately, meal services have been streamlined to serve passengers their appetiser, main course and dessert on a single tray. Snack bags are also provided to passengers. At the peak of the pandemic, beverage options were limited to minimise the frequency at which passengers request for beverages. Moving forward, SIA will gradually return to provide the full range of beverage options in our original menu, while also taking safety into consideration.

EMERGENCY PREPAREDNESS AND RESPONSE

403-4 403-5 403-7 PR-1

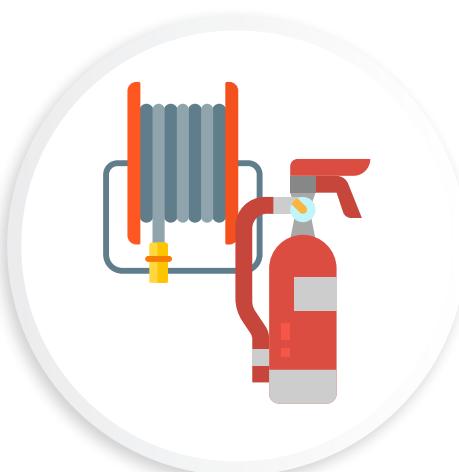
We have a robust set of measures in place to protect our stakeholders and assets in the event of an on-ground emergency. Our Company Emergency Response Team (CERT) is the first to respond to an emergency to prevent further escalation.

The primary objective of CERT is to mitigate and control an emergency during the initial stages prior to the arrival of the Singapore Civil Defence Force (SCDF). Our Emergency Response Plan (ERP) is a comprehensive plan that integrates our Fire Emergency Plan and Arson Prevention Plan.



Fire Emergency Plan (FEP)

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



Arson Prevention Plan (APP)

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

With our FEP setting the roles and responsibilities for occupants and building management to follow in the event of a fire emergency, our stakeholders are able to respond swiftly to a fire in any of our office premises. We aim to conduct at least two fire evacuation drills for each office location in Singapore annually. In FY2020/21, SCDF granted a waiver for fire evacuation drills to be postponed in view of the Covid-19 safe management measures during mass evacuation and assembly. Notwithstanding the postponement of the fire evacuation drills, SIA conducted biannual tabletop exercises with our Fire Wardens and CERT members. Fire evacuation drills will be planned the following year in FY2021/22, pending further guidance from SCDF.

Crisis management exercises were also conducted on a regular basis. These are scenario-driven exercises for participants to derive solutions to likely emergency scenarios. It is intended to assist our Fire Safety Managers (FSMs) and building managers in addressing our occupants' needs when emergencies arise from a security or terrorist threat. During the exercises, surfaced issues will be discussed and assessed. Solutions will be drawn up and implemented to ensure the preparedness and readiness of the Company to address such emergencies.

HAZARD IDENTIFICATION AND RISK MANAGEMENT

[403-2](#) [403-3](#) [403-4](#) [403-5](#) [403-7](#) [PR-1](#)

Hazard identification is part of our risk management process, which is centred around the principle of managing justifiable risks at the right time and at the right level. We evaluate the probability and potential consequences from the exposure of identified hazards, and determine the appropriate measures to prevent the occurrence of such situations.

- STEP 1
- STEP 2
- STEP 3
- STEP 4
- STEP 5



Hazard Identification

We identify hazards from processes that are predictive, proactive and reactive.

The scope for hazards is wide and may relate to factors that are communication, design, human, organisational, procedural, regulatory or work environment in nature.

The Covid-19 pandemic has brought with it a new set of operations to cater to the growing demand for cargo transportation. Together with our business units and service provider SATS Ltd, Airport Operations Safety, Compliance and Performance (AOSCP) reviewed the hazards and risks associated with the new operations and came up with mitigation measures to manage these risks. The measures were also shared with our stations to raise awareness.



Risk Assessment

We perform risk assessments based on the probability of the hazard causing harm or adverse consequences, and take into consideration the severity of their outcomes.



Risk Mitigation

We adopt three basic strategies in risk mitigation:

- Avoidance
- Reduction
- Segregation of exposure

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



Implementation

We communicate the adopted measures to our internal stakeholders prior to its implementation. These may come in the form of bulletins, notices and workshops.

A system is also in place to monitor compliance and to assess the adequacy of these measures.



Review

We conduct reviews to assess the adequacy of risk management and ensure that the implemented controls are effective.

HAZARD IDENTIFICATION AND RISK MANAGEMENT (CONTINUED)

Hazard Reporting

Our employees are encouraged to identify and address hazards across our operations and workplaces without fear of reprisal. Hazard reports can be submitted electronically via our employee portal or through hard copies. Since FY2019/20, employees can submit their hazard reports and photos through 1SQ, our one-stop employee mobile app. All hazard reports are routed to the respective division or department to investigate and implement measures to remove these hazards. An initial risk assessment and investigation findings of the hazard will have to be submitted within two weeks.

Each report brings us a step closer to a safer environment for all our employees. All reported hazards have been investigated and addressed during the year. To raise awareness of hazards among our employees and to encourage them to step forward to report hazards, all hazard reports and notable case studies are circulated internally through our quarterly Hazards Newsletter.

Fatigue Risk Management

Our Flight Operations Division and Cabin Crew Division have a Fatigue Risk Management (FRM) framework in place to manage fatigue risk while operating flights. This framework includes a fatigue reporting system for crew to submit reports of fatigue that they might have experienced while performing their duties. These reports, together with tools such as a bio-mathematical fatigue model and fatigue surveys, will be used by the management to determine areas of fatigue concern across our operations. Employees who are involved in crew rostering and scheduling are trained in the science of risk management. 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.



Pilot Psychological Well-being 403-6

The mental well-being of our pilots is important to us. We have a comprehensive psychological support framework in place, which involves trained peer counsellors, aviation psychiatrists and psychologists, as well as the Civil Aviation Medical Board, to care for the mental well-being of our pilots. In addition to this framework, we abide by medical reporting guidelines, creating a safe environment for reporting and for pilots to seek assistance if required.

Systematic Alcohol Screening

Safety is our highest priority and we view cases related to alcohol consumption seriously. SIA has clear policies regarding the consumption of alcohol for our operating crew and these policies are constantly reinforced. In accordance with CAAS guidelines, SIA implemented the Airline Alcohol Management Programme (AAMP), which involves detection through alcohol test screening, following a risk-based, randomised approach. Prior to flight departure, certified ground employees will perform alcohol breathalyser tests on our operating flight crew reporting for duty. This programme is over and above the Airport Alcohol Testing Programme (AATP), which CAAS maintains and enforces.

Our flight crew are prohibited from consuming alcohol within 10 hours from their flight duty. They are also encouraged to highlight any concerns they may have regarding the well-being and safety of our customers, fellow crew members and the aircraft they operate in. We continue to take all necessary measures to ensure that our flight crew are reminded of their responsibilities and the consequences of not adhering to these policies.

AIRCRAFT INCIDENTS

403-2 403-5 403-7 PR-1

Aircraft Incident Procedures

Extending beyond our legal and regulatory requirements, strong emphasis is placed on incident reporting and investigation so that an occurrence of a similar nature may be prevented in the future.



Reporting

A robust set of reporting procedures are in place for different incident types. All incidents have to be reported promptly.

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



Actions

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

- Fleet
- Safety, Security and Quality (SSQ)
- SIAEC
- SIA Operations Control Centre
- Station Managers and Cargo Managers



Investigation

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

All incidents, investigations and actions taken will be compiled by SSQ into a bi-monthly summary, which will be reviewed by the Air Safety Committee.



Communication

Incidents and investigation reports are made available to all employees on the SSQ W@ves portal to increase the level of safety awareness and education.

WORKPLACE INCIDENTS

403.3

PR-1

SIA has procedures in place to manage workplace incidents and accidents. In the event that an employee suffers from a work-related injury, swift action will be taken to care for the employee.

We also have a Confidential Incident Reporting programme to encourage employees to share any hazards, unsafe acts or situations encountered at the workplace. Reports submitted under this programme will be treated in strict confidence. The identity of the reporter will be kept confidential, and their personal details are only disclosed should the SSQ department require further information for investigation.

Work-related Injuries³⁴

403.9

In FY2020/21, we reported zero work-related fatalities and zero high-consequence work-related injuries. We recorded 45 work-related injuries for our ground employees, six work-related injuries for our cabin crew, and zero work-related injuries for our pilots, with an overall work-related injury rate of 4.3 injuries per million man-hours worked.

Each work-related injury is documented and the cause for such injuries are identified. Additional measures are put in place to ensure that such incidents do not occur in the future. We continue to closely monitor the situation together with our stakeholders to ensure the safety and well-being of our employees.

In FY2020/21, we recorded zero work-related injuries for our key contractors.

Employees ³⁵	FY2019/20		FY2020/21	
Estimated number of man-hours worked	22,856,786			11,786,518
Number (and rate ³⁶) of fatalities as a result of work-related injuries	0			0
Number (and rate ³⁶) of high-consequence work-related injuries	0			0
Number (and rate ³⁶) of recordable work-related injuries	606	(26.5)	51	(4.3)
Main types of work-related injuries	<ul style="list-style-type: none"> • Slip, trips and falls • Struck by falling objects such as cabin baggage • Over-exertion and strenuous movements • Exposure to extreme temperatures such as scalds 			

Workers who are non-employees ³⁷	FY2019/20		FY2020/21	
Scope of workers who are non-employees	Key contractors only (cleaners, maintenance, landscaping, warehouse operations)			
Estimated number of man-hours worked	1,294,689			1,421,863
Number (and rate ³⁶) of fatalities as a result of work-related injuries	0	(0.0)	0	(0.0)
Number (and rate ³⁶) of high-consequence work-related injuries (excluding fatalities)	0	(0.0)	0	(0.0)
Number (and rate ³⁶) of recordable work-related injuries	2	(1.5)	0	(0.0)
Main types of work-related injuries	Slip, trips and falls			Nil

0 work-related fatalities and high consequence work-related injuries for employees and key contractors in FY2020/21

³⁴ Please refer to the Appendix for definitions and methodologies.

³⁵ Workers ill-health data reported only covers SIA and SilkAir's operations. Please refer to the Appendix for details on reporting boundaries.

³⁶ Rates are calculated per million man-hours worked.

³⁷ Workers man-hours worked and workplace injuries data reported only covers SIA and SilkAir's operations. Please refer to the Appendix for details on reporting boundaries.

WORKPLACE INCIDENTS (CONTINUED)

Work-related Ill-health³⁸ 403-10

In FY2020/21, we recorded 21 cases of work-related ill-health for our employees, most of which were related to noise-induced deafness. We recorded zero cases of work-related ill-health for our key contractors.

Employees	FY2019/20	FY2020/21
Number of fatalities as a result of work-related ill-health	0	0
Number of recordable work-related ill-health	0	21
Main types of work-related ill-health	Nil	Noise-induced deafness

Workers who are non-employees ³⁹	FY2019/20	FY2020/21
Scope of workers who are non-employees	Key contractors only (cleaners, maintenance, landscaping, warehouse operations)	
Number of fatalities as a result of work-related ill-health	0	0
Number of recordable work-related ill-health	0	0
Main types of work-related ill-health	Nil	Nil

³⁸ Please refer to the Appendix for definitions and methodologies.

³⁹ Workers ill-health data reported only covers SIA and SilkAir's operations. Please refer to the Appendix for details on reporting boundaries.

CASE STUDY PROTECTING OUR EMPLOYEES IN THE PANDEMIC COV-19

As at 29 June 2021, more than 12,800 employees have received at least one dose of the Covid-19 vaccine. This includes almost 7,500 cabin crew and more than 2,500 pilots from across the Group, or over 97% of our active flying crew. To allay concerns of employees and address their queries on the vaccine and the vaccination process, virtual townhall briefings were conducted with medical experts. Comprehensive circulars on the vaccination process were also distributed to all staff. In line with government measures to curb the spread of the Covid-19 virus, mandatory work from home arrangements were enforced from April to September 2020. From October 2020, employees progressively returned to work at the office on a split team rotational basis. Additional measures implemented as they returned to the workplace included twice-daily wipe downs of workstations and common surfaces, antimicrobial surface treatments, staggered work times and lunch breaks, safe distancing, and Safe Entry log-in requirements. Safe Management Officers were also appointed to ensure that all safety measures were adhered to at our offices. Daily health checks were required for all employees. Scoot distributed over 1,400 thermometers in total to employees who did not have one.



EMPLOYEE ENGAGEMENT

403-4 403-5

We believe in involving all employees to build a positive safety culture in SIA. Apart from training, employees are made aware of their individual safety obligations and other safety-critical information through a wide spectrum of communication channels and safety activities.

Safety Surveys

SSQ conducts Safety Climate Surveys once every three years to identify safety issues that employees encounter in their daily operations. Their feedback and insights on potential safety implications are sought. This allows employees to clarify any doubts they may have regarding unsafe work procedures or conditions. Divisions in SIA are encouraged to conduct customised safety surveys to dive deep into specific issues relating to the division's scope of work. For instance, the Cabin Crew Division and Flight Operations Division conduct a safety survey with our pilots and cabin crew every two years. This survey assesses areas such as safety management, violations observed during operations and readiness of our crew to report on safety matters. It provides an overall assessment of the safety climate and culture, as well as safety concerns of our crew. A comprehensive list of quantitative and qualitative performance indicators helps us measure the effectiveness of our efforts. These indicators are reviewed on a quarterly basis and are benchmarked against industry standards.

Safety Training and Communication

All employees are equipped with safety skills and knowledge required for them to perform their duties and respond appropriately when the need arises. All newly recruited employees will have to undergo a comprehensive safety training programme, including specialised and vocational training. Continual education is also provided regularly through various channels to keep our employees abreast of recent developments. It also gives them the opportunity to familiarise themselves with various operational systems. Flight Operations management and relevant staff who conduct safety investigations in their scope of work are required to undergo a Safety Investigation course. Those managing operational safety also undergo training in Safety Management from accredited organisations such as IATA and the Singapore Aviation Academy. Given reduced flying due to the Covid-19 pandemic, crew recency and proficiency are maintained through flight simulators.

To facilitate the dissemination of important safety and operational data, company iPads have been provided to all pilots to give them constant and timely access to emails and operational information on-the-go. Pilots are also kept abreast of operational events, safety incidents and any other important issues via regular Safety Newsletters and fortnightly Flight Operations Notices. Fleet talks are hosted on W@ves via a 'Twitter Board', where management from respective fleets posts messages relating to pilot movements and aircraft incidents. As W@ves will be decommissioned in April 2021, this will be hosted on SQhub moving forward.

With the Singapore Airlines and SilkAir integration, additional measures on safety have been introduced to ensure that highest safety standards are maintained. These measures include the integration of SilkAir's safety framework with SIA's, and additional briefings and webinars for newly integrated crew on SIA's Flight Operations safety processes.

EMPLOYEE ENGAGEMENT (CONTINUED)

Safety Forums and Events 403-6

Safety Focus Forums

Pilots are regularly updated on recent safety incidents, fatigue risk management and safety performance at our Safety Focus Forums, which are held once every two months.

Due to the Covid-19 restrictions, the FY2020/21 fleet and safety forums were held virtually, additionally covering operational safety risks related to the Covid-19 such as reduced recency and mental fortitude. Over 200 pilots participated in the event.

Flight Operations Safety Day

The Flight Operations Safety Day is held annually as a means to promote safety and raise awareness among pilots on safety-related issues. On 30 October 2020, the event was held virtually for pilots from the SIA Group including SilkAir, Scoot and Vistara.

Internal and external speakers from SIA Flight Operations Division, SilkAir, Scoot, Vistara, Changi Airport Group (CAG) and Mind What Matters Psychological Consultancy were invited to speak at the event, covering topics such as building operational resilience during the pandemic and maintaining personal mental well-being. These speakers have carved their niche in areas such as aviation policy, aviation security, airport operations, crisis management, psychological well-being, safety investigations, quality assurance and human factors.

Over 300 people attended this event, which included flight crew from SIA, SilkAir Scoot and Vistara, external guests, and safety personnel from other divisions.

CASE STUDY

SAFETY AND SECURITY WEEK 2020: OPERATIONAL RESILIENCE IN THE NEW AVIATION LANDSCAPE

For the first time, the SIA Group's Safety and Security Week (SSW) was held virtually in October 2020, and attended by nearly 1,000 participants from our network around the world. This year's theme "Operational Resilience in the New Aviation Landscape" aptly emphasised the importance of building resilience in our operations to adapt and respond quickly to the changes posed by highly disruptive events.

Guest speakers were invited to share their knowledge and insights at SSW 2020. Mr Lawrence Chng, Principal Specialist (Emergency Preparedness) from the CAAS, shared his views on the unprecedented challenges faced by the industry and the airport authority's initiatives in enabling safe air travel across borders. There were also presentations by SIA operational units on the various risks posed by Covid-19, and the mitigative measures taken, in their respective areas. Over the course of the week, a series of mostly virtual events focusing on aviation safety and security in these unusual times was held across the SIA Group as well. One key highlight of SSW 2020 was the presentation of the SIA Group Safety and Security Awards and Citations. A total of five Safety Awards, nine Safety Citations and four Security Citations were awarded to our employees in the SIA Group and our service providers, in recognition of their efforts to help avert safety and security incidents or promote safe and secure practices.

The **SIA Group Safety Award** is presented to individuals who exhibit exemplary judgement and skills in preventing an accident or major mishap from happening, or in managing and overcoming a difficult situation. It is presented to individuals who discover or correct major flaws in our aircraft or equipment systems, or contributed consistently and significantly towards safety.

The **SIA Group Safety Citation and Security Citation** are presented to individuals who exhibit good judgement and skills in preventing or in handling an incident. It is also presented to individuals who contribute noteworthy efforts to promoting safety.

CUSTOMER-FOCUS

103-1

103-2

103-3



A focus on optimal customer experience is intrinsically linked to the Singapore Airlines brand promise. Whether pre-flight, in-flight or post-flight, we endeavour to make every journey personal. We continue to put the emphasis on better understanding our customers' needs, so that we can make every journey safe, seamless and personal, with the best-in-class in-flight products and service.



OUR MANAGEMENT APPROACH

Key Engagement Activities

Engagement Mode	Frequency
Annual Report, Sustainability Report	Yearly
Customer Communications Channels (Chatbot, E-mail, Hotline, Live Chat, Social Media, etc.)	Regular
Customer Research (Feedback Forms, Focus Groups, Voice of Customer Post-flight Surveys, etc.)	Regular
Press Releases	As required
Publications (KrisWorld Magazine, Priority Magazine, SilverKris Magazine, etc.)	Regular

Key Policies, Processes and Systems

- Customer Experience Management System
- Customer Insights Portal
- Performance Improvement Framework
- Privacy Policy
- Quality Framework
- Quality Management System
- Service Audits
- SOAR as ONE Service Philosophy

SIA's Ambitions

We endeavour to offer customers the best travel experience through service excellence and proactive customer engagement.

FY2020/21 in Numbers

2.7
percentage point

improvement in SIA's Customer Satisfaction Score (CSAT) compared to FY2019/20



Supporting the UN SDGs

CUSTOMER-FOCUS

We do our utmost to make every journey personal.

Understanding our customers' needs and enhancing their experience are key principles that guide our business decisions. We seek to improve the service that our customers receive at various touchpoints, anticipating their needs, and delighting them throughout their journey. We want our customers to be assured that they can expect the highest standards of service and efficiency from us, both on the ground and in the air.

SIA recognises the value of innovation. As a market leader and industry trendsetter, we are proud to have achieved significant milestones through the decades that has made us the world's most awarded airline.

Industry-leading Innovations

First to offer free headsets, as well as choice of meals and free drinks in Economy Class, in the 1970s



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



First to introduce satellite-based in-flight telephones in 1991



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



First to offer audio- and video-on-demand capabilities on KrisWorld in all cabin classes in 2001



First to fly the Airbus A380 superjumbo, from Singapore to Sydney, in 2007



First to introduce a Companion App, which allows customers to control their in-flight entertainment experiences through their mobile phone, in 2016



First to launch Global Express high-speed internet connectivity on the A380 aircraft in 2017



First to launch a personalised in-flight entertainment system, myKrisWorld, in 2017



First to launch Thales AVANT system with new navigation options and interfaces in 2017



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



First to offer pre-ordering of in-flight meals for Suites, First Class, and Business Class customers in 2018



First to offer pre-ordering meals from different cuisine categories under its Child Meal Programme in 2019



First to host a live TV broadcast on board (F1 interview) with onboard WiFi connectivity in 2019



First to pilot International Air Transport Association's (IATA) Travel Pass mobile application for digital health verification in 2021



CUSTOMER-FOCUS (CONTINUED)

CASE STUDY DISCOVER YOUR SINGAPORE AIRLINES SUITE OF EXPERIENCES COV-19

The *Discover Your Singapore Airlines* suite of experiences was launched on 29 September 2020 to engage our customers and fans in Singapore, at a time of limited travel. The suite of experiences comprised three initiatives that had been specially curated to give our customers the opportunity to experience Singapore Airlines in new, innovative ways, and to reconnect with our brand.

SIA@Home



SIA@Home was launched for customers who were keen to enjoy the world-renowned SIA in-flight dining experience in the comfort of their own home. Customers got to choose from 10 menus featuring our exclusive First Class and Business Class meals, which came complete with wine or champagne. Limited edition tableware and amenities were also available, depending on the package chosen. Due to the strong demand from our customers, we continued SIA@Home with a Christmas festive menu in December 2020 and launched a Chinese New Year menu in 2021.

To experience SIA@Home, click [here](#).

Restaurant A380 @Changi



Over two weekends in October and November 2020, Singapore Airlines hosted diners in two of our A380 double-decker superjumbos at Singapore Changi Airport. Customers were treated to a unique lunch or dinner event, with pre-dining activities, exclusive shopping discounts, and a memorable dining experience in a cabin class of their choice. The experience was made complete with a selection of over 1,000 movies, television shows and music available for customers to be entertained, all while enjoying the award-winning service from our cabin crew. All seats that were initially made available at the launch were reserved within 30 minutes of opening. In response to the strong demand by our customers, SIA launched more seatings for Restaurant A380 @Changi.

Inside Singapore Airlines



Over two weekends in November 2020, Inside Singapore Airlines offered an opportunity for our customers and fans to go behind the scenes for an exclusive tour of the SIA Training Centre. Visitors were brought on a tour of more than 70 years of SIA's history, and got the chance to interact with our pilots and cabin crew to find out more about the intensive training they undergo, among other activities.

Children got to enjoy craft activities such as balloon sculpting and making their own batik roses. They also had the option to dress up and role play as cabin crew, and take home their very own SIA sarong kebaya uniform. Adults could opt to operate a full flight simulator, taste some of our premium in-flight wine labels, and attend a grooming workshop. Visitors were also able to get a taste of the new regional Economy Class meals that were about to be launched.

CUSTOMER ENGAGEMENT

Understanding our customers and going the extra mile for them when they travel with us.

SOAR as ONE COV-19

In 2017, we introduced SOAR as ONE as our service philosophy to reinforce our longstanding commitment to service excellence with a single unified call to action across the SIA Group and our service partners. Structured service training programmes enable our employees to appreciate and understand their roles in the service chain, and their impact on the overall customer experience. This allows us to align and reinforce a service culture that engenders consistently high service delivery standards across all touchpoints.

Despite the Covid-19 pandemic, an emphasis on service culture training continued to be upheld in FY2020/21, through SOAR as ONE virtual trainings conducted by SIA's Corporate Learning Centre (CLC) for frontline employees, including cabin crew and service partners from SATS Ltd and call centres. Similarly, service recognition schemes, like the annual CEO Service Excellence Awards, which seek to recognise exemplary individuals and teams for their outstanding service and service innovation ideas, continued. In the first-ever virtual CEO Service Excellence Awards held in August 2020, a total of 29 individual and team awards were presented to 341 employees, as well as staff of our service partners.



CUSTOMER ENGAGEMENT (CONTINUED)

CASE STUDY

SETTING THE TONE FOR OUTSTANDING SERVICE THROUGH EXEMPLARY LEADERSHIP



Mitchelle Chua
Inflight Manager
SIA Cabin Crew
Division

Mitchelle is an inspiring role model and ambassador for SIA through her exemplary leadership.

As a team leader who is always ready to share, Mitchelle readily guides her team with her knowledge and experience as a sommelier, French-speaking crew and an SIA Toastmaster. She strives to create a conducive learning environment for the junior crew by providing constant encouragement and guidance in areas where they can perform better. During flights, she leads by example and works alongside her crew as a team player. Beyond sharing her experience and knowledge, Mitchelle displays genuine care and concern for her crew's health and well-being, often brewing Chinese herbal tea for her colleagues and celebrating their birthdays on board. To ensure the safety of her crew, she readily shares her supply of face masks and reminds crew to practise good hygiene on board flights.

With her high energy levels and personable disposition, she also displays boundless initiative in elevating customer service to the next level. She is always supportive of divisional initiatives that aim to create better experiences for our customers, especially during the year-end festive season. She is also a sustainability advocate, and volunteers at SIA's Environment Roadshow.

*Before I stepped on the jet bridge, Mitchelle greeted me by name without even looking at the boarding pass. It was such a warm welcome and I knew it was going to be a great flight. On board the flight, Mitchelle and her three crew members in Suites upheld the high standards of Singapore Airlines and made it one of the best Singapore Airlines flights I have ever experienced. (They) complemented each other very well (and) really upheld the high standard of SIA. – An SIA customer**

CASE STUDY

GOING FURTHER TO PROVIDE STERLING SERVICE



Shahul Hamid
Senior Passenger
Relations Officer
SIA SilverKris Lounge
Singapore

Shahul has the innate ability to understand customers' needs and can resolve complex situations all while exhibiting a high level of empathy.

When a customer shared his concerns over the delay of his flight to London, Shahul proactively searched for alternative flights and followed through with Customer Contact Services, Route Revenue, and the Reservations and Ticketing teams to secure a seat for the customer.

Armed with tact and discretion, he has also shown his ability to handle sensitive and complex situations. When attending to an alleged harassment incident in the lounge, Shahul managed the situation professionally and defused the tension through mediation. At the same time, he ensured the safety of our customers by keeping both parties at arm's length to prevent any physical altercations from taking place.

When a PPS Club member accidentally soiled his clothes, Shahul proactively bought him a new pair of trousers to replace his stained ones. These examples highlight his sincerity and willingness to go beyond the call of duty to ensure our customers' comfort and well-being.

Shahul's empathetic and anticipative nature, coupled with tact and discretion, have enabled him to resolve many situations with empathy and professionalism.

*I write to commend some of your colleagues. At Changi Airport, I fell ill and dirtied my clothes. I went to the First Class Lounge to have a shower. One of the staff, Mr Shahul, helped me to buy a new pair of pants for me. Please convey my thanks to all of them. – An SIA customer**

*Customer names have been changed to protect their privacy.

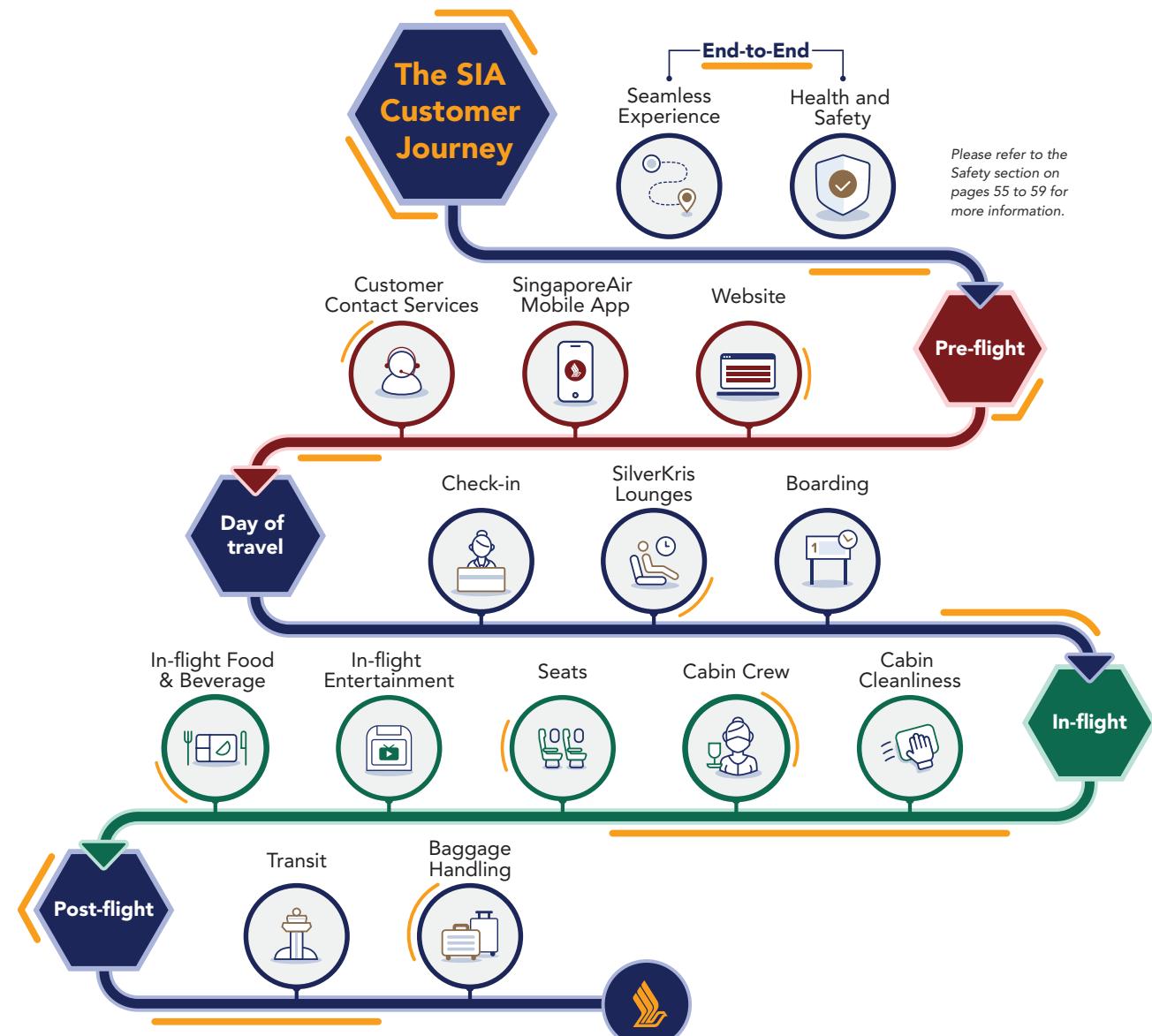
CUSTOMER ENGAGEMENT (CONTINUED)

Leveraging Insights to Design Our Customer Journey and Deliver a Positive SIA Experience

Maintaining open lines of communication with our customers enables us to understand their needs, and identify opportunities to improve our service offerings. We proactively engage our customers on a regular basis and enhance the customer experience to meet their needs and exceed their expectations.

To consolidate customer insights gathered across all customer touchpoints, SIA piloted the use of the Customer Insights Portal (CIP) in FY2019/20. This was implemented and rolled out organisation-wide in FY2020/21.

SIA's Customer Affairs (CA) department attends to customer feedback and enquiries daily, ensuring that they are promptly addressed. Where necessary, investigations are carried out prior to any given response. This allows the CA department to assess and adopt the appropriate service recovery methods and restore our customers' confidence in SIA. A case management system is used to track case assignments and closures. In addition, key performance indicator reports are regularly prepared to monitor achieved response rates at each station, department and individual levels. Ensuring a positive customer experience across all touchpoints is a key priority for Singapore Airlines. Customer satisfaction is measured by way of metrics across our various touchpoints. Some examples of touchpoints we measure are summarised in the graphic on the right.



CUSTOMER ENGAGEMENT (CONTINUED)

Leveraging Digital Platforms and Data Analytics

SIA aims to transform our business using digital solutions, which allow us to thrive in a rapidly changing global environment. We are constantly on the lookout for new digital tools to adopt and to further leverage data analytics to better engage our customers, streamline feedback, and respond more effectively to their concerns. Digital tools and platforms such as social media and mobile applications help us stay connected with our customers and improve on the delivery of our offerings as well as the overall customer experience.

Digital Platform Enhancements

In FY2020/21, we continued to work on offering more self-service features on our website to improve customer convenience and provide a more seamless travel experience. Through our website and the SingaporeAir mobile app, customers have easy access to a range of important information they need, including flight itineraries and updates, weather at destination, as well as baggage tracking status. If special assistance is required, our agents are equipped with the knowledge and skills to assist customers. Our latest developments in digital platform enhancements, process improvements and quality management have translated into higher customer satisfaction scores in FY2020/21.

Better Service Through Digital Tools for Process Automation



Sales Return Bot
Automated sales return report generation, thereby reducing manual processing and saving over 500 man-hours annually



Schedule Change Bot
Automated manual processes for following up with customers on schedule changes, thereby bringing about savings of over SGD103,000 annually



Seat Displacement Bot
Automated removal of passenger name records from queue, thereby saving over SGD37,000 annually



Service Recovery Bot
Automated the deposit of KrisFlyer miles into members' accounts, thereby reducing manual processing of miles crediting and saving over 600 man-hours annually

Digitalisation and Data Analytics to Manage Customers' Feedback

The Customer Affairs (CA) department employs digital solutions and data analytics to automate and better manage SIA's feedback handling process. For example, the natural language processing features of the Customer Feedback Analytics (CFA) allows for automated extraction of customer information, better feedback classification, facilitates case routing and prioritisation of time-sensitive cases. By the end of FY2020/21, the department has saved approximately 2,800 man-hours from the launch of CFA in March 2018. In particular, the prioritisation of the handling of customer requests for refunds, re-bookings and ticket cancellations in relation to the Covid-19 pandemic has helped the department manage the surge in feedback volume during the initial period of the outbreak.

Other digital initiatives implemented by the CA department include the introduction of online self-help options in January 2020, the elimination of paper customer feedback forms in March 2020, and the roll-out of electronic vouchers for online redemptions in KrisShop in October 2020. Submission of feedback via our online channels instead of through paper forms has alleviated concerns on the transmission of the Covid-19 virus through the physical handling of hardcopy forms. Beyond improving customer response time, these digital initiatives have helped reduce paper usage and time spent on manual processing, enabling the support team to perform higher-skilled tasks.



Keeping in Touch With Customers Through Social Media Platforms

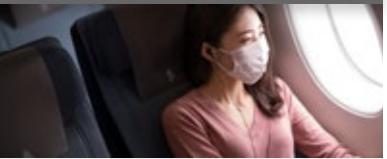
Social media is an important communication platform through which we engage with our customers, communicate important travel information, and obtain feedback. SIA's social media presence on Facebook, Twitter, Instagram, LinkedIn, YouTube, Weibo and WeChat serve as additional touchpoints for online customer engagement. In 2014, the Social Media Engagement Unit (SMEU) was established to provide round-the-clock service for our customers. The SMEU 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.



CUSTOMER ENGAGEMENT (CONTINUED)

Enhancing Communications Through the Covid-19 Pandemic COV-19

Even as border controls are tightened globally, we remain connected with our customers and keep them updated on how we can support their travel plans.

Ensuring frontliners are well-equipped to support customers	Keeping customers up to date on the latest Covid-19-related updates	Providing access to Covid-19-related information through a dedicated information centre	Taking care of customers' travel arrangements	Restoring confidence in air travel
 <p>As global travel remains impacted by frequent changes to travel restrictions and regulations, our contact centres and reservation offices continue to work closely with all business units to ensure that our frontline service employees and self-service channels are kept updated with the latest information. This allows our employees to render the best assistance to our customers, helping them manage their travel needs amidst the complexities of new Covid-19-related measures.</p>	 <p>The Travel Advisory page, which is accessible on our website and the SingaporeAir mobile app, was set up to provide information on the latest entry requirements to various countries including Singapore. If a customer is unable to fly to their planned destination, they can opt to be notified when a country's travel status changes to allow more general travel. As at January 2021, over 590,000 transactions were managed via our Travel Advisory page.</p> <p>In addition, customers can subscribe to notification alerts or visit the News Alerts section on the Singapore Airlines website for Covid-19-related updates. All travellers are also encouraged to update their contact details via the Manage Booking section on our website, so that they can receive real-time updates on their travel plans.</p>	 <p>A dedicated Covid-19 Information Centre was introduced on the Singapore Airlines website in 2020 to provide customers with one-stop access to content in the following areas:</p> <ul style="list-style-type: none"> • Health and safety measures • Information on clinics and pre-departure tests • Operating flight schedules • SIA travel policies including our Travel Waiver Policy and Complimentary Rebooking Policy • Special travel arrangements between Singapore and other countries, such as Reciprocal Green Lanes • Transiting and entry requirements into Singapore • Travel advisories <p>Similarly, Scoot has introduced a dedicated Covid-19 travel information page on its website.</p>	 <p>SIA's Covid-19 Assistance Request Form enabled customers to submit Covid-19-related enquiries such as flight credit and refund requests easily. Singapore Airlines' Global Travel Waiver Policy and Scoot's Covid-19 Travel Waiver Policy provided options for customers whose flights have been affected due to the Covid-19 pandemic. Some of these options include seeking a full refund and collecting flight credits, among others.</p> <p>SIA also offered a one-year extension to our corporate customers with corporate travel agreements expiring in FY2020/21. This allowed them to continue utilising their existing benefits during this one-year period. The initiative was well-received by clients given the uncertainty surrounding their travel plans.</p>	 <p>Our social media channels are an avenue for us to provide timely updates to customers on our response to the Covid-19 pandemic. This helps to restore confidence in air travel when they fly with us.</p> <p>In FY2020/21, we launched a comprehensive range of health and safety measures under our #SIAcares initiative. These were enhanced and implemented after a comprehensive review of the entire customer journey and all the touchpoints that they come across. More details on the #SIAcares initiatives can be found on our website and YouTube channel.</p>

ENSURING CUSTOMER SATISFACTION THROUGH SERVICE EXCELLENCE

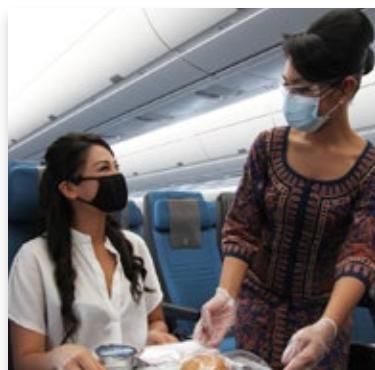
Keeping true to our brand promise, delivering the highest standards of service excellence.

Tracking and Refining SIA's Service Quality Performance

The SIA Customer Contact Services (CCS) team aims to ensure high customer satisfaction levels when they assist travellers with their requests and enquiries. The team regularly collates and monitors customer satisfaction levels across SIA's customer servicing channels. A Process Improvement Framework is in place to help us achieve our service vision through collaboration and continuous learning. Our employees are trained to be on a lookout for opportunities to simplify and redesign processes. Our Quality Framework is continuously enhanced to enable us to deliver high quality service. In addition, the use of data analytics has enabled the CCS team to accelerate and enhance decision making, implementing more effective changes in our contact centres. This has translated into higher customer satisfaction, with a 2.7 percentage points improvement in our Customer Satisfaction Score (CSAT) compared to FY2019/20.

A Service Culture and Quality (SCQ) team was formed in February 2019 to promote and imbue the SIA service culture within the SIA Group. The team tracks customer feedback and compiles monthly service quality performance reports to enable business units to monitor and refine their service performance.

In FY2020/21, customised tableau dashboards were developed to equip business units with live insights based on customer feedback. This will enable them to identify opportunities to further refine their service quality. Moving forward, we are looking to enhance the dashboards and integrate them into the Customer Insights Portal (CIP) by the end of FY2021/22.



2.7
percentage points

improvement in SIA's Customer Satisfaction Score (CSAT) compared to FY2019/20

A Data-centric Approach for a Customer-centric Design COV-19

The Customer Experience department (CExD) was formed in 2016 to expand SIA's potential to deliver exceptional customer experiences. The department works with business units across the organisation to adopt a consistent customer-centric and data-driven approach when designing and improving the end-to-end customer journey.

Building on our commitment to deliver personalised and meaningful customer service, CExD supports other business units by guiding their decisions based on customer insights gathered from the various touchpoints. These insights are gathered through a combination of qualitative and quantitative research that helps us understand customers' needs, value drivers, concerns and potential opportunities for improvements. This information is then shared with the relevant business units to design and implement ways to enhance the SIA experience. Beyond large scale data projects and design workshops, the team also carries out ethnographic research to gain a deeper understanding about subtle customer needs and requirements. This research is combined with operational data, frontline observations and notations of customer preferences from our Customer Experience Management (CEM) system to provide a better analysis of the service delivery improvements and requirements. Where in-depth research is unavailable or when execution timelines limit the ability to elicit customer insights, the team employs SIA's Experience Principles to assist with design decisions and implement initiatives that are true to our customers' needs and SIA's brand values.

To keep track of our progress, SIA continues to employ the Voice of Customer (VoC) post-flight survey. Feedback and concerns raised through this survey is regularly reviewed during management forums such as the Board Customer Experience, Technology and Sustainability Committee (CETSC) meetings, and used by business units to review existing customer-related policies, products and services. Through this survey, SIA derives a Net Promoter Score (NPS), which measures our customers' advocacy. In FY2020/21, our NPS improved for our three airline brands: Singapore Airlines, SilkAir and Scoot.

With the Covid-19 pandemic impacting the travel and tourism industry, we introduced a bi-monthly survey to help us understand our customers' sentiments regarding travel in the post-Covid-19 world. A segment on understanding the health and safety concerns of our customers was also included, allowing us to continue to enhance our current health and safety measures to address any concerns our KrisFlyer members might have.

ENSURING CUSTOMER SATISFACTION THROUGH SERVICE EXCELLENCE (CONTINUED)

Enhancement of Customer Touchpoints and Service Excellence

We continually innovate and implement new initiatives to improve the way we engage our customers.

Maintaining High Standards of Service Through #SIACares COV-19

In FY2020/21, we introduced the #SIACares initiatives to enable easier, safer and smoother journeys for our customers. From check-in to arrival, customers can count on safety precautions such as enhanced cleaning and rigorous disinfecting of high-touch surfaces, as well as meaningful innovations to minimise contact. These #SIACares initiatives were designed to protect our customers' well-being, bringing them greater peace of mind.

To ensure that passengers are able to have a safe and enjoyable experience while travelling with us, we accelerated our digitalisation efforts and introduced many enhancements and new features to our mobile app and online platforms. These include Kris our chatbot, the SingaporeAir mobile app, the *KrisWorld* in-flight entertainment system, KrisShop and SilverKris.com. Hardcopy in-flight literature such as magazines and menus were also digitised to minimise contact between customers and crew.

Our unwavering commitment to safeguarding the well-being of our customers and employees has been recognised with a [Diamond rating](#), the highest level attainable in the APEX Health Safety powered by SimpliFlying audit of global airlines. [Scoot's](#) end-to-end health and safety measures were also awarded the Diamond status in March 2021. The table on the right provides some background on the ways we are providing a safe and seamless journey for our customers. More information on the #SIACares initiatives can be found on our [website](#).

Pre-flight	In-flight	Post-flight
 <ul style="list-style-type: none"> Consider getting our enhanced travel insurance coverage. More information can be found on our website. Get personalised travel information and prepare for pre-flight arrangements via the SingaporeAir mobile app. Connect with Kris, our chatbot, on queries relating to flight changes, flight schedule information, travel advisories, transit information and more. Use our one-stop online portal for more information on Covid-19 pre-departure testing requirements. Find out which clinics provide approved Covid-19 tests here. Check in online via the SingaporeAir mobile app. For a more convenient experience, automatic check-in services at 48 hours to departure is also available for eligible passengers. Generate a digital or mobile boarding pass, and use self-service kiosks and automated bag drop counters at selected airports. View our in-flight menu online. Pre-order duty-free shopping on KrisShop. 	 <ul style="list-style-type: none"> Receive a complimentary SIA Care Kit containing a face mask, hand sanitiser, and disinfectant surface wipe. Use your personal mobile device to connect to <i>KrisWorld</i>, our in-flight entertainment system³¹ by downloading the SingaporeAir mobile app before your flight. You can also use it to pair your device on board and control the in-flight entertainment screen. Connect to the WiFi on board the flight⁴⁰ and keep in touch with your loved ones. View the in-flight menu via the <i>KrisWorld</i> in-flight entertainment system. Request for a disposable coat cover to protect your jacket or suit in our onboard closets. Every aircraft is equipped with High-Efficiency Particulate Air (HEPA) filters, which remove more than 99.9% of the microbes in the air. Cabin air is also refreshed every two to three minutes throughout the flight. Before every flight, the aircraft is thoroughly cleaned. Commonly-touched surfaces are disinfected. Lavatories are cleaned with high-strength disinfectants, and cabin surfaces are treated with a long-lasting antimicrobial coating. After every flight, all headsets, headrest covers, pillow covers, bedsheets and blankets are replaced. Our linens are laundered at high temperatures to sanitise them. Headsets are also disinfected and packed individually with hygienic covers. In preparing your in-flight meals, our catering partners uphold the highest hygiene standards including personal protective equipment for food handlers and using automation to reduce contact. Do note that meal services may be simplified or temporarily unavailable on certain flights to meet regulatory requirements. 	 <ul style="list-style-type: none"> Obtain the baggage carousel number via the SingaporeAir mobile app. Translate local languages via the Translation Assistant on the SingaporeAir mobile app to help with the navigation of your surroundings.

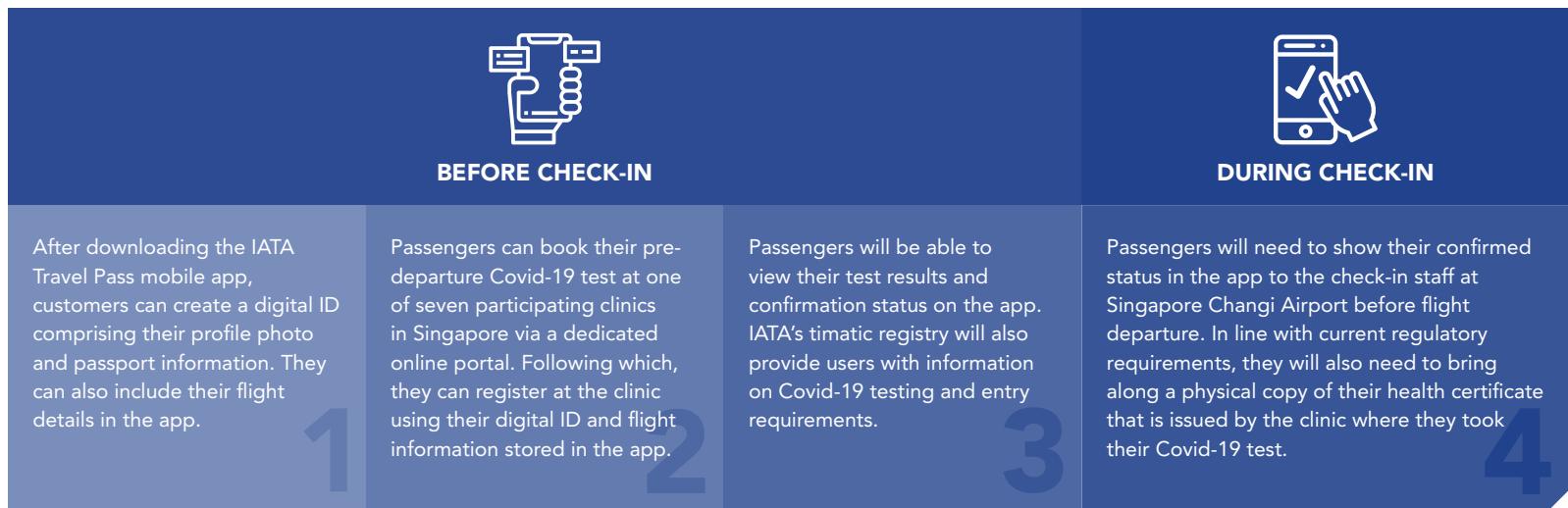
⁴⁰ Excluding Boeing 737-800 NG aircraft.

ENSURING CUSTOMER SATISFACTION THROUGH SERVICE EXCELLENCE (CONTINUED)

CASE STUDY SINGAPORE AIRLINES AND SILKAIR

Pilot of IATA's Travel Pass Mobile App COV-19

In March 2021, SIA was the world's first airline to pilot IATA's Travel Pass mobile application for digital health verification for a quicker and more seamless check-in process. The mobile application allows passengers to view the Covid-19 testing and entry requirements of their destination, check flight statuses, and securely store and present their Covid-19 test results and vaccination status. Given the highly sensitive nature of health data, all data is locally stored within passengers' personal mobile devices, allowing them to have full autonomy over their personal information.



The success of this pilot will pave the way for the integration of the digital health verification process into the SingaporeAir mobile app, using IATA's Travel Pass framework.

Development of a One-stop Online Portal for Covid-19 Pre-departure Testing COV-19

With pre-departure Covid-19 testing becoming a mandatory requirement for more countries, SIA partnered with Collinson, a global leader in the provision of traveller experiences, in January 2021 to pilot a one-stop online portal for Covid-19 pre-departure testing for passengers. The portal was designed to improve the customer experience and operational efficiency by providing customers with a one-stop online interface with the following features:

Guide customers to take the tests at the appropriate time



Allow customers to book a pre-departure test slot at accredited clinics and pay for it through the portal



Allow customers to retrieve their test results in an approved IATA Travel Pass digital format through this portal. Results can be produced as a QR code, e-certificate, or printed certificate

As at 31 March 2021, the pre-departure test service is available for Singapore Airlines and SilkAir customers departing from Singapore, Jakarta and Medan. Our service partner, SATS Ltd, has been trained to verify these digital certificates. We hope to extend the digital health verification to more destinations in the SIA route network in the future.

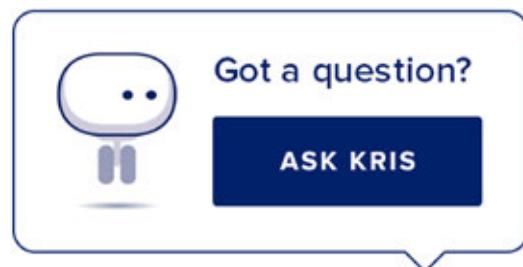
ENSURING CUSTOMER SATISFACTION THROUGH SERVICE EXCELLENCE (CONTINUED)

CASE STUDY SINGAPORE AIRLINES AND SILKAIR (CONTINUED)

Upgrading of Kris, Our Chatbot COV-19

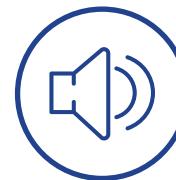
Kris, our chatbot, answers commonly asked questions by our customers and is accessible on the Singapore Airlines website and Facebook Messenger via our Facebook page. Over the years, Kris was upgraded to provide customised responses through guided conversation flows, which include checking of flight and booking statuses, baggage allowance and lounge eligibility.

In FY2020/21, Kris was migrated to KrisCloud, which has enhanced security and supports improved reporting capabilities. Kris continues to learn new topics such as excess baggage calculation and fare family. A Covid-19 guided flow was also added to the main menu to assist customers with enquiries on flight changes, flight schedule information, travel advisories, transit information, and other important updates. There were over 88,000 Covid-19-related interactions from May 2020 to January 2021. Beyond Kris, we proactively offer assistance in the form of live chats on selected flows on our website, such as rebooking using flight credits. We have extended our live chat to the SingaporeAir mobile app in April 2021, providing customers with the convenience of live agent assistance when they are on the go.



Make Boarding Amazing Initiative COV-19

The Make Boarding Amazing (MBA) initiative is a joint endeavour by SIA's Airport Operations department and SATS Ltd's Passenger Services team, with the objective of simplifying the boarding process by providing a more organised and fuss-free experience for customers. In FY2020/21, as part of safe management measures introduced due to the Covid-19 pandemic, the following improvement measures were implemented:



Pre-recorded Audio Announcements

Included pre-recorded safe distancing audio announcements to remind passengers to keep one metre away from each other, and to keep their masks on at all times.



Demarcation at Gatehold Rooms

Reviewed the demarcations at gatehold rooms in Singapore Changi Airport and worked with Changi Airport Group to set up safe distancing markers on the floor, with seat separation notices and posters.



New Boarding Zone

Incorporated a new boarding zone for transit passengers as part of our safe management measures.



Contactless Boarding

Worked with Changi Airport Group to design acrylic screens for installation at Boarding Gate Readers at Boarding Gate Readers for a contactless boarding process. Passengers are also encouraged to self-scan their boarding passes.



ENSURING CUSTOMER SATISFACTION THROUGH SERVICE EXCELLENCE (CONTINUED)

CASE STUDY SINGAPORE AIRLINES AND SILKAIR (CONTINUED)

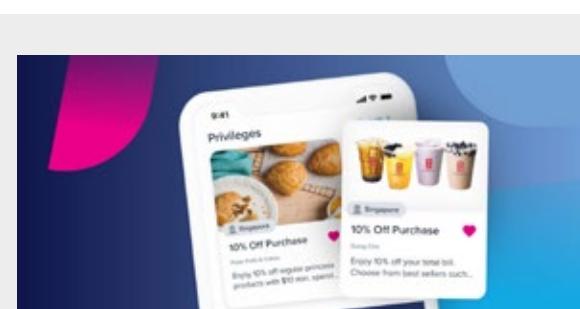
Roll-out of the Kris+ App

KrisPay, the SIA Group's digital wallet, was rebranded as Kris+ in October 2021, bringing payment, privileges, lifestyle and rewards services together in one platform for the SIA Group customers, with a new and improved interface and user experience. Beyond earning and redemption of KrisPay miles, the app also allows for more flexibility to reach out to the Airline's global customer base via location-based or interest-based recommendations. In time to come, the app will also be enhanced with other in-app payment options.

In recognition of the Airline's global customer base, Kris+ also expanded beyond Singapore with the launch of Kris+ privileges in Indonesia and India, with partner privileges in more countries to be launched progressively. As at 31 March 2021, there are more than 230 Kris+ partners with over 800 outlets across Singapore and counting.

Click [here](#) for more information on the Kris+ mobile app.

More than
230 Kris+
partners
with over 800 outlets
across Singapore



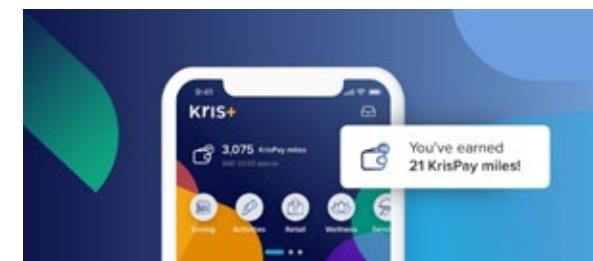
+more everyday rewards

Be rewarded with KrisPay miles when you pay with cash or card at selected partners outlets. And once you have enough, you can use them to pay for your shopping, meals and everyday purchases.



+more deals and privileges

From bubble tea deals to fuel rebates and many more, it's easy to experience the little joys in your everyday life with Kris+.



+more ways to earn and redeem

Get your KrisPay miles by transferring from your KrisFlyer account, or converting your DBS, UOB, or CapitaStar reward points; proceed to redeem your KrisPay miles for everyday purchases on the Kris+ app. KrisPay miles converted from DBS, UOB or CapitaStar reward points can also be transferred into your KrisFlyer account.

ENSURING CUSTOMER SATISFACTION THROUGH SERVICE EXCELLENCE (CONTINUED)

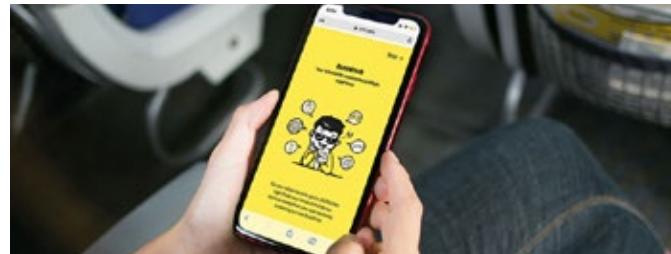
CASE STUDY SCOOT

Embracing Technology for Seamless, Contactless Check-In with Scoot COV-19

To ensure a seamless pre-flight experience while ensuring the safety of customers, Scoot aims to create a low-touch, almost contactless pre-flight journey by leveraging digital technology. The roll-out of online check-in options across Scoot's network was prioritised, subject to regulatory approvals. These include checking in via the Scoot website, Scoot mobile app, Scoot's chatbot M.A.R.V.I.E. (Most Awesome Resourceful Virtual Intern Ever), and WeChat. For passengers departing from Singapore Changi Airport and Melbourne Tullamarine Airport, self-service check-in kiosks and automated bag drop machines are also available. As at January 2021, more than 90% of passengers flying from Singapore use self-service kiosks to complete their check-in process.

Scoot has also enhanced its Scoot insurance coverage, Scootsurance, underwritten by AXA Insurance, to include Covid-19 cover. It is offered at the same price as before, for flights departing Singapore. More information on Scootsurance can be found on [Scoot's website](#). In March 2021, Scoot also began two digital trials to offer a one-stop solution for Covid-19 pre-departure tests and a new digital verification process during check-in to provide a more convenient and seamless travelling experience for customers, and enhanced authentication of test results.

**More than
90% of passengers flying from
Singapore use self-service kiosks to
complete their check-in process**



Introducing ScootHub, a Digital In-flight Portal to Meet Customer Needs

ScootHub is an in-flight digital portal that passengers can access from their own mobile devices. It was launched in December 2020 to transform the low-cost carrier in-flight experience. Through the portal, passengers can order food and beverages from Scoot Café, shop for duty-free items from KrisShop, play games, browse inspirational travel content, and more.

In-flight duty-free shopping payment can be made via credit card on the portal, and cabin crew will deliver the purchases to customers on board the flight. Payment via credit card on the portal for food and beverages has also been made available in June 2020.

With the transactional aspects of in-flight service digitised and open to self-service by customers, Scoot's cabin crew can focus on providing quality service to customers. In addition, ScootHub minimises contact between passengers and crew and eliminates the risk of Covid-19 surface transmission via physical seatback catalogues. The transition from physical to digital in-flight menus, duty-free catalogues and magazines have greatly contributed to Scoot's environmental sustainability efforts, saving an estimated 156 tonnes of paper (equivalent to over 2,000 trees) per year.

By the end of 2021, ScootHub will allow passengers to discover and book ground activities and attractions while on board their flight. They will also be able to sync their KrisFlyer membership on the portal to earn or redeem miles when they purchase items via KrisShop or activities and attractions via Pelago, the SIA Group's new platform for destination inspiration and content.

Implementing More Self-service Options for Customers' Convenience

Scoot has been expanding its range of automated online self-service options where feasible. This reduces processing time, improves overall customer experience, and alleviates the strain on our manpower resources. Customer service processes that have been converted to automated self-service options include flight refunds and missing baggage tracking. This has been particularly useful in responding to the surge in Covid-19-related refund requests in a timely manner.

In the unfortunate event that checked luggage goes missing, passengers can track their case status directly through Scoot's third-party baggage tracking service, after filing a baggage report. To simplify the recovery process, passengers can also update their delivery and contact information to receive notifications on the status of their baggage recovery. The introduction of this service since June 2020 has seen an improvement in customer satisfaction score for Mishandled Baggage Experience by five percentage points.

Offering Sweeter Rewards to Customers Through Scoot Insider

Scoot's exclusive members-only programme, Scoot Insider, has over a million members and is available to all customers globally at no cost. Members enjoy improved experience on the Scoot website, as well as exclusive member-only promotions and discounts on their birthday. KrisFlyer members can also sync their KrisFlyer account on Scoot Insider to earn and redeem miles on their Scoot flights.

From 1 January 2021, Scoot customers have been able to earn Elite miles which count towards the KrisFlyer membership tiers Elite Silver and Elite Gold. Elite miles earned from flying with Scoot within each calendar year will also earn KrisFlyer Milestone Rewards, a scheme which rewards loyal customers with exclusive privileges.

Enabling Fuss-free and Convenient payments

In line with Scoot's aim of making travel attainable and accessible for all, Scoot is continually expanding its range of payment methods available to cater to our growing customer base. As at 31 March 2021, in addition to credit card options, Scoot accepts payment via Apple Pay, Google Pay and PayPal, as well as the following local payment methods: POLi in Australia, Alipay and WeChat Pay in China, Billdesk Payment in India, Konbini in Japan, DragonPay in the Philippines, AXS and PayNow in Singapore and Momo in Vietnam.

CUSTOMER PRIVACY 418-1

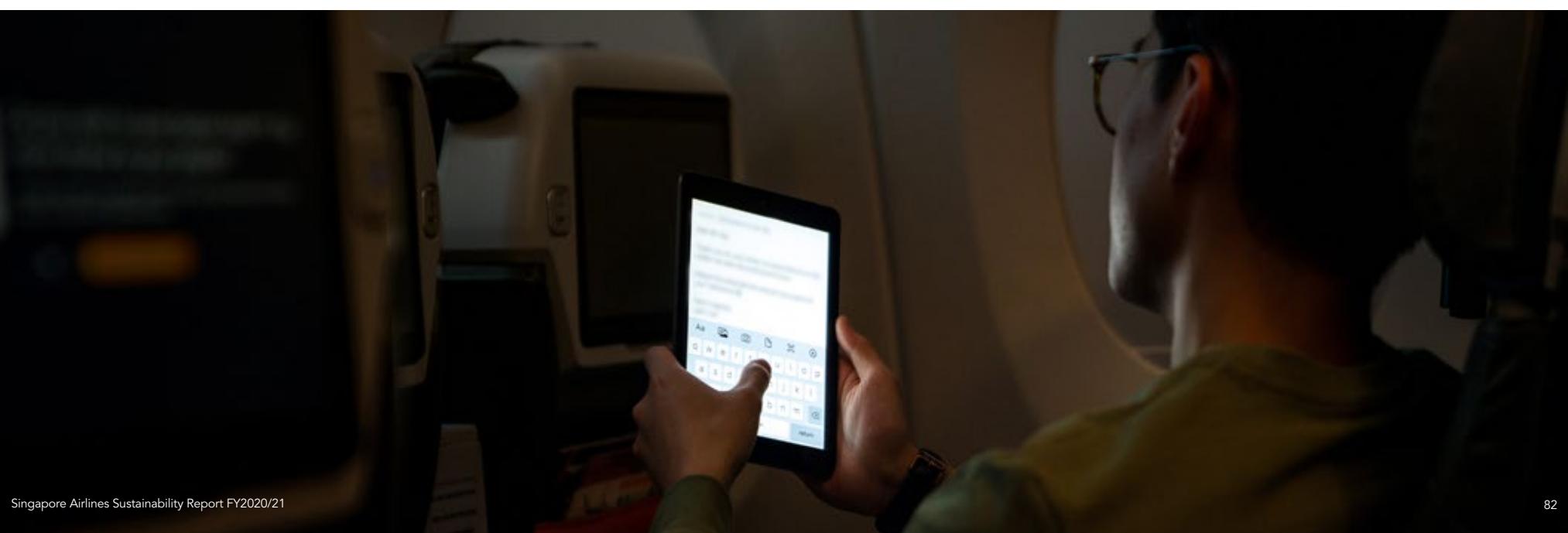
We recognise the importance of safeguarding the privacy of our customers' personal data.

SIA remains committed to compliance with data protection laws, including the Personal Data Protection Act (PDPA) of Singapore, as it cultivates confidence among customers who entrust us with their personal data. User data will be collected, used, disclosed and processed in accordance with the relevant data protection principles under the applicable laws including limiting the use of the data to stated purposes. Where data is provided to third parties, third parties may only use the data in accordance with the applicable legal requirements. Customer data such as personal particulars and travel history are treated as strictly confidential. Complaints, queries, withdrawal of consent, data subject requests including those for access and corrections are handled according to established internal organisational processes. In case of policy changes or data breaches, we will notify affected data subjects in a timely manner in accordance with the applicable legal requirements.

To balance customer experience and customer data protection, our processes are regularly reviewed and enhanced based on customer feedback and complemented with consultations with the Legal department to ensure strict compliance with the applicable data protection laws. Privacy impact assessments are carried out when assessed to be required under the applicable laws, and regular audits are conducted to ensure that our employees comply with our customer data protection policies. Annually, SIA employees are also required to complete training on data protection.

In FY2020/21, there were no cases of customer privacy breaches which resulted in mandatory notification to the Personal Data Protection Commission of Singapore (PDPC).

0
cases of customer
privacy breaches



CONNECTING COMMUNITIES

Forging meaningful, stronger relationships with our stakeholders

From the investing community to our partners, aviation communities and those we serve

Where we weave Singapore's social fabric with a global shared heritage

We sustain our connections with the world

Because we believe in flying the extra mile, with a higher purpose



SUPPLIERS

103-1 103-2 103-3



Developing strong relationships with our suppliers is essential for SIA's continued success, as much of our impact on our society and the environment occurs through our supply chain. All of our suppliers play a crucial role in charting the aviation industry's path towards socio-economic and environmental sustainability. We recognise the importance of sustainable procurement and actively collaborate with our suppliers to further our sustainable development efforts.



OUR MANAGEMENT APPROACH

Key Engagement Activities

Engagement Mode	Frequency
Service Audits and Assessments	Regular
Meetings (Dialogues, Discussions, Project Milestone Meetings, Teleconferences, etc.)	Regular
Trade Fairs, Forums	Regular

SIA's Ambitions

We treat suppliers with respect, emphasise fairness in our relationships and work together towards sustainable business practices.

Key Policies, Processes and Systems

- Procurement policies and processes
- Suppliers' Code of Conduct

Supporting the UN SDGs



FY2020/21 in Numbers

s\$4.7 billion

total expenditure for supplier services

>14,420

suppliers globally

OUR SUPPLY CHAIN

102-9

We adopt a risk-based approach to ensure that our supply chain is sustainable and resilient.

Our Key Suppliers

Singapore Airlines, SilkAir, and Scoot have more than 14,440 suppliers worldwide. They supply goods, materials, or services directly to us. We strive to support the local communities in the destinations we operate in. Our supply chain can be broadly classified into six main categories:



In-flight Catering



Technology Systems



Aviation Maintenance and Materials



Ground Handling



Aviation Fuel



Aircraft Fleet and Engines

In FY2020/21, the total expenditure for suppliers' services engaged by Singapore Airlines, SilkAir and Scoot was over S\$4.7 billion, with most of our expenditure going towards aircraft fleet and engines, aviation fuel, aviation maintenance and materials, ground handling and in-flight catering.

Our top 10 suppliers based on expenditure, listed in alphabetical order, are as follows:

1. Airbus
2. Boeing Commercial Aviation
3. Chevron Singapore Pte Ltd
4. ExxonMobil Petroleum & Chemical BVBA
5. GE Aviation, Engine Services
6. Rolls-Royce Holdings PLC
7. SATS Ltd
8. Shell Eastern Petroleum (Pte) Ltd
9. SIA Engineering Company Ltd
10. Singapore Petroleum Company

INTEGRATING SUSTAINABILITY

We can secure a sustainable future by strengthening our supply chain.

Embedding Sustainability Within Our Procurement Process

308-1 414-1

We integrate environmental, social, and governance considerations into our procurement process. We also manage supply chain risks and upkeep high sustainability performance standards through our Suppliers' Code of Conduct.

During the bidding and submission stage, suppliers may submit relevant environmental and safety certifications or standards that will support their proposals.

4

Award of Contract

- All suppliers are required to comply to SIA's Suppliers' Code of Conduct, which forms part of their contract

1

Request for Quotations, Tenders and Proposals



2

Bidding and Submission Process



3

Evaluation and Selection

- Review of price and quality of products and services
- Review of supplier's background and track records



MANAGING OUR SUPPLY CHAIN RISKS

We seek to manage sustainability risks across our supply chain.

Suppliers' Code of Conduct

308-1

414-1

Through the introduction of SIA's Suppliers' Code of Conduct (SCOC), we aim to mitigate any social, economic, and environmental risks by setting minimum standards of behaviour for our suppliers. The SCOC was developed in accordance with our business values to promote sustainable development. It is also based on the Ten Principles of the UN Global Compact.

All suppliers are required to comply with the SCOC, which forms part of SIA's contract with them. The SCOC is publicly available to all suppliers via our [website](#). All contracts signed with suppliers include a clause referencing the SCOC. In the event a supplier is unable to include the SCOC in their contract, a review is carried out by the Sustainability Office and a waiver can only be approved by the Vice President Sustainability or his/her alternate. Through the introduction of the SCOC, SIA aims to have oversight of appointed suppliers' conduct, and mitigate any potential impact they may have on the environment they operate in.

1 Compliance With Laws and Regulations

Coverage

- Accounting practices
- Intellectual property
- Competition compliance
- Disclosure

2 Ethics and Conflict of Interest

PR-10

Coverage

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

3 Safety and Quality

Coverage

- Health and safety
- Quality of products and services

4 Environment

PR-7

PR-8

PR-9

Coverage

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

5 Labour Standards

PR-1

PR-2

PR-3

PR-4

PR-5

PR-6

Coverage

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

6 Subcontractors and Other Service Providers

Coverage

- Compliance with Code of Conduct
- On-time payment

7 Communication, Documentation and Inspection

Coverage

- Employee awareness of Code of Conduct
- Language translation

MANAGING OUR SUPPLY CHAIN RISKS (CONTINUED)

Reinforcing Our Supply Chain by Promoting Best Practices With Our Suppliers

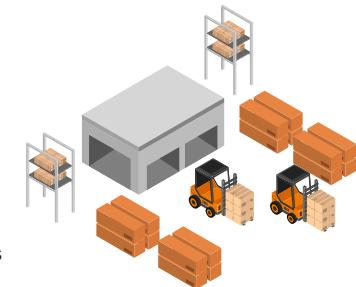
Sustainable business practice involves maintaining responsible supply chains that minimise the environmental and social impact, as well as risks in the communities they operate in. SIA is progressively engaging suppliers to adopt sustainable business practices and encourages suppliers to submit environmental-friendly proposals, which are favourably considered during the product assessment and selection stage.



MANAGING OUR SUPPLY CHAIN RISKS (CONTINUED)

Ensuring Resilience in Our Supply Chain Through the Pandemic COV-19

The Covid-19 pandemic has had an unprecedented impact on the global supply chain and presents the greatest challenge in aviation's history. During this period, navigating supply chain disruptions and managing our supply chain risks have never been more important. SIA recognises the role we must play to ensure the continuous flow of essential goods around the world and to maintain strong relationships with our suppliers and business partners.



Navigating Supply Chain Disruptions



Working with Aircraft Manufacturers



To mitigate heightened risks of supply chain disruptions and supplier insolvencies, we have adapted our procurement strategy and introduced risk management measures to ensure the resilience of our supply chain. Maintaining close and regular engagement with our suppliers have been a key priority to enable us to achieve better cost management and operational stability.

SIA recognises that aircraft manufacturers are a core aspect of SIA's business and supply chain. To this end, we have worked closely with our aircraft manufacturers. As of February 2021, we have reached agreements with Airbus and Boeing to revise our aircraft delivery schedule. As a result, some of the aircraft in the SIA Group's order book will be delivered over a longer period, with the delivery stream spread out beyond the immediate five years. This will enable the SIA Group to defer more than S\$4 billion of capital expenditure between FY2020/21 and FY2022/23 to later years, while recalibrating the rate at which we restore our capacity.

MANAGING OUR SUPPLY CHAIN RISKS (CONTINUED)

Launching Cargo-only Passenger Flights

During this period when supply chains are being disrupted, SIA has sought to play our part by facilitating the continuous flow of essential goods and medical supplies around the world. As the Covid-19 pandemic developed, SIA worked to maintain an effective airfreight network despite the substantial reduction in passenger flights, which meant a loss in bellyhold capacity. In addition to maximising the usage of our freighter fleet, we also operated cargo charter flights with SIA and Scoot passenger aircraft and introduced scheduled cargo-only passenger flights to alleviate capacity constraints. These efforts allowed SIA to cater to global supply chain needs and ensure the continuous flow of essential goods and medical supplies. As at 31 March 2021, the SIA Group's cargo network covers 72 destinations (including Singapore), up from 62 as at 30 September 2020.



MANAGING OUR SUPPLY CHAIN RISKS (CONTINUED)



Introduced a Safety Restart Checklist to assess the operational and safety readiness of our stations



Preparing for Recovery

As we prepare ourselves for the gradual recovery of air travel, measures are being implemented to ensure that we are able to restart our operations smoothly while we rebuild our network. Some of these measures include:

- Incorporating new requirements arising from the Covid-19 pandemic into the contracts such as support for pharmaceutical cargo
- Ensuring close coordination with stations to assess suppliers' readiness when we restart
- Planning inventory using an agile approach that balances between the ability to support restart operations and cost management

We have also introduced a Safety Restart Checklist to assess the operational and safety readiness of our stations and Ground Handling Agents (GHA) to ensure that our service providers maintain safety standards. This will enable a smooth and safe restart of our ground operations when aviation activities pick up. The checklist serves as a guide for our overseas stations and includes recommendations to conduct audits and checks on our service providers on their safety procedures.

WORKING WITH OUR SUPPLIERS ON SUSTAINABLE DEVELOPMENT

Singapore Airlines collaborates with our suppliers to integrate sustainability into our business.

Partnerships with our Suppliers

A sustainable future for the aviation industry is propelled forward by organisations that are willing to take the first step to explore and collaborate on innovative new projects that are aligned with our goals. SIA strives to support such advancements by supporting and sourcing from suppliers with strong sustainable value propositions.

Despite the impact of the pandemic on SIA's business during the financial year, SIA continued to collaborate with our suppliers on initiatives to provide socially and environmentally-friendly offerings. Some of our ongoing initiatives include the From Farm to Plane programme with AeroFarms, SIA's KrisShop Cares concept store, our collaboration with COMO Shambhala to provide wholesome and nutritious in-flight meals, and with Lumitrics to reduce in-flight catering food waste through the use of digital technologies.

More notably, Lumitrics was among 25 companies in the world to win an award under the "Sustainable Consumption and Production" goal of the United Nations (UN) start-up competition in early 2021. In March 2021, SIA deployed Lumitrics' digital technology in our overseas stations to help reduce in-flight catering food waste. For more information on these collaborations, please refer to pages 80 to 84 in our [FY2019/20 SIA Sustainability Report](#).

Despite the impact of the pandemic, we continued to collaborate with our suppliers on initiatives to provide socially and environmentally-friendly offerings.



Introduced new eco-friendly meal concept

We also embarked on new collaboration opportunities with our suppliers. During the year, SIA and SATS Ltd collaborated to develop a new eco-friendly meal concept, which was offered on SIA and SilkAir flights under 3.5 hours⁴¹ in Economy Class. The meal concept includes a wider range of main courses with more environmentally-friendly packaging and utensils. Leftovers on the tray, including the new service ware, can be processed by an onsite eco-digester into pellets that can be used as refuse-derived fuel (RDF), reducing 60% of catering waste.

⁴¹ Except flights between Singapore and Kuala Lumpur, Penang, Medan.

SHAREHOLDERS

[103-1](#) [103-2](#) [103-3](#)



We strive to generate and distribute sustainable economic value to our shareholders and stakeholders, while ensuring long-term value creation.

47th Annual General Meeting



OUR MANAGEMENT APPROACH

Key Engagement Activities

Engagement Mode	Frequency
Analyst and Media Briefings	Half-yearly
Annual General Meeting	Yearly
Annual Report, Sustainability Report	Yearly
Business Updates	Quarterly
Extraordinary General Meeting	As required
Financial Results	Half-yearly
Investor Relations Channels (Email, Hotline, etc.)	As required
Meetings (Conferences, Post-results Briefings, Roadshows, etc.)	Regular
Press Releases (SGXNet, Website, etc.)	As required

SIA's Ambitions

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

Supporting the UN SDGs



FY2020/21 in Numbers⁴²

S\$592.9 mil

total value added for distribution

OUR SHAREHOLDERS 102-5

Singapore Airlines strives to maximise returns for long-term profitability, with the aim of creating sustainable shareholder value.

At SIA, we value dialogue with our shareholders and strive to strengthen our relationship with our key capital providers. Our investors acknowledge that while financial information may reflect short-term changes in profitability, it does not account for the intangibles that ensure the long-term sustainability of SIA. Providing holistic and robust non-financial information bridges this disconnect and brings clarity to our investors on how SIA creates long-term value for them and our stakeholders.

Through this challenging period, SIA is grateful to have received the strong support of our shareholders. This has laid a strong foundation as we continue to remain nimble and flexible to lead the new world.

Twenty Largest Shareholders (as at 3 June 2021)

Name	Number of shares	%	Name	Number of shares	%
1 Napier Investments Pte. Ltd.	985,959,900	33.25	11 OCBC Nominees Singapore Pte Ltd	15,054,916	0.50
2 Temasek Holdings (Private) Limited	657,306,600	22.16	12 OCBC Securities Private Limited	12,039,442	0.40
3 Citibank Nominees Singapore Pte Ltd	209,019,784	7.04	13 UOB Kay Hian Private Limited	11,310,742	0.38
4 DBS Nominees Pte Ltd	194,559,750	6.56	14 IFAST Financial Pte Ltd	8,254,397	0.27
5 HSBC (Singapore) Nominees Pte Ltd	76,776,565	2.58	15 DB Nominees (Singapore) Pte Ltd	5,870,500	0.19
6 DBSN Services Pte. Ltd.	63,503,137	2.14	16 BPSS Nominees Singapore (Pte.) Ltd.	5,304,018	0.17
7 Raffles Nominees (Pte) Limited	56,943,587	1.92	17 Merrill Lynch (Singapore) Pte Ltd	5,141,238	0.17
8 United Overseas Bank Nominees Private Limited	42,183,709	1.42	18 DBS Vickers Securities (Singapore) Pte Ltd	5,109,686	0.17
9 Phillip Securities Pte Ltd	19,938,373	0.67	19 Societe Generale Singapore Branch	4,112,234	0.13
10 BNP Paribas Nominees Singapore Pte Ltd	16,420,408	0.55	20 Maybank Kim Eng Securities Pte. Ltd.	3,645,126	0.12

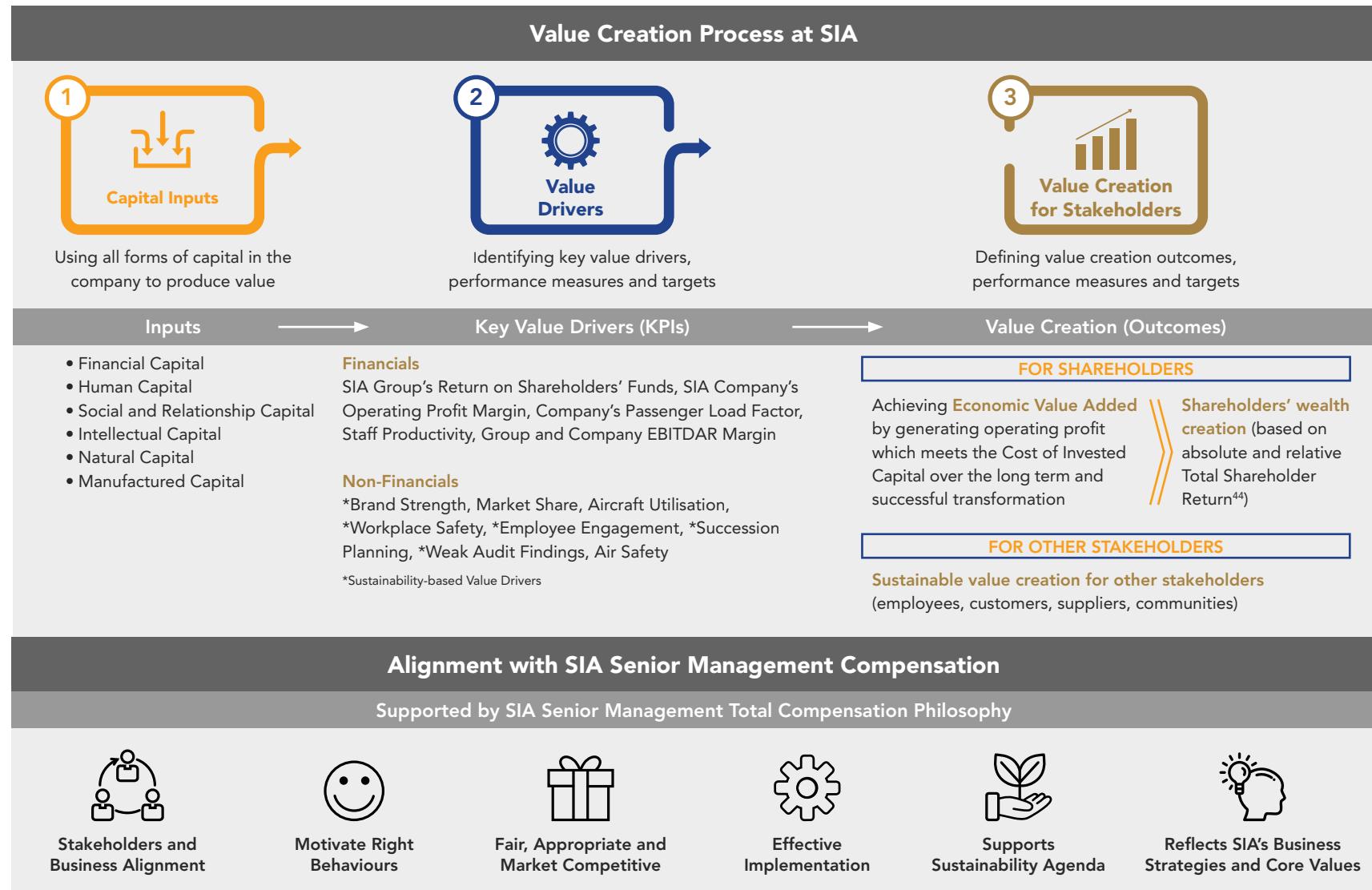
For more information on SIA's shareholdings, please refer to pages 218 to 219 in the FY2020/21 SIA Annual Report.

INCLUSIVE WEALTH FOR ALL STAKEHOLDERS

A future economy is one that inspires inclusive growth for everyone.

The aviation sector is a key pillar of Singapore's economy. Prior to the Covid-19 pandemic, the aviation sector contributed 12% of the country's gross domestic product (GDP)⁴³ and provided over 370,000 jobs⁴⁴. We are at the heart of the aviation ecosystem, with Singapore Airlines, SilkAir and Scoot accounting for more than 50% of the passenger numbers of passenger transits at Singapore Changi Airport.

SIA recognises the role we must play in furthering sustainable development locally and globally. This starts with developing inclusive wealth for all stakeholders, an aggregate value of our six capitals – financial, human, social and relationship, intellectual, natural, as well as manufactured capital. The relationship between remuneration, performance and value creation is illustrated here.



INCLUSIVE WEALTH FOR ALL STAKEHOLDERS (CONTINUED)

102-7

201-1

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

Value generation is a measure of wealth created for our stakeholders. The infographic on the right shows the Group's value generated, value distribution by way of payments to employees, the government, and to those who have provided capital and value retained for future capital requirements.

For more information on the Statements of Value Added and its Distribution please refer to page 58 of the FY2020/21 SIA Annual Report.

Direct Economic Value Generated⁴⁵



s\$592.9 mil

total value added for distribution in FY2020/21

Economic Value Distributed⁴⁶



s\$1,160.5 mil

value added for distribution
to employees⁴⁷
in FY2020/21



s\$255.2 mil

value added for
distribution to suppliers of
capital⁴⁸ in FY2020/21



s\$(648.8) mil

value added for distribution
to government⁴⁹
in FY2020/21

Economic Value Retained



s\$(174.0) mil

value retained for
future capital requirements⁵⁰
in FY2020/21

⁴⁵ Direct economic value generated is defined as total value added for distribution.

⁴⁶ Economic value distributed is defined as value added for distribution to employees, government, and suppliers of capital.

⁴⁷ Value added for distribution to employees includes salaries and other staff costs.

⁴⁸ Value added for distribution to suppliers of capital includes interim and proposed dividends, finance charges and non-controlling interests.

⁴⁹ Value added for distribution to government includes corporation taxes paid to the government.

⁵⁰ Value retained for future capital requirements includes depreciation, amortisation and impairment and retained loss.

ADAPTING OUR BUSINESS THROUGH THE PANDEMIC COV-19

Remaining nimble, steadfast, and agile in the fast-changing external environment.

Maintaining Strong Liquidity and Cash Reserves

The Covid-19 pandemic led to an unprecedented collapse in the demand for air travel in 2020. SIA's business was inevitably affected and, in response, most of our fleet were grounded and capacity in our passenger network was cut to cope with the challenging environment. To sustain our business, SIA remained focused on managing our liquidity and cash requirements, as well as strengthening our balance sheet through capital raising.



Steps to contain costs and conserve cash

- Deferred non-essential capital expenditure, imposed tight controls on discretionary expenditure, deferred non-critical projects, and renegotiated contracts with suppliers
- Implemented staff measures including early retirement scheme, voluntary release scheme for crew, salary cuts, recruitment freeze, and manpower rationalisation exercise
- Deferred more than S\$4 billion of capital expenditure between FY2020/21 and FY2022/2023 to later years through the revision of aircraft purchase agreements with Airbus and Boeing



Steps to manage and build liquidity

- During FY2020/21, the Company raised funds through the following transactions:
 - » S\$8.8 billion in Rights issue (completed in June 2020)
 - » S\$2.1 billion in aircraft secured financing
 - » S\$2.0 billion in Convertible Bond and Notes issuances
 - » S\$1.2 billion in aircraft sale-and-leaseback transactions
 - » S\$0.5 billion in new committed lines of credit and short-term unsecured loan
- Further to the fund-raising efforts during the financial year, SIA raised a further S\$0.8 billion in April 2021 through the completion of aircraft sale-and-leaseback transactions, thus bringing total fresh liquidity to S\$15.4 billion since the beginning of FY2020/21
- In June 2021, the Company raised a further S\$6.2 billion through the Rights 2021 Mandatory Convertible Bonds issuance
- Including the new lines of credit, the Company will continue to have access to more than S\$2.1 billion in committed credit lines

Strengthen Revenue-generating Capabilities

Despite the impact of the pandemic on passenger demand, SIA embarked on wide-ranging initiatives to diversify our revenue sources and strengthen our revenue generating capabilities by leveraging our brand and competencies.

In view of the supply chain disruptions globally, we proactively tapped on cargo demand to ensure a continuous flow of essential goods, catering to global supply chain needs. We introduced cargo-only passenger flights to maximise utilisation of existing freighter aircraft fleet, while providing incremental cargo capacity and network reach.

In FY2020/21, regulatory approval for the carriage of cargo in the passenger cabin of passenger aircraft was obtained. This included passenger aircraft carrying cargo, cargo in cabin seats, as well as cargo on cabin floor. To enable more cargo to be carried on passenger cabins, Premium Economy Class and Economy Class seats were removed from two SIA Boeing 777-300ER passenger aircraft, and all seats were removed from two Scoot Airbus A320neo passenger aircraft. In addition, the SIA Group's combined cargo network (including freighter, passenger and cargo-only passenger flights) was expanded by adding new destinations and increasing frequencies to destinations in operation. As at 31 March 2021, the SIA Group's cargo network covers 72 destinations (including Singapore). With this expanded network and capacity, the SIA Group worked with various government agencies to keep airfreight supply lines for essential goods open.

ADAPTING OUR BUSINESS THROUGH THE PANDEMIC (CONTINUED)

CASE STUDY ENABLING A CONTINUOUS SUPPLY OF FRESH FOOD



In FY2020/21, Singapore Airlines Cargo launched THRUFRSH, a new service to transport time- and temperature-sensitive perishable cargo with speed and reliability. THRUFRSH offers swift and quality delivery that meets the stringent demands of transporting delicate and short-shelf life products, such as live seafood, chilled meat, fruits, and vegetables by air. Its features include dedicated cold chain services such as priority uplift and handling, quick ramp transfers, and cold room facilities to safeguard the integrity of perishables.

In February 2021, SIA became the first airline in South East Asia to obtain the IATA CEIV Fresh certification, an International Air Transport Association (IATA) global certification for the handling of perishable products. The Centre of Excellence for Independent Validators in Perishable Logistics (CEIV Fresh) certification is based on IATA's Perishable Cargo Regulations, which combines regulatory and operational inputs from government and industry experts. This means that SIA meets the industry's highest standards with regards to food safety and preventing food waste along the supply chain.

For more information, visit <http://www.siacargo.com/Thrufresh.asp>

CASE STUDY SAFE AND SWIFT DELIVERY OF PHARMACEUTICALS TO CUSTOMERS DURING THE PANDEMIC



In September 2018, SIA launched THRUCOOL to offer speedy and reliable transportation of high-value, time-sensitive and temperature-controlled pharmaceutical cargo. SIA was the first airline in the Asia-Pacific region to be awarded the IATA CEIV Pharma Certification in 2017, and was re-certified in 2020.

THRUCOOL currently serves over 60 destinations with a fleet of seven Boeing 747-400 freighter aircraft and via the SIA Group's passenger aircraft fleet. Moving forward, SIA Cargo plans to expand the THRUCOOL quality network and increase its THRUCOOL capabilities.

For more information, visit <http://www.siacargo.com/Thrucool.asp>

ADAPTING OUR BUSINESS THROUGH THE PANDEMIC (CONTINUED)

During the year in review, we identified and invested in new revenue generating streams that leveraged our capabilities and expertise. These include strengthening our digital capabilities and offerings through applications and mobile platforms such as Kris+ and Pelago, as we seek to reinforce our position as a digital leader in the aviation industry. In November 2020, SIA introduced the Singapore Airlines Academy, a new business that would leverage our wide range of competencies to offer training programmes to external businesses and organisations.



Kris+
SIA's Lifestyle Ecosystem

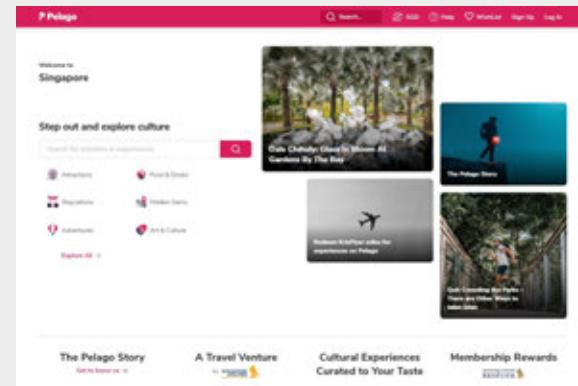


- Mobile app that offers various lifestyle privileges and the option to earn or pay with KrisFlyer miles
- Accelerate growth for the KrisFlyer business
- Enhance customer-merchant relationships
 - » More than 150 Kris+ partners with over 700 outlets in Singapore
 - » Expanded to India in February 2021

For more information, visit [here](#).



Pelago
Personalised destination-discovery and trip-planning platform



- Itinerary-focused travel marketplace that provides authentic and unique hidden-gem experiences
 - » Over 120 Singapore-based products
 - » More destinations across Asia-Pacific region
 - » Various activities and experiences including tours and attraction tickets
- Customers can receive personalised recommendations and earn KrisFlyer miles on bookings via Pelago

For more information, visit [here](#).



Singapore Airlines Academy
Developing training programmes for businesses across different industries



- Leverage core strengths and training expertise to introduce curated and customised programmes conducted by SIA's trainers
- Further deepen and expand training services in the financial, hospitality, education, logistics and retail segments

For more information, visit [here](#).

LEADING THE NEW WORLD

As new norms are being shaped in the post-Covid-19 world, this leads us into our new Transformation chapter as we seek to strengthen our position as a global aviation leader.

In 2017, SIA embarked on a three-year Transformation programme to increase our competitiveness and ensure that we are well-positioned to tackle the increasingly challenging operating environment. Since then, we have implemented more than 100 business initiatives, which have enhanced operational efficiency, upskilled our workforce, driven revenue generation and improved overall customer experience.

Undoubtedly, the Covid-19 crisis has had a far-reaching impact on the aviation industry and is challenging it in unprecedented ways. To overcome these challenges and thrive in a post-Covid-19 world, we recognise the need to take a fundamental relook at our business and reinvent ourselves to stay ahead. In FY2020/21, SIA focused on addressing challenges and opportunities following the Covid-19 pandemic. In May 2020, an internal Restart Taskforce was set up, comprising four workgroups and parallel workstreams to look into all aspects of the Airline's operations, and to ensure that we are ready to ramp up our services when air travel recovers.

We also launched a new three-year Transformation programme, which provides a blueprint for SIA to pivot into the future and emerge stronger from the crisis. The new Transformation chapter aims to bolster SIA's resilience and agility as we navigate through the uncertainties ahead and seize growth opportunities in the new, fast changing aviation environment. This new chapter layers on the strong foundation laid in the earlier Transformation programme, allowing us to tackle the crisis from a position of strength.

SIA's Advantage

We are in a position of strength to drive future growth



The Singapore Airlines Brand



Financial Strength



Strong Digital Capabilities



Skilled and Talented People

SIA's Aspiration

We will emerge stronger and more resilient



World-class Leader



Financial Sustainability



Dynamic and Resilient Team

For more information on SIA's new Transformation chapter, please refer to page 8 in the FY2020/21 SIA Annual Report.

SOCIETY

Singapore Airlines aspires to be a purpose-led organisation that uses our business as a force for good. We believe in giving back to society and strengthening our relationships with the communities we serve in Singapore and around the world. We seek to touch the lives of people and contribute solutions to pressing global challenges through a range of programmes that include the promotion of education, sports and the arts, as well as environmental conservation.



OUR MANAGEMENT APPROACH

Key Engagement Activities

Engagement Mode	Frequency
Annual Report, Sustainability Report	Yearly
Community Support Programmes (Corporate Donations, Ticket Sponsorships, Volunteerism, etc.)	Regular
Press Releases	As required

SIA's Ambitions

We practise good corporate citizenship, contributing to and investing in the communities where we operate in.

Supporting the UN SDGs



COMMUNITY PROJECTS IN SINGAPORE

413-1

Promoting Education, Sports Excellence and the Arts Through Ongoing Community Development Projects Locally

SIA believes in fostering strong relationships with the communities we serve and operate in. Support is extended to community groups through corporate donations, ticket sponsorships and staff volunteerism, among others. We actively support initiatives which promote education and sports excellence, the arts, as well as environmental conservation. Despite the pandemic, SIA continues to support local community projects. However, due to travel restrictions globally, most of the tickets and sponsorship of miles were not utilised during the year, and most of the sponsorship value was unclaimed.



COMMUNITY

KrisFlyer and Make-A-Wish Singapore Partnership

KrisFlyer, the SIA Group's frequent flyer programme, partnered Make-A-Wish Singapore to fulfil the wishes of children with life-threatening illnesses. KrisFlyer miles donated by members go toward supporting flights on SIA and SilkAir for beneficiaries. Since the partnership began in 2017, KrisFlyer members have donated generously to the programme.

MINDS Partnership

Since 1992, SIA has been providing employment opportunities for beneficiaries of the Movement for the Intellectually Disabled of Singapore (MINDS) by engaging them to pack and service our Economy Class earphones and headphones. Our partnership impacts the lives of more than 340 trainees at MINDS, keeping them socially active and agile.

Cerebral Palsy Alliance Singapore (CPAS)

In 2020, SIA continued to support and volunteer with the Cerebral Palsy Alliance Singapore (CPAS). SIA staff contributed S\$3,000 in support of CPAS's annual charity dinner in December 2020. This was used to purchase daily basic necessities, which were donated to beneficiaries of CPAS.

Scoot-mas Surprise

In December 2020, Scoot hosted a Christmas themed community outreach initiative for healthcare workers and vulnerable children and their families. A total of 188 guests were hosted across four sessions.

Keeping to safe distancing precautions, families took turns touring a grounded Scoot 787 Dreamliner aircraft, hosted by Scoot cabin crew and pilots in the flight deck and cabins. They were also treated to a meal on the plane, where children had the chance to dress up as a Scoot cabin crew and assist with the meal service. At the gatehold room, guests were treated to fun activities conducted by Scoot staff volunteers, including a photo booth, and games and craft stations for parents and children.

We continued to sponsor the following organisations in FY2020/21:

- National Day Parade Committee
- Securities Investors Association (Singapore)
- Singapore International Foundation
- Singaporean of the Year

COMMUNITY PROJECTS IN SINGAPORE (CONTINUED)



Growing Singapore's Arts Scene

We believe that creative pursuits are key to building a better world.

With our longstanding commitment to help grow the Singapore arts scene, SIA continued to sponsor the following organisations in FY2020/21:

- LASALLE College of the Arts (since 1999)
- National Arts Council (since 1994)
- Singapore Chinese Orchestra (since 2002)
- Singapore Dance Theatre (since 1988)
- Singapore Lyric Opera (since 1991)
- Singapore Symphony Orchestra (since 1979)

Our ticket sponsorships enable these organisations to send local talents overseas to perform and widen their horizons, or invite international artistes to perform in Singapore.



EDUCATION

Equipping Singapore's Workforce with Future-ready Skills

Education is a powerful tool for sustainable development. We believe in investing in our society's future and nurturing the minds of tomorrow's leaders.

Together with SIAEC, we have committed a cash contribution of S\$1 million to the NTUC Education and Training Fund (NETF) over a period of five years. The NETF was set up in 1998 to help upgrade and reskill eligible workers.



SPORTS

Recognising Sporting Excellence in Singapore

We recognise the value of a strong sports ecosystem in Singapore to forge bonds within our community, build team spirit, and foster a greater sense of belonging.

We continued to sponsor the following organisations in FY2020/21:

- Singapore National Olympic Council (since 1999): Ticket sponsorship for the Singapore Sports Awards (Sportsman, Sportswoman, Sportsboy and Sportsgirl of the Year)
- Singapore Sports School (since 2002): Ticket sponsorship for student athletes representing Singapore for competitions

COMMUNITY PROJECTS IN SINGAPORE (CONTINUED)

Supporting the Singapore Community During the Covid-19 Pandemic COV-19

As a global airline, SIA believes that we have a part to play in providing support to the communities we serve during this time of crisis. While the pandemic may have dampened the demand for travel, it has brought out the best in us by providing opportunities for the SIA Group staff to step up our efforts in contributing back to the community. During the year, we have put forth various initiatives to help various communities and to support countries in their battle against the Covid-19 pandemic.



Ambassador Programmes

>2,000
volunteers as
Ambassadors

Ambassador Programmes

During the Covid-19 pandemic, many of our operating crew stepped up and supported the nation's efforts by playing important roles in the healthcare, transport and social service sectors as Care, Transport, Safe Distancing and Contact Tracing Ambassadors. Their duties included supporting healthcare personnel in the hospital wards, ensuring that the public adhere to safe distancing guidelines, and making phone calls to support contact tracing efforts. Cabin crew were also deployed to the Ministry of Social and Family Development's social service offices to help process schemes to support individuals and families affected by the Covid-19 pandemic.

To date, over 2,000 cabin crew members and pilots across the SIA Group have performed various ambassador roles by tapping on their renowned professionalism, communications skills and world-class service. As a result, our operating crew have received many accolades.



Pilot Engagement with the Community

43,000
meals delivered

>450
employees volunteered

40,000
bowls of grains donated

#FeedtheCity Initiative

Sixty pilot volunteers from SIA, SilkAir and Scoot were part of the #FeedtheCity initiative in collaboration with The Food Bank. As part of the programme, pilots delivered meals daily to over 200 households across Singapore. A total of 43,000 meals were delivered to the needy.

Distribution of Essential Supplies to Migrant Workers

As part of a collaboration with the Alliance Guest Workers Outreach (AGWO), 15 pilots volunteered for two months starting from April 2020, delivering food and other essential supplies to migrant workers in approximately 280 factory-converted dormitories.

Ruck-on! Singapore

Between 16 and 27 December 2020, 380 pilots from TogetherPilots SG⁵¹ took part in a charity event called Ruck-on! Singapore. Participants walked approximately 4,000km as part of an effort to raise funds for 40,000 bowls of grains that was donated to the needy.



⁵¹ The TogetherPilots SG group was formed in August 2020 to organise activities for airline staff to help them cope with the uncertainty facing the industry in view of Covid-19.

COMMUNITY PROJECTS IN SINGAPORE (CONTINUED)



#SIACares Volunteering Programmes

Under the #SIACares initiative, several volunteering and donation programmes were launched to showcase our support and appreciation to various frontline and essential workers, as well as the needy during the pandemic.

- Enrichment Day For All Staff**

To further reinforce a philanthropic culture across SIA, we introduced Enrichment Day, providing staff with one day a month to pursue learning opportunities or volunteer, in support of various beneficiary groups. Over 2,000 SIA employees volunteered their time at organisations such as Temasek Foundation, Free Food For All, Seng Kang Community Hospital and Willing Hearts.

- KrisPay It Forward**

Launched on 9 June 2020, KrisPay It Forward enables KrisFlyer members based in Singapore to donate their miles via the Kris+ mobile app⁵², which are used to purchase edible treats for healthcare workers, conservancy workers, public transport operators, taxi drivers and migrant workers in Singapore. Over 60,000 treats were distributed to the frontline and essential workers.

- Miles of Good Campaign**

Launched on 20 July 2020, Miles of Good campaign enabled KrisFlyer members based in over 25 countries to donate their miles to frontline and essential workers serving the public during the Covid-19 pandemic. KrisFlyer members were able to donate their miles with or without nomination. The donation drive was closed on 20 November 2020 and each eligible nominee received 60,000 KrisFlyer miles to redeem flights on Singapore Airlines or our partner carriers, staycations, road trips, gifts, and more. Excess miles received from the campaign were donated to SIA's charity of choice in the participating countries.

Bring Your Own Bottle (#BYOBclean) Campaign

SIA collaborated with Temasek Foundation on the #BYOBclean campaign, which encouraged the community to bring their own bottles for the distribution of zero-alcohol hand sanitiser solutions. This initiative helped to ensure the health and safety of the community and also encouraged the adoption of eco-friendly practices to reduce plastic consumption.

SG Cares Giving Week

SIA employees participated in SG Cares Giving Week, Singapore's philanthropic effort co-organised by City of Good, Ministry of Culture, Community and Youth (MCCY) and National Volunteer and Philanthropy Centre (NVPC). SIA hosted five beneficiaries from the Down Syndrome Association (DSA) and Beautiful People on 5 December 2020 for a tour of the SIA Training Centre.

Community Projects by SIA's Cargo Division

The Corporate Social Responsibility (CSR) committee of the SIA Cargo Division organised two activities with its adopted beneficiary, Henderson Student Care Centre (HSCC). The first activity, which took place on 23 July 2020, was a virtual event featuring SIA's Colour Me Magic! augmented reality application and a live-streamed animal show by the Singapore Zoo. The second event titled "Our World" was held on 10 December 2020. Volunteers visited the children at HSCC and took them on a virtual journey of the world, and ended the day with quizzes.

Community Outreach Initiatives

In 2020, over 100 volunteer sessions were conducted involving 650 employee volunteers from Scoot, to assist with the distribution of masks to those in need such as the elderly and migrant workers. During the height of the pandemic, SIA also donated blankets, eye shades and ear plugs to the Community Care Facility at the Singapore Expo, where Covid-19 positive migrant workers who were clinically well were looked after. More of such outreach initiatives are in the pipeline in FY2021/22.

⁵² Previously KrisPay mobile app.

COMMUNITY PROJECTS AROUND THE WORLD 413-1

Staying True to Our Cause, Reaching Out to Those in Need

Beyond Singapore, our overseas stations are equally passionate and committed in reaching out to their communities. As a global airline, we work with charities in support of various initiatives and causes, even during the Covid-19 pandemic.



INDIA Sankalp Taru Foundation

SIA worked with the Sankalp Taru Foundation to donate 250 saplings to the villagers living in the rural district of Ahmednagar. This is part of the Rural Livelihood Plantation programme which aims to improve livelihoods at rural villages and provide sustainable income for their families.

250
saplings
donated in
FY2020/21



INDIA The Refuge Foundation COV-19



SIA has been working with The Refuge Foundation since 2019, a non-governmental organisation dedicated to the care and nurturing of the most vulnerable in Karnataka state. In view of the impact of the Covid-19 pandemic, SIA provided support to the foundation through the donation of safety supplies and other items to support the children's needs.



TAIWAN, CHINA Eden Social Welfare Foundation



Since 2018, SIA has been supporting Eden Social Welfare Foundation, a charitable trust founded to serve persons with disabilities, as well as socially marginalised groups. In FY2020/21, SIA helped to raise funds for Eden Social Welfare Foundation through the sale of limited-edition batik lanyards.

>S\$ 30,000
raised in FY2020/21



JAPAN Food Contribution to Communities



SIA donated food supplies which were meant to be used in the unlikely event of an emergency or seasonal airport events to local communities through a food bank. This initiative enabled SIA to reduce our food waste while contributing to the local community in Japan.

>100 kg
of food donated in FY2020/21



AUSTRALIA The Smith Family

Since 2012, SIA has been supporting The Smith Family, a national independent children's charity helping disadvantaged Australians. In FY2020/21, SIA raised A\$4,617 for the Smith Family through a series of activities such as an indoor obstacle course and a daily step count event.

COMMUNITY PROJECTS AROUND THE WORLD (CONTINUED)



CHINA
China-Dolls Centre for Rare Disorders (CCRD)



CCRD is a non-governmental organisation that provides support to individuals suffering from osteogenesis imperfecta and rare diseases. SIA conducted a New Year Lucky Bag Online Charity Sale campaign with CCRD in December 2020. Proceeds from the charity sale were donated to CCRD to help the beneficiaries.

>RMB 16,000
raised in FY2020/21



CHINA
Supporting Our Airport Partners COV-19



In April 2020, SIA distributed 3,500 bottles of hand sanitisers and 80,000 antiseptic wipes to our airport partners across seven stations in mainland China, namely Beijing, Chengdu, Chongqing, Guangzhou, Shanghai, Shenzhen and Xiamen.

3,500 bottles of
hand sanitisers and
80,000 antiseptic
wipes donated



NEW ZEALAND
0800 Hungry



0800 Hungry is a charity based in Christchurch that supports the work of 200 community agencies through the supply of food parcels to the needy. In FY2020/21, volunteers from SIA helped to pack food parcels to be delivered to families in need.



NEW ZEALAND
Auckland City Mission Distribution Centre

In July 2020, volunteers from the SIA New Zealand team went to the Auckland City Mission Distribution Centre to assist with the sorting of clothes and food parcels for the needy. The Mission provides over 25,000 food parcels to Auckland-based needy individuals and families.



NEW ZEALAND
Kiwi Community Assistance (KCA)

KCA helps communities in Wellington by consolidating surplus food and household goods and redistributing them to frontline agencies working directly with people in need. In FY2020/21, staff from the SIA New Zealand team volunteered at KCA to help with stocking shelves with canned and non-perishable goods, as well as sorting donations of second hand clothing by age and gender for distribution.



NEW ZEALAND
The Whau River Catchment Trust (WRCT)



WRCT is the principal community-based ecological restoration organisation for the Ahu River Catchment. In FY2020/21, SIA volunteered for several environmental projects to conserve major ecological services and restore natural resources. These include hands-on activities such as planting Manuka Trees, clearing scrub and cutting down tall elephant grass, which are collected by the Auckland Zoo to feed the elephants.



SOUTH KOREA
Jongno Community Welfare Center COV-19



Since 2011, SIA has been supporting the Jongno Community Welfare Center through our annual flagship event "A Very Special Day with SIA". Due to the pandemic, SIA worked with SDLAb Korea, to provide antimicrobial coating services and donated Covid-19 care packages consisting of masks, hand sanitisers and disinfection wipes to ensure the safety of the children at the welfare centre.

>500 Covid-19 Care Packages
donated in FY2020/21

EXTENDING OUR SUPPORT TO GLOBAL EFFORTS IN THE FIGHT AGAINST COVID-19 cov-19

The battle against the Covid-19 pandemic requires strong global co-operation from every individual and organisation. We have stepped up to support the global fight against the pandemic despite the impact on our business. During the financial year in review, our efforts have been focused on enabling the continuous flow of essential goods, supplies and vaccines globally and ensuring that our customers are able to return home safely to their loved ones.



Covid-19 Vaccine Carriage

In May 2020, SIA formed a Covid-19 Vaccine Taskforce to prepare for the transportation of Covid-19 vaccines globally. SIA is also one of the 10 leading airlines to be a signatory to the UNICEF Humanitarian Airfreight Initiative. This landmark initiative aims to provide safe, reliable and timely transportation of Covid-19 vaccines, essential medicines, medical devices and other critical supplies to communities in need around the world. SIA is committed to support the COVAX vaccine distribution initiative by giving priority to vaccine shipments, while ensuring safe and reliable transportation.

Supporting Access to Covid-19 Vaccines:



Delivered the first shipments of Pfizer-BioNTech and Moderna Covid-19 vaccines to Singapore on 21 December 2020 and 17 February 2021 respectively



Delivered the first shipment of Pfizer-BioNTech Covid-19 vaccines to Australia on 15 February 2021



Delivered the first shipment of Pfizer-BioNTech Covid-19 vaccines to New Zealand on 15 February 2021



Delivered a shipment of Sinovac Covid-19 vaccines to Indonesia on 2 February 2021



Temasek Foundation and World Food Programme Partnership



Between August 2020 till December 2020, SIA partnered with Temasek Foundation (TF) and the United Nations World Food Programme (UN WFP) to support the global Covid-19 response to help transport essential medical supplies and other health and humanitarian items by air to points of need around the world. During that period, SIA delivered a total of 937 tonnes of WFP shipments to selected destinations.

For more information, visit [here](#).

**>937 tonnes of
World Food Programme
shipments delivered**



Transportation of Essential Supplies

Following the Covid-19 lockdowns around the world and significant capacity cuts in passenger flights in March 2020, SIA expanded its freighter and cargo-only passenger flights to keep airfreight supply lines open for essential goods (medical supplies, personal protective equipment, pharmaceuticals and fresh foods, etc.) that needed fast delivery.

We were also among the selected airlines that participated in international programmes to support the air transport of chilled meat and fresh produce, among other exports from Australia and New Zealand.

Supporting Global Efforts to Ensure the Flow of Essential Goods:



Australian government's International Freight Assistance Mechanism (IFAM)



Singapore-New Zealand Airfreight Partnership (SNAP)



Repatriation Charters

At the start of the pandemic in January 2020, following a special arrangement with the Singapore authorities, Scoot mounted a flight to Wuhan to bring 92 Singapore residents back to Singapore. A second Scoot flight was deployed to Wuhan in February 2020 to deliver humanitarian assistance from the Singapore Government, and to bring 174 Singapore residents and their family members home to Singapore.

During the year, the SIA Group worked with several governments, including Singapore, to bring their citizens back home safely through repatriation charter flights.

As of end-March 2021, the Group operated more than 30 repatriation charters to destinations such as Australia, Bangladesh, India, Thailand and Vietnam.

**>30
repatriation flights
chartered**

CONNECTING THE FUTURE

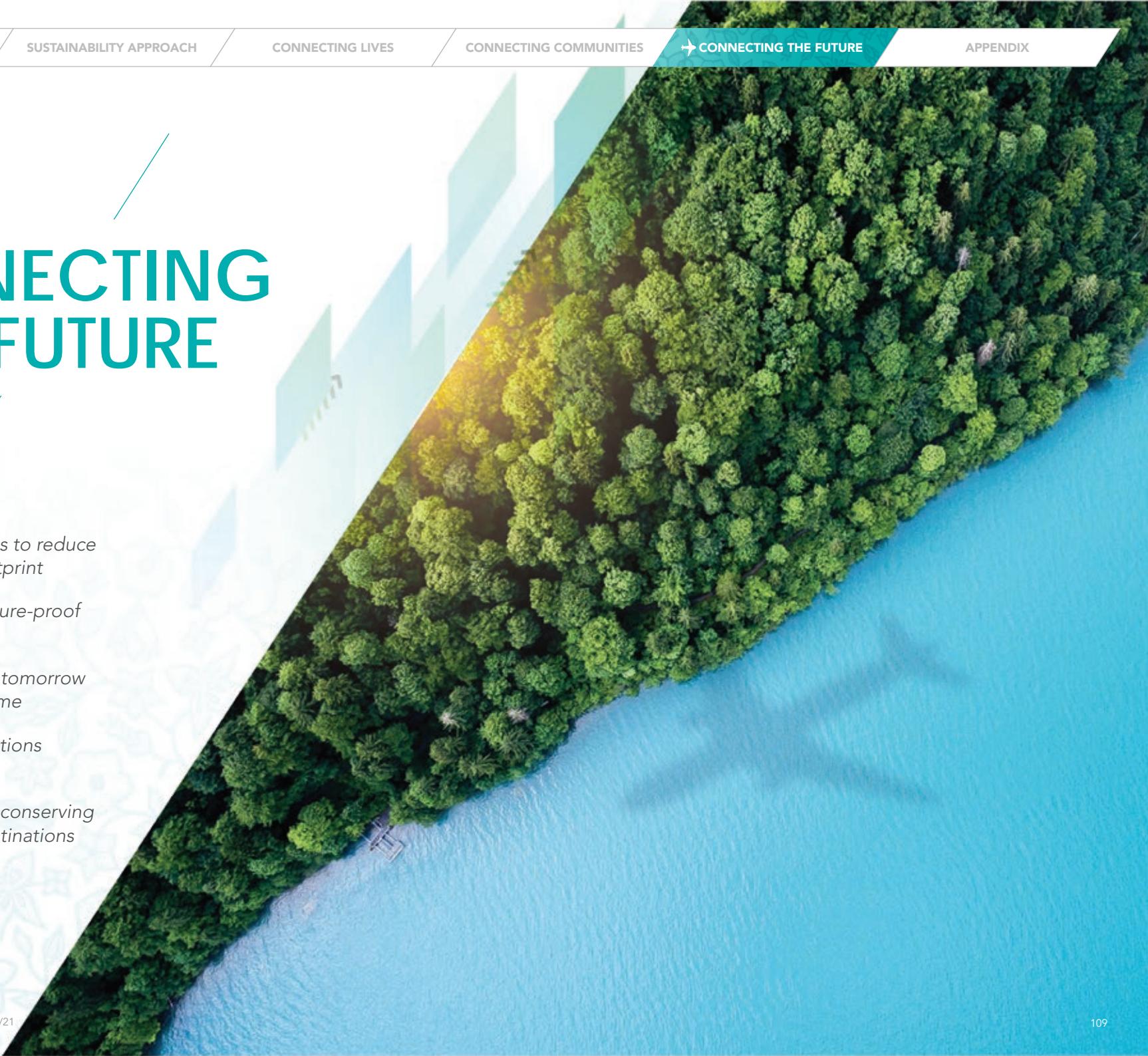
*Implementing solutions to reduce
our environmental footprint*

*Doing all we can to future-proof
the wonders of travel*

*For the adventurers of tomorrow
and generations to come*

*We sustain our connections
with nature*

*Because we believe in conserving
our planet and the destinations
we serve*



ENVIRONMENT

103-1

103-2

103-3

The future of travel depends on the world's approach towards environmental sustainability. We acknowledge that our business-as-usual practices are insufficient in ensuring the aviation industry's sustainability in the long run. We remain committed to collaborating with our stakeholders to reduce our environmental impact. We also work with our stakeholders to implement innovative solutions to protect the environment.



CLIMATE CHANGE



WASTE



NOISE



OTHER POLLUTANTS



WATER



BIODIVERSITY

OUR MANAGEMENT APPROACH

Key Policies, Processes and Systems

- Adopted IATA's Four-Pillar Climate Strategy
- ISO 14001:2015 Environmental Management System (for Engineering Division and Flight Operations Division)

Supporting the UN SDGs



SIA's Ambitions

We remain committed to environmental sustainability and for our operations to be carried out responsibly in support of the industry's climate goals.

Targets	Due	Status
Achieve a 15% reduction in electricity consumption from our buildings ⁵³ by FY2020/21, from base year FY2010/11	FY2020/21	Achieved
Achieve a 30% reduction of waste generated from our buildings ⁵³ by FY2020/21, from base year FY2010/11	FY2020/21	Achieved
Achieve net zero carbon emissions by 2050	2050	On Track

⁵³ Locations covered include SIA's four buildings (Airline House, SIA Supplies Centre, SIA Training Centre, TechSQ), SIAEC's Engine Testing Facility and six hangars.

FY2020/21 in Numbers

55,493TJ

of energy consumed for all SIA operations

10.44LTK/AG

overall fuel productivity for fleet

98kWh/m²

electricity intensity for SIA buildings and offices in Singapore

2.31GWh

of renewable energy generated at SIA's Airline House, SIA Training Centre and TechSQ

4.0 mil**tonnes CO₂e**
total Scope 1 and 2 GHG emissions**28,382 tonnes CO₂**

total estimated GHG emissions saved as a result of our fuel reduction and efficiency measures across our fleet

880 tonnes

of waste generated at SIA buildings in Singapore

2.3 tonnes

of RDF produced from the eco-digester in FY2020/21

68 tonnes

total waste recycled at SIA buildings in Singapore

0.59m³/m²

water intensity for SIA buildings and offices in Singapore

17,521m³

rainwater harvested at Airline House, SIA's headquarters in Singapore

100%

of our fleet meets the 2004 ICAO CAEP/6 or the stricter CAEP/8 emissions standards for NOx

100%

of our fleet meets ICAO Chapter 4 noise standards

98,555 hectares

of lowland tropical forest covered by the ecosystem restoration concession under the Harapan Rainforest Initiative

CLIMATE CHANGE

We are experiencing the adverse effects of climate change, ranging from extreme weather events to loss of sea ice. This is projected to intensify over the next decade if anthropogenic GHG emissions continue to rise. An Intergovernmental Panel on Climate Change (IPCC) special report⁵⁴ found that the impact on our climate will continue to worsen if we do not take action now. Minimising global warming could reduce the environmental impact, ensuring the sustainability of people, economies, and ecosystems around the world. However, this would require rapid and far-reaching changes across multiple industries and a globally coordinated approach to reduce GHG emissions.

It is widely recognised that climate change is a global risk that will impact not just the environment, but also socioeconomic systems that are fundamental building blocks of society. Singapore recognises the need to respond and be part of the climate action in order to achieve a sustainable society for future generations. On 10 February 2021, the Singapore government unveiled the Singapore Green Plan 2030, which outlines the country's green ambitions, targets and roadmap for the next decade. The plan adopts a nation-wide movement by encouraging collective efforts from the public and private sectors, with the goal of achieving Singapore's long-term net zero emissions ambition.

SIA will participate in this collective effort by aligning our green objectives with the Singapore Green Plan and IATA's climate targets as we work towards achieving net zero carbon emissions by 2050. To achieve this goal, the Group's airlines, Singapore Airlines, Scoot and SIA Cargo, will embark on various initiatives, which includes investing in new-generation aircraft, achieving higher operational efficiency, adopting low-carbon technology such as sustainable aviation fuels, and sourcing for high quality carbon offsets. In addition, we will continue to collaborate with like-minded partners such as governments, the airline industry and partners including aircraft manufacturers, technology providers, fuel suppliers and research institutes globally to explore more innovative solutions. We will also work together with stakeholders in Singapore to develop a holistic decarbonisation plan, which complements Singapore's goal of strengthening the country's air hub and maintaining its competitive advantage into the future.

Our Climate Action Pledge and Sustainability Policy detailed on page 15 of this Sustainability Report reaffirm our dedication towards protecting the environment and the adoption of sustainable practices in all aspects of our operation to drive sustainable development.

SIA's 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. SIA adopts the aviation industry's four-pillar strategy to address climate change and seeks opportunities to reduce the carbon footprint of our operations. We incorporate the five Rs (Refuse, Reduce, Reuse, Repurpose and 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.

⁵⁴ IPCC, "Global Warming of 1.5°C."

CLIMATE CHANGE (CONTINUED)

Supporting IATA's Climate Targets and Four-Pillar Strategy

PR-7

PR-8

PR-9

Despite contributing only approximately 2% of global anthropogenic GHG emissions⁵⁵, the aviation industry recognises the pressing need to address the global challenge of climate change. While international borders are largely closed due to the Covid-19 pandemic, the demand for air travel is expected to increase in the long term. This will lead to an increase in the aviation industry's contribution to global GHG emissions.

Underpinning the aviation industry's commitment towards reducing emissions in the medium- to long-term is IATA's Four-Pillar Strategy, which was introduced in 2009. SIA adopts IATA's Four-Pillar Strategy in our operations to improve the performance of our aircraft fleet and to meet our ambition of net zero carbon emissions by 2050.

SIA commits to net zero carbon emissions by 2050

IATA's CLIMATE TARGETS

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

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

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

IATA's FOUR-PILLAR STRATEGY



PILLAR 1

Improved technology, including the deployment of Sustainable Aviation Fuels (SAF)

SIA's Commitment:

We are committed to our fleet renewal programme and to operating a modern and fuel-efficient fleet that generates lower emissions and less noise.

We invest in engineering improvement packages for airframes and engines. This helps to reduce drag and improve engine efficiency.

We will drive the adoption of sustainable aviation fuels in the industry.



PILLAR 2

More efficient aircraft operations

SIA's Commitment:

We improve fuel productivity through initiatives such as implementing green operations and reducing fuel usage through aircraft weight management and optimisation of flight routes.



PILLAR 3

Infrastructure improvements, including modernised air traffic management systems

SIA's Commitment:

We partner with air navigation service providers to find opportunities to reduce emissions from fuel burn during all flight phases.

We collaborate 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 continue to engage research institutions to explore such ideas.



PILLAR 4

A single global market-based measure (MBM), to fill the remaining emissions gap

SIA's Commitment:

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

⁵⁵ IATA, "Fact Sheet on Climate Change & CORSIA".

CLIMATE CHANGE (CONTINUED)

Climate-related Risks And Opportunities 102-11 PR-7 PR-8 PR-9

Governance and Risk Management

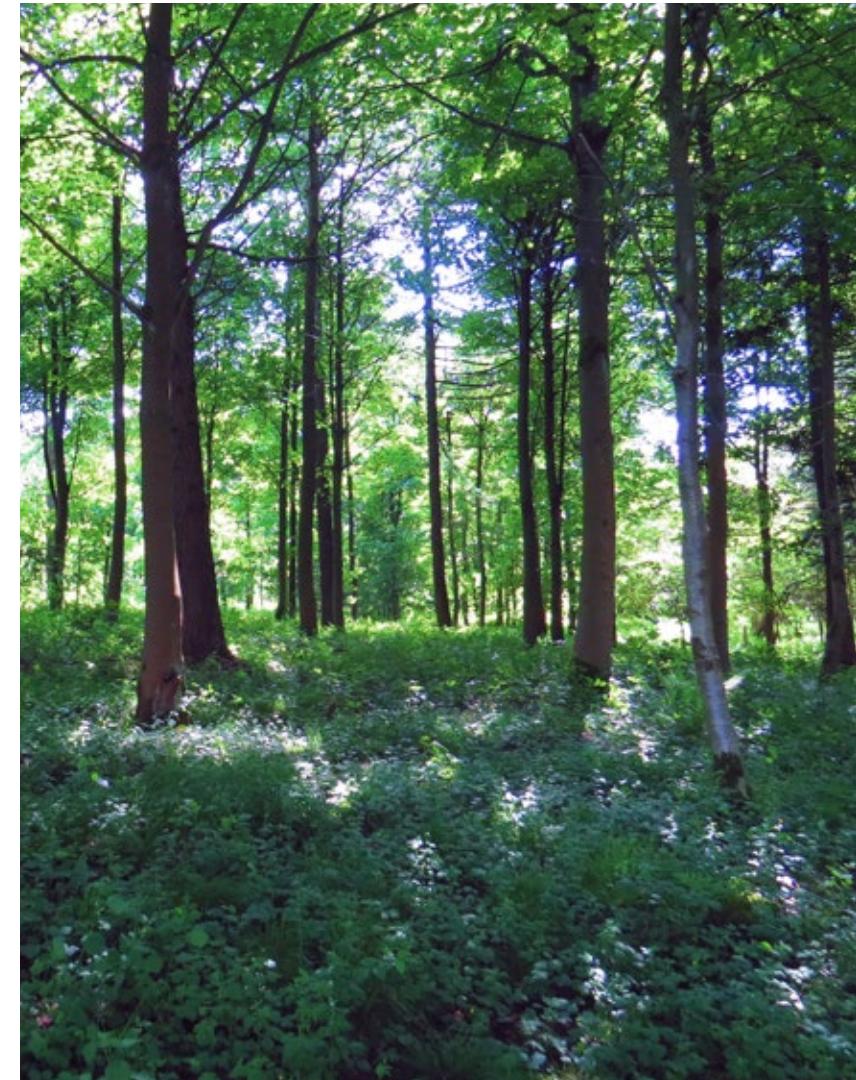
The review of climate-related risks is part of SIA's Enterprise Risk Management framework, which is overseen by the Board Safety and Risk Committee (BSRC). Further details of the established risk governance and reporting structure can be found in the Governance section on pages 22 to 23 of this report. Additionally, climate-related risks and mitigation are also considered at various forums such as the Board Customer Experience, Technology and Sustainability Committee (CETSC), as well as the Sustainability Steering Committee (SSC), which involves senior management and the relevant business units. SIA identifies climate-related risks and opportunities through various channels, both internally and externally. Specifically, these reviews include the annual Group-wide Risk Management Review exercise involving stakeholder-driven risk assessment, as well as ongoing discussions with industry and business partners. As both transition and physical risks could impact the financial, operational and strategic aspects of SIA's operations, the review and mitigation of such risks are integral to shaping our long-term business strategy.

Identification and Mitigation of Climate-related Risks

As climate change issues continue to gain importance, various policies and measures are introduced to progressively drive the aviation industry transition towards a sustainable and low-carbon economy. SIA supports CORSIA as the only global MBM to achieve carbon-neutral growth beyond 2020, and fully supports the ongoing efforts towards meeting the requirements in the CORSIA Monitoring, Reporting and Verification system.

SIA recognises that climate change issues are constantly evolving, which brings about transition risks. The potential emergence of uncoordinated climate policies and mandates on sustainable aviation fuels (SAF) at the regional or national level may create market distortion and lead to increased compliance cost. To mitigate these risks, SIA works closely with CAAS, IATA and industry partners to ensure successful implementation of CORSIA and to advocate policies that incentivise the large-scale adoption of SAF. In addition, we acknowledge that there are potential reputational risks tied to changing stakeholder expectations and consumer behaviour. In response to these challenges, we actively engage all stakeholders to reduce our GHG emissions and environmental footprint.

Beyond transitional risks, climate change could also bring about acute and chronic physical risks. Acute physical risks such as the rise in the frequency, severity and uncertainty of extreme weather events could result in increased frequency of in-flight re-routings, delays and cancellations. Chronic physical risks such as rising global temperatures and sea levels will also have longer-term strategic and operational impact to the entire aviation industry. With these risks in mind, SIA continues to develop and update our crisis response and business continuity plans to minimise potential business disruptions. SIA actively participates in external multi-agency airport emergency exercises to validate existing crisis management response plans, capabilities, and the management of communications with external stakeholders. In addition, the review of climate change scenarios potentially leading to operations disruptions are also being considered.



MANAGEMENT OF ENERGY AND EMISSIONS

302-4 305-5 PR-7 PR-8 PR-9

Pillar 1: Improved technology, including the deployment of Sustainable Aviation Fuels (SAF)

Investing in Modern and Fuel-efficient Aircraft

Our investment in modern and fuel-efficient aircraft helps to reduce our Scope 1 GHG emissions. In line with SIA's fleet renewal programme, we have one of the youngest ongoing operating aircraft fleet in the world, comprising 168 aircraft with an average age of 5 years and 10 months. We have been investing in more fuel-efficient aircraft such as the Airbus A350s and Boeing 787s, which are known for their advanced technology and high fuel-efficient performance. These newer-generation aircraft help to boost fuel efficiency by up to around 30%, as compared to previous-generation aircraft. SIA will continue to take delivery of fuel-efficient aircraft in the coming years.

Average Fleet Age (years), as of 31 March 2021

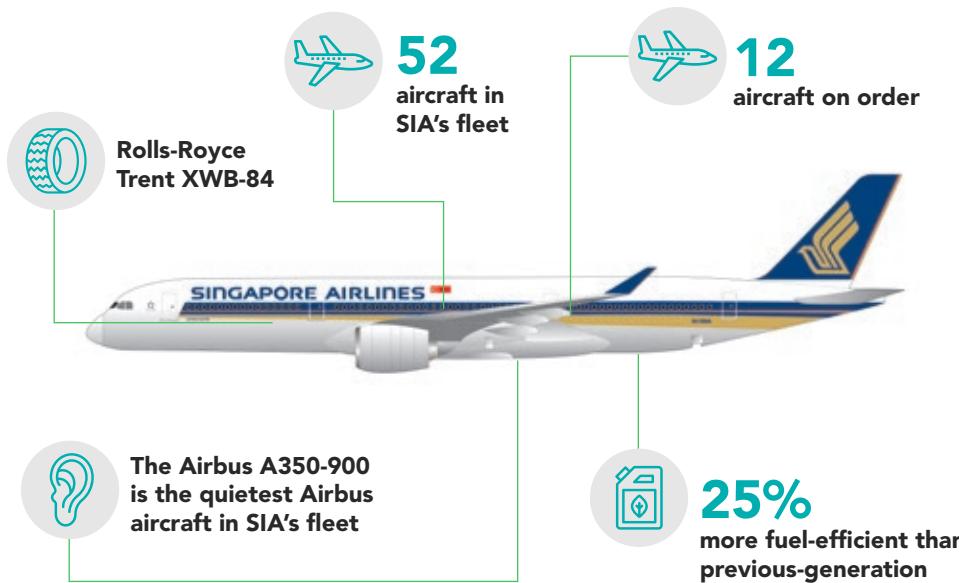
	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Singapore Airlines (Passenger Aircraft)	7.7	7.4	6.6	5.4	5.1
Singapore Airlines (Freighter Aircraft)	13.3	14.3	15.3	16.3	17.3
SilkAir	4.3	4.6	4.8	6.2	5.5
Scoot	1.6	4.7	5.1	5.7	6.1
Tigerair ⁵⁶	5.9				

⁵⁶ Scoot and Tigerair merged under the Scoot brand on 25 July 2017.

MANAGEMENT OF ENERGY AND EMISSIONS (CONTINUED)

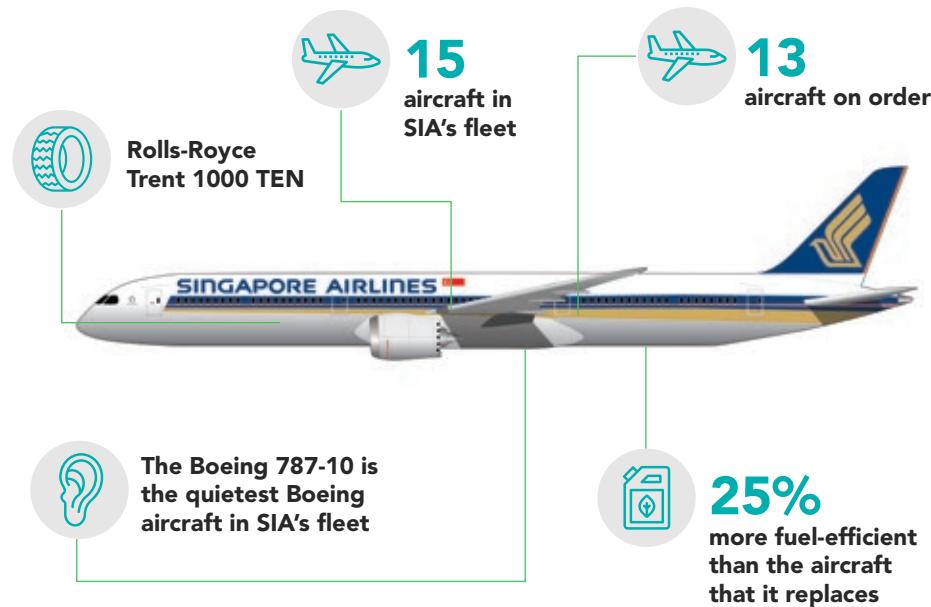
AIRBUS A350-900

The Airbus A350-900 is built with carbon-fibre reinforced plastic, making it lighter and more cost-efficient with reduced maintenance requirements.



BOEING 787-10

The Boeing 787-10 is the largest variant of the Dreamliner series. It is built with the latest technologies in aerodynamics with features such as raked wing tips and low drag empennages.



Aircraft images courtesy of Yucca Studio and SPHM

⁵⁷ According to the Original Manufacturer's website.

MANAGEMENT OF ENERGY AND EMISSIONS (CONTINUED)

Driving Towards Sustainable Aviation with Sustainable Aviation Fuels

SIA sees sustainable aviation fuels (SAF) as a key in-sector lever to achieve our long term decarbonisation ambition. Compared to conventional jet fuel, SAF can potentially reduce lifecycle GHG emissions by at least 80%⁵⁸. Since 2011, we have embarked on our journey to adopt SAF. Moving forward, our aim is to support the commercialisation of SAF across our network, as well as the development of an integrated SAF supply chain at Singapore Changi Airport.



Joining the Sustainable Aviation Fuel Users Group (SAFUG)

SIA started as a member of SAFUG in 2011, which was established to accelerate the development and commercialisation of SAF. Through this platform, stakeholders including airlines, original equipment manufacturers (OEMs) and verification bodies can exchange knowledge, experiences and best practices, equipping members with the latest developments on SAF. These engagements paved the way for our first deployment of SAF in May 2017.

Implementing the World's First Green Package Flights

In conjunction with SIA's 70th anniversary in 2017, SIA operated a series of 12 green package flights, incorporating the use of SAF, fuel-efficient aircraft and optimised air traffic management (ATM) measures. This was done in collaboration with the Civil Aviation Authority of Singapore (CAAS) and the Ministry of the Environment and Water Resources (MEWR) over a three-month period on our non-stop San Francisco-Singapore route.

More information on our green package flights can be found on page 104 in our [FY2019/20 SIA Sustainability Report](#).

Learning From International Industry Stakeholders, Working Towards the Commercialisation of SAF

Leveraging the traction gained from the green package flights, a Singapore delegation with representatives from CAAS, Changi Airport Group, Economic Development Board (EDB), and SIA went on an SAF study trip to Swedavia Airport in Stockholm and Geneva Airport in 2018. Through this trip, Singapore's aviation industry stakeholders were able to gain valuable insights on the key policies and business environment conditions needed to accelerate the deployment of SAF.

Collaborating with Swedavia

In January 2020, SIA entered into a year-long partnership with Swedish airport operator Swedavia. As part of Swedavia's SAF Incentive Scheme, we began to use a blend of jet fuel and SAF on our flights between Stockholm and Moscow. Supplied by Air BP Sweden and produced by Neste, this SAF is produced from used cooking oil, which is blended with regular jet fuel and delivered to the aircraft via the Stockholm Arlanda Airport's hydrant system. Through our ongoing collaboration with Swedavia over the past year, we have developed a better understanding of the logistics and economics around deploying SAF. This has also resulted in approximately 47 tonnes of CO₂ GHG emissions savings in FY2020/21. The trial also equipped SIA with a better understanding of the logistics around the procurement of renewable fuels, placing SIA in a better position to scale up adoption of SAF in future.

Integrating the Use of SAF in the Supply Chain

Despite the impact of the Covid-19 pandemic, we continued our efforts to explore the integration of SAF into our broader operations. SIA continues to engage our industry partners and stakeholders in Singapore and overseas to scale up the adoption of SAF across our network.

Approximately
47 tonnes CO₂
GHG emissions savings in FY2020/21

⁵⁸ IATA, "Sustainable Aviation Fuels Fact Sheet".

MANAGEMENT OF ENERGY AND EMISSIONS (CONTINUED)

Pillar 2: More efficient aircraft operations

SIA implements various fuel productivity and savings initiatives across our engineering, flight and ground operations to reduce our carbon footprint. We also seek to leverage digital technologies to identify and implement further fuel productivity initiatives.

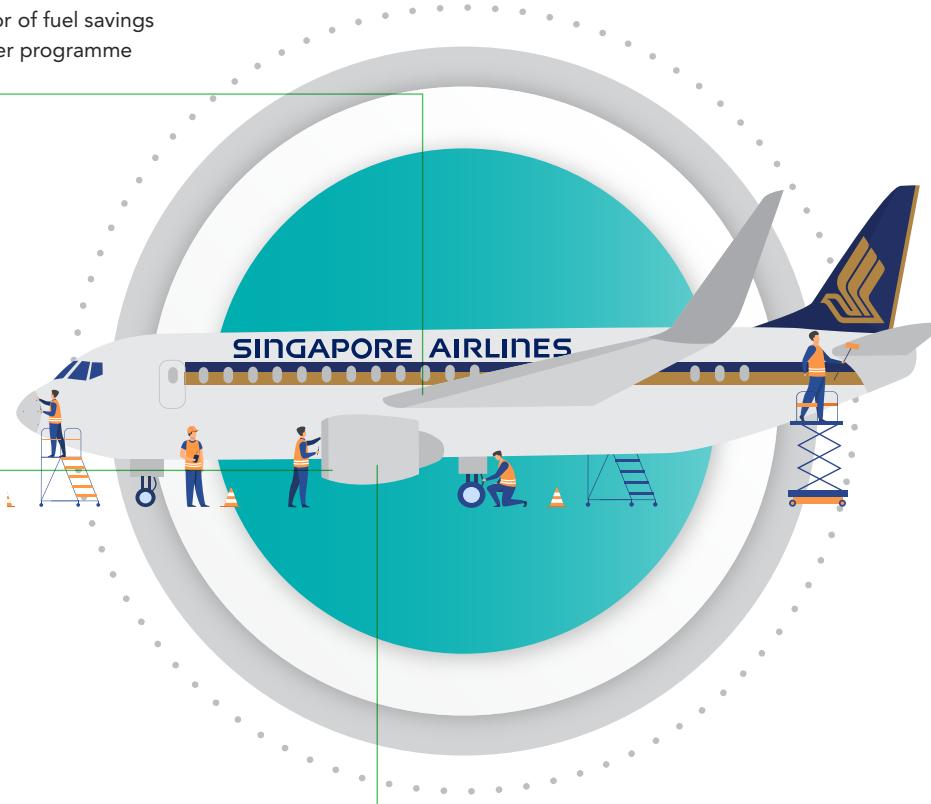
Engineering Operations

Measures for our engineering operations include the regular monitoring of aircraft performance levels and working with aircraft OEMs to manage aircraft weight, reduce fuel usage during flights and improve aircraft fuel efficiency.

- Customised water uplift based on flight sector of fuel savings requirements through a tailored potable water programme

- Weight reduction initiatives to reduce weight and hence, fuel consumption:
 - Footrests on selected aircraft, resulting in a potential weight reduction ranging from 120kg to 300kg per aircraft, fleetwide
 - Cabin crew three-piece table on selected aircraft, resulting in a potential weight reduction of 324kg fleetwide

- Optimising Airbus A350 engines based on flight sectors served
- Utilising more fuel-efficient aircraft and engines for long-haul flights to reduce the amount of fuel burnt during a flight
- Modification of Boeing 787-10 Trent 1000 engine software to implement "slow taper climb" schedule



CASE STUDY STATISTICAL CONTINGENCY FUEL TO OPTIMISE FUEL UPLIFT

Contingency fuel refers to fuel required to account for unforeseen factors that could influence the consumption of fuel. Standard regulations and industry practices require a fixed percentage of planned fuel to be used as contingency fuel for all flights.

In FY2019/20, SIA successfully developed the Statistical Contingency Fuel approach that adopts a data driven methodology to determine the amount of contingency fuel needed for each flight. Implementing this approach on one aircraft type, resulted in an estimated fuel savings of 200 tonnes. In FY2020/21, SIA expanded the use of the Statistical Contingency Fuel approach across all eligible fleet. As a result of this initiative, it led to an estimated 1,530 tonnes of fuel saved in FY2020/21.

MANAGEMENT OF ENERGY AND EMISSIONS (CONTINUED)

Flight Operations

Measures for our flight operations include initiatives aimed at optimising flight plans, routes and management.



Implementing Operational Excellence

- Reviewing route planning procedures to optimise route efficiency
- Monitoring fuel usage to ensure an optimal level of fuel to uplift
- Upgrading to an enhanced flight planning system that enables pilots to optimise flight routes considering fuel efficiencies and overflight charges, while ensuring compliance with airspace closures
- Optimising contingency fuel to reduce fuel uplift. However, due to the Covid-19 restrictions in most countries, which increased the risk of flight diversions, more fuel was uplifted for contingency situations during the year



Collaboration Across Divisions

- Pilots following green operational procedures to enable more efficient flights
- Engaging crew through fleet meetings and e-learning tools to promote fuel-efficient practices such as Reduced Engine Taxi-In and Continuous Descent Approach
- Extending the fuel efficiency programme across divisions, sharing data and working closely to implement a more consolidated approach to optimising flight plans and routes



Engaging the Eco-system

- Working closely with ATM experts to improve airspace congestion
- Participating in international forums and discussions to identify more efficient routes and supporting research into ATM
- Working with CAAS on ASIST (Arrival Sequencing into Singapore Terminal Manoeuvring Area), Flexi Airspace and Continuous Descent Operations (CDO) and Cost Index Adjustment

CASE STUDY

OUR PILOTS' CONTRIBUTION TO GREEN FLIGHT OPERATIONS



SIA's pilots play a significant role in contributing to sustainable operations by reducing the amount of fuel used during flights.

Our Flight Operations Division developed green operational procedures, where pilots are encouraged to reduce fuel usage during flight operations. Some of these green operational procedures include reducing flap landing and engaging idle reverse thrust during landing.

In FY2020/21, our pilots continued to adopt these green operational procedures. Reduced Engine Taxi-In (RETI), for example, saves fuel by shutting down one engine after landing. However, procedures relating to RETI were put on hold due to changes in the operational environment. Due to the larger number of aircraft parked at airports, there was less space for ground manoeuvres, resulting in higher risk of aircraft contact. Taking safety into consideration, a decision was made to temporarily suspend RETI to ensure that aircraft had sufficient space for manoeuvres, lowering the risk of aircraft contact.

Environmental Management System

To ensure SIA's operational activities do not result in significant negative impact to the environment, SIA has in place an Environmental Management System (EMS), which is certified to ISO 14001:2015. The scope of the EMS covers the Engineering Division and Flight Operations Division in Singapore Airlines, for the provision and management of aviation and engineering support services. The EMS ensures that SIA's operations comply with the relevant local and international environmental regulations. Internal and external audits are carried out annually to ensure compliance with the requirements. Any findings from the audit procedures are highlighted at the Environmental Management Committee (EMC) meetings for corrective action and continual improvements.

MANAGEMENT OF ENERGY AND EMISSIONS (CONTINUED)



Ground Operations

Measures for our ground operations include reducing fuel usage during ground operations.



Reduce Reliance on Aircraft Auxiliary Power Units

- Deploying mobile ground power units and pre-conditioned units during night stops and long transits to reduce reliance on aircraft APUs

Improving Aircraft Zero Fuel Weight (ZFW) Used to Plan Fuel Uplift

- Implementing measures to improve aircraft ZFW accuracy such as the deployment of the ZFW Monitoring Dashboard that enables our Airport Operations department to monitor the ZFW more closely
- ZFW is the total weight of the airplane and all its contents, minus the total weight of the usable fuel on board. Unusable fuel is included in ZFW. By improving ZFW accuracy, the correct amount of fuel is uplifted



Analytical Tools

- Using fuel efficiency analytical tools such as the Rolls-Royce Fuel Efficiency Management System to evaluate, measure and identify more fuel efficiency opportunities
- As part of an ongoing initiative with Airbus, we adopted a suite of tail-centric digital solutions to optimise the monitoring of air-conditioning performance in all flight phases



Digital Platforms

- Using iPads and deployment of applications to equip pilots with up-to-date operational data and optimisation guidance to facilitate more fuel-efficient operations

MANAGEMENT OF ENERGY AND EMISSIONS (CONTINUED)

CASE STUDY

USE OF DATA ANALYTICS TO MINIMISE FUEL UPLIFT



In FY2020/21, SIA embarked on a study using data analytics to minimise fuel uplift for operations at Singapore Changi Airport's runway 3, which opened in December 2020. As the runway is located further from the terminal, higher taxi-out fuel is needed.

The initial quantum of taxi-out fuel needed was quantified based on simulation studies. After one week of operations, the Flight Operations Division studied the fuel burn data, introduced operational improvements and reduced the taxi-out fuel uplift planned for runway 3 operations by 40%. The team made use of trends from fuel burn and location of departure bays, and worked with CAG and CAAS to further optimise the process. Through data and process improvements, SIA was able to reduce the taxi-out fuel uplift further by 30%.

Reduced taxi-out fuel uplift planned for runway 3 operations by at least

40%

MANAGEMENT OF ENERGY AND EMISSIONS (CONTINUED)

Pillar 3: Infrastructure improvements, including modernised air traffic management (ATM) systems

Optimisation of air routes through efficient air traffic management is key to helping airlines reduce fuel use and CO₂ emissions.



Innovation and Data Analytics

SIA aims to assist with the improvements in air route optimisation to cope with traffic growth, while striving to reduce fuel used and emissions. We do this by engaging CAAS and other aviation stakeholders to explore the use of innovation and data analytics.



Partnerships with Stakeholders

SIA actively collaborates with stakeholders such as airlines, airports, air navigation service providers and governments on Air Traffic Management to explore ways to improve airspace incremental efficiency.

CASE STUDY OPTIMISING A DAY OF OPERATIONS

In FY2020/21, Total Mission Management (TMM) collaborated with SIA's Flight Operations Division and CAAS to introduce various initiatives with the aim of improving operational efficiencies. At the same time, they also explored opportunities in implementing green operating procedures utilising a data driven approach. This was achieved through the development of data analytics tools with Rolls-Royce for insights on flight data, as well as regular meetings with CAAS to assess Air Traffic Management (ATM) performance and discuss initiatives to improve flight efficiency of the Singapore air hub. As part of this collaboration, a suite of green operational initiatives was implemented, which helped to improve the efficiency of flight operations in the Singapore airspace.

Arrival Sequencing into Singapore Terminal Manoeuvring Area

Singapore airspace is often congested. As such, flights may be required to hold for longer periods before landing, resulting in extra fuel burnt. To reduce the arrival holding periods, TMM worked with CAAS and SIA's Flight Operations Division to sequence flights before they enter into the Singapore airspace so as to provide adequate separation between flight arrivals.

Flexi Airspace

TMM is collaborating with CAAS and SIA's Flight Operations Division to review the route structure for flights arriving into Singapore and introduced direct tracks on applicable flight routes to achieve better route efficiency. An initial trial was carried out between September 2020 and January 2021 to establish the process. This trial has been extended to November 2021 to include new routes.

Continuous Descent Operations

Due to the typically high air traffic density in Singapore's airspace, flights arriving into Singapore are usually subjected to step descents, which result in more fuel burnt. While air traffic has considerably lowered due to the pandemic, TMM has been engaging CAAS to establish a procedure to reduce step descent for our flights entering the Singapore airspace, in order to further reduce fuel burnt. This initiative will be expanded when air traffic picks up again.

Cost Index Adjustment

Cost Index (CI) is a ratio that defines the time-related cost versus cost of fuel when operating an aircraft. This figure is calculated at the pre-flight stage to determine the economical speed for the flight. As part of the Cost Index Adjustment process, TMM monitors the flight time and adjusts the CI at the flight planning stage to achieve on-time-performance while conserving fuel by utilising a lower CI when flights are predicted to arrive ahead of schedule.

Approximately
574 tonnes of fuel savings equivalent to
1,808 tonnes of CO₂ GHG emissions saved

Approximately
190 tonnes of fuel savings equivalent to
599 tonnes of CO₂ GHG emissions saved

Approximately
230 tonnes of fuel savings equivalent to
725 tonnes of CO₂ GHG emissions saved

Approximately
580 tonnes of fuel savings equivalent to
1,827 tonnes of CO₂ GHG emissions saved

Through close collaboration with regulators and our Flight Operations Division, we were able to achieve fuel savings of approximately 1,574 tonnes, which is equivalent to 4,959 tonnes of CO₂ GHG emissions saved.

MANAGEMENT OF ENERGY AND EMISSIONS (CONTINUED)

Pillar 4: A single global market-based measure (MBM) to fill the remaining emissions gap

The aviation industry has been experiencing an increase in CO₂ emissions, and ICAO predicts that without additional measures, emissions from the aviation industry could increase by more than 300%⁵⁹ by 2050. As part of the ICAO's Member States commitment towards carbon neutral growth from 2020, the Member States have adopted a global MBM, known as Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA).

CORSIA seeks to offset the share of CO₂ emissions from international flights exceeding their 2020 levels by comparing emissions from 2021 onwards against a baseline of CO₂ emissions. Due to the Covid-19 pandemic, which resulted in a period of low flying in FY2020/21, the ICAO Council decided to use 2019 emissions as a baseline instead of 2020 for the pilot phase from 2021 to 2023. The voluntary pilot period for the CORSIA scheme has been set in motion as of 2021, and will become mandatory for all airlines from 2027.

SIA recognises that CORSIA plays an integral role in helping the aviation industry achieve its target in a cost-efficient manner. Singapore participates voluntarily in CORSIA between 2021 and 2026 before the mandatory implementation of the scheme. SIA supports the implementation of CORSIA by meeting the Monitoring, Reporting and Verification requirements. We began monitoring and reporting our CO₂ emissions on an annual basis from January 2019.

CASE STUDY EMPOWERING ACTION ON CLIMATE CHANGE THROUGH CARBON OFFSETTING

SIA is committed to reducing our carbon emissions. However, to be a sustainable airline, partnerships are key to helping us remain true to our commitment. Through the Singapore Airlines Group's voluntary carbon offset programme, which was launched in June 2021, SIA empowers our customers to take meaningful action to protect the environment.

The programme enables Singapore Airlines and Scoot passengers, as well as SIA Cargo customers, to calculate and neutralise their portion of emissions via dedicated microsites. All of the contributions will be used to fund accredited environmental projects in Asia that will help reduce or avoid carbon emissions.

Starting Your Carbon Offset Journey



Visit SIA's [sustainability page](#) and click on "Offset Your Next Flight Now"



Select your origin, destination and cabin class



Click on "Calculate Your Emissions"



Purchase your carbon offsets and fly carbon neutral

We have carefully selected a portfolio of carbon offset projects that includes protecting rainforests, supporting renewable energy technology, and sustainably improving the livelihoods of local communities. Each project is independently accredited and meets rigorous standards to ensure the integrity of the project's benefits. The SIA Group's voluntary carbon offset programme is delivered in partnership with Tasman Environmental Markets (TEM), an established carbon offset provider specialising in aviation emissions.

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



Rainforest Preservation

Preserve vital rainforests in Indonesia, protect endangered species such as the orangutan, and support the development of local villages.



Solar Power

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



Cleaner Cooking

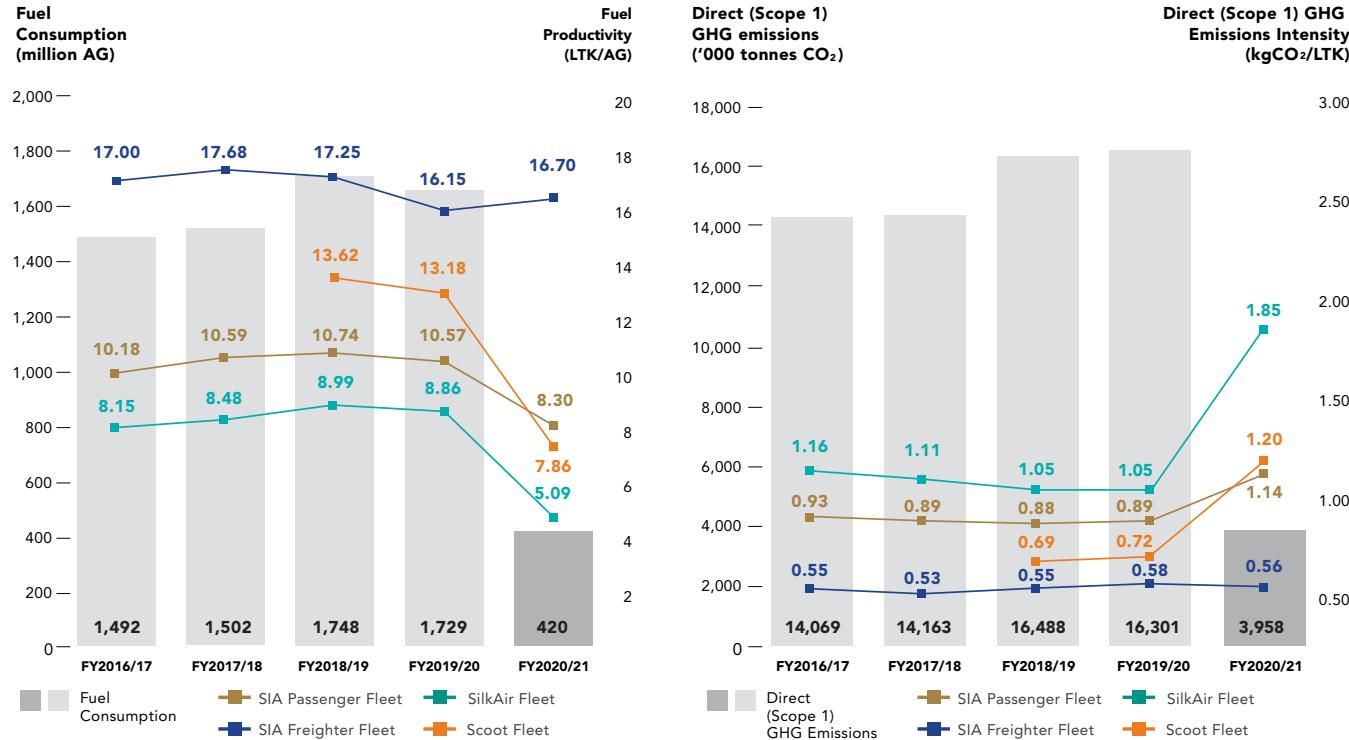
Distribute efficient, clean-burning cookstoves that reduce smoke pollution and the associated health risks for villagers in Nepal.

Find out more about the projects supported at our [website](#).

⁵⁹ IATA, "CORSIA: final decisions before take-off".

MANAGEMENT OF ENERGY AND EMISSIONS (CONTINUED)

Performance of SIA's Flight Operations⁶⁰



SIA's total fleet fuel consumption saw a decrease of 76% from 1,729 million AG in FY2019/20, to 420 million AG in FY2020/21. This corresponds with the 76% decrease in our Direct (Scope 1) GHG emissions from 16,301,082 tonnes CO₂ in FY2019/20 to 3,957,889 tonnes CO₂ in FY2020/21. This was largely due to capacity cuts across our network and the reduction in demand for air travel and passenger traffic due to the Covid-19 pandemic. This has also affected our operational productivity and load factors, which resulted in a decrease in our overall fuel productivity.

Underscoring our commitment to reduce emission contributions from flight operations, we continued to implement fuel reduction and efficiency measures across our aircraft fleet to reduce our GHG emissions. This enabled us to achieve an estimated GHG emissions savings of 28,382 tonnes CO₂ in FY2020/21.

⁶⁰ Please refer to the Appendix for definitions and methodologies.

SIA's CONTRIBUTION TO THE SINGAPORE GREEN PLAN 2030

In line with the Singapore Green Plan 2030, as well as SIA's Sustainability Policy and Climate Action Pledge, we continue to explore and embark on new sustainable practices across our operations.



Green Energy

Adoption of renewable energy through the installation of 20,000 solar panels, total capacity of 8.2 megawatt-peak (MWp)

Airline House,
SIA Training
Centre, TechSQ

Cleaner-energy Vehicles

Provision of six EV charging stations to encourage EV adoption

Airline House
(2 units), SIA
Training Centre
(4 units)

Green Infrastructure and Buildings

Adoption of Smart Lighting System that uses LED light and inbuilt sensors⁶¹

Airline House,
SIA Training
Centre, TechSQ

Green Citizenry, Reducing Water Consumption

Harvesting rainwater for flushing purposes and watering of external landscape

Airline House

Harvesting of ground water for flushing and irrigation purposes

Airline House

Reusing of condensate water for flushing purposes and watering of external landscape⁶¹

Airline House,
SIA Training
Centre, TechSQ

Green Citizenry, Reducing Waste to Landfill

Deployment of recycling bins, including those for e-waste, in all SIA-owned buildings

Airline House,
SIA Training
Centre, TechSQ

Installation of eco-digester to recycle food and canteen waste at our canteens

Airline House

⁶¹ These projects are currently under feasibility study.

ENERGY AND WATER CONSERVATION ON THE GROUND

Energy Conservation

Buildings are a major driver of global energy demand, accounting for approximately 39% of energy related global GHG emissions⁶². Of this sector contribution, 28% relates to operational GHG emissions associated with energy used to operate the building or infrastructure. SIA aims to transition into a decarbonised built environment through retrofitting and renovation efforts to facilitate reduction in resource usage and improved performance.

Energy Reduction Initiatives

SIA's electricity consumption data includes electricity consumed at SIA's properties and offices and a large amount of energy consumption is due to the use of electricity for air-conditioning systems, lightings and lifts. SIA reviews the performance of major building equipment including the plans for refurbishment or upgrading on an annual basis. In FY2020/21, we continued to implement energy reduction initiatives and explore new technologies including:

- Adjusting operating parameters of our chiller plants and air-handling units (AHU)
- Progressively replacing lightings with more energy efficient light-emitting diode (LED) fittings
- Adopting Smart Lighting System that uses LED lights and inbuilt sensors to adjust the lighting level based on the occupancy load in our offices
- Upgrading our existing chiller plants and AHUs
- Collaborating with strategic partners to explore the adoption of smart sensors

Adoption of Renewable Energy

In addition to our energy reduction initiatives, we remain committed to increasing our adoption of renewable energy. In February 2020, SIA and SIAEC signed a power purchase agreement with Sembcorp Solar, a wholly-owned subsidiary of Sembcorp Industries, to install and operate rooftop solar panels on SIA's premises. The solar panels help to power onsite operations at various locations, with surplus power generated channelled to Singapore and the Changi Airport Group's (CAG) electrical grids.

Under the agreement, Sembcorp Solar would install, own and operate over 20,000 solar panels at SIA's Airline House, SIA Training Centre, TechSQ, five of SIAEC's hangars, and its Engine Test Facility in Singapore. With a total installed capacity of 8.2 megawatt-peak (MWp), this will be the largest combined solar-power energy project for the aviation industry in Singapore.

Despite the delays in construction activities due to the pandemic, the project was commissioned in FY2020/21. Today, the installed solar panels are capable of delivering 10,200MWh of clean energy per annum.

>20,000

Solar panels installed at SIA's Airline House, SIA Training Centre, TechSQ, five of SIAEC's hangars, and its Engine Test Facility

Installed capacity of
8.2 MWp

Expected generating capacity

10,200 MWh
of clean energy per annum⁶³

Equivalent to powering

2,290

four-room HDB flats for a year

Equivalent to offsetting

4.3 million kg

of CO₂ emissions a year

Equivalent to planting over

52,000

trees

Cleaner Ground Operations

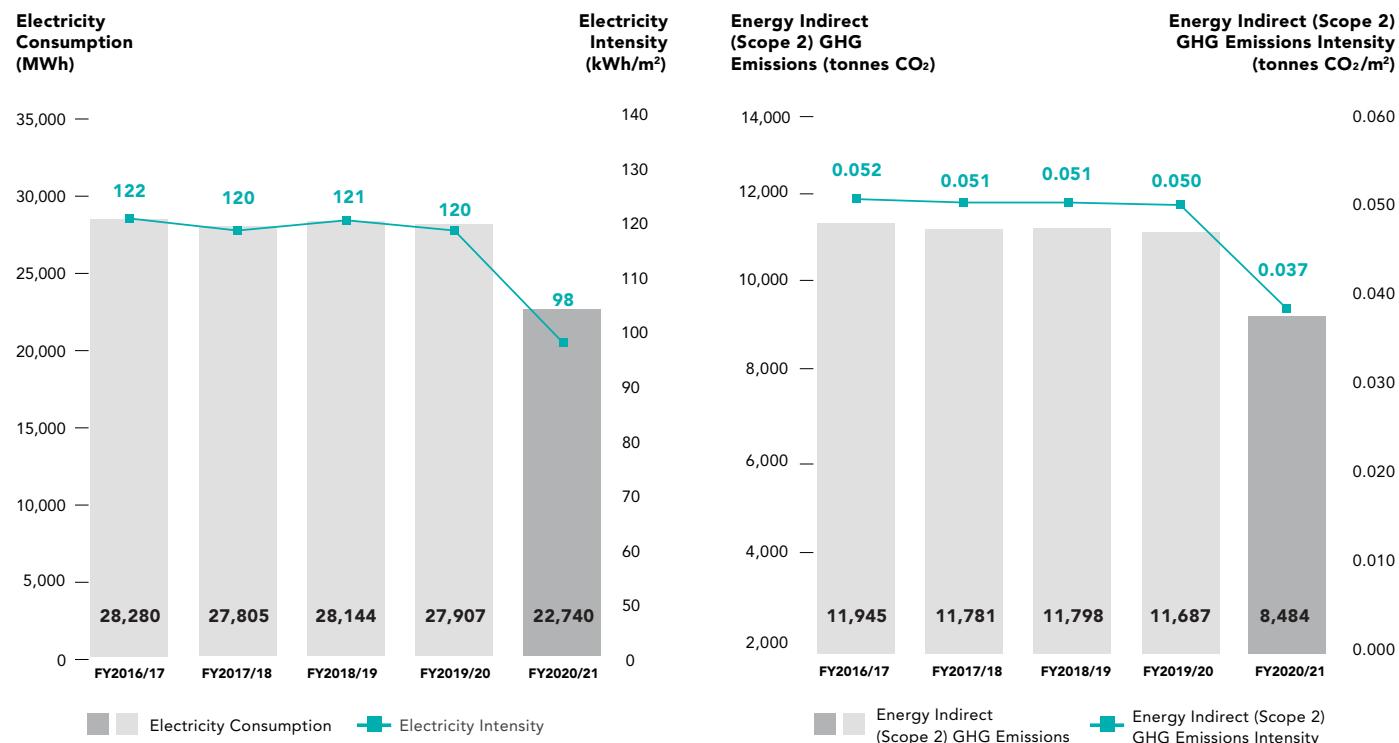
To manage GHG emissions from SIA's ground operations, all diesel- and petrol-powered vehicles in our fleet are required to comply with the National Environmental Agency's (NEA) requirements on motor vehicle emissions. In addition, our vehicles undergo regular inspections such as the Chassis Dynamometer Smoke Test annually to ensure the smoke opacity limit meets local standards. Employees are also reminded to adhere to anti-idling engine regulations and switch off idle engines to conserve fuel and promote cleaner air.

⁶² Global Alliance for Buildings and Construction & International Energy Agency, "Global Status Report 2018".

⁶³ Includes clean energy generated at SIA's Airline House, SIA Training Centre, TechSQ, five of SIAEC's hangars and the Engine Test Facility.

ENERGY AND WATER CONSERVATION ON THE GROUND (CONTINUED)

Performance of SIA Buildings and Offices⁶⁴



The total electricity consumption at our buildings and offices⁶⁵ decreased by 19% from 27,906.9MWh in FY2019/20 to 22,739.7MWh in FY2020/21. Our electricity intensity decreased by 18% from 120.3kWh/m² in FY2019/20 to 98.1kWh/m² in FY2020/21. Correspondingly, our energy indirect (Scope 2) GHG emissions and intensity decreased by 27% from 11,687.4 tonnes CO₂ in FY2019/20 to 8,484.4 tonnes CO₂ in FY2020/21. Contributing factors include adjustments to premises activities (adjustment in air-conditioning, lighting and shutting down of vacant premises, etc.) in view of reduced operational activities and work-from-home arrangements, as well as the implementation of resource management initiatives throughout the year.

We have also achieved our FY2020/21 target of a 15% reduction in electricity consumption, from base year FY2010/11 level of 59,553.7MWh. This target takes into account the electricity consumption of 11 assets⁶⁶, which SIA and SIAEC have operational control over. In FY2020/21, the total electricity consumption of these eleven assets was 38,698.9MWh, a 35% reduction from FY2010/11 levels.

⁶⁴ Please refer to the Appendix for definitions and methodologies.

⁶⁵ Locations include SIA's four buildings (Airline House, SIA Supplies Centre, SIA Training Centre and TechSQ) and offices.

⁶⁶ Locations include SIA's four buildings (Airline House, SIA Supplies Centre, SIA Training Centre and TechSQ), SIAEC's Engine Testing Facility and six hangars.

ENERGY AND WATER CONSERVATION ON THE GROUND (CONTINUED)

Water Conservation PR-7 PR-8 PR-9

We recognise that the world is facing a water crisis, exacerbated by rapid population growth and the effects of climate change. Today, over two billion people live in countries experiencing high water stress⁶⁷ and over two billion people lack safely managed drinking water⁶⁸. Within Singapore, access to a reliable water source has been an ongoing challenge since the country's founding days. Water is a basic human right, which SIA seeks to safeguard for our future generations.

SIA's Interactions to Water Conservation 303-1 303-2

Most of the water usage in SIA's buildings is related to air-conditioning and sanitary appliances. As such, most of our water management initiatives relates to the reduction of usage through water-saving devices and the harvesting of rainwater and ground water. The water used at SIA's buildings is provided by the Public Utilities Board (PUB) of Singapore. No industrial effluents are generated from our commercial activities, and all waste water from sanitary and washing is discharged to government-operated water reclamation plants for treatment. Surface water is channelled to open drains and processed at the Government Water Treatment Plant.

In line with Singapore's Ministry of Sustainability and the Environment's (MEWR) Clean Water Policy, SIA strives towards continual improvement of water management and more efficient usage of water across our buildings. Some of the water conservation and improvement initiatives implemented in FY2020/21 include:

- Harvesting rainwater for flushing purposes and watering of external landscape. In FY2020/21, 5,716.5m³ of rainwater was conserved as a result of rainwater harvesting efforts.
- Recycling of ground water at Airline House for flushing and irrigation purposes. The total water collected approximates to 14,600m³ per annum. Together with the rainwater harvested, the total water harvested amount to 88% of the total Airline House demand for non-potable water.
- Launching studies on the collection and reusing of condensate water from air-conditioning units and treatment of surface water for cooling towers to reduce our dependency on potable water.
- Installing water saving taps and foam soap dispensers in our washrooms.
- Displaying educational posters provided by PUB in shower rooms and public hand wash areas in the canteen to encourage water conservation.
- Conducting regular water audits and submission of water efficiency management plan to the PUB annually.
- Partnering a leading waste management contractor for wastewater treatment for the aircraft maintenance activities in our hangars.

Moving forward, SIA will progressively replace the current sanitary wares with sensor-based models in our upcoming toilet renovations to minimise water wastage.

In recognition of our water conservation efforts during the year, we attained the PUB Water Efficiency Building (WEB) Certificates for four SIA-owned buildings, namely Airline House, SIA Training Centre, SIA TechSQ and SIA Supplies Centre.

CASE STUDY HARVESTING GROUND WATER



Airline House is built on reclaimed land with high water table. Hence, ground water collected is channelled and pumped out to the main sewer line to reduce the pressure against the floor slab. Water samples tested were found to be suitable for flushing and watering of plants. As such, SIA embarked on a project to collect ground water and channel them into the rainwater tank to be reused. This project was operational since March 2020 and harvested a total of 17,521.4m³ of ground water.

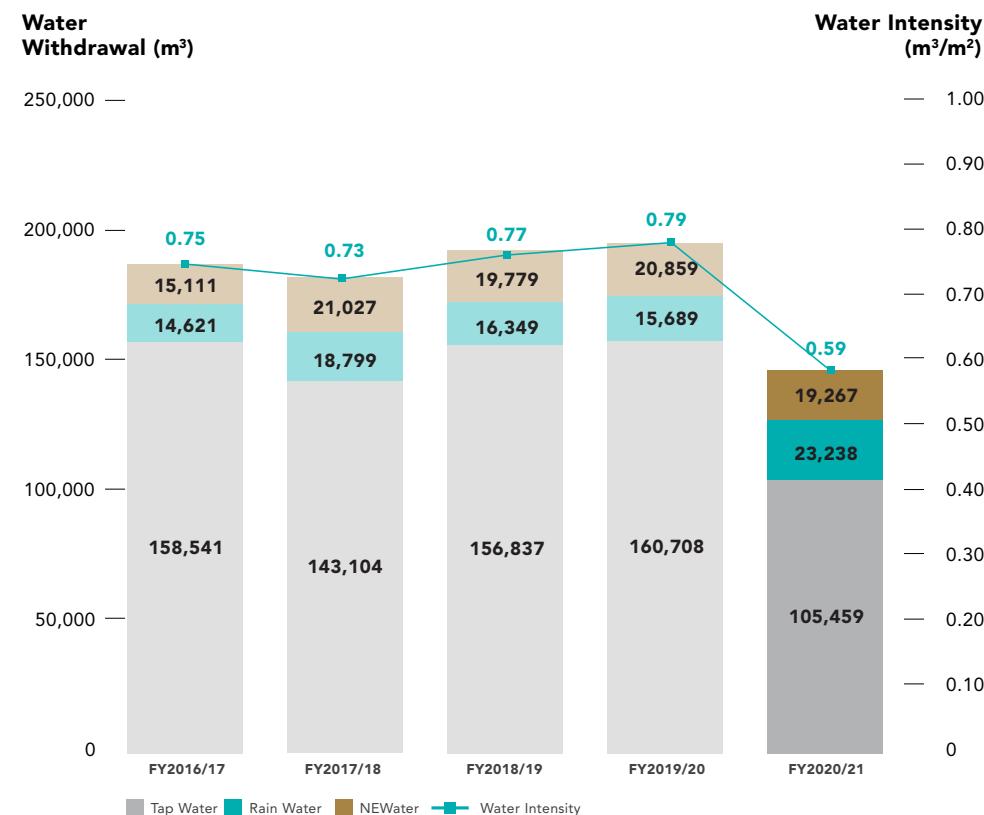
⁶⁷ United Nations, "Water Scarcity".

⁶⁸ World Health Organization, "Water Supply, Sanitation and Hygiene Monitoring".

ENERGY AND WATER CONSERVATION ON THE GROUND (CONTINUED)

Water Performance of SIA's Properties and Offices⁶⁹

303-3



Water withdrawn from our buildings and offices decreased by 25% from 197,256m³ in FY2019/20 to 147,964m³ in FY2020/21. Water intensity figures also saw a decrease of 25% from 0.79m³/m² in FY2019/20 to 0.59m³/m² in FY2020/21. The decrease in water withdrawn and intensity figures were largely due to reduced operational activities and work-from-home arrangements due to the Covid-19 pandemic, as well as the implementation of water management initiatives at SIA's properties and offices.

⁶⁹ Prior year's water withdrawal and water intensity values for FY2016/17, FY2017/18, FY2018/19 and FY2019/20 were corrected to ensure the accuracy of values reported. Please refer to the Appendix for definitions, methodologies and reasons for and effect of restatements.

WASTE

306-1 306-2 PR-7 PR-8 PR-9

The world is facing a mounting waste issue. Waste generation is expected to drastically outpace population growth by 2050. Against a backdrop of rapid urbanisation and consumerism, global annual waste generation is expected to increase to over three billion tonnes over the next 30 years, up from around two billion tonnes today⁷⁰.

In August 2019, Singapore launched the inaugural Zero Waste Masterplan, which maps out the country's key strategies to build a sustainable, resource-efficient and climate-resilient nation. This includes reducing the amount of waste sent to Singapore's landfill, and encouraging the adoption of sustainable production and consumption practices.

As part of our commitment to minimise our environmental footprint through a prudent waste hierarchy, we practise the five Rs – Refuse, Reduce, Reuse, Repurpose and Recycle – across our operations, both in the air and on the ground.



REFUSE

Refusing the use of single-use disposables such as plastics and straws



REDUCE

Reducing the use of materials and waste generated



REUSE

Minimising disposables and replacing cabin items with more reusable and sustainable alternatives



REPURPOSE

Repurposing and upcycling of materials that have lost its functionality



RECYCLE

Making a conscious effort to Recycle waste such as electronics and plastics purposefully



SIA adopts a four-pronged approach to manage waste:

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

⁷⁰ World Bank, "What a Waste 2.0: A Global Snapshot of Solid Waste Management to 2050".

WASTE (CONTINUED)



In-flight Waste Reduction

The sustainable management of aircraft cabin waste comprises two primary waste-streams: cleaning waste and catering waste.

AIRCRAFT CABIN WASTE



CLEANING WASTE

Cleaning waste is waste collected as a result of cleaning operations within the aircraft and includes amenity kits, earphones, lavatory waste, plastic bottles, textiles, as well as litter left behind by passengers.



CATERING WASTE

Catering waste is generated by in-flight meals and beverages distributed on board the flight. These include food and beverages (both part-consumed and untouched), as well as packaging which are returned to the galley carts, static bins and compactor boxes.

A study by IATA estimated that the aviation industry generated 6.1 million tonnes of cabin waste in 2018, and is expected to double that in the next decade⁷¹. An average of 352.7kg of waste was generated per flight, with an average passenger generating 1.4kg of cabin waste per flight⁷².

SIA does not collect, store or dispose of cabin waste. These activities are performed by contracted cleaners and caterers and are subjected to the international waste regulations. Nonetheless, SIA remains committed to play our role in reducing and managing cabin waste in a more sustainable manner. SIA is working with our caterers worldwide to explore various initiatives and conduct waste audits to gain a better understanding of the make-up of our waste. This allows us to step up our efforts in segregating and recycling of waste, promoting circular economy concepts where possible.

Since 2019, a Sustainability Taskforce set up within the Cabin Crew Division has been taking charge of ideating and implementing sustainability-related initiatives to reduce waste and encourage environmental-friendly practices among stakeholders. The Sustainability Taskforce is also in charge of monitoring and tracking the progress of implemented initiatives.

Annually, the Cabin Crew Division organises a Reduce Wastage Campaign to develop environmental consciousness among employees. Previously, the campaign was catered only to cabin crew and emphasised how simple changes in work behaviour and practices can help reduce waste. In FY2020/21, the campaign was extended to cabin crew ground staff as well, so that more employees can contribute to the collective efforts to reduce our cabin waste generated and disposed.

In FY2020/21, we also embarked on several initiatives to better understand SIA's cabin waste footprint and identify potential waste reduction opportunities. Since July 2020, we have been working with SATS Ltd to monitor the amount of waste generated on SIA's inbound flights. In August 2020, SIA conducted our inaugural waste audit on one of our flights to Frankfurt. Through this audit, SIA found that a majority of our cabin waste was from catering waste, of which most were food and beverage waste. This reaffirms the need for us to continually source for solutions to reduce food wastage through initiatives such as our collaboration with Lumitics. By monitoring and understanding our waste footprint, we hope to be able to develop a more structured and targeted approach to manage our cabin waste in SIA.

⁷¹ IATA, "Cabin Waste Handbook".

⁷² IATA, "Aircraft Cabin Waste Project Report".

WASTE (CONTINUED)

Reducing In-flight Catering and Cleaning Waste

SIA reduces our in-flight catering and cleaning waste by:

- Collaborating with partners and caterers to improve our menu design and preparation processes through machine learning, research and development
- Digitalising our in-flight services and work processes
- Encouraging the reduction in consumption of in-flight amenities
- Replacing plastic materials with alternative packaging materials

Collaboration with SATS Ltd to Improve Economy Class Meal Concept

In FY2020/21, SIA worked with SATS Ltd to develop a new eco-friendly dining concept. The new meal concept involves the replacement of single-use plastic packaging with alternative sustainable materials. For more details, please refer to the case study on page 132.

Pre-ordering of Meals to Reduce Food Waste

SIA enhanced the pre-ordering of meals and enabled passengers to indicate if they wish to skip meals. This initiative was launched in November 2020, and passengers could do so by managing their booking on our website or through our mobile app. This, alongside the pre-ordering of meals, allows for more accurate uplift of meals, thereby reducing food waste.

Reducing Waste from In-flight Amenities

Since FY2019/20, SIA started offering its in-flight amenity kits on a request basis to Premium Economy Class and Economy Class customers, instead of distributing them to all passengers. In April 2020, SIA expanded this initiative for our Business Class customers.



Use of Alternative Materials

In FY2019/20, SIA replaced the plastic polybags for children's toys with recyclable paper packaging. Moving forward, SIA plans to expand the use of alternative packaging materials by adopting the use of sustainable polybag packaging for all SIA bears.

Since December 2020, Scoot has been progressively replacing the plastic bottles of water offered on our flights with a more sustainable Tetra-pak alternative made mainly from paper and Forest Stewardship Council (FSC)-certified packaging material. Currently, Tetra-pak water is offered only for onboard purchases while we phase out plastic bottled water for pre-ordered meals. Scoot also plans to eventually replace our current stock of plastic drink stirrers with wooden ones when they have run out.



Digital Reading Literature

All hardcopy literature (newspapers, magazines, etc.) and menus were removed from our seatback pockets and ported to our e-Library on the SingaporeAir mobile application and Digital Menu respectively in FY2020/21. The digitising of our reading literature and in-flight menu was expedited due to the Covid-19 pandemic, as airlines sought to implement measures to minimise interaction with passengers and reduce touchpoints, so as to manage the risk of Covid-19 transmission on board flights.



Digitising Work Processes

Through the Sustainability Taskforce, SIA implemented several initiatives to digitise our in-flight work processes to improve productivity and reduce paper usage. Some of these initiatives include:

- Tracking and investigating customer complaints online instead of using hard copy feedback forms.
- Phasing out the use of hard copy comment forms and encouraging customers to submit feedback online via email or the feedback page on our website.
- Ceasing the submission of Onboard Service Lists (OSLs) since May 2020. Cabin crew access passenger list and details via the Beyond Excellent Service through Technology (BEST) application, while ground staff will utilise the electronic OSL (eOSL) portal for an overview of passenger requests and details for each flight.

WASTE (CONTINUED)

CASE STUDY NEW SHORT-HAUL ECONOMY CLASS MEAL CONCEPT

Food wastage is a prevalent issue in the airline industry, with 20% of airlines' cabin waste comprising untouched food and drink⁷³. SIA recognises the need to work closely with our partners and caterers to improve the planning and logistics around food waste. Lumitics and SATS Ltd are some of the key partners SIA has been collaborating with to improve our menu design and preparation processes through machine learning, research and development.

In FY2020/21, SIA worked with SATS Ltd, SIA's Singapore-based catering partner to develop a new eco-friendly dining concept, that has been implemented across several short-haul SIA and SilkAir flights in Economy Class. The new meal concept involves the replacement of plastic packaging with alternative sustainable materials that can reduce the use of single-use plastics by 80% by weight. Some of these features include the use of FSC-certified paper for the meal box and cups, and the adoption of bamboo and paper-based alternatives for the dessert box and cutlery pack.

Benefits of SIA's New Meal Concept

- Use of more sustainable alternative packaging materials, reducing use of single-use plastics by 80% by weight
- Function of new packaging is comparable to plastic casseroles. It is able to hold the same amount of food, is more secure, oven-safe and resistant to overheating
- Food waste and meal box will be sent to an eco-digester, converted to pellets and used as refuse-derived fuel (RDF), reducing catering waste by 60%.



⁷³ IATA, "Cabin Waste Handbook".

WASTE (CONTINUED)



Ground Waste Reduction

SIA strives to align our approach with Singapore's Zero Waste aspirations, which include reducing waste sent to the country's Semakau Landfill each day by 30%, and increasing our overall recycling rate to 70% by 2030⁷⁴. In FY2020/21, SIA continued with the implementation of various waste reducing and recycling initiatives to minimise waste from three main waste streams: food waste, electrical and electronic waste (e-waste), paper and plastics.

Recycling Canteen Waste at Airline House

To reduce our canteen's food and material waste footprint, SIA introduced the concept of an eco-friendly canteen at Airline House in FY2017/18. As part of this concept, SIA installed an eco-digester at the bin centre, which has the ability to convert approximately 600kg to 800kg worth of canteen food waste and 80kg of non-food waste (including disposable foodware and general waste) to refuse-derived fuel (RDF) everyday. The eco-digester uses heat and an enzymatic process to digest canteen waste into RDF on site. RDF is a renewable fuel source that can be used in thermal power plants to generate electricity and produces fewer GHG emissions compared to traditional fossil fuels. In addition to the reduction of canteen waste disposed, SIA also reduced GHG emissions from the transportation of canteen waste for incineration and the burning of incineration waste. Due to work-from-home measures and reduced human traffic in the office and canteen in FY2020/21, less waste was collected and only 2.3 tonnes of RDF was converted from canteen waste using the eco-digester.

Recycling Electronic Waste at Our Offices

To encourage a culture of recycling e-waste, SIA implemented an initiative called "Let's Erase e-Waste" in 2016. In FY2020/21, 450kg of e-waste was collected and recycled through Cimelia Resource Recovery Pte Ltd. This is an ongoing initiative which has developed an awareness among employees on the proper treatment and disposal of e-waste through various educational programmes and the introduction of e-waste recycling bins at our Singapore offices. A total of 6,370kg of e-waste has been recycled through this initiative since 2016.

Reducing Paper One Name Card at a Time

As part of our transition into a digital and paperless age, SIA introduced digital name cards for all Singapore Airlines Group staff in the form of a QR code, which is stored within the 1SQ mobile app. This will enable external parties to scan the QR code and save a SIA staff's information such as their name, title, telephone and email address into their phone contact list. This initiative began in July 2019 and is projected to be able to save approximately of 59 reams of paper annually.

Reducing Plastic Waste Across Our Business Units

SIA's Engineering Division embarked on several initiatives in FY2020/21 to reduce plastic and paper waste generated. Some of these initiatives include:

- Installing and using of air bubble machines to reduce wastage by producing only the amount of bubble wrap needed for the packing of aircraft spare parts
- Switching from the use of 80 microns LDE plastic bags to 60 microns LDE plastic bags for the packing of aircraft spare parts
- Digitising forms and approval processes to reduce paper waste generated. This resulted in a reduction of 916 reams of paper used from 2019 to 2020

Estimated

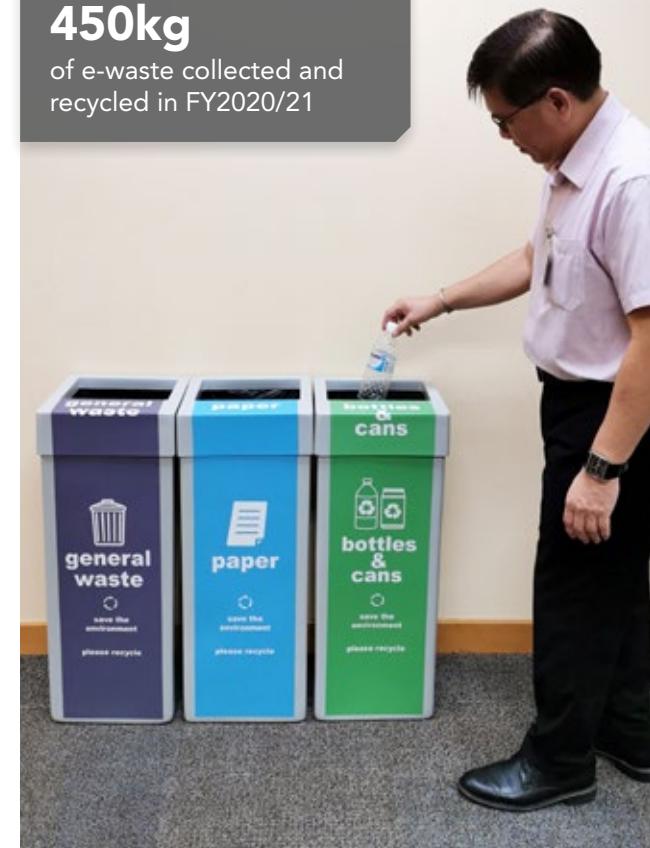
2.3 tonnes

of canteen waste treated
in the eco-digester

Estimated

450kg

of e-waste collected and
recycled in FY2020/21



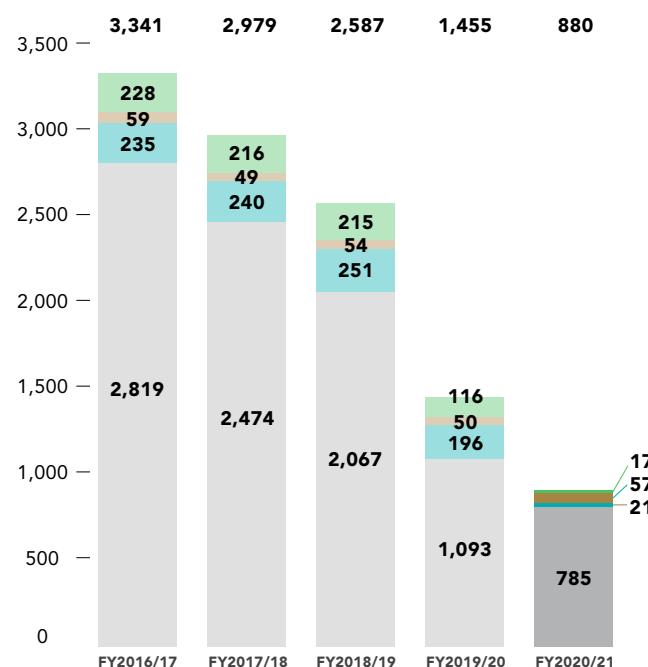
⁷⁴ Ministry of Environment & Water Resources, "Singapore's Zero Waste Masterplan"

WASTE (CONTINUED)

Performance of SIA's Properties⁷⁵ 306-3 306-4

Testament to SIA's prudent waste management initiatives, total waste generated by our buildings⁷⁶ in Singapore decreased by 40% from 1,455 tonnes in FY2019/20 to 880 tonnes in FY2020/21. We also began monitoring the total amount of waste recycled at our buildings. In FY2020/21, we recycled a total of 68 tonnes of waste, which includes paper, plastics, ferrous metals and glass materials.

Total Waste Generated at Buildings (tonnes)



Total Waste Recycled at Buildings in FY2020/21, by Location and Waste Type (tonnes)

	Paper	Plastic	Ferrous Metal	Glass	Total
Airline House and Hangars 1, 2, 3	56.67	5.97	3.48	0.00	66.12
SIA Training Centre	1.38	0.02	0.02	0.02	1.43
TechSQ	0.34	0.00	0.01	0.01	0.36
SIA Supplies Centre	0.35	0.00	0.01	0.13	0.49
Total Waste Recycled (tonnes)	58.74	5.99	3.52	0.16	68.41

 Airline House and Hangars 1, 2, 3  SIA Supplies Centre  SIA Training Centre  TechSQ

SIA achieved our FY2020/21 target of 30% reduction of waste generation, from base year FY2010/11 level of 5,787 tonnes. This target takes into account the waste data of 11 assets⁷⁷, which SIA and SIAEC have operational control over. In FY2020/21, the total waste generated of these 11 assets was 1,180.8 tonnes, an 80% reduction from FY2010/11.

⁷⁵ Please refer to the Appendix for definitions and methodologies.

⁷⁶ Locations covered include SIA's four buildings (Airline House, SIA Supplies Centre, SIA Training Centre, and TechSQ) and Hangars 1, 2 and 3, which are under SIAEC's operational control. Data for Hangars 1, 2 and 3 are included as data could not be segregated.

⁷⁷ Locations covered include SIA's four properties (Airline House, SIA Supplies Centre, SIA Training Centre, and TechSQ), SIAEC's Engine Testing Facility and six hangars.

NOISE

PR-7 PR-8 PR-9

Aircraft engines are a major source of noise pollution, especially during the landing and take-off cycle. Excessive noise can also be detrimental to the physical and mental health of people and wildlife, both on land and in the skies. It is also one of the main causes of adverse community reactions during airport operations⁷⁸. While inherent to the nature of the industry, SIA is continually exploring ways to reduce our noise pollution and the impact on local communities situated near the airports.

ICAO's international standards for aircraft noise was adopted in 1971. Since then, standards have been progressively made more stringent. In 2006, ICAO introduced stricter noise standard, the ICAO Annex 16, Volume 1, Chapter 4 Standards as part of its Balanced Approach to Aircraft Noise Management, to reduce noise at source. The continual improvements in noise certification standards ensure that aircraft manufacturers will continue to incorporate the latest noise reduction technology into aircraft designs and airlines will prioritise procuring aircraft which meets the industry standard.

SIA seeks to minimise our noise pollution through compliance with ICAO noise standards, investments in newer and quieter aircraft, continuous improvements to existing fleets, and adopting appropriate noise abatement procedures in the airport vicinity. As of FY2020/21, every aircraft in SIA's fleet meets the latest ICAO Chapter 4 noise standard. SIA has also ordered 31 Boeing 777-9s, which will have up to 15 dB noise levels below Stage 4 Aircraft Noise Standards margin.

100%
of SIA's aircraft fleet
meets the latest ICAO
Chapter 4 noise standard

100%
of our aircraft fleet meets the 2004
ICAO CAEP/6 or the stricter CAEP/8
emissions standards for NOx

OTHER POLLUTANTS

PR-7 PR-8 PR-9

In addition to GHG emissions, the combustion of jet fuel also results in other air emissions such as nitrogen oxides (NOx), sulphur oxides (SOx), carbon monoxide (CO), unburned hydrocarbons (HC), smoke, particulate matter (PM), and other trace compounds that affect the local air quality. Over the years, improved engine designs have gradually reduced emissions of NOx and CO and have almost eliminated emissions of HC and smoke⁷⁹.

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, to meet the aviation industry's long-term commitment to reduce GHG emissions.

SIA seeks to minimise our NOx footprint through compliance with ICAO's emissions standards for NOx. The NOx standard, endorsed in 2004, is applicable to new engines manufactured from 2008 and requires certification to CAEP/6 standards. A subsequent NOx standard, endorsed in 2010, is applicable to new engines manufactured from 2014 and requires certification to CAEP/8 standards. As of FY2020/21, the SIA Group's fleet meets the 2004 ICAO CAEP/6 Emissions Standards for NOx. SIA's Airbus A350s and Boeing 787s meet the CAEP/8 standards.



⁷⁸ ICAO, "Aircraft Noise".

⁷⁹ IATA, "Local Air Quality".

BIODIVERSITY

304-3

PR-8

The Harapan Rainforest Initiative

Forests are home to more than 80% of the Earth's terrestrial biodiversity, and around 1.6 billion people depend on them for their livelihood. Yet, deforestation continued to occur at an alarming rate of approximately 10 million hectares per year between 2015 and 2020⁸⁰. Today, the United Nations estimates that over a million animal and plant species are threatened with extinction⁸¹, largely driven by anthropogenic environmental degradation and destruction.

SIA recognises that preserving our connection with nature is key to sustainable development. Since 2010, we have been involved in forest conservation by being the exclusive airline partner for the large-scale green initiative in Hutan Harapan, aimed at protecting one of the world's most threatened and biodiverse ecosystems.

The Harapan Rainforest Initiative, also known as Hutan Harapan, is an ecosystem restoration concession covering more than 98,555 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 critically endangered Sumatran tiger and Sumatran elephant, as categorised by the International Union for Conservation of Nature (IUCN) Red List.

This initiative is driven by a consortium of four organisations, namely Burung Indonesia, the Royal Society for the Protection of Birds (RSPB), BirdLife International (BLI) and the Nature and Biodiversity Conservation Union (NABU). With strong support from the Government of Indonesia, the Harapan Rainforest Initiative has been able to continually expand its biodiversity efforts and support the indigenous communities, among other initiatives. Some of the key developments and outcomes from Hutan Harapan in FY2020/21 are highlighted in this section.

Transitioning to a New Normal in Hutan Harapan COV-19

With the onset of the pandemic in early 2020, the Hutan Harapan base camp was closed to all visitors. Health and safety measures were introduced to ensure the safety of all staff entering the camp. Field staff visits to community groups were limited and focused on providing information on the pandemic. During the year, there were no outbreaks of Covid-19 at the base camp. Strict health protocols are still in place and activities are picking up overtime despite the slow progression due to additional safety measures.

The pandemic has also underlined the importance of Hutan Harapan's work in restoring forest ecosystems. A growing number of researchers are highlighting the relationship between the destruction of nature and increase in disease outbreaks. This further emphasises the need to prevent deforestation and maintain biodiverse ecosystems to reduce human-wildlife interactions and limit the spread of viruses, preventing the onset of future pandemics.

0 reported cases of Covid-19 infection amongst the indigenous people

The Batin Sembilan Indigenous People: Far From the Covid-19 Pandemic COV-19

While the Covid-19 pandemic has impacted societies globally, the Batin Sembilan indigenous people were largely protected from the pandemic. During the year, there were zero reported cases of Covid-19 infection amongst the indigenous people. All eight Batin Sembilan families who lead a nomadic lifestyle were safe from the virus and were able to continue with their daily livelihoods.

Hutan Harapan: A Heaven for Herpetofauna

In January 2021, Musadat, a Hutan Harapan field staff, accompanied a researcher from the Biology Faculty of the University of Jambi (UNJA), Dr Tedjo Sukmono, to investigate vertebrates in the forest. The research showed that Hutan Harapan has a rich diversity of the Herpetofauna species (amphibians and reptiles). Herpetofauna species are often overlooked but they are important indicators of ecosystem health. Reptiles play a major role as predators in the food chain while amphibians, especially frogs, are able to detect micro-climate changes due to their sensitivity to external environmental changes such as drought and pesticide use. Today, Hutan Harapan has a healthy diversity of Herpetofauna species with at least 55 amphibian and 71 reptile species.



⁸⁰ FAO and UNEP, "The State of the World's Forests 2020: Forests, biodiversity and people".

⁸¹ IPBES, "Summary for policymakers of the global assessment report on biodiversity and ecosystem services of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services".

BIODIVERSITY (CONTINUED)

Forest Fire Prevention in Hutan Harapan

Forest fires are common in Indonesia, especially during prolonged periods of dry season. In 2020, there were fewer fires due to the increase in precipitation. During the year, the team focused on upgrading the capacities of Hutan Harapan's firefighting team, purchasing new firefighting equipment, conducting community outreach programmes, and constructing a new fire tower.

In October 2020, three members of the Hutan Harapan firefighting team visited Riau for a one-week fire management training. Upon their return, the team conducted a forest and land fire simulation training in December 2020, which was attended by 50 staff. The construction of a 35m fire tower was also completed in the northern part of the restoration concession in December 2020. Moving forward, there are plans to construct another fire tower at the southern part of the restoration concession.

These activities will enable the team to be more prepared and able to respond effectively to future forest fires, while limiting their spread and damage in the rainforest.

Protecting Water Sources and Preventing Floods in South Sumatra and Jambi

Hutan Harapan's rich water resources are a critical element to its biodiversity. The rivers in Hutan Harapan are a source of life for the Batin Sembilan Indigenous People and the Melayu people. In addition, Hutan Harapan acts as a buffer zone for four sub-watersheds: Kandang and Lalan rivers in Jambi and the Meranti and Kapas rivers in South Sumatra. The water quality both inside and outside of Hutan Harapan is maintained by the regulation of water flows within the area. Many underwater species and amphibian and reptile species also depend on the water catchments for their survival.

During the last three years, the water quality in Hutan Harapan has remained stable. Research results in 2020 found that the annual value of sedimentation is stable in the Meranti, Kapas, and Lalan rivers. In addition, the water temperature and pH levels indicate optimal conditions for aquatic life.

While the results are positive, recent developments along the Kandang river have raised concerns on its impact on the river's water quality. The riparian forests have been replaced with food crops and oil palm, increasing the risk of soil erosion, sedimentation and flooding. To mitigate these risks, close collaboration with key stakeholders including the private sector and government is needed to ensure the protection and rehabilitation of watershed areas.



BIODIVERSITY (CONTINUED)

Buckingham Palace Declaration

Wildlife crime is a billion-dollar business and is ranked the fourth most lucrative illegal trade after drugs, counterfeit and human trafficking. Over the years, increasing transport connectivity across the world has led to the rapid expansion of wildlife trade globally, threatening the survival of many wildlife species. The aviation sector is heavily exploited by this crime, with a yearly average of 20,000 illegal wildlife seizures occurring in airports all around the world. This brings about serious economic, legal, reputational and safety risks to the aviation industry. Illegal wildlife trafficking is not only harmful to biodiversity but causes the death of animals and wildlife rangers who protect the animals from poachers. The United for Wildlife Transport Taskforce was established in 2014 to facilitate the transport sector to examine its role in the illegal wildlife trade and to break the illegal wildlife trade chains. On 15 March 2016, the United for Wildlife Transport Taskforce member organisations signed up to the recommendations developed over 12 months, with the first ever signing of a declaration at Buckingham Palace.

The Buckingham Palace Declaration is a landmark agreement committed to take steps to shut down the routes exploited by traffickers of the illegal wildlife trade moving their products. The declaration aims to remove the vulnerabilities in transportation and customs to tackle the criminals currently exploiting them. The Declaration contains 11 commitments to raise standards across the transportation industry with a focus on information sharing, staff training, technological improvements, and resource sharing with companies and organisations around the world.

Today, with more than 100 signatories, of which more than 50 are airlines including Singapore Airlines and SilkAir, we have pledged to do our part to combat illegal wildlife trade through the signing of the Buckingham Palace Declaration.



190

aviation staff trained by
USAID Reducing Opportunities for
Unlawful Transport of Endangered
Species (ROUTES) through workshops
organised by SIA



51

endangered Indian star
tortoises repatriated by
SIA Cargo to their natural
environment



>2,000

members of public educated
on the ills of illegal wildlife
trafficking through Inside
Singapore Airlines exhibit

BIODIVERSITY (CONTINUED)

Doing Our Part to Raise Awareness on Illegal Wildlife Trade

Illegal wildlife trade is a complex problem which requires the cooperation of multiple stakeholders including the authorities, transport companies, airport staff and the public. SIA believes that education is vital for change to happen and plays our part by raising awareness on the implications around illegal wildlife trade to the employees and public. We held our first Illegal Wildlife Trafficking Awareness Workshop for SIA and Changi Airport staff in 2017, in collaboration with IATA, the Agri-Food and Veterinary Authority of Singapore, and Wildlife Reserves Singapore, and with the training being conducted by TRAFFIC, a leading non-governmental organisation working globally on trade in wild animals and plants. We continue to work with Changi Airport and TRAFFIC for a subsequent staff training workshop in 2019, specifically for check-in agents and ground handlers.

At the recent Inside Singapore Airlines event held in November and December 2020, which welcomed more than 2,000 members of public, we incorporated an educational booth dedicated to raise awareness on illegal wildlife trade as part of the sustainability showcase in the main tour. Members of the public could interact with the prototypes of rhinoceros horns, elephant tusks and pangolin scales, as well as a mannequin which shows how a traveller is able to smuggle illegal wildlife items on his/her body. Common ways that traffickers hide illegal wildlife or products are in their baggage, air freight, or on themselves via their clothing.

SIA's efforts towards staff training and education has been showcased in the latest United for Wildlife South East Asia and Australasia Chapter meeting in May 2021. We continue to encourage members of the public to not purchase exotic illegal pets and products of illegal wildlife items such as ivory, which may lead to the extinction of some of these species.



Smuggling of illegal wildlife trade through cargo, checked-in luggage, or on passengers' bodies



Commonly trafficked items such as rhinoceros horns, elephant tusks, and pangolin scales

LIST OF KEY ABBREVIATIONS AND ACRONYMS

AAMP	Airline Alcohol Management Programme	CO₂e	Carbon dioxide equivalent	ILT	Instructor-led Training	RDF	Refuse-derived Fuels
AAPA	Association of Asia Pacific Airlines	COP	Communication on Progress	IOSA	IATA Operational Safety Audit	RMD	Risk Management Department
AATP	Airport Alcohol Testing Programme	COQM	Corporate Operational Quality (Safety) Manual	IPCC	Intergovernmental Panel on Climate Change	RSPB	Royal Society for the Protection of Birds
AC	Audit Committee	COQMR	Corporate Operational Quality Management Review	IRAS	Inland Revenue Authority of Singapore	RTF	Restart Taskforce
ACCA	Association of Chartered Certified Accountants	CORSIA	Carbon Offset and Reduction Scheme for International Aviation	ISO	International Organisation for Standardisation	SAF	Sustainable Aviation Fuels
ACSP	Air Carrier Security Program	CPR	Cardiopulmonary Resuscitation	kg	Kilograms	SAFUG	Sustainable Aviation Fuel Users Group
AESU	Air-Transport Executive Staff Union	CQM	Cargo Quality Manual	kWh	Kilowatt-hour	SAG	Safety Action Groups
AG	American Gallon	CSI	Cabin Safety Instructions	L	Litre	SATS	Singapore Airport Terminal Services
AGM	Annual General Meeting	CSM	Cargo Safety Manual	LOSA	Line Operations Safety Audit	SCDF	Singapore Civil Defence Force
ALH	Airline House	CSO	Cabin Operation Safety	LTK	Load tonne-kilometre	SCOC	Suppliers' Code of Conduct
ALPA-S	Air Line Pilots' Association Singapore	CSR	Corporate Social Responsibility	LTNW	Lead The New World	SCQ	Service Culture and Quality
ANR	Air Navigation Regulations	CTC	Company Training Committee	M.A.R.V.I.E	Most Awesome Resourceful Virtual Intern Ever	SDG	Sustainable Development Goals
AOC	Air Operator Certificate	DBS	Development Bank of Singapore	m²	Square metre	SEMS	Security Management System
APP	Arson Prevention Plan	DGR	Dangerous Goods Regulations	m³	Cubic metre	SEPM	Safety and Emergency Procedures Manual
ASC	Air Safety Committee	DJSI	Dow Jones Sustainability Index	MBA	Making Board Amazing	SESM	Security Management System Manual
ASEAN	Association of Southeast Asian Nations	eCCVR	Electronic Cabin Crew Voyage Report	MBM	Market-Based Measure	SFA	Singapore Food Agency
ASK	Available seat-kilometres	EDB	Economic Development Board	MC	Management Committee	SGX	Singapore Exchange
ASPIRE	Asia and Pacific Initiative to Reduce Emissions	ERP	Emergency Response Plan	MEWR	Ministry of the Environment and Water Resources (Singapore)	SGXNet	Singapore Exchange Net
ATM	Air Traffic Management	ESG	Environmental, Social, Governance	MINDS	Movement for the Intellectually Disabled of Singapore	S-I-A	Staff-Ideas-in-Action
BCIRC	Board Compensation and Industrial Relations Committee	ESP	Employee Support Portal	MOM	Ministry of Manpower (Singapore)	SIAEC	Singapore Airlines Engineering Company
BEST	Beyond Excellence Service through Technology	ETF	Engine Testing Facility	MRV	Monitoring, Reporting & Verification	SIAMCM	SIA Maintenance Control Manual
BGR	Boarding Gate Readers	ETSP	Enhanced Training Support Package	MSF	Ministry of Social and Family Development	SIAOCC	SIA Operations Control Centre
BLI	BirdLife International	EXCO	Executive Committee	MSG	Monosodium Glutamate	SIASU	Singapore Airlines Staff Union
BSRC	Board Safety & Risk Committee	FDAP	Flight Data Analysis Programme	MWh	Megawatt-hour	SID	Singapore Institute of Directors
CA	Customer Affairs	FEP	Fire Emergency Plan	NC	Nominating Committee	SMEU	Social Media Engagement Unit
CAAS	Civil Aviation Authority of Singapore	FFFA	Free Food For All	NEA	National Environment Agency (Singapore)	SMM	Safe Management Measures
CAG	Changi Airport Group	FOQM	Flight Operations Quality Manual	NETF	NTUC Education and Training Fund	SMS	Safety Management System
CAM	Crew Administration Manual	FRM	Fatigue Risk Management	NG	Next Generation	SO	Sustainability Office
CCM	Cabin Crew Division Manual	FSC	Forest Stewardship Council	NOx	Nitrogen oxides	SOx	Sulphur oxides
CCS	Customer Contac Services	GHA	Ground Handling Agents	NPS	Net Promoter Score	SSG	SkillsFuture Singapore
CCSM	Cabin Crew Safety Manual	FSM	Fire Safety Manager	NTUC	National Trades Union Congress	SSO	Social Service Office
CCSMSM	Cabin Crew Safety Management System Manual	FSPM	Flight Security Procedures Manual	OCS	Organisational Climate Survey	SSQ GSM	SSQ Ground Safety Manual
CE	Customer Experience	GDP	Gross Domestic Product	OEMs	Original Equipment Manufacturers	SSQ QM	SSQ Quality Manual
CEIV	Centre of Excellence for Independent Validators	GDPR	General Data Protection Regulation	OHSMS	Occupational Health and Safety Management System	SSQ	Safety, Security and Quality
CEM	Customer Experience Management	GHG	Greenhouse gas	OSH	Occupational Safety & Health	SSW	Safety and Security Week
CEO	Chief Executive Officer	GRI	Global Reporting Initiative	OSHE	Occupational Safety, Health & Environment	SSWC	Sustainability Strategic Working Committee
CERT	Company Emergency Response Team	GRIP	Ground Ramp Incident Prevention	PACC	Passenger Aircraft Carrying Cargo	STC	SIA Training Centre
CETSC	Customer Experience, Technology and Sustainability Committee	GSM	Ground Services Manual	PDPA	Personal Data Protection Act	SWM	Shorter Work Month
CFSM	Corporate Flight Safety Management and Procedures Manual	GSQM	Ground Services Quality Manual	PDPC	Personal Data Protection Commission	TJ	Terajoules
CIC	Cargo in Cabin Seats	ha	Hectare	PM	Particulate matter	TLC	The LOSA Collaborative
CIC+	Cargo in Cabin Floor	HACCP	Hazard Analysis and Critical Control Points	PPE	Personal Protective Equipment	TSF	Telephone Service Factor
CIP	Customer Insights Portal	HC	Hydrocarbons	PRs	Permanent Residents	TSQ	TechSQ
CLC	Corporate Learning Centre	HDB	Housing Development Board	PSM	Premises Security Manual	UN	United Nations
CMG	Crisis Management Group	HEFA	Hydro-processed Esters and Fatty Acids	PUB	Public Utilities Board	UNEP	United Nations Environment Programme
CMM	Crisis Management Manual	IATA	International Air Transport Association	QAR	Quick Access Recorders	VNPL	Voluntary No Pay Leave
CO	Carbon monoxide	ICAO	International Civil Aviation Organisation	QMS	Quality Management System	VoC	Voice of Customer
CO₂	Carbon dioxide	IFE	In-flight Entertainment	RCMC	Risk & Compliance Management Committee	VRS	Voyage Report System
		ILO	International Labour Organisation			WHO	World Health Organization
						WINS	Workplace Improvement & Innovation Scheme
						WSG	Workforce Singapore

DEFINITIONS AND METHODOLOGIES

GENERAL

Mode of Narration

Throughout this Sustainability Report, "Singapore Airlines", "SIA", "we", "us" and "our" are generally used to make reference to Singapore Airlines Limited (the Company) and its employees, unless otherwise stated. The term "Parent Airline Company" refers to "Singapore Airlines", unless the context otherwise requires. "SIA Group" is used to make reference to Singapore Airlines Limited and its subsidiaries and employees, unless otherwise stated.

The companies in which Singapore Airlines Limited directly and indirectly owns investments are separate legal entities. More information on the SIA Group, including its corporate structure and subsidiary information, can be found in the FY2020/21 SIA Annual Report.

Reporting Scope

All sustainability data and information presented in our report primarily relates to three of our reportable businesses – Singapore Airlines, SilkAir and Scoot – unless otherwise stated. The sustainability data and information relating to SIA Engineering Company (SIAEC) is disclosed separately in SIAEC's Sustainability Report published annually by our subsidiary.

More information on our reportable businesses can be found in the FY2020/21 SIA Annual Report.

More information on the boundaries for key social and environmental data can be found on pages 142 to 145 respectively.

Future-looking Statements

Aside from statements of historical fact, this Sustainability Report contains statements that are future-looking in nature relating to SIA's sustainability management approach. These are identified by terms and phrases such as "aim", "ambition", "anticipate", "believe", "continue", "expect", "goal", "maintain", "objective", "plan", "seek" and "target" and could also be expressed by way of future or conditional verbs such as "could", "should", "would". These statements are based on assumptions and expectations at the time of publication, and are subject to risks and uncertainties determined by factors beyond the control of SIA. As we operate in a continually changing environment, readers are cautioned not to place undue reliance on forward-looking statements.

OPERATING STATISTICS

Passenger Operations

Revenue passenger-km	Number of passengers carried multiplied by distance flown (in km)
Available seat-km	Number of available seats multiplied by distance flown (in km)
Passenger load factor	Revenue passenger-km expressed as a percentage of available seat-km
Passenger yield	Passenger revenue from scheduled services divided by revenue passenger-km
Revenue per available seat-km	Passenger revenue from scheduled services divided by available seat-km
Passenger unit cost	Passenger operating expenditure divided by available seat-km

Cargo Operations

Cargo load	Cargo and mail load carried (in tonnes) multiplied by distance flown (in km)
Gross capacity	Cargo capacity production (in tonnes) multiplied by distance flown (in km)
Cargo load factor	Cargo and mail load (in tonne-km) expressed as a percentage of gross capacity (in tonne-km)
Cargo yield	Cargo and mail revenue from scheduled services divided by cargo load (in tonne-km)
Cargo unit cost	Cargo operating expenditure divided by gross capacity (in tonne-km)

Overall Operations

Overall load	Passenger, cargo and mail load carried (in tonnes) multiplied by distance flown (in km)
Overall capacity	Passenger and cargo capacity production (in tonnes) multiplied by distance flown (in km)
Overall load factor	Overall load (in tonne-km) expressed as a percentage of overall capacity (in tonne-km)
Overall yield	Passenger, cargo and mail flown revenue from scheduled services divided by overall load (in tonne-km)
Overall unit cost	Operating expenditure divided by overall capacity

DEFINITIONS AND METHODOLOGIES (CONTINUED)

GOVERNANCE

Corruption

Corruption definition: An abuse of entrusted power for private gain, which can be instigated by individuals or organisations.

Confirmed incident of corruption definition: An incident of corruption that has been found to be substantiated. Confirmed incidents of corruption do not include incidents of corruption that are still under investigation in the reporting period.

Boundary: Confirmed incidents of corruption covers SIA, SilkAir and Scoot's global operations. Number of employees completing anti-corruption training covers SIA and SilkAir's global operations. As Scoot's anti-corruption training programme only started in April 2021, Scoot's data was excluded from the reporting scope, but will be included in next year's report.

Conflict of Interest

Conflict of interest definition: A situation where an individual is confronted with choosing between the requirements of his or her function and his or her own private interests.

Grievance Mechanism

Grievance mechanism definition: A system consisting of procedures, roles and rules for receiving complaints and providing remedy.

Non-compliance

Incidents of non-compliance definition: Incidents of violation that occur within the reporting period.

Significant fines definition: Significant fines refer to those above USD10,000.

Boundary: Incidents of non-compliance and significant fines incurred covers SIA, SilkAir and Scoot's global operations.

EMPLOYEES

Employees

Employees definition: An individual who is in an employment relationship with the organisation. All employee data relates to the year's headcount as at 31 March 2021.

Employee categories: SIA's employee profile can be broadly broken down by function (i.e. Ground Staff, Cabin Crew and Pilots), in line with our human resources system.

Worker who is a non-employee definition: An individual whose work, or workplace, is controlled by the organisation. This Sustainability Report has been scoped to include key contractors only (cleaners, maintenance, landscaping, warehouse operations), unless otherwise stated.

Boundary: Total employees reported covers the SIA Group's global operations.

Restatement: Total employee figures in FY2018/19 and FY2019/20 were restated after aligning data compilation methodologies of SIA Engineering Company and Scoot. As a result, there was a slight increase in total employees in SIA Group for FY2018/19 and FY2019/20.

Employment Type and Contract

Employment Type:

- **Full-time definition:** An employee whose working hours are defined according to national legislation and practice regarding working time. Based on Singapore's Employment Act by MOM, a full-time employee is an individual required under his/her contract of service to work for not less than 35 hours a week.
- **Part-time definition:** An employee whose working hours are less than 'full-time' as defined above. Based on Singapore's Employment Act by MOM, a part-time employee is one who is under a contract of service to work less than 35 hours a week.

Boundary: Employee profile breakdown reported covers SIA and SilkAir's global operations for FY2018/19, and SIA, SilkAir and Scoot's global operations for FY2019/20 and FY2020/21. Due to data unavailability, Scoot's FY2018/19 data was excluded from the reporting scope, but three-year data for SIA, SilkAir and Scoot will be included in next year's report.

Employment contract:

- **Employment contract definition:** Refers to employment contract as recognised under national law or practice that can be written, verbal, or implicit (that is, when all the characteristics of employment are present but without a written or witnessed verbal contract).
- **Permanent contract definition:** A contract with an employee, for full-time or part-time work, for an indeterminate period.
- **Temporary contract definition:** A contract that is of limited duration and is terminated by a specific event (e.g. end of a project or work phase, or return of replaced employees).

Boundary: Employee profile breakdown reported covers SIA and SilkAir's global operations for FY2018/19, and SIA, SilkAir and Scoot's global operations for FY2019/20 and FY2020/21. Due to data unavailability, Scoot's FY2018/19 data was excluded from the reporting scope, but three-year data for SIA, SilkAir and Scoot will be included in next year's report.

DEFINITIONS AND METHODOLOGIES (CONTINUED)

EMPLOYEES (CONTINUED)

New Hires and Turnover

New hires definition: Employees who joined the organisation during the year.
New hire rate methodology: Number of new hires over number of employees at the end of the reporting period, expressed as a percentage. This can be computed by the respective demographic cuts (e.g. new hire rate for employees <30 years old is computed by number of new hires (<30 years old) over number of employees (<30 years old), expressed as a percentage).

Turnover definition: Employees who left the organisation during the year. Due to confidentiality constraints, reported turnover relates purely to voluntary attrition, and does not include involuntary turnover such as dismissal, completion of contract, etc.

Turnover rate methodology: Number of turnover over number of employees at the end of the reporting period, expressed as a percentage. This can be computed by the respective demographic cuts (e.g. turnover rate for males is computed by number of turnover (males) over number of employees (males), expressed as a percentage).

Boundary: New hire and turnover numbers and rates reported cover SIA and SilkAir's global operations for FY2018/19, and SIA, SilkAir and Scoot's global operations for FY2019/20 and FY2020/21. Due to data unavailability, Scoot's FY2018/19 data was excluded from the reporting scope, but three-year data for SIA, SilkAir and Scoot will be included in next year's report.

Parental Leave

Parental leave definition: Leave granted to male and female employees on the grounds of the birth of a child. This includes maternity, paternity, shared parental leave and childcare leave.
Return to work rate methodology: Number of employees who returned to work after parental leave ended, over number of employees who took parental leave, expressed as a percentage.

Retention rate methodology: Number of employees who returned to work after parental leave ended and who were still employed 12 months after their return to work, over number of employees who took parental leave, expressed as a percentage.

Boundary: Return to work rate and retention rate cover SIA and SilkAir's global operations for FY2018/19, and SIA, SilkAir and Scoot's global operations for FY2019/20 and FY2020/21. Due to data unavailability, Scoot's FY2018/19 data was excluded from the reporting scope, but three-year data for SIA, SilkAir and Scoot will be included in next year's report.

Training Day

Training day definition: A day used for staff learning and development.
Average training days methodology: Total number of training days attended by employees, divided by number of employees as at 31 March. This can be computed by the respective demographic cuts (e.g. average number of training days for cabin crew is computed by number of training days attended by cabin crew over the number of cabin crew, expressed as a percentage). Due to unavailability of prior year data, we have omitted providing average training days by gender.
Boundary: Average training days reported covers SIA and SilkAir's global operations for FY2018/19, and SIA, SilkAir and Scoot's global operations for FY2019/20 and FY2020/21. Due to data unavailability, Scoot's FY2018/19 data was excluded from the reporting scope, but three-year data for SIA, SilkAir and Scoot will be included in next year's report.

SAFETY

Occupational Health and Safety Management Systems (OHSMS)

OHSMS definition: Occupational Health and Safety Management Systems refers to a set of interrelated or interacting elements to establish an occupational health and safety policy and objectives, and to achieve those objectives.

This definition is based on the International Labour Organization (ILO), Guidelines on Occupational Safety and Health Management Systems, ILO-OSH 2001, 2001.

Boundaries:

- SIA's Occupational Health and Safety Management System is based on Workplace Safety and Health Act and certified under ISO 45001: 2018 OHSMS Standard. It covers all employees, workplaces and contractors working at SIA workplaces in Singapore.
- SIA's Quality Management System is based on CAAS Air Navigation Regulations and certified under ISO 9001:2015 Quality Management System. It covers all operations and employees in Singapore.
- SIA's Security Management System is based on Airport Police Division Security Directive for Aircraft Operators, ICAO International Standards and Recommended Practices Annex 17 – Security and IOSA Standards Manual. It covers all security operations, employees and applicable security providers globally.
- SIA's Flight Safety Management System is based on CAAS Air Navigation Regulation, ICAO International Standards and Recommended Practices Annex 19 – Safety Management and IOSA Standards Manual. It covers all operations and employees globally.

Aircraft incident

Aircraft incident definition: An occurrence, other than an accident, associated with the operation of an aircraft which affects or could affect the safety of operation.

Serious incident definition: Incident involving circumstances indicating that there was a high probability of an accident and associated with the operation of an aircraft which takes place between the time any person boards the aircraft with the intention of flight until such time as all such persons have disembarked

These definitions are based on ICAO Annex 13, Aircraft Accident and Incident Investigation.

Hazard

Hazard definition: Any source of situation with the potential to cause injury or ill-health in the workplace. This includes types of dangerous occurrences as per defined by MOM [list of Dangerous Occurrences](#) in the Workplace Safety and Health Act (Chapter 354A), Section 4(1).

This definition is based on the International Labour Organisation (ILO) Guidelines on Occupational Safety and Health Management Systems.

DEFINITIONS AND METHODOLOGIES (CONTINUED)

SAFETY (CONTINUED)

Man-hours Worked

Man-hours worked definition: Total scheduled number of hours worked for the year ended 31 March.

Boundary: Employee man-hours worked reported covers SIA's Singapore and SilkAir's global operations for FY2018/19, and SIA's Singapore, and SilkAir and Scoot's global operations for FY2019/20 and FY2020/21. Due to data unavailability at this time, Scoot's FY2018/19 data was excluded from the reporting scope, but three-year data for SIA, SilkAir and Scoot will be included in next year's report.

Workers who are non-employees (scope to key contractors only) man-hours worked reported covers SIA's Singapore and SilkAir's global operations. Due to data unavailability at this time, Scoot's data was excluded from the reporting scope, but we are working to gather data for Scoot in the coming years.

Work-related Incidents

Work-related incidents definition: An unexpected and unplanned occurrence arising out of or in the course of work that could or does result in injury or ill-health or death. As per MOM's definition, it could also be a [Dangerous Occurrence](#), an [Occupational Disease](#) or:

- Traffic accidents that happen at the workplace or in the course of work, e.g. a traffic accident while commuting to work on company transport
- Accidents that are incidental to or from work, e.g. slipping and falling within the workplace but when not performing official work duties
- Conditions of a medical nature, such as heart attacks or strokes, that may be triggered by work

This definition is based on ISO 45001:2018 and MOM's Guidelines.

Work-related Fatality

Work-related fatality definition: Refers to a work-related injury that results in a fatality/death while performing work that is controlled by the organisation or that is being performed in a workplace controlled by the organisation.

This definition is based on GRI 403: Occupational Health and Safety 2018.

Methodology: Work-related fatality rates were calculated based on 1,000,000 hours worked.

Boundary: Number and rate of work-related fatalities reported for employees and workers who are non-employees (scope to key contractors only) follow the same boundary as **Man-hours Worked**.

Work-related Injury and Ill-health

Work-related injury and ill-health definition: Negative impacts on health arising from exposure to hazards at work.

This definition is based on the International Labour Organization (ILO), Guidelines on Occupational Safety and Health Management Systems, ILO-OSH 2001, 2001

• **Recordable work-related injury definition:** A work-related injury that results in any of the following: death, hospitalisation for at least 24 hours, more than 3 days of medical leave from work (whether consecutive or not). Likewise for cabin crew, we record a work-related injury should our cabin crew be issued medical leave for 4 days or more (whether consecutive or not) for the related/same injury.

» **Methodology:** Recordable work-related injury rates were calculated based on 1,000,000 hours worked.

» **Boundary:** Number and rate of work-related fatalities reported covers for employees and workers who are non-employees (scope to key contractors only) follow the same boundary as **Man-hours Worked**.

• **Recordable high consequence work-related injury definition:** A work-related injury that results in a fatality or in an injury from which the individual cannot, does not, or is not expected to recover fully to pre-injury health status within six months.

This definition is based on GRI 403: Occupational Health and Safety 2018.

• **Methodology:** Recordable high consequence work-related injury rates were calculated based on 1,000,000 hours worked.

» **Boundary:** Number and rate of work-related fatalities reported for employees and workers who are non-employees (scope to key contractors only) follow the same boundary as **Man-hours worked**.

• **Recordable work-related ill-health definition:** A work-related ill-health (including diseases, illnesses and disorders) that is contracted.

The coverage is based on the occupational diseases under Singapore's Workplace Safety and Health Act or Work Injury Compensation Act.

» **Methodology:** Recordable high consequence work-related injury rates were calculated based on 1,000,000 hours worked.

» **Boundary:** Number and rate of work-related fatalities reported for employees and workers who are non-employees (scope to key contractors only) follow the same boundary as **Man-hours worked**.

Work-related Injury Type

Work-related injury types definition: Incident types reported include the following main categories: caught in/between objects; cut/stabbed by objects; exposure to electric current; exposure to extreme temperatures; over-exertion/strenuous movements; slips, trips and falls; strike against objects; struck by falling objects; struck by moving objects etc.

This is based on Singapore's Ministry of Manpower major and minor injury incident types.

DEFINITIONS AND METHODOLOGIES (CONTINUED)

CUSTOMERS

Customer privacy

Customer privacy definition: Right of the customer to privacy and personal refuge. Customer privacy includes matters such as the protection of data; the use of information or data for their original intended purpose only, unless specifically agreed otherwise; the obligation to observe confidentiality; and the protection of information or data from misuse or theft.

Breach of customer privacy

Breach of customer privacy definition: Non-compliance with existing legal regulations and (voluntary) standards regarding the protection of customer privacy.

Boundary: Cases of customer privacy breaches which resulted in mandatory notification to the Personal Data Protection Commission Singapore covers SIA, SilkAir and Scoot's global operations.

SUPPLIERS

Suppliers

Suppliers definition: Refers to an organisation or person that provides a product or service used by SIA's operations and is characterised by a direct or indirect commercial relationship with SIA.

Supplier categories: SIA's suppliers can be broadly classified into six main categories

- Aviation fuel
- Aviation maintenance and materials
- In-flight catering
- Technology systems
- Ground handling
- Aircraft fleet and engines

Number of suppliers and expenditure for suppliers' services boundary: Covers SIA's, SilkAir's and Scoot's suppliers globally.

Boundaries:

- Total supplier expenditure includes expenditure by SIA, SilkAir and Scoot's head offices and overseas stations.
- Total number of suppliers includes suppliers engaged by SIA, SilkAir and Scoot's head offices and overseas stations.

Supplier Code of Conduct

Supplier Code of Conduct boundary: All suppliers are required to adhere to SIA's Supplier Code of Conduct which is part of our contracts with suppliers.

ENVIRONMENT

Energy Consumption

Energy consumption definitions and boundaries:

- **Electricity consumption:** Total electricity consumed within the organisation, expressed in watt-hours, joules or multiples. Unless otherwise stated, this relates to the purchased electricity consumption of SIA's four properties – Airline House (ALH), SIA Training Centre (STC), TechSQ (TSQ), SIA Supplies Centre (SSC) and offices.
- **Fuel consumption:** Total fuel consumed within the organisation, expressed in American gallons (AG), joules or multiples. Unless otherwise stated, this relates to jet fuel consumption of SIA Group's passenger and freighter fleet; diesel/petrol consumption of ground support vehicles and equipment for SIA's operations in Singapore.
- **Renewable energy consumption:** Total renewable energy from SIA's solar photovoltaic systems consumed within the organisation expressed in watt-hours, joules or multiples. Includes solar energy generation at SIA's Airline House, SIA Training Centre, and TechSQ.

Conversion factors:

Emission Source	Conversion Factors	Unit	Conversion Numbers
Electricity	Conversion to energy units	kWh to TJ	0.0000036
Diesel	Fuel density for gas/diesel oil	kg/litre	0.84
	Net calorific value for gas/diesel oil	GJ/tonne	43.0
Petrol	Fuel density for motor gasoline	kg/litre	0.74
	Net calorific value for motor gasoline	GJ/tonne	44.3
Jet Kerosene	Fuel density for jet kerosene	kg/litre	0.79
	Net calorific value for jet kerosene	GJ/tonne	44.1

Above values relating to diesel, petrol and jet kerosene were derived from 2006 IPCC Guidelines for National Greenhouse Gas Inventories.

DEFINITIONS AND METHODOLOGIES (CONTINUED)

ENVIRONMENT (CONTINUED)

Greenhouse Gas (GHG) Emissions

GHG definition and boundary: GHG emissions refer to gas that contributes to the greenhouse effect by absorbing infrared radiation.

The GHG Protocol Corporate Accounting and Reporting Standard is adopted. SIA accounts for GHG emissions using the operational control criteria and reports its direct (Scope 1) and electricity indirect (Scope 2) GHG emissions.

- Direct (Scope 1) GHG emissions:** Direct GHG emissions occur from sources that are owned or controlled by SIA, expressed in kilograms of carbon dioxide (kgCO₂) or multiples. These include emissions from combustion in owned or controlled vehicles aforementioned for SIA's operations in Singapore. Emission factors used are as follows:

Emission Source	Conversion Factors	Unit	Conversion Numbers
Diesel	CO ₂ Emission Factor	kg CO ₂ /GJ	74.1
	CH ₄ Emission Factor	kg CH ₄ /GJ	0.0039
	Global Warming Potential for CH ₄	-	28
	N ₂ O Emission Factor	kg N ₂ O/GJ	0.0039
	Global Warming Potential for N ₂ O	-	265
Petrol	CO ₂ Emission Factor	kg CO ₂ /GJ	69.3
	CH ₄ Emission Factor	kg CH ₄ /GJ	0.0038
	Global Warming Potential for CH ₄	-	28
	N ₂ O Emission Factor	kg N ₂ O/GJ	0.0057
	Global Warming Potential for N ₂ O	-	265
Jet Kerosene	CO ₂ Emission Factor	tonnes CO ₂ /tonnes of jet fuel	3.15

For diesel and petrol, CO₂, methane (CH₄) and nitrous oxide (N₂O) were included in the GHG calculation. Default emissions factors were sourced from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories while the global warming potential (GWP) values were sourced from the 2014 IPCC Fifth Assessment Report (AR5).

For jet fuel, CO₂ was included in the GHG calculation. Direct GHG emissions were calculated using the net calorific value and default emissions factor from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories. The emissions factor of 3.15 tonnes CO₂/tonne of jet fuel is also the internationally recognised constant representing the amount of CO₂ produced from combustion of a tonne of aviation fuel.

Greenhouse Gas (GHG) Emissions (continued)

Electricity indirect (Scope 2) GHG emissions: Indirect GHG emissions from the generation of purchased electricity consumed by SIA's properties (total gross floor area) and offices (total leased area) aforementioned, expressed in kilograms of carbon dioxide (kgCO₂) or multiples. It excludes purchased electricity at Scoot's offices due to data unavailability at this time. These emissions physically occur at the facilities where electricity is generated.

A location-based method is adopted to reflect the average emissions intensity of the national grid on which energy consumption occurs. For consistency, the grid emission factor (GEF) used for the reporting year is sourced from the latest published factor at time of publication, sourced from the Singapore Energy Statistics (SES), the Energy Market Authority's (EMA) annual publication on energy statistics in Singapore.

Emission factors were sourced from Energy Market Authority's (EMA) Grid Emission Factor (GEF) annual publication on energy statistics in Singapore, last updated on 29 October 2020. SIA adopted the Average Operating Margin (OM) figures which measures Singapore's system-wide emissions factor.

Emission Source	SIA's reporting year	Emission factor	Unit	References
Electricity generation (Singapore grid)	FY2020/21	0.4085	kgCO ₂ /kWh	EMA, Singapore GEF 2019
	FY2019/20	0.4188	kgCO ₂ /kWh	EMA, Singapore GEF 2018
	FY2018/19	0.4192	kgCO ₂ /kWh	EMA, Singapore GEF 2017
	FY2017/18	0.4237	kgCO ₂ /kWh	EMA, Singapore GEF 2016
	FY2016/17	0.4224	kgCO ₂ /kWh	EMA, Singapore GEF 2015
	FY2015/16	0.4277	kgCO ₂ /kWh	EMA, Singapore GEF 2014

- Other indirect (Scope 3) GHG emissions:** Other indirect GHG emissions that are a consequence of SIA's activities, but occur from sources that are not owned or controlled by SIA. This is presently not reported – SIA will be identifying and may be reporting on its indirect (Scope 3) GHG emissions in future reporting periods.

DEFINITIONS AND METHODOLOGIES (CONTINUED)

ENVIRONMENT (CONTINUED)

Intensity Ratios

Intensity ratios definition: Intensity ratios define resource consumption or emissions in the context of a specific metric.

- **Flight operations intensity ratio methodology:** Fuel productivity is expressed in load tonne-kilometre per American gallon (LTK/AG). Direct (Scope 1) GHG emissions intensity is expressed in kilograms of carbon dioxide per load tonne-kilometre (kgCO_2/LTK) or multiples. The organisation-specific metric (the denominator) used was load tonne-kilometre.
- **Buildings and offices intensity ratio methodology:** Electricity intensity is expressed in kilowatt-hours per square metre (kWh/m^2) or multiples. Electricity indirect (Scope 2) GHG emissions intensity is expressed in kilograms of carbon dioxide per square metre (kgCO_2/m^2) or multiples. Water intensity is expressed in cubic metres per square metres (m^3/m^2). The organisation-specific metric (the denominator) used was the total floor area by which SIA has operational control over.

Water and Effluents

Definition of water withdrawn: Total water drawn for the organisation's use, expressed in cubic metre (m^3) or multiples. All water withdrawn by SIA is water drawn from the Public Utilities Board (PUB), a third-party water provider in Singapore. Water provided by PUB is considered freshwater as Singapore's quality of drinking water is regulated by the Environmental Public Health (EPH) (Water Suitable for Drinking) (No.2) Regulations 2019 which follows the World Health Organisation (WHO) Guidelines for Drinking-water Quality ($\leq 1,000 \text{ mg/L}$ Total Dissolved Solids).

- **Third-party water definition:** Water drawn from a third-party. In Singapore, water is sourced from the Public Utilities Board (PUB). Data is broken down by tap water and NEWater.
- **Surface water definition:** Water that occurs naturally on the Earth's surface. This includes harvested rainwater.

Category	Source	Details	Boundary*
Third-party water	(1) Tap water	Singapore's national tap water supply comprises a mix of four sources – (i) water from local catchment, (ii) imported water, (iii) desalinated water and (iv) NEWater* * During dry periods, NEWater is added to Singapore's reservoirs to blend with raw water. The raw water from the reservoir is treated at the waterworks before it is supplied to consumers as tap water.	SIA's four properties (ALH, STC, TSO, SSC) and offices • Includes SIAEC's water withdrawal at Hangar 1, as data could not be segregated • Excludes water withdrawal at Scoot's offices due to data unavailability at this time
	(2) NEWater	NEWater is high-grade reclaimed water produced from treated used water that is further purified using advanced membrane technologies and ultra-violet disinfection. As it is ultra-clean, it is mainly used for air-conditioning cooling purposes at SIA's buildings. NEWater is delivered to SIA via a dedicated pipe network.	SIA's property (STC)
Surface water	(3) Rainwater harvested	Collection and storing of rainwater from surfaces on which rain falls.	SIA's property (ALH)

These definitions are based on GRI 303: Water and Effluents 2018.

Definition of effluents: Refers to treated or untreated wastewater that is discharged such as any liquid, including particles of matter and other substances in suspension in the liquid, which is the outflow from any trade, business or manufacture or of any works of engineering or building construction.

This definition is based on the Alliance for Water Stewardship (AWS), AWS International Water Stewardship Standard, Version 1.0, 2014 and Singapore's Sewerage and Drainage Act (Chapter 294)

Restatement: Water withdrawal and water intensity figures in FY2016/17, FY2017/18, FY2018/19 and FY2019/20 were corrected due to data input errors. As a result, there was an increase in water withdrawal reported in FY2016/17, FY2017/18, FY2018/19 and FY2019/20 and increase in water intensity figures for the corresponding years.

DEFINITIONS AND METHODOLOGIES (CONTINUED)

ENVIRONMENT (CONTINUED)

Waste

Waste definition: Refers to anything that the holder discards, intends to discard, or is required to discard expressed in kilograms (kg) or multiples and excludes effluents. SIA does not produce any hazardous waste from our operations.

This definition is based on the United Nations Environment Programme (UNEP), Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, 1989.

- **Waste directed to disposal:** Any operation which is not recovery, even where the operation has, as a secondary consequence, the recovery of energy. It is the end-of-life management of discarded products, materials, and resources in a sink or through a chemical or thermal transformation that makes these products, materials, and resources unavailable for further use. (e.g. incineration with/without energy recovery, landfilling)

This definition is based on the European Union (EU), Waste Framework Directive, 2008.

- **Waste diverted from disposal:** Any operation wherein products, components of products, or materials that have become waste are prepared to fulfil a purpose in place of new products, components, or materials that would otherwise have been used for that purpose. (e.g. reuse, recycling)

This definition is based on the United Nations Environment Programme (UNEP), Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, 1989.

Category	Source	Details	Boundary*
Waste directed to disposal	Waste-to-energy (WTE) incineration	In Singapore, licensed waste contractors transport incinerable waste to the WTE plants for incineration. Heat from combustion generates superheated steam in boilers, and the steam drives turbogenerators to produce electricity. Ferrous scrap metal contained in the ash is recovered and recycled. Ash is sent for disposal at the offshore Semakau Landfill.	SIA's four properties (ALH, STC, TSQ, SSC) <ul style="list-style-type: none"> • Includes SIAEC's waste disposal from Hangar 1, 2 and 3, as data could not be segregated • Excludes waste disposal at Scoot's offices due to data unavailability • Excludes waste disposal from offices and cabin waste from passenger fleets due to data unavailability
Waste diverted from disposal	Recycling	Recycling is the reprocessing of products or components of products that have become waste, to make new materials. At properties, recyclables are broken down by paper, plastic, ferrous and glass. For cabin waste from passenger fleets, recyclables are broken down by glass bottles, newspapers, magazines.	SIA's four properties (ALH, STC, TSQ, SSC) and cabin waste from flight operations <ul style="list-style-type: none"> • Includes SIAEC's waste diverted from disposal from Hangar 1, 2 and 3, as data could not be segregated • Excludes waste diverted from disposal at Scoot's offices due to data unavailability • Data on recycled waste for properties only available starting FY2019/20 • Data on recycled waste for flight operations were only available from FY2017/18

Restatement: Waste generated, waste diverted from disposal and waste directed to disposal for STC, TSQ and SSC in FY2016/17, FY2017/18, FY2018/19 and FY2019/20 were corrected due to data input errors. However, there was no impact on the total waste generated, waste diverted from disposal and waste directed to disposal reported.

SUPPLEMENTARY SUSTAINABILITY DATA

All supplementary sustainability data are to be read with the definitions and methodologies segment on pages 141 to 148.

GOVERNANCE

Completion of Anti-corruption Training, by Employee Type and Region⁸² [205-2]

FY2018/19	Non-management	Management ⁸³	Total
Total employees required to complete, by employee type	5,345	412	5,757
Total employees completed, by employee type and region	5,075 (95.0%)	393 (95.4%)	5,468 (95.0%)
Singapore (Head Office)	2,828	317	3,145
The Americas	116	8	124
Europe	400	21	421
North Asia	555	12	567
South East Asia	545	16	561
South West Pacific	373	12	385
West Asia and Africa	258	7	265
FY2019/20	Non-management	Management ⁸³	Total
Total employees required to complete, by employee type	5,046	448	5,494
Total employees completed, by employee type and region	4,835 (95.8%)	428 (95.5%)	5,263 (95.8%)
Singapore (Head Office)	2,608	347	2,955
The Americas	144	10	154
Europe	429	28	457
North Asia	583	13	596
South East Asia	474	10	484
South West Pacific	347	11	358
West Asia and Africa	250	9	259
FY2020/21	Non-management	Management ⁸³	Total
Total employees required to complete, by employee type	4,897	440	5,337
Total employees completed, by employee type and region	4,778 (97.6%)	435 (98.9%)	5,213 (97.7%)
Singapore (Head Office)	2,203	336	2,539
The Americas	124	13	137
Europe	458	29	487
North Asia	597	13	610
South East Asia	699	20	719
South West Pacific	332	15	347
West Asia and Africa	365	9	374

⁸² Number of employees completing anti-corruption training covers SIA and SilkAir's operations. Due to the fact that Scoot's anti-corruption training program only started in April 2021, Scoot's data was excluded from the reporting scope, but will be included in next year's report. Please refer to the Appendix for definitions, methodologies, and boundary.

⁸³ Management refers to those who are holding managerial positions and above, and management pilots.

SUPPLEMENTARY SUSTAINABILITY DATA (CONTINUED)

EMPLOYEES⁸⁴

Employee Profile 102-8 | 405-1

Total Employees	FY2018/19	FY2019/20	FY2020/21
Employees in the SIA Group			
Employees in the SIA Group	27,140	28,707	23,603
Employees, by Subsidiary			
Singapore Airlines	16,316	17,204	14,956
SilkAir	1,484	1,389	608
Scoot	2,334	2,766	2,001
SIA Engineering Company (SIAEC)	4,540	4,559	4,332
SIAEC's Subsidiaries	2,195	2,476	1,356
Tradewinds Tours & Travel	44	51	46
Cargo Community Network	76	77	77
Singapore Flying College	66	82	76
SAGI	3	3	3
KrisShop	82	100	100
Encounters	0	0	48
Employees by Gender			
Singapore Airlines, SilkAir and Scoot Employees	FY2018/19	FY2019/20	FY2020/21
SIA, SilkAir and Scoot Employees	17,800	21,359	17,565
Employees, by Gender			
Male	8,518	10,055	8,733
Female	9,282	11,304	8,832

⁸⁴ Employee profile breakdown reported covers SIA and SilkAir's operations for FY2018/19, and SIA, SilkAir and Scoot's operations for FY2019/20 and FY2020/21. Excludes Singapore Airlines staff seconded to other companies but includes staff seconded to Singapore Airlines. Due to rounding, percentages presented may not add up precisely to the absolute totals indicated. Prior year's total employee figures in FY2018/19 and FY2019/20 were restated after aligning data compilation methodologies of SIA Engineering Company and Scoot. Please refer to the Appendix for definitions, methodologies, boundary, and reasons for and effect of restatements.

SUPPLEMENTARY SUSTAINABILITY DATA (CONTINUED)

EMPLOYEES (continued)

Employee Profile (continued)

Employees, by Employee Category and by Age Group		FY2018/19	FY2019/20	FY2020/21
Ground Staff				
Total	5,820	32.7%	6,562	30.7%
<30 yo	1,276	7.2%	1,427	6.7%
30-50 yo	2,949	16.6%	3,511	16.4%
>50 yo	1,595	9.0%	1,624	7.6%
Cabin Crew				
Total	9,406	52.8%	11,514	53.9%
<30 yo	4,763	26.8%	6,310	29.5%
30-50 yo	4,031	22.6%	4,446	20.8%
>50 yo	612	3.4%	758	3.5%
Pilots				
Total	2,574	14.5%	3,283	15.4%
<30 yo	225	1.3%	362	1.7%
30-50 yo	1,793	10.1%	2,250	10.5%
>50 yo	556	3.1%	671	3.1%

SUPPLEMENTARY SUSTAINABILITY DATA (CONTINUED)

EMPLOYEES (continued)

Employee Profile (continued)

Employees, by Employment Type (Full-time and Part-time) and by Gender						
	FY2018/19		FY2019/20		FY2020/21	
Full-time						
Total	17,748	99.7%	21,303	99.7%	17,518	99.7%
Male	8,517	47.8%	10,051	47.1%	8,731	49.7%
Female	9,231	51.9%	11,252	52.7%	8,787	50.0%
Part-time						
Total	52	0.29%	56	0.26%	47	0.27%
Male	1	0.01%	4	0.02%	2	0.01%
Female	51	0.29%	52	0.24%	45	0.26%
Employees, by Employment Type (Permanent and Contract) and by Gender						
	FY2018/19		FY2019/20		FY2020/21	
Permanent						
Total	9,456	53.1%	10,423	48.8%	10,581	60.2%
Male	6,199	34.8%	6,845	32.0%	6,628	37.7%
Female	3,257	18.3%	3,578	16.8%	3,953	22.5%
Temporary						
Total	8,344	46.9%	10,936	51.2%	6,984	39.8%
Male	2,319	13.0%	3,210	15.0%	2,105	12.0%
Female	6,025	33.8%	7,726	36.2%	4,879	27.8%

SUPPLEMENTARY SUSTAINABILITY DATA (CONTINUED)

EMPLOYEES (continued)

Employee Profile (continued)

Employees, by Employment Type (Permanent and Contract) and by Region						
	FY2018/19		FY2019/20		FY2020/21	
Permanent						
Total	9,456	53.1%	10,423	48.8%	10,581	60.2%
Singapore	6,743	37.9%	7,514	35.2%	7,478	42.6%
The Americas	156	0.88%	172	0.81%	142	0.81%
Europe	495	2.8%	544	2.5%	438	2.5%
North Asia	649	3.6%	675	3.2%	815	4.6%
South East Asia	635	3.6%	702	3.3%	1,030	5.9%
South West Pacific	403	2.3%	416	1.9%	330	1.9%
West Asia and Africa	375	2.1%	400	1.9%	348	2.0%
Contract						
Total	8,344	46.9%	10,936	51.2%	6,984	39.8%
Singapore	8,297	46.6%	9,852	46.1%	6,951	39.6%
The Americas	3	0.02%	18	0.08%	2	0.01%
Europe	19	0.11%	38	0.18%	17	0.10%
North Asia	11	0.06%	389	1.82%	7	0.04%
South East Asia	2	0.01%	592	2.77%	1	0.01%
South West Pacific	1	0.01%	12	0.06%	1	0.01%
West Asia and Africa	11	0.06%	35	0.16%	5	0.03%

SUPPLEMENTARY SUSTAINABILITY DATA (CONTINUED)

EMPLOYEES (continued)

New Hires 401-1

New Hires	FY2018/19	FY2019/20	FY2020/21
New Hires (Total)			
Total	2,396	100.0%	2,723
New Hires, by Gender			
Male	913	38.1%	1,095
Female	1,483	61.9%	1,628
New Hires, by Age Group			
<30 yo	2,035	84.9%	2,107
30-50 yo	345	14.4%	576
>50 yo	16	0.67%	40
New Hires, by Region			
Singapore	2,124	88.6%	2,179
The Americas	45	1.9%	33
Europe	45	1.9%	48
North Asia	59	2.5%	122
South East Asia	57	2.4%	218
South West Pacific	41	1.7%	79
West Asia and Africa	25	1.0%	44

SUPPLEMENTARY SUSTAINABILITY DATA (CONTINUED)

EMPLOYEES (continued)

Turnover 401-1

Turnover	FY2018/19	FY2019/20	FY2020/21
Turnover (Total)			
Total	1,717	100.0%	1,377
Turnover, by Gender			
Male	614	35.8%	409
Female	1,103	64.2%	968
Turnover, by Age Group			
<30 yo	766	44.6%	860
30-50 yo	686	40.0%	475
>50 yo	265	15.4%	42
Turnover, by Region			
Singapore	1,403	81.7%	993
The Americas	37	2.2%	18
Europe	62	3.6%	37
North Asia	72	4.2%	138
South East Asia	58	3.4%	126
South West Pacific	56	3.3%	39
West Asia and Africa	29	1.7%	26

SUPPLEMENTARY SUSTAINABILITY DATA (CONTINUED)

EMPLOYEES (continued)

Parental Leave Statistics⁸⁵ 401-3

	FY2018/19			FY2019/20			FY2020/21		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees who were entitled to parental leave	2,380	1,389	3,769	2,913	2,420	5,333	2,876	2,281	5,157
Employees who took parental leave	1,530	1,124	2,654	1,903	1,236	3,139	1,295	1,075	2,370
Employees who returned to work after parental leave ended	1,334	1,102	2,436	1,895	1,018	2,913	1,285	856	2,141
Employees who returned to work after parental leave ended and who were still employed 12 months after returning to work	1,284	1,072	2,356	1,839	975	2,814	1,232	799	2,031
Retention rate of employees who took parental leave	83.9%	95.4%	88.8%	96.6%	78.9%	89.6%	95.1%	74.3%	85.7%
Return to work rate of employees who took parental leave	87.2%	98.0%	91.8%	99.6%	82.4%	92.8%	99.2%	79.6%	90.3%

Average Training Days, by Employee Category⁸⁶ 404-1

	FY2018/19			FY2019/20			FY2020/21		
	Ground Staff	Cabin Crew	Pilots	Ground Staff	Cabin Crew	Pilots	Ground Staff	Cabin Crew	Pilots
Ground Staff	4	16	7	4	13	6	6	10	5
Cabin Crew									
Pilots									

⁸⁵ Return to work rate and retention rate covers SIA and SilkAir's operations for FY2018/19, and SIA, SilkAir and Scoot's operations for FY2019/20 and FY2020/21. Please refer to the Appendix for definitions, methodologies, and boundary.

⁸⁶ Average training days reported covers SIA and SilkAir's operations for FY2018/19, and SIA, SilkAir and Scoot's operations for FY2019/20 and FY2020/21. Please refer to the Appendix for definitions, methodologies, and boundary.

SUPPLEMENTARY SUSTAINABILITY DATA (CONTINUED)

SAFETY

Work-related Injuries 403-9

Work-related Injuries, Employees ⁸⁷		FY2018/19	FY2019/20	FY2020/21	
Estimated number of man-hours worked (hours)		18,843,922	22,856,786		11,768,518
Number (and rate) of fatalities as a result of work-related injuries		0	0		0
Number (and rate) of high-consequence work-related injuries		0	0		0
Number (and rate) of recordable work-related injuries	212	(11.3)	606	(26.5)	51 <small>(4.3)</small>
Main types of work-related injuries		<ul style="list-style-type: none"> • Slip, trips and falls • Struck by falling objects such as cabin baggage • Over-exertion and strenuous movements • Exposure to extreme temperatures such as scalds 			
Work-related Injuries, Workers who are non-Employees ⁸⁸		FY2018/19	FY2019/20	FY2020/21	
Scope of workers who are non-employees		Key contractors only (cleaners, maintenance, landscaping, warehouse operations)			
Estimated number of man-hours worked (hours)		1,213,404	1,294,689		1,421,863
Number (and rate) of fatalities as a result of work-related injuries		0	0		0
Number (and rate) of high-consequence work-related injuries		0	0		0
Number (and rate) of recordable work-related injuries	0		2	(1.5)	0
Main types of work-related injuries	Nil		Slip, trips and falls		0

⁸⁷ Employee man-hours worked and workplace injuries data reported covers SIA and SilkAir's operations for FY2018/19, and SIA, SilkAir and Scoot's operations for FY2019/20 and FY2020/21. Please refer to the Appendix for definitions, methodologies, and boundary.

⁸⁸ Workers man-hours worked and workplace injuries data reported covers SIA and SilkAir's operations for FY2018/19, FY2019/20 and FY2020/21. We are working to gather data for Scoot in the coming years. Please refer to the Appendix for definitions, methodologies, and boundary.

SUPPLEMENTARY SUSTAINABILITY DATA (CONTINUED)

SAFETY

Work-related Ill-health 403-10

Work-related Ill-health, Employees ⁸⁹	FY2018/19	FY2019/20	FY2020/21
Number of fatalities as a result of work-related ill-health	0	0	0
Number of recordable work-related ill-health	13	0	21
Main types of work-related ill-health	Noise-induced deafness	Nil	Noise-induced deafness

Work-related Injuries, Workers who are non-Employees⁹⁰

Work-related Injuries, Workers who are non-Employees ⁹⁰	FY2018/19	FY2019/20	FY2020/21
Scope of workers who are non-employees	Key contractors only (cleaners, maintenance, landscaping, warehouse operations)		
Number of fatalities as a result of work-related ill-health	0	0	0
Number of recordable work-related ill-health	0	0	0
Main types of work-related ill-health	Nil	Nil	Nil

⁸⁹ Employee ill-health data reported covers SIA and SilkAir's operations for FY2018/19, and SIA, SilkAir and Scoot's operations for FY2019/20 and FY2020/21. Please refer to the Appendix for definitions, methodologies, and boundary.

⁹⁰ Workers ill-health data reported covers SIA and SilkAir's operations for FY2018/19, FY2019/20 and FY2020/21. We are working to gather data for Scoot in the coming years. Please refer to the Appendix for definitions, methodologies, and boundary.

SUPPLEMENTARY SUSTAINABILITY DATA (CONTINUED)

ENVIRONMENT (continued)

Energy and Emissions 302-1 302-3 305-1 305-2 305-4

Operating Statistics					
	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21
SIA Group					
Passengers Carried (thousand)	31,599	33,659	36,095	35,800	596
Revenue Pax-km (million)	122,135.6	129,798.3	140,838.1	140,998.5	2890.6
Available Seat-km (million)	154,541.4	159,381.0	169,606.6	171,211.2	21,721.2
Singapore Airlines (Passenger Fleet)					
Passengers Carried (thousand)	18,990	19,505	20,738	20,906	457
Revenue Pax-km (million)	92,913.8	95,855.0	102,571.9	104,134.6	2,581.6
Available Seat-km (million)	117,662.3	118,126.7	123,486.2	127,165.8	19,253.7
Singapore Airlines (Freighter Fleet)					
Cargo and Mail Carried (million kg)	1,248.1	1,301.2	1,298.3	1,205	734
Cargo Load (million tonne-km)	6,895.8	7,260.3	7,006.5	6,389.2	4,111.9
Gross Capacity (million tonne-km)	10,912.3	11,126.7	11,210.4	10,778.2	4,795.1
SilkAir					
Passengers Carried (thousand)	4,106	4,687	4,902	4,440	57
Revenue Pax-km (million)	7,138.0	8,343.5	8,940.3	8,195.4	87.4
Available Seat-km (million)	10,086.3	11,365.9	11,731.8	10,599.6	239.3
Scoot⁹¹					
Passengers Carried (thousand)	8,503	9,467	10,455	10,454	82
Revenue Pax-km (million)	22,083.8	25,599.8	29,325.9	28,668.5	221.6
Available Seat-km (million)	26,792.8	29,888.4	34,388.6	33,445.8	2228.2

⁹¹ Energy and emissions data for Scoot is available from FY2018/19 due to the merger of Tigerair under the Scoot brand in July 2017.

SUPPLEMENTARY SUSTAINABILITY DATA (CONTINUED)

ENVIRONMENT (continued)

Energy and Emissions (continued)

Flight Operations					
	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21
SIA Group					
Fuel Consumption (million AG)	1,491.9	1,501.8	1,748.4	1,728.6	419.7
Fuel Consumption (TJ)	219,884.1	223,877.9	230,836.5	228,215.1	55,410.5
Fuel Productivity (LTK/AG)	10.61	10.98	11.37	11.13	10.44
Direct (Scope 1) GHG Emissions ('000 tonnes CO ₂)	14,069.1	14,162.8	16,488.3	16,301.1	3,957.9
Direct (Scope 1) GHG Emissions Intensity (kgCO ₂ /LTK)	0.89	0.86	0.83	0.85	0.90
Singapore Airlines (Passenger Fleet)					
Fuel Consumption (million AG)	1,288.1	1,296.1	1,332.7	1,334.3	290.5
Fuel Productivity (LTK/AG)	10.18	10.59	10.74	10.57	8.30
Direct (Scope 1) GHG Emissions ('000 tonnes CO ₂)	12,146.8	12,222.9	12,567.6	12,582.6	2,739.6
Direct (Scope 1) GHG Emissions Intensity (kgCO ₂ /LTK)	0.93	0.89	0.88	0.89	1.14
Singapore Airlines (Freighter Fleet)					
Fuel Consumption (million AG)	118.9	110.8	99.1	92.8	108.6
Fuel Productivity (LTK/AG)	17.00	17.68	17.25	16.15	16.70
Direct (Scope 1) GHG Emissions ('000 tonnes CO ₂)	1120.8	1044.7	934.3	874.7	1023.9
Direct (Scope 1) GHG Emissions Intensity (kgCO ₂ /LTK)	0.55	0.53	0.55	0.58	0.56
SilkAir					
Fuel Consumption (million AG)	85.0	94.9	95.6	87.4	2.0
Fuel Productivity (LTK/AG)	8.15	8.48	8.99	8.86	5.09
Direct (Scope 1) GHG Emissions ('000 tonnes CO ₂)	801.5	895.2	901.7	824.2	18.8
Direct (Scope 1) GHG Emissions Intensity (kgCO ₂ /LTK)	1.16	1.11	1.05	1.05	1.85
Scoot					
Fuel Consumption (million AG)	-	-	221.1	214.2	18.6
Fuel Productivity (LTK/AG)	-	-	13.62	13.18	7.86
Direct (Scope 1) GHG Emissions ('000 tonnes CO ₂)	-	-	2,084.8	2019.6	175.7
Direct (Scope 1) GHG Emissions Intensity (kgCO ₂ /LTK)	-	-	0.69	0.72	1.20

SUPPLEMENTARY SUSTAINABILITY DATA (CONTINUED)

ENVIRONMENT (continued)

Energy and Emissions (continued)

Buildings, Offices and Ground Operations					
	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Buildings and Offices (Electricity)					
Electricity Consumption (GWh)	28.3	27.8	28.1	27.9	20.8
Electrical Energy Consumption (TJ)	102	100	101	100	75
Renewable Energy Consumption (GWh) ⁹²	-	-	-	-	1.97
Renewable Energy Consumption (TJ)	-	-	-	-	7.09
Electricity Intensity (kWh/m ²)	121.95	119.90	121.36	120.34	98.1
Energy Indirect (Scope 2) GHG Emissions (tonnes CO ₂)	11,945	11,781	11,798	11,687	8,484
Energy Indirect (Scope 2) GHG Emissions Intensity (tonnesCO ₂ /m ²)	0.052	0.051	0.051	0.050	0.037
Ground Operations (Diesel)					
Diesel Consumption (litres)	4,991	2,533	5,216	10,014	10,152
Diesel Consumption (TJ)	0.18	0.09	0.19	0.36	0.37
Direct (Scope 1) GHG Emissions From Diesel (tonnes CO ₂ e)	14	7	14	27	28
Ground Operations (Petrol)					
Petrol Consumption (litres)	14,036	18,411	22,142	20,870	12,740
Petrol Consumption (TJ)	0.46	0.60	0.73	0.68	0.42
Direct (Scope 1) GHG Emissions From Petrol (tonnes CO ₂ e)	33	43	51	49	30

⁹² Includes solar energy consumption at SIA's Airline House, SIA Training Centre and TechSQ.

SUPPLEMENTARY SUSTAINABILITY DATA (CONTINUED)

ENVIRONMENT (continued)

Energy and Emissions (continued)

Summary of Energy and Emissions Performance					
	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Total Energy Consumption within SIA					
Energy Consumption from Flight Operations (TJ)	219,884	223,878	230,836	228,215	55,410
Energy Consumption from Buildings and Offices (TJ)	102	100	101	100	82
Energy Consumption from Ground Operations (TJ)	0.64	0.70	0.91	1.05	0.78
Total Energy Consumption within SIA (TJ)	219,987	223,979	230,939	228,317	55,493
Total Scope 1 and 2 GHG Emissions					
Direct (Scope 1) GHG Emissions From Flight Operations (tonnes CO ₂)	14,069,120	14,162,780	16,488,320	16,301,080	3,957,889
Direct (Scope 1) GHG Emissions From Ground Operations (tonnes CO ₂ e)	46	50	66	76	57
Energy Indirect (Scope 2) GHG Emissions From Properties and Offices (tonnes CO ₂ e)	11,945	11,781	11,798	11,687	8,484
Total Direct (Scope 1) GHG Emissions (tonnes CO₂e)	14,069,166	14,162,830	16,488,386	16,301,156	3,957,947
Total Energy Indirect (Scope 2) GHG Emissions (tonnes CO₂e)	11,945	11,781	11,798	11,687	8,484
Total Scope 1 and 2 GHG Emissions (tonnes CO₂e)	14,081,112	14,174,610	16,500,183	16,312,843	3,966,431

Water 303-3

Summary of Water Performance at our Buildings and Offices					
	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Water Withdrawal, by Source⁹³					
Tap Water (m ³)	158,541	143,104	156,837	160,708	105,459
Rainwater (m ³)	14,621	18,799	16,349	15,689	23,238
NEWater (m ³)	15,111	21,027	19,779	20,859	19,267
Total Water Withdrawal (m³)	188,273	182,930	192,965	197,256	147,964
Water Intensity					
Water Intensity (m³/m²)	0.75	0.73	0.77	0.79	0.59

⁹³ Water withdrawal and water intensity values for FY2016/17, FY2017/18, FY2018/19 and FY2019/20 were corrected to ensure the accuracy of values reported. Please refer to the Appendix for definitions, methodologies and reasons for and effect of restatements.

SUPPLEMENTARY SUSTAINABILITY DATA (CONTINUED)

ENVIRONMENT (continued)

Waste 306-3 306-4 306-5

Summary of Waste Generated, Diverted and Disposed of at our Buildings ⁹⁴					
	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Total Waste Generated (tonnes), Non-hazardous Waste					
Airline House and Hangars 1, 2, 3	2,819	2,474	2,067	1,093	785
SIA Supplies Centre	235	240	251	196	21
SIA Training Centre	59	49	54	50	57
TechSQ	228	216	215	116	17
Total Waste Generated (tonnes)	3,341	2,979	2,587	1,455	880
Total Waste Diverted from Disposal (tonnes), Non-hazardous Waste – Recycling					
Airline House and Hangars 1, 2, 3	-	-	-	70.4	66.1
SIA Supplies Centre	-	-	-	5.4	0.5
SIA Training Centre	-	-	-	0.6	1.4
TechSQ	-	-	-	0.5	0.4
Total Waste Diverted From Disposal (tonnes)	-	-	-	76.9	68.4
Total Waste Directed to Disposal (tonnes), Non-hazardous Waste – Waste-to-Energy (WTE) Incineration					
Airline House and Hangars 1, 2, 3	-	-	-	1,023	719
SIA Supplies Centre	-	-	-	191	21
SIA Training Centre	-	-	-	49	55
TechSQ	-	-	-	115	16
Total Waste Diverted From Disposal (tonnes)	-	-	-	1,378	811
Summary of Waste Diverted from Disposal at our Flight Operations					
	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Total Waste Diverted from Disposal (tonnes), Non-hazardous Waste – Recycling					
Newspapers	-	326	239	121	0
Magazines	-	270	268	267	38
Total Waste Diverted From Disposal (tonnes)	-	596	508	388	38

⁹⁴ Waste generated, waste diverted from disposal and waste directed to disposal for SIA Suppliers Centre, SIA Training Centre and TechSQ in FY2016/17, FY2017/18, FY2018/19 and FY2019/20 were corrected to ensure the accuracy of the values reported. Please refer to the Appendix for definitions, methodologies and reasons for and effect of restatements.

GRI CONTENT INDEX

102-55

The GRI Content Index has been prepared in accordance with the GRI Standards: Core option. It summarises the GRI Standards Disclosures we have selected for reporting and directs readers to the appropriate references in this Sustainability Report and other publicly available resources published by SIA. The full GRI Standards is available on the GRI [website](#). All identified omissions and reasons for omissions are detailed in the Definitions and Methodologies segment.

References:
AR: SIA Annual Report FY2020/21

SR: SIA Sustainability Report FY2020/21

GENERAL DISCLOSURES

GRI Standards Disclosures	Reference(s)	GRI Standards Disclosures	Reference(s)
Organisational profile			
102-1 Name of the organisation	Singapore Airlines Limited	102-26 Role of the highest governance body in setting purpose, values, and strategy	SR: 20, 14 AR: 72, 75-77
102-2 Activities, brands, products, and services	SR: 5-9	102-30 Effectiveness of risk management processes	SR: 22 AR: 84-87
102-3 Location of headquarters	SR: Back Cover	102-31 Review of economic, environmental, and social topics	SR: 14
102-4 Location of operations	SR: 6	102-32 Highest governance body's role in sustainability reporting	SR: 14
102-5 Ownership and legal form	AR: 122, 153, 218-219	102-33 Communicating critical concerns	AR: 88-89
102-6 Markets served	SR: 6	102-35 Remuneration policies	AR: 77-84
102-7 Scale of the organisation	SR: 6, 8, 29, 96 AR: 111-121, 140-144	102-36 Process for determining remuneration	AR: 77-84
102-8 Information on employees and other workers	SR: 31-36, 150-153		
102-9 Supply chain	SR: 85		
102-10 Significant changes to the organisation and its supply chain	SR: 7, 11 AR: 8-16, 114-119		
102-11 Precautionary principle or approach	SR: 113 AR: 70-71, 84-87		
102-12 External initiatives	SR: 3, 16		
102-13 Membership of associations	SR: 5		
Strategy			
102-14 Statement from senior decision-maker	SR: 1, 14	102-40 List of stakeholder groups	SR: 16
Ethics and integrity			
102-16 Values, principles, standards, and norms of behaviour	SR: 5, 24	102-41 Collective bargaining agreements	SR: 42
102-17 Mechanisms for advice and concerns about ethics	SR: 27	102-42 Identifying and selecting stakeholders	SR: 15
Governance			
102-18 Governance structure	SR: 14, 22, 51 AR: 75-77	102-43 Approach to stakeholder engagement	SR: 11-13, 19, 37, 50, 68, 84, 93, 101, 110
102-19 Delegating authority	SR: 14	102-44 Key topics and concerns raised	SR: 11-13, 16
102-20 Executive-level responsibility for economic, environmental, and social topics	SR: 14		
102-22 Composition of the highest governance body and its committee	SR: 20 AR: 72-77, 90-95		
102-23 Chair of the highest governance body	SR: 20 AR: 73-74		
102-24 Nominating and selecting the highest governance body	AR: 75-76		
102-25 Conflicts of interest	AR: 74		
Reporting practice			
102-45 Entities included in the consolidated financial		102-45 Entities included in the consolidated financial	SR: 4 AR: 91-95
102-46 Defining report content and topic Boundaries		102-46 Defining report content and topic Boundaries	SR: 15
102-47 List of material topics		102-47 List of material topics	SR: 16
102-48 Restatement of information		102-48 Restatement of information	SR: 141-148
102-49 Changes in reporting		102-49 Changes in reporting	SR: 141-148
102-50 Reporting period		102-50 Reporting period	SR: 4
102-51 Date of most recent report		102-51 Date of most recent report	SR: 4
102-52 Reporting cycle		102-52 Reporting cycle	SR: 4
102-53 Contact point for questions regarding the report		102-53 Contact point for questions regarding the report	SR: Back Cover
102-54 Claims of reporting in accordance with the GRI Standards		102-54 Claims of reporting in accordance with the GRI Standards	SR: 3
102-55 GRI content index		102-55 GRI content index	SR: 164-166
102-56 External assurance		102-56 External assurance	SR: 4

GRI CONTENT INDEX (CONTINUED)

TOPIC-SPECIFIC DISCLOSURES (continued)

GRI Standards Disclosures	Reference(s)	GRI Standards Disclosures	Reference(s)
 Material topic: Governance		GRI 404 (2016): Training and education	
GRI 103 (2016): Management approach		404-1 Average hours of training per year per employee 404-2 Programmes for upgrading employee skills and transition assistance programmes	SR: 45, 156 SR: 43, 45-49
103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: 19-27	GRI 405 (2016): Diversity and equal opportunity	
GRI 205 (2016): Anti-corruption		405-1 Diversity of governance bodies and employees	SR: 31-36 AR: 90-95
205-2 Communication and training about anti-corruption policies and procedures	SR: 25-26, 149	 Material topic: Safety	
205-3 Confirmed incidents of corruption and actions taken	SR: 25	GRI 103 (2016): Management approach	
GRI 307 (2016): Environmental compliance		103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: 50-67 SR: 50-67 SR: 50-67
307-1 Non-compliance with environmental laws and regulations	SR: 27	GRI 403 (2018): Occupational health and safety	
GRI 416 (2016): Customer health and safety		403-1 Occupational health and safety management systems 403-2 Hazard identification, risk assessment, and incident investigation	SR: 52 SR: 61-63
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	SR: 27	403-3 Occupational health services 403-4 Worker participation, consultation, and communication on occupational health and safety	SR: 61-62, 64 SR: 51, 60-62, 66-67
 Material topic: Employees		403-5 Worker training on occupational health and safety 403-6 Promotion of worker health 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR: 55-58, 60-63 SR: 43, 62 SR: 51, 55-58, 60-63
GRI 103 (2016): Management approach		403-8 Workers covered by an occupational health and safety management system 403-9 Work-related injuries 403-10 Work-related ill-health	SR: 52-54 SR: 64, 157 SR: 65, 158
103-1 Explanation of the material topic and its boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	SR: 28-49	GRI 416 (2016): Customer health and safety	
GRI 202 (2016): Market presence		416-1 Assessment of the health and safety impacts of product and service categories 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	SR: 52 SR: 27,59
202-2 Proportion of senior management hired from the local community	SR: 29		
GRI 401 (2016): Employment			
401-1 New employee hires and employee turnover 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees 401-3 Parental leave	SR: 30, 35-36, 154-155 SR: 43 SR: 43-44, 156		
GRI 402 (2016): Labor/Management Relations			
402-1 Minimum notice periods regarding operational changes	SR: 43		

GRI CONTENT INDEX (CONTINUED)

TOPIC-SPECIFIC DISCLOSURES (continued)

GRI Standards Disclosures	Reference(s)	GRI Standards Disclosures	Reference(s)
 Material topic: Customer		 Material topic: Environment	
GRI 103 (2016): Management approach		GRI 103 (2016): Management approach	
103-1 Explanation of the material topic and its boundary	SR: 68-82	103-1 Explanation of the material topic and its boundary	SR: 110-139
103-2 The management approach and its components	SR: 68-82	103-2 The management approach and its components	SR: 110-139
103-3 Evaluation of the management approach	SR: 68-82	103-3 Evaluation of the management approach	SR: 110-139
GRI 418 (2016): Customer privacy		GRI 302 (2016): Energy	
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR: 82	302-1 Energy consumption within the organisation	SR: 123,126, 159-162
 Material topic: Suppliers		302-3 Energy intensity	SR: 123,126, 159-162
GRI 103 (2016): Management approach		302-4 Reduction of energy consumption	SR: 114-123,126
103-1 Explanation of the material topic and its boundary	SR: 84-92	GRI 303 (2018): Water and effluents	
103-2 The management approach and its components	SR: 84-92	303-1 Interactions with water as a shared resource	SR: 127
103-3 Evaluation of the management approach	SR: 84-92	303-2 Management of water discharge-related impacts	SR: 127
GRI 308 (2016): Supplier environmental assessment		303-3 Water withdrawal	SR: 128, 162
308-1 New suppliers that were screened using environmental criteria	SR: 86-87	GRI 304 (2016): Biodiversity	
GRI 414 (2016): Supplier social assessment		304-3 Habitats protected or restored	SR: 136-139
414-1 New suppliers that were screened using social criteria	SR: 86-87	GRI 305 (2016): Emissions	
 Material topic: Shareholders		305-1 Direct (Scope 1) GHG emissions	SR: 123, 159-162
GRI 103 (2016): Management approach		305-2 Energy indirect (Scope 2) GHG emissions	SR: 126, 159-162
103-1 Explanation of the material topic and its boundary	SR: 93-100	305-4 GHG emissions intensity	SR: 123, 126, 159-162
103-2 The management approach and its components	SR: 93-100	305-5 Reduction of GHG emissions	SR: 123, 126
103-3 Evaluation of the management approach	SR: 93-100	GRI 306 (2020): Waste	
GRI 201 (2016): Economic performance		306-1 Waste generation and significant waste-related impacts	SR: 129-133
201-1 Direct economic value generated and distributed	SR: 96	306-2 Management of significant waste-related impacts	SR: 129-133
 Additional topic: Society		306-3 Waste generated	SR: 134, 163
GRI 413 (2016): Local communities		306-4 Waste diverted from disposal	SR: 134, 163
		306-5 Waste directed to disposal	SR: 163
		GRI 307 (2016): Environmental compliance	
		307-1 Non-compliance with environmental laws and regulations	SR: 27
		GRI 413 (2016): Local communities	
		413-1 Operations with local community engagement, impact assessments, and development programmes	SR: 102-108



www.singaporeair.com

Company Secretary

Brenton Wu

Tel: +65 6541 5314

Email: brenton_wu@singaporeair.com.sg

Registered Address

Airline House, 25 Airline Road, Singapore 819829

Public Affairs

Tel: +65 6541 4880

Email: public_affairs@singaporeair.com.sg

Investor Relations

Tel: +65 6541 4885

Email: investor_relations@singaporeair.com.sg

Our stakeholders' feedback is important to us.

We welcome feedback on this report and any aspect of our sustainability performance.

Please address all feedback to the Sustainability Office at sustainability@singaporeair.com.sg