

Investing in People

Nurturing our people through upskilling, reskilling and multi-skilling, and embracing a diverse and inclusive workforce for employees to achieve their full potential.

UN SDG



IN THIS SECTION

Nurturing Skills for the Future

[Go to page 20](#)

Embracing Diversity and Inclusion

[Go to page 21](#)

Caring for the Community

[Go to page 22](#)

Connecting People

[Go to page 23](#)

Social

At SATS, we want to encourage our people and the community to uncover their talents and empower them to achieve their full potential. From ground handling to food solutions, we have a workforce of over 11,000 who handled 10.4 million passengers, and produced 52.4 million gross meals in FY2021-22. Every aspect of our business calls for a deep understanding of people’s needs. As a business, we have to transform to keep abreast of changes in market and consumer trends, but we are aware how these changes will impact our people and the community. In our social sustainability strategy, which sits under the pillar of nurturing skills for the future, we have several purposeful initiatives that create opportunities for our people and the community to grow in their own way.

Nurturing Skills for the Future

At SATS, we emphasise life-long learning to shape and future-proof our workforce. As we adopt technology to digitalise our business processes, we redefine the key skills that our people will need to work in the future economy. In nurturing skills for the future, SATS Academy has developed training programmes that align with the 16 competencies deemed most essential at the workplace by SkillsFuture Singapore (SSG).

These are grouped into three clusters of skills, namely:

Thinking Critically – These are cognitive skills that are needed to think broadly and creatively to see connections and opportunities in the midst of change. Cognitive skills are the root of technical skill development and progression.

Interacting with Others – Learning from others is one of the most effective ways to acquire new skills and ideas. Being effective at interacting with others means thinking about the needs of other people, as well as being able to exchange ideas and build a shared understanding of a problem or situation. Increasingly, people need to be able to combine their technical skills with those of others to succeed.

Staying Relevant – Managing oneself effectively and paying close attention to trends impacting work and daily life. Having knowledge of this provides the person with the strategies, direction, and motivation for technical skill development.

SATS Academy has developed a programme with 35 modules of two-hour bite-sized e-learning based on the SSG Critical Core Skills framework. To encourage employees to take charge of their learning and

learn at their convenience, the courses associated with this initiative will be rolled out digitally, via the LinkedIn Learning platform, and gamified to make the learning experience fun and engaging.

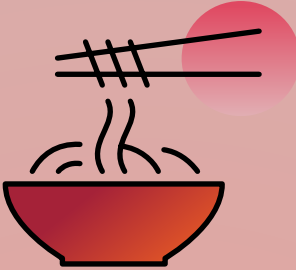
To create a purposeful environment for our people to grow, and to encourage greater ownership of our sustainability initiatives, we galvanise our people around our sustainability goals. We curated a customised sustainability training module which has become a part of our new employee induction programme. We have trained over 500 SATS employees, including staff from some of our overseas subsidiaries, and also employees of our customer, Singapore Airlines. We ran a total of 21 sustainability training sessions for our customer, which involved 464 participants. The programme is now available on LinkedIn Learning to facilitate more people to learn at their convenience.

SATS TFK in Japan subsidises English lessons for our Japanese colleagues as a form of skills training and community development. SATS Singapore and SATS TFK run a cultural exchange programme to provide employees in both countries the opportunity to cross-train in different work environments and learn different work cultures.

“ **To create a purposeful environment for our people to grow, and to encourage greater ownership of our sustainability initiatives, we galvanise our people around our sustainability goals.** ”



10.4m
Passengers handled



52.4m
Gross meals produced

Social



Building an accessible workplace to foster an environment where every employee can contribute his or her best.

Embracing Diversity and Inclusion

With a network that spans over 14 countries, we work across diverse cultures and traditions, and serve customers with different needs. Developing empathy and care for people is a prerequisite for our promise of delivering heartfelt service to our customers with a passion to delight. Coupled with our belief in empowering everyone to develop their full potential, SATS has many initiatives that provide equal opportunities for everyone to excel.

Lim See Hee, Operations Assistant, SATS Maintenance Centre, is an example of how SATS embraces inclusion. He is 54 years old and a wheelchair user. Before his injury, See Hee was a technician in charge of servicing and repairing baggage loaders at SATS for 32 years. He became paralysed after an accident outside of work that injured his spine. SATS redesigned his role to allow him to continue working with the company in a clerical role, taking care of the scheduling of ground service equipment maintenance. To facilitate wheelchair users like See Hee to get around our buildings, SATS built ramps in our maintenance centre where he works, widened the space between work desks, and installed a handicap toilet at the workplace.

Amid the hustle and bustle of SATS Catering kitchen, Kanesvaran s/o Ratnam, Syed Al-Aminur Shah B S H Shah and Chuan Juat Kheng stay laser-focused on their tasks. They are deaf cooks in the kitchen. They communicate with their colleagues through a mix of sign language, lip-reading, and writing. Over time, communicating with them has encouraged colleagues to pick up basic sign language, and many have affectionately developed their own form of signing to communicate with the trio. For example, brushing two fingers repeatedly over the top of your hand communicates seasoning. Their colleagues also appreciate their keen sense of touch as they can tell from the vibrations of the machines, if they require maintenance. Syed has recently been promoted to Chef de Partie.

We also work with charity organisations to help provide learning and employment opportunities to their beneficiaries. For example, SATS Aircraft Interior Cleaning collaborated with Movement for the Intellectually Disabled of Singapore (MINDS) on their MINDS Enclave project to employ eight of their beneficiaries and one training officer to perform the task of packing airline amenity kits.

A culture of inclusion drives innovation and employee engagement.



Social



Monty's donated

25,720

units of unused food products
to local food banks and
redistribution centres in the UK.

Women have a fair share of voice in our organisation, well represented on the Board (45%) and at Senior Management levels (31%). To encourage more women to aspire to roles traditionally dominated by men in the organisation, we celebrated women who have broken the bias in this year's International Women's Day.

Nurfarizan Binte Isahak, a Ramp Terminal Manager based in Terminal 4, has been working at SATS for nine years. Responsible for baggage and cargo loading and unloading, Nurfarizan has to endure challenging weather conditions at times to carry out physically demanding tasks which are mostly undertaken by male colleagues.

In our Hong Kong subsidiary, Asia Airfreight Terminal, Cheung Ka Man, Kamen is our Building Services Manager responsible for managing the 24-hour operations of our two cargo terminal buildings spanning a gross floor area of 166,000 square metres. She held a role that is traditionally male-dominated, but Kamen's professional engineering background helps her to break the bias. Her green initiatives won her the Good Class of Innovation Award in the Hong Kong International Airport Carbon Reduction Award Scheme in 2020.

Caring for the Community

We believe in supporting the community through our participation in philanthropic projects. For example, Monty's Bakehouse has an ongoing partnership with local food banks and food redistribution centres in the UK. Between April 2021 and March 2022, Monty's donated 25,720 units of unused food products to these organisations. SATS TFK also participated in the SATS SEED grant campaign, and donated 200 frozen inflight meals to Nakadai Children Canteen in April 2022.

Besides donating food products, the Monty's team also contributed personal time for community work. They completed 615 hours of volunteering time, including two company days at a local charity, helping with the renovation of an old manor house, and turning it into a holiday destination for vulnerable children.

Connecting People

On 26 March 2022, SATS' employees joined millions of people across the globe in switching off non-essential lights on our business premises for one hour from 8.30pm, as part of Earth Hour. Seven of our premises across Singapore, Malaysia, Hong Kong and Maldives participated in this event to drive positive environmental impact, uniting our people across the network in a purposeful activity that they personally support.

“We believe in supporting the community through our participation in philanthropic projects.”



Nurfarizan takes on a physically demanding job of handling baggage and cargo even under challenging weather conditions.



Kamen manages the 24-hour operations of two cargo terminal buildings spanning a gross floor area of 166,000 square metres.