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Treasuring Resources

At SATS, we understand the impact our operations will have on the environment, and we use our resources responsibly.

As the leading provider of gateway services and food solutions in the region, we are committed to reduce emissions and waste through increased efficiency, and to shift towards renewable and sustainable energy, water and material sources.

Embracing our “Passion to Delight” service attitude, we adopt a people-friendly approach to automation and digitisation, ensuring that technology enables our employees to be more productive and fulfil their full potential.



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Use Scarce Resources Efficiently

Resource scarcity amplifies the need for businesses to use resources efficiently. Waste reduction will not only create efficiency, but also lower costs. As we reduce, reuse, and recycle, we can derive savings from materials, energy and transport.

At SATS, we recognise that the traditional model of 'take-make-use-dispose' is unsustainable. As such, we are committed to harnessing technology and improving our processes to ensure that wastage is kept to a minimum. In the long-term, we aim to contribute meaningfully to the circular economy, where industrial systems are intentionally restorative and regenerative.



Use Scarce Resources Efficiently

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“

By taking a more proactive stance towards environmental sustainability, we are confident that we will continue to build trust and create value for our stakeholders in the long run.

”

Recognising the need for a more holistic and systematic approach towards identifying, measuring, monitoring and managing our environmental issues, we embarked on the ISO 14001 Environmental Management certification in 2017. In addition to facilitating improvement in environmental performance through more efficient use of resources and reduction of waste, the ISO 140001 certification process has also helped us to ensure that waste management and daily working procedures meet international industry-specific environmental standards.

In the process of obtaining this certification, we reviewed our existing operational procedures and also

developed new procedures to better align with the ISO 140001 standards. These procedures include improvement in the disposal methods of used batteries, oil-stained clothes and metal spare parts etc. to be more environmentally-friendly. More significantly, we have made improvements to the maintenance of our waste oil treatment plant to reduce pollution incidents.

We require the suppliers who work with us to comply with local environmental laws, and encourage them to observe best environmental practices. Suppliers who adopt sustainable business practices are also preferred. By taking a more proactive stance towards environmental sustainability, we are confident that we

will continue to build trust and create value for our stakeholders in the long run.

In the reporting period, there were no incidences of non-compliance with environmental laws and regulations.

At our In-flight Catering Centres, we have been working with our licenced recycling vendor since 2008 to recycle plastic, metal, carton boxes, cooking oil and glass at SICC1 and SICC2. Compared with 2015, our recycling rate has improved as a whole.

please refer to

CHART 1.0

Use Scarce Resources Efficiently

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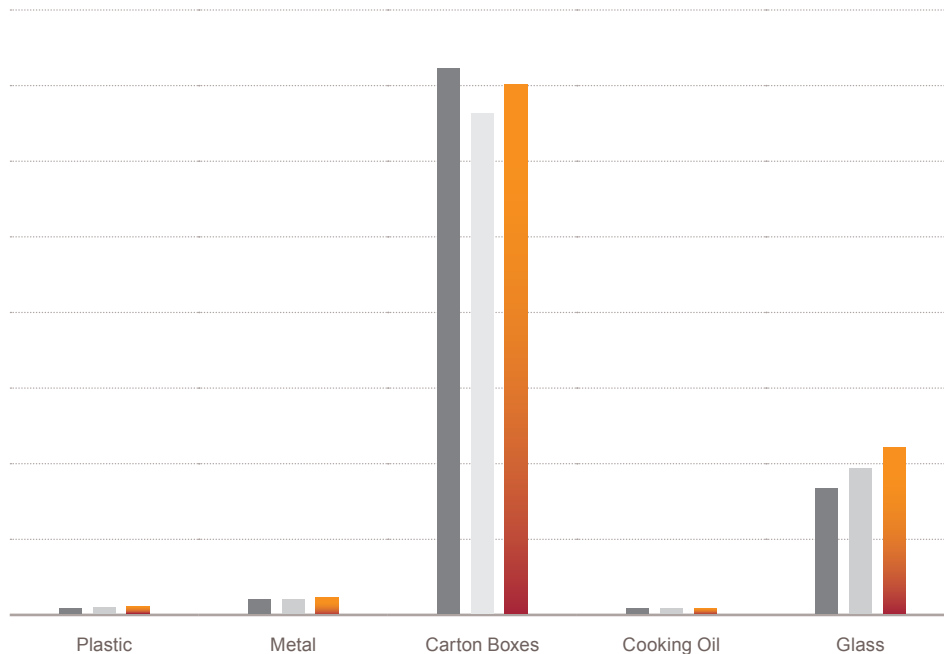
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CHART 1.0

WEIGHT OF WASTE BEING RECYCLED AT SICC1 and SICC2

(kg)



(kg)	Plastic	Metal	Carton Boxes	Cooking Oil	Glass
● FY2015-16	6,617	21,978	904,210	6,590	206,090
● FY2016-17	7,786	22,606	828,630	8,085	239,816
● FY2017-18	8,328	26,782	877,190	7,350	274,454

Use Scarce Resources Efficiently

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WATER MANAGEMENT

Water is essential to SATS: we use 773,626,000 litres of water in SICC1 and SICC2 alone. It is crucial that we use water efficiently to keep our operations going. Appreciating the importance of water conservation, we continue to employ water-efficient technologies and improve our processes as part of our ongoing conservation efforts:

Installation of water-saving fittings on pantry and garden taps in SICC1 and SICC2

- Key outcome: Reduce water consumption by 60%
- Current status: Installed 24 fittings on pantry taps and 247 garden taps in both centres

Dishwasher replacement in SICC1 and SICC2

- Key outcome: Reduce water consumption by 20%
- Current status: Replaced one unit in SICC1 and two units in SICC2, and target to replace two more units in SICC2 by May 2019.

In FY2017-18, water consumption across SATS' operations increased as a whole, however this was attributed to the increase in the number of gross meals produced from our in-flight kitchens and the number of ship calls handled at our Marina Bay Cruise Centre. Furthermore, the amount of cargo handled also grew by an estimated 6.8%, which resulted in the increase in amount of water used in our cargo operations. Based on a simple output performance indicator of water consumed per gross meal produced, FY2017-18 registered an improved result of 4.5litres/gross meal as compared to 5.9litres/gross meal in FY2016-17. This shows that we are using our water more efficiently. During the reporting period, recycled water also comprised 7% of total water consumption at our Inflight Catering Centres in Singapore.

Using sustainable packaging also helps to keep our environment clean and protects our water resources and supply chains.

+4%

Number of meals produced in FY2017-18

7%

Of total water consumption at our In-flight Catering Centres is recycled

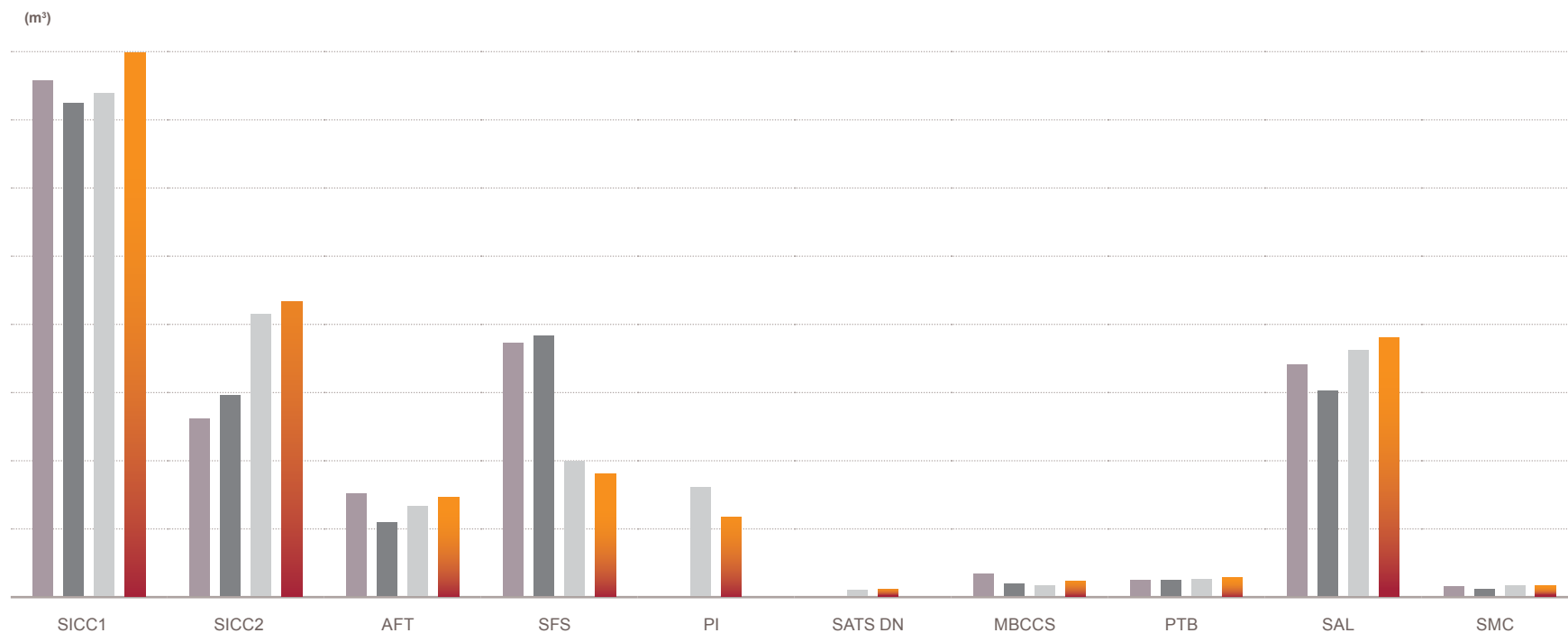
please refer to

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Use Scarce Resources Efficiently

CHART 1.1

WATER CONSUMPTION FOR RESPECTIVE PREMISES



(m³)	SICC1	SICC2	AFT	SFS	PI	SATS DN	MBCCS	PTB	SAL	SMC
● FY2014-15	475,383	163,286	94,383	232,872	-	-	20,348	14,210	212,942	9,100
● FY2015-16	454,866	185,119	67,976	239,812	-	-	11,215	14,527	189,446	6,485
● FY2016-17	463,852	260,334	82,626	124,316	100,600	5,200	9,397	15,179	226,595	9,254
● FY2017-18	501,706	271,921	91,173	112,743	72,989	5,925	13,613	16,904	238,505	9,429

1 cubic metre = 1000 litres

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Reduce Emissions

Carbon emissions will cause climatic changes that could impact our sources of supply. It will also create health risks for our people working outside at airports.

Moving from fossil power to renewable energy will help shrink our carbon footprint and reduce the impact our operations have on the environment. Digitisation makes our operations more efficient, minimising the movement of people and equipment, thereby reducing energy consumption. For example, we have deployed Autonomous Guided Vehicles (AGVs) in our central kitchens, Smart Glass in Ramp and Smart Watch in Technical Ramp operations. Please refer to page 57 for more details on the Smart Glass and Smart Watch.



Reduce Emissions



We are committed to reducing emissions and waste through increased efficiency, and a shift towards renewable and sustainable energy, water and material sources.



REDUCE CARBON FOOTPRINT

Mindful of the consequences of climate change, we actively minimise and manage our impact on the environment by embarking on several initiatives that have resulted in significant energy savings, to reduce our carbon footprint. In Singapore, for instance, a chiller modernisation programme which was completed in August 2018 is estimated to save approximately 3.9GWh per year – enough energy to power some 7,800 refrigerators for a year. Our goal is to achieve an 80% reduction in carbon footprint from a 2018 baseline, by 2030.

LED tube installation in SICC1 and SICC2

- Expected savings: 1.9GWh/year
- Current status: 100% completion in November 2018 for SICC1 and SICC2.

Adjustment to air con set point in office areas at SICC1 and SICC2

- Key outcome: Increased the set point from 22°C to 24.5°C and decrease the load of chiller system
- Current status: Implemented at both SICC1 and SICC2

Chiller replacement project in SICC1 and SICC2

- Expected savings: 6.7GWh/year
- Current status: Seven old chillers have been consolidated, and replaced with five new chillers in October 2018.

Chiller replacement projects for Changi Airfreight Terminals 1 to 6

- Expected savings: 2.0GWh/year

Implementation of Driving Simulator at SATS Maintenance Centre

The implementation of a driving simulator for the familiarisation training of new drivers greatly reduced fuel burn for diesel tractors.

This year, we also enjoyed the full savings from our solar panels installation by switching to renewable energy, resulting in a 13.8% drop in electricity consumption at the Airfreight Terminal.

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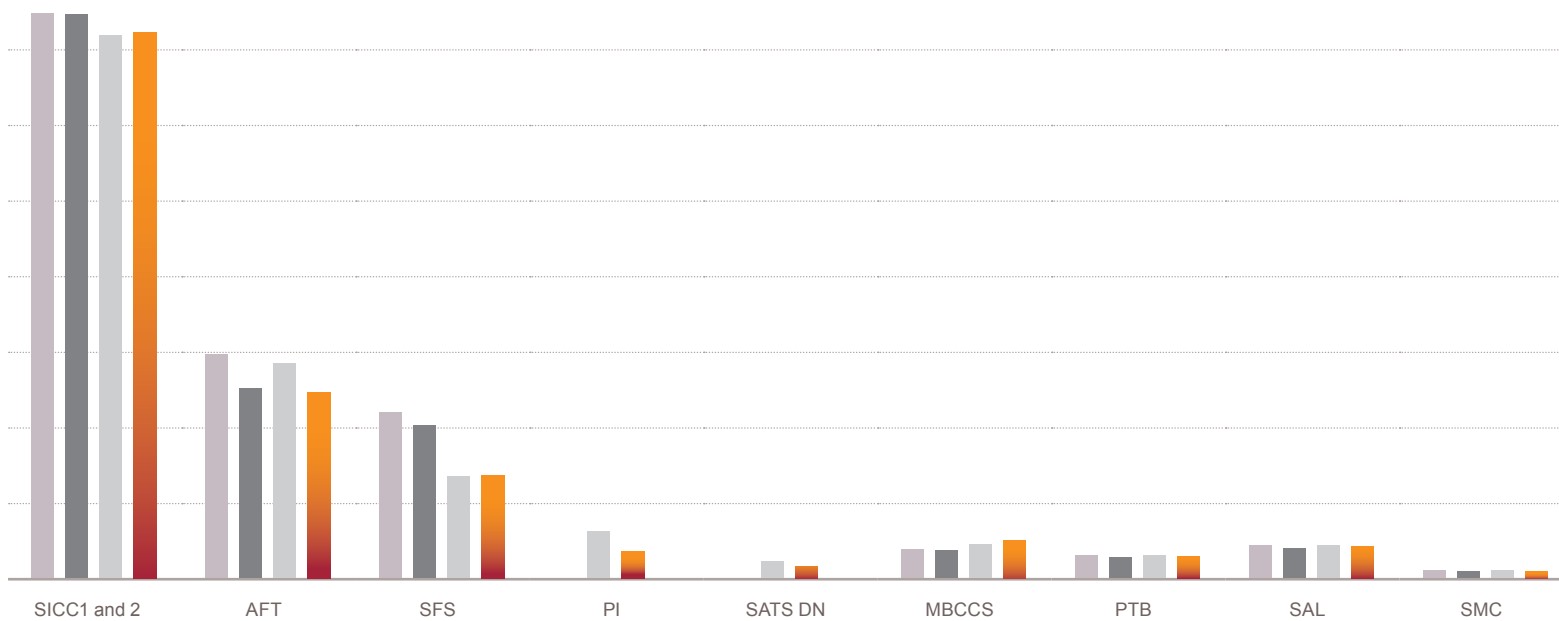
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ELECTRICITY CONSUMPTION FOR RESPECTIVE PREMISES

(kWh)



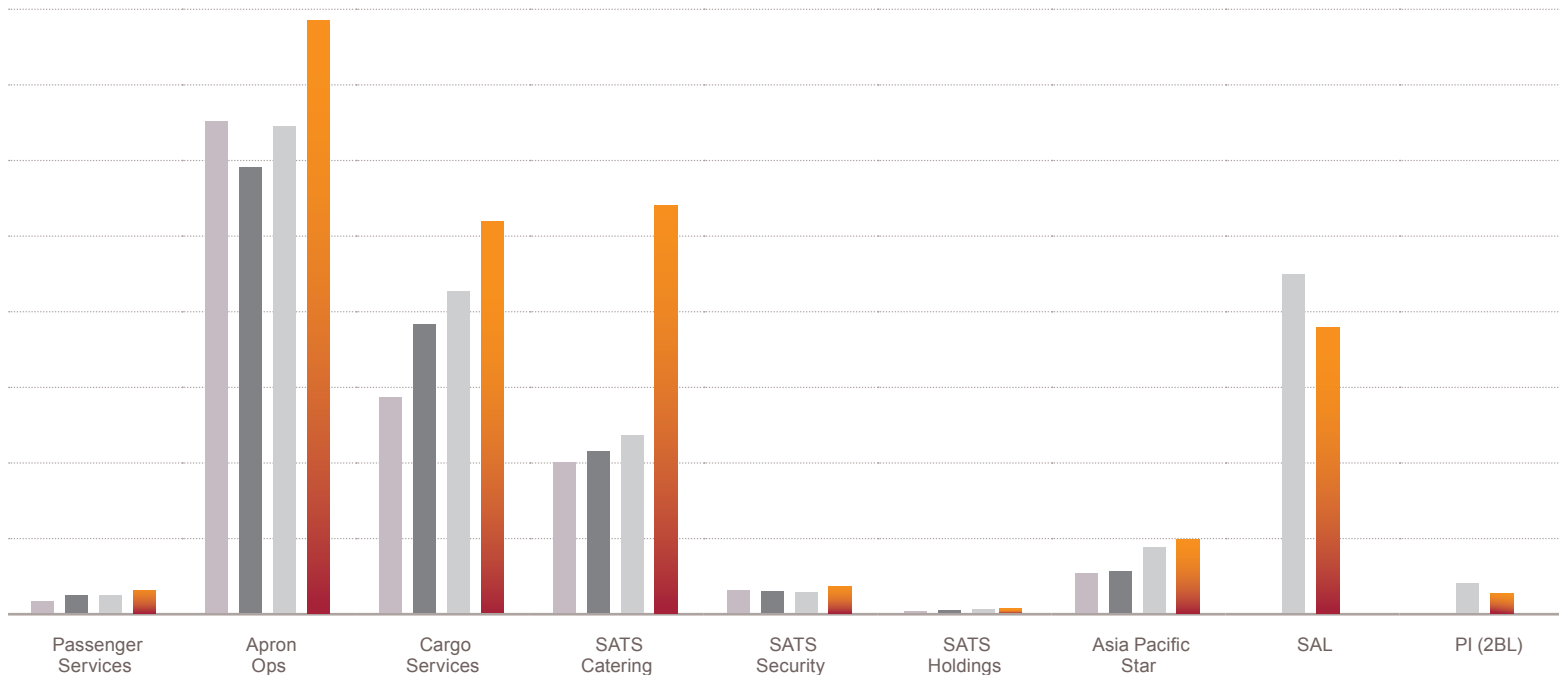
(kWh)	SICC1 and 2	AFT	SFS	PI	SATS DN	MBCCS	PTB	SAL	SMC
● FY2014-15	65,033,465	25,686,582	19,057,958	–	–	3,282,864	2,568,452	3,731,370	835,990
● FY2015-16	64,901,649	21,771,992	17,564,489	–	–	3,143,756	2,415,336	3,453,601	803,703
● FY2016-17	62,412,128	24,746,409	11,667,751	5,385,361	1,861,855	3,814,381	2,604,126	3,698,230	815,563
● FY2017-18	62,826,442	21,331,850	11,759,229	3,110,412	1,350,660	4,346,842	2,495,141	3,667,728	785,554

Reduce Emissions

CHART 1.3

DIESEL CONSUMPTION FOR RESPECTIVE BUSINESS UNITS

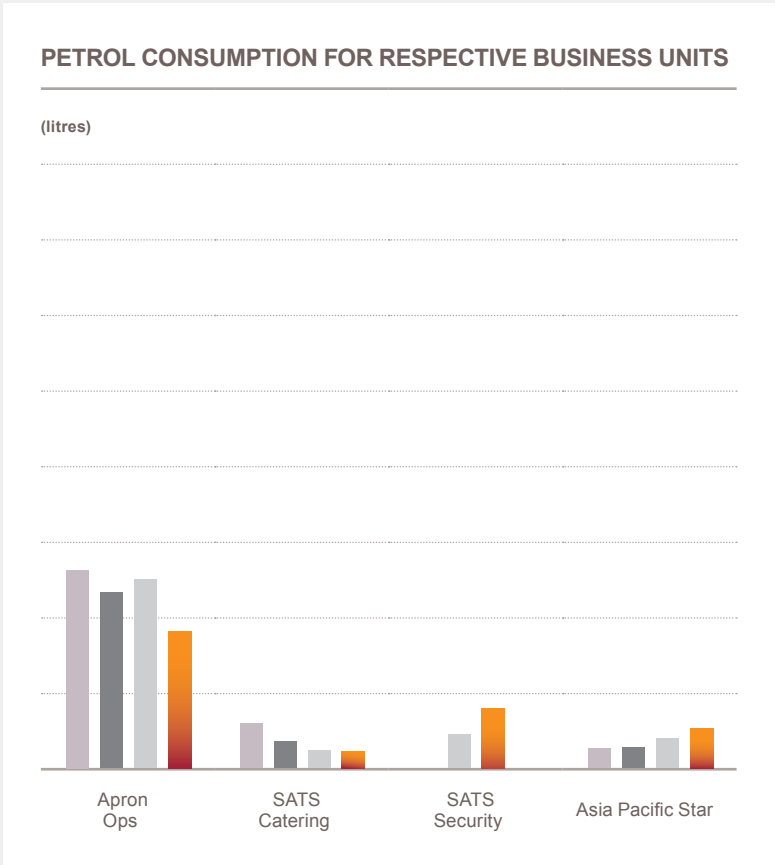
(litres)



(litres)	Passenger Services	Apron Ops	Cargo Services	SATS Catering	SATS Security	SATS Holdings	Asia Pacific Star	SAL	PI (2BL)
● FY2014-15	91,773	3,816,821	1,681,721	1,183,927	183,465	617	305,471	-	-
● FY2015-16	140,442	3,459,319	2,249,818	1,261,006	174,388	850	325,767	-	-
● FY2016-17	144,202	3,779,392	2,501,655	1,391,799	169,846	1,113	510,788	2,629,055	230,000
● FY2017-18	175,560	4,601,277	3,045,677	3,174,201	219,409	8,241	566,550	2,216,474	155,000

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CHART 1.4



(litres)	Apron Ops	SATS Catering	SATS Security	Asia Pacific Star
● FY2014-15	32,804	7,298	-	3,275
● FY2015-16	29,118	4,420	-	3,433
● FY2016-17	31,245	2,844	5,544	4,920
● FY2017-18	22,703	2,747	9,836	6,602

Reduce Emissions

CASE STUDY

Going Electric

To reduce emissions that could impact the environment, we put together a four-year master plan (2017-2020) to convert our diesel GSEs to electric ones. In FY2017-18, we have converted our 48 hybrid tractors to full electric ones, which have been implemented at Changi Airport Terminals 2 and 3. A total of 70 units of electric tractors

have been implemented progressively between July 2017 and October 2017. To date, all 70 electric tractors are operating in Changi Airport Terminals 2, 3 and 4. Our Baggage department also successfully implemented 100% usage of electric tractors for the Main Bag Room operations at both Changi Airport Terminals 2 and 3. By 2020, we aim to

convert 59% of our diesel GSE to electric ones. In addition, we have also embarked on a two-year master plan (2017-2018) to install charging points for our electric tractors. Subject to the development of the infrastructure by the airport authorities, we aim to have a full fleet of electric ground handling equipment by 2030.

70 

Electric tractors used at Changi Airport Terminals 2, 3 and 4

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CHART 1.6



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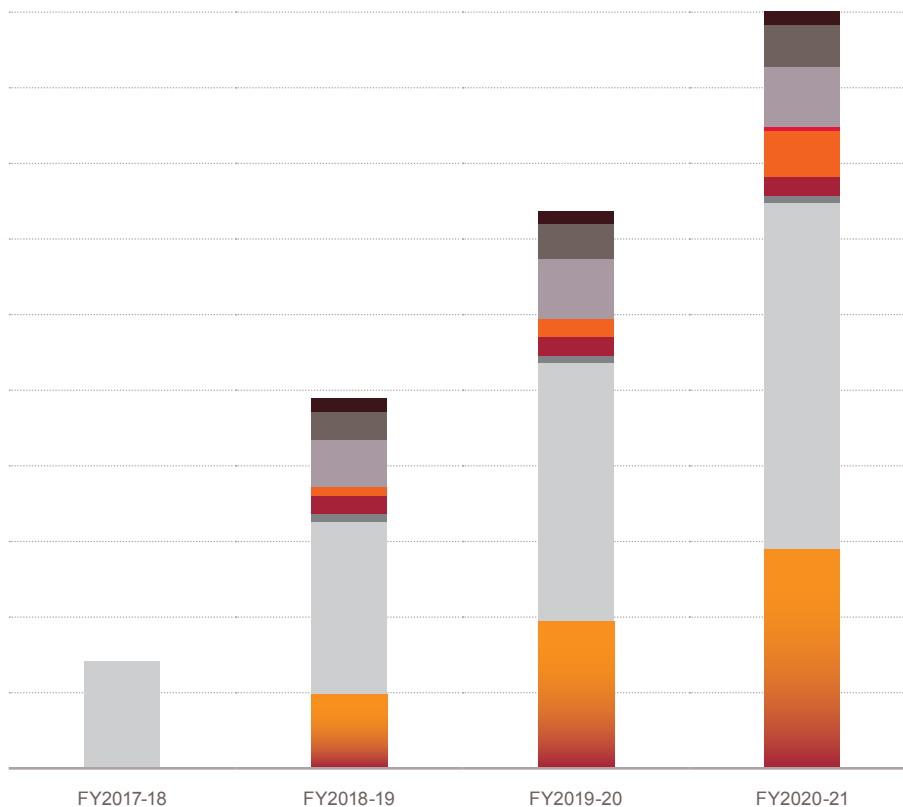
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Reduce Emissions

CHART 1.5

CONVERSION OF DIESEL GSE TO eGSE

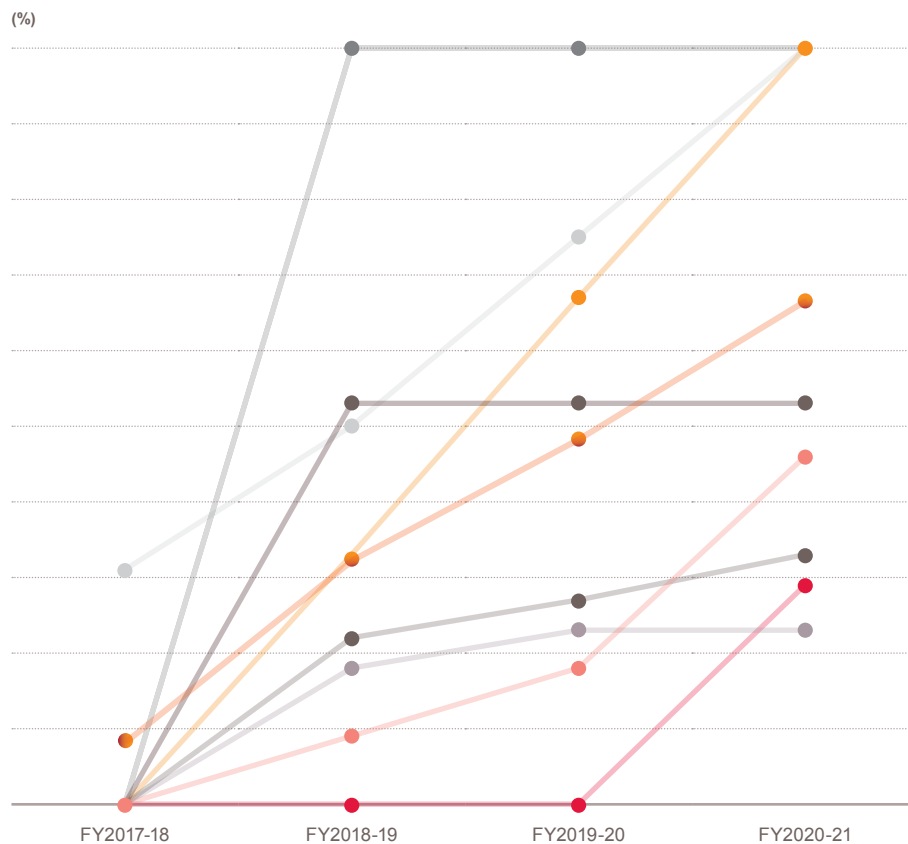
(No. of Units)



(No. of Units)	FY2017-18	FY2018-19	FY2019-20	FY2020-21
● Passenger Step	-	9	9	9
● JCPL	-	19	23	28
● Van/Car	-	31	40	40
● Apron Bus	-	-	-	2
● Skyloader	-	6	12	31
● Hi-Lift: AIC	-	12	12	12
● Hi-Lift: APS	-	5	5	5
● Tractor	70	114	171	229
● Forklift	-	48	96	144
Total	70	244	368	500

CHART 1.6

CONVERSION RATE OF DIESEL GSE TO eGSE



(%)	FY2017-18	FY2018-19	FY2019-20	FY2020-21
● Passenger Step	0	53	53	53
● JCPL	0	22	27	33
● Van/Car	0	18	23	23
● Apron Bus	0	0	0	29
● Skyloader	0	9	18	46
● Hi-Lift: AIC	0	100	100	100
● Hi-Lift: APS	0	100	100	100
● Tractor	31	50	75	100
● Forklift	0	33	67	100
● Total	8	29	43	59

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Our people are valuable and we recognise their contributions with fair pay and safe working conditions. We promote respect and understanding in the workplace, offering equal opportunities to all our people. We encourage our people to develop new skills and lead innovation to improve services for our customers. Higher productivity helps to create more opportunities for them and we fund better pay through a progressive wage model. We are committed to providing an open culture guided by our leadership principles.

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A testament to our employee engagement efforts, our annual attrition rate stands at 11% during the reporting period, substantially below the national average of 21.6%¹ in 2017. Likewise, our recruitment rate at 16% is significantly lower than the national average of 25.2%².

¹ Source: <http://stats.mom.gov.sg/Pages/Labour-Turnover-Summary-Table.aspx> (21.6% computed by multiplying the annual average monthly resignation rate by 12)

² Source: <http://stats.mom.gov.sg/Pages/Labour-Turnover-Summary-Table.aspx> (25.2% computed by multiplying the annual average monthly recruitment rate by 12)

please refer to

CHART 1.7

CHART 1.8

Age Group/ Gender	Corporate	Food Solutions	Gateway Services	Grand Total
FEMALE	30	139	525	694
<30	2	47	355	404
30 to 39	19	41	121	181
40 to 49	7	36	36	79
50 to 59	2	14	11	27
>60	–	1	2	3
MALE	33	256	786	1,075
<30	8	106	473	587
30 to 39	16	81	194	291
40 to 49	6	42	54	102
50 to 59	3	24	46	73
>60	–	3	19	22
Grand Total	63	395	1,311	1,769

Overall Annualised Rate of New Hire

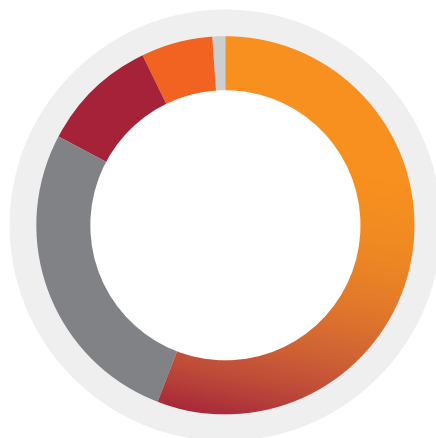
16%

Age Group/ Gender	Corporate	Food Solutions	Gateway Services	Grand Total
FEMALE	21	165	332	518
<30	2	50	198	250
30 to 39	11	47	98	156
40 to 49	5	21	18	44
50 to 59	3	30	14	47
>60	–	17	4	21
MALE	16	232	486	734
<30	1	75	222	298
30 to 39	4	69	143	216
40 to 49	8	38	40	86
50 to 59	3	35	44	82
>60	–	15	37	52
Grand Total	37	397	818	1,252

Overall Annualised Voluntary Attrition Rate

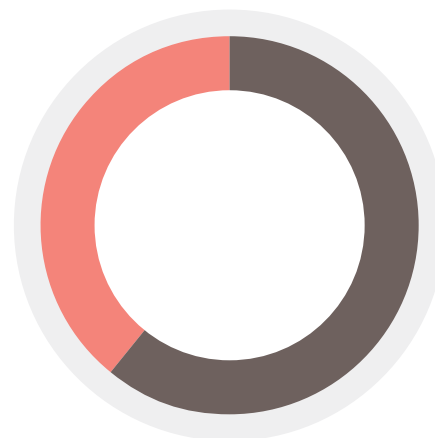
11%

CHART 1.7



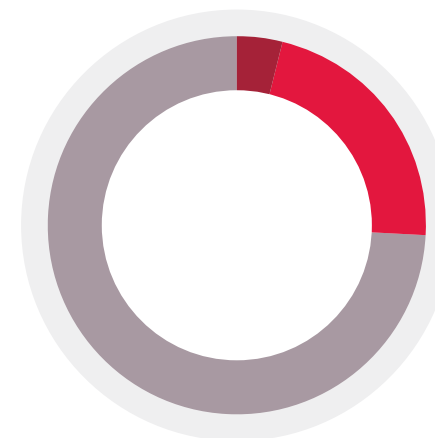
NEW EMPLOYEE HIRES BY AGE GROUP

● <30	56%
● 30 to 39	27%
● 40 to 49	10%
● 50 to 59	6%
● >60	1%
Total	100%



NEW EMPLOYEE HIRES BY GENDER

● Male	61%
● Female	39%
Total	100%



NEW EMPLOYEE HIRES BY BUSINESS UNITS

● Corporate	4%
● Food Solutions	22%
● Gateway Services	74%
Total	100%

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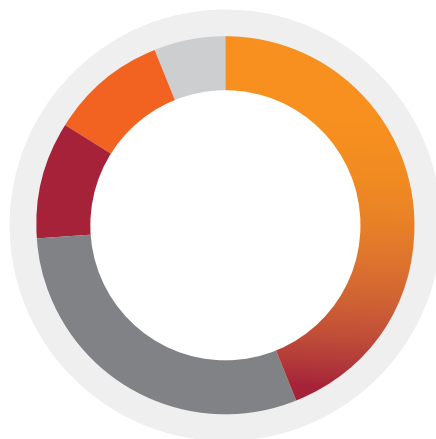
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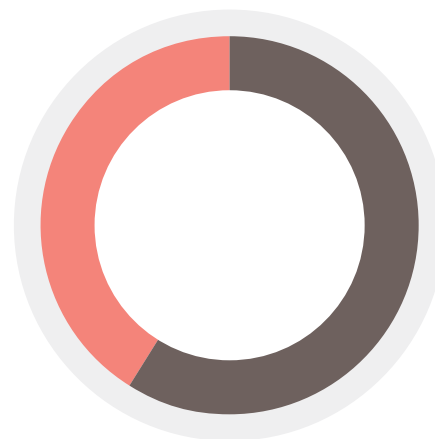
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CHART 1.8



EMPLOYEE TURNOVER BY AGE GROUP

● <30	44%
● 30 to 39	30%
● 40 to 49	10%
● 50 to 59	10%
● >60	6%
Total	100%



EMPLOYEE TURNOVER BY GENDER

● Male	59%
● Female	41%
Total	100%



EMPLOYEE TURNOVER BY BUSINESS UNITS

● Corporate	3%
● Food Solutions	32%
● Gateway Services	65%
Total	100%

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LEARNING AND DEVELOPMENT

As a leading global services company headquartered in Asia, our people are critical to our business growth. In order to achieve this, we foster an open culture to drive employee engagement.

We are devoted to people development. Leading by example, managers encourage our people to develop new skills and lead innovation to enable them to reach their fullest potential at work.

Our People vision is to engage and develop employees in an open environment of learning and sharing.

Our Human Capital Development Framework comprises:

- (i) functional skills training and
- (ii) soft skills training

We build a performance-driven culture centred on SATS' five core values: Excellence, Safety & Security, Innovation, Trust, and Collaboration. In line with this, we have established a People Development System comprising learning principles, policies, learning centre, training framework, learning roadmap, learning initiatives, learning management system, and Development Assessment Centre.

To reinforce a strong service culture across all levels, our training programme for each new employee begins with the SATS Ambassador Programme. All employees across management levels are required to undergo this two-day training programme.

During the reporting period, 100% of our employees received a regular performance and career development review. On average, our employees received 68 hours of training in the year under review. By 2030, we aim to have an average of 80 hours of training per employee, per year.

“

Leading by example, managers encourage our people to develop new skills and lead innovation to enable them to reach their fullest potential at work.

”

100%

SATS employees received regular performance and career development review

68 hours

Total hours for training in the year under review

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SATS Academy was set up with the strategic intent to develop employees and allow them to grow with SATS. The programmes at the Academy comprise (i) functional skills training and (ii) soft skills training. The functional skills programme aims to develop technical competencies by mapping our programmes to SkillsFuture Singapore's Skills Framework for Air Transport and international organisations such as International Air Transport Association (IATA). Employees who have completed these programmes will be awarded certifications. On the other hand, the soft skills training will focus on shaping the culture, building and developing management, and leadership competencies.

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We believe that a well-trained workforce is critical to the growth of our business.

”

The programmes are designed to be a mixture of structured facilitated learning, structured non-facilitated learning, and informal learning – all aimed to engage a diversified employee profile with different learning needs and styles. Learning activities are customised to the topics covered to help employees learn through their own discovery and participation.

All our trainings are andragogically designed and activity-based to engage the five senses of participants.

We believe that a well-trained workforce is critical to the growth of our business. We train our employees to deliver the SATS brand promise of “Passion to Delight” so that we achieve our mission “to be the first choice provider” and our vision of Feeding and Connecting Asia.

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SATS CONNECT

As we expand our presence in the region, we need to transform our culture into one where our people are more entrepreneurial, resilient, future-ready, quicker to adapt; and our leaders are more dynamic to lead and drive change.

To prepare our leaders to lead, shape, and engage our people, we have created a three-level leadership development programme known as SATS Connect. It begins with a focused workshop with the Senior Management Team. The programmes are designed to develop leadership competencies that will help them to become nimble in handling complex, ambiguous situations or relate to trends, to inspire our people to achieve results. Some examples of the

workshops conducted include topics on understanding future trends; methodology for crisis communication; and storytelling skills to inspire and engage.

In 2017, the Senior Management Team committed to developing a SATS culture that is aligned with accelerating change and transformation. A key outcome of the workshop was the establishment of a set of core leadership principles. These principles underpin SATS' efforts to accelerate transformation and create a culture that embraces growth, change, and innovation.



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Leadership Programmes

The Global Leadership Programme grooms global leaders for SATS through a process of identifying internal talents, putting them through a one-year training programme, before posting them overseas for a year. The plan is to place 48 leaders through the programme by the end of 2022. To ensure that our employees have a global orientation, we also provide opportunities for them to have overseas exposure. As of March 2018, 40 of our employees have gone on overseas assignments. We hope to have 30% of critical and key positions filled by internal transfers by 2030.

Redesigning Jobs

SATS adopts a technology-driven, people-led approach to employee up-skilling and job enlargement. To better serve our customers, we invest in technology to enhance our capabilities to

handle large-scale operations efficiently, and improve the quality of our food and services. The use of technology has allowed us to increase volume without a proportionate increase in cost, leading to an improvement in margins and productivity. In the reporting period, SATS' productivity, measured by Value Added per Employment Cost, increased 3.2% year-on-year. By harnessing technology, we have also achieved a 7.4% increase in Value Added per Employment Cost over the past three years.

Recognising the shift towards digitisation and technological transformation, and taking into consideration our nation's aging population, we embarked on a journey to streamline our business processes. Specifically, we explored automation to make our operations less labour intensive. This has enabled us to redesign jobs so that we can remunerate our employees based on a progressive wage model and enable their career advancement with us.

For example, the SATS eCommerce AirHub deploys technology to triple mailbag processing capacity and deliver quicker turnaround for international eCommerce mail. This technology-driven

approach has transformed the jobs of 100 employees under mail operations and allowed us to consolidate the roles of an equipment operator, operations assistant, and cargo coordinator into a new higher-value position entitled "eHub Specialist". To date, 24 employees have been reassigned this role after undergoing three months of training. These eHub Specialists are given additional allowances for their enlarged scope of work.

All 216 Catering Loading Assistants and Operations Assistant (Delivery) have been undergoing training to upgrade their existing skills.

Similarly, about 104 Apron Equipment Operators were trained to handle additional apron equipment. This provided them with greater responsibilities and better opportunities to progress to the next job level.

+3.2%

Productivity based on Value Added per Employment Cost

216

Catering Loading Assistants and Operations Assistant (Delivery) underwent skills upgrading

104

Apron Equipment Operators' roles have been expanded

Grow with SATS

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The automation processes have enhanced our customer service by enabling us to provide value-added services in a more efficient manner. It has also resulted in more engaged employees and facilitated succession planning, with a talent pipeline for the company as we develop our employees' competencies for future jobs. During the year in review, we received an employee engagement score of 76%, above the national average of 60%³. Our goal is to achieve a score of 80% by 2030.

In a time of fast-paced change, employees are kept apprised of changes to job processes and positions. Town hall sessions, business and department meetings, as well as one-on-one engagement sessions are conducted with employees on a regular basis. Similar sessions and meetings are also held through the unions.

Professional Conversion Programme (PCP)

Whenever certain job roles are displaced, our first approach is to re-train and redeploy affected employees to other roles. For example, under the Professional Conversion Programme for Air Transport, we re-train employees for new roles in partnership with educational institutions like Temasek Polytechnic. When redeployment is not possible, we work closely with NTUC and agencies such as e2i (Employment and

Employability Institute) for the re-training and outplacement of affected employees to other companies. In situations where we are unable to identify a suitable job even after considering all re-employment options, we offer affected staff an Employment Assistance Payment.

STAFF WELFARE AND BENEFITS

Besides competitive remuneration, our employees also enjoy comprehensive welfare and benefit schemes. Our full-time and part-time employees are provided with healthcare insurance with deferred coverage for general practitioner, specialist, dental and hospitalisation claims.

All full-time and part-time employees who meet the government funding criteria under the Child Development Co-Savings Act, and who have worked for the Company for at least three months, are entitled to paid childcare leave, as well as maternity/paternity leave.

For the year in review, 925 female and 1847 male employees across SATS' operations in Singapore were entitled to parental leave. Out of which, 44.1% (408) of female employees and 59.1% (1092) of male employees utilised their parental leave. In the reporting period, 100% of our employees returned to work after parental leave ended. 398 female and 1081 male employees who returned to work after their parental leave remained

76%

Employee engagement score

employed 12 months after their return to work, signifying a 98% and 99% return rate respectively.

In compliance with the Retirement and Re-employment Act, we offer re-employment to eligible employees who are turning 62, up to age 67, to continue their employment with us. In addition, we make contributions to the Central Provident Fund in Singapore, a defined contribution pension scheme which helps employees fund their retirement.

To prepare employees aged 55 and above for re-employment and/or retirement, SATS conducts a programme called "Making my Choice" to help mature employees understand the options that are available to stay active and contribute purposefully as they move into the third age.

³ Source: <http://www.straitstimes.com/business/singapore-employees-least-engaged-in-asia-study-finds>

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LABOUR PRACTICES AND HUMAN RIGHTS

We provide a fair performance-based remuneration culture that is inclusive, collaborative, and diversified. We practise fair employment that is in line with Singapore's Tripartite Alliance for Fair Employment Practices and Guidelines.

We also recognise that in order to attract and retain talent, fair and favourable working conditions have to be provided for our employees. We are committed to respecting and promoting human rights and good labour practices.

SATS respects our employees' rights to freedom of association and their right to be part of a union. We provide a platform for our union representatives to introduce the unions to new employees at our employee familiarisation programme which is conducted twice a month. 82% of our general employees (GE) are SATSWU members, 56% of our Administrative Officers (AO) are AESU members, while 61% of our SATS Food Services (SFS) general employees are represented in FDAWU.

At SATS, we have established a framework to build a sustainable culture that promotes respect for labour rights, through regular dialogue with employees or their recognised employee representatives. Open communication platforms with our union representatives include monthly breakfast meetings, quarterly tea sessions, luncheons, as well as monthly Union Management (UM) Meetings chaired by our PCEO.

Our business unit (BU) leaders will engage our union representatives at monthly scheduled BU-union meetings. Any operational changes that may impact our workers, will be discussed at any of these avenues or as required before implementation. Annual retreats, regular team-building and CSR engagement activities are also organised to reinforce this trust and collaboration between union and management. In addition, as stated in our Supplier Code of Conduct, we expect our suppliers to respect the human rights of their employees, and provide a safe, fair, and non-discriminatory work environment.

Prior to implementation of significant operational changes, SATS works with the unions and follows the tripartite guidelines depending on the complexity of the change.

“
SATS respects our employees' rights to freedom of association and their right to be part of a union.
”

Grow with SATS

DIVERSITY

At SATS, every employee's contribution is equally respected. We are committed to creating and maintaining an environment that promotes equal opportunity to all and embraces diversity. In general, the ratio of basic salary and remuneration of women to men is 1:1.17. By 2030, we aim to achieve 40% female representation at the senior management level.

Board Diversity

We are committed to building an open, inclusive, and collaborative culture, and recognise the benefits of having a Board with diverse backgrounds and experience. We have adopted a Board Diversity Policy which focuses on the importance of an appropriate balance of skills, experience, gender, industry and geographical knowledge, and professional qualification, in building an effective Board with the ability to guide and support us in achieving our strategic objectives for sustainable growth and development.

Such diversity will allow the Board to better identify potential risks, raise challenging questions, and contribute to problem-solving. In particular, we consider gender to be an important aspect of diversity and strive to ensure that there is adequate female representation on the Board. All Board appointments will be based on merit of candidates, and will be considered against objective criteria and having due regard for the benefits of diversity on the Board, our needs and our core values. The current make-up of our Board reflects our commitment to diversity in gender, nationality, ethnicity, skills and knowledge.

EMPLOYEES BY AGE GROUP

Age Group/ Gender	Senior Management	Managers to VP	Executive	Non- Executive	Flexi/ Temp	Grand Total
FEMALE	4	96	277	3,290	361	4,028
<20	–	–	–	60	51	111
21-30	–	6	105	939	109	1,159
31-40	–	36	81	670	22	809
41-50	1	35	51	697	54	838
51-60	3	18	33	632	71	757
>61	–	1	7	292	54	354
MALE	13	178	434	6,565	294	7,484
<20	–	–	–	36	48	84
21-30	–	2	83	1,713	90	1,888
31-40	1	44	116	1,418	5	1,584
41-50	1	65	104	1,322	20	1,512
51-60	9	50	92	1,466	37	1,654
>61	2	17	39	610	94	762

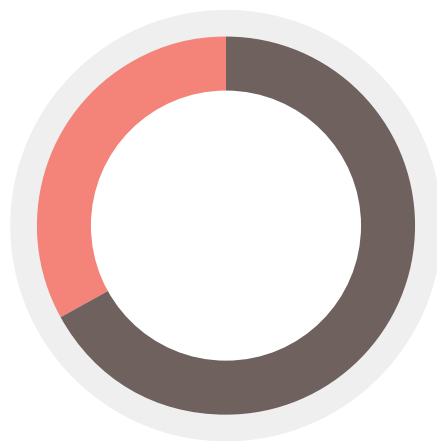
During the reporting period, there were no reported incidences of discrimination.

please refer to

CHART 1.9

CHART 1.10

CHART 1.9



BOARD GENDER DIVERSITY

● Male Directors	82%
● Female Directors	18%
Total	100%



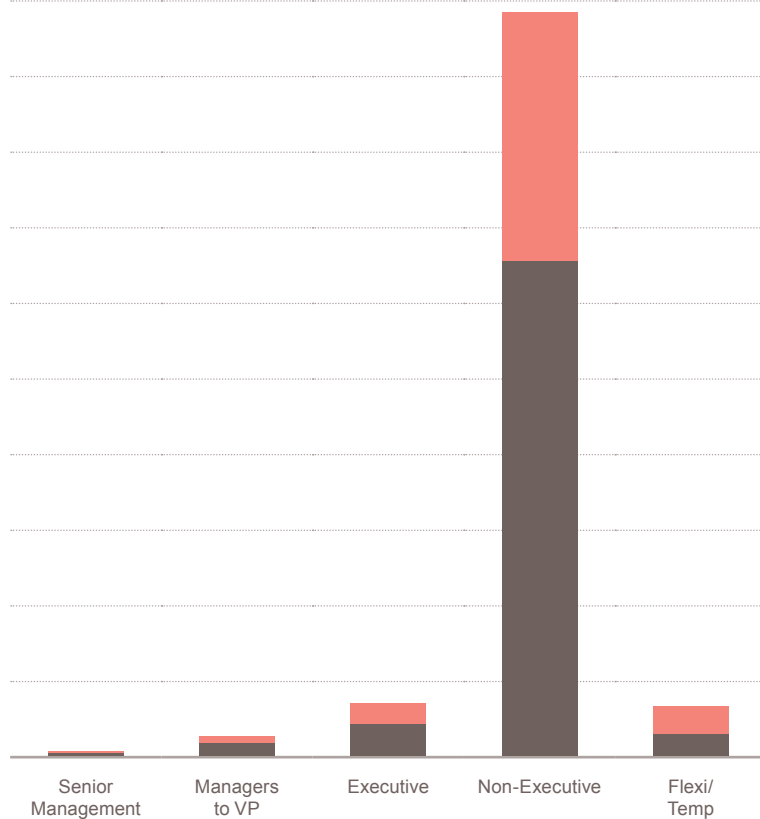
AGE OF DIRECTORS

● 51-55	28%
● 56-60	9%
● 61-65	27%
● 66-70	27%
● 71-75	9%
Total	100%

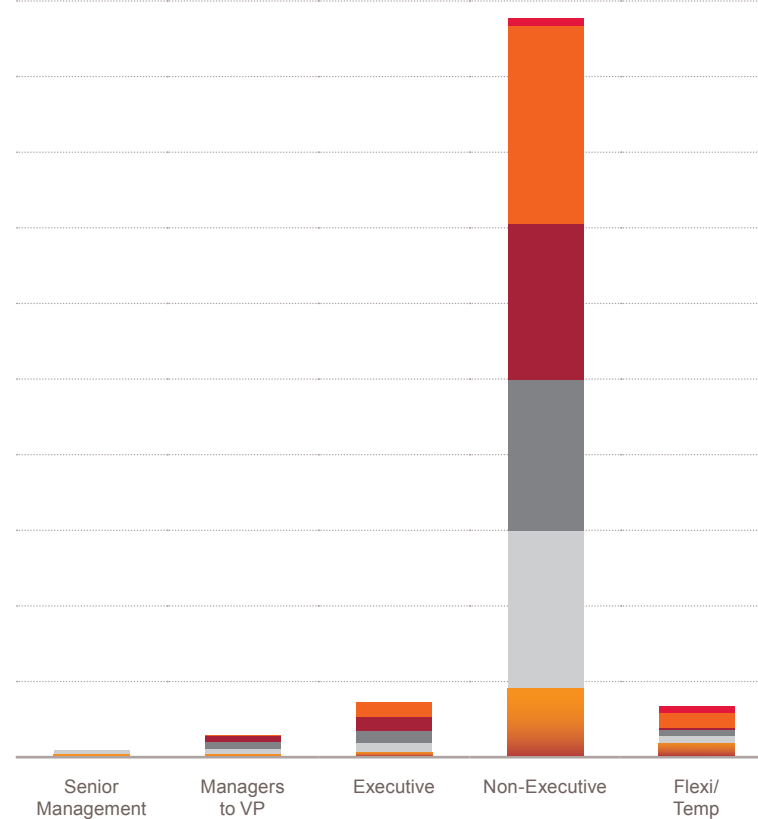
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CHART 1.10

EMPLOYEE CATEGORY BY GENDER



EMPLOYEE CATEGORY BY AGE GROUP



Gender	Senior Management	Managers to VP	Executive	Non-Executive	Flexi/Temp
● Female	4	96	277	3,290	361
● Male	13	178	434	6,565	294
Total	17	274	711	9,855	655

Age Group	Senior Management	Managers to VP	Executive	Non-Executive	Flexi/Temp
● <20	–	–	–	96	99
● 21-30	–	8	188	2,652	199
● 31-40	1	80	197	2,088	27
● 41-50	2	100	155	2,019	74
● 51-60	12	68	125	2,098	108
● >61	2	18	46	902	148
Total	17	274	711	9,855	655