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“ **#HARNESSING** DIGITAL TWIN TECHNOLOGY, I HELP OUR PRODUCTION KITCHENS TO OPTIMISE RESOURCES, MATERIAL PLANNING AND KNOWLEDGE MANAGEMENT TO REDUCE WASTE AND ENHANCE PRODUCTIVITY. ”

TAN WEI EN

#GROWINGWITHPURPOSE



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NOURISHING COMMUNITIES

ENABLING MORE PEOPLE TO EAT WELL

Harnessing our culinary innovation and technical expertise to provide better, more nutritious food from sustainable sources to improve the health and well-being of our communities and our ecosystems.

WHO ARE OUR PRIMARY STAKEHOLDERS?

Our customers, local communities and shareholders.

UNITED NATIONS' SUSTAINABLE DEVELOPMENT GOALS



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MAKE HEALTHY FOOD AFFORDABLE

EXPLORING PLANT-BASED PROTEINS IN OUR RECIPES TO OFFER AIRLINES HEALTHIER MEAL OPTIONS THAT HAVE

A LOWER CARBON FOOTPRINT

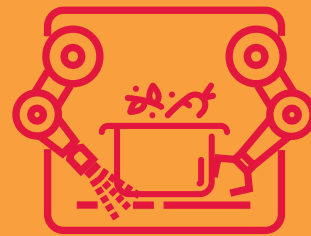


WORKING WITH SCHOOLS TO **EDUCATE CHILDREN ON GOOD EATING HABITS**

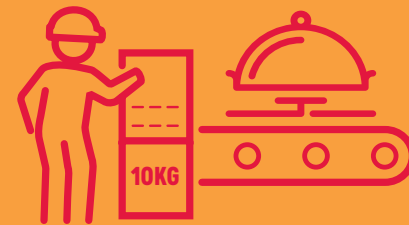


TACKLE FOOD WASTAGE

LAUNCHED NEW KITCHEN FACILITY TO **EXTEND SHELF LIFE OF FOOD AND MANAGE WASTE**



IMPLEMENTED **DIGITAL WEIGHING SCALE** TRIAL TO CAPTURE DATA ON VARIOUS WASTE STREAMS IN OUR PRODUCTION KITCHEN



WORKING WITH ECOGEN TO CONVERT WASTE TO ENERGY IN THE FORM OF **REFUSE-DERIVED FUEL**



ENSURE SUPPLY CHAIN IS SUSTAINABLE

15% OF FISH FROM MSC-CERTIFIED SOURCES



COLLABORATION WITH **LOCAL VERTICAL FARMS**



CONCEPTUALISED THE DIGITAL INTEGRATED SUPPLY CHAIN (DISC) TO ENHANCE **END-TO-END VISIBILITY**



MAKE HEALTHY FOOD AFFORDABLE

Globally, changes in dietary patterns and lifestyles as a result of increasing urbanisation are taking a toll on our health. The Asian Development Bank reports that in the Asia Pacific region alone, 2 out of every 5 adults are either overweight or obese.¹

Today, there is a growing awareness of the need to live and eat better through quality nutrition and healthier food. The food industry, in particular, can play an important role in ensuring that more people have access to nutritious and affordable meals that are sustainably produced.

¹ Asian Development Bank Institute. (2017). The Imminent Obesity Crisis in Asia and The Pacific: First Cost Estimates, p1.

In FY2018-19, SATS produced 167 million meals, handled 682,000 flights, 126 million passengers and 5.4 million tonnes of cargo. Focused on technology-driven food innovations, our expertise in large-batch production of freshly cooked food and wide distribution networks provide us with the ideal platform from which to make a positive impact on the health and well-being of our customers and communities.

OUR 2030 GOALS

TO ENSURE THAT ALL CUSTOMERS ARE OFFERED A HEALTHY CHOICE OPTION

TO PROVIDE NUTRITIONAL INFORMATION FOR ALL INFLIGHT MEALS

TO USE HEALTHY INGREDIENTS IN OUR MEALS AND PROMOTE WELLNESS EATING

MEALS PRODUCED

167M



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ADOPTING A HOLISTIC APPROACH TOWARDS PROVIDING QUALITY NUTRITION

To bring about enduring change requires a holistic approach. This includes driving greater public awareness of the importance of healthy eating and providing the incentive to do so by making tasty, healthy food options readily available.

As part of our Food Solutions business, SATS provides inflight catering for over 35 airlines connecting passengers from Singapore to the region and the rest of the world. With the continued growth of air travel, we want to ensure that passengers get to eat as well in the air as they do on land. To this end, our chefs are working with our airline partners to promote the use of healthy ingredients and to introduce healthy choices along with nutritional information to customers on flights and in lounges by 2020.

Through our institutional catering arm, SATS also provides quality meals to SAF cookhouses, hospitals, corporate canteens and cafeterias, and schools including pantry supply to preschools.

In collaboration with SAF, SATS launched a series of initiatives in line with government-wide Healthier Catering and Healthier Drinks policies to encourage healthier eating and to improve dietary quality among Singaporeans.

Introduced in April 2018 in support of key dietary concerns, the initiatives include the use of plant-based oil for cooking, limiting deep-fried dishes to a maximum of 2 items per week, serving more wholegrain options and reducing the sugar content of hot and cold beverage in line with HPB guidelines.

MAKE HEALTHY FOOD AFFORDABLE

To promote healthy eating and encourage the active consumption of healthier food options in schools, we have also been working with HPB to ensure that our menus comply with relevant nutritional guidelines of programmes such as HPB's Healthier Meals in Preschools Programme for preschools and Healthier Meals in Schools Programme for primary and secondary schools and student care catering.

In addition, we are also working to introduce items with the Healthier Choice Symbol² (HCS) into our schools' catering menu as well as pantry supply inventory to offer a wider range of healthy options to young customers.

To further advocate the benefits of quality nutrition and the fundamentals of healthy eating – “balance, variety and moderation”, we participated in outreach events organised by our institutional customers to promote the message among school children.

In May 2018, SATS' dietitian participated in MindChamp's Food Revolution, conducting an interactive activity to promote the basic healthy eating principles to kindergarten children.

In a joint initiative between Sengkang Health and local public schools launched in February 2019, SATS developed a customised menu and supplied meals as part of a programme to encourage self-regulated healthy eating habits among 10- and 11-year-old students.

DRIVING LONG-TERM SUSTAINABILITY THROUGH RESEARCH AND DEVELOPMENT

Around the world, the widespread consequences of environmental degradation as a result of industrial and commercial activities are keenly felt in the changes that we observe in weather patterns, rising temperatures and sea levels.

Increasing urbanisation and the rapidly rising demand for food resources place tremendous pressures on agricultural yield and global fish populations, giving us a clear imperative to look hard for more sustainable alternatives.

² Introduced by Singapore's Health Promotion Board (HPB), the Healthier Choice Symbol identifies food products which are certified as healthier options, enabling consumers to make informed food choices. Source: HPB



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Putting our resources, talent and technology to good use, we have been investing in food science expertise to develop new products and recipes that use alternative, plant-based ingredients with the aim of offering customers a wider range of healthy choices made from sustainable ingredients.

To increase the selection of healthy options on inflight menus, SATS also developed a range of HCS ice cream for our airline customers.

In March 2019, SATS unveiled a new kitchen facility, C2+, that is equipped with new and innovative food technologies such as the FreshTech line – a commercial line that is the first in Asia to use a pasteurisation and sterilisation technology. This enables us to better maintain the taste, texture and nutritional properties of freshly cooked meals while extending shelf life.

The new facility also houses an Innovation Centre comprising of a Think Lab and a Research and Development kitchen, where our food technologists, dieticians and culinary

chefs work together to develop new ideas and product concepts. At the Think Lab, as part of the product development process, our food technologists also conduct essential tests to ensure consistency in the texture and nutritional value of our products.

Tapping on our research and product development capabilities to make a broader impact across society, SATS received a grant in December 2018 to embark on the Elderly Nutrition Development Programme, which was launched in June 2019.

Funded by Enterprise Singapore to address and support the nutritional needs of a growing senior population, the programme involves working with entities such as hospitals and nursing homes to create prototype ambient ready-to-eat meals with textural and nutritional properties that are suitable for the elderly, as well as high-protein ambient desserts for those who are at risk of malnutrition. At a later stage, a trial will be held to introduce these products to a wider group of consumers for consumer acceptance.

TACKLE FOOD WASTAGE

Globally, approximately 20 to 30% of food is wasted along the value chain even before the point of consumption.³

For SATS, tackling the issue of waste along the food production supply chain is a key priority and an integral part of our sustainable business strategy. Operationally, reducing and managing food wastage can help us to achieve greater efficiencies, cost savings and even new sources of energy. For the environment, less waste translates to less pollution from activities like the decomposition of by-products and conventional waste disposal methods. Optimising the use of resources also reduces the need for fresh supplies of raw materials.

³ Business and Sustainable Development Commission. (2017). Better Business Better World: Sustainable Business Opportunities in Asia, p44.

Serving over 167 million meals across more than 35 locations in Asia, the scale of our operations means that our efforts to manage, reduce and eventually eliminate food waste from our production streams can have a significant positive impact on the environment.

OUR 2030 GOALS

TO HALVE FOOD WASTAGE IN ALL OPERATIONS FROM A 2018 BASELINE

SERVING 167 MILLION MEALS ACROSS

>35 LOCATIONS IN ASIA



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TACKLE FOOD WASTAGE

MAKING EFFICIENT FOOD WASTE MANAGEMENT A CORE PART OF OUR OPERATIONS

In order to better manage our waste output as well as identify the main sources and areas for improvement along the production chain, we have established a food waste management system in our production kitchens. This initiative aims to reduce the volume of avoidable waste and unnecessary disposal while we work on creating more sustainable cycles of renewal and regeneration.

To turn food and material waste into potential sources of energy, we are working with our Technical Projects team to explore the use of eco-digestors to convert food waste into refuse-derived fuel, recycled water and fertiliser. The first phase will be implemented in our production kitchens in September 2019.

Without the need to segregate organic and inorganic waste, this could significantly reduce the volume of waste sent to incinerators and landfills, close the waste loop and help to reduce our carbon footprint.

WE FIRMLY BELIEVE THAT THE SUCCESS OF OUR BUSINESS SHOULD NOT COME AT THE EXPENSE OF OUR ENVIRONMENT. ADOPTING A TECHNOLOGY-DRIVEN, PEOPLE-LED APPROACH, WE EQUIP AND EMPOWER OUR PEOPLE TO HARNESS TECHNOLOGY TO FURTHER OUR SUSTAINABILITY GOALS, TACKLING WASTAGE AND IMPROVING OUR FOOD PRODUCTION PROCESSES.

Beyond our production kitchens, we are also spearheading an initiative with airlines to expand the range of recyclable dry stores and facilitate the collection of unconsumed dry store products. Some of these items include cup noodles, biscuits, condiments like salt and pepper, and some types of ambient juices. Moving forward, our goal is to increase the percentage of participating airlines and the categories of recycled dry stores.

HARNESSING TECHNOLOGY AND DATA TO FURTHER OUR SUSTAINABILITY GOALS

This year, we launched a trial to introduce a simple and user-friendly system in our production kitchens that enables our chefs to measure, monitor and capture data on various waste streams during production.

Under the waste bins in our production kitchens, we placed digital scales installed with highly sensitive sensors that can detect and measure the weight of items as light as skin and bones as well as the estimated business and environmental costs of disposal per year. Using a touchscreen, each waste item is manually categorised in 2 simple steps and a daily summary is recorded.

This enables us to gain greater visibility of our waste output, gathering valuable data on various food waste streams that would help us to identify ways to improve production efficiencies and optimise material planning, therefore potentially reducing waste and operational costs.



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CASE STUDY

LESS WASTAGE FOR MORE SUSTAINABLE NUTRITION

In March 2019, SATS unveiled a new S\$25 million kitchen, introducing new food technologies into the production line which can preserve nutritional qualities and enhance taste while significantly extending shelf life and reducing wastage.

1. NEW PASTEURISATION AND STERILISATION TECHNOLOGY (FRESHTECH LINE)

The first of its kind in Asia, this system enables large-batch production of freshly cooked meals with an extended shelf life, retaining their visual, textural and nutritional properties without the use of preservatives.

With this new technology, depending on the product type, the shelf life of chilled products can be extended from 2 to 90 days while that of ambient products can be extended from 6 to 24 months. With a longer period for consumption, this reduces potential food wastage.

In addition, the use of pulse heating for pasteurisation and sterilisation of food enables better temperature control and consumes less energy.



As the delivery of shelf-stable products do not require end-to-end cold chain logistics, this reduces energy consumption in the supply chain, resulting in a lower environmental impact and carbon footprint.

The capacity for bulk production also lowers the frequency of production from daily to once or twice a week. This results in enhanced production efficiencies due to consolidated raw material planning, manpower scheduling and more effective optimisation of resources.

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2. AUTOMATED RICE LINE

With the capability to cook a wide variety of rice from Jasmine rice to flavoured rice like biryani, the new automated rice line can produce 4,000 portions of rice every hour. The line dispenses a pre-determined weight of rice and water based on a programmed recipe, before the rice undergoes a washing process and is cooked over a continuous gas tunnel.

With this new technology, we are able to centralise rice production and streamline manpower resources in our production kitchens. In the past, individual kitchens had to cook their own rice, which required approximately 8 staff. Today, it only requires a 3-man team dedicated to operating a central rice production line.

3. AUTOFRYER

The Autofryer enables large-batch cooking of food whilst continuously stirring the food to provide uniformity and consistency. In the past, it took about 90 minutes to cook 60kg of rice or noodles that required constant stirring with heavy ladles. Today, we are able to cook 60kg of rice or noodles in 30 minutes, tripling our capacity.

The automation process also alleviates the strenuous tasks of stirring large amounts of food for our kitchen crew, improves efficiency and provides a more consistent product.



4. THERMOFORMING LINE AND TRAY SEALER

Using a thermoforming process to vacuum pack food components, a roll of sheet is heated to form a specific shape and size using a mould to create the packaging. This process also helps to extend the shelf life of food products and the current capacity is 450 to 500kg of food product per hour depending on the nature of the product.

TACKLE FOOD WASTAGE

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ESTABLISHING RESPONSIBLE PLANNING AND PRODUCTION GUIDELINES

To facilitate better planning in terms of resource utilisation and finding ways to reduce both avoidable and unavoidable waste, we are establishing our food waste baseline starting from our production kitchens. One of the key enablers is our Food Operating System, which provides seamless integration with customer systems for real-time visibility to facilitate demand planning.

We are also deepening our collaboration with Singapore Airlines on a joint sustainability roadmap to mitigate our collective impact on the environment and to meet the demands of increasing air travel.

In addition, by streamlining the process of menu planning through more effective demand planning and resource utilisation along with more accurate food waste measurement across the production process, our goal is to achieve a 10% reduction from our baseline measurement by FY2019-20 and halving all food wastage by 2030.

PROMOTING INTERNAL EDUCATION AND AWARENESS

As an organisation committed to sustainability, our culture and our people are a reflection of our values. Through various platforms, we communicate our sustainability pillars and priorities and encourage our people to be mindful of ways we can reduce food waste in our daily lives.

To discourage the use of single-use plastics, we introduced a policy to encourage the use of only non-plastic utensils at our internal events. Our management also leads by example through efforts such as the distribution of individual sets of reusable cutlery and straw kits to all employees, which will take place during the December 2019 PCEO Walkabout.

SATS wants to create a culture where our people are motivated to bring and use their own cutlery during meals and internal events instead of using disposables ones.





ENSURE SUPPLY CHAIN IS SUSTAINABLE

From local farms to multinational companies, SATS operates across an extensive and complex supply chain that involves 3,700 suppliers from all over the world. As a major customer and partner, we are well-positioned to influence our supplier communities by driving a demand for sustainable practices and production methods.

A sustainable supply chain based on responsible planning, clear regulations, transparency and greater accountability for the environment is beneficial to our business and our customers, with the potential to drive positive and enduring change across the industry.

SOURCING RESPONSIBLY

Each year, we use approximately 18,750 tonnes of food ingredients and raw materials, which account for approximately 20% of SATS Food Solutions Group operating expenditure. This includes the cost of cooking resources and ingredients such as cooking oil, seafood, poultry, meats, vegetables and eggs.

By making sustainability practices a core component of our supplier code of conduct, ensuring that suppliers meet specified standards and qualifications, and procuring only from accredited suppliers, we aim to strengthen the industry-wide imperative for responsible practices from farm to fork.

EXTENSIVE AND COMPLEX SUPPLY CHAIN THAT INVOLVES

3,700 SUPPLIERS AROUND THE WORLD

OUR 2030 GOALS

TO ENSURE THAT 100% OF FISH AND PALM OIL ORIGINATE FROM CERTIFIED SUSTAINABLE SOURCES

CASE STUDY

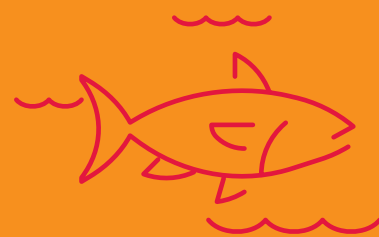
GROWING OUR SUSTAINABLE FOOD SOURCES



BEEF

5-STAR GRASS-FED BEEF TENDERLOIN PRODUCED UNDER THE "TRUE AUSSIE BEEF" LABEL

Produced under a rigorous traceability programme governed by Australia's Department of Agriculture, this category of beef is identified by the highest safety standards and quality, sustainable farming and processing methods, and a clean trace from farm to fork. We are also exploring plant-based proteins as an alternative to beef.



BARRAMUNDI

LOCALLY FARMED BARRAMUNDI

Without the need for air transport delivery, locally farmed barramundi has a smaller carbon footprint. 70% of the feed is plant-based, which means less energy and resources are required to produce the expected output of fish.

Employing best practices in aquaculture and animal husbandry, the farm fully complies with international standards in traceability and sustainable production. From feed mill to hatchery, farm to processing plant, the local supply chain has been awarded four stars for Best Aquaculture Practices, which is the highest level of accreditation.



FISH

MSC- AND ASC-CERTIFIED HOKI, ATLANTIC COD AND LING

Currently, 15% of our fish in our inflight meals comes from MSC-certified sources. The long-term goal is to increase this to 25% by FY2020-21 and to make sure that 100% of our fish supply originates from certified sustainable sources by 2030.

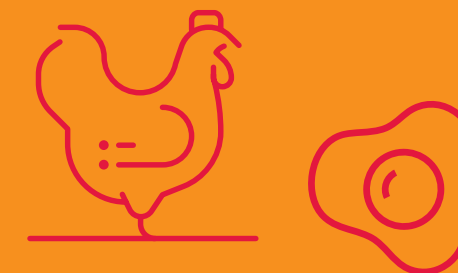


VEGETABLES

LOCAL PRODUCE GROWN VIA VERTICAL FARMING METHODS

SATS is working with local farms to develop sustainable, long-term vegetable supplies produced using vertical farming methods. This reduces or eliminates risks stemming from disease, pests and pollution. Environmental factors such as temperature, humidity and light in vertical farms can also be better controlled.

Using advanced crop-growing technology also results in higher yield, a lower carbon footprint and less water usage compared to traditional soil-based farming. Our plan is to work with prototype farms on small quantities and scale up in the next 2 to 3 years.



EGGS

SUSTAINABLY RUN LOCAL FARM FOR LONG-TERM SUPPLY OF LIQUID EGGS

In collaboration with our strategic supplier N&N Agriculture, SATS aims to increase the local supply of liquid egg and develop new products to meet rising demand. Sustainably run, the farm uses technology to maintain optimal and energy-efficient farming conditions from fully computerised feed mixing to a computer-controlled tunnel ventilation system. In addition, the roofs of the chicken coops are constructed with special insulation materials for better temperature control and energy efficiency.

As part of waste management, chicken waste and sludge are converted by microorganisms into methane gas used to generate electricity and organic fertiliser respectively. N&N Agriculture produces 60% of our liquid egg supply, with capabilities to develop other value-added egg products.

STRENGTHENING THE INTEGRITY OF THE SUPPLY CHAIN

In line with our goal of ensuring a secure and sustainable supply chain, SATS established the Digital Integrated Supply Chain (DISC) to achieve greater production efficiencies, full traceability, optimal value for our customers and the sustainable development of new products and services to meet the demands of various customer segments.

ENHANCED PLANNING AND OPTIMISATION

With centralised demand and supply planning, DISC enables us to improve our forecast accuracy with the agility to react to short-term demand changes and minimise service disruptions. Access to more accurate supply chain data also enables more robust resource and procurement planning, allowing us to better manage resource allocation, and optimise our inventory as well as production and distribution cost.

A STRATEGIC MULTI-SUPPLIER NETWORK FOR SECURE AND SUSTAINABLE FOOD SOURCES

As part of strengthening the DISC network and delivering greater value to our customers, SATS is on the constant lookout for suppliers to form strategic

long-term partnerships in areas such as delivery innovation, collaboration and co-branding activities.

In addition, DISC allows us to synergise procurement functions across key markets, which helps to ensure a secure supply of raw materials as well as minimise disruption and supply chain risk. This is supported by enterprise-wide procurement risk management policies to facilitate traceability, creating a streamlined and sustainable supply chain.

END-TO-END TRACEABILITY

Designed with an end-to-end inventory traceability framework, DISC provides customers with assurance in the quality of our products by providing farm-to-fork visibility.

Full traceability also gives us the ability to carry out quick investigation of customer feedback and to effectively manage potential product recalls, thereby enhancing service delivery and product consistency. By being able to identify the root causes of defective products, affected batches can be easily isolated and contained, thus improving overall product quality and service recovery.

In tandem with SATS' food safety and Quality Management System

and SATS' Transport Management System, DISC's end-to-end traceability framework enables us to fulfil our orders safely and efficiently, minimising delays and reducing our carbon footprint.

DATA-DRIVEN ACTIONABILITY AND COLLABORATION

DISC is a data collection centre that helps us make "buy or make" decisions, in order to optimise cost competitiveness. By delivering data-driven insights and visibility, SATS' DISC Control Tower enhances our decision-making capabilities and gives us the ability to act with speed and agility, resulting in a more resilient and sustainable supply chain.

To maintain supply chain excellence, the DISC Centre of Excellence implements industry best practices together with a robust performance management system to track processes and governance.

As testament of our efforts to establish a sustainable supply, SATS attained the Marine Stewardship Council (MSC) consumer-facing organisation (CFO) Multi-site Chain of Custody (CoC) standard (MSC-C-55971) and the Aquaculture Stewardship Council (ASC) CFO Multi-site CoC standard (ASC-C-01503).

DEVELOPING SUSTAINABLE PACKAGING AS PART OF BETTER PLASTICS MANAGEMENT

According to a World Economic Forum study, an estimated 8 million tonnes of plastics end up in the ocean every year. This is an alarming amount that is equivalent to emptying 1 garbage truck into the ocean every minute. At this rate, if nothing changes, there will be more plastic than fish in the ocean (by weight) by 2050.⁴

Very often, we rely on packaging to protect the integrity of products from production to delivery and consumption. Recognising that there is an urgent need to reduce our use of plastics, we are exploring ways to find sustainable alternatives and re-designing certain processes to reduce the amount of plastics used.

AS PART OF AN ONGOING REVIEW OF EXISTING CONSUMABLE ITEMS, WE ARE CARRYING OUT A LIFE-CYCLE ANALYSIS AND COMPARATIVE ASSESSMENT OF OUR PACKAGING MATERIAL.

Building on our findings, further study will be carried out to explore and identify options that fulfil the requirements of packaging type, packaging material and capacity for avoidable food waste.

⁴ World Economic Forum. (2016). The New Plastics Economy: Rethinking the Future of Plastics, p7.





SATS PRODUCES

170,000 FRESHLY COOKED MEALS DAILY

UPHOLD FOOD SAFETY

As a leading food solutions provider, food safety is of utmost importance in order to deliver on our promise to provide our customers with fresh, quality and tasty food. Producing approximately 170,000 freshly cooked meals daily, our kitchens are required to systematically handle a large volume of raw materials and ingredients in compliance with stringent guidelines and food safety regulations.

These include International Flight Services Association’s World Food Safety Guidelines, Singapore Food Regulations, Singapore Food Agency’s food safety standards, HACCP regulations and the ISO 22000 Food Safety Management System.

Our robust Food Safety and Quality Management System also enables us to consistently maintain the highest standards of quality and safety throughout our entire production process from preparation to delivery.

IMPROVING QUALITY ASSURANCE STANDARDS WITH DIGITAL TECHNOLOGY

Critical Control Points (CCP) in our production kitchens are identified at crucial stages in the production process to monitor and ensure food safety.

This year, to achieve greater consistency and minimise room for human error, the CCP monitoring process will be digitalised with features including real-time monitoring and an alert system to inform operations staff of any deviations in the process.

In addition, the system’s centralised database archiving allows for better data traceability, which facilitates the auditing process. The digitalised CCP system also eliminates the use of paper and the need for space to store physical copies of past records.

OUR 2030 GOALS

TO ESTABLISH A FOOD SUPPLY CHAIN FOR 100% OF HIGH-RISK PRODUCTS TRACEABLE TO ORIGIN