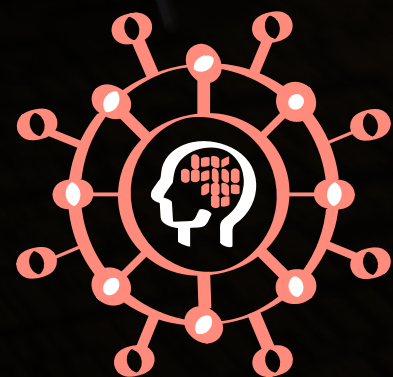




**Envisioning a world in which both people and the environment thrive, SATS Academy is firmly rooted in our mission to shape a sustainable workforce by helping our people and communities nurture skills for the future.**

**Lilian Tan**

Chief Human Capital Officer, SATS Ltd.



## **Nurture Skills for the Future**

• **In Conversation  
with Lilian Tan**  
[page 25](#) →

• **Case Study:  
SATS Academy**  
[page 28](#) →

• **Case Study:  
Assumption Pathway  
School**  
[page 30](#) →

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# In Conversation with Lilian Tan



What do you think is fundamentally essential in transforming the workforce through upskilling?



A strong corporate culture that binds people together through a set of shared values, commitments, and purpose is important. SATS has refreshed our purpose to Feed and Connect Communities and updated our values to Passion to Delight, Safety, Innovation, Trust, and Teamwork to build a culture of passionate commitment and collaborative progress.

We provide a purpose-driven environment for our people to grow. Applying their skills, ideas and ingenuity to serve our customers, our people are instrumental in fulfilling our purpose to Feed and Connect Communities and our promise to deliver heartfelt innovations to our customers and the communities we serve.

A strong corporate culture will attract the right people to join the company and provide our large workforce of 13,000<sup>7</sup> employees, operating in multiple locations across the region, a cohesive and uplifting company culture that empowers them to learn and develop in a safe, nurturing and inclusive work environment.

We are proud that SATS was recognised by Straits Times as one of Singapore’s Best Employers 2021, out of more than 1,700 companies, and we have a high employee engagement score of 81%.

Employee engagement score of **81%**

<sup>7</sup> This refers to SATS’ average headcount in FY2020-21

## SATS Core Values support the Purpose and Vision into the future

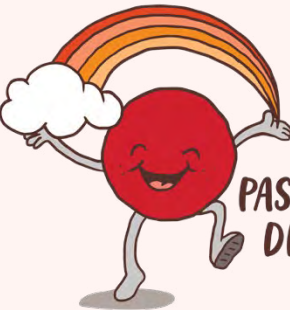
### Purpose

Feed and Connect Communities.

### Vision

Be the market leader by delighting customers with innovative food and seamless connections.

### Core Values



PASSION TO DELIGHT

Devoting our attention to even the smallest details, and putting our heart into all aspects of our work



SAFETY

Becoming a market leader through upholding the highest standards of safety and security for employees, customers and our communities.



INNOVATION

Harnessing technology and innovation to propel the business forward towards our vision



TRUST

Holding ourselves accountable to the communities and customers we serve by delivering what we promise in a sustainable manner



TEAMWORK

Empowering our people to work together towards a common purpose and vision

## In Conversation with Lilian Tan



**With the keen  
competition for talent,  
how do you grow your  
talent pool?**



**11,154**  
**workers** from the air  
transport sector have been  
reskilled and multiskilled.



As part of our talent development plan, we partner with institutes of higher learning to offer work-study programmes to employees who meet the enrolment criteria. These courses allow participants to undergo structured on-the-job training and mentorship whilst completing their studies, providing them with opportunities for professional growth.

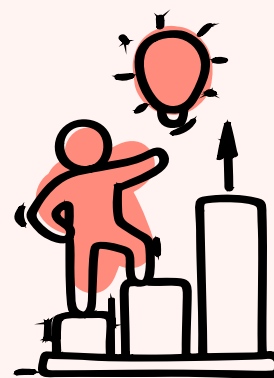
SATS remains focused on advocating a growth mindset among our people and supporting a culture of lifelong learning. Our employees are encouraged to participate in programmes such as innovative learning campaigns, lunchtime talks, senior management sharing sessions, and internal engagement platforms such as Global Connection 2020, which was held across 10 satellite locations worldwide.

Programmes to encourage employees to continually upgrade their skills to stay future-ready enabled SATS to accelerate its transformation when the pandemic started. In 2020, through SATS Academy and with support from SkillsFuture Singapore (SSG) and Workforce Singapore (WSG), SATS successfully executed its largest workforce transformation effort to date. We trained 11,154 workers from the air transport sector under the SkillsFutureSG Enhanced Training Support Package (ETSP) and 4,000 SATS employees were reskilled, multiskilled and redeployed under WSG's Place and Train and Professional Conversion Programmes.

With restrictions placed on in-person interactions, the COVID-19 pandemic catalysed an organisation-wide shift

towards a new learning environment centred around digital and online platforms. SATS Academy pivoted towards offering virtual training courses and programmes that helped employees develop new competencies and stay relevant. In FY2020-21, led by SATS Academy and our overseas businesses, we accelerated our training efforts and focused on building a stronger, more competent workforce, accumulating 3.8 million learning hours across the Group.

Notably, SATS was commended by LinkedIn Learning for achieving higher user and completion rates against global benchmarks<sup>8</sup>.



Each user spent  
an average of  
**24 hours**  
**16 mins**  
on the platform,

**27x**  
more usage compared to  
global benchmark of 54  
mins per user per month.



Course completion rate:

**73.5%**

**7x**  
higher than global  
benchmarks.



Video completion rate:

**98.9%**

a near perfect video  
completion rate that  
is higher than global  
benchmarks of 80-90%.



<sup>8</sup> Global benchmarks are based on the first 30 days of usage by LinkedIn's global enterprise clients.



## In Conversation with Lilian Tan



**You also lead SATS' participation in corporate social responsibility projects. What are the programmes SATS has in place to achieve the goal of touching a million lives in 2030?**



SATS strongly believes in giving back to the communities we serve. Tapping on our culinary expertise, service excellence and technical skill sets, we dedicate ourselves and our resources towards helping our communities grow and flourish. This includes efforts to provide opportunities to the younger generation to prepare for the future as well as supporting meaningful causes. In FY2020-21, we touched a total of 151,471 lives.

We work towards achieving our goals through different channels

such as the SATS Foundation, the philanthropic arm of SATS. SATS Foundation supports many community programmes and initiatives, especially those that empower the younger generation with the means to pursue further education are the focus of the Foundation. In addition to providing financial assistance to the children of our employees and union members, we channel our expertise and resources towards providing industry attachments as part of the Technical and Vocational Education and Training programmes offered by local institutions.

This year, due to the restrictions imposed by COVID-19, social activities such as art and cultural performances were halted. Volunteer engagement and outreach activities were also affected. To bring cheer to the elderly in this time of crisis, SATS Foundation worked with TENG Ensemble's Digital Concert to bring the joy of live music performances to underserved communities, so as to help them overcome feelings of isolation. The programme was viewed by 500 seniors from various eldercare homes across Singapore.

As a people-led business, we endeavour to secure a more sustainable future for all by extending our resources, networks and operational expertise to support those who are in need today through incorporating corporate citizenship

into our operations. In this ongoing pandemic, SATS stepped up our community efforts to assist in relief efforts across various cities.

In Malaysia, SATS subsidiary GTR partnered AirAsia to carry out project IKHLAS for Sabah. Aimed at supporting families whose lives and livelihoods have been impacted by the COVID-19 pandemic, the project included door-to-door visits to distribute daily necessities as well as personal protective equipment such as face masks and hand sanitisers. In India, AISATS has shipped over 45,000 tonnes of medical supplies to remote parts of India through the Lifeline Udaan flights.

Spurred by the need to bring nutritious meals to those who need it most, SATS subsidiary Monty's Bakehouse launched The Community Kitchen Project, an online meal delivery service that supplies high-quality, nourishing and delicious meals to customers who needed assistance. The Community Kitchen Project served close to 4,700 meals to members of local communities. With the shortage of manpower worsened by the lockdown in Maldives, our Maldives Inflight Catering (MIC) has been working closely with the National Disaster Management Authority, Ministry of Gender and Red Crescent of Maldives in supporting the local community with a meaningful cause by providing 350

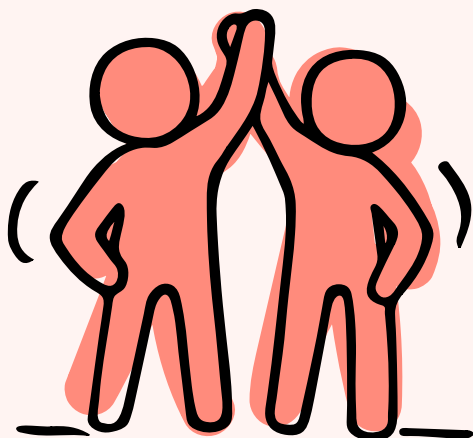
meals a day to the homeless and orphanages in Maldives. Similarly, TajSATS' flight kitchens have supported corporations such as World Central Kitchen, Deutsche Bank, and Taj Public Welfare Trust to supply over two million meals to healthcare workers in hospitals and stranded migrant communities in Bangalore, Mumbai, and New Delhi during the nation's COVID-19 lockdown.

In addition to these channels, we also encourage our employees to support and participate in meaningful causes that go beyond geographical boundaries. This year, in place of our annual Charity Run, SATS produced our first global virtual SATS Giving Run, a community event that aimed to engage our employees in our mission to do good. With every kilometre walked or run by SATS employees, a donation was made to AWWA<sup>9</sup> Singapore's Legacy of Love and Build A School charity campaigns. 141 SATS employees across Singapore, Vietnam and the UK accumulated a total of 4,000 km. As part of Singapore Giving Week, we also held our first hybrid ZOOMBA (Zumba via ZOOM) wellness volunteering session in collaboration with AWWA's Special Student Care Centre.

In FY2020-21, we touched

**151,471  
lives.**

<sup>9</sup> AWWA, or the Asian Women's Welfare Association, is a social service agency that delivers programmes, services and social assistance to disadvantaged groups in society.





## Case Study

# SATS Academy Enabling Workforce Transformation

As the training arm of SATS, SATS Academy is deeply committed to driving growth across the aviation industry by harnessing our culinary and technical expertise to spearhead training and development opportunities and help individuals stay relevant and future ready.

Since its launch in 2018, SATS Academy has evolved to become more than just a training provider, driven by our ambition to make a lasting and positive difference across the aviation community. It is our aim to touch the lives of many more people as we continue to invest in efforts to share our expertise, empowering our communities with the opportunities and platforms to develop skills for the future.

This year, SATS Academy has been appointed by SSG<sup>10</sup> to deliver the Pilot Enhanced Training Support Package, which caters for employees in the aviation community who have been affected by the disruptions caused by

the COVID-19 pandemic. As part of this initiative, which was announced on 2 March 2020, SATS Academy offers 115 training programmes covering topics such as ground handling support technical skills, culinary skills, and critical core skills. These programmes have been extended to participants from approximately 20 key players and partners in the air transport sector.

Over the past year, SATS Academy has offered more than 55,000 training seats and provided valuable training and development to more than 11,000 individuals from various sectors in the aviation industry. These efforts reflect our longstanding mission to facilitate lifelong learning through skills upgrading, reskilling, and developing personal effectiveness and emotional resilience in our people, providing them with the knowledge they need to succeed and thrive.

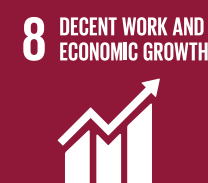
The SATS Academy offers

**115** training  
programmes.

<sup>10</sup> SkillsFuture Singapore (SSG) is a national movement to provide Singaporeans with the opportunities and resources to learn new skills as part of individual and professional development.

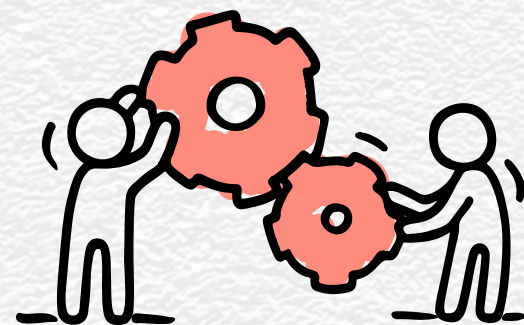


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## Case Study SATS Academy Enabling Workforce Transformation



Leveraging the ETSP<sup>11</sup>, we continue to encourage and enable SATS employees to branch out and explore their interests and, in the process, acquire new skills that extend beyond their current roles. For example, individuals who are aspiring chefs can participate in culinary classes offered by SATS Academy and develop the relevant skills required. Participation in cross-functional courses also allows employees to develop a more holistic perspective of SATS and the different aspects of our business. For instance, a dishing staff who works in our production kitchens or a corporate employee would typically not be exposed to customer-facing roles, who can now enrol in courses on topics related to passenger service, such as 'Serving Passengers with Reduced Mobility and Disability'. This can help them broaden their knowledge and appreciation of other fields of work, better understand various operational challenges, and further strengthen our collective sense of purpose.

At the same time, SATS Academy also plays an active role in helping to enhance the quality of services across the air transport sector. Drawing on our service experience and expertise, we invest heavily in creating programmes aimed at helping the community to acquire domain expertise and critical soft skills so as to better serve travellers in a post-COVID world. Participants in our programmes include employees from leading industry players like SIA, Japan Airlines, JetQuay and SmartCarte.

Recognising that different organisations have different training needs, we also develop customised training programmes that cater to the unique requirements of our participants. For example, we have tailored several training programmes for SIA cabin crew, including disruption handling, addressing services lapses, communicating and relating effectively, flying with wellness, managing conflict, and serving passengers with reduced mobility & disability (PRMDS) & passengers with special needs. Conducted by highly experienced SATS Operations Trainers, some of these courses provide flight crew participants with extensive knowledge and valuable insights into the complex and crucial decision-making process on the ground, which ensures a smooth passenger experience from check-in to the actual flight. In doing so, this also helps to foster a deeper understanding between SATS ground handling teams and SIA cabin crew, laying the groundwork for more seamless cooperation and joint management of real-time disruptions and delays.

In addition, SATS Academy also conducted culinary courses for SIA cabin crew. These include cheese appreciation and wine pairing, culinary enhancement training courses, and a culinary workshop on the basics of making sauces. These courses help to increase the culinary knowledge of cabin crew to enable a delightful travel experience.

On a nationwide level, SATS Academy has partnered WSG<sup>12</sup> to reskill,



upskill or multiskill approximately 4,000 employees whose jobs have been impacted by the COVID-19 pandemic. As part of this initiative, SATS Academy developed on-the-job training blueprints for employees who may be redeployed to new roles and responsibilities, ensuring that our people, whose roles may have been affected by the pandemic, remain gainfully employed. For example, customer service agents who have been redeployed to support our cargo or eCommerce operations would take guidance from the training blueprints to acquire the competencies and process understanding of their new role, in order to fulfil their duties well. This experience helps these individuals to develop the confidence, resilience and agility to take on new challenges as the industry continues to evolve.

Over the past year, in response to the global pandemic, we pivoted swiftly and converted many existing in-person programmes to virtual sessions, which have proven to be equally effective and highly advantageous. Virtual training is unaffected by COVID-19 restrictions and multiple sessions can be conducted simultaneously, allowing us to continue offering a wide range of training and development courses to the aviation community throughout the pandemic. In addition, going virtual allowed us to roll out training programmes to different geographies more easily, reaching a wider audience beyond Singapore.

<sup>11</sup> The Enhanced Training Support Package (ETSP) was introduced by the Singapore government to provide support to sectors that were directly and severely impacted by COVID-19. The ETSP includes funding and course fee subsidies for eligible courses within the stipulated period.

<sup>12</sup> Workforce Singapore (WSG) is a statutory board that oversees the transformation of the local workforce and industry to meet ongoing economic challenges



## Case Study Supporting Assumption Pathway School in Vocational Training



SATS has been a key partner of **Assumption Pathway School (APS)** since 2009, supporting its F&B, Baking Practices and Hospitality vocational programmes.

Our 2019-2020 financial assistance enabled 196 students to continue the pursuit of higher vocational F&B certifications or become gainfully employed. Of these, 18 students were awarded the SATS Foundation Achievement, Best Progress and Character Awards over the course of two years. Educational workshops in the Training Restaurant and student placements expose APS students to various job opportunities and equip them with realistic knowledge about their vocational course.

SATS recently renewed our commitment with APS.

# 10<sup>th</sup>

SATS reaffirmed our 10<sup>th</sup> year anniversary of community partnership with APS at our National Day Observance Ceremony 2019, in commitment to build skills for the future.



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