# SUSTAINABILITY

As a trusted organisation connecting people, businesses and communities for over 160 years, Singapore Post ("SingPost") is committed to managing and operating our business and resources to create sustainable value for our stakeholders, while upholding our heritage and protecting our environment and the communities in which we operate.

SingPost's Sustainability Report is published annually within five months of its financial year-end. The Sustainability Report communicates the Company's sustainability performance including the strategic approach and data on our material environment, social and governance (ESG) factors. The report is prepared in accordance to the Global Reporting Initiative (GRI) standards – 'Core' reporting requirements, as well as the Singapore Exchange Securities Trading Limited (SGX-ST) Mainboard listing requirements.

Sustainability at SingPost is grouped into six key pillars:

- Our Governance – Adopting best-in-class corporate governance practices
- Our Operational Excellence – Achieving operational excellence in everything we do
- Our Customers – Meeting the needs and creating value for our customers
- Our People – Building a sustainable workforce for the future
- Our Environment – Exercising environmental stewardship
- Our Community – Uplifting the lives of the disadvantaged and preserving our postal heritage

Greater detail on our sustainability efforts and performance can be found in the FY19/20 Sustainability Report.

## STAKEHOLDER ENGAGEMENT

SingPost communicates regularly with our stakeholders to better understand their needs and interests as well as to keep them abreast of the Group's latest developments. The basis and methods of engagement with our stakeholders, along with key focus areas for each stakeholder, are laid out in the following table.

| Stakeholders | Basis for engagement | Methods of engagement and frequency | Key areas of focus/ stakeholder concerns | SingPost's response |
|---|---|---|---|---|
| Shareholders *Institutional investors, equity analysts, retail investors, and Securities Investors Association of Singapore (SIAS)* | Provide opportunities for investors to engage with management; allow investors to gain a better understanding of the company's business, operations and upcoming strategies<br><br>Reach a wider network of investors to broaden and diversify shareholder base | Regular meetings, conferences with investors, roadshows, site visits; Retail Investor Day<br><br>Quarterly results briefings for analysts<br><br>Annual and extraordinary general meetings<br><br>SGX announcements, annual report, circulars, press releases – as appropriate | Business sustainability in the short and long run<br><br>Total shareholder returns<br><br>Practices and targets for environment, social and governance factors | Develop and implement roadmap to improve the Group's financial performance<br><br>Implement measures to address environment, social and governance matters laid out in the Sustainability Report. |

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|---|---|---|---|---|
| Customers *Corporates, retail customers, general public* | Meet or exceed customer needs; brand loyalty and spokespersons<br><br>Provide consistent and high service quality; resolve complaints | Network of post offices, mySAM portal and kiosks, SingPost apps, call centre, e-feedback forms<br><br>Regular engagement by sales team<br><br>Conduct customer satisfaction survey at frontline touchpoints<br><br>Conduct annual customer service surveys e.g. B2B customer satisfaction surveys to collect corporate Voice of Customer (VOC) and Service Quality feedback<br><br>Engagement with the general public through traditional and digital media platforms, as well as focus group discussions<br><br>Provide convenient 24/7 access to services with online and offline channels, call centres, and Smart Post Offices with automated lobbies | Service quality<br><br>Product and service offerings | Implement measures to raise reliability and service standards of the postal operations, e.g. new operating system for international logistical flow to enhance process, quality and control<br><br>Relocate Customer Service off-shore team from India to Malaysia; train call centre staff in Malaysia<br><br>Introduced Net Promoter Score (NPS) surveys upon completion of a service transaction, to measure Quality of Service, at post offices, contact centre and for parcel delivery<br><br>Roll out new uniforms for front-line staff coupled with professional image and etiquette training<br><br>Develop and introduce new technologies and infrastructure, e.g.<br>– New-generation SAM kiosks; to shipping supplies and philatelic product vending machines at post offices<br>– Upgraded point-of-sales system at post offices to enhance customer experience<br>– Conceptualisation of Smart Letterbox and Smart Stamp as part of SingPost's Future of Post vision |

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| Stakeholders | Basis for engagement | Methods of engagement and frequency | Key areas of focus/ stakeholder concerns | SingPost's response |
|---|---|---|---|---|
| | | | | Introduce innovative product and service offerings, e.g.<br>– On Demand Delivery (ODD)<br>– Parcel Estimated Time of Arrival (ETA)<br>– Boomerang, a return solution with CouriersPlease in Australia<br>– Tracked Package service, which was introduced based on customer feedback reflecting that tracking capabilities and direct letterbox deliveries were preferred over doorstep deliveries that require sign-off. This service offers delivery progress tracking and notifications to update recipients on their package deliveries.<br><br>Launched "MyPostman", an online platform and campaign for residents to know their neighbourhood postmen better and provide feedback on their service |

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|---|---|---|---|---|
| Employees *Full-time, contract and temporary workers* | Ensure understanding and alignment with the company's goals and strategy, and update on corporate/strategic developments<br><br>Drive greater employee loyalty through job satisfaction, retention and productivity<br><br>Ensure a safe and healthy workplace to prevent accidents and injuries, and maintain a healthy working environment | Quarterly town hall staff meetings<br><br>Regular management meetings<br><br>Regular staff recreational activities<br><br>*Voice of Employees* annual survey<br><br>Internal announcements and memos from GCEO and management – as appropriate<br><br>GCEO employee engagement through breakfast meetings with individual departments<br><br>Leverage digital tools to engage staff, e.g. intranet, HR skills development app and digital onboarding programmes<br><br>Monthly Workplace Safety and Health (WSH) Committee meetings with participation from employees, contractors and union representatives<br><br>Monthly safety inspections at all work sites to improve or maintain high WSH standards<br><br>Annual WSH campaigns to promote safety awareness and improve workplace safety culture | Fair HR policies and practices<br><br>Workplace safety and health<br><br>Career advancement, learning and development, remuneration and welfare<br><br>Community spirit within the workplace | Implement HR framework to guide employee engagement:<br>– Providing top talent<br>– Rewarding for performance<br>– Instilling a lean HR operating system<br>– Developing and growing our talent<br>– Engaging every employee in the company's transformation<br><br>Certified bizSAFE Level 3 organisation<br><br>Launched "SPhere", a new intranet to strengthen staff engagement and community building efforts<br><br>Launched Aspire Academy app, an onboarding digital tool for new hires<br><br>Arrange regular medical check-ups and health workshops for employees |

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|---|---|---|---|---|
| Trade union *Union of Telecoms Employees of Singapore (UTES)* | For staff representation, mutual trust and openness<br><br>Consult and collaborate on workplace decisions | Regular dialogues with union representatives | Welfare of union workers | Regular engagement to develop a good and collaborative relationship<br><br>SingPost and UTES have set up a Company Training Committee (CTC) in 2019, which is supported by NTUC's e2i (Employment and Employability Institute), aimed at upskilling postal workers in the evolving logistics and eCommerce landscape through training programmes, courses, seminars and on-the-job training |
| Government/ Regulators *e.g. Infocomm Media Development Authority (IMDA), Singapore Exchange (SGX), Ministry of Manpower (MOM), National Environment Agency (NEA)* | Adherence to regulators' requirements<br><br>Contribute towards public good | Meetings – as appropriate<br><br>Regulator enquiries – as appropriate<br><br>Annual quality of service audits<br><br>Participation in initiatives led by government agencies – as appropriate | Adherence to regulations<br><br>Service quality standards and obligations as the public postal licensee<br><br>Prompt redress of complaints by public/ customers<br><br>Collaborations for public interest | Open and collaborative approach<br><br>Review of systems and process to maintain high service standards |
| Universal Postal Union (UPU) | Adherence to regulators' requirements<br><br>Discuss matters impacting SingPost's interest in international mail distribution system | Participation in UPU meetings – as scheduled<br><br>Participation in UPU working groups and committees – as appropriate | Obligations as a UPU member<br><br>Compliance to regulations and service quality standards | Regular engagement to address matters impacting SingPost's interests |

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|---|---|---|---|---|
| Suppliers *Airlines, international postal agencies, delivery partners,* amongst others | Meet SingPost's requirements<br><br>Cost efficiency<br><br>Meet or exceed quality standards and code of conduct | Tender documents and requirements (Requests for Proposal, Invitation to Quote)<br>– as appropriate | Transparent procurement policies | Provide clear expectations in tender requirements<br><br>Regular review of procurement policy and practices |
| Local communities and community partners | Contribute towards the well-being of the community | Ongoing community-support initiatives, e.g. Food Distribution Initiative; Postman Home Visits<br><br>Regular meetings with community partners and non-profit organisations | Contribute towards community<br><br>Promote environmental sustainability | A strategic corporate social responsibility (CSR) framework put in place, focusing on heritage, the environment and community<br><br>Annual donations and sponsorships<br><br>New CSR programmes, e.g. Blessings in a Box |
| Partners *e.g. business partners, sustainability partners* | Explore collaborations with partners to create shared value | Meetings<br>– as appropriate<br><br>Regular engagement by relevant business and support units<br>– as appropriate | Partnerships for common goals | Existing and new partnerships, e.g. partnership with Shopee and Saturday Club for the community support initiative, Blessings in a Box; partnership with Singtel for the environmental programme, ReCYCLE |

The Company's corporate website, www.singpost.com, is updated on a timely basis to provide stakeholders with current and relevant information. A dedicated "Contact Us" section offers multiple avenues of contact such as mailing address, phone numbers, live chat, and feedback channel.

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## COMMUNITY ENGAGEMENT

SingPost seeks to be a good steward of its heritage, the environment, and community. The Group believes in mobilising its people, leveraging its competencies, and fostering collaborations to promote environmental stewardship as well as contribute towards the society at large. SingPost continues to raise awareness of social and environmental issues amongst its employees and SingPost Centre tenants, through quarterly brown bag talks and experiential sessions on community matters.

### Community Support

SingPost sets aside resources to drive initiatives that aim to support and improve the well-being of the communities in which it operates. The initiatives are focused on causes and issues that align with company values.

SingPost continues to transform the business in the digital age. It ensures that its employees and the community familiarise and strengthen digital skillsets together, with training provided training for both team members (to strengthen their work competence) and the silver generation (to better adapt to the new world digital applications).

As the generation who had built our nation, SingPost shows appreciation by looking out for seniors while delivering mail, and encouraging donations of health essentials to seniors. SingPost too work with other corporates to deliver food to those in need.

On top of these, SingPost also works with partners on sponsorships, donations, fund raising and other activities where it can render support to the community.

### *Silver Programme*

FY2019/20 marked the second year of the SingPost *Silver Programme* – a programme that addresses issues arising from Singapore's ageing population.

Under the *Silver Programme*, SingPost ran the *Postman Home Visits* initiative, where postmen performed checks on the vulnerable elderly during their delivery rounds. Additionally, SingPost conducted dementia awareness training sessions for its postal teams to equip them with the practical know-how of helping residents in the community who suffered from dementia.

In partnership with People's Association (PA), SingPost conducted courses under PA's *Seniors for Smart Nation* programme for the second year. The courses were led by volunteers from various departments within SingPost, aimed at helping seniors navigate new technologies and services at the new-generation Smart Post Offices.

The *Postman Home Visits* and *Seniors for Smart Nation* courses were temporarily stopped in March 2020 amid COVID-19.

### *Blessings in a Box*

Blessings come in many forms, and one of the most important is that of good health. Financial constraints can hinder some seniors in Singapore from keeping track and taking care of their health. Some of them may even have a lack of basic health essentials such as plasters, thermometers and toothpaste.

SingPost collaborated with TOUCH Community Services, Shopee and Saturday Club to launch *Blessings in a Box* from November 2019. SingPost introduced a specially designed delivery box that could be reused by customers to donate health-related items to vulnerable seniors through TOUCH Community Services. Customers who received their online purchases in these boxes had the opportunity to donate by packing these items into the same box and dropping them off at POPStations for free. They were then delivered to TOUCH Community Services to be distributed to the elderly.

A limited number of these boxes were also made available for sale at selected post offices, for the general public. For every *Blessings in a Box* sold, SingPost donated $1 to TOUCH Community Services to aid vulnerable seniors under their care.

In total, SingPost received close to 200 boxes of donations.

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*Food Distribution Initiative*

The SingPost Food Distribution Initiative, which has been running for 11 years, taps on SingPost's delivery network to distribute unsold food from bakeries and hotels, to collection centres for seniors and families in need. In FY2019/20, the fleet collected and dropped off approximately 20,640 buns and loaves of bread valued at an estimated S$40,450. This helped to reduce food wastage and supported about 420 families weekly.

*Philanthropy*

SingPost continues to contribute to the community through cash and in-kind sponsorships throughout the year. It has been a partner of Community Chest's employee payroll donation matching programme, SHARE, since 2004, and has contributed over S$10,000 towards the programme this year. SingPost has also been a major corporate sponsor of the Singapore Philatelic Museum since 1995. The Group too continues to support the annual UTES – U Care Bursary awards, contributing S$80,000towards bursaries for 289 children, including 110 children of our employees.

81 staff members and family members came together on SingPost Community Day to pack 450 Care Packages for the elderly through TOUCH Community Services. SingPost contributed over $10,000 for the packages, including over $3,000 raised through a staff donation drive.

In a collaboration with Mercy Relief, SingPost placed donation tins in our post offices to collect public donations for charities. Our support for Mercy Relief over the financial year saw a contribution of over $17,000.

Other forms of support that SingPost currently provides to partners and charity organisations include stamp sponsorships, as well as venue sponsorships at our retail mall and auditorium for events by community partners.

## ENVIRONMENTAL STEWARDSHIP

As a global player in eCommerce logistics, SingPost is sensitive to the environmental impact of its operations and is committed to reducing the impact. It is working on a Group-wide environmental blueprint with the target of reducing 35% of absolute greenhouse gas emissions by 2030, from FY2017/18 base levels.

SingPost looks to reduce its carbon footprint and have taken steps to optimise the chillers in its properties, as well as retrofit its lightings with energy-efficient LEDs. It is also exploring the installation of solar photovoltaic systems at its major buildings – the Regional eCommerce Logistics Hub and SingPost Centre building.
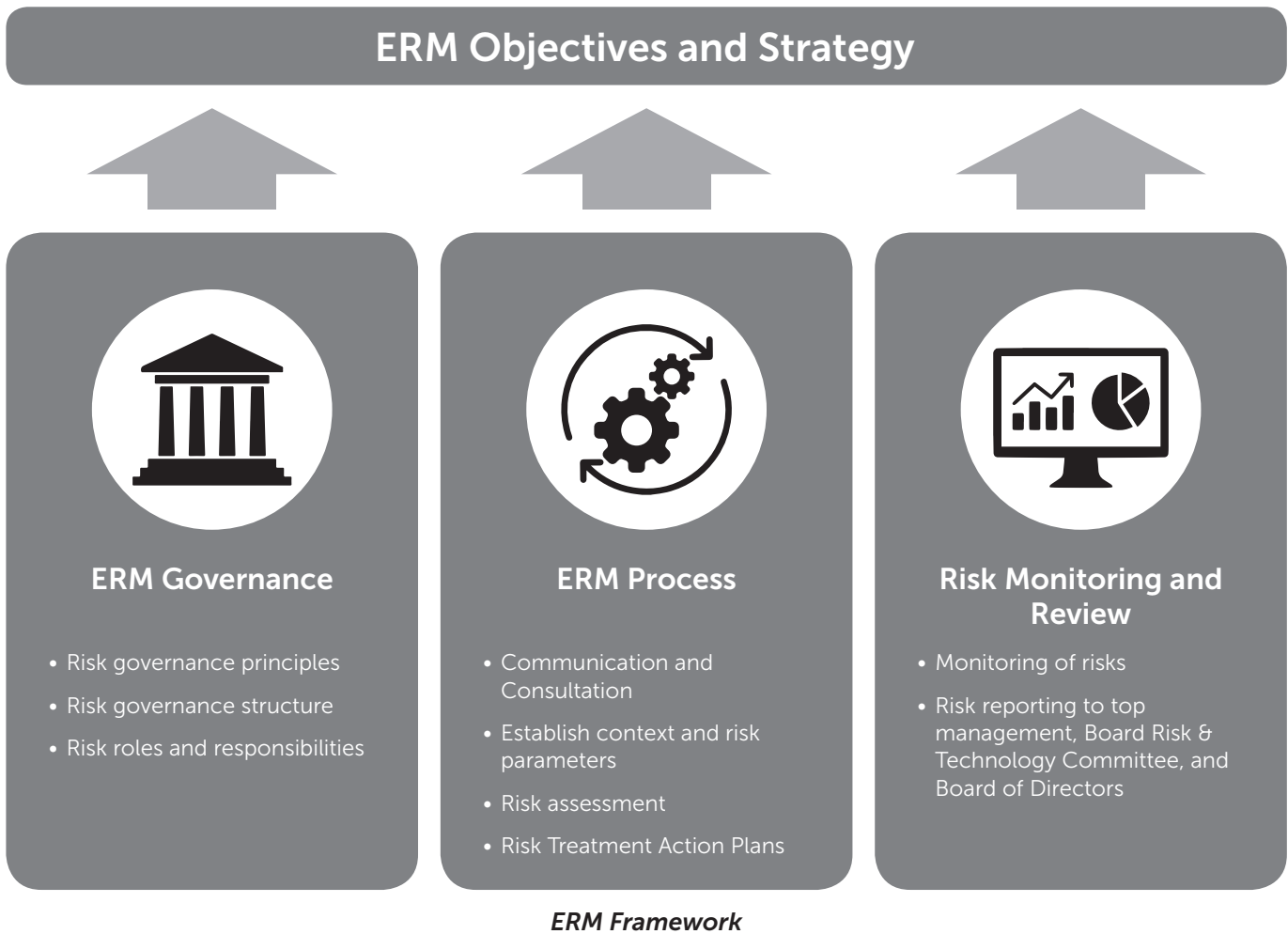
ReCYCLE, a nationwide e-waste recycling initiative with its partner Singtel, collected 22,340 kg of e-waste for the period of 1 April 2019 to 31 March 2020 from 61 collection points islandwide. This was an increase of 42% from the previous year.

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**ENTERPRISE RISK MANAGEMENT (ERM) APPROACH**

**ERM Framework of the SingPost Group ("The Group")**

The Group's ERM framework is modelled largely on the ISO 31000:2018 Risk Management – Principles and Guidelines, and covers the key strategic, operational, financial, compliance and information technology risks facing the Group. The ERM framework is supported by appropriate risk policies, procedures and provides guidance to the Group's various business units and support units on managing risks.

## ERM Objectives and Strategy

### ERM Governance

- Risk governance principles
- Risk governance structure
- Risk roles and responsibilities

### ERM Process

- Communication and Consultation
- Establish context and risk parameters
- Risk assessment
- Risk Treatment Action Plans

### Risk Monitoring and Review

- Monitoring of risks
- Risk reporting to top management, Board Risk & Technology Committee, and Board of Directors

*ERM Framework*

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**Risk Governance**

The Group's ERM programme and internal controls are reviewed on a regular basis and, where appropriate, refined by key Management with guidance from the Board Risk & Technology Committee (BRTC) and the Board of Directors (Board).

The Board, through the BRTC, has an overall responsibility for risk governance and ensures that Management maintains a robust system of risk management and internal controls to safeguard stakeholders' interests and the company's assets and resources.

In addition, the BRTC sets the tone on the appropriate risk culture and provides guidance on the enterprise risk management system and the corresponding policies and procedures. The BRTC meets quarterly.
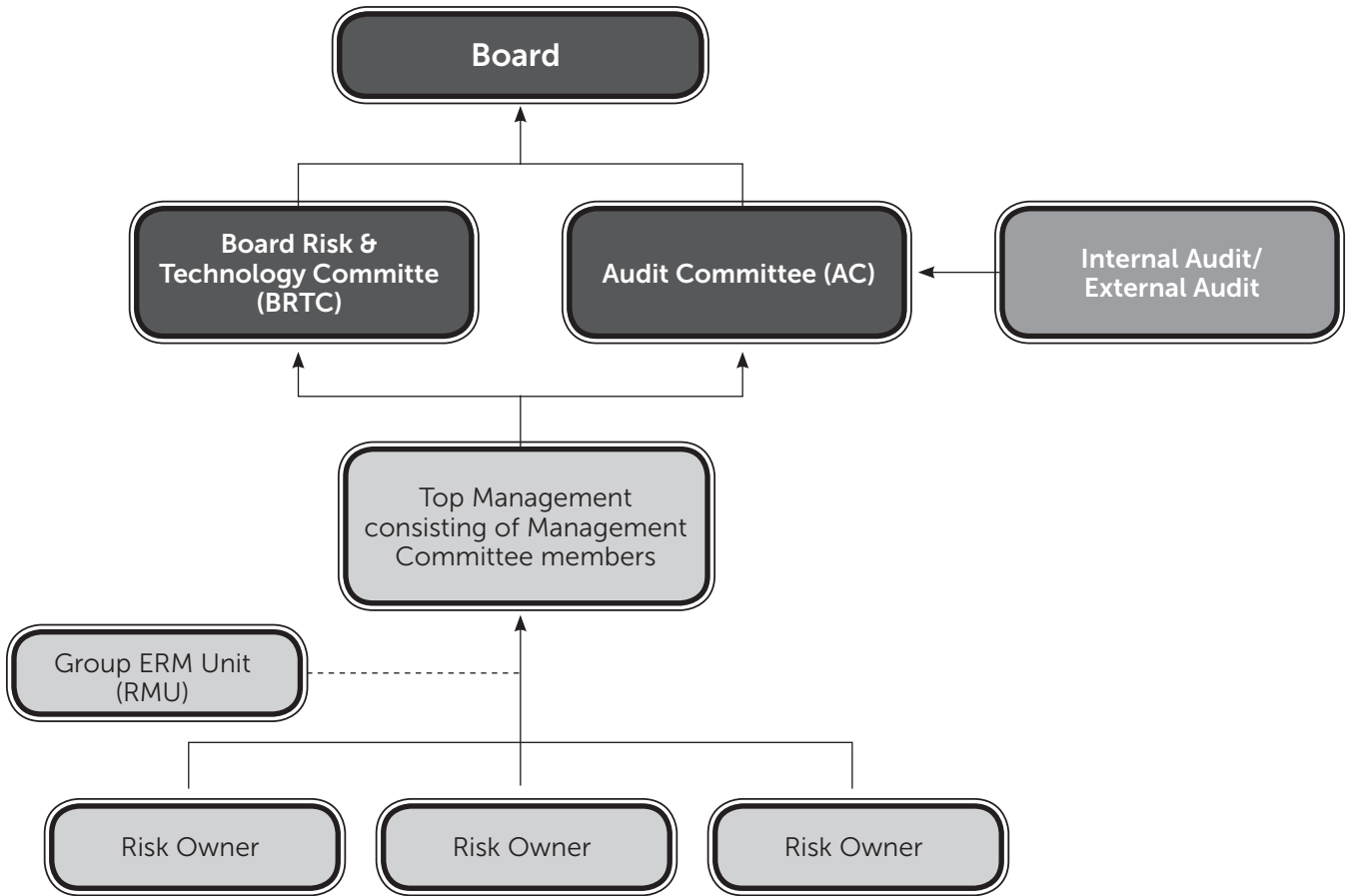
The purpose of risk governance is to embed and build on the 4 lines of defence (as illustrated in the diagram below), which is a prerequisite to promote a robust system of risk management and effective internal controls.
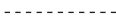


*Four Lines of Defence*
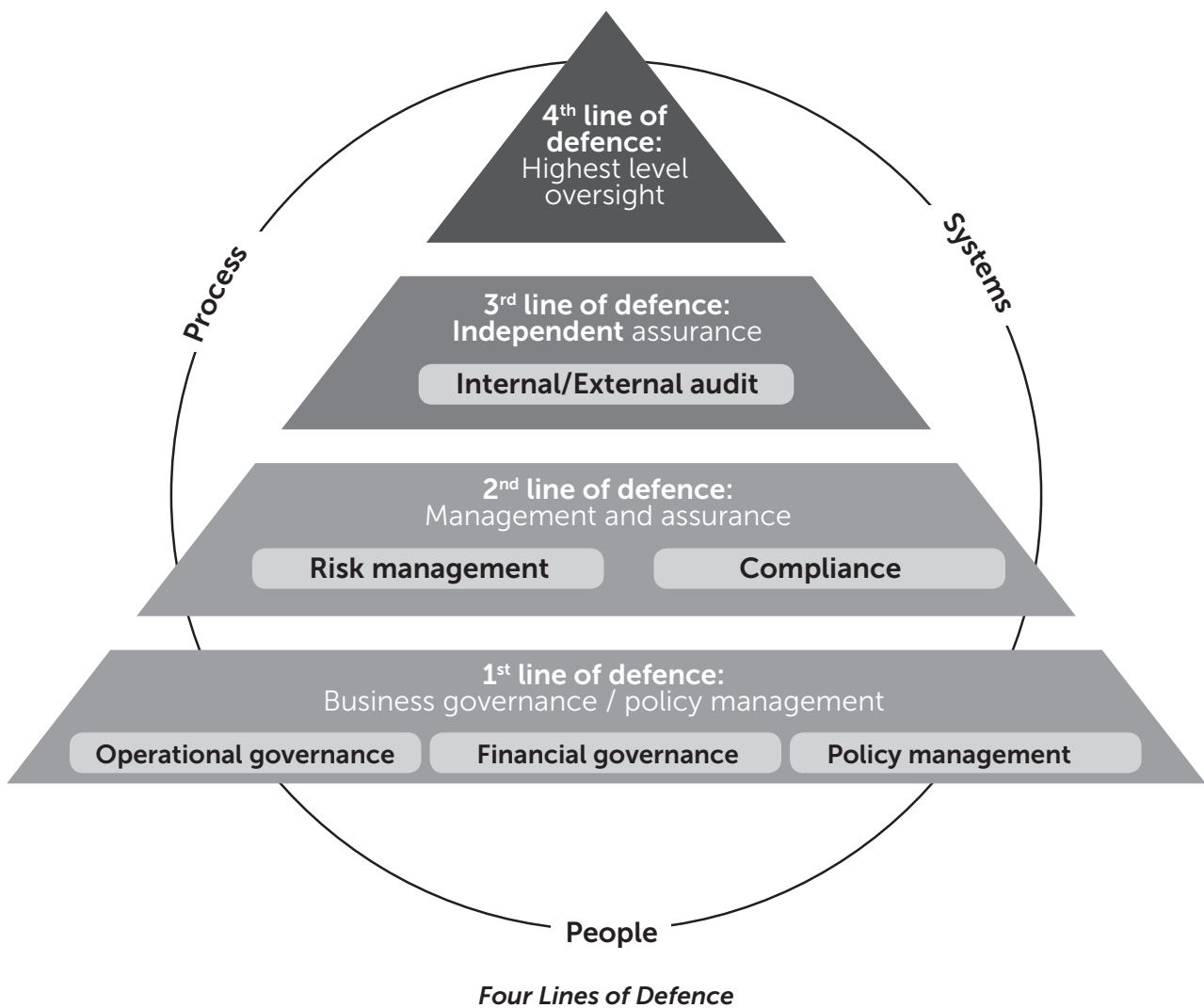
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**Risk Governance Structure**

The adoption of the above four lines of defence develops a risk governance structure. It embeds the Group's existing organisational structure with assigned risk roles and responsibilities.
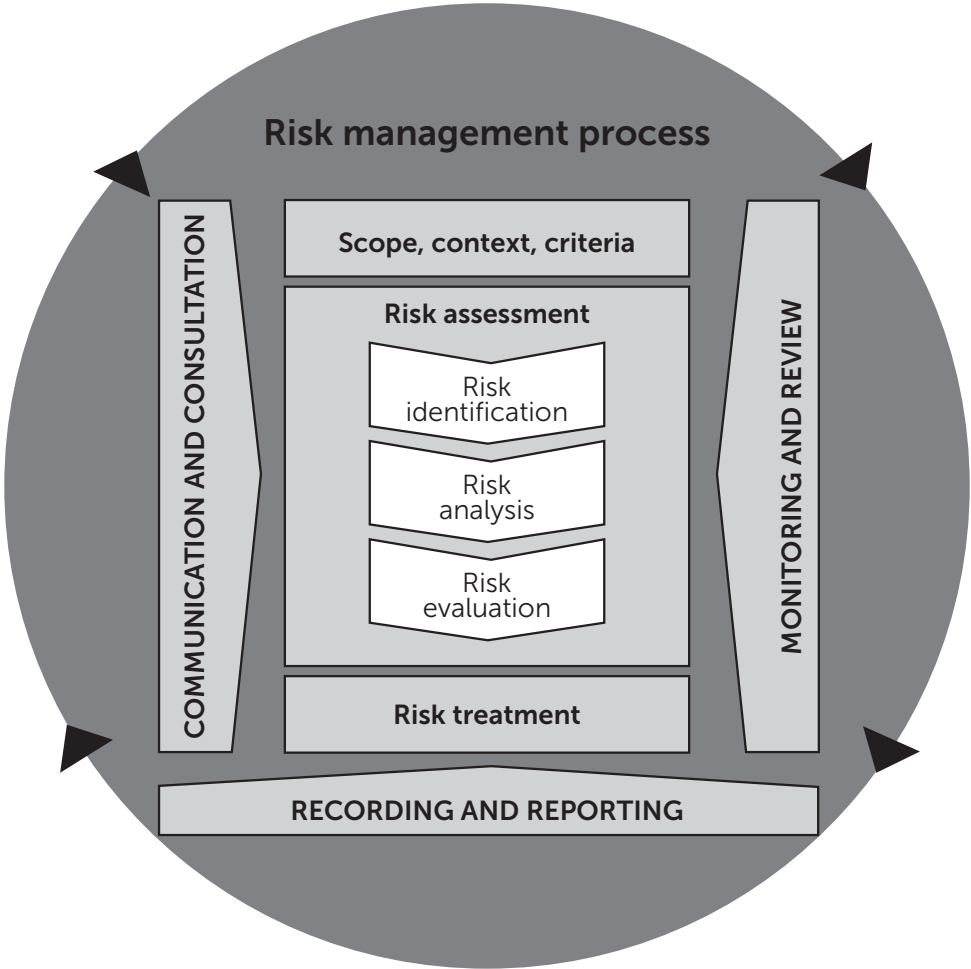
## Board

- **Board Risk & Technology Committe (BRTC)**
- **Audit Committee (AC)**
- **Internal Audit/External Audit**

## Top Management consisting of Management Committee members

## Group ERM Unit (RMU)

- Risk Owner
- Risk Owner
- Risk Owner

**Legend:**

- 1st and 2nd lines of defence
- 3rd line of defence
- 4th line of defence
- ——————— Reporting line
- ----------- Information Sharing line

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**ERM Process**

The ERM process aims to achieve the following:
- A structured, disciplined and systematic approach to managing risks;
- Robustness of risk information;
- Accountability for outcomes and risk treatment action plans; and
- Sustainability

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**Risk Appetite Statements**

The Group's risk appetite statement reflects the nature and extent of risks the Group is willing to take in pursuing its strategic objectives. During the financial year ended 31 March 2020, the Board approved the following risk appetite statements:

1. **Strategy**

   The Group is committed to upholding its reputation as a trusted organisation while placing customers at the core of its business. This will include investments into people, innovation, infrastructure, cyber and data security to the benefit of all stakeholders.

2. **Sustainability & Growth**

   The Group aims to strengthen its market position in Singapore and the rest of Asia Pacific by taking measured risks that balances risk and reward in line with its strategic objectives and initiatives. The Group will also proactively seek to diversify its business while actively managing its risks.

3. **Financial**

   The Group aims to deliver value to shareholders by facilitating sustainable profitable growth. The Group is committed to maintain adequate liquidity to meet its operational and financing obligations, balancing nearer term requirements and longer term goals.

4. **People & Culture**

   The Group aims to be an employer of choice where it engages, develops, grows and rewards talent, apart from providing employees and stakeholders a safe and healthy work environment. The Group is committed to comply with laws and regulations of all countries in which it operates, and to conduct business with integrity, fairness and high ethical standards in all business dealings and relationships.

**Key Material Risks To The Group**

The Group categorises its risk profile into five key areas: **Strategic, Financial, Operational, Compliance and Information Technology**.

| Strategic Risks | |
|---|---|
| A large part of the Group's strategic risks comprises of market-driven forces, evolving business landscapes, changing customer demands, concentration of key customers, disruptive technology and declining letter volume. | |
| **Risk Name:** | **The Group manages by:** |
| **Concentration** <br><br> (The Group recognises the risk of over-reliance on revenue generated by its postal business unit and its products.) | • Diversifying transhipment origin and destination countries. <br> • Building a regional transhipment hub to serve the postal e-commerce customers. <br> • Diversifying the Group's income stream to prevent over-reliance on a particular business unit. |
| **Declining Letter Volume** <br><br> (The Group recognises the risk of technological advancements replacing physical letters, this poses a threat to the Group's most profitable revenue stream.) | • Product streamlining. <br> • Commercial sale integration and reviewing of incentive schemes to optimise sales opportunities and customer relationship management. <br> • Seeking basic postage and bulk mail scheme rate revisions. <br> • Harmonising the processing capability for both letters and parcels to create synergies and agility through the seasonal spikes. Processing will be automated to ensure efficiency. |

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| Financial Risks | |
|---|---|
| The Group has diversified global businesses, partially funded by external debts in addition to shareholders' funds. This exposes the Group to liquidity risk, interest rate risk and foreign currency risk. The Group has established policies, guidelines and control procedures to manage and report exposure to such risks. | |
| **Risk Name:** | **The Group manages by:** |
| **Treasury**<br><br>(The Group's business and operations may be exposed to unfavourable movements in foreign exchange rates, interest rates, treasury, hedging, that may result in potential financial losses.) | <u>**Liquidity Management**</u><br>• Monitoring and maintaining a level of cash and cash equivalents to finance operations and to mitigate the effects of fluctuations in cash flows.<br>• Maintaining funding flexibility with credit facilities available to meet short-term obligations as they fall due.<br><br><u>**Interest Rate**</u><br>• Reviewing the Group's interest rate exposures on the Group's debt obligations and interest-bearing financial assets.<br>• Maintaining a prudent mix of fixed and floating interest rates for the outstanding borrowings or debts to manage fluctuations in the interest rate environment.<br>• Placing cash balances with reputable banks and financial institutions with different maturities to manage interest income on different interest rate terms.<br><br><u>**Foreign Currency**</u><br>• Constantly reviewing foreign currency exposure from fluctuations arising from the Group's operations and subsidiaries, and associates in foreign countries.<br>• Using a hedging framework, matching currencies and hedging instruments to hedge known exposure from foreign currency exchange rate fluctuations. |
| **Credit Management**<br><br>(The Group recognises that weak credit control management over customers, customers' slow payment or non-payments when customers' accounts receivables are due may result in potential significant bad debts.) | • Being highly selective of the type of customers to which the Group is prepared to provide credit to.<br>• Credit analysis and robust screening of such customers to ensure credit worthiness.<br>• Understanding the risk exposure and applying suitable credit terms.<br>• Ensuring strict compliance by all customers to the credit terms with deviations granted only on exceptional basis and in accordance to Accounts Receivable Approval Matrix.<br>• Escalating to Group Chief Financial Officer on monthly and quarterly basis, customers' whose accounts receivables are overdue. |

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| **Operational Risks** | |
|---|---|
| The Group's operations are exposed to a variety of operational risks relating to workplace safety and health, talent retention and with the increased reliance on information systems and technology as a business enabler, a service disruption of critical information technology (IT) systems or malicious and deliberate attempt of hackers to breach the Group's IT systems could adversely affect the Group's business continuity and reputation. | |
| **Risk Name:** | **The Group Manages by:** |
| **Workplace Safety and Health**<br><br>(The Group recognises the importance of taking reasonably practicable safety and health measures at its workplaces to prevent severe injury or death of staff and/ or customers.) | • Establishing a Workplace Safety and Health (WSH) committee to review the workplace safety and health performance of each business and support units.<br>• Reviewing near misses, investigating incidents and mapping action plans for improvements.<br>• Conducting safety awareness workshops for all operational employees.<br>• Conducting WSH inspection at all workplaces to identify hazards and ensure compliance to WSH Act and relevant regulations. |
| **Talent Retention**<br><br>(The Group recognises the importance of retaining personnel with key institutional knowledge, information, experience, skills, and connections for key positions within the Group to ensure operational effectiveness and business sustainability.) | • Robust approach to talent identification, assessment and development allows the Group to have a holistic organisational view of the talent pipelines and bench strength. The identified pool of talent are offered accelerated development opportunities that include formal learning, coaching & mentoring as well as action learning projects to enhance their skills and competencies and prepare them to successfully take on the challenges of the future.<br>• Succession Planning for key executive and critical roles identified across the business, allows the Group to be aware of and systematically mitigate any short term or long term risks arising from potential unavailability of talent so that appropriate steps to 'buy' or accelerate development of the Group's internal talent may be taken. This annual exercise is conducted jointly with the talent identification and assessment process with the involvement of the Management team as well as Board Committee.<br>• In line with the Group's strong performance based culture, there is effective rewards differentiation for top performers to ensure competitive compensation positioning vis a vis the market. Long term incentive programmes are also offered to key talent pools as a form of the Group's commitment to invest in their growth and development over a longer term. |
| **Business Continuity**<br><br>(The Group recognises the importance and the need to recover from a business / operational disruption quickly to minimise impact to the Group's customers, operations and assets.) | • Establishing Business Continuity Management Council structure with Business Continuity Management (BCM) Framework to drive the business continuity plan (BCP) efforts from top down.<br>• Continuously reviewing and monitoring the effectiveness of the BCP via annual testing of the BCPs. |
| **IT Security**<br><br>(The Group recognises that cyber threats remain a key concern as attackers become increasingly creative with attack methods and may result in significant data losses.) | • Maintaining an IT security framework to address evolving IT security threats such as hacking, malware, and loss of data.<br>• Dedicated IT security expertise to keep abreast on the latest developments, innovation and threats in technology, and assessing their risks and impact. |
| **Critical IT Systems Failure**<br><br>(The Group recognises that unplanned outage / downtime and/or performance deficiency of critical IT systems may lead to negative customer experience, disruption to major operations, and/or regulatory actions or fines by the regulators.) | • Conducting periodic disaster recovery testing on all critical IT systems.<br>• Ensuring that IT servers are centrally and continuously monitored with appropriate escalations to be performed on any critical IT systems failure.<br>• Monitoring mechanism to mitigate poor performing critical systems. |

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| Compliance Risks | |
|---|---|
| The Group's business operations are exposed to a variety of compliance risks relating to postal regulation and associated government regulations. | |
| **Risk Name:** | **The Group Manages by:** |
| **Data Privacy**<br><br>(The Group recognises that data privacy breaches may undermine customer confidence and result in litigation from customers and/or regulatory fines and penalties.) | • Established and maintain an accountability based data privacy framework to work in conjunction with the IT security framework to safeguard personal data collected, processed and disclosed.<br>• Governance structure has been set up to ensure oversight is provided by the management and the board on the adequacy of the Group's privacy programme and control measures.<br>• Developing and implementing data privacy focused policies and procedures group wide. Examples are – handling of privacy incidents and data breaches, data subject access rights, classification of personal data.<br>• Conducting mandatory training to all employees on the Group's data privacy framework and associated policies and procedures to create awareness and compliance.<br>• Assigning clear line of accountability to all privacy liaison officers at BU and SU levels to assist in the maintaining of data privacy and personal data protection procedures and processes. |
| **Postal Regulatory**<br><br>(The Group is required to meet stringent Quality of Service (QoS) standards for basic letter delivery services set by the Infocomm Media Development Authority (IMDA). IMDA's Postal QoS framework is one of the most stringent in the world. The Group is required to comply with the Postal Services Act, Postal Licence conditions, Postal Competition Code, Postal Services Regulations, Directions and Guidelines issued by the IMDA. Non-compliance with the above may result in the imposition of financial penalties.) | • Having regular engagements with the Postal Regulator, IMDA.<br>• Regular reminders to staff to comply with established protocols, guidelines and directions, enhanced by strict disciplinary action taken for non-compliance.<br>• Continually monitoring and assessing the impact of Postal Regulatory developments as the business evolves to minimise impact to the business. |
| **Governance**<br>**(Fraud, Bribery and Corruption)**<br><br>(The Group recognises that fraud, bribery and corrupt acts committed by employees / officers and non-compliance with internal governance / Standard Operating Procedures, may result in financial loss and / or reputation damage to the Group.) | • Maintaining a zero-tolerance policy and "tone from the top" towards fraud, bribery and corruption.<br>• Conducting trainings and company-wide fraud awareness seminar.<br>• Conducting annual declaration exercise by all senior officers and managerial grade employees for code of ethics and compliance to anti-bribery and corruption policy.<br>• Establishing whistleblowing escalation process where the Group Internal Audit manage and investigate whistleblowing incidents and all whistle-blowing reports received are reported to Audit Committee on a quarterly basis.<br>• Revamped the Code of Ethics which will be embedded into the Code of Conduct (owned by HR) to give emphasis on ethical behavior and integrity of individual employee. |

# SUSTAINABILITY

**The Force behind the Future of Post – SingPost Employees**

Employees have always been the driving force behind businesses, and this is no different for SingPost – for the past 162 years, and for the next leap into the future.

SingPost remains focused on the welfare and development of its employees, even as the organisation adapts to a more automated, digitalised and complex business environment. SingPost recognises the constant need to move ahead of trends and redesign jobs as well as re-skill its workforce to remain competitive.

In May 2019, SingPost became one of the first companies to establish the Company Training Committee (CTC) in the Trade & Connectivity Industry Cluster, in partnership with  Union of Telecoms Employees (UTES) and e2i. The CTC is a platform with an over-arching objective of strengthening the workforce's skills, embedding learning mind-sets and supporting employees in their career growth while companies undergo business transformations.

Following that, SingPost provided training to more than 500 frontline staff and would be looking to train approximately 1,500 frontline staff over the next three years. The training would be related to digital proficiency and customer service excellence, so as to provide a distinctive and delightful experience to the community it serves.

SingPost continues to invest in building leadership capabilities at the middle management level through the iLEAD and Manager Effectiveness Programmes that are reviewed and enhanced each year. Over the course of the year, there was additional focus on upskilling the supervisory level staff that manages a 3,000-strong workforce on the ground, through the launch of a Supervisor Learning Roadmap. This programme equips them with skills in facilitating effective work teams, responding to service challenges, problem solving, decision making as well as applying emotional competence in managing themselves and their teams.

With the increased complexity of the postmen's job in the digital era, SingPost enhanced its compensation to commensurate with the job's requirements. This was done in collaboration with the union who displayed strong support for this move. The Postman is at the heart of Singapore's postal legacy and this pay review was tied to productivity, service improvements and upgrading of skills that are critical in ensuring that SingPost continues to attract, motivate, reward and retain the right talent as it builds the Future of Post.

As part of SingPost's efforts to digitalise and upscale its programmes across the Group, 2019 saw the launch of the e-orientation programme #MySingPostStory on newly designed mobile and web platforms. This programme gave all new hires across the Group a consistent and engaging virtual onboarding and orientation experience with easy-to-access, bite-sized and interactive content about the company, its businesses and policies. Launched in October 2019, this programme has now successfully on-boarded approximately 70 new hires at Managerial levels, enabling them to assimilate into their roles and integrate into the organisation seamlessly.

Finally, in a bid to future-proof SingPost, a foundation has been laid for embedding a new HR Target Operating model that would define and deliver its HR roadmap over the next five years. SingPost is looking to invest in solidifying its HR infrastructure, technology and capability to scale and support its business growth ambitions.

SingPost remains committed to building a stronger and more competent workforce; one that is driven, capable and ready for the challenges of tomorrow.

# SUSTAINABILITY

**WORKPLACE SAFETY AND HEALTH**

SingPost renewed its focus on Workplace Safety & Health (WSH) in FY1920. The safety and well-being of all SingPost staff is of utmost importance and this has been widely communicated across the organisation. WSH policies, best practices as well as guidelines have also been reviewed, enhanced and implemented.

BizSAFE certification was also successfully renewed on September 2019 after an audit by a Singapore Accreditation Council Accredited Auditing company, to verify that SingPost had adopted a risk management framework to enhance the robustness of its WSH framework, together with all respective stakeholders.

The Group WSH Committee that consists of other sub-committees at the business unit levels is responsible for sharing best practices, deployment of strategies and work plans with employees across the business. Designed to enhance supervisory practices, facilitate joint WSH inspections, promote safety awareness and implement trainings, these ensure all workers are equipped with adequate awareness and knowledge to comply with the Group WSH's regulations and standards.

Several WSH promotional events were organised within the year. The Safe Ride on Bicycle campaign, for example, aimed to remind postmen on bicycles to ride safely and to put on their safety gear at all times during delivery. The Singapore Traffic Police was also invited to share traffic safety measures to postmen from all mail delivery bases in a bid to raise awareness of road safety. WSH time out sessions were also held at intervals to check, review, and identify lapses in existing work processes.

SingPost will continue to review areas for improvements and to step up efforts on inculcating a strong safety ownership culture in order to attain a higher level of workplace safety and health management standards required by local and global customers as well as partners.