







# SUSTAINABILITY

SingPost’s purpose of *Making Every Delivery Count for People and Planet* drives every decision from customer focus to operations optimisation, caring for our people and the communities we serve, to ensuring environmental and social sustainability for generations to come in partnership with the ecosystem we operate in.

In keeping pace with the fast-evolving ESG landscape, SingPost conducted a materiality assessment in FY2021/22 to re-evaluate our ESG priorities and ensure that our stakeholders’ concerns and needs continue to be recognised and addressed. The assessment was facilitated by a third-party consultant for their ESG expertise and objectivity and included engagements with a range of internal and external stakeholders. List of stakeholder groups, basis and methods of engagement, their focus or concerns and how SingPost respond to them can be found in the FY2021/22 Sustainability Report Stakeholder Engagement section found on page 13.

Sustainability at SingPost is delivered through three interlinking pillars – (1) Cherishing Our Planet (2) Collaborative Partnerships and (3) Culture of Trust. As we focus on the 10 material matters of the three pillars, we will be responding to 12 United Nations Sustainable Development Goals (“UN SDGs”).

PURPOSE	MAKING EVERY DELIVERY COUNT FOR PEOPLE AND PLANET		
Pillars	<p><b>Cherishing our Planet</b> Sustaining a liveable planet for future generations</p> 	<p><b>Collaborative Partnerships</b> Transforming markets and delivering value for our communities and customers</p> 	<p><b>Culture of Trust</b> Caring for and doing the right things for our stakeholders</p> 
Material Matters	<ul style="list-style-type: none"> <li>Climate Action and Resilience</li> <li>Resource Efficiency and Waste Management</li> </ul>	<ul style="list-style-type: none"> <li>Responsible Supply Chain</li> <li>Product and Service Innovation</li> <li>Customer Experience</li> <li>Community Investment</li> </ul>	<ul style="list-style-type: none"> <li>Data Privacy and Cybersecurity</li> <li>Ethical and Transparent Business Practices</li> <li>Employee Engagement and Talent Practices</li> <li>Health and Safety</li> </ul>
Alignment with UN SDGs			

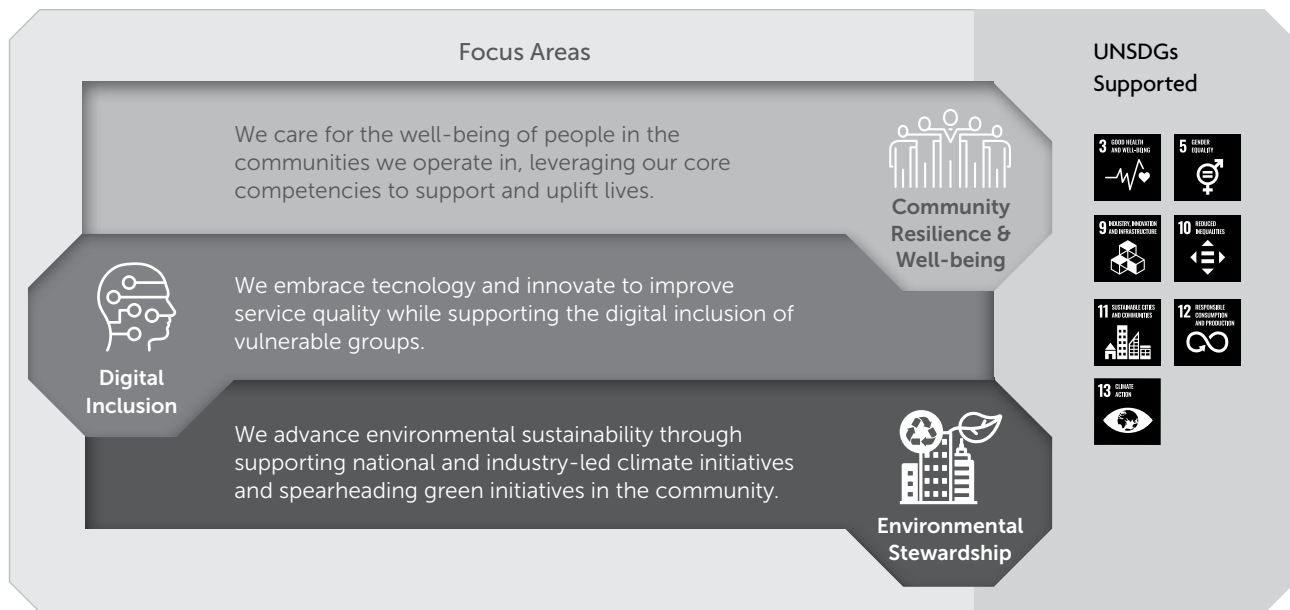
SingPost publishes a standalone Sustainability Report that is issued along with the Annual Report and is available on SingPost website. SingPost’s Sustainability Report is prepared in accordance to the Global Reporting Initiative (“GRI”) standards – ‘Core Option’ reporting requirements, as well as the Singapore Exchange Securities Trading Limited (“SGX-ST”) Mainboard listing requirements. The Sustainability Report communicates the Company’s sustainability performance as well as strategic approach and data on our material Environment, Social, and Governance (“ESG”) factors.

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## TOUCHING LIVES IN THE COMMUNITY

In FY2021/22, we refreshed our Community Investment Framework to better serve the needs of the community, focusing on three pillars: Community Resilience & Well-being, Digital Inclusion, and Environmental Stewardship. We are also committed to developing our social initiatives in alignment with the UN SDGs 3, 5, 9, 10, 11, 12, and 13.

### COMMUNITY INVESTMENT FRAMEWORK



With the refreshed Community Investment Framework, we are reviewing our community initiatives and will be working towards signature programmes that address the needs of the community.

### Building community resiliency and well-being

To help build community resiliency, we partnered several organisations and government agencies to provide nationwide distribution of health supplies and resources.

In Singapore, these initiatives included supporting Temasek Foundation in its nationwide distribution of leaflets to 1.48 million households for their collection of oximeters, and the packing and delivery of mouth gargle bottles to over 770,000 1- to 4-room HDB flats across Singapore. SingPost also partnered the National Parks Board for the nationwide distribution of seed packets in response to the strong interest in growing edibles and bringing the love of gardening closer to our community.

To care for the elderly during these times, we held our Silver Giftings fund-raising initiative during festive periods to gift the elderly in the community with festive meals, care packs and necessities such as groceries and walking sticks. Employees raised about \$20,000 during the year, benefitting over 300 elderly beneficiaries. Staff volunteers delivered these items to the seniors, in collaboration with social service agencies and mosques. Despite the constraints posed by safe management measures, we were able to engage over 100 staff volunteers for these sessions.

SingPost supported Penpals in the Community, a ground-up initiative connecting the elderly with the younger generation to promote intergenerational bonds through letter writing. Specially designed letter-writing kits, including postage, postcards, and envelopes, are sponsored by SingPost. The initiative has grown since its inception during the pandemic and has attracted about 370 penpal volunteers.

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In Australia, CouriersPlease (CP) contributed to the Movember initiative which supports men's mental health and suicide prevention, prostate cancer, and testicular cancer, raising about AUD5,000 in 2021. CP also participated in the Vinnies CEO Sleepout to raise funds and awareness of the issues of homelessness.

## **Caring for our environment with the community**

In line with its focus on environment sustainability, SingPost embarked on an upcycling initiative to reduce the amount of waste generated from its postal uniform replacement and to involve the community in this effort. This initiative, named Re:Post, has enabled SingPost to minimise the amount of waste by reusing the materials instead of just disposing of them, and to create work opportunities for social enterprises and the communities they support.

### **RE:POST, AN UPCYCLING INITIATIVE WITH THE COMMUNITY**

SingPost embarked on its Re:Post initiative in FY2021/22 to upcycle the old postal uniforms replaced during its uniform redesign in 2020. About 4,000 pieces of the postman non-marked cargo pants were also donated to migrant workers in six worker dormitories.

Three social enterprises were engaged to design and produce practical lifestyle products from the uniforms. The design and production of the upcycled products took about three months, with 138 crafters and volunteers in the community contributing to the collaboration. This initiative provided work opportunities to crafters such as stay-home caregivers, and engagement opportunities for seniors in Lion's Befrienders active ageing centres who helped to unpick, sew, and iron the materials.

The upcycled products included water repellent tote bags made from postman windbreakers and raincoats. Products such as tissue holders, toilet roll holders, cushion covers, and coin pouches were made from the postman shirts, T-shirts and cargo pants. Leftover scrap materials were also sewn together to form patchwork picnic mats.

The Re:Post products were sold as part of a charity campaign, raising about \$13,000 which was donated to Southwest Community Development Council in support of its South West Caregiver Support Fund and Meals Service @ South West.

## **PHILANTHROPY**

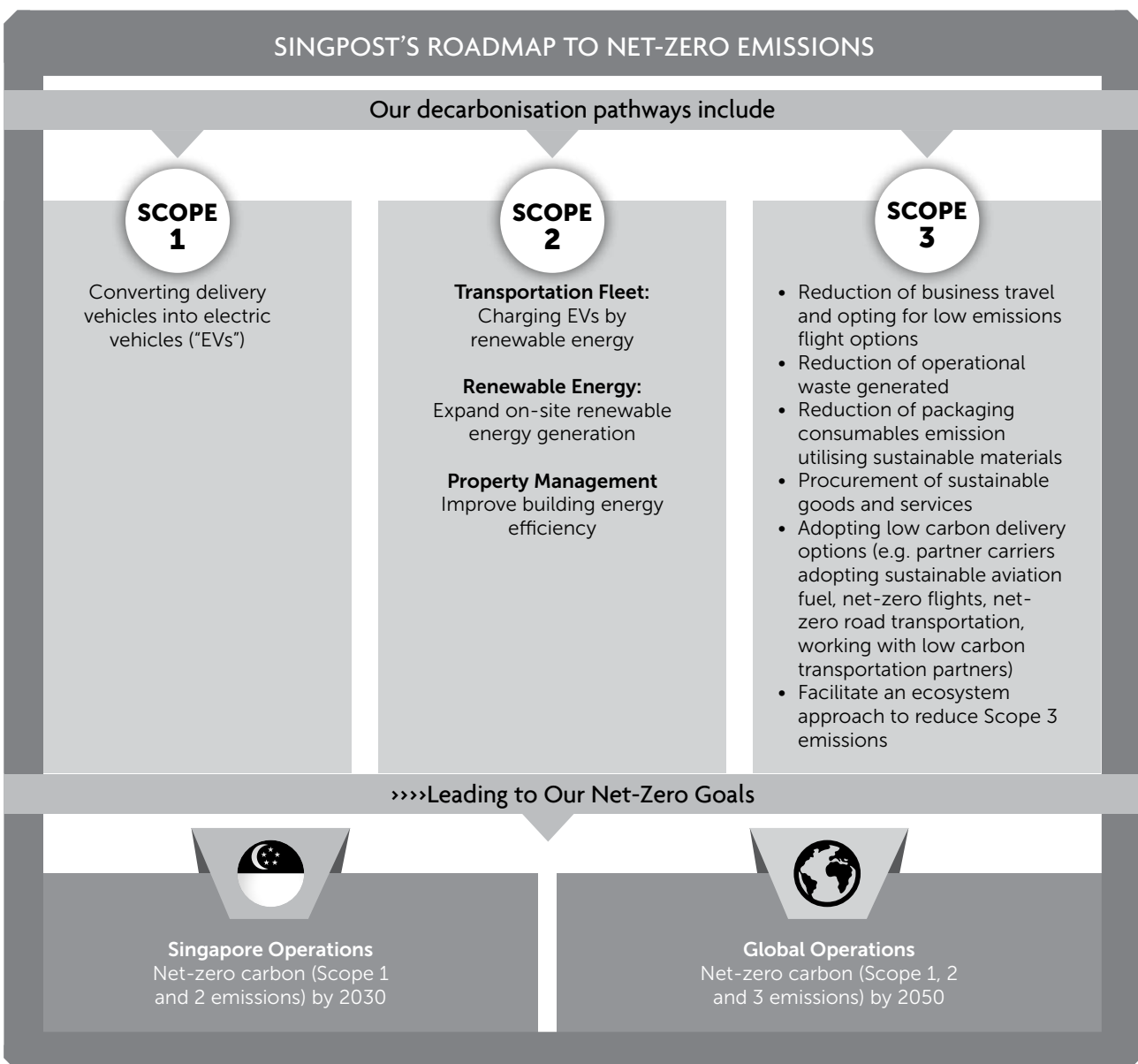
We continue to contribute to the community through cash and in-kind donations. Total donations and sponsorships amounted to over \$300,000 during the financial year. This included sponsorships of nationwide distribution with partners, contributions to Community Chest's employee payroll donation matching programme (SHARE) and fund-raising initiatives by partners (SGX Bull Charge, NTUC-U Care fund and charity golf event), as well our support for the annual UTES – U Care Bursary awards. We also collaborated with AMKFSC Community Services to raise funds for their programmes and beneficiaries with the placement of donation tins in Post Offices to collect public donations.

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## Environmental Sustainability

Businesses are in a position to deliberate positive contributions to the one planet that we have. SingPost takes a serious view on this and commits to effect positive outcomes for the environment in everything that we do as part of our business strategy.

This year, we are taking a bigger step of setting the target of net-zero carbon (scope 1 and 2 emissions) for our Singapore operations<sup>1</sup> by 2030 and net-zero carbon (scope 1, 2 and 3 emissions) globally by 2050. We have refined our sustainability strategy to strengthen our decarbonisation efforts leading to our net-zero goals. To understand our carbon footprint risk and align ourselves to the global standards of climate reporting, SingPost has adopted the recommendations of the Taskforce on Climate-related Financial Disclosures ("TCFD") to be incorporated into our climate action journey.



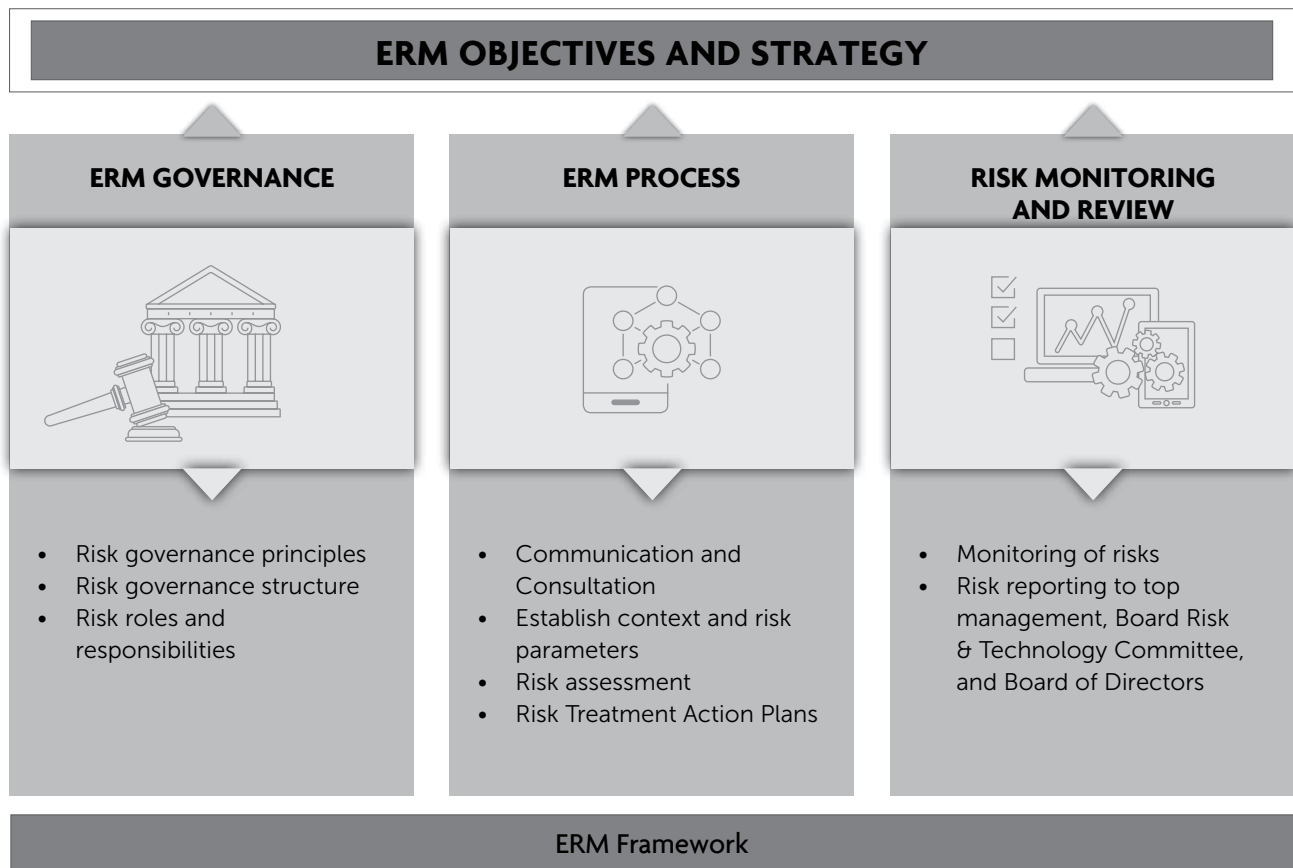
<sup>1</sup> Net-zero is the point at which an organisation has first achieved its 1.5°C science-based target, of which a 45-50% reduction in emissions by 2030 is required in the case of SingPost from the baseline of FY2018/19, followed by a removal of residual emissions (e.g. by carbon offsets). This reduction of 45-50% for SingPost was derived from the Science Based Target initiative ("SBTi") Absolute Contraction Approach ("ACA") to ensure that targets for absolute emissions reductions are in line with global decarbonisation pathways.

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## ENTERPRISE RISK MANAGEMENT (ERM) APPROACH

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

The Group's ERM framework is modelled on the ISO 31000:2018 Risk Management – Principles and Guidelines, and covers the key strategic, operational, financial, compliance, and information technology risks facing SingPost. 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.



### RISK GOVERNANCE

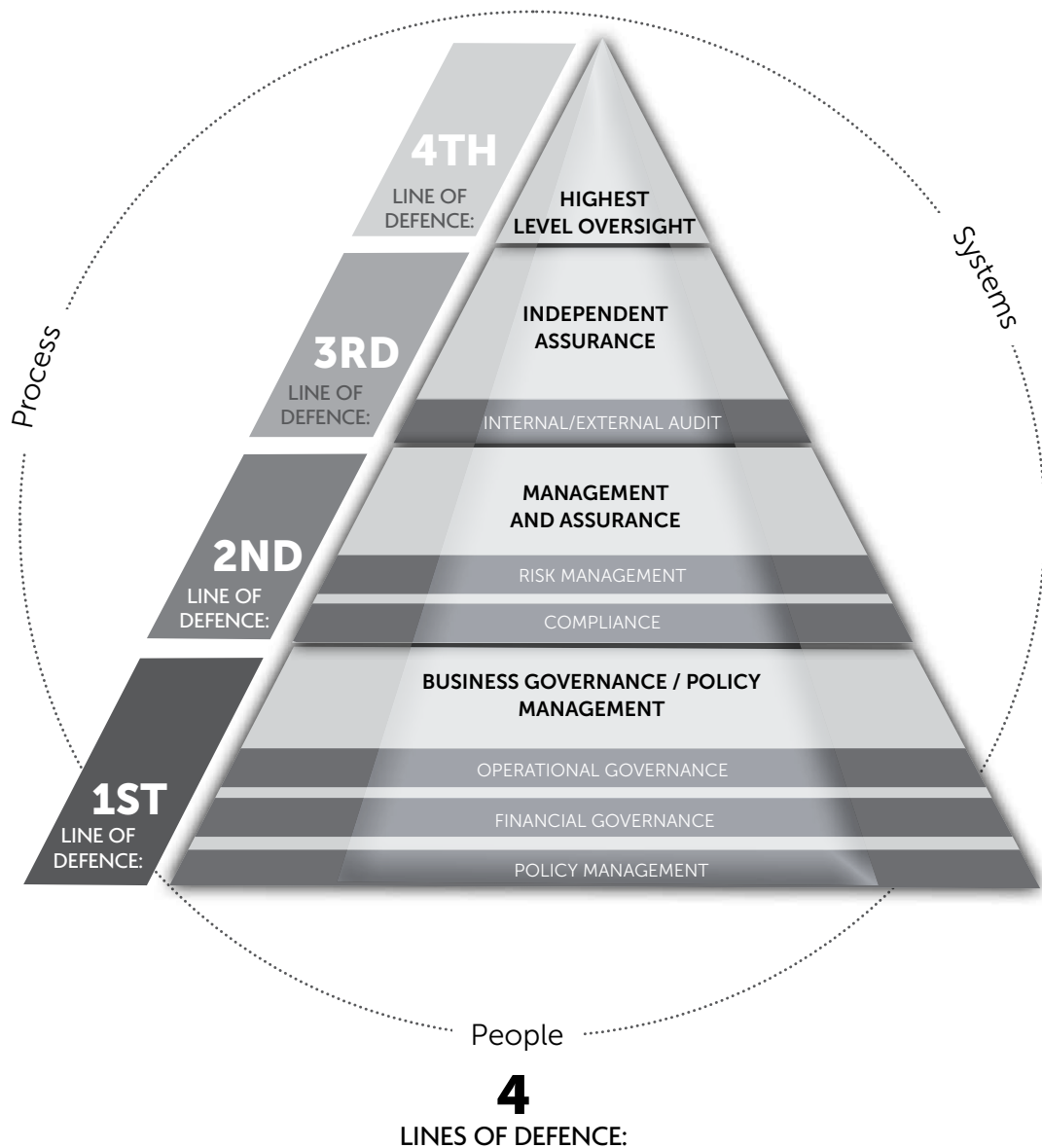
The Group's ERM programme and internal controls are reviewed on a regular basis and, where appropriate, refined by Key Management with guidance from the Board Risk and Technology Committee (BRTC) and the Board of Directors (Board).

The Board, through the BRTC, has 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.

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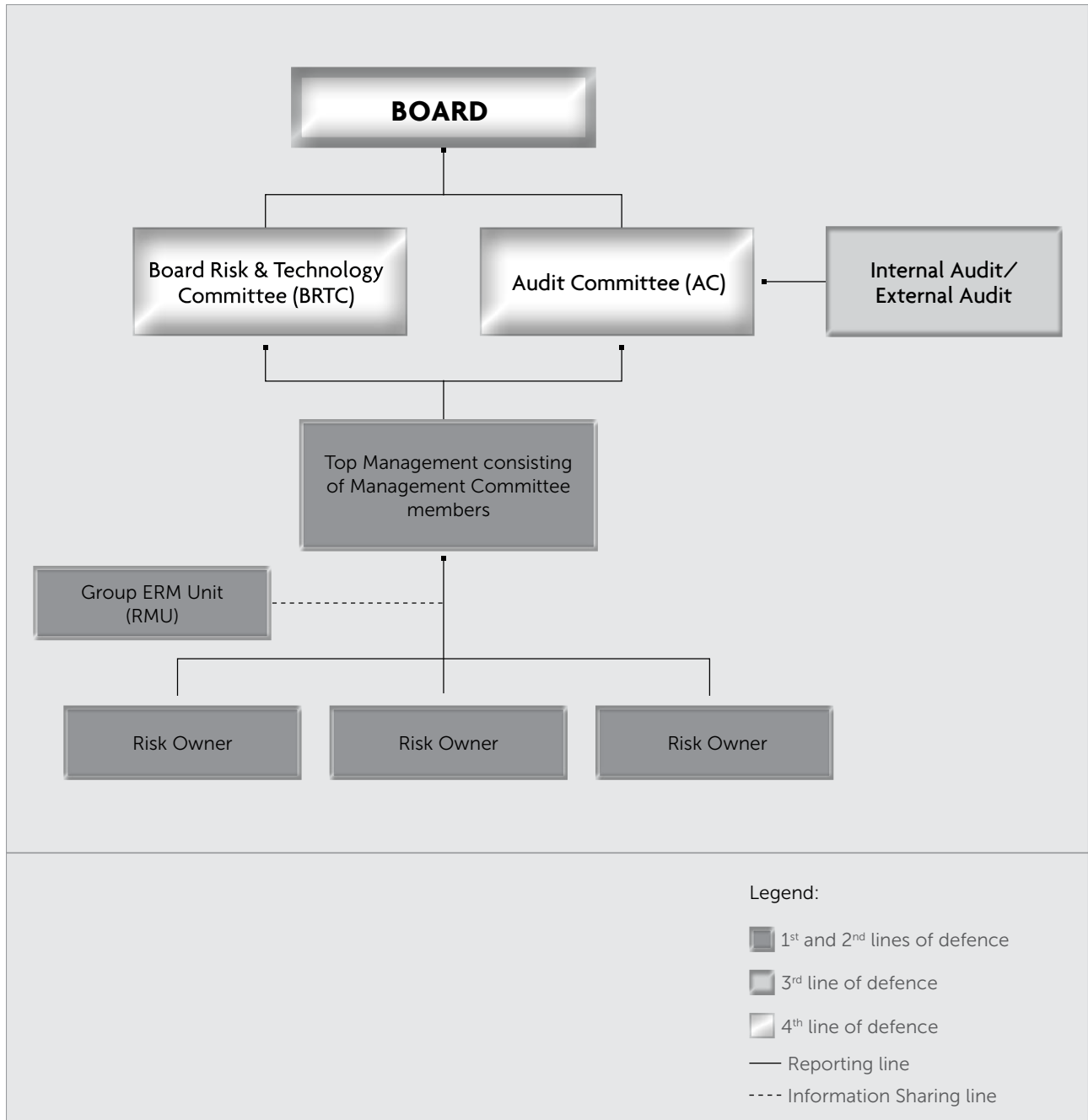
The purpose of risk governance is to embed and build on the four lines of defence (as illustrated in the diagram below), which is a prerequisite to promote a robust system of risk management and effective internal controls.



## 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.

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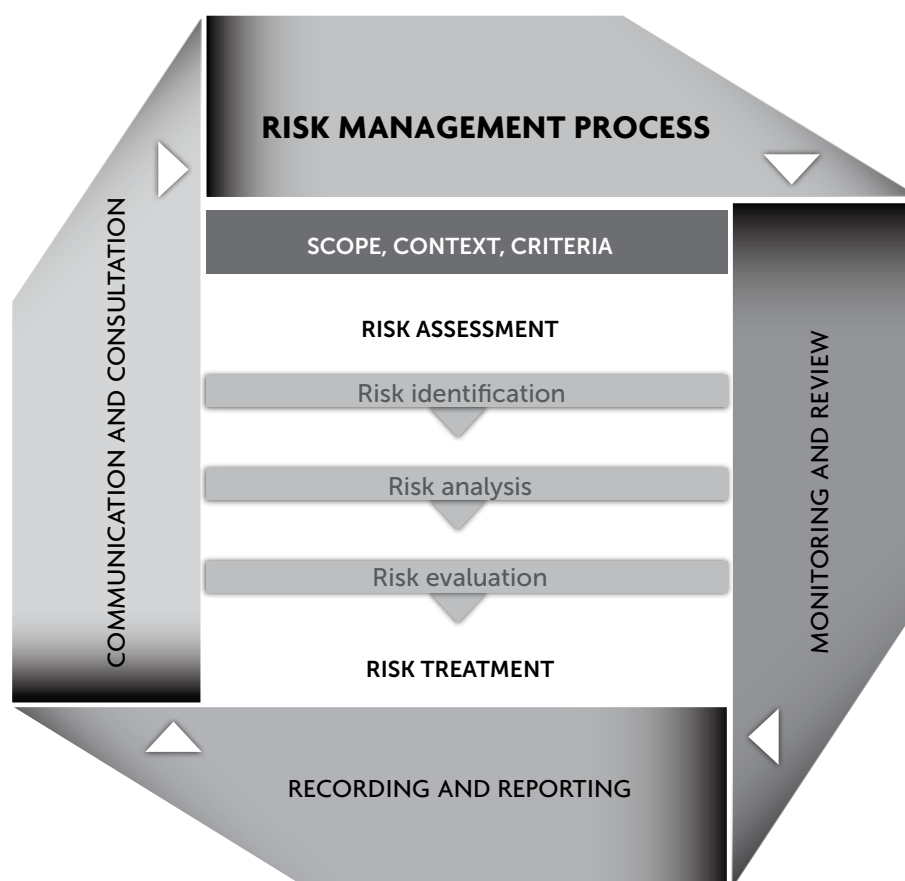


## ERM PROCESS

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. The Board have reviewed the following risk appetite statements during the financial year ended 31 March 2022:

### 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 with sustainable profitable growth. The Group is committed to maintain a strong financial position and targets an investment grade credit rating with adequate liquidity to meet its operational and financing obligations 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 complying 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.



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## 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:
<p><b>Concentration</b></p> <p>(The Group recognises the risk of over-reliance on revenue generated by its business unit and its products.)</p>	<ul style="list-style-type: none"> <li>• Diversifying transshipment origin, trade lanes and destination countries.</li> <li>• Strengthening and optimising a regional transshipment hub to serve our eCommerce customers.</li> <li>• Develop and grow our Post and Parcel global transshipment hub to serve eCommerce customers (from Platforms to Brands).</li> <li>• Diversifying the Group's income streams to prevent over-reliance on a particular business unit.</li> </ul>
<p><b>Declining Letter Volume</b></p> <p>(The Group recognises the risk of technological advancements replacing physical letters, this poses a threat to the Group's revenue mix.)</p>	<ul style="list-style-type: none"> <li>• Focusing on the growth of eCommerce volume to mitigate e-substitution.</li> <li>• Seeking basic postage and bulk mail scheme rate revisions.</li> <li>• Processing will continue to be automated along with application of smart technologies in infrastructure to enhance efficiency.</li> </ul>
<p><b>Merger &amp; Acquisition</b></p> <p>(The Group recognises the merger and acquisition (M&amp;A) risk is the risk arising from the process of buying and integrating businesses.)</p>	<ul style="list-style-type: none"> <li>• Adopting a disciplined investment evaluation and decision process governed by the Group M&amp;A policy.</li> <li>• Integrating the acquired businesses as appropriate, to maximise synergies and to ensure compliance with corporate governance requirements.</li> <li>• Ensuring more members of our management team to be represented as Board directors and/or management of our acquired businesses. This allows the sharing of commercial experience as well as best practices in corporate governance and reporting.</li> </ul>

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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:
<p><b>Treasury</b></p> <p>(The Group's businesses and operations may be exposed to unfavourable movements in foreign exchange rates, interest rates, that may result in potential financial losses.)</p>	<p><b><u>Liquidity Management</u></b></p> <ul style="list-style-type: none"> <li>Monitoring and maintaining a level of cash and cash equivalents to finance operations and to mitigate the effects of fluctuations in cash flows.</li> <li>Maintaining funding flexibility with credit facilities available to meet short-term obligations as they fall due.</li> </ul> <p><b><u>Interest Rate</u></b></p> <ul style="list-style-type: none"> <li>Reviewing the Group's interest rate exposures on Group's debt obligations and interest-bearing financial assets.</li> <li>Maintaining a prudent mix of fixed and floating interest rates for the outstanding borrowings or debts to manage fluctuations in the interest rate environment.</li> <li>Placing cash balances with reputable banks and financial institutions with different maturities to manage interest income on different interest rate terms.</li> </ul> <p><b><u>Foreign Currency</u></b></p> <ul style="list-style-type: none"> <li>Constantly reviewing foreign currency exposure from fluctuations arising from the Group's operations and subsidiaries, and associates in foreign countries.</li> <li>Using a hedging framework, matching currencies, and hedging instruments to hedge known exposure from foreign currency exchange rate fluctuations.</li> </ul>
<p><b>Credit Management</b></p> <p>(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.)</p>	<ul style="list-style-type: none"> <li>Credit analysis and robust screening of such customers to ensure credit worthiness.</li> <li>Understanding the risk exposure and applying suitable credit terms.</li> <li>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.</li> <li>Escalating to Group Chief Financial Officer on monthly and quarterly basis, customers' whose accounts receivable are overdue.</li> <li>Trade Credit Insurance policy is in place to insure for high valued customers.</li> </ul>

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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 our IT systems could adversely affect the Group's business continuity and reputation.

RISK NAME:	THE GROUP MANAGES BY:
<p><b>Workplace Safety and Health</b></p> <p>(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.)</p>	<ul style="list-style-type: none"> <li>• Establishing a Workplace Safety and Health (WSH) committee to review workplace safety and health performance of each business and support units.</li> <li>• Collect and review observations and incident data, near misses; investigating incidents and mapping action plans for improvements and prevention.</li> <li>• Conducting safety awareness workshops across for all operational employees.</li> <li>• Conducting WSH inspection at all workplaces to identify hazards and ensure compliance to WSH Act and relevant regulations.</li> <li>• Implementing COVID-19 safe management measures at all workplaces.</li> </ul>
<p><b>Talent Retention</b></p> <p>(The Group recognises the importance of retaining personnel with key institutional knowledge, information, experience, skills, and connections for key positions in the SingPost management group to ensure operational effectiveness and business sustainability.)</p>	<ul style="list-style-type: none"> <li>• Robust approach to talent identification, assessment and development allows the Group to have a holistic organisational view of our talent pipelines and bench strength. The identified pool of talent is offered accelerated development opportunities that include formal learning, coaching and 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.</li> <li>• 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 recruit or accelerate development of the Group's internal talent may be taken. This annual exercise, conducted jointly with the talent identification and assessment process, is with the involvement of the Management team as well as Board Committee.</li> <li>• In line with the Group's pay-for-performance philosophy, we adopt pay differentiation where the top performers receive a larger pay-out accordingly. Top performers and critical talents are also eligible for SingPost long term incentives.</li> </ul>

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RISK NAME:	THE GROUP MANAGES BY:
<p><b>Business Continuity</b></p> <p>(The Group recognises the importance and the need to recover from a business / operational disruption quickly to minimise impact to our customers, operations and assets.)</p>	<ul style="list-style-type: none"> <li>• Establishing Business Continuity Management Council structure with Business Continuity Management (BCM) Framework to drive the business continuity plan (BCP) efforts from top down.</li> <li>• Continuously reviewing and monitoring the effectiveness of the BCP via annual testing of the BCPs.</li> </ul>
<p><b>IT Security</b></p> <p>(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.)</p>	<ul style="list-style-type: none"> <li>• Maintaining an IT security framework to address evolving IT security threats such as hacking, malware, and loss of data.</li> <li>• Dedicated IT security expertise to keep abreast on the latest developments, innovation, and threats in technology, and assessing their risks and impact.</li> </ul>
<p><b>Critical IT Systems Failure</b></p> <p>(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.)</p>	<ul style="list-style-type: none"> <li>• Conducting periodic disaster recovery testing on all critical IT systems.</li> <li>• Ensuring that IT servers are centrally and continuously monitored with appropriate escalations to be performed on any critical IT systems failure.</li> <li>• Monitoring mechanisms to mitigate poor performing critical systems.</li> </ul>

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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:
<p><b>Data Privacy</b></p> <p>(The Group recognises that data privacy breaches may undermine customer confidence and may result in litigation from customers and/or subject to regulatory fines and penalties.)</p>	<ul style="list-style-type: none"> <li>• Maintaining an accountability-based data privacy framework to work in conjunction with the IT security framework to safeguard personal data collected, processed, and disclosed.</li> <li>• Maintaining governance structure to ensure oversight is provided by the group management and the board on the adequacy of the Group's privacy programme and control measures.</li> <li>• Developing and implementing data privacy focused policies and procedures group wide. Examples are – handling of privacy incidents and personal data breaches, data subject access rights, classification of personal data.</li> <li>• Conducting regular mandatory trainings to all employees on the Group's data privacy framework and associated policies and procedures to create awareness and compliance.</li> <li>• Assigning clear line of accountability to all privacy liaison officers at Business Units (BUs) and Support Units (SUs) level to assist in the maintaining of data privacy and personal data protection procedures and processes.</li> </ul>
<p><b>Governance (Fraud, Bribery and Corruption)</b></p> <p>(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.)</p>	<ul style="list-style-type: none"> <li>• Maintaining a zero-tolerance policy and "tone from the top" towards fraud, bribery, and corruption.</li> <li>• Reviewing internal controls periodically and conducting trainings and awareness activities.</li> <li>• Mandating all staff to undergo the annual Code of Conduct declaration exercise where the anti-bribery and anti-corruption requirements are spelt out for compliance and affirmation.</li> <li>• Maintaining whistle-blowing escalation process where SingPost Group Internal Audit manage and investigate whistleblowing incidents and all whistle-blowing reports received are reported to SingPost Audit Committee on a quarterly basis.</li> <li>• Embedding the Code of Ethics into the Code of Conduct policy (owned by HR) to give emphasis on ethical behaviour and integrity of individual employee.</li> <li>• Maintaining a dedicated Ethics Committee at Management level to evaluate staff issues or concerns of an ethical nature, reviewing remediation and strengthening processes.</li> </ul>

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RISK NAME:	THE GROUP MANAGES BY:
<p><b>Payment Services Act (“PSA”)</b></p> <p>(The Group is required to meet regulatory requirements for offering payment services under the PSA and notices and guidelines released by the Monetary Authority of Singapore. Non-compliance with the above may result in financial penalties or in the worst case, a suspension of the licence resulting in stoppage of the business.)</p>	<ul style="list-style-type: none"> <li>• Developing and implementing relevant policies and procedures. Examples are – Anti-Money Laundering/Countering the Financing of Terrorism (AML/CFT) as required, safeguarding requirements, issuance of receipts, etc.</li> <li>• Maintaining a checklist and ensuring that all products and services offered or to be offered by the Group will adhere to the PSA regulation.</li> <li>• Conducting training to all employees on the PSA regulation and associated policies and procedures to create awareness and compliance.</li> <li>• Monitoring and assessing the impact of PSA and the changes of the PSA regulation to minimise impact to the business.</li> </ul>
<p><b>Sanctions</b></p> <p>(The Group recognises that violations of trade compliance laws and regulations, including sanctions and embargoes, will carry fines and expose the Group and its employees to criminal sanctions and civil suits.)</p>	<ul style="list-style-type: none"> <li>• Monitoring and tracking the developments of significant sanctions issued by international organisations (e.g. United Nations) as well as unilateral sanctions issued by countries/jurisdictions such as United States of America and the European Union.</li> <li>• Creating a continual awareness on the latest developments and requirements via monthly and ad-hoc email circulars to the various Business Units (BU) and Support Units (SU).</li> <li>• Establishing an escalation channel for BUs and SUs to flag any suspicious or high-risk transaction to Group Compliance for review and assessment and screen the associated parties against sanction lists/databases.</li> <li>• Establishing the Third-Party Due Diligence policy to guide all employees on the required measures and process when engaging third parties.</li> <li>• Monitoring and reviewing adequacy of resources for managing sanction risk to align with the evolving businesses and regulatory environment.</li> </ul>
<p><b>Postal Regulatory</b></p> <p>(The Postal Service is required to meet Quality of Service (QoS) standards for basic letters 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 Postal Service is required to comply with the Postal Services Act, Postal Licence conditions, Postal Competition Code, Postal Services Regulations, Postal Services Operations Code including any Directions and Guidelines issued by the IMDA. Non-compliance with the above may result in the imposition of financial penalties.)</p>	<ul style="list-style-type: none"> <li>• Having proactive and regular engagements with the Postal Regulator, IMDA and other government agencies.</li> <li>• Internal communications campaigns to train, educate and reinforce best behaviour.</li> <li>• Regular reminders to frontliners to comply with established protocols, guidelines, best practices, and directions, enhanced by strict disciplinary action taken for non-compliance.</li> <li>• Continually monitoring and assessing the impact of Postal Regulatory developments as the business evolves to minimise impact to the business.</li> </ul>

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## OUR PEOPLE

Against a backdrop of another year long COVID-19 pandemic climate/measures, our people have demonstrated tremendous valour, tenacity, unbending commitment, and steadfast teamwork in discharging SingPost's national obligations. We are so proud of our people. Naturally, our foremost consideration was to provide ardent support to our employees as they navigated the COVID-19 pandemic safely and successfully adapted to the sudden/changing demands of their roles.

Recognising the constraint of no in-person training due to COVID-19 pandemic, an online Digital & Data Readiness was curated for our employees. Through this programme, employees explored the transformative and technological forces at work and ways to leverage them for the long-term success of SingPost. We also collaborated closely with our union, Union of Telecoms Employees of Singapore (UTES) via Company Training Committee in recognising the importance of personal and professional growth of our employees even as they navigated through COVID-19 pandemic. Acknowledging that our frontline personnel, including service staff, mail, and parcel ambassadors, are essential to the success of our business and operations, we continue to upskill our frontliners in the areas of digital transformation, professional image and etiquette skills, plus good employment practices for our frontline supervisors. Through the SkillsFuture for Digital Workplace and SuperCharge Your Digital Skills programmes, we have trained more than 800 frontliners to enhance their digital confidence and prepare them to be future-ready in this digital-centric era. The Workforce Skills Qualifications (WSQ) Professional Image & Etiquette programme which has been ongoing since 2019 has trained 280 of our staff to date.

As we continue our transformative journey at SingPost, human capital remains our greatest key asset. We are "future-proofing" our workforce to meet the demands of tomorrow by using various career development channels, despite weathering the COVID-19 pandemic induced labour crunch. Through our accelerated development programmes such as iLEAD and manager effectiveness programmes, we continued building our people leadership and managerial capabilities and our bench strength. In addition, a series of Brilliant Performance Conversations Workshops were also conducted with the purpose of equipping our managers and supervisors with the mindsets and competencies to conduct fair, productive, and impactful performance reviews. This is crucial for the nurturing of a fair and inclusive workforce.

In our Collective Agreement with UTES that was signed in FY 2021/22, multiple and varied job families' job grades were streamlined into only two succinct career tracks: General and Technical. This allows for the broadening of career pathways that presents to employees with more career progression opportunities and facilitation of cross-departments job mobility for our people, so as to help achieve Enterprise level business goals.

SingPost also acknowledges the importance of mental wellness and wellbeing for our workforce. This need is more apparent when our staff had to work-from-home during COVID-19 pandemic in FY 2021/22. The "Power Talk on Mental Wellness" series was introduced to promote self-care and support our employees in safeguarding and improving their psychological health and pursuit of nurturing healthy work mindsets. Our first session launched focussed on boosting psychological immunity amidst uncertainties and was very well attended. In addition, resources to access mental health resources and external helplines are made available to our employees via the internal human resource portal.

To pay it forward in our society, Singapore Post initiated an official partnership with Yellow Ribbon Singapore (YRSG), in supporting YRSG's aims to reintegrate prison inmates into society after their release, by equipping them with skills required to secure jobs. SingPost has also introduced an apprenticeship programme, in collaboration with the Institute of Technical Education ("ITE"), where individuals are able to work and study at the same time. This initiative allows SingPost to participate in developing more Singapore youths to have relevant logistics and supply chain skills-set for the growing logistics industry in Singapore. SingPost aims to expand the apprenticeship programme to other relevant Work Study diplomas in the near future.

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Our new Group Chief Executive Officer (GCEO) and his Management Committee launched SingPost's Purpose and refreshed Values (Safety, Trust, Total Customer, One Team, Transformation, and Top Execution). The aim is to create a values-based culture of openness and trust with single-minded focus on our Purpose (Making every delivery count for people and planet). A worldwide launch was held comprising selected staff based in Singapore gathered at our historic and previous General Post Office site (which is now the iconic Fullerton Hotel) and International staff joined online. GCEO envisaged these Values to be the foundational blocks that glue all SingPost employees together, so that we can achieve our Purpose. These Values will define the open culture of SingPost.

In an effort to increase employee engagement, a series of Leadership Engagement Sessions were conducted to enhance cross-functional interactions and catalyse peer-focused collaboration. Through this, SingPost employees from diverse perspectives and backgrounds are brought together to exchange ideas and network with their peers and leaders as part of personal learning and growth. As another of many efforts to build a culture of openness and trust for continuous improvement, the "Up Close and Personal with GCEO" programme was introduced as an employee engagement platform for the GCEO to listen to their feedback, aspirations, ideas, and solutions. It also serves as a communication channel to enhance direct interactions between management and employees.

Employee engagement and morale were also kept high with staff events such as the annual Buka Puasa event for our Muslim colleagues. It was an e-event for our Muslim colleagues to break their fast together as a SingPost family and was graced by Minister for Communications and Information, S. Iswaran plus Senior Minister of State for Communications and Information, and National Development, Sim Ann. Another employee engagement event was the much-anticipated Best Ambassadors of Year (BAOY) event that recognises exemplary contributions by frontline staff across the various business and support units in the SingPost Group.



# SUSTAINABILITY

## WORKPLACE HEALTH & SAFETY

At SingPost, we conduct our business with great focus on the health and safety of our employees and stakeholders including the communities we serve. Our approach promotes proactive identification and mitigation of potential occupational accidents and inculcating a safety culture in our employees to minimise safety hazards and to look out for one another.

In FY21/22, Health & Safety has been included as a material matter of our revised sustainability framework further heightening our focus on workplace health and safety. We target to achieve zero major work-related injuries and to be improving upon our rate of recordable work-related injuries reducing it year-on-year. To achieve this, our operations adopted the following safety approach:



During the year, we continue to emphasize the importance of training reinforcing safety awareness and knowledge in the organisation. Given the vast amount of time spent on vehicles making deliveries, workplace safety training such as the "Defensive Driving" webinar was organised for all drivers in the first and last mile delivery in Singapore. Additionally, two safety time-out sessions were conducted to review safe work procedures on safe loading and unloading as well as safe operation of forklifts.

To further deepen safety culture and behaviours, there was also the Postal Safety Awareness Campaign in Singapore where leadership team and operations team members alike pledged their safety commitments on pledge cards placed at all workplaces. During the campaign, there was also the launch of a standardisation of Personal Protective Equipment (PPE) at all work sites and the fleet management system was also enhanced to collate data for potentially unsafe driving practices.

In FY21/22, our operations globally continue to adapt as we manage and live with the COVID-19 pandemic across the world. Since the onset of the pandemic, we have become more flexible to regularly update our safe workplace guidelines adjusting to changing advisories by authorities in the different markets. We will continue to work on providing a conducive work environment for our employees and stakeholders. More information on Workplace Health & Safety is shared in our Sustainability Report FY2021/22.