ANNUAL REPORTS AND RELATED DOCUMENTS::

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Designation
Company Secretary

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Please refer to the attached Sustainability Report.

Additional Details

Period Ended
31/03/2022

Attachments

[SR_2022.pdf](SR_2022.pdf)

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MAKING EVERY DELIVERY COUNT FOR PEOPLE AND PLANET

Sustainability Report
FY 2021/22

CONTENT

BOARD STATEMENT 102-14

Dear Stakeholders,

The past year has not been easy for many organisations, SingPost notwithstanding. Despite the challenges faced over the last two years, we never wavered from our commitment to connect people, communities and businesses, a role we have undertaken since 1858. We adapted fast and emerged stronger and better in the wake of the pandemic. With COVID-19 shifting towards a more predictable and manageable endemic phase, we are now focusing our attention on capturing greater opportunities and implementing long-term sustainability strategies to build resilience and thrive in an evolving market.

In developing our sustainability strategies, we recognised that it was timely for us to revisit our material matters that were first established back in 2017 within our inaugural report. A thorough materiality re-assessment conducted this year resulted in a revised list of sustainability matters that is core to our business and tied to our revamped sustainability framework. This framework is held by three focus areas – Cherishing our Planet, Collaborative Partnerships

and Culture of Trust, and at the heart of this framework is SingPost's purpose – Making every delivery count for people and planet.

To help drive accountability and commitment from management and employees to advance sustainability in the organisation, a set of Environmental, Social and Governance ("ESG") related targets have been incorporated in the balance scorecard of the Management Committee and their respective team members. Additionally, carbon reduction target was also included in the long term incentive plan for the management.

This year's sustainability report features an expanded scope of reporting that covers our operations beyond the shores of Singapore to include Australia and other operations in the international market. We look to continually mature in coverage in the following years.

In the environmental space, SingPost is well poised to contribute meaningfully towards global climate action as a key actor in international postal and eCommerce logistics.

This year, we are proud to announce our new climate targets: achieving net-zero emissions (Scope 1 and 2) in our Singapore operations by 2030, and global net-zero emissions (Scope 1, 2 and 3) by 2050. SingPost is also committed to aligning our reporting to the recommendations set out by the Task Force for Climate-related Financial Disclosures ("TCFD") in due course. We remain proactive in exploring new opportunities to support our current decarbonisation efforts, in line with our vision to harness new technologies, and are confident of our ability to meet the environmental challenges we foresee in decades to come.

On the social front, we continue to focus on developing collaborative partnerships and using our business as a force for good. To deliver a greater positive impact on our communities and people, we have also established a new Community Investment framework that will guide our contributions via three focus points: Community Resilience & Well-being, Digital Inclusion, and Environmental Stewardship.

Lastly, we will maintain a strong culture of trust through our internal governance controls, strong ethics and compliance practices. The strength and dedication of our people are key driving forces in our organisation, and we will constantly engage and motivate our people through ways such as fair pay, medical benefits, performance recognition etc., to achieve their aspirations as we work together towards realising our long-term vision and strategies.

We are confident that our strong foundation and unwavering commitment will place us in great stead to be at the forefront of sustainability. We thank all our stakeholders for their continued support and look forward to forging new partnerships, as we continue to build connections and make every delivery count for people and the planet.

Board of Directors, SingPost

SINGPOST'S SUSTAINABILITY HIGHLIGHTS ₁₀₂₋₇

Making Every Delivery Count for People and Planet

| **$1,665.6 mil** revenue for FY2021/22 | **$112.1 mil** operating profit for FY2021/22 | **15 markets** worldwide |

Cherishing Our Planet

| **Net-Zero 2030** Scope 1 and 2 emissions in Singapore | **Global Net-Zero** Scope 1, 2 and 3 emissions by 2050 | **Launched** Electric scooters and vans in FY2021/22 | **Recycled materials** used in the refreshed SingPost's smartpac series for eCommerce |

Collaborative Partnerships

| **Achieved** IMDA Quality of Service ("QoS") Standards from January to December 2021 | **Over $300,000** in donation/ sponsorships for the community in Singapore | **108** SingPost staff received EXSA award, of which there were 29 Star, 31 Gold and 48 Silver | **Expansion** of PostPal smart letter box pilot initiative to new neighbourhoods in FY2021/22 |

Culture of Trust

| **~36%** women representation in senior management | **23.7%** Improvement year-on-year in Total Recordable Injury Frequency Rate in Singapore with zero work-related fatalities | **Enhanced** SingPost App for improved customer experience and protection against cyber scams by removing Short Messaging System ("SMS") notifications | **Zero** Significant fines and non-monetary sanctions |

ABOUT THE REPORT

This is SingPost's fifth Sustainability Report, which presents an overview of the SingPost Group's ESG activities and achievements as SingPost strives to reach new milestones in the sustainability space.

SingPost's fifth Sustainability Report outlines our commitment towards sustainability by highlighting how it has been integrated into our management, policies and business operations. The main intent is to communicate our sustainability agenda and performance for the year to our stakeholders. For a more holistic and detailed overview of SingPost's financial performance, this report should be read in conjunction with SingPost Annual Report FY2021/22. This report is presented in Singapore Dollars, unless otherwise stated.

Reporting Scope `102-10` `102-50` `102-51` `102-52`

Sustainability reporting is performed on an annual basis, with our last report published in August 2021. The reporting period of this report covers 1 April 2021 to 31 March 2022 ("FY2021/22"), with historical performance data included for comparison, where available. This year, we have expanded the scope of our reporting to cover two key subsidiaries: CouriersPlease ("CP"), a leading parcel delivery expert with nationwide coverage service in Australia through its independently owned franchisee fleet of couriers and Quantum Solutions ("QS"), a provider of eCommerce fulfilment solutions that has operations in eight markets outside of Singapore. Unless otherwise stated, the sustainability data and information presented in this report relates to our businesses in Singapore, Australia and International business units. We aim to expand our scope of reporting to our other international markets in time to come.

BUSINESS SEGMENT	OPERATIONS

Singapore	• Mail and parcel deliveries
	• Post Offices
	• Airmail Transit Centre
	• Regional Delivery Bases
	• SingPost Centre
	  › Corporate Headquarters
	  › Data Centre
	  › Mail Processing Centre
	  › Delivery Base
	  › General Post Office
	  › Leased retail stores
	• SingPost owned properties leased out
	• SingPost Regional eCommerce Logistics Hub
	• FPS Global Logistics
	• Quantum Solutions
	  › Regional eCommerce Logistics Hub
	  › 20 Gul Way
	• Lock+Store[1]

Australia	• CouriersPlease • Quantium Solutions in Australia
International	**Quantium Solutions in the following markets:** • Malaysia • New Zealand • Thailand • Taiwan • Indonesia • Hong Kong • Japan

Reporting Framework `102-54` `102-56`

This report has been prepared in accordance with the SGX-ST Listing Rules 711A and 711B and draws on the guidance set out in Practice Note 7.6.

Additionally, it is aligned and prepared according to the Global Reporting Initiative ("GRI") Standards: Core Option. The GRI Standards are selected as our sustainability reporting framework as they are internationally recognised as one of the global best practices for reporting on an organisation's sustainability impacts. More information on the GRI Standards disclosures selected for reporting is provided in the GRI Content Index on Page 67.

Throughout the report, tags are provided at the side for clarity when a disclosure is aligned with specific GRI disclosure(s). Each tag will comprise of a standard and its relevant disclosure.

An example is provided below:

Standard # — **XXX-YY** — **Disclosure #**

SingPost has not sought third-party verification and external assurance for all information disclosed and highlighted in this report. However, we continue to adopt a phased approach to our reporting and will consider seeking external assurance as our sustainability reporting matures over time.

Feedback `102-53`

We seek to continuously improve upon all aspects of the sustainability journey, including our approach, processes and performance. As such, all feedback from our stakeholders is welcomed. Please address any comments and feedback you may have to **csr@singpost.com**.

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[1] Given the divestment of General Storage Company in December 2021, the data for Lock+Store will be included up to 30 November 2021 where relevant, unless otherwise stated.

ABOUT SINGPOST

`102-2` `102-5`

Having served the community for over 160 years, SingPost has grown into an international organisation with operations in 15 markets worldwide.

Singapore Post Limited ("SingPost") is a leading provider of postal service and eCommerce logistics in Singapore and around the world with operations in 15 markets. SingPost was listed on the Main Board of the SGX-ST on 13 May 2003 and as of 31 March 2022, our largest shareholders are Singapore Telecommunications Limited (22.0%) and Alibaba Investment Limited (14.6%).

As Singapore's designated Public Postal Licensee with 56 post offices, 274 Self-service Automated Machines ("SAM") kiosks and several online portals, SingPost continues to put the nation's interest at heart. With a strong legacy and heritage at our core, we strive to deliver reliable and affordable services to all Singaporeans, with trusted communications in mind and a focus on sustainable growth.

In the international market, SingPost continues to provide innovative mail and eCommerce logistics solutions worldwide, with operations in 15 markets.

SingPost's Business Segments

POST & PARCEL	LOGISTICS	PROPERTY
As the designated Public Postal Licensee in Singapore, we are committed to our service obligations. We offer reliable and quality domestic and international postal services, and end-to-end mail solutions. We have a wide network of touch points, with 56 post offices, 274 SAM kiosks, 805 posting boxes, and over 7,900 POPStation lockers across 112 locations in Singapore.	We offer end-to-end eCommerce logistics solutions to tap the growing eCommerce market in Asia Pacific. Through our subsidiaries Quantium Solutions, Famous Holdings, CouriersPlease and Freight Management Holdings² ("FMH"), we provide diverse logistics solutions covering freight, warehousing, domestic and international distribution and delivery services.	Property comprises commercial property, including the SingPost Centre and the Regional eCommerce Logistics Hub as well as the self storage business Lock+Store.

At SingPost, we believe having a clear Purpose and strong Values is fundamental. A Purpose tells us the reason for our existence and our Values are ingrained principles that reflect our decision and are the essence of our identity.

OUR PURPOSE

Making Every Delivery Count for People and Planet

OUR VALUES

TRUST	We deliver on our promise
TOTAL CUSTOMER	We put our customers at the heart of what we do
SAFETY	We care for our people, communities and environment
ONE TEAM	We make it happen together
TOP EXECUTION	We strive relentlessly to deliver the best outcome
TRANSFORMATION	We constantly reimagine and reinvent to stay ahead

² Following acquisition of additional shares to FMH in Australia in November 2021, FMH is a SingPost subsidiary. FMH's data is excluded this year and will be included after first full financial year of SingPost ownership/ control (i.e. from 1 April 2022 onwards).
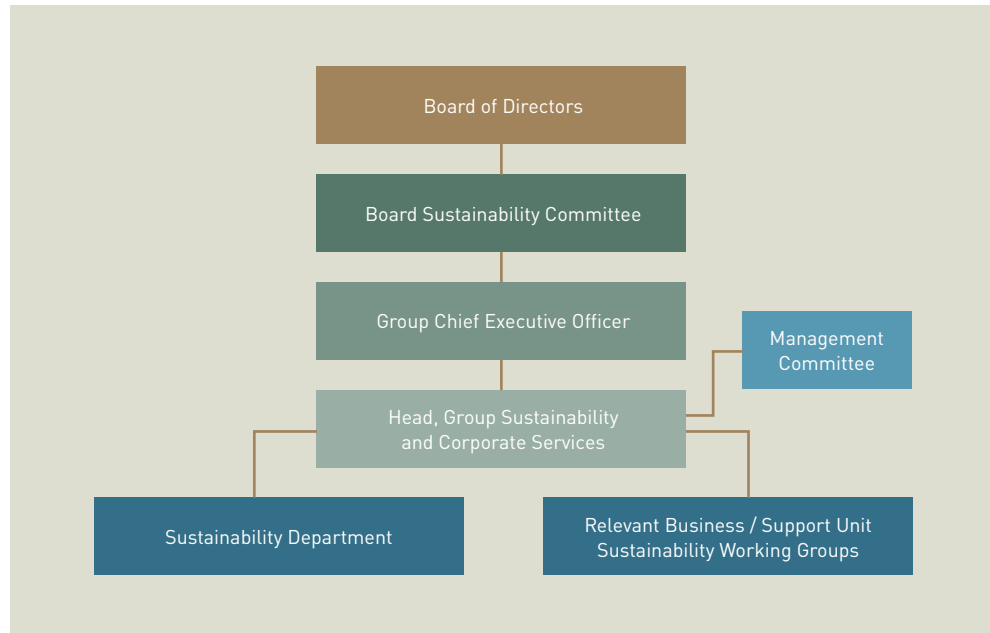
SUSTAINABILITY AT SINGPOST

SingPost plays a significant role as a trusted postal service and eCommerce logistics provider in Singapore and abroad, hence it is of utmost importance for us to embed and embody sustainability principles in all segments of our business. We strive to conduct our business responsibly, build trusting relationships with our partners and practise environmental consciousness in all that we do, to ensure long-term value creation for our stakeholders.

Sustainability Governance `102-18` `102-19` `102-20` `102-26` `102-32`

Everyone at SingPost is accountable for the sustainability of our business and the world around us.

```
Board of Directors
        |
Board Sustainability Committee
        |
Group Chief Executive Officer ──── Management Committee
        |
Head, Group Sustainability
and Corporate Services
   /                    \
Sustainability      Relevant Business / Support Unit
Department          Sustainability Working Groups
```

At SingPost, all sustainability-related matters are governed and managed across various levels in the organisation.

In recognising the importance of sustainability leadership, SingPost established a Board Sustainability Committee ("BSC") in early 2021 to provide overall direction for SingPost's sustainability strategy. One of its main roles is to oversee the implementation of the SingPost Purpose Statement, which serves to guide the organisation's actions and behaviours with regard to business sustainability. The BSC reports to the Board of Directors ("Board") and assists them in catalysing SingPost's ESG transformation, providing counsel and governance of the organisation's ESG strategies. Under the BSC's guidance, the Group Chief Executive Officer ("GCEO") is tasked with executing the organisation's ESG strategies, with support from a dedicated Sustainability function. This dedicated team drives and coordinates ESG efforts across the SingPost Group and its various business units on a daily basis.

The Board, through the BSC and Board Risk and Technology Committee, is also kept abreast of material ESG-related risks and opportunities, which are reviewed regularly as part of the Group's Enterprise Risk Management ("ERM") Programme. Some of these key ESG-related risks identified include workplace safety and health, talent retention, data privacy and climate change. These are assessed to potentially pose strategic, financial, operational, compliance, and business continuity risks. SingPost's Management maintains a robust system of risk management and internal controls to safeguard stakeholders' interests and the Company's assets and resources in response to these risks. These are elaborated on in greater detail on pages 84 - 93 in the Annual Report, and in the Materiality Assessment section on the following page.

Materiality Assessment 102-47

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. These included SingPost's employees representing different levels and business functions, industry associations, investors and lenders, regulators, and customers. Through online surveys and focus group discussions, feedback and views were gathered and synthesised into insights on the most important ESG matters that we will prioritise in the coming years. SingPost's Management and Board of Directors have discussed and endorsed the refreshed material ESG matters, which are presented in the matrix below.

Material Matters

1	● Product and Service Innovation
2	■ Climate Action and Resilience
3	■ Resource Efficiency and Waste Management
4	● Customer Experience
5	▲ Employee Engagement and Talent Practices
6	▲ Health and Safety
7	● Community Investment
8	● Responsible Supply Chain
9	▲ Ethical and Transparent Business Practices
10	▲ Data Privacy and Cybersecurity

Topics of Ongoing Importance

11	◆ Strong Partnerships
12	◆ Contribution to Economy
13	◆ Diversity and Inclusion
14	◆ Risk Management

SingPost 2021 Materiality Matrix
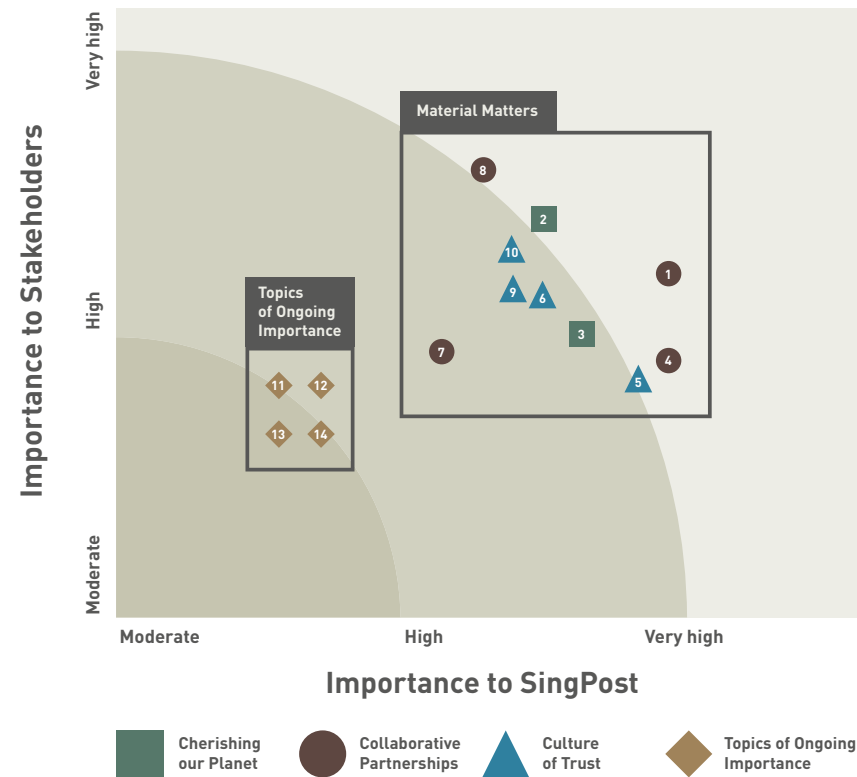
A detailed consideration of each ESG topic's importance to both SingPost and our stakeholders has led us to identifying 10 material matters as requiring top priority and immediate attention. Additionally, we have also identified Strong Partnerships, Contribution to Economy, Diversity and Inclusion, and Risk Management, as four foundational topics of ongoing importance. The impacts of each of these 14 topics are interrelated, and we commit to addressing them with the urgency and effort they demand.

SUSTAINABILITY FRAMEWORK

MAKING EVERY DELIVERY COUNT FOR PEOPLE AND PLANET

To better communicate and instill the focus of our sustainability strategy across the business, we have structured our material ESG matters into a sustainability framework. At its core, the framework aims to inspire and guide all our employees to make every delivery count for people and planet. We envision this to be achieved through three pillars: Cherishing Our Planet, Collaborative Partnerships and Culture of Trust.

Each pillar and its associated material matters are additionally mapped to the United Nations Sustainable Development Goals ("UN SDGs"). In so doing, we aim to demonstrate our strong belief that everyone has a part to play in promoting global sustainable development and we too commit to that in the best way that we can.

Purpose	Making Every Delivery Count for People and Planet		
Pillars	**Cherishing Our Planet** Sustaining a liveable planet for future generations	**Collaborative Partnerships** Transforming markets and delivering value for our communities and customers	**Culture of Trust** Caring for and doing the right things for our stakeholders
Material Matters	• Climate Action and Resilience • Resource Efficiency and Waste Management	• Responsible Supply Chain • Product and Service Innovation • Customer Experience • Community Investment	• Data Privacy and Cybersecurity • Ethical and Transparent Business Practices • Employee Engagement and Talent Practices • Health and Safety
Alignment with UN SDGs	7 AFFORDABLE AND CLEAN ENERGY, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION	3 GOOD HEALTH AND WELL-BEING, 5 GENDER EQUALITY, 8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 11 SUSTAINABLE CITIES AND COMMUNITIES, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION, 16 PEACE, JUSTICE AND STRONG INSTITUTIONS, 17 PARTNERSHIPS FOR THE GOALS	3 GOOD HEALTH AND WELL-BEING, 4 QUALITY EDUCATION, 5 GENDER EQUALITY, 8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 10 REDUCED INEQUALITIES, 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Framework Pillar	Material Matter	UN SDGs	Risks & Opportunities	Targets
Cherishing Our Planet	**Climate Action and Resilience**	7 AFFORDABLE AND CLEAN ENERGY; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION	**Risks:** Physical climate-related impacts on operations and assets, and transition impacts; changing customer preferences for green products **Opportunities:** Integrate climate risk into risk management; develop physical and transitional climate risk assessment and adaptation plans; build emissions reduction plans to limit warming to <1.5°C (i.e. SBTs or net-zero ambition)	• Net-zero (Scope 1 and 2) for operational emissions in Singapore by 2030[3] • Net-zero (Scope 1, 2 and 3) for global emissions by 2050
	Resource Efficiency and Waste Management	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION	**Risks:** Increasing regulations on packaging use and disposal; consumer demand for environmentally friendly, low-waste alternatives **Opportunities:** Adopt a circular economy by reducing resource use, and using reusable, recyclable materials; building effective and efficient operations to ensure proper end-of-life management	• Increase operational recycling rate to 30% by 2025
Collaborative Partnerships	**Responsible Supply Chain**	5 GENDER EQUALITY; 8 DECENT WORK AND ECONOMIC; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 16 PEACE, JUSTICE AND STRONG INSTITUTIONS; 17 PARTNERSHIPS FOR THE GOALS	**Risks:** Violation of socio-environmental laws/standards by third party vendors resulting in material adverse impacts on the Group's operations and misalignment in socio-environmental commitments **Opportunities:** Engage third-party vendors with a demonstrated commitment to good ESG practice by assessing their ESG performance during pre-qualification; raise awareness and influence them to adopt ESG principles and practices to develop their resilience to emerging ESG expectations	• Screen all suppliers on ESG criteria • Ensuring all Tier 1 suppliers[4] have an ESG Policy in place by 2023
	Customer Experience	N/A	**Risks:** Low customer satisfaction and loss of customers because of poor product and service quality such as slow delivery, increase in fees, or inability to provide customers visibility of shipments **Opportunities:** Innovative products and services leveraging digital technology; consistent and excellent product and service quality; assess and improve customer satisfaction	• Progressively develop targets for all our markets • Exceed Infocomm Media Development ("IMDA") Quality of Service standards for Singapore as one of the essential service serving the nation

[3] 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.
[4] Tier 1 suppliers refers to suppliers that supply at least 80% of the spend amount within individual spend categories defined by SingPost.

Framework Pillar	Material Matter	UN SDGs	Risks & Opportunities	Targets
Collaborative Partnerships	**Community Investment**	4 QUALITY EDUCATION / 11 SUSTAINABLE CITIES AND COMMUNITIES	**Risks:** Lack of understanding of the community's current needs and expectations, leading to ineffective community engagement programmes **Opportunities:** Address community needs in meaningful ways leveraging the Group's unique capabilities; engage employees who value purposeful work; ensure long-term collaboration and participation of both parties that can result in positive and extended impacts	• Progressively develop targets as flagship programmes are identified
	Product and Service Innovation	8 DECENT WORK AND ECONOMIC GROWTH / 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	**Risks:** Not meeting customer expectations & losing competitiveness and market share **Opportunities:** Automation & digitalisation, product development that caters to socio-environmental that attracts ESG-conscious customers and partners	• Conduct at least one pilot innovation programme annually
Culture of Trust	**Employee Engagement and Talent Practices**	4 QUALITY EDUCATION / 5 GENDER EQUALITY / 8 DECENT WORK AND ECONOMIC GROWTH / 10 REDUCED INEQUALITIES	**Risks:** Employee disengagement and dissatisfaction; high turnover rates; low productivity; employees lacking required skills **Opportunities:** Recruit and retain talent by ensuring the physical and mental well-being of employees; build an environment that supports career development and skills advancement, flexible working arrangements	• Achieve an employee engagement survey completion rate of 70% by 2025 • Achieve employee engagement score to be above market benchmark by 2025 • Maintain at least 30% of women workforce representation in senior management (C-suite -1 & -2) by 2025
	Health and Safety	3 GOOD HEALTH AND WELL-BEING	**Risks:** Inherent health and safety vulnerabilities from manual handling and transportation of parcels; more stringent health and safety regulations following COVID-19; raised expectations on health and safety standards by employees and customers, particularly on mental health **Opportunities:** Safeguarding occupational health and safety through provision of medical care and facilities; looking after employees' mental health and emotional well-being; prioritising customer safety especially at physical customer touchpoints	• Achieve zero major work-related injuries (including fatalities) • Improve year-on-year rate of recordable work-related injuries

Framework Pillar	Material Matter	UN SDGs	Risks & Opportunities	Targets
Culture of Trust	**Ethical and Transparent Business Practices**	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	**Risks:** Non-compliance with laws relating to bribery, anti-corruption, fraud, and marketing practices; employee or senior management displays of negative business ethics with clients, suppliers, and other stakeholders **Opportunities:** Ensure compliance with the relevant local laws; build an ethical culture within the company as well as build trust amongst business partners, investors and customers	• Uphold zero corruption, unethical behaviour and fraud incidents across SingPost's operations • Inculcate zero tolerance for bribery and corruption in all employees and business partners • Provide annual training on anti-bribery and anti-corruption for all full-time employees • No significant fines or non-monetary sanctions relating to non-compliance with laws & regulations
	Data Privacy and Cybersecurity	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	**Risks:** Non-compliance to data protection laws, data theft, operational disruptions from the breach of critical information infrastructure; low customer-trust levels leading to less information sharing and loss of customers **Opportunities:** Gain competitive advantage by building customer trust to share data that can help inform the development of products and services	• Uphold the highest standards of data privacy protection including compliance with relevant laws • Establish a Cybersecurity framework in line with industry standards

Stakeholder Engagement

`102-40` `102-42` `102-43` `102-44` `102-46`

Forging relationships with our stakeholders help us align our priorities on matters that affect them most.

Strong Partnerships

In order to achieve our business and sustainability objectives, a concerted effort from all parties within the ecosystem is necessary. In addition to the materiality assessment conducted during the financial year in which an in-depth engagement with stakeholders was undertaken, SingPost engages with our stakeholders to better understand their needs and interests throughout the year, as well as identify opportunities for collaboration. The table below lays out the basis and methods of engagement with our stakeholders, along with key focus areas for each stakeholder and our responses.
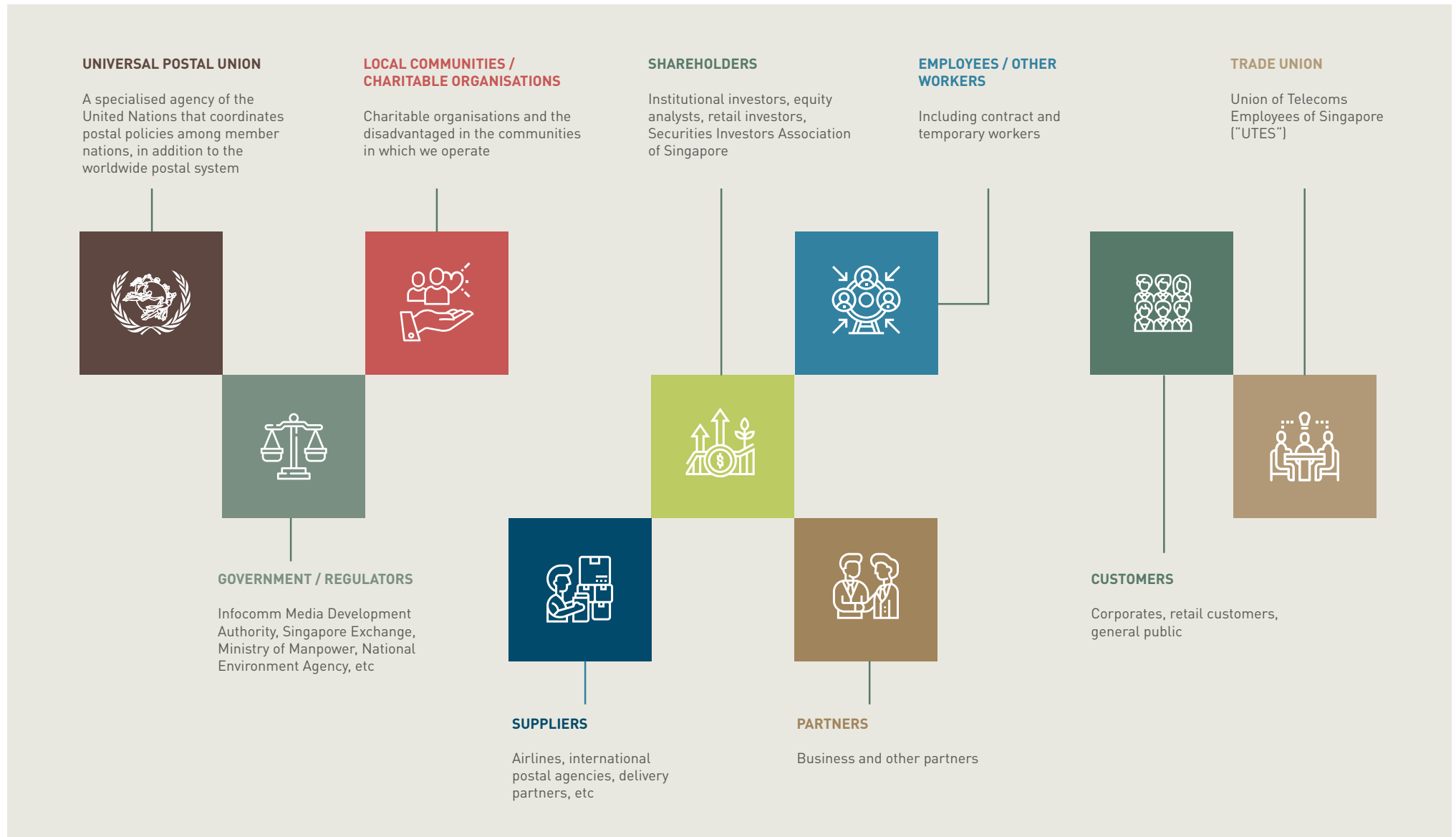
Stakeholders	Basis for Engagement	Methods of engagement and frequency	Key areas of focus/ stakeholder concerns	SingPost's response
Shareholders Institutional investors, equity analysts, retail investors and Securities Investors Association of Singapore	• Allow a better understanding of the Group's business, operations and strategy • Update on corporate and strategic developments • Reach a wider network of investors to broaden the investor base	• Regular meetings, investor conferences, roadshows • Half-yearly results briefings for analysts and investors • Annual general meetings • SGX announcements, annual and sustainability reports, circulars, press releases – as appropriate	• Business performance and sustainability • Total shareholder returns • Practices and targets for the environment, social and governance factors	• Execute the Group's strategy and transformational initiatives for long-term sustainability • Refreshed and implemented revamped sustainability framework to address environment, social and governance matters
Bankers, debt-holders, credit rating agency	• Provide a better understanding of the Group's business and financials • Update on corporate and strategic developments	• Meetings - as appropriate • SGX announcements, annual and sustainability reports, circulars, press releases – as appropriate	• Business performance and sustainability, cash flows and balance sheet strength	• Execute the Group's strategy and transformational initiatives for long-term sustainability • Refreshed and implemented revamped sustainability framework to address environment, social and governance matters
Customers Corporates, retail customers, general public	• Meet or exceed customer needs; brand loyalty; public and education; adoption of processes and products • Provide consistent and high service quality; resolve complaints	• Network of post offices, mySAM portal and kiosks, SingPost apps, call centre, e-feedback forms • Regular engagement by the customer engagement team • Conduct customer satisfaction survey at frontline touchpoints • Conduct annual customer service surveys e.g. Business-to-Business ("B2B") customer satisfaction surveys to measure corporate Voice of Customer and Service Quality • Engagement with the general public through traditional and digital media platforms, as well as focus group discussions and outreach programmes • Provide convenient access to services with online and offline channels, mobile applications, call centres, and Smart Post Offices with automated lobbies	• Service quality • Product and service offerings	• Implement measures to raise reliability and service standards of the postal operations • Net Promoter Score surveys undertaken upon completion of a service transaction, to measure Quality of Service, at post offices, contact centre and for parcel delivery • Develop and introduce new technologies, infrastructure, product and service offerings • Refer to Customer Experience section on page 34 for more details.

Stakeholders	Basis for Engagement	Methods of engagement and frequency	Key areas of focus/ stakeholder concerns	SingPost's response

Employees
Full-time, contract and temporary workers
	• Ensure understanding and alignment with the Group's goals and strategy, and update on corporate/strategic developments
	• Drive greater employee loyalty through job satisfaction, retention, and productivity
	• Ensure a safe and healthy workplace to prevent accidents and injuries, and maintain a healthy working environment
		• Half-yearly town hall staff meetings
		• Regular management meetings
		• Internal announcements and memos from GCEO and Management Committee – as appropriate
		• Leverage digital tools to engage staff on new programmes and benefits, e.g. intranet updates, Human Resources ("HR") skills development app and digital onboarding programmes and webinars
		• Monthly Workplace Safety and Health ("WSH") Committee meetings with participation from employees, contractors, and union representatives
		• Monthly safety inspections at all work sites to improve or maintain high WSH standards
		• Annual WSH campaigns to promote safety awareness and improve workplace safety culture
		• Implementing Safe Management Measures at workplaces and complying with COVID-19 regulations
			• Fair HR policies and practices
			• Total Workplace Safety and Health ("TWSH") programmes to achieve employees' well-being at the workplace
			• Pandemic Response and measures to protect employees at work
			• Career advancement, learning and development, remuneration and welfare
			• The community spirit within the workplace and morale during the pandemic
				• Implement HR framework to guide employee engagement:
				  » Providing top talent
				  » Rewarding for performance
				  » Instilling a lean HR operating system
				  » Developing and growing our talent
				  » Engaging every employee in the Group's transformation
				• LinkedIn Learning was launched to offer a wider breadth of learning and development
				• Refer to Employee Engagement and Talent Practices section on page 45 for more details
				• Certified bizSAFE Level 3 organisation
				• Collaboration with WSH Council and consultants to implement TWSH programmes at selected Mail Delivery Bases (Jurong and Kallang Regional Base)
				• Refer to Health and Safety section on page 48 for more details

Trade Union Union of Telecoms Employees of Singapore ("UTES")	• Staff representation, mutual trust and openness • Consult and collaborate on workplace decisions	• Regular dialogues with union representatives	• Employee welfare	• Regular engagement and strong partnership to drive employee satisfaction for all employees • Completed and endorsed the Collective Agreement with UTES
Government/ Regulators e.g. Infocomm Media Development Authority ("IMDA"), Singapore Exchange ("SGX"), Ministry of Manpower ("MOM"), National Environment Agency ("NEA")	• Adherence to regulators' requirements • Contribute towards the public good	• Meetings - as appropriate • Regulator enquiries - as appropriate • Annual quality of service audits • Participation in initiatives led by government agencies – as appropriate	• Adherence to regulations • Service quality standards and obligations as the public postal licensee • Prompt redress of complaints by public/ customers • Collaborations for public interest	• An open and collaborative approach • Review of systems and processes to maintain high service standards • Comply with regulatory requirements in relation to the management of COVID-19

Stakeholders	Basis for Engagement	Methods of engagement and frequency	Key areas of focus/ stakeholder concerns	SingPost's response
International Bodies Universal Postal Union ("UPU")	• Adherence to regulators' requirements • Discuss matters impacting SingPost's interest in international mail distribution system	• Participation in UPU meetings - as scheduled • Participation in UPU working groups and committees - as appropriate	• Obligations as a UPU member • Compliance to regulations and service quality standards	• Regular engagement to address matters impacting SingPost's interests
Suppliers e.g. airlines, international postal agencies, delivery partners, amongst others	• Meet SingPost's requirements • Cost efficiency • Meet or exceed quality standards and code of conduct	• Tender documents and requirements (Requests for Proposal, Invitation to Quote) - as appropriate	• Transparent procurement policies • Sustainable procurement practices	• Provide clear expectations in tender requirements • Regular review of procurement policy and practices • ESG considerations in procurement
Local communities and community partners	• Contribute towards the well-being of the community, especially during the COVID-19 pandemic	• Ongoing community support initiatives • Regular meetings with community partners and non-profit organisations	• Create positive social impact • Promote environmental sustainability	• Refreshed the Group's community investment framework with focus on three pillars – Community Resilience and Well-being; Digital Inclusion; and Environmental Stewardship • Develop and implement community initiatives • Refer to Community Investment section on page 38 for more details
Partners e.g. business partners, community partners	• Explore collaborations with partners to create shared value	• Meetings – as appropriate • Regular engagement by relevant business and support units - as appropriate	• Partnerships for common goals including those pertaining to sustainability	• Existing and new partnerships, e.g. AXA@POST, a post assurance partnership between AXA and SingPost • Partner with Advanced Remanufacturing and Technology Centre as Tier 1 member driving future innovation and sustainability together

Current information and updates to any SingPost-related matters are communicated regularly to our stakeholders through our corporate website – www.singpost.com. To engage directly with different audience segments, the website is also segmented into sections for our customers, media, and investors. It also has a dedicated "Contact Us" section which offers various public touchpoints, such as a hotline, live chat, and a feedback section. Apart from our corporate website and contact channels, SingPost is present on social media platforms such as LinkedIn, Facebook, and Instagram, that is easily accessible by members of the public as well and allows us to better connect with our digitally savvy stakeholders.

Our Stakeholders

UNIVERSAL POSTAL UNION

A specialised agency of the United Nations that coordinates postal policies among member nations, in addition to the worldwide postal system

LOCAL COMMUNITIES / CHARITABLE ORGANISATIONS

Charitable organisations and the disadvantaged in the communities in which we operate

SHAREHOLDERS

Institutional investors, equity analysts, retail investors, Securities Investors Association of Singapore

EMPLOYEES / OTHER WORKERS

Including contract and temporary workers

TRADE UNION

Union of Telecoms Employees of Singapore ("UTES")

GOVERNMENT / REGULATORS

Infocomm Media Development Authority, Singapore Exchange, Ministry of Manpower, National Environment Agency, etc

SUPPLIERS

Airlines, international postal agencies, delivery partners, etc

PARTNERS

Business and other partners

CUSTOMERS

Corporates, retail customers, general public

CHERISHING OUR PLANET

We care about sustaining a liveable planet for future generations.

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.

ESG matters in this pillar

Climate Action and Resilience

Resource Efficiency and Waste Management

Net Zero 2030
Scope 1 and 2 carbon emissions in Singapore

Energy Savings equivalent to power
480 four-room flats[5]
for a year from energy-efficient retrofitting and initiatives to date

Launched
Electric Scooters and Vans
in FY2021/22

Recycled Materials
used for the redesign of SingPost's smartpac series for eCommerce

⁵ The Singapore Energy Statistics 2021 states that the average 4-room public housing/ HDB flat consumed 375.5kWh/month between January and June 2021.

SingPost's Environmental Policy

Our Environmental Policy articulates SingPost's primary environmental objectives and commitments around four thrusts as described below. We undertake periodical reviews of this Policy to ensure the continued alignment of our environmental objectives and targets with SingPost's sustainability strategy.

Collaborating with Stakeholders	Operational Efficiency	Fleet Efficiency	Building Efficiency
We aim to work closely with our investors, customers, suppliers, business partners and regulators to establish environmentally sustainable and responsible business practices.	We commit to base our operations on key principles of international environmental management system standards and achieve resource efficiency through the optimisation of resources in our value chain.	We aim to apply innovative solutions that optimise the fleet routes, electrify wherever possible, upgrade our fleets to more efficient models, explore alternative fuel options, encourage fuel-saving driving habits and implement initiatives to reduce delivery trips.	We are dedicated to energy efficiency in our sites and facilities, exploring and utilising alternative green energy sources in place of grid electricity, achieving and maintaining green building certification for new sites/facilities and progressively refurbishing older sites/facilities.

CLIMATE ACTION AND RESILIENCE

Building a Sustainable Future

Leading the charge in transforming the future of postal services and eCommerce logistics, SingPost responds to the climate challenges of rising global temperatures and changing weather and rainfall patterns. Climate action will also present opportunities SingPost can tap into of which we will seek to integrate into our business strategy.

OUR TARGETS

Targets	FY2021/22 Progress and Performance
Net-zero (Scope 1 and 2) for operational emissions in Singapore by 2030[6]	In progress; on track SingPost has currently reduced its absolute Scope 1 and 2 Greenhouse Gas ("GHG") emissions in Singapore collectively by 25% from the FY2018/19 baseline level. This was partly contributed by reduced business activities during the continued COVID-19 pandemic measures in FY2021/22. As operations normalise over time, we expect that our energy consumption levels and savings from energy efficiency initiatives will be better reflected.
Net-zero (Scope 1, 2 and 3) for global emissions by 2050	SingPost has developed an overarching strategy for emissions reduction across its operations on a global scale. We have kickstarted several initiatives that drive this decarbonisation strategy over the last few years and continue to explore innovative solutions that will allow us to reach our net-zero goals. While our goal is net-zero (Scope 1, 2 and 3) by 2050 for our global operations, we continue to look for ways to proactively reduce our carbon emissions sooner wherever possible in key markets such as Singapore and Australia.

Towards Net-Zero Carbon

With a global footprint in 15 markets, SingPost has embarked on its journey to update our sustainability targets in line to limit global warming to 1.5°C. Through our materiality reassessment, we have made Climate Action and Resilience a new material matter, in   which we will continue to report our energy consumption and related emissions.

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 by 2030[6] and net-zero carbon (Scope 1, 2 and 3 emissions) globally by 2050. We have refined our sustainability strategy to strengthen our decarbonisation efforts in Scope 1, 2 and 3 emissions leading to our net-zero goals. To understand our

carbon footprint risk and align ourselves to the global standards of climate reporting, the Board has endorsed the adoption of the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD") to be incorporated into our climate action journey.

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[6] 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.

SingPost's Roadmap to Net-Zero Emissions

Our decarbonisation pathways include	...leading to our net-zero goals

Scope 1

Converting delivery vehicles into electric vehicles

Scope 2

Transportation fleet: Charging electric vehicles by renewable energy

Renewable energy: Expand on-site renewable energy generation

Property management: Improve building energy efficiency

Scope 3

- Reduction of business travel and opting for low emissions flight options
- Reduction of operational waste generated
- Reduction of packaging consumables emission utilising sustainable materials
- Procurement of sustainable goods and services
- Adopting low carbon delivery options (e.g. partner carriers adopting sustainable aviation fuel, net-zero flights, net-zero road transportation, working with low carbon transportation partners)
- Facilitate an ecosystem approach to reduce Scope 3 emissions

Singapore Operations

Net-zero carbon (Scope 1 and 2 emissions) by 2030

Global Operations

Net-zero carbon (Scope 1, 2, and 3 emissions) by 2050

Advancing Our Climate Disclosures – Adopting TCFD Recommendations

Climate risk considerations have stood out as a critical aspect of business continuity that needs to be addressed. In the same vein, we recognise that seizing opportunities that arise from risk mitigation can provide SingPost with a competitive advantage, of being a market leader in improved operational efficiencies and resource management in the postal and eCommerce logistics sector.

The TCFD was established by the Financial Stability Board in 2017 to standardise and encourage the disclosure of climate-related financial information and has been widely adopted globally to increase transparency and clarity of organisations' climate-related risks, opportunities, and impact. SingPost's adoption of the TCFD framework recommendations will mean climate change

opportunities, risks, adaptation measure and mitigating measures will be part of business considerations with an oversight by the Board advising management on our strategy. We will disclose our decarbonisation and climate action strategy around the four core TCFD pillars, allowing SingPost's stakeholders to better understand our efforts in driving climate action in the coming years.

TCFD Disclosures	Our Current State	Next Steps	Reference
Governance SingPost's governance around climate-related risks and opportunities	• SingPost has in place a robust governance structure, with processes that ensure all businesses and support functions are regularly engaged with decisions revolving around climate risks and opportunities • The BSC provides oversight on sustainability strategies of SingPost, while the GCEO and Head, Group Sustainability and Corporate Services will drive and coordinate ESG efforts at a Group-wide level • The Sustainability Framework is consistently applied to all businesses including our subsidiaries • Management incentives or remuneration are linked to ESG metrics, ensuring management accountability for the achievement of the Company's goals	• Continued Board oversight and Management Committee involvement in reviewing the climate-related risks and opportunities identified and monitoring climate-related management plans • Ensure our governance structures remain a strong foundation upon which we build up our resilience against climate-related issues	Sustainability Governance on page 7
Strategy Impacts of climate-related risks and opportunities on SingPost's businesses, strategy, and financial planning	• SingPost's business strategy and planning consider key climate risks in the long term and ways to manage the impacts on our operations • SingPost has updated its sustainability framework where we will be refining our decarbonisation strategy	• Conduct a climate risks assessment across our key assets to identify relevant physical and transitional risks and opportunities under at least 2 climate scenarios, with a quantitative assessment of selected assets • Take a whole ecosystem approach as we engage with our stakeholders across our value chain	Towards Net-Zero Carbon on page 19
Risk Management How SingPost identifies, assesses and manages climate-related risks	• SingPost's Enterprise Risk Management ("ERM") framework serves to identify risk categories (including material ESG risks, risk appetites and tolerances) • Climate action and resilience are added as new material matters in our ESG considerations	• Formalise climate risk in our ERM framework to further drive our climate agenda • Embark on formal climate risk and scenario analysis assessments to better determine the resilience and competitiveness of our climate strategies	ERM Approach on pages 84 - 93 in the Annual Report
Metrics and Targets Metrics and targets used to assess and manage relevant climate-related risks and opportunities	• SingPost has set two key climate targets: net-zero (Scope 1 and 2 emissions) in Singapore by 2030 and net-zero (Scope 1, 2 and 3 emissions) across our global operations by 2050 • SingPost currently discloses its energy consumption and Scope 1 and 2 emissions. In FY2021/22, we have expanded our scope of coverage from Singapore to Australia and international operations where applicable, and newly disclosed environmental metrics on waste and water consumption	• SingPost will be developing a Scope 3 GHG emissions inventory with a focus on Singapore's operations in the near term • Progressively expand the coverage of GHG emissions reporting across our international markets	Climate Metrics and Targets on page 24

Climate Risk Management and Strategies – Driving Our Climate Ambition through Targeted Initiatives

In previous years, having identified energy consumption as a material matter since our inaugural sustainability report in 2017, we have implemented several initiatives that reduce the Group's carbon emissions. These include the electrification of our delivery fleet, proactive adoption of energy efficiency initiatives in our buildings as well as exploring the use of renewable energy in our operations.

Having formalised our net-zero goals and with the development of a decarbonisation roadmap, we continue to pave the way forward and meet our climate targets.

KEY ACTIVITIES IN FY2021/22

Renewable energy deployment – Installation of solar photovoltaic ("PV") systems	With our commitment to investing in renewable energy technologies in our operations, we are exploring the installation of PV systems to reduce our dependence on the electricity grid and further reduce our Scope 2 emissions. The installations are designed to supply usable solar power to our buildings using rooftop solar panels with a surplus (if any) sold back to the grid.

Estimated amount of renewable energy generated by solar panels at Regional eCommerce Logistics Hub is equivalent to the energy consumption of approximately 250 four-room HDB flats in Singapore in a year[7]

In FY2021/22, we have installed solar panels at the Regional eCommerce Logistics Hub in Singapore, which is estimated to generate about 19% of the total energy needed for the building's annual operations. The amount of renewable energy generated by these solar panels can power up approximately 250 four-room HDB flats in Singapore in a year[7].

Electrification of our delivery fleet and equipment

In line with Singapore government's plan to phase out new diesel cars by 2025, SingPost will progressively phase out its 690 fuel-powered motorcycles and scooters, and its 141 petrol-fuel vans used for post and parcel delivery services, with the ultimate goal of replacing all of our light vehicles with electric-powered vehicles by 2026.

SingPost rolled out a pilot with two electric scooters and two vans in August 2021 with more electric vehicles procured for delivery in FY2022/23. The BYD T3 electric van cuts the greenhouse gas emission by half in contrast with its petrol-fuelled counterpart, while the two Iona RAP scooters are estimated to reduce greenhouse gas emissions by 75%. For the scooters, each charge range of 120km far exceeds the 45-50km average the postmen travel each day and have larger cargo spaces than the current internal combustion engine scooters and motorcycles. There is significant potential for these vehicles to increase operational efficiencies for SingPost.

Following the success of this pilot, we are looking forward to the progressive implementation of more electric vehicles across the rest of our fleet in the coming years.

In support of SingPost's decarbonisation efforts, FPS Global Logistics ("FPS") is also working towards conversion to electric vehicles for all our prime movers and changing out our forklifts to electric forklifts by FY2026/27.

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[7] The Singapore Energy Statistics 2021 states that the average 4-room public housing/ HDB flat consumed 375.5kWh/month between January and June 2021.

KEY ACTIVITIES IN FY2021/22	
Energy efficiency initiatives in our properties – Chiller, lifts and light-emitting diodes ("LED") replacements	Chiller systems, which provide ventilation and air-conditioning, make up a significant portion of energy consumption within a building. In FY2021/22, we have replaced four air handling units, a chiller and four cooling towers at SingPost Centre to enhance building efficiencies for energy savings. We have also adopted a performance-based contracting approach to maintaining an optimised savings for our chiller. Replacement of the ageing lifts was also completed at Jurong Delivery Base and Upper Serangoon as part of the building retrofitting works for greater efficiencies. With the energy-efficient retrofitting and initiatives implemented to date, including the LED replacements across SingPost properties in 2020, this has enabled SingPost to achieve energy savings of over 2,193,000 kWh this year, equivalent to powering up more than 480 four-room HDB flats in Singapore annually[7]. **Energy Savings from energy-efficient retrofitting and initiatives to date equivalent to powering up more than 480 four-room HDB flats in Singapore in a year[7]**
Raising awareness	All individuals have a shared responsibility to make a difference in protecting our environment. SingPost encourages its employees to play their part through a series of communication tools and events. As an organisation, SingPost has also been supporting Earth Hour since 2013. As part of our annual Earth Hour observance, the SingPost Centre switched off all facade lights and non-essential lighting for an hour on 26 March 2022 as a symbol of commitment toward our planet.

CouriersPlease's Commitment to Carbon Efficiency

While CP has completely offset 100% of its operational emissions since 2020, including greenhouse gas emissions generated from energy use, waste, staff travel and flights, we seek to further work on efficiency in our operations and building performance.

The LowCO2 Certification Standard is a carbon footprint standard by the Carbon Reduction Institute for organisations that aim to reduce their carbon emissions and demonstrate their proactive approach toward the threats posed by climate change. Having had its carbon emissions audited, CP is currently LowCO2 certified and has commenced the offsetting of all operational emissions in a Certified Carbon Standard Project, an internationally recognised programme for voluntary emissions reduction.

To increase operational efficiencies, CP is currently leveraging data analytics through its delivery app "CPGO", which targets to optimise pickup and delivery sequence for its franchisees and minimise travel and fuel usage. The organisation is also in the process of adopting green procurement strategies by reviewing the entire lifecycle of goods and services such as packaging in its value chain. With a significant national footprint in Australia as a key eCommerce Logistics company, CP has the potential to drive big change and contribute to tackling emissions on a large scale.

[7] The Singapore Energy Statistics 2021 states that the average 4-room public housing/ HDB flat consumed 375.5kWh/month between January and June 2021.

Climate Metrics and Targets `302-1` `305-1` `305-2`

As we progress on our climate journey, we track our performance with selected climate metrics. SingPost discloses relevant climate-related metrics and targets in alignment with the GRI Standards and GHG Protocol Corporate Accounting and Reporting Standard. This year, we are expanding the reporting boundaries of our Scope 1 and 2 GHG emissions disclosures to include operations and markets beyond the shores of Singapore. We will be embarking on the process of developing our Scope 3 GHG emissions inventory across the Group.

At SingPost, majority of our emissions are contributed by our Singapore operations due to our larger presence in this market. Over the last two years, SingPost's Singapore operations have

reduced our absolute Scope 1 and 2 emissions collectively by 25% from the FY2018/19 baseline level, in line with our previous target of achieving a 35% decrease in Singapore emissions by FY2029/30. This was partly contributed by reduced business activities during the continued COVID-19 pandemic measures in FY2021/22. We expect that our energy consumption levels and savings from energy efficiency initiatives will be better reflected as operations normalise over time.

As we strive to do better for the planet, we are embarking on a more ambitious target of net-zero carbon (Scope 1, 2 and 3 emissions) globally by 2050 and are exploring new decarbonisation pathways to achieve this new target from an ecosystem approach.

Please refer to the Appendices on page 62 for details regarding the calculation methodology, as well as the scope and boundaries used, for both fuel and electricity consumption.

Geographical Distribution of Emissions Contribution Across SingPost Group (FY2021/22)

- International 3%
- Australia 12%
- Singapore 85%

Scope 1 and Scope 2 GHG Emissions in Singapore (tonnes CO_2e)

FY2029/30 TARGET 15,684.5 tonnesCO_2e

FY2021/22
FY2020/21
FY2019/20

0   5,000   10,000   15,000   20,000   25,000

- Direct [Scope 1] GHG Emissions (tCO_2e)
- Energy Indirect [Scope 2] GHG Emissions (tCO_2e)
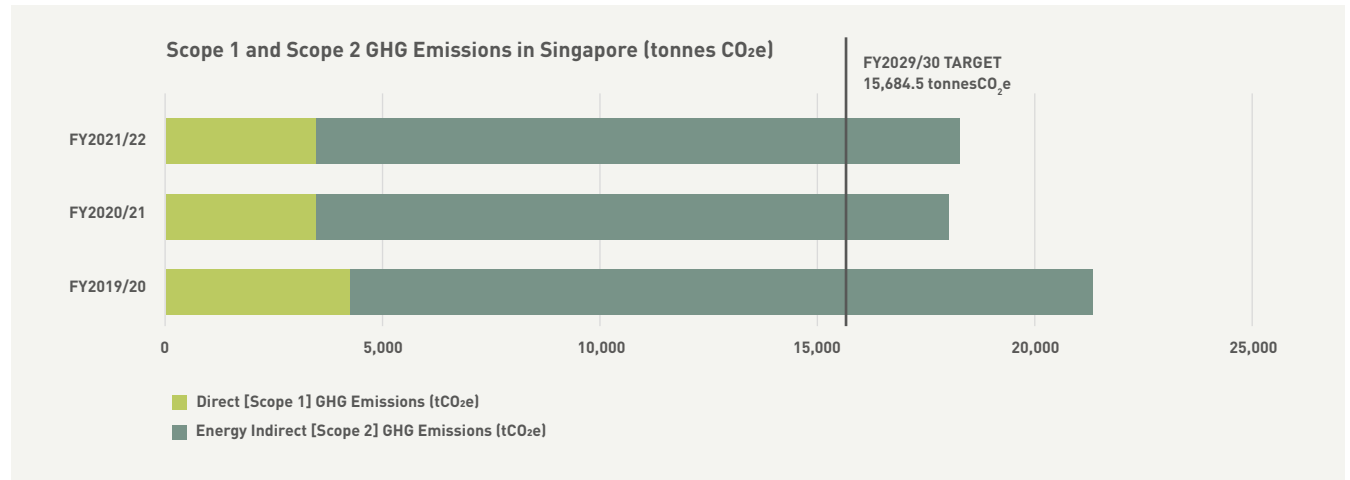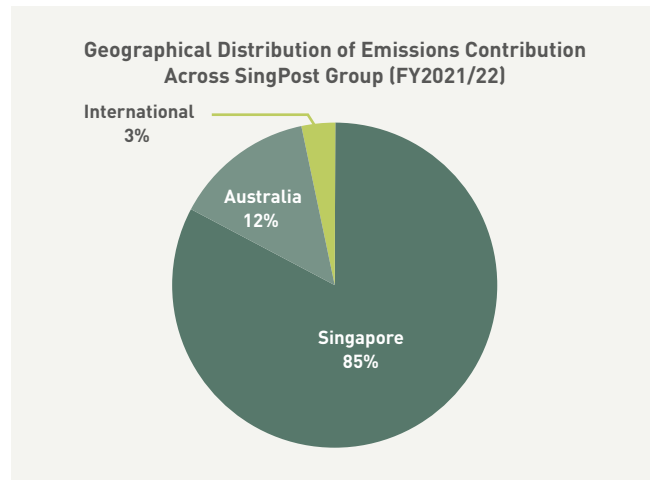
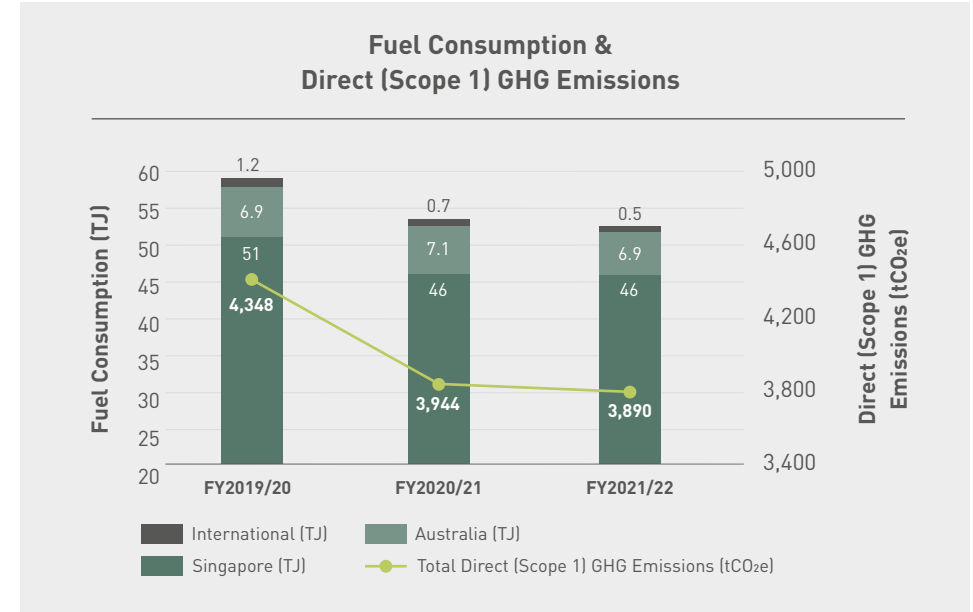| Energy and GHG Emissions	FY2019/20	FY2020/21	FY2021/22
Fuel Consumption			
Singapore (TJ)	51[8]	46[8]	46
Australia (TJ)	6.9	7.1	6.9
International (TJ)	1.2	0.7	0.5
Total Fuel Consumption (TJ)	**59**	**54**	**53**
Electricity Consumption			
Singapore (MWh)	42,532	35,506	35,689
Australia (MWh)	2,211	2,699	2,715
International (MWh)	765	869	1,101
Total Electricity Consumption (MWh)	**45,508**	**39,075**	**39,505**
Total Electricity Consumption (TJ)	**164**	**141**	**142**
Total Energy Consumption within SingPost			
Total Energy Consumption within SingPost (TJ)	**223**	**195**	**196**
Direct (Scope 1) GHG Emissions			
Singapore (tCO₂e)	3,826[8]	3,440[8]	3,415
Australia (tCO₂e)	435	452	437
International (tCO₂e)	87	53	38
Total Direct (Scope 1) GHG Emissions (tCO₂e)	**4,348**	**3,944**	**3,890**
Energy Indirect (Scope 2) GHG Emissions			
Singapore (tCO₂e)	17,812	14,504	14,561
Australia (tCO₂e)	1,791	2,186	2,199
International (tCO₂e)	435	490	620
Total Energy Indirect (Scope 2) GHG Emissions (tCO₂e)	**20,038**	**17,181**	**17,381**
Total Direct (Scope 1) and Energy Indirect (Scope 2) GHG Emissions			
Singapore (tCO₂e)	21,638[8]	17,944[8]	17,976
Australia (tCO₂e)	2,226	2,638	2,637
International (tCO₂e)	522	543	658
Total Direct (Scope 1) and Energy Indirect (Scope 2) GHG Emissions (tCO₂e)	**24,386**	**21,125**	**21,271**

[8] Restatements were made for FY2019/20 and FY2020/21 data to reflect greater accuracy. Please refer to the Appendices for more information.

Legend: TJ: terajoule | **MWh:** megawatt hour | **tCO₂e:** tonnes of carbon dioxide equivalent

Fuel Consumption and Associated Scope 1 GHG Emissions

Across our business operations, we utilise motor gasoline, diesel oil and liquified petroleum gases for vehicles and equipment. A significant portion relates to the fuel consumption of our own fleet and leased vehicles.
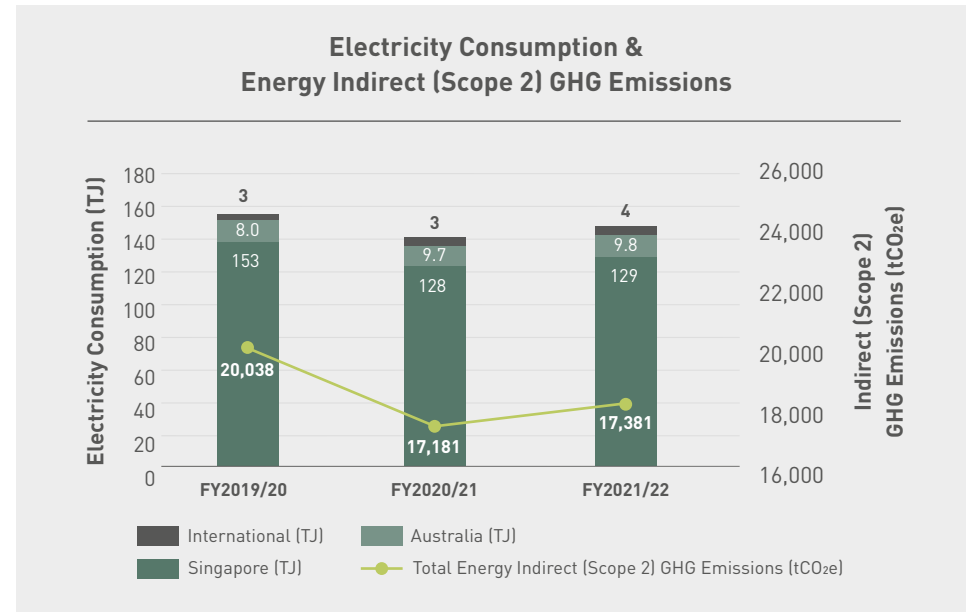
SingPost's total fuel consumption remained largely similar in FY2021/22 as compared to the previous year. There was a decrease in fuel consumed in our international operations, due to a reduction in owned delivery fleet with increased outsourced deliveries.

**Fuel Consumption &
Direct (Scope 1) GHG Emissions**

	FY2019/20	FY2020/21	FY2021/22
International (TJ)	1.2	0.7	0.5
Australia (TJ)	6.9	7.1	6.9
Singapore (TJ)	51	46	46
Total Direct (Scope 1) GHG Emissions (tCO₂e)	4,348	3,944	3,890

Legend:
- International (TJ)
- Australia (TJ)
- Singapore (TJ)
- Total Direct (Scope 1) GHG Emissions (tCO₂e)

Electricity Consumption and Associated Scope 2 GHG Emissions

Electricity is utilised by our leased spaces and properties owned and under SingPost's operational control. Our two largest buildings are SingPost Centre and Regional eCommerce Logistics Hub. This year, our electricity consumption in Singapore also includes approximately 139,000 kWh of solar power generated within our Regional eCommerce Logistics Hub.

In FY2021/22, our total energy indirect (Scope 2) GHG emissions increased by approximately 1% as compared to the prior reporting year. This is largely attributed to the additional measures required under Singapore's COVID-19 regulations including mandatory air purging conducted at SingPost Centre at least once a day and extended operational hours of the centralised air-conditioning systems at SingPost Centre, Regional eCommerce Logistics Hub and Tampines Delivery Base for the health and wellbeing of our stakeholders. This year, the Regional eCommerce Logistics Hub and Delivery Bases also operated beyond their normal operating hours for close to five months for the packing and distribution of Antigen Rapid Test ("ART") kits and mouth gargles in support of national initiatives on combating COVID-19. Other factors for the increase in Scope 2 emissions include the expansion of two QS facilities and new sites operated by CP Australia in FY2021/22. The quantum of increase was partly offset by proactive energy reduction initiatives as demonstrated on page 22.

**Electricity Consumption &
Energy Indirect (Scope 2) GHG Emissions**

	FY2019/20	FY2020/21	FY2021/22
International (TJ)	3	3	4
Australia (TJ)	8.0	9.7	9.8
Singapore (TJ)	153	128	129
Total Energy Indirect (Scope 2) GHG Emissions (tCO₂e)	20,038	17,181	17,381

Legend:
- International (TJ)
- Australia (TJ)
- Singapore (TJ)
- Total Energy Indirect (Scope 2) GHG Emissions (tCO₂e)

RESOURCE EFFICIENCY AND WASTE MANAGEMENT

Optimising the Usage of Our Resources

We take pride in setting ambitious environmental targets and transitioning to a circular, low carbon economy. SingPost adopts the waste management hierarchy by not only addressing waste produced through reusing and recycling initiatives but also exploring innovative solutions and investing in infrastructure to tackle the issue at its source.

OUR TARGETS

Targets	FY2021/22 Progress and Performance
Increase operational recycling rate to 30% by 2025	This is a target that is newly introduced in this financial year. SingPost has achieved approximately 19% recycling rate to date. We aim to improve our processes and systems to further increase recyclables.

Resource Efficiency

In recognising opportunities to enhance operation efficiency, SingPost continues to look at how we can innovatively work to do more with fewer resources. Proactive and deliberate efforts have been made to streamline the way we do things, from our internal processes to the adequacy of equipment, to minimise waste and optimise resource utilisation.

Waste Management in SingPost [306-1] [306-2]

Engaging and promoting a circular economy has become increasingly relevant in our industry, most pertinently in the use of packaging by customers to deliver their mails and parcels. We have identified multiple waste streams in our logistics supply chain and taken initiatives to avoid waste in our operations such as transportation and packaging. Recently, we have taken stock of all packaging we use in our operations as well as those we put to market facilitating customers' packaging needs. We have also studied the materials used in packaging manufacturing and are assessing environmentally friendly alternatives. With this analysis, we will gain visibility on areas we can be improving on as a Group, identify opportunities for bulk procurement of sustainable packaging for our different markets, all of which will allow for reduced costs and ensure consistent quality control in our products and services.

Another significant waste stream for SingPost by nature as an eCommerce logistics industry is paper waste as information is transferred from one hand to another along the delivery chain;

we are mitigating this by moving towards digital delivery advice in the past year, and we are also in the process of digitalising our operations (see Product and Service Innovation on page 41 for more details) which will further reduce our reliance on physical documents. SingPost has also started to work towards reducing the use of miscellaneous stationery items – one recent initiative is the placement of rubber band cabinets at every delivery base, providing a visual reminder for postmen and inspiring a conscious effort to reuse rubber bands. FPS has rolled out initiatives to manage its resources in the warehouse such as keeping an eye out for damaged wooden pallets and repairing and reusing them where possible and feasible.

While we have started to introduce infrastructure across our properties to enable waste sorting and recycling, we are working towards developing a more comprehensive waste inventory to identify the most significant sources of waste across our operations in which we can focus our efforts.

KEY ACTIVITIES IN FY2021/22

Encouraging a circular economy – Redesign of smartpac series

SingPost's smartpac service offering is a postage-paid packaging solution that enables anyone to send anything directly to a recipient's letterbox. Our smartpac can be conveniently purchased from any post office or online, and the status of the parcel delivery can be tracked on our SingPost mobile app or online.

Recognising that customers are increasingly seeking out environmentally friendly solutions, SingPost redesigned its smartpac poly mailer series with recyclable packaging made from 80% recycled Low-density Polyethylene ("LDPE") and launched this new series in November 2021. The design of the recycled LDPE was deliberated with consideration of Singapore's waste management context, as well as the durability of the material to survive the journey of its conveyance to the intended destination. We are exploring initiatives that allow for the collection of used poly mailers to give it a second life, in a bid to increase resource efficiency and drive a more circular system.
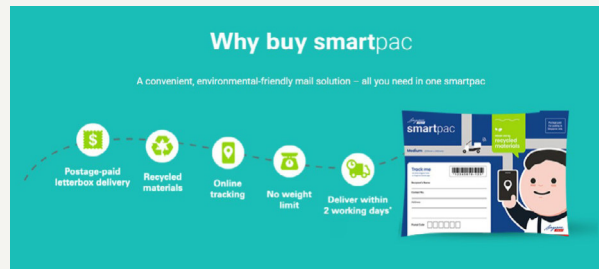
Green initiatives in SingPost Centre

In 2021, a Green Building Committee was set up at SingPost Centre, comprising SingPost's property management team, managing agent and tenant representatives. The Committee meets on a biannual basis to discuss and collaborate on sustainability issues and initiatives, as well as drive the implementation of sustainability-related initiatives amongst stakeholders at SingPost Centre as a collective effort. This allows SingPost to communicate sustainable initiatives with tenants, and tenants have an avenue to provide feedback to enhance the effectiveness of programmes, resulting in win-win outcomes for all stakeholders.

The various environmental initiatives include the placement of recycling bins and e-waste disposal bins at selected lift lobbies for the disposal of recyclables and electronic waste respectively. Since the roll-out of the e-waste bins in November 2021, a total of 112 kg of e-waste have been collected and recycled. We have also placed sustainability-related posters around the area, directly engaging tenants via circulars to encourage the use of these recycling facilities and collect feedback on our initiatives to improve environmental management within the property.

Encouraging a Circular Economy

As part of its initiatives to green all aspects of its business, CP has rolled out several initiatives to contribute to resource efficiency within its operations. In its warehouses, CP has adopted a closed-loop pallet system to reuse its wooden pallets. CP has also added locator tracking devices on warehousing cages reducing instances of displacement and the cost of replacements (refer to the Product & Service Innovation section on page 41 for more details). To reduce paper usage, CP is also exploring the uptake of digital labels to reduce the need for consumers to print their labels.

CP's Textile Recycling Partnership with Upparel

A significant amount of unusable clothing donations in Australia is often sent to the landfill every year, but every kilogram of goods kept out of Australia's landfill through reusing and recycling can prevent 3-4 kg of greenhouse gas emissions. Recognising this, a streamlined self-service digital textile collection service was launched in 2020 by CP and sustainable sock company Upparel. While the programme is hosted on Upparel's online site, CP's contribution comes in the form of a self-service return solution, where consumers can directly book and schedule a pick-up of their old textiles from their front door at a time of their choosing. These textiles are then sorted based on reusability, and then either donated to charitable organisations, recycled into other textile items or re-engineered into other usable forms. This recycling programme aims to prevent 500,000 kg of greenhouse gas emissions by 2022.

In addition, CP has rolled out textile recycling points at all manned depots around the country, to educate and encourage the uptake of the recycling programme among its workers. All CP franchisees and employees are also encouraged to take up this service to recycle their old uniforms as well as drop off their previously loved textiles from home. To date, CP's internal recycling partnership has diverted more than 1000 kg of textiles from landfills and prevented more than 3000 kg of carbon emissions from entering the atmosphere. CP believes that this partnership with Upparel will contribute toward the goal of eradicating textile waste in Australia.

Waste and Water Data `306-3`

As Resource Efficiency and Waste Management is a new material matter this year, SingPost will start to report on our waste disposed and recycled from FY2021/22 so as to better understand and track our waste management performance against our 2025 recycling targets. Although water consumption is not a material matter for SingPost, we have reported on our water consumption as we recognise the importance of water conservation as it is also a precious natural resource.

	FY2021/22			
	Singapore	**Australia**	**International**	**Total**
Total Waste Disposed[9] (T)	2,864	952	31	**3,847**
Total Waste Recycled[9] (T)	458	392	29	**879**
Total Water Consumption[10] (m³)	210,343	5,874	3,772	**219,988**

[9] Waste disposed and recycled data only includes owned or leased properties where SingPost has engaged a waste management contractor, or is billed by the local utilities/ landlord.
[10] Reported only for owned or leased properties where SingPost has been billed for water consumption by the local utilities or by the landlord.

COLLABORATIVE PARTNERSHIPS

We care about meaningful value creation through partnerships with our stakeholders.

We live in an era of customer-centricity where our value chain is driven to be responsible, resilient, and innovative. This helps us to continuously deliver meaningful value creation to the people and communities we serve.

ESG matters in this pillar

Responsible Supply Chain

Customer Experience

Community Investment

Product and Service Innovation

Achieved
Infocomm Media Development Authority ("IMDA") Quality of Service ("QoS") Standards from January to December 2021

108
SingPost staff received Excellence Service Award ("EXSA"), of which there were 29 Star, 31 Gold and 48 Silver award winners

$300,000
in donation/sponsorships for the community in Singapore

Launched
PostPal smart letter box pilot in December 2020 with extensions to new neighbourhoods in FY2021/22

Redesigned
operational workflows for warehousing and fulfilment businesses

RESPONSIBLE SUPPLY CHAIN

Our global operational footprint in 15 markets has made our presence in the postal and eCommerce logistics industry ever more pervasive, helping us maintain a sustainable and internationally competitive supply chain. SingPost continues to engage our business partners in the adoption of ESG principles and commitment to responsible practices, developing resilience to emerging ESG expectations. Through this approach, we can influence the ecosystem that benefits multiple stakeholders for an industry uplift.

OUR TARGETS

Targets	FY2021/22 Progress and Performance 102-9 308-1 414-1
Screen all suppliers on ESG criteria	Approximately 24% of our new suppliers have been screened with social and governance criteria, in line with the guidelines set out in the Supplier Code of Conduct. Environmental criteria are being enhanced. Work is underway for all new suppliers to be screened with ESG criteria while existing suppliers will be screened as feasible (e.g. during contract renewal).
Ensuring all Tier 1 suppliers[11] have an ESG Policy in place by 2023	Identification of Tier 1 suppliers[11] is currently underway to facilitate the engagement with these suppliers on the availability of an ESG Policy.

Responsibility Starts from the Way We Make Decisions

We work closely with a large network of partners, including contractors and distributors to deliver your post and products. SingPost's suppliers are selected via a risk-based criterion such as the vendor's business size and their industry type, and upon contracture, suppliers are profiled and segmented to determine their risk level.

Our Group Procurement Function plays a crucial function in the management of our supply chain, providing oversight of SingPost's sourcing and procurement operations, and is responsible for establishing the provisions detailed in the Group Procurement

Policy. The Function also ensures that the terms and conditions for the goods and services we procure are aligned with the standards in the terms of the contract and collaborates closely with other business users and stakeholders to implement efficient procurement practices.

The SingPost Purchasing Manual is the centralised depository of guidelines for objectives, approach, key principles and procedures for sourcing, procurement and acquisition of goods and services to support its near- and long-term needs.

The Group Procurement Policy and Purchasing Manual require all directors and employees involved in goods and services procurement to follow the key principles of:

- Ability to support operational needs
- Uphold all regulatory and legal requirements
- Accountability, transparency, and auditability
- Ethical practices
- Environmentally friendly practices
- Social responsibility
- Economically viable
- Capable of being managed from a risk perspective
- Capable of being improved continuously
- Giving fair and equitable treatment to vendors who are supplying the goods and services
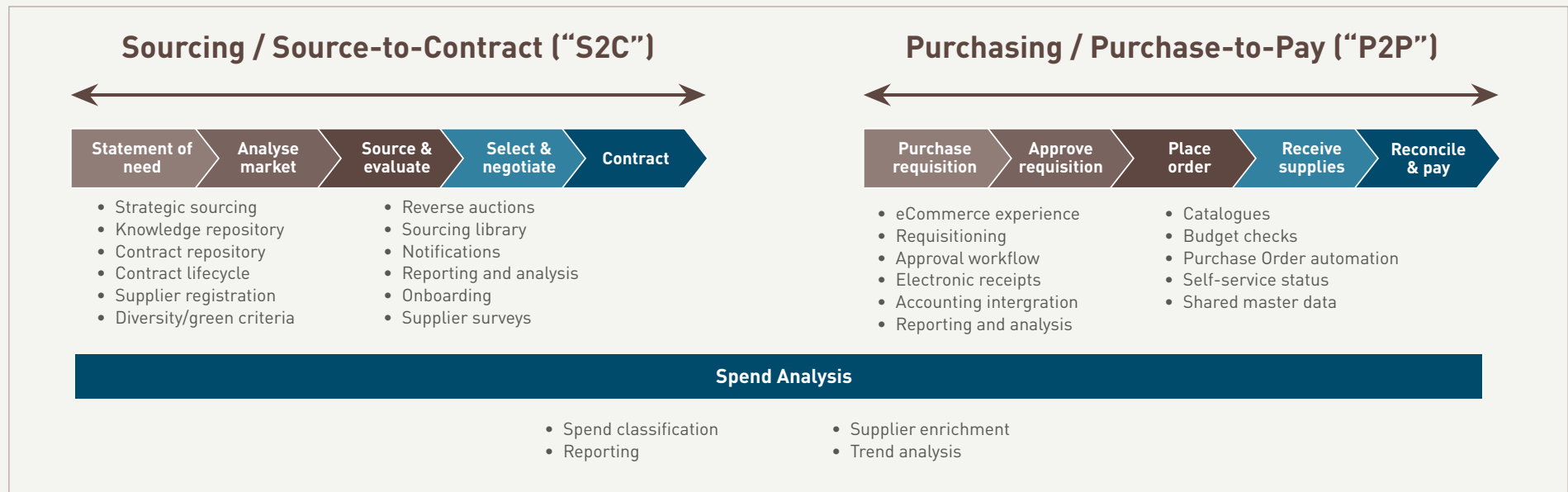
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[11] Tier 1 suppliers refer to suppliers that supply at least 80% of the spend amount within individual spend categories defined by SingPost

Leveraging Data Analytics Platforms to Boost SingPost's Procurement Efficiencies

In this digital era, organisations are integrating operational processes on digital platforms and using data analytics to distil trends into insights. Alongside this global development, SingPost has embarked on a digitalisation journey for its procurement strategies, allowing a streamlined approach to procurement, control quality, and spend analysis, resulting in better cost-efficiency.

Starting the previous financial year, SingPost has digitised and streamlined our procurement operations on a web-based platform. This platform allows all procurement-related processes ranging from sourcing, due diligence of potential suppliers, activity monitoring, and extraction of spend analytics to be implemented on a single site. As such, the availability of this data on one operating system enables the efficient management of strategic sourcing, supplier registration, and interactions. It also allows SingPost to leverage new metrics and data to derive key insights that could support us in identifying further improvements. Additional functions such as the integration of comprehensive supplier due diligence screening are also in the pipeline for future integration.

Sourcing / Source-to-Contract ("S2C")

Statement of need	Analyse market	Source & evaluate	Select & negotiate	Contract

- Strategic sourcing
- Knowledge repository
- Contract repository
- Contract lifecycle
- Supplier registration
- Diversity/green criteria

- Reverse auctions
- Sourcing library
- Notifications
- Reporting and analysis
- Onboarding
- Supplier surveys

Purchasing / Purchase-to-Pay ("P2P")

Purchase requisition	Approve requisition	Place order	Receive supplies	Reconcile & pay

- eCommerce experience
- Requisitioning
- Approval workflow
- Electronic receipts
- Accounting intergration
- Reporting and analysis

- Catalogues
- Budget checks
- Purchase Order automation
- Self-service status
- Shared master data

Spend Analysis

- Spend classification
- Reporting

- Supplier enrichment
- Trend analysis

Under the Australian Human Rights Commission and its extensive umbrella of ratified treaties and conventions, our subsidiaries and partners that operate in Australia are required to perform supplier due diligence concerning anti-slavery legislation. Given these landscape developments, SingPost has conducted comprehensive due diligence for new suppliers based in the Australian market.

We Work with Like-minded Entities to Propel the Agenda for Sustainable Development `308-1` `414-1`

SingPost's publicly available Supplier Code of Conduct is a fundamental framework that guides our supplier management and references the Ten Principles of the United Nations ("UN") Global Compact around Human Rights, Labour, Environment and Anti-Corruption. By extending and embedding the values and principles of our business practices into our supply chain, the Code addresses the following key sustainability agendas:

LAWS AND REGULATIONS

- Suppliers' businesses adhere to applicable laws and regulations
- Suppliers' financial and business records are accurately maintained
- Fair competition is practised

ENVIRONMENT

- Suppliers shall establish environmentally-friendly and sustainable initiatives
- Suppliers must avoid use of hazardous materials or polluting activities

HUMAN RIGHTS, DISCRIMINATION AND LABOUR STANDARDS

- Suppliers must maintain a meritocratic working environment to provide equal opportunities
- Suppliers shall respect personal dignity, privacy and rights
- Suppliers shall ensure no child or forced labour

SUPPLIER CODE OF CONDUCT

ETHICAL STANDARDS

- Suppliers shall be honest and transparent
- Suppliers are strictly prohibited to engage in corruption or bribery
- Any potential conflict of interests between a supplier and SingPost must be disclosed

HEALTH AND SAFETY

- Suppliers must provide a safe and healthy workplace conducive for physical well-being
- Suppliers shall ensure employees are physically fit for work

BUSINESS CONTINUITY PLAN

- Suppliers shall implement robust plans to mitigate effects of business disruptions to protect employees well-being and the environment

SingPost engages our supply chain on an ongoing basis to ensure the full compliance with our Supplier Code of Conduct. Our engagements are interactive and provide opportunities for our suppliers to learn the importance of adherence to this Code. One such initiative is the on-site audits that SingPost conducts for selected suppliers throughout the year to evaluate compliance and identify shortcomings and areas of improvement. The suppliers are selected using a risk-based criterion, including the business's size and the industry they operate in. Any non-conformity discovered during our verification processes is addressed on a case-by-case basis and the severity of the findings. However, due to the COVID-19 pandemic, we have postponed most of our on-site vendor assessments in FY2021/22 and prioritised the higher risk vendors evaluation this year.

Innovating Supply Chain Resilience in the Face of COVID-19

As the economy gradually recovers from the impact of COVID-19, SingPost continues to be vigilant in monitoring potential disruptions to our supply chain. Over the past year, we have optimised our supply chain networks to maximise efficiencies and adopted a forward-looking procurement approach. Antigen rapid testing kits and personal protective equipment such as gloves and masks for our workforce were purchased in bulk quarterly. We leveraged buyer's privilege and economies of scale to extend our COVID-19 related supplies to CP, our subsidiary in Australia, during supply crunches there.

SingPost prioritises the health of its vendors and contract staff under its management operations and continues to align our COVID-19 measures with recommendations from the relevant authorities in Singapore and World Health Organisation globally. We proactively work to minimise public health risks by implementing safe social distancing of subcontracted workers at our premises, ensuring strict adherence to the use of personal protective equipment, administering regular self-tests, and timely reporting of COVID-19 cases.

As the COVID-19 situation evolves, we will seek to implement long-term measures to further safeguard our supply chain and our partners.

CUSTOMER EXPERIENCE

At SingPost, customer experience and satisfaction reflect the success of our business . Customers are our motivation, enabling us to achieve our business goals as we strive to go the extra mile in making every delivery count by providing a positive experience at every customer touchpoint.

OUR TARGETS

Targets	FY2021/22 Progress and Performance
Exceed IMDA's Quality of Service ("QoS") standards for Singapore as one of the essential service serving the nation	All QoS standards from January to December 2021 were met with no penalty imposition.
Progressively develop targets for all our markets	Our Singapore operations fully implemented its Fleet Management System in FY2021/22 to better service our customers. Refer to page 37 for more details.

Creating Positive and Impactful Experiences for Our Customers

As we continuously evolve our customer-centric culture, SingPost reformed the Customer Experience ("CX") team to Customer Engagement and Commercial at Enterprise Level division in late 2021. Our newly reformed division is made up of subdivisions that are in charge of Commercial Management, Customer Service ("CS"), and CX Management. The team supports SingPost in driving its key principles of achieving Customer Centricity, Ease of Doing Business, Digital Pervasiveness, Sustainability and Governance, and Compliance, through cross-functional collaboration across all our business units.

The Commercial Management team works closely with Customer Journey Management to map out customer touchpoints, analyse data from customer satisfaction metrics and orchestrate the refining of engagement points with customers to achieve a better

experience for them. Recognising that every customer's journey differs based on the industry sector from which they hail, the Commercial Management team is structured by industry verticals to ensure that these unique needs are all catered for.

The CS team endeavours to delight customers and boost satisfaction by focusing on service quality and proactive issue resolution. As customers become more technologically savvy, the aim moving forward is to enhance contact centre efficiency by ensuring consistent levels of service performance and providing self-help digital solutions for channel optimisation. In addition, the CS team works closely with relevant stakeholders to conduct root cause analysis on customer feedback and implement preventive measures.

The CX Management team designs and maps industry-relevant, customer-centric journeys that define the experience for different personas. By understanding the Voice of Customer ("VOC") as well as benchmarking best CX practices, the team works closely with our co-drivers from the Business, Service, Product, Communications and Technology functions to build data-driven improvements across omni-channel touchpoints to deliver consistent, coherent, and delightful experiences for customers.

Serving Customers with the Highest Quality of Service Standards

SingPost is committed to providing the highest quality of customer service standards to ensure that customer satisfaction is met through all our customer touchpoints. As the designated Public Postal Licensee in Singapore, we are entrusted with the responsibility to ensure our business operations meet the QoS standards set by IMDA.

We have various solutions at each step of our value chain to address the needs and wants of our customers. For our eCommerce business, ezyCommerce serves as an end-to-end cloud-based platform enterprise solution that integrates the entire process from parcel shipments, warehousing, fulfilment, and delivery. In addition, our online shipment management system, Ezy2Ship, leverages SingPost's delivery solutions to streamline the bulk parcel delivery processes. These solutions help better provide our customers with a wide array of eCommerce solutions to cater to their needs.

Furthermore, for our eCommerce logistics business, we provide cross-border shipping with our global distribution solutions, managing and preparing stock inventories for shipment, and integrated sea air networks of freight management solutions to handle all types of business shipments. Our eCommerce logistics business is made possible through our network of warehouses in more than 15 markets and access to more than 220 markets worldwide. For Mail solutions, we provide efficient solutions to bulk mail and normal mail through our streamlined mail management. In addition, we have developed digital mail solutions to provide an integrated mail and billing ecosystem to enjoy greater convenience and flexibility for our customers' business functions.

Front-End Solutions:
Your First and Trusted Point of Contact

SingPost believes that providing customer service goes beyond just delivering parcels and packages, but also delivering professional and quality service tailored for every customer.

In Singapore, we have a total of 56 Post Offices offering over 100 services that cover both postal and non-postal services. POPStations ("Pick Own Parcel Stations") have been installed at more than 110 convenient locations island-wide to allow customers to self-collect their parcels and eCommerce purchases at their convenience. We have also over 270 SAM kiosks near many communities that operate beyond the working hours of our post offices so that individuals can engage in services such as paying their bills, fines, top-ups, purchase stamps and weigh packages among many others. With the rise in the digital technology use of smartphones, we further integrated our services provided by SAM machines into digital channels such as the SingPost website and Mobile App to increase the accessibility of our services to the community anytime and anywhere.

In Australia, CP provides services with nationwide coverage across Australia, as well as leveraging international and domestic air services to connect our customers to over 220 markets. Similar to Singapore, CP also has introduced Delivery Choices POPPoint Network, the last-mile parcel delivery solution. The POPPoint network is made up of POPStation Parcel Lockers and POPShop Retail Outlets that are all located in convenient, accessible locations.

We are engaged in Non-Vessel Operation Common Carrier ("NVOCC") operations, total logistics and supply chain management services, with a presence in nine markets.

One of our core values anchors on Total Customer, in reflection of our commitment to customer-centricity. As such, we have implemented an organisation-wide programme – Customers First. Our frontline personnel undergo various training programmes that aim to inculcate a conscious mindset and behaviour, both of which translate to quality service standards for all our staff. These programmes include professionalism and etiquette training and learning and development skills training. Amongst our frontline Service Ambassadors, a total of 351 have completed the Workforce Skills Qualification ("WSQ") Professional Image and Etiquette Training in 2021. In this course, our staff learnt more about customer expectations, effective communications, going the extra mile to deliver services, and exceeding expectations. Please see the Employee Engagement and Talent Practices section on page 45 for more details on employee training.

For FY2021/22, our employees are awarded Excellence Service Award ("EXSA"), a national award launched in 1994 by the Association of Singapore Attractions and Enterprise Singapore, which aims to provide recognition for individuals who have gone beyond their call of duty and provided exceptional service and experiences for customers. A total of 108 SingPost staff received the EXSA, of which 29 were Star, 31 were Gold and 48 were Silver awards. In addition, SingPost's annual award event, Best Ambassador of the Year, was held in coincidence with World Post Day to recognise outstanding employees who have gone the extra mile to deliver exceptional customer service.

With the recent increase in digital fraud globally, we have stepped up in raising awareness for our customers to avoid falling into digital scams via our SingPost Mobile App and organised regular training, programmes, and exercises on cybersecurity awareness for our employees. Please see the Data Privacy and Cybersecurity section on page 57 for more details on our initiatives to combat digital scams.

For evaluation of our customers' experience, SingPost uses key CX metrics such as Customer Satisfaction and Net Promoter Score to measure the performance and advocacy of our brand, products, and services.

Logistics Solutions:
Taking Your Business Across Borders

Setting up our customers for success in the global arena, SingPost offers a wide range of solutions that includes warehousing, fulfilment, and shipping solutions around the world. We tap on the use of internal tools – Order Management System, Warehouse Management System, and Transport Management System, which help streamline internal operations. This enables our customers to stay updated and have on-demand visibility across the eCommerce logistics supply chain.

We seek to maximise our efficiencies and find new ways to enhance our eCommerce logistics capabilities. For instance, SingPost is developing a dashboard to enhance the tracking of parcel deliveries. This dashboard will provide a platform that enables a holistic view of all end-to-end operations and delivery services, and aids in the planning and forecasting of future operations. In addition, the dashboard can measure and track manpower, equipment, safety incidents, delivery volume and fulfilment, and review Key Performance Indicators ("KPIs").

The Parcel Processing and Delivery network successfully completed the ISO 9001:2015 Quality Management audit in October 2021. There were zero non-conformity noted in this audit. SingPost continues to monitor the quality of our product and services regularly in line with this international audit standard, demonstrating our commitment to continuously improve our processes for greater business efficiency and to meet customers' and regulatory requirements.

SingPost will continue with its transformation initiatives to reposition the Group as a leading logistics solutions provider in the Asia Pacific region, tapping on the accelerated eCommerce growth.

Being a trusted eCommerce logistics partner, we continue to build upon our capabilities to ensure timely and reliable deliveries, and offer digital connectivity for the ease of doing business and convenience to end consumers, providing best in class customer experience.

Post and Parcel Solutions:
Fulfilling Your Last Mile Delivery Needs

To ensure the efficiency of our services across the entire delivery chain, we recognise the importance of managing our internal logistics well. This includes manpower, equipment, safety incident(s), delivery volume and fulfilment, and reviewing of our KPIs. To measure delivery performance, our Customer Experience Team works closely with our Post and Parcel Team to pinpoint relevant concerns faced by customers. Through the identification of these key issues, we implement systemic changes to capture the root causes and initiatives to address these gaps.

SingPost highly values our postal and parcel ambassadors and recognises that their performance and interaction with customers play a huge role in enhancing customer experience. We strive to bring out the best performance of each ambassador and increase job satisfaction through a meritocratic reward system based on the achievement of delivery KPIs. In addition, an organisation-wide recognition platform was launched for postmen who have gone beyond regular duties to fulfil the interests of our customers. We also recognise and celebrate the efforts and dedication of our exemplary postmen through various initiatives including 'Postman of the Month' and the issuance of Spot Awards.

SingPost implemented the Fleet Management System across our delivery network, a digitalised system to track our fleet of vehicles with map visualisation and application support, to allow us to better plan the delivery route and monitor our vehicles for more efficient operations through speed alerts, vehicle idles, and driver behaviour report to ensure the safety of our drivers.

Customer Hotline and Feedback Channels: Making Sure Your Voices are Heard

Customer and employee feedback is highly valued at SingPost, enabling us to better understand and address stakeholder concerns through implementing new initiatives. SingPost uses various engagement channels to engage with our stakeholders. Apart from hotlines, feedback forms on our website, email, and whistle-blowing channels, we launched an online chat on our website in 2019. Through the SingPost Mobile App, feedback can also be provided via this channel. The various engagement channels, customer service and contact centre operations are maintained by the CS team, which seeks to ensure all concerns and enquiries are addressed. We seek to address all enquiries within the day itself and address the issue the following day, regardless of where the enquirer is from. This is achieved through complying with a workflow procedure implemented for each respective feedback channel.

At SingPost, we utilise VOC to survey our customers to understand their eCommerce logistics needs, user behaviours and customer experience. VOC is deployed across omnichannel customer touchpoints – from the physical post office to call centres, digital applications and post-engagements with our Postal and Parcel Ambassadors. The customers surveyed engage SingPost services not just on Business-to-Consumer ("B2C") transactions, but also on a Business-to-Business ("B2B") level. Beyond our home market in Singapore, our business groups across other regions and subsidiaries such as FPS and CP also conduct annual VOC surveys with their customers. Quality of Service standards reports are submitted to IMDA for assessment every quarter.

In FY2021/22, FPS customer satisfaction survey achieved beyond its targeted score for customer satisfaction in services provided

such as export documentation and booking, warehouse, and transport. In Australia, CP outranked five of Australia's largest courier services, topping the prestigious Canstar Blue 2021 Most Satisfied Customers ranking for small business courier services, which validates their ability to deliver quality service to its business customers.

We conduct frequent evaluations across all key customer touchpoints and key operational metrics such as postal-related grievances and SAM machine downtimes, which are consolidated and reported to management monthly. Moving forward, as we seek to further focus on customer experience, digital communications, and innovation, we will explore new areas of touchpoints, digital infrastructures, and surveying of customer profiles to enrich our customer insights, which will aid in the reinvention of our business.

KEY HIGHLIGHTS IN FY2021/22	
Fleet Management System	SingPost fully implemented our Fleet Management System ("FMS") in FY2021/22, which was kickstarted at the end of FY2020/21. FMS enables SingPost to track the fleet of vehicles with map visualisation and application support. The FMS helps to optimise SingPost's use of resources and logistics on the delivery and transportation through the visibility on the utilisation of our vehicles on the move and improve our vehicle deployment on the roads to deliver goods to our customers more efficiently. Improvements were made to screen flows and content/data capturing in order to ensure a seamless user experience in FMS. The Control Tower which was established in FY2019/20 consolidates all data across SingPost, from operations to items delivered. We aim to integrate FMS into the operations of the Control Tower to experience a seamless monitoring performance in the near future.
Enhanced SingPost Mobile Application	**In FY2021/22, SingPost has updated several features in the SingPost Mobile App:** • **App Push notifications protecting the public from fraudulent SMS and phishing scams** Since February 2022, SingPost switched from SMS to App push notifications for customers to provide access secure digital payments, avoid landing on phishing websites and digital scams via malicious clickable links embedded in SMS. Refer to Cybersecurity section on page 60 for more details. • **Cashless Goods and Services Tax ("GST") Payment** Since November 2021, SingPost introduced a cashless payment option for GST payable items shipped from overseas to safeguard against our customers' anxiety over fraud and scams that target physical cash collection during door deliveries. This function also allows push notifications of payment instructions, enables trackability of item and digital payment on a secure, log-in platform. • **My Deliveries** SingPost supported national initiatives on combating COVID-19 such as the delivery of Antigen Rapid Test kits and mouth gargles to households, with the app providing push notification on the delivery status of the items.

COMMUNITY INVESTMENT

We believe in giving back to our communities through impactful collaborative initiatives. As we continue to build on the trust of the community, we look to drive a positive change in society and touch the lives of people from all walks of life.
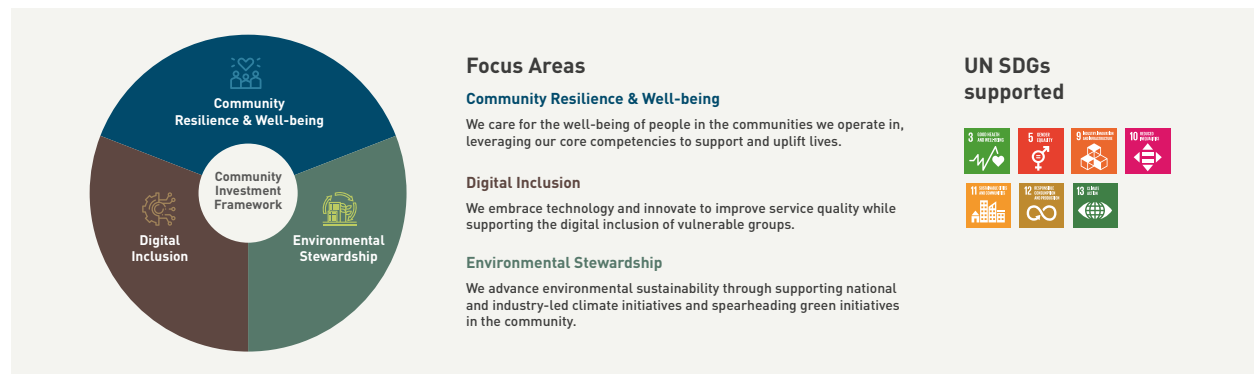
OUR TARGETS

Targets	FY2021/22 Progress and Performance
Progressively develop targets as flagship programmes are identified	Launch of Re:Post – an upcycling initiative in collaboration with the community Building on our network, we collaborated with others such as Temasek Foundation and National Parks Board in Singapore for other community initiatives

Making a Difference

As a trusted national postal service provider with over 160 years of history, SingPost is dedicated to giving back to the community via various impactful social initiatives.

In FY2021/22, SingPost refreshed its Community Investment Framework to better meet the needs of the communities we serve in Singapore and beyond. The three key focus areas under its Community Investment Framework are Community Resilience & Well-being, Digital Inclusion, and Environmental Stewardship. By doing so, we contribute towards UN SDGs 3, 5, 9, 10, 12 and 13, aimed at achieving a better and more sustainable future for all.

SingPost's Refreshed Community Investment Framework

Focus Areas

Community Resilience & Well-being
We care for the well-being of people in the communities we operate in, leveraging our core competencies to support and uplift lives.

Digital Inclusion
We embrace technology and innovate to improve service quality while supporting the digital inclusion of vulnerable groups.

Environmental Stewardship
We advance environmental sustainability through supporting national and industry-led climate initiatives and spearheading green initiatives in the community.

UN SDGs supported

SingPost constantly seeks new opportunities to address the needs of the community and environment. With the refreshed Community Investment Framework, we are reviewing our initiatives and will be working to introduce signature programmes that address both the pressing and long-term needs of the community.

Supporting the Community and Our Environment

Community Initiatives

As part of our efforts to help build community resiliency, we partnered with 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 one- to four-room HDB flats across Singapore. Total donation and sponsorships including such distribution initiatives amounted to over $280,000.

SingPost also partnered with the National Parks Board, a government agency responsible for enhancing and managing Singapore's urban ecosystem, with 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, our Silver Giftings fund-raising initiative was held during festive periods to gift the elderly in Singapore 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 initiatives.

SingPost also 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.

In Australia, CP has supported several community initiatives including Movember which supports men's mental health and suicide prevention, prostate cancer, and testicular cancer. The CP Movember team raised approximately AUD 5,000 and AUD 10,000 of funds in 2021 and 2020 respectively. In 2020, CP supported the Carrie's Beanies 4 Brain Cancer Foundation whereby our franchisees provided free delivery for over 50,000 beanies as part of the campaign. CP also participated in the Vinnies CEO Sleepout in 2019 and 2021 to raise funds and awareness of the issues of homelessness. In 2021, CP raised over AUD 2,000 for the Australia's Biggest Morning Tea, a community event organised by the Cancer Council to fund research, prevention and support services for those affected by cancer.

Environmental Initiatives

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.
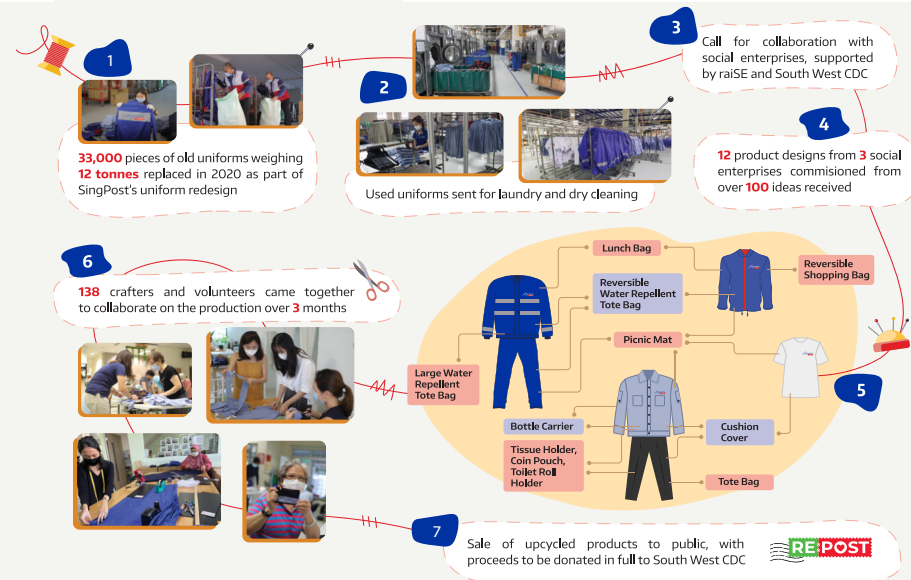
Re:Post, An Upcycling Initiative with the Community

Nearly 33,000 old postal uniforms weighing 12 tonnes were replaced in SingPost's uniform redesign in 2020. To reduce waste, SingPost embarked on its Re:Post initiative in FY2021/22 to upcycle the uniforms, and also donated 4,000 pieces of non-marked cargo pants to migrant workers in six worker dormitories.

For its Re:Post initiative, SingPost partnered with three social enterprises to design and create 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 and income 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 through post offices, philatelic stores and SingPost's online store shop.singpost.com, as part of a charity campaign. About $13,000 was raised and donated to Southwest Community Development Council in support of its South West Caregiver Support Fund and Meals Service @ South West.

1 — **33,000** pieces of old uniforms weighing **12 tonnes** replaced in 2020 as part of SingPost's uniform redesign

2 — Used uniforms sent for laundry and dry cleaning

3 — Call for collaboration with social enterprises, supported by raiSE and South West CDC

4 — **12** product designs from **3** social enterprises commisioned from over **100** ideas received

5 —

6 — **138** crafters and volunteers came together to collaborate on the production over **3** months

7 — Sale of upcycled products to public, with proceeds to be donated in full to South West CDC

Lunch Bag
Reversible Water Repellent Tote Bag
Reversible Shopping Bag
Picnic Mat
Large Water Repellent Tote Bag
Bottle Carrier
Tissue Holder, Coin Pouch, Toilet Roll Holder
Cushion Cover
Tote Bag

RE:POST

Philanthropy

We continue to contribute to the community through cash and in-kind donations. Total donations and sponsorships amounted to over $300,000 during this 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 such as 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 by placing donation tins in post offices to collect public donations.

PRODUCT AND SERVICE INNOVATION

Innovation is an exciting journey for SingPost to embark on for an industry uplift in the ever-changing post and eCommerce landscape. We are fully embracing the new speed of digital transformations today, identifying new opportunities to increase productivity, efficiency in our business operations, and enhance interaction with our customers, all in a bid to enhance product and service offerings for our stakeholders.

OUR TARGETS

Perpetual Target	FY2021/22 Progress and Performance
Conduct at least one pilot innovation programme annually	Launch of EVs trial – Refer to Climate Action and Resilience section on page 22 for more information.

Tapping on Digital Innovations to Improve Productivity and Efficiency

SingPost's innovation journey centres on business growth and resiliency. These strategies are governed by our Digital Team, who deliver several cross-functional projects and ensure a seamless migration of physical infrastructure and resources into the digital space, paving a path for the future and beyond. We encourage our workforce to provide ideas on innovative improvements and efficiencies to our business operations by readily investing in promising ideas. We have been actively exploring new opportunities and projects across our business units, with the confidence that these projects will accelerate growth and translate to tangible efficiencies.

We aim to enhance our value by investing in technologies to improve efficiencies and enhance our business capabilities. This is exemplified by SingPost's acquisition of a majority stake in FMH, a leading fourth-party logistics service company in Australia, which has an intelligent software platform, OneFlo, to support a connected and integrated logistics ecosystem. The platform aggregates and consolidates data from various points along the supply chain to provide unprecedented visibility into the end-to-end shipment of goods around Australia. Such visibility will facilitate the mass reduction of waste in the system, thereby improving outcomes for everyone in the supply chain, from manufacturer to consumer.

Innovating for Our Customers

We strive to provide excellent service to our customers, through harnessing state-of-the-art technology to create new and innovative solutions. This year, SingPost extended its trial for PostPal, an automated smart letter box, to a new neighbourhood in Singapore. We have also enhanced our SingPost Mobile App by introducing push notifications to provide access secure digital payments and a cashless payment options for GST payable items shipped from overseas to ensure secured digital payments and provide visibility of the purchased items for our customers. Please see updates on PostPal – SingPost's Next Generation Smart Letterbox section and Enhanced SingPost Mobile Application section on page 42 and page 37 respectively.

Our initiatives are continuously refined through monitoring measurements such as service levels, system responsiveness and customer satisfaction. SingPost eCommerce Logistics has consistently refined delivery models by expanding into Business to Business to Consumer ("B2B2C"), recognising that B2B and B2C models are fast becoming obsolete due to the impact of COVID-19.

Updates on PostPal – SingPost's Next Generation Smart Letterbox

PostPal is a next-generation smart letterbox that automates the sorting and storage of mail, reducing the manual need for a postman to do the job. PostPal allows customers to retrieve their mail and packages using the secure SingPost Mobile App, increasing convenience and efficiency. This proprietary solution is the result of close collaboration between two Singapore companies – SingPost and PBA: Platform for Bots and Automation, a robotics and automation organisation headquartered in Singapore.

Introduced in December 2020 as a nationwide trial in two blocks in the Clementi neighbourhood of Singapore, SingPost has received positive feedback from stakeholders and the public, with almost a 90% sign-up rate among owner-occupied units, and over 45,000 mail items delivered to customers till February 2022. In view of the high take-up rate and success of the pilot test, the trial has been extended to two locations in Punggol since July 2021. We will continue to carry out outreach activities to encourage the adoption of this technology and collect feedback from residents enhancing customer experience and functionality of the Smart Letterbox to serve the nation in time to come.

Improving Operational Efficiencies

To improve on our standards on postal service quality and enhance our operational efficiency, SmartPost was introduced in 2018 to integrate digitalisation into SingPost's postal operations through an integrated suite of technology solutions such as Robotics and Near Field Communication ("NFC") tags. Improving the last mile infrastructure and optimising our operational fleet network, machine learning, Artificial Intelligence ("AI") and data analytic technologies have also been introduced. To increase manual labour productivity, upskilling of our employees are introduced to ensure that they are well-equipped with the technical skillsets to support the digitalised data infrastructure.

Increasing efficiencies across all our operations while meeting sustainability goals

The evolving COVID-19 pandemic has presented several opportunities for SingPost to transform our eCommerce business, both domestically and internationally, strategically positioning us for growth. Our supply chain network as well as our distributors are innovatively adapting to the new norms, while offering a wider range of contemporary services, revising our portfolio of products with the focus on simplification and adaptability. The digitalisation of our internal processes provides a seamless collaborative platform across all business units and real-time online customer interactions, increasing productive efficiency for our employees while ensuring the quality of experience for our customers.

KEY HIGHLIGHTS IN FY2021/22

This year, SingPost conducted a pilot trial of fully electric Autonomous Mobile Robots ("AMR") at our eCommerce Logistics Hub in Singapore to move roller cages across different floors – this has not only demonstrated increased productivity and safety but also reduced manpower requirements and labour costs.

FPS also sought to improve the efficiency of warehouse operations by offering real-time visibility into their warehouse inventory. The increase in accuracy helped to maximise the efficiency of labour operations, space utilisation, and investments in equipment, which led to reduced fulfilment times. This AI-supported Container Freight Station ("CFS") operating system captures cargo dimensions placed on the platform and pullulated into the system which will integrate into a single Enterprise Resource Planning ("ERP") system in our warehouse and office. The data is captured in real-time and reduce the traditional manual labour work. The CFS operating system offers the actual location of cargo being stowed away and pick up location indication via the handheld device, with the help of Bluetooth technology.

In partnership with Optus, Thinxtra and The IoT Telco, CP conducted a pilot trial of 1,500 Global Positioning System ("GPS") trackers on line-haul freight cages which uses Internet of Things to solve the problem of lost or underutilised delivery cages. In the first year alone, CP has retrieved about 150 missing cages that would otherwise have been lost in transit or retained by customers and needed to be replaced. As each cage costs approximately AUD 1,100, the trial led to total savings of AUD 165,000. CP is due to install another 150 devices in FY2022/23.
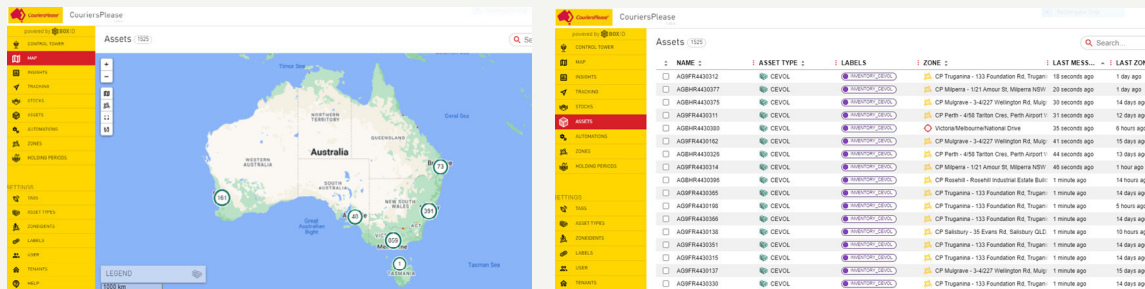
CouriersPlease cage tracking platform

Making Way for Future Developments

SingPost hopes to be at the forefront of innovation through our strategic partnerships. Our partnerships are aimed to improve efficiencies, conceptualising rapid change to technology and industries as well as increasing interconnectivity and smart automation.

Expertise Partnerships – Joining Hands with Industry Practitioners

The Advanced Remanufacturing and Technology Centre ("ARTC") is a contemporary platform built upon strong public-private partnerships to translate research to industry applications led by the Agency for Science, Technology and Research and Nanyang Technology University of Singapore. Members of the ARTC benefit from access to best-in-class knowledge and research, and the economies of scale growth that allows deployment and scaling up of the latest technologies in a fast and cost-efficient way.

In August 2021, SingPost joined the ARTC alliance. As a Tier 1 member, SingPost represents the eCommerce logistics sector and has the opportunity to work with industry partners in this consortium to drive innovation efforts in developing solutions to address industry needs and contributing to the ecosystem of new technologies.

CULTURE OF TRUST

We care about doing the right things the right way for our stakeholders.

We recognise that our success would not be possible without the trust of our stakeholders and our people's commitment to excellence. Underpinned by the highest standards of corporate governance, we adopt best-in-class practices that reflect our obligation towards accountability, transparency and safeguarding our stakeholders' interests.

ESG matters in this pillar

- **Employee Engagement and Talent Practices**
- **Health and Safety**
- **Ethical and Transparent Business Practices**
- **Data Privacy and Cybersecurity**

23.7%
Improvement year-on-year in Total Recordable Injury Frequency Rate in Singapore

Zero
Significant fines and non-monetary sanctions

~36%
Women representation in senior management

EMPLOYEE ENGAGEMENT AND TALENT PRACTICES

Our employee engagement and talent practices form the bedrock of our pursuit in accomplishing our business objectives. We believe that investing and developing our people's talent through our comprehensive practices will prime SingPost for continuous growth in the new era.

OUR TARGETS

Targets	FY2021/22 Progress and Performance 102-7 102-8 404-1
Achieve an employee engagement survey completion rate of 70% by 2025 Achieve an employee engagement score to be above the market benchmark by 2025	Continuous progress is being made by our respective departments and internal stakeholders in achieving the targets.
Maintain at least 30% of women representation in senior management (C-suite -1 & -2) by 2025	SingPost has ~36% women representation in senior management in FY2021/22.

We Offer Our People a Workplace Built on Trust and Mutual Respect

SingPost is a signatory to the Employers' Pledge of Fair Employment Practices by the Tripartite Alliance for Fair & Progressive Employment Practices. As such, we endeavour to adopt just, dynamic, and progressive employment practices. We advocate meritocracy at SingPost in all aspects of recruitment, development, and reward of our people.

We Ensure Our Employees Meet the Mandatory Requirements

SingPost's robust hiring process entails background screening and reference checks to ensure that we employ strong candidates with the required qualifications. Our employees undergo regular mandatory trainings to maintain high standards in skills and knowledge required to perform their work with proper due diligence and care. Examples include our frontline service ambassadors attending service excellence and professional image training or technicians attending workplace safety programmes.

We Invest in Developing Our People and Partnering Them Through Their Career Journeys

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 applying various development channels. Through accelerated leadership development programmes such as iLEAD and Manager Effectiveness Programmes, we are committed to building our people leadership capabilities in our talent bench strength, thus nurturing a home-grown team and building a pipeline of successors.

Redefining Leadership in a New Era

Our flagship leadership training programme, iLEAD, equips participants with crucial skills for performance-oriented leadership development. Since its first cohort in 2018, more than 100 participants have completed the 6-month programme including 20 participants from the recently graduated 4th cohort in FY2021/22.

iLEAD is structured based on the 70:20:10 learning framework which emphasises that learning is 70% actual application on the job, 20% through peer learning, feedback and coaching and 10% via formal learning. Customised to develop leadership in SingPost across multiple levels, iLEAD targets participants from the Management Track catered for middle management and an Emerging Track focused on executive ranks. Key attributes of this programme include

- Assessments to gauge development needs
- Structured development through virtual classroom sessions
- Action learning projects or opportunities in strategising to solve real business challenges
- 1:1 Coaching and Mentoring
- Peer learning through network forums in the iLEAD group
- Self-directed learning to support individual learning goals

SingPost's Company Training Committee ("CTC") recognises the importance of personal and professional growth of our employees especially as they navigate through the pandemic. Recognising 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, and good employment practices for our frontline supervisors. Through the Skills Future 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 part of adapting to the new ways of working and learning, SingPost has offered an online learning solution with LinkedIn Learning platform since 2019. With this, our employees benefit from an online and on-demand access to expert content across a wide spectrum of themes, ranging from personal to business and leadership skills. Recognising that digital technology and big data are transforming businesses around the world, a LinkedIn Learning enabled Digital & Data Readiness Learning Path was developed as a 3-hour training course which nearly 400 employees completed in FY2021/22. Through this programme, employees explore the transformative and technological forces at work and ways to leverage them for the long-term success of SingPost. As another example, 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.

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. Since its commencement, this programme has been offered to eight trainees mostly between the ages of 19 and 21 years old who started work at SingPost in March 2022 and will be commencing their 2-year Work Study Diploma in Logistics and Supply Chain Management with ITE a month later. 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. SingPost aims to expand the apprenticeship programme to other relevant Work Study diplomas in the near future.

SingPost also acknowledges the importance of mental wellness for our workforce. The Power Talk on Mental Wellness series was introduced in FY2021/22 to promote self-care and support our employees in safeguarding and improving their psychological health and pursuit of naturing healthy work mindsets. Our first session launched in January 2022 focused on boosting psychological immunity amidst uncertainties and attended by more than 50 employees. In addition, resources to information on mental health and external helplines are made available to our employees via the internal human resource portal.

In FY2021/22, SingPost has embarked on reporting the number of employees trained and its associated training hours for our operations globally so as to better understand our learning and development coverage and outreach. We are currently updating the performance data as we progress through our ESG reporting transformation.

Employee Training Hours† `404-1`

	Total Trained Employees	Total Training Hours	Total Completion Rate by Gender
Senior Management	**55**	**930.4**	
Male	35	678.7	73%
Female	20	251.7	27%
Non-senior Management	**4,356**	**34,354.9**	
Male	2,239	17,839.4	52%
Female	2,117	16,515.5	48%

† The reported trained employees and their associated training hours are reflective of selected entities globally. SingPost will continue to improve its data reporting with its international subsidiaries to update this indicator in future reports.

Understanding and Engaging with Our Employees

An "Up Close and Personal with GCEO" programme was introduced in in FY2021/22 to build a culture of openness and trust for continuous improvement. This platform allows for the Group Chief Executive Officer ("GCEO") to engage employees by listening to their feedback, aspirations, ideas, and any other suggestions. It also serves as a channel to enhance direct interactions between management and employees. Valuable ideas from these sessions are gathered for follow-up by respective individuals or teams.

In another effort to increase employee engagement, a series of Leadership Engagement Sessions were conducted in FY2021/22 to enhance cross-functional interactions and catalyse peer-focused collaboration. Through this, 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. To date, six sessions have been successfully organised with the participation of 50 employees.

The BSC, Management and 250 employees involving corporate staff and frontliners were engaged in the process of formulating the SingPost Purpose Statement to ensure that our employees are able to relate and make sense of the intent of the statement so as to translate it meaningfully into actions. Our Purpose Statement, "Making Every Delivery Count for People and Planet", launched officially in March 2022, serves to guide the Company's actions and behaviours towards the sustainability of the business and delivering long term value to our stakeholders.

Talent and Succession Management at SingPost

Talent management forms an essential aspect of SingPost's business strategy and employee proposition to ensure we attract and develop people of the right calibre, leadership skills, values and commitment needed to achieve its business objectives. SingPost adopts a systematic and detailed annual process to identify employees with a high level of potential or have skills-set that are highly valued to be nurtured as the Company's key talents. Development interventions aligned to their career objectives are put in place to enable these talents to realise their potential for future roles and succeed as they move into new roles.

Succession planning is also reviewed annually, which involves identifying key and critical roles in our organisation with direct impact towards business success and continuity and selecting a next-in-line successor as well as potential medium to long term candidates. This emphasises the gravity of building leadership bench strength that includes talent interventions from development, career progression, rewards and acquisition.

Our Employees `102-7` `102-8` `404-1`	FY2020/21*	FY2021/22
Total number of employees		
All	4,963	4,417
Percentage of employees, by gender		
Male	54%	52%
Female	46%	48%
Total number and percentage of employees, by employment contract and gender		
Permanent employees	**3,288**	**2,897**
Male	66%	64%
Female	34%	36%
Contract employees	**1,675**	**1,520**
Male	29%	28%
Female	71%	72%
Total number and percentage of employees, by employment type and gender		
Full-time employees	**3,854**	**3,419**
Male	64%	62%
Female	36%	38%
Part-time employees	**1,109**	**998**
Male	19%	17%
Female	81%	83%

* Restatement was made for FY2020/21 data to include headcount from selected entities in Australia and International markets as per reporting scope

HEALTH AND 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.

OUR TARGETS

Targets	FY2021/22 Progress and Performance
Achieve zero major work-related injuries (including fatalities)	Zero fatalities and 1 high consequence work-related injury was reported for FY2021/22. Refer to page 52 for details.
Improve the year-on-year rate of recordable work-related injuries	As Health and Safety is a new material matter for this year's report, we will be reporting our progress in this area from FY2022/23 onwards.

WSH Management System `403-1` `403-2` `403-4`

SingPost's Workplace Safety and Health Management System ("WSHMS") is adapted from the Safety & Health Management System by Singapore's Ministry of Manpower and references the Workplace Safety and Health ("WSH") Act and subsidiary Regulations, as well as the Approved Code of Practices / Singapore Standards. This system, organised by four levels, specifies the responsibilities of SingPost employees and captures records of its execution where applicable. The WSHMS is applicable to all operations in Singapore.

Level 1	WSH Management System Manual	Provides an overview of the WSHMS
Level 2	System Procedures	Describes major elements of the WSHMS
Level 3	Operational Procedures	Describes major operation controls at the organisation level
Level 4	Safe Work Procedures / Standard Operation Procedures / Work Instructions	Provides guidance for day-to-day activities

The Singapore WSH Committee, led by the WSH function, consists of representatives from each SingPost department, as well as UTES representatives acting on behalf of SingPost employees and representatives from the third-party property, security, and cleaning agencies. In order to ensure sufficient knowledge and capability to make decisions regarding workplace health and safety, all new WSH Committee members are also required to attend a briefing session. The WSH Committee meets on a monthly basis to discuss any relevant health and safety updates across the group, including any feedback from corrective actions, inspections and audits on the WSHMS.

All employees working at all workplaces under the control of SingPost are required to sign the WSH Policy, which summarises the direction and guidelines of the WSHMS. As one of the key principles of this policy, no staff shall be required to do a job that they consider to be unsafe. Employees are encouraged to assist and participate in the risk assessment, adhere to safe work practices, and inform their supervisors of any shortcomings in risk control measures. SingPost also has in place a Near Miss Reporting scheme, where employees are encouraged to report

near-miss incidents they encounter, such as unsafe conditions or acts that they come across; follow-up of these incidents by relevant departments is monitored by the WSH Committee closely and further action is taken where necessary.

CP in Australia adopts a similar approach to safety and is guided by its Health, Safety and Environmental ("HSE") Policy and supporting Manuals for all employees, contractors, business partners, visitors, customers, communities and the environment CP operates in.

SingPost's WSH Risk Assessment System `403-2` `403-7`

Risk management is a major element of the WSHMS and is documented as a systemic method for hazard identification, risk assessment and implementation of necessary control measures within SingPost. It is applicable to all workplaces under SingPost, including planned workplace changes (i.e., prior to their implementation) that may affect the health or safety of employees, contractors, visitors, or customers of SingPost.

Implementation of the Risk Management system is under the purview of the Risk Management team in each department, led by a Risk Management Leader who is responsible for reviewing and approving the register of WSH hazards and risks and determining the priority for action on the significant WSH risks. The Risk Management team is expected to identify, assess, prioritise, promote, and communicate safety and health problems, suggest options to eliminate and reduce risks, and evaluate the effectiveness of such measures. The Head of Department reviews and improves upon existing control measures.

For routine activities, risks are assessed before work is permitted to commence, while systems are set up for non-routine activities to identify potentially hazardous activities. Workplace and safety inspections are carried out to identify potential hazards, and preventive actions are identified based on the level of risk and significance identified. These control measures follow the hierarchy of control, with engineering design control as the preferred option and Personal Protective Equipment ("PPE") as a last resort.

Over the last few years, we have introduced several mitigative measures to our workplaces based on our risk assessments – these include the implementation of wheel chocks for trucks and proper handling measures for roll cages at workplaces to improve safety when loading and unloading at docks, as well as the usage of safety cutters at all operational sites.

Incident Investigation `403-2`

SingPost's Incident Investigation procedure is a formalised document under the WSHMS, which details the requirements for reporting and investigation of WSH incidents, including incidents, injuries, near misses and occupational diseases, to ensure that corrective and preventive actions are taken to prevent a recurrence.

All workplace incidents are reported, regardless of whether there is an injury. All incidents are classified into four categories based on severity, with different follow-up actions required by the relevant parties and departments. For each reported incident, the process includes preliminary reporting on the nature of the incident and injuries sustained (if applicable), investigations and risk assessments conducted, and corrective and preventive actions taken in lieu of the incident. Such proposed corrective and preventive actions will require a thorough risk assessment process prior to their inclusion in the WSHMS.

Occupational Health Training and Well-Being Services
`403-3` `403-5` `403-6`

At SingPost, we aim to inculcate knowledge around occupational health and safety in our employees. Training on workplace health and safety is compulsory for all incoming employees, and employees who may be exposed to additional risks, such as employees who are required to operate heavy machinery (e.g., forklift drivers), are also required to undergo the relevant training to obtain the relevant certifications.

SingPost also holds specific WSH training on issues identified through current developments in the market – for instance, Singapore's busy urban roads have the potential for high traffic accident rates, hence SingPost conducts specific focus training on safety on the roads, such as defensive riding and traffic police safety talks. SingPost has also carried out several WSH activities and campaigns over the last few years to raise occupational health and safety awareness across our operations.

Vehicular Safety Initiatives

The safety of our riders and drivers is of paramount importance to SingPost. We conduct regular road safety seminars and webinars for our postal team, with the aim to inculcate a greater sense of safety awareness amongst motorists and motorcyclists at all delivery bases. We have also implemented the following initiatives to safeguard our people on the roads.

List and description of vehicular safety initiatives:

1	Dashcams are installed for all vehicles to capture and record any road incidents
2	Implementation of wheel chock when a vehicle is parked stationary for any loading and unloading work
3	Fleet Management System ("FMS") to provide real-time location of vehicles and collate data for unsafe driving practices. Refer to Customer Experience section on page 37 for more details on the FMS.
4	All vehicles to switch on at least a low beam headlight while on the road to enhance road visibility
5	Safety shoes are provided for all full-time postal team and parcel ambassadors
6	All drivers, motorcyclists and cyclists wear high visibility vests while on the road for greater visibility to enhance safety

Postal Safety Awareness Campaign

In September 2021, SingPost held a Postal Safety Awareness Campaign with the objective of reminding employees about the importance of their individual efforts in contributing to a safer workplace for everyone. Employees were engaged via virtual sessions (due to COVID-19 restrictions) to share their interpretation and commitments to safety through Safety Pledges which were displayed across various sites. Other initiatives during the campaign include raising awareness about road safety through the banners put up at the worksite, implementation, and further enforcement of PPE and demarcation of PPE work zones at SingPost Centre.

In January 2021, SingPost embarked on the Total Workplace Safety & Health ("TWSH") programme in collaboration with the Singapore WSH Council to improve the work, safety, and health of the workforce whilst adopting best practices in Singapore. The objective of the collaboration was to ensure the well-being of all employees and to ultimately achieve a more productive and healthier workforce. As part of the first phase of the TWSH programme, site walks were conducted by an external consultant with the SingPost teams at Jurong and Kallang Regional Bases to understand our work activities and good practices currently in place.

Aside from ensuring proper procedures are in place to ensure workplace safety, the well-being of our people is of paramount importance as we work towards building an engaged and motivated workforce. All permanent employees are covered with a comprehensive benefits package, including insurance, medical and dental benefits, to ensure that their personal needs are taken care of. Refer to Employee Engagement Talent Practices section on page 46 for more details on programmes that have been organised for SingPost employees to learn more about health and wellness topics.

Quantium Solutions and FPS Global Logistics – Cultivating a Safe Workspace for All

Regular safety training is conducted for new and existing employees at QS and FPS.

Regular industrial safety training is conducted by the QS safety team in Singapore for all country safety representatives to disseminate updated safety training across all QS's country operations. This is done to ensure that all countries receive well-rounded safety training. Training conducted includes hazard identification and mitigation, safe work procedures, and risk assessment and management. Other safety initiatives implemented across all QS countries include harmonised reporting and monitoring of key workplace safety performance indicators, minimum safety standards, warehouse safety checklist, workplace safety inspection audit, and standardised personal protective equipment guidelines.

FPS, similar to SingPost, puts out safety manuals and guidelines to employees, and monthly workplace incidents are also collected for analysis and lessons learnt ensuring safety management is robust. The head of each department is selected to attend a one-time BizSafe training to ensure compliance with organisational safety policies and procedures. Toolbox meetings are conducted on a weekly basis to ensure safe work operations in the warehouses.

CouriersPlease – Returning HomeSafe Every Day to Family and Friends

Workplace health and safety is paramount to CP as an organisation, with the belief that serving our customers and business partners with the best of our abilities starts, first and foremost, by taking care of our dedicated staff and a franchised fleet of couriers. CP is guided by its HSE Policy and supporting Manual, made available to all workers (including franchisees, contractors, and casual labour) at induction, to ensure that everyone is kept aware of hazard controls specific to their workplace. A poster of "Lifesaving Rules" is also issued to notice boards and communicated regularly to team members via inductions and team meetings to reinforce critical safety controls.

## Strong Foundations via Safe Operating Processes

In January 2020, CP established a HomeSafe Steering Committee and a HomeSafe Leadership Team, comprising senior leaders, which reinforced the responsibility of driver safety to these leaders and line managers. Under the HomeSafe framework, CP aims to give health and safety equal status as other business objectives and strive to prevent workplace harm by adopting a safety-first policy. Following a review of past incidents, the team has also created a national safety framework for critical risks including driving, manual handling, material handling equipment, and COVID-19.

Caring for Our Franchisees

In Australia, driver safety is a key priority as a national goal, with the release of the National Road Safety Strategy 2021-2030 which aims to deliver significant reductions in road trauma with its communities to reach its goal of zero death and serious injuries in Australia's roads by 2050. As an organisation with a large network of franchisees, CP aims to not only establish good working relationships with its franchisees but to also go one step further as to provide oversight and support over the well-being and safety of its drivers. Frequent reviews of safety processes are also conducted, which may result in changes to workplace procedures that better protect CP's workers from injury, such as the recent reduction of our freight profile from 32kg to 25kg reducing manual handling risks and aligning with industry standards.

Delivering Safety Training in Drivers' Hands

In 2021, CP launched a 'Get Home Safe' digital driver safety programme to educate franchisees on driver hazards and risks, including burnout and fatigue, distractions, general driving conditions and hygiene. Delivered as ten bite-sized weekly modules on handheld driver scanner devices, the programme taught drivers that health should be a priority for them personally and would also help their own small businesses continue operating. With a completion rate of 93% across our franchisee drivers, the programme has been successful in educating drivers on how to manage health and safety, with 91% of drivers surveyed agreeing that the modules have helped them perform their duties safely.
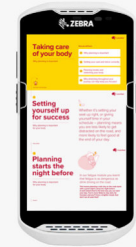
As a testament to the organisation's efforts to promote a safe working environment, CP was nominated as a finalist for the 2021 Australian Workplace Health & Safety Awards (under the Large Enterprise Leadership & Culture Award category) by the Australian Institute of Health and Safety, a great recognition of the ongoing improvements in CP's safety leadership and culture. With a 20% decline in projected workers' compensation premiums between FY2020/21 and FY2021/22, this reflects the effectiveness of CP's safety management procedures, and CP will continue to improve its performance in this area.

In early 2022, CP delivered a frontline safety leadership essentials programme to 100 frontline supervisors and leaders covering safety leadership, hazard and risk management, injury management, incident management, and training and supervision. This programme will be extended to new supervisors and to the senior leadership team in 2022.

Investing in Technology to Protect the Safety of Our Employees

According to SafeWork NSW, a key cause of forklift incidents is being hit or crushed by a forklift or by a load the forklift is moving. In 2021, CP invested in state-of-the-art forklifts with enhanced technology requiring licensed drivers to enter their unique pin code to operate, has a 360-degree camera to remove blind spots, and projects a safety light 'halo' around the 3m 'danger' zone of the forklift to warn people when in operation to remain outside. These forklifts are also managed via fleet management and reporting system that leverages data to enable fast access information including equipment and driver locations, reporting on vehicle activities, vehicle impact sensing and speed reduction, all of which contribute to safety management in CP.

COVID-19: Providing a Safe Environment for Employees to Carry Out Their Duties

As we live with the COVID-19 pandemic across the world, we continue to ensure that employees adhered to SingPost's return to work guidelines, which is regularly updated in line with guidelines posed by the relevant authorities in the different markets. Employees continued to work from home where feasible, while we continued to demarcate separate zones for staff in operational facilities to prevent cross-contamination. When COVID-19 cases are detected within our facilities, we follow an established set of standard operating procedures by ensuring affected people are isolated as quickly as possible before proceeding with sanitisation of affected areas.
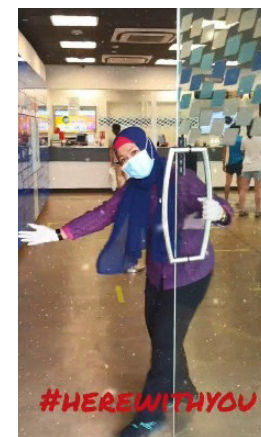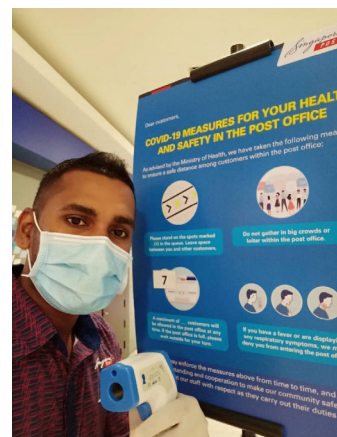
Safety Performance – Work-related Injuries `403-9`

In FY2021/22, there were zero cases of fatalities across the SingPost Group. There was one high-consequence injury sustained by an employee in Australia due to fall of materials caused by an operating forklift. Majority of the recordable work-related injuries occurred in Singapore, approximately half of which were related to vehicular accidents.

SingPost has conducted thorough investigations for all incidents, identified the root causes of these incidents and implemented measures to prevent reoccurrence. For vehicular accidents, measures included reinforcing regular maintenance of vehicles, conducting daily toolbox safety briefings with reminders on road safety and organising defensive driving/ riding courses for our employees. Refer to above on page 49 for more details on the Vehicular Safety Initiatives. At CP, a set of "Lifesaving Rules" was introduced to reinforce strict safety standards including a 3m exclusion zone from an operating materials handling equipment.

The following work-related injury data[12] covers employees of SingPost Group only. We endeavour to expand the coverage of our health and safety performance data to include non-employees in the following years. Please refer to the Appendices on page 62 for details regarding the calculation methodology.

Employees	FY2021/22		
	Singapore	Australia	International
Total man-hours	7,645,574	942,592	578,688
No. and rate of work-related fatalities	0	0	0
No. of high-consequence work-related injuries[13] (excluding fatalities)	0	1	0
Rate of high-consequence work-related injuries (excluding fatalities)[14]	0	0.21	0
No. of recordable work-related injuries	75	28	1
Recordable work-related injury rate[15]	1.96	5.94	0.35

[13] High-consequence injuries refer to work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months
[14] Calculated as number of high-consequence work-related injuries per 200,000 hours worked
[15] Calculated as number of work-related injuries per 200,000 hours worked

[12] Includes only employees data due to limited visibility of the man-hours data for non-employees

ETHICAL AND TRANSPARENT BUSINESS PRACTICES

We believe transparency is the basis for trust, and our zero-tolerance stance for fraud, corruption and unethical actions enables open lines for communication and honesty with all our stakeholders – within and outside of SingPost. Our core values foster and underpin a culture of openness, trust, and accountability.

OUR TARGETS

Targets	FY2021/22 Progress and Performance 205-3 307-1 416-2 417-2 417-3 419-1
Uphold zero corruption, unethical behaviour, and fraud incidents across SingPost's operations	In FY2021/22, there were zero incidents of corruption and four cases of substantiated unethical/fraud cases. SingPost staff involved in the cases faced disciplinary actions and were either terminated or resigned on their own accord, and/or reported to relevant law enforcement authorities. Operational procedures were enhanced to prevent similar occurrence.
Inculcate zero tolerance for bribery and corruption in all employees and business partners	Anti-bribery and anti-corruption compliance declaration are conducted as part of the employee code of conduct declaration by all employees. All business partners of SingPost are made aware of SingPost's anti-bribery and anti-corruption requirements through the Supplier Code of Conduct. Our Anti-Bribery and Corruption Policy is also available on our website for reference.
Provide annual training on anti-bribery and anti-corruption for 100% of full-time employees	Completed training and awareness sessions for all current full-time employees (except those who are medically unfit for a long term period).
No significant fines or non-monetary sanctions relating to non-compliance with laws and regulations	There were no significant fines or non-monetary sanctions in the reporting year.

Our Core Values Foster and Underpin a Culture of Openness, Trust, and Accountability

OUR VALUES | ONE PURPOSE
TRUST
We deliver on our promise

OUR VALUES | ONE PURPOSE
TOTAL CUSTOMER
We put our customers at the heart of what we do

OUR VALUES | ONE PURPOSE
SAFETY
We care for our people, communities and environment

OUR VALUES | ONE PURPOSE
ONE TEAM
We make it happen together

OUR VALUES | ONE PURPOSE
TOP EXECUTION
We strive relentlessly to deliver the best outcome

OUR VALUES | ONE PURPOSE
TRANSFORMATION
We constantly reimagine and reinvent to stay ahead

Cultivating an Organisational Culture of Integrity and Accountability Through Our Policies `102-16`

SingPost is guided by a comprehensive set of internal management policies; these policies set clear standards of how SingPost aims to operate its business, in order to manage the inherent risks found in our organisation. Apart from these policies, SingPost's Enterprise Risk Management Framework also helps establish a consistent risk management culture and is applied in strategy settings across the organisation.

In FY2021/22, the Securities Trading Policy was adopted to tighten SingPost's requirements with regard to insider trading and dealings in the securities of SingPost and other companies where applicable.

A new Third-Party Due Diligence Policy was also rolled out this year to support the cultivation of accountable and trustworthy relationships with our business partners.

SingPost was ranked 7th of the 519 companies assessed in the Singapore Governance and Transparency Index ("SGTI") 2021. SingPost's high score on the SGTI is a testament to our efforts in ensuring continued transparency and accountability of our corporate governance practices to our stakeholders.

SingPost's Internal Management Policies (Non-Exhaustive)

Board Oversight	Employee Conduct	Vendor/ Business Partner Relationships	Workplace Safety
• Board Renewal & Tenure Policy • Code of Business Conduct and Ethics • Policy on Diversity and Inclusivity • Policy on Professional Development of Directors • Securities Trading Policy	• Anti-Money Laundering and Countering the Financing of Terrorism Policy • Fraud Policy • Third-Party Due Diligence Policy		• Workplace Safety & Health Policy • Work Injury Compensation Policy • Business Continuity Management Policy
	• Anti-Bribery and Corruption Policy • Code of Conduct • Personal Data Protection Policy • Whistle-Blowing Policy	• Supplier Code of Conduct • Group Procurement Policy	

While the list of policies is largely applicable to all employees across the SingPost Group, some SingPost subsidiaries adopt more specific policies and frameworks catered for their own business objectives and strategies. For FMH, as it is a new subsidiary of the SingPost Group since November 2021 – while essential policies have been put in place, the Group is actively working towards a more comprehensive implementation of the relevant policies in due course.

Ensuring Our Employees Uphold the Highest Standards of Conduct and Ethics

SingPost's Employee Code of Conduct ("COC") sets out the principles to guide all employees of SingPost and its subsidiaries in carrying out their duties and responsibilities to the highest standards of personal and corporate integrity. The COC also covers and references the Anti-Bribery and Corruption Policy.

In accordance with the COC, employees are required to disclose any conflict of interest as soon as they identify that there may be a conflict of interest, and where possible before they engage in the conduct in question. They are required to make declarations annually and to provide updates where appropriate. Guidelines relating to entertainment, receipt and offer of gifts are also established. Moreover, employees are required to ensure that all business dealings and decisions are legitimately made for the interest of SingPost and are not conducted under any improper influence or advantage.

Communication and Training About Anti-Corruption Policies and Procedures `205-2`

Raising awareness and building knowledge on anti-corruption procedures in our stakeholders is essential to transparent and responsive governance across SingPost. Board members are required to adhere to the Code of Business Conduct and Ethics, which guides the Directors in the areas of ethical risk. Compliance with the COC is mandatory for employees, and a declaration exercise is carried out annually where all employees are required to read and endorse their understanding of the provisions lined out in the policy. All policies and procedures of SingPost are listed and accessible to employees via the organisation's intranet. For new employees, training modules that introduce them to the organisation's COC are part of the onboarding process, and they are required to read and endorse the COC in writing.

For our business partners, we ensure that contract documents make references to our Supplier Code of Conduct, which requires suppliers to meet with ethical standards including anti-bribery and anti-corruption. Please see the Responsible Supply Chain section on page 31 for more details about our supply chain assessment processes.

Our Stakeholders are Empowered to Drive Our Ethical Culture `102-17` `205-3`

Our Whistle-Blowing Policy sets out the guidelines under which our internal and external stakeholders can raise concerns about possible matters of improprieties or wrongdoings in confidence. All whistle-blowing reports received will be investigated promptly, professionally, fairly, and honestly. Where appropriate, the matter will be escalated to the relevant law enforcement authorities for their investigation and further action. Findings from the investigations and the follow-up actions taken or to be taken will be reported to the SingPost Audit Committee.

To align with our Anti-Money Laundering policy, we conduct proper due diligence on any company that SingPost will be establishing a business relationship with or has an established business relationship that involves the transfer or receipt of funds. Any suspicious transaction or red flag that has been determined will be escalated to Group Compliance immediately. Furthermore, as part of record-keeping, employees are obliged to maintain records of proper due diligence undertaken.

In FY2021/22, there were zero incidents of corruption and four cases of substantiated unethical/ fraud cases. SingPost staff involved in the cases faced disciplinary actions and were either terminated or resigned on their own accord, and/or reported to relevant law enforcement authorities. Operational procedures were enhanced to prevent similar occurrence.

Being Compliant is Our Foundation for Success

`307-1` `416-2` `417-2` `417-3` `419-1`

As a large organisation with operations in several overseas markets, we are bounded by numerous regulations, in Singapore and internationally which we comply to in order to serve the best interests of all our stakeholders.

The Group Compliance Function was established to oversee and monitor the Compliance Risk Management and control systems. In tandem, the Group Compliance Charter ("GCC") has been rolled out to define the scope of the Compliance Function and the methodology behind compliance risk management. To further strengthen compliance at SingPost, the Local Compliance Function ("LCF") and Privacy Liaison ("PL") perform key and strategic roles towards the Group Compliance on compliance areas across the Group.

In FY2021/22, there were no material non-compliances with environmental and socioeconomic laws and/or regulations across the SingPost Group. There were also no material non-compliances with regulatory and/or voluntary codes concerning the product and service information and labelling, marketing communications, or health and safety impacts of SingPost's products and services.

Examples of Regulations that SingPost Adheres to:	Relevant Legislation (Including but not limited to)
Singapore Exchange Regulation ("SGX RegCo") As a public listed organisation, SingPost is subjected to SGX RegCo, a wholly-owned subsidiary of Singapore Exchange ("SGX") that undertakes all frontline regulatory functions to uphold a fair, orderly, and transparent marketplace. SingPost's governance policies form the backbone of our robust internal control system to ensure that our operations comply with SGX Listing Rules.	• SGX Listing Rules
Postal Regulations IMDA regulates SingPost's performance by setting Quality of Service ("QoS") standards under the Postal QoS framework. SingPost is required to submit quarterly reports regarding its service quality standards to the IMDA. Monthly letter tests and audits are conducted by appointed independent assessors to measure these service standards and the results are submitted to the IMDA. IMDA announces the results of SingPost's QoS performance each year. SingPost's Postal QoS standards remain one of the most stringent in the world, with delivery standards of 100% for local basic letters and local registered letters by the second working day.	• Postal Services Act (Cap 237A) • Postal Licence • Postal Services Regulations • Postal Services Operations Code • Postal Competition Code
Anti-Corruption Regulations We are committed to conducting our businesses with utmost integrity, transparency, and honesty, as well as implementing and enforcing effective systems to counter bribery and corruption. Recognising that any lapses have a direct bearing on our reputation and loss of confidence from our stakeholders, we continually strengthen our systems in line with the applicable legislation.	• Prevention of Corruption Act ("PCA") • Penal Code • Corruption, Drug Trafficking and Other Serious Crimes (Confiscation of Benefits) Act • UK BriWbery Act ("Bribery Act 2010") • US Foreign Corrupt Practices Act of 1977 ("FCPA")
Data Protection and Privacy Regulations The workflows and processes of our operations are consistently reviewed by our operation, technology, and privacy teams to ensure the security of our data. Our Group Privacy Foundation and related SOPs set the group-wide minimum privacy standards for the handling of personal data across the SingPost group of companies, which are designed to comply with the privacy and data protection requirements in markets where we are operating in. In addition, our Personal Data Protection Policy in Singapore provides information on SingPost's framework of compliance to PDPA and is made available through SingPost's intranet, "SPhere".	• Personal Data Protection Act 2012 ("PDPA") • Privacy Act 1988
Workplace Safety & Health Regulations We are committed to providing a healthy and safe work environment for our staff, and we seek to perform beyond regulatory requirements to protect their rights and welfare. Our Group Workplace Safety & Health Policy and Work Injury Compensation Policy are set in line with relevant acts and legislation, outlining our commitment towards a safety culture of zero accidents, injuries or damage to the assets and human resources of SingPost.	• Employment Act • Retirement & Re-employment Act • Workplace Safety & Health ("WSH") Act • Work Injury Compensation ("WIC") Act

Keeping Updated with International Sanctions

Sanctions have become an international policy instrument that is being imposed on countries, economic sectors, and organisations on an increasingly frequent basis. Recognising this global development, SingPost is committed to complying with international economic and trade sanctions laws and regulations as defined by the United Nations, Singapore Customs, and other international regulatory bodies.

On a monthly basis, an updated list of sanction countries is broadcast by the Group Compliance Function to SingPost's subsidiaries, affiliates, and business units. SingPost aims to ensure that no sales are booked with consignees or agents that deal with a port or destination that is sanctioned, with the goal of zero transactions with these sanctioned countries as far as possible. Non-compliance by any company or individual may result in strict enforcement action.

To keep abreast of compliance matters in origin and destination countries as a postal and eCommerce logistics operator, SingPost has also bought access rights to industry-standard data platforms, which act as regulatory tools that provide real-time updates on international statutes on sanctions, regulations and oversight. This ensures the Group's continued adherence to international guidelines, protects our logistics networks from any unforeseen disruptions due to unidentified trade and economic restrictions, and ultimately contributes to international peace and security.

There were no material trade compliance and sanction/regulatory fines over the last year.

Sanction Regimes/List that SingPost Group Draws Reference From Include:

• Office of Foreign Asset Control ("OFAC") Sanctions List
• Singapore Customs Sanctioned Lists (implementation of the Resolutions passed by the United Nations Security Council ("UNSC") in Singapore's domestic laws)
• United Nations Security Council Consolidated List
• Financial Action Task Force's High-risk and other monitored jurisdictions

DATA PRIVACY AND CYBERSECURITY

In today's world, businesses and societies become increasingly reliant on digital systems and technology. The risks and measures to protect data privacy and ensure cybersecurity continues to grow in importance to ensure we build trust in our customers. At SingPost, we have consistently taken imperative steps to protect our stakeholders' personal data with the best in industry standards, policies, and procedures.

OUR TARGETS

Targets	FY2021/22 Progress and Performance 418-1
Uphold the highest standards of data privacy protection including compliance with relevant laws	SingPost has fully complied with Personal Data Protection Act ("PDPA") for FY2021/22. A personal data breach was identified and reported to the Singapore Personal Data Protection Commission ("PDPC") in FY2021/22. A reminder was given, and mitigation measures were implemented to prevent similar occurrence.
Establish a Cybersecurity framework in line with industry standards	SingPost's current Cybersecurity Framework is designed to align with National Institute of Standards and Technology ("NIST") Cybersecurity framework with aspirations for more standard benchmarking in the future.

Cybersecurity

Establishing Strict Governance into Cyber Resilience and Cybersecurity

We aim to uphold the highest standards of cybersecurity in our organisation. Prudent handling, processing, storage, and usage of our stakeholder's information in our systems are crucial, hence we strive to ensure that our critical data assets are always secured and protected. BRTC ensures that the right cybersecurity investments are made, maintaining a positive cybersecurity culture of awareness and accountability.

Board Risk & Technology Committee ("BRTC")
- Comprises directors with competencies in risk management and technology
- Provides oversight with respect to risk management and technology in implementing business strategies of the Group

Group Technology Division
- Strategises and handles day-to-day operations with regard to SingPost's Information Systems
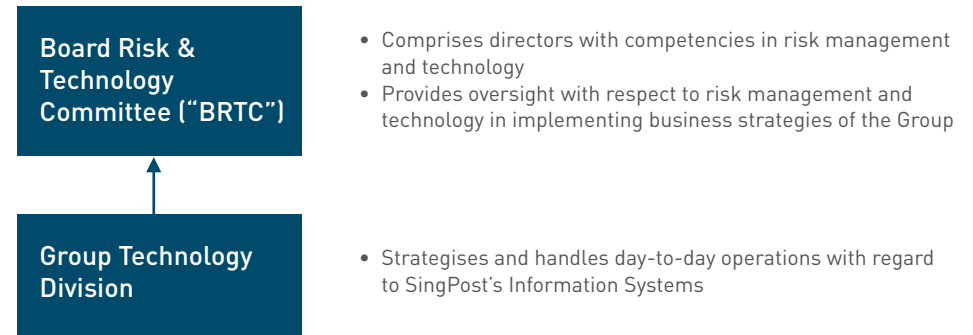
Strengthening Data Integrity and Protection is Paramount

Global digitisation and the pervasive usage of the internet in our everyday business will mean increased risk exposure, prompting cybersecurity to be our top risk priority. We are committed to providing adequate protection of our customers' data, building data security resilience, and improving our response to cyber threats. Furthermore, we also place importance on minimising the potential impacts of any incidents and have proactive recovery strategies, processes and protocols in place in the event of attacks.
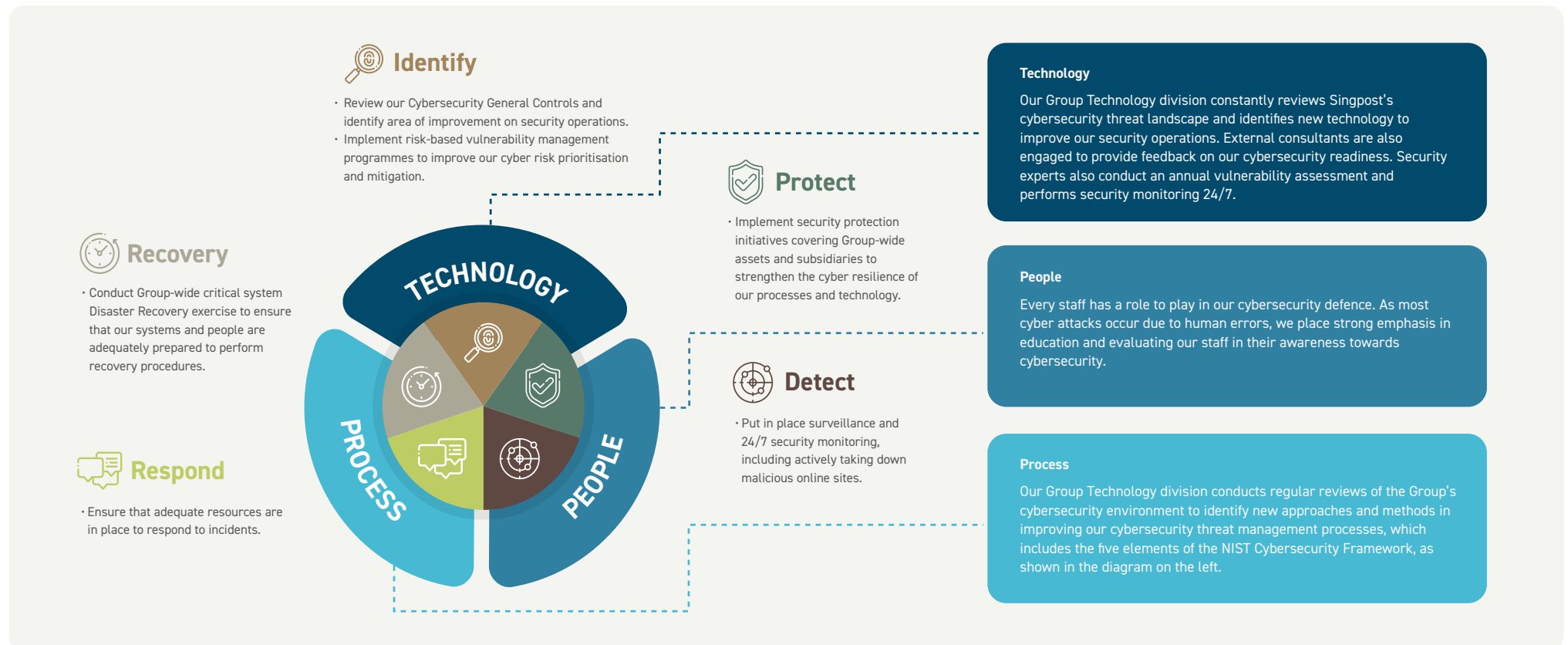
The ISO27001 is an international standard for information security that offers robust specifications for an Information Security Management System ("ISMS"). Being internationally recognised and possessing the necessary core functions consisting of establishment, implementation, operation, monitoring, reviewing, maintaining and continuous improvement of an ISMS, this standard was identified as a key foundation in our cybersecurity pursuits. We will be enhancing our Cybersecurity framework, system policies, protocol, and processes to align with the ISO27001 standards.

We have adopted the US NIST Cybersecurity Framework and leveraged on it to outline our Cybersecurity framework, with efforts focusing on Process, Technology and People, as illustrated in the figure below.

Identify
- Review our Cybersecurity General Controls and identify area of improvement on security operations.
- Implement risk-based vulnerability management programmes to improve our cyber risk prioritisation and mitigation.

Protect
- Implement security protection initiatives covering Group-wide assets and subsidiaries to strengthen the cyber resilience of our processes and technology.

Recovery
- Conduct Group-wide critical system Disaster Recovery exercise to ensure that our systems and people are adequately prepared to perform recovery procedures.

Respond
- Ensure that adequate resources are in place to respond to incidents.

Detect
- Put in place surveillance and 24/7 security monitoring, including actively taking down malicious online sites.

TECHNOLOGY

PROCESS

PEOPLE

Technology

Our Group Technology division constantly reviews Singpost's cybersecurity threat landscape and identifies new technology to improve our security operations. External consultants are also engaged to provide feedback on our cybersecurity readiness. Security experts also conduct an annual vulnerability assessment and performs security monitoring 24/7.

People

Every staff has a role to play in our cybersecurity defence. As most cyber attacks occur due to human errors, we place strong emphasis in education and evaluating our staff in their awareness towards cybersecurity.

Process

Our Group Technology division conducts regular reviews of the Group's cybersecurity environment to identify new approaches and methods in improving our cybersecurity threat management processes, which includes the five elements of the NIST Cybersecurity Framework, as shown in the diagram on the left.

We Ensure That the Right Processes Are in Place

As cyber threats evolve, SingPost will continue to build on our cyber resilience and prepare our people to guard our business. We work with key stakeholders to deploy various means to monitor, measure and review our systems, as well as stress-test our response across different scenarios. These include:

Element	Processes
1. Identify	**We engage in rigorous internal and external audits on our information systems annually** • We constantly review our Cybersecurity General Controls and identify areas to improve our security operations, with the help of Group Internal Audit. Scope of audit is reviewed annually following the organisation risk landscapes and to address any emerging threat. • External consultants are engaged to assess and provide feedback on our Cybersecurity readiness. Its cybersecurity subject matter experts conduct stress-testing security controls of our critical systems and review their compliance to Group Policy and regulatory requirements. • Internally, we continue to implement a comprehensive threat and vulnerability management programme, strengthen our cybersecurity hygiene, and further invest into layered defence capabilities.
2. Protect	**We organise initiatives to increase employees' awareness of data security** • We organise bi-monthly security awareness programmes for our employees on Information Security via an e-learning platform, which is further supplemented by a broad-based awareness programme with targeted phishing campaigns. • We conduct periodical spear phishing exercises with top management team to strengthen executives' alertness. • Such initiatives do not only cover domestic operations but all global sites. • Continual enhancements to protect data security include keeping ourselves updated on evolving tactics, predictive measures, and technological enhancement for adoption.
3. Detect	**We review the cybersecurity threat landscape in tandem with our security posture to identify new approaches and methods to improve our cybersecurity resilience** • We continue to strengthen our Cybersecurity controls and to secure our customer data. We establish and execute a risk-based vulnerability management programme to improve our cyber risk prioritisation and mitigation effort. • Cybersecurity cuts across the entire Group's businesses. We provide regular updates to senior management and risk committees to keep them updated on key developments of Cybersecurity programmes as well as cyber threat landscapes and incidents in relation to the Group. • We have strengthened our endpoint security, threat detection capability and enhanced visibility through implementation of a cloud-native AI-driven security platform to secure critical endpoints and workloads for the entire Group.
4. Respond	**We are focused on building our capability in responding to Information Technology ("IT") incidents** • We engaged Managed Security Services Provider to provide 24-hour Cybersecurity monitoring of the Group's resources and provide real-time alerts on identified threats. • Our Crisis Management Team ensures that our people and systems are well prepared to respond to incidents through training such as the Disaster Recovery and Tabletop exercises. • We also have in place a Data Breach Management Plan that sets out the policies and procedures for all employees and agents of SingPost to respond to personal data breaches promptly and effectively. Refer to Data Privacy section on page 61 for more details.
5. Recover	**While we continue to strengthen our cybersecurity capabilities, we also focus on improving our people process in effectively responding to cybersecurity incidents via regular exercise and awareness programmes** • We conduct IT Disaster Recovery simulations from time to time and two of such exercises were conducted this year. We assess the factors that play a crucial role and common to any cybersecurity incident and develop a plan that to determine to all stakeholders' roles and responsibilities and actions by each stakeholder. Pre-exercise and post-exercise briefings are conducted to identify any gaps or areas for improvement. Such findings are then reported to BRTC and Management Committee for Management's oversight and input into future improvement roadmaps.

# Protecting the Public from Fraudulent SMS and Phishing Scams

With the recent proliferation of cybersecurity scams, we have taken proactive countermeasures to secure customer data and mitigate cybersecurity risks. SingPost has engaged a service provider to take down websites that imitate SingPost's identity or are suspected of phishing activities from threats identified from social media and public space. On average, 50 phishing sites are taken down per month. We continue to work together with other enterprises and authorities in Singapore to raise public awareness on fraud and scam prevention.

To protect our relationships with our valued customers, we also made public announcements on our website to educate and increase our customers' awareness to reduce susceptibility to these cyber-crimes.

Examples of fraudulent SMSes are provided at our website and social media to help our customers identify their key differentiating features vis-à-vis our authentic ones. A list of frequently asked questions is provided to educate our customers on crucial aspects of cyber-crimes such as assessing legitimacy of contacts and reporting phishing incidents.

Besides this, scam alerts on wilful acts that utilise SingPost's corporate logo and images, are periodically shared in the media as well as Singapore Police Force advisories. In Singapore, the public is also notified of cyber scams at SAM machines located island wide.

Another proactive measure we have taken is migrating SMS alerts and embedded links in SMS to Push Notifications directly in the SingPost App. Our customers are also encouraged to utilise the SingPost mobile application to safeguard themselves whilst enjoying other conveniences that are offered. We also informed the public about cyber scams via a "Scam Alert" message sent to mobile phones via our SingPost App.

Be scam-free with SingPost App
We are replacing SMS alerts with Push Notifications for your added security
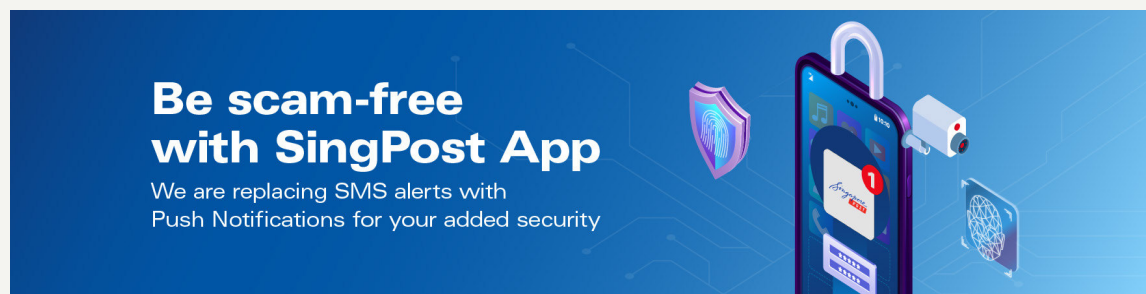
Navigating the COVID-19 Digital Landscape

The COVID-19 pandemic had a swift and significant impact on the digital landscape, which increased the use and reliance on internet technologies, leading to heightened possibilities of cybercrime threats to our employees and customers. We continue to sustain and build upon our ongoing cybersecurity measures, including taking down fraudulent and phishing sites, while strengthening our perimeter controls as well as our detection and response capabilities. We also continue to improve cyber-crime awareness among our employees, customers, and the public.
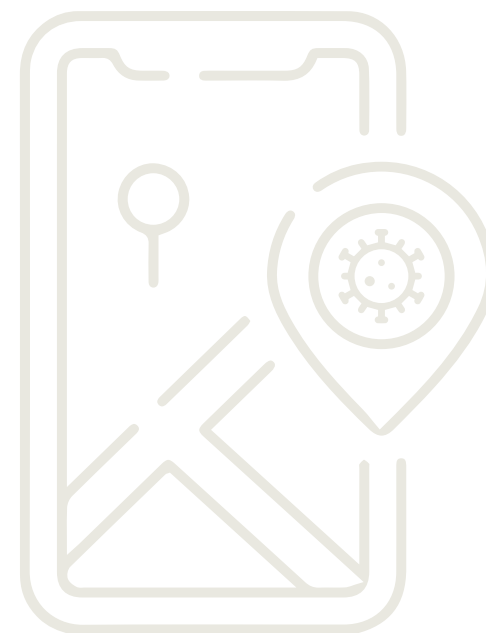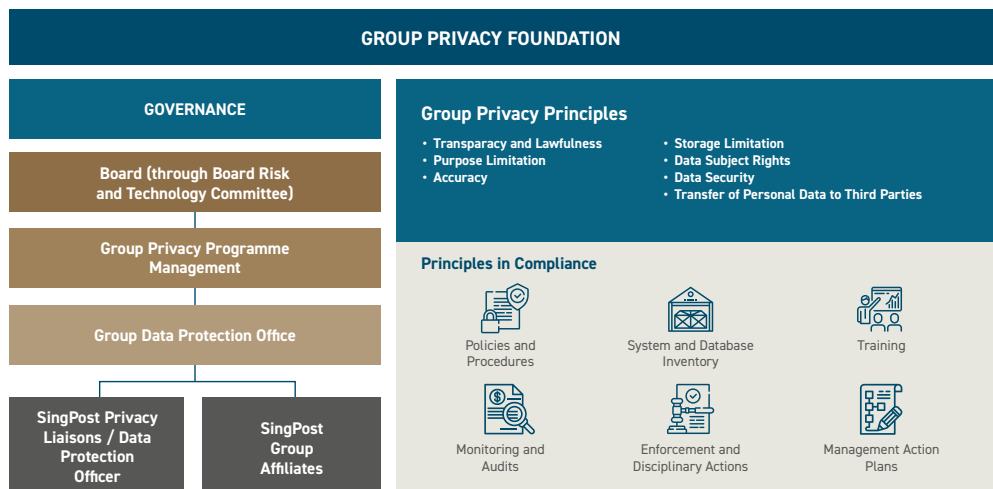
Data Privacy

Great Emphasis is Placed on Respecting the Privacy Rights of All Our Stakeholders

Our stakeholders' privacy and security are treated with utmost importance. We ensure that stringent compliance to how personal data is used and safeguard our customer data in strict adherence to data protection laws. This includes collecting, using, processing, and protecting personal data with dedicated and continuous attention.

We ensure data privacy compliance in the markets we operate in, by accessing industry-standard resources which provide up to date information and data on international privacy regulations and oversight. Such resources enable us to:

- Conduct research and monitoring of latest data protection developments
- Follow legislation, regulations news, legal research, and opinion regarding data protection
- Download readily available templates pertaining to data protection for use

Having a Strong Backbone for Data Privacy Regulation

The Group Privacy Foundation is the framework that defines the group-wide minimum privacy standards and principles for handling personal data at SingPost Group. It comprises corporate guidelines for processing of personal data, where each country and local affiliated entity is directly responsible for the implementation and adherence of these group-wide guidelines and other legal requirements.

GROUP PRIVACY FOUNDATION

GOVERNANCE
- Board (through Board Risk and Technology Committee)
- Group Privacy Programme Management
- Group Data Protection Office
- SingPost Privacy Liaisons / Data Protection Officer
- SingPost Group Affiliates

Group Privacy Principles
- Transparacy and Lawfulness
- Purpose Limitation
- Accuracy
- Storage Limitation
- Data Subject Rights
- Data Security
- Transfer of Personal Data to Third Parties

Principles in Compliance
- Policies and Procedures
- System and Database Inventory
- Training
- Monitoring and Audits
- Enforcement and Disciplinary Actions
- Management Action Plans

SingPost's Personal Data Protection Policy ("PDPP") was established using the Singapore Personal Data Protection Act ("PDPA") as its foundation. The PDPP defines specific guidelines for employees' compliance and provides them with an understanding of the PDPA's impact on operational activities. The PDPP outlines ten main obligations under the Data Protection Provisions which are mandatory for employees' compliance as well as the processes involved in the event of a PDPC investigation.

Guarding Against Potential Data Breaches

As our global cybersecurity environment today becomes ever more complex, organisations need to be constantly enhancing its preventive measures. SingPost has various Standard Operating Procedures ("SOP") where each division has a pre-defined and specific procedure to deal with incidents to strengthen our cybersecurity against data breaches. For example, Group Data Protection Office has a SOP in place if an incident involves personal data breach and meets the requirements for reporting to PDPC. It also provides a response framework for SingPost employees and relevant personnel to action on any personal or corporate data breach promptly and effectively.

Employees are required to report a potential or actual data breach to the Data Protection Officer. The officer will then evaluate appropriate actions and escalation protocols. Core elements in managing a data breach are containment and recovery, risk and impact assessment, notification of data breach to individuals and stakeholders and finally, an evaluation and response. To properly record and store incident history, all incident details are logged in an incident tracking table for live tracking, so it is closely monitored by respective parties until complete issue closure.

A Concerted Effort for Awareness and Accountability

In view of evolving cybersecurity risks, our employees are constantly reminded of the gravity of data security and privacy. We equip them with a sound understanding of data protection and its workplace applications in places where we have a market presence. To ensure the PDPP and cybersecurity knowledge are disseminated among all our employees, we have designed and updated our mandatory e-learning modules on these topics. Besides e-learning, we also employ other channels of information distribution such as engagement of appointed Privacy Liaisons from each business and support units through training via live videos or email as appropriate.

APPENDIX A

Definitions, Boundaries and Methodologies

`103-1` `103-2` `103-3` `102-46` `102-48` `102-49` `103-1` `103-2` `103-3`
`302-1` `305-1` `305-2` `403-9` `404-1`

This section explains the definitions, boundaries and methodologies used in the computation for SingPost's material matters on Climate Action and Resilience, Resource Efficiency and Waste Management, Employee Engagement and Talent Practices, and Health and Safety.

GENERAL

Our reporting scope for SingPost Group includes SingPost, Quantum Solutions ("QS"), FPS Global Logistics and Lock+Store[16] in Singapore, CouriersPlease ("CP") and QS in Australia, and QS operations in seven markets outside Singapore, unless stated otherwise. Refer to Reporting Scope section on page 5 for more details.

Data from the following reporting periods have been included in this report unless stated otherwise:

- FY2019/20: 1 April 2019 to 31 March 2020
- FY2020/21: 1 April 2020 to 31 March 2021
- FY2021/22: 1 April 2021 to 31 March 2022

CLIMATE ACTION AND RESILIENCE

Energy Consumption

The following definitions have been adopted for energy consumption including fuel and electricity

- **Fuel consumption**: Total fuel consumption within SingPost Group, expressed in joules or multiples. This includes motor gasoline, diesel oil and liquified petroleum gases used for vehicles owned or under SingPost's operational control, as well as all equipment owned and used in offices and locations from which SingPost Group operates and maintains operational control. It excludes subcontractors' vehicles or operations.
- **Electricity consumption**: Total electricity consumption within SingPost Group, expressed in watt-hours, joules or multiples. This is related to the electricity used for leased space, buildings owned and under SingPost's operational control, as well as all delivery vehicles owned by SingPost Group. It excludes tenant spaces, SAM machines, POPStations, and PostPal (pilot) installations in non-SingPost locations.

The **scope and boundaries** for both fuel and electricity consumption include SingPost Group operations as listed in the Reporting Scope section on page 5.

Note: Restatements were made for some of FY2019/20 and FY2020/21 data to reflect greater accuracy, as detailed below:

- Fuel consumption in Singapore has been updated to reflect a correction made to amount of fuel consumed for mail and parcel deliveries and to include leased vehicles under SingPost's operational control.

Energy Consumption (continued)

The following conversion factors for energy consumption were used:

Emission Source	Conversion Factors	Unit	Conversion Numbers	Reference
Energy	Conversion to energy units	kWh to TJ	0.0000036	The figures values relating to diesel, petrol and jet kerosene were sourced/ derived from the Intergovernmental Panel on Climate Change ("IPCC") Guidelines.
Motor gasoline	Fuel density for gas/diesel oil	kg/m³	740.00	
	Energy density	TJ/Gg	44.30	
Gas/Diesel Oil	Fuel density for gas/diesel oil	kg/m³	840.00	
	Energy density	TJ/Gg	43.00	
Liquified Petroleum Gases	Fuel density for gas/diesel oil	kg/m³	511.60	
	Energy density	TJ/Gg	47.30	

Methodology: The direct energy consumption from fuel was calculated using the consumed fuel volume used multiplied by the density of fuel and energy density of the fuel. In the event that actual invoiced data is unavailable, electricity and/or fuel consumption is estimated based on best available information including prior/subsequent period information and/or similar information from comparable operations.

[16] Given the divestment of General Storage Company in December 2021, the data for Lock+Store will be included up to 30 November 2021 where relevant, unless otherwise stated.

Greenhouse Gas ("GHG") Emissions	GHG emissions refer to gas that contributes to the greenhouse effect by absorbing infrared radiation.

SingPost Group adopts the use of the GHG Protocol Corporate Accounting and Reporting Standard and accounts for its direct (Scope 1) and energy indirect (Scope 2) GHG emissions using the operational control criteria.

- **Direct (Scope 1) GHG emissions:** GHG emissions from combustion of fuel used for vehicles and equipment owned or under SingPost Group's operational control, as well as all equipment owned and used in offices and locations from which SingPost Group operates and maintains operational control. Carbon dioxide ("CO_2"), methane ("CH_4") and nitrous oxide ("N_2O") were included in the GHG emissions calculation and expressed in carbon dioxide equivalents ("CO_2e").

The following emission factors were used for Direct (Scope 1) GHG emissions:

Type of combustion	Emission Source	Conversion Factors	Unit	Conversion Numbers	Reference
Mobile Combustion	Motor Gasoline	CO₂e Emission Factor	tonnes CO₂e/TJ	70.92	GHG emissions were calculated using the default emissions factors from the IPCC Guidelines for National Greenhouse Gas Inventories and the respective global warming potential ("GWP") on a 100-year time horizon from the 2014 IPCC Fifth Assessment Report.
	Gas/ Diesel Oil			75.24	
	Liquified Petroleum Gases			63.15	
Stationary Combustion	Gas/ Diesel Oil			74.34	

Note: Restatements were made for some of FY2019/20 and FY2020/21's data to reflect greater accuracy, as detailed below:

- Direct (Scope 1) emissions in Singapore have been updated to reflect a correction made to amount of fuel consumed for mail and parcel deliveries and to include leased vehicles under SingPost's operational control.

Greenhouse Gas ("GHG") Emissions (continued)	- **Energy indirect (Scope 2) GHG emissions:** GHG emissions that result from the generation of purchased electricity used for leased space, buildings owned and under SingPost Group's operational control, as well as all delivery vehicles owned by SingPost Group. It excludes tenant spaces, SAM machines, POPStations, PostPal (pilot) installations in non-SingPost locations. Carbon dioxide ("CO_2") is included in the GHG emissions calculation.

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For operations in Singapore, Scope 2 GHG emissions were calculated using the grid emissions factors ("GEF") sourced from the Singapore Energy Statistics, the Energy Market Authority's ("EMA") annual publication on energy statistics in Singapore. EMA's methodologies for the compilation of the GEF are based on the United Nations Framework Convention on Climate Change ("UNFCCC") Clean Development Mechanism ("CDM") Methodological Tool. The GEF measures the average CO_2 emissions emitted per unit net electricity generated. It is calculated using the Average Operating Margin ("OM") method, the generation-weighted average CO_2 emissions per unit of net electricity generation of all generating power plants serving the electricity grid.

For Australia and International operations, national/state average GEFs are obtained from the Institute for Global Environmental Strategies ("IGES"), local government publications or local utility companies.

The following table details the GEF values (in $kgCO_2$/kWh) used for the relevant geographies:

Emission Source	FY2019/20	FY2020/21	FY2021/22	Source
Singapore	0.4188	0.4085	0.408	EMA
Australia (New South Wales)	0.81	0.81	0.81	National Greenhouse Accounts Factors
Hong Kong	0.57	0.57	0.57	CLP Power
Indonesia	0.8	0.8	0.8	IGES
Japan	0.4658	0.4658	0.4658	Climate Transparency Report
Malaysia	0.6448	0.6448	0.6448	IGES
New Zealand	0.101	0.101	0.101	New Zealand Ministry of the Environment
Taiwan	0.509	0.509	0.509	Taiwan Bureau of Energy
Thailand	0.529	0.529	0.529	IGES

RESOURCE EFFICIENCY AND WASTE MANAGEMENT

As referred to in the GRI guidelines, SingPost has adopted the following definitions for waste disposed and waste recycled:

Waste

- **Waste:** refers to anything that the holder discards, intends to discard, or is required to discard expressed in tonnes (T) or multiples and excludes effluents. SingPost does not produce any hazardous waste from our operations.

- **Waste disposed:** Any operation which is not recovery, even where the operation has, as a secondary consequence, the recovery of energy. It is the end-of-life management of discarded products, materials, and resources in a sink or through a chemical or thermal transformation that makes these products, materials, and resources unavailable for further use. (e.g. incineration with/without energy recovery, landfilling)

- **Waste recycled:** Reprocessing of products or components of products that have become waste, to make new materials. SingPost only reports on the waste recycled and does not have any waste reused or repurposed.

  Scope and boundaries: The waste disposed and waste recycled data reported only includes owned or leased properties where SingPost have engaged a waste management contractor, or is billed by the local utilities/ landlord. In the event that actual invoiced data is unavailable, waste disposed/ recycled is estimated based on best available information including prior/subsequent period information and/or similar information from comparable operations. The following table provides more details and the boundaries of waste disposed/ waste recycled at SingPost.

Category	Operation	Details	Boundary
Waste disposed	Waste-to-energy ("WTE")	In Singapore licensed waste contractors transport incinerable waste to the WTE for incineration respectively. The heat from combustion generates superheated steam in boilers, and the steam drives turbogenerators to produce electricity. In Singapore, ferrous scrap metal contained in the ash is recovered and recycled.	• SingPost Group operations in Singapore
	Landfill	In Singapore, ash generated from WTE incineration is sent for disposal at the offshore Semakau Landfill. In Australia and International wastes are collected and sent to landfills.	• SingPost Group operations in Singapore • CP and QS premises
Waste recycled	Recycling	Recycling is the reprocessing of products or components of products that have become waste, to make new materials. At SingPost Group properties, recyclables (if any) are broken down by paper, plastic, wood, ferrous and glass.	• SingPost premises • CP and QS premises

EMPLOYEE ENGAGEMENT AND TALENT PRACTICES

As referred to in GRI guidelines, SingPost has adopted the following definitions for employees, employment type and employment contract

Category	Details
Employees	**Employee** refers to an individual who is in an employment relationship with SingPost Group according to the respective national laws or legislations in the markets that we operate in. All employee data relates to the year's headcount as at 31 March 2022.
Employment Type	• **Full-time employees:** refers to employees whose working hours are defined according to national legislation and practice regarding working time. • **Part-time employees:** refers to employees whose working hours are less than 'full-time employees' as defined above.
Employment Contract	An employment contract is recognised as under national law or practice that can be written, verbal, or implicit (that is, when all the characteristics of employment are present but without a written or witnessed verbal contract). • **Permanent employees:** refers to employees where we have a contract, for full-time or part-time work, for an indeterminate period. • **Fixed term contract employees** (or otherwise referred to as **"contract employees"** in this report): refers to employees where we have an employment contract that ends when a specific time period expires or when a specific tasks that has a time estimate attached is completed.

HEALTH AND SAFETY

Unless otherwise stated, SingPost has adopted the following health and safety related definitions as referred to in GRI 403: Occupational Health and Safety 2018:

Category	Details
Safety Management Systems	SingPost's WSH Management System ("WSHMS") is adapted from the Safety & Health Management System by Singapore's Ministry of Manpower and references the WSH Act and subsidiary Regulations, as well as the Approved Code of Practices / Singapore Standards. It is applicable to SingPost, QS, FPS Global Logistics and Lock + Store[17] operations in Singapore. CP in Australia is guided by its Health, Safety and Environmental ("HSE") Policy and supporting Manuals to all employees, contractors, business partners, visitors, customers and the communities and the environment in that CP operates.
Work-related hazard	**Work-related hazard** is defined as any source of a situation with the potential to cause injury or ill health in the workplace.
Work-related Incidents	**Work-related incidents** are defined as occurrences arising out of or in the course of work that could or does result in injury or ill health or death.

[17] Given the divestment of General Storage Company in December 2021, the data for Lock+Store will be included up to 30 November 2021 where relevant, unless otherwise stated.

HEALTH AND SAFETY (CONTINUED)

Category	Details
Work-related injury	**For Singapore & International, work-related injury** refers to negative impacts on health arising from exposure to hazards at work. Other types of incident can occur that are not connected with the work itself. For example, the following incidents are not considered to be work related: • A worker suffers a heart attack while at work that is unconnected with work; • A worker driving to or from work is injured in a car accident (where driving is not part of the work, and where the transport has not been organized by the employer); • A worker with epilepsy has a seizure at work that is unconnected with work. **For Australia, work-related injury** is defined as a work-related injury is one that happened at or because of work. It includes all accepted workers' compensation claims for an incapacity that results in a total absence from work of one working week or more, excluding fatalities and journey claims. This definition is based on Safe Work Australia.
Work-related fatality	• **Work-related fatality** refers to work-related accidents/ incidents which resulted in the death of an employee during the course on work on-site or off-site/ outdoors while on company business/ operations (e.g., on duty during deliveries) 　» For Australia, work-related fatalities resulting from diseases, natural causes and suicides are excluded. This definition is based on Safe Work Australia. • Methodology for rate of work-related fatalities were calculated based on 200,000 hours worked.
High-consequence work-related injury	• **High-consequence work-related injury** refers to a work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months. 　» SingPost categorises high-consequence work-related injuries (excluding fatalities) as major injuries which are non-fatal injuries that are more severe in nature. This is defined by a combination of factors including the nature of injury, part of the body injured, incident type and duration of medical leave. These include amputation; blindness, deafness; paralysis; crushing, fractures and dislocations: head, back, chest and abdomen, neck, hip and pelvis; exposure to electric current; asphyxia/ drowning; burns and concussion with more than 20 days of medical leave; mosquito borne diseases with more than 20 days of medical leave; virus outbreak with more than 20 days of medical leave • Methodology for rate of high-consequence work-related injuries were calculated based on 200,000 hours worked.
Recordable work-related injury	• **Recordable work-related injury** refers to work-related injury that results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or significant injury diagnosed by a physician or other licensed healthcare professional 　» SingPost defines recordable work-related injuries to include all fatalities and Loss Time Injuries ("LTI"). 　» LTI refers to injuries that occurred in an employee's inability to work the next full day. This includes a fatality, permanent disability or time lost from work (must be at least one day). • Methodology for rate of recordable work-related injuries were calculated based on 200,000 hours worked.
Man-hours worked	• **Man-hours worked** refers to total scheduled number of hours worked by employees and workers as at 31 March 2022. • Methodology for employees' man-hours worked: Calculated by multiplying the number of employees to the daily standard work hours (which may differ by country).

As this is the first year the SingPost Group is disclosing health and safety metrics, data for the number and rate of work-related injuries and fatalities only covers employees of SingPost Group. Data for non-employees are unavailable for disclosure for FY2021/22. Nevertheless, we have ensured that the proper safety processes continued to be carried out for non-employees whose work and/or workplace is under SingPost's operational control. We endeavour to expand the coverage of our health and safety performance data to address these data gaps in future reporting cycles.

APPENDIX B

GRI CONTENT INDEX

The GRI Content Index summarises the GRI Standards Disclosures mapped across our material ESG topics. References are also provided to direct readers to the key pages within this Sustainability Report and SingPost's Annual Report FY2021/22, which can be found on the SingPost website at https://www.singpost.com/about-us/investor-relations/annual-reports. The full GRI Standards is available on the GRI website at https://www.globalreporting.org/standards.

Legend :	AR : SingPost Annual Report FY2021/22
	SR : SingPost Sustainability Report FY2021/22
	W : SingPost Corporate Website

GENERAL DISCLOSURES

GRI Standards	GRI Standards Disclosures		Responses and/or References	Identified Omissions and Reasons for Omissions
GRI 102 (2016): General Disclosures	**Organisational Profile**			
	102-1	Name of the organisation	Singapore Post Limited	-
	102-2	Activities, brands, products, and services	**AR**: 24 - 34, 213, 225 - 231 **SR**: 6 **W**: Our Businesses	-
	102-3	Location of headquarters	Singapore	-
	102-4	Location of operations	**AR**: 217 - 233 **SR**: 5	-
	102-5	Ownership and legal form	**AR**: 42, 180 - 187, 226 - 227 **SR**: 6	-
	102-6	Markets served	**AR**: 217 - 233	-
	102-7	Scale of the organisation	**AR**: 43 - 45 **SR**: 4, 45, 47 **W**: Business Solutions	-

GRI Standards	GRI Standards Disclosures		Responses and/or References	Identified Omissions and Reasons for Omissions
GRI 102 (2016): General Disclosures	**Organisational Profile** (continued)			
	102-8	Information on employees and other workers	**SR**: 45, 47	-
	102-9	Supply chain	**SR**: 31 - 33	-
	102-10	Significant changes to the organisation and its supply chain	**AR**: 10 - 13, 24 - 34, 35 - 39, 152 - 154 **SR**: 5	-
	102-11	Precautionary Principle or approach	**AR**: 52 - 54, 68 - 70, 81 - 93	-
	102-12	External initiatives	**AR**: 80 - 83 **SR**: 5, 9-12, 20-21, 33	-
	102-13	Membership of associations	**AR**: 80 - 83	-
	Strategy			
	102-14	Statement from senior decision-maker	**AR**: 10 - 13 **SR**: 3	-
	Ethics and Integrity			
	102-16	Values, principles, standards, and norms of behavior	**SR**: 54 - 55	-
	102-17	Mechanisms for advice and concerns about ethics	**AR**: 72 - 73 **SR**: 55 **W**: Whistleblowing	-

GRI Standards	GRI Standards Disclosures		Responses and/or References	Identified Omissions and Reasons for Omissions
GRI 102 (2016): General Disclosures	**Governance**			
	102-18	Governance structure	**AR**: 52 - 56, 84 - 86 **SR**: 7	-
	102-19	Delegating authority	**AR**: 51 - 56, 68 - 73, 84 - 86 **SR**: 7	-
	102-20	Executive-level responsibility for economic, environmental and social topics	**SR**: 7	-
	102-22	Composition of the highest governance body and its committees	**AR**: 16 - 19, 52 - 56, 234 - 247	-
	102-23	Chair of the highest governance body	**AR**: 16, 58, 62	-
	102-24	Nominating and selecting the highest governance body	**AR**: 62 - 64	-
	102-25	Conflicts of interest	**AR**: 52, 55 - 64, 72 - 73, 234 - 247	-
	102-26	Role of the highest governance body in setting purpose, values, and strategy	**AR**: 51 - 56 **SR**: 7	-
	102-27	Collective knowledge of highest governance body	**AR**: 56	-
	102-28	Evaluating the highest governance body's performance	**AR**: 55, 60 - 63	-
	102-30	Effectiveness of risk management processes	**AR**: 51 - 56, 68 - 73, 84 - 86	-
	102-32	Highest governance body's role in sustainability reporting	**SR**: 7	-
	102-35	Remuneration policies	**AR**: 54, 64 - 68, 101 - 104	-
	102-36	Process for determining remuneration	**AR**: 54, 64 - 68, 101 - 104	-

GRI Standards	GRI Standards Disclosures		Responses and/or References	Identified Omissions and Reasons for Omissions
GRI 102 (2016): General Disclosures	**Stakeholder Engagement**			
	102-40	List of stakeholder groups	**SR**: 13 - 16	-
	102-41	Collective bargaining agreements	Approximately 53% of our staff are covered by collective bargaining agreement.	-
	102-42	Identifying and selecting stakeholders	**SR**: 13 - 16	-
	102-43	Approach to stakeholder engagement	**AR**: 77 **SR**: 13 - 16	-
	102-44	Key topics and concerns raised	**SR**: 13 - 16	-
	Reporting Practice			
	102-45	Entities included in the consolidated financial statements	**AR**: 217 - 233	-
	102-46	Defining report content and topic boundaries	**SR**: 5, 8	-
	102-47	List of material topics	**SR**: 8	-
	102-48	Restatements of information	**SR**: 25, 47	-
	102-49	Changes in reporting	**SR**: 62 - 63	-
	102-50	Reporting period	**SR**: 5	-
	102-51	Date of most recent report	**SR**: 5	-
	102-52	Reporting cycle	**SR**: 5	-
	102-53	Contact point for questions regarding the report	**SR**: 5	-
	102-54	Claims of reporting in accordance with the GRI Standards	**SR**: 5	-
	102-55	GRI content index	**SR**: 67-71	-
	102-56	External assurance	**SR**: 5	-

TOPIC-SPECIFIC DISCLOSURES

GRI Standards	GRI Standards Disclosures		Responses and/ or References	Identified Omissions and Reasons for Omissions
Cherishing our Planet				
Material Matter: Climate Action and Resilience				
GRI 103 (2016): Management Approach	103-1	Explanation of the material topic and its boundary	**SR:** 19 - 26	-
	103-2	The management approach and its components	**SR:** 19 - 26	-
	103-3	Evaluation of the management approach	**SR:** 19 - 26	-
GRI 302 (2016): Energy	302-1	Energy consumption within the organisation	**SR:** 24 - 26	-
GRI 305 (2016): Emissions	305-1	Direct (Scope 1) GHG emissions	**SR:** 24 - 26	-
	305-2	Energy indirect (Scope 2) GHG emissions	**SR:** 24 - 26	-
Material Matter: Resource Efficiency and Waste Management				
GRI 306 (2020): Waste	103-1	Explanation of the material topic and its boundary	**SR**: 27 - 29	-
	103-2	The management approach and its components	**SR**: 27 - 29	-
	103-3	Evaluation of the management approach	**SR**: 27 - 29	-
	306-1	Waste generation and significant waste-related impacts	**SR**: 27 - 29	-
	306-2	Management of significant waste-related impacts	**SR**: 27 - 29	-
	306-3	Waste generated	**SR**: 29	-

GRI Standards	GRI Standards Disclosures		Responses and/ or References	Identified Omissions and Reasons for Omissions
Culture of Trust				
Material Matter: Ethical and Transparent Business Practices				
GRI 103 (2016): Management Approach	103-1	Explanation of the material topic and its boundary	**SR**: 53 - 56	-
	103-2	The management approach and its components	**SR**: 53 - 56	-
	103-3	Evaluation of the management approach	**SR**: 53 - 56	-
GRI 205 (2016): Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	**SR**: 53, 55	-
	205-3	Confirmed incidents of corruption and actions taken	**SR**: 53, 55	-
GRI 307 (2016): Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	**SR**: 53, 55	-
GRI 416 (2016): Customer Health and Safety	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	**SR**: 53, 55	-
GRI 417 (2016): Marketing and Labeling	417-2	Incidents of non-compliance concerning product and service information and labeling	**SR**: 53, 55	-
	417-3	Incidents of non-compliance concerning marketing communications	**SR**: 53, 55	-
GRI 419 (2016): Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area	**SR**: 53, 55	-

GRI Standards	GRI Standards Disclosures		Responses and/ or References	Identified Omissions and Reasons for Omissions
Material Matter: Data Privacy and Cybersecurity				
GRI 103 (2016): Management Approach	103-1	Explanation of the material topic and its boundary	**SR:** 57 - 61	-
	103-2	The management approach and its components	**SR:** 57 - 61	-
	103-3	Evaluation of the management approach	**SR:** 57 - 61	-
GRI 418 (2016): Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	**SR:** 57 - 61	-
Material Matter: Employee Engagement and Talent Practices				
GRI 103 (2016): Management Approach	103-1	Explanation of the material topic and its boundary	**SR:** 45 - 47	-
	103-2	The management approach and its components	**SR:** 45 - 47	-
	103-3	Evaluation of the management approach	**SR:** 45 - 47	-
GRI 404 (2016): Training and Education	404-1	Average hours of training per year per employee	**SR**: 47	-
Material Matter: Health and Safety				
GRI 103 (2016): Management Approach	103-1	Explanation of the material topic and its boundary	**SR:** 48-52	-
	103-2	The management approach and its components	**SR:** 48-52	-
	103-3	Evaluation of the management approach	**SR:** 48-52	-
GRI 403 (2018): Occupational Health and Safety	403-1	Occupational health and safety management system	**SR:** 48	-
	403-2	Hazard identification, risk assessment, and incident investigation	**SR:** 48 - 49	-

GRI Standards	GRI Standards Disclosures		Responses and/ or References	Identified Omissions and Reasons for Omissions
Material Matter: Health and Safety (continued)				
GRI 403 (2018): Occupational Health and Safety (continued)	403-3	Occupational health services	**SR:** 48 - 49	-
	403-4	Worker participation, consultation, and communication on occupational health and safety	**SR:** 48	-
	403-5	Worker training on occupational health and safety	**SR:** 49	-
	403-6	Promotion of worker health	**SR:** 49	-
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	**SR:** 49	-
	403-9	Work-related injuries	**SR:** 52	-
Collaborative Partnerships				
Material Matter: Responsible Supply Chain				
GRI 103 (2016): Management Approach	103-1	Explanation of the material topic and its boundary	**SR:** 31 - 33	-
	103-2	The management approach and its components	**SR:** 31 - 33	-
	103-3	Evaluation of the management approach	**SR:** 31 - 33	-
GRI 308 (2016): Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	**SR:** 31	-
GRI 414 (2016): Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	**SR:** 31	-

GRI Standards	GRI Standards Disclosures		Responses and/ or References	Identified Omissions and Reasons for Omissions
Material Matter: Customer Experience				
GRI 103 (2016): Management Approach	103-1	Explanation of the material topic and its boundary	**SR:** 34 - 37	-
	103-2	The management approach and its components	**SR:** 34 - 37	-
	103-3	Evaluation of the management approach	**SR:** 34 - 37	-
Material Matter: Community Investment				
GRI 103 (2016): Management Approach	103-1	Explanation of the material topic and its boundary	**SR:** 38 - 40	-
	103-2	The management approach and its components	**SR:** 38 - 40	-
	103-3	Evaluation of the management approach	**SR:** 38 - 40	-
Material Matter: Product and Service Innovation				
GRI 103 (2016): Management Approach	103-1	Explanation of the material topic and its boundary	**SR:** 41 - 43	-
	103-2	The management approach and its components	**SR:** 41 - 43	-
	103-3	Evaluation of the management approach	**SR:** 41 - 43	-