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# Introduction

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## 1.1 Board Statement

The Board is committed to building a sustainable business model geared towards creating long-term value for the stakeholders of Singapore Post Limited ("SingPost") as it progresses on its transformation journey. Responsible corporate stewardship is an imperative, focusing not just on the economic factors in business, but also the Environmental, Social and Governance ("ESG") aspects of our operations.

For this second Sustainability Report, SingPost reached out to some of its external stakeholders to identify ESG matters that are important to them. The exercise resulted in two new material ESG matters and an additional ESG matter being included in the report, which the Board has validated. The two new material matters – Product and Service Innovation, and Customer Satisfaction, address critical aspects of our business and operations, and are integral to the long term success of the business. The Company has also selected to report an additional matter – Community Investment.

The Board continues to oversee the strategic management of the sustainability-related risks and opportunities of the ESG matters of the Company.

## 1.2 About the Report

This is SingPost's second Sustainability Report. The report covers ESG performance across the three business segments – Post & Parcel<sup>1</sup>, Logistics, eCommerce – in Singapore from 1 April 2018 to 31 March 2019 ("FY2018/19"), with historical performance data ("FY2017/18" and "FY2016/17") included for comparison, where applicable.

This report has been prepared in line with the internationally recognised Global Reporting Initiative ("GRI") Standards – Core option, and the Singapore Exchange Securities Trading Limited ("SGX-ST") Mainboard Listing Rule 711(B). The GRI framework is a broad set of globally applicable standards and appropriate for reporting on our industry and business.

We continue to adopt a phased approach to our reporting; we will consider seeking external assurance as our sustainability reporting matures over time.

We welcome feedback on any aspects of our sustainability journey. Please address your feedback to [csr@singpost.com](mailto:csr@singpost.com).

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<sup>1</sup> SP Parcels was merged into the Postal Services division, now called Post & Parcel, during the financial year.

## 1.3 Organisation Profile

As the country's postal service provider, SingPost has been delivering trusted and reliable services to homes and businesses in Singapore for over 160 years. SingPost has grown from a humble single mail office in the 19<sup>th</sup> century to an international organisation with operations in 19 markets worldwide. Listed on the SGX-ST, SingPost's largest shareholders are Singapore Telecommunications Limited (21.96%) and Alibaba Group Holding Limited (14.56%).

We continue to grow our eCommerce logistics business as well as provide innovative mail and logistics solutions to customers in Singapore and around the world, with a vision of becoming a global leader in eCommerce logistics and trusted communications.

We are guided by our core values (Figure 1) to foster and underpin a culture of openness, trust and accountability in the organisation.

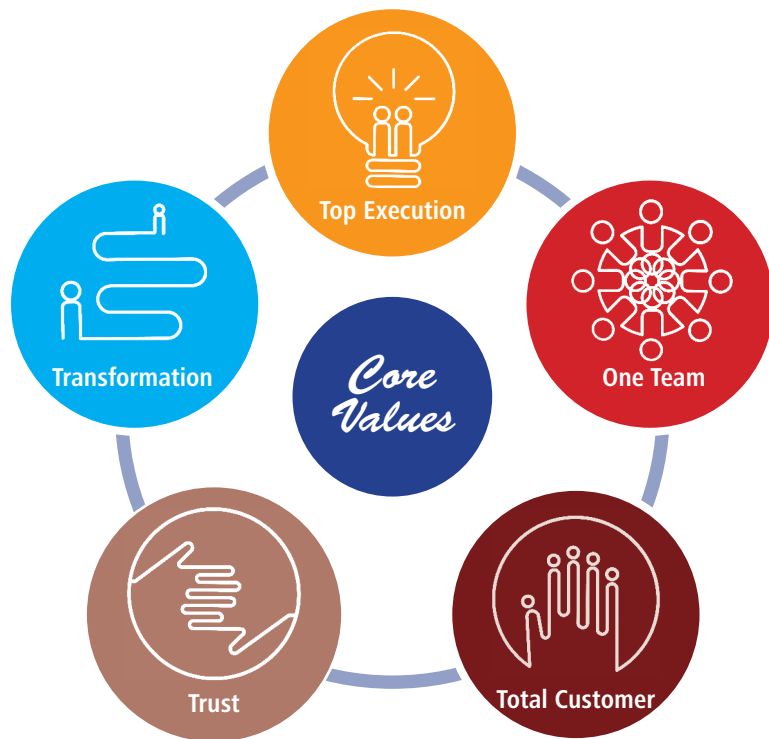
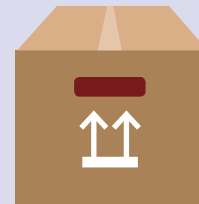


Figure 1: SingPost's core values



### Post & Parcel

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 57 post offices, 7 delivery bases, over 300 self-service automated machines, 743 posting boxes and 163 POPStation smart lockers across Singapore.



### Logistics

We offer end-to-end eCommerce logistics solutions to tap the growing eCommerce market in Asia Pacific. Through our subsidiaries Quantum Solutions, Famous Holdings and General Storage, we provide a diverse range of logistics solutions covering freight, warehousing, domestic and international distribution and delivery services.



### eCommerce

We provide end-to-end solutions across the eCommerce value chain, including eCommerce technology solutions to leading international brands, creating and managing enterprise-grade online stores, digital marketing and customer care under our subsidiary SP eCommerce.



# Strategy and Approach

## 2.1 Sustainability Overview

As a trusted organisation connecting people, businesses and communities for over 160 years, SingPost is committed to managing and operating its business and resources to create long term value for its stakeholders.

Sustainability at SingPost is grouped into six key pillars. **Our Governance** underpins everything that we do. We ensure **our Operational Excellence** throughout our business operations to create value for **our Customers** across our business segments. Throughout our operations, SingPost seeks to be a good steward of **our People, Community and Environment**.

## The Logistics of Sustainability

Delivering long term value for our stakeholders

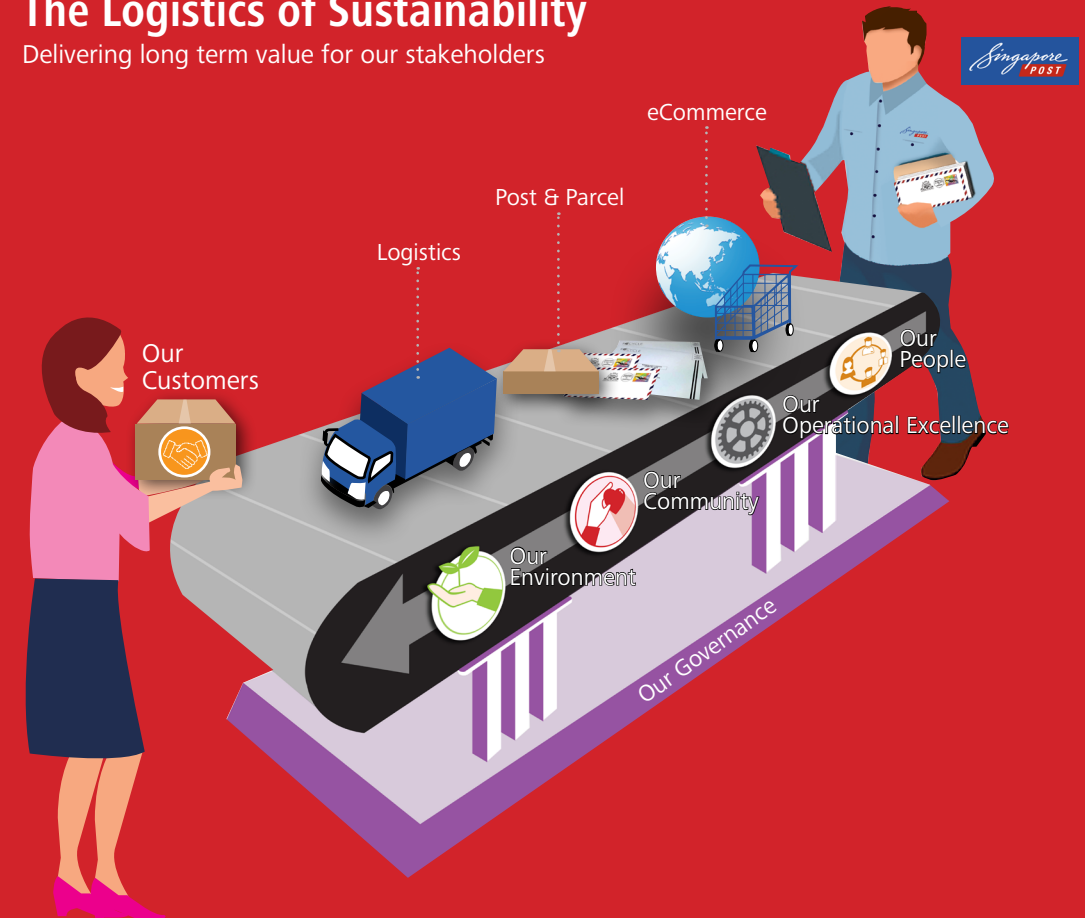


Figure 2: Sustainability overview



## Our Governance

### Adopting best-in-class corporate governance practices

We are committed to a high standard of corporate governance for the long term sustainability of our business.

We do so by ensuring:

- compliance with statutory and regulatory requirements;
- ethical business practices throughout our operations; and
- operational readiness through business continuity.

More information on our Governance can be found under **3.1 Compliance with Laws and Regulations, 3.2 Ethics, Anti-Bribery and Corruption; and 3.3 Business Continuity Planning.**



## Our People

### Building a sustainable workforce for the future

To build a workforce ready for the future, we centre on efforts to develop and grow our staff.

We do so by:

- fostering a fair and inclusive workplace;
- cultivating a learning culture;
- building team camaraderie; and ensuring workplace safety and health.

More information on our People can be found under **4. Our People.**



## Our Operational Excellence

### Achieving operational excellence in everything we do

To keep our business future-proof, we are constantly transforming to better adapt to changing trends and meet the needs of our stakeholders.

We do so by:

- driving innovation in all aspects of our business and operations;
- safeguarding our data security and the data privacy of our stakeholders; and
- managing our supply chain responsibly.

More information on our Operational Excellence can be found under **5.1 Product and Service Innovation, 5.2 Data Security and Privacy and 5.3 Responsible Supply Chain.**



## Our Customers

### Meeting the needs of our customers

Our customers are the core of our business. We are committed to driving higher service standards organisation-wide to improve overall customer satisfaction.

We do so by:

- obtaining feedback from customers through various channels;
- measuring customer satisfaction across key customer touchpoints; and
- continuously improving and innovating to enhance our customers' experiences.

More information on our Customers can be found under **6.1 Customer Satisfaction.**



## Our Environment

### Exercising environmental stewardship

We are committed to environmental stewardship, and focused on minimising the impact of our operations on the environment, as well as conserving resources.

Initiatives include:

- optimising delivery routes;
- fulfilling more deliveries with POPStations;
- smart head office; and
- ReCYCLE, an e-waste recycling programme.

More information on our Environmental stewardship can be found under **7.1 Fuel Usage, Energy Consumption and Associated Greenhouse Gas Emissions.**



## Our Community

### Uplifting the lives of the disadvantaged and preserving our postal heritage

We believe in mobilising our people, leveraging our competencies, preserving our postal heritage and fostering collaborations to bring positive outcomes in our community initiatives.

Our programmes include:

- delivering food to those in need;
- postmen visits to seniors while on their delivery rounds;
- pledging corporate donations and facilitating public donations;
- supporting community campaigns; and
- encouraging charity at work

More information on our contributions to the Community can be found under **8.1 Community Investment.**

## 2.2 Our Business Strategy

To meet the evolving demands and expectations of our stakeholders, there is a need for constant innovation and transformation. To achieve this, we are guided by our business transformation strategy, LEAP23.

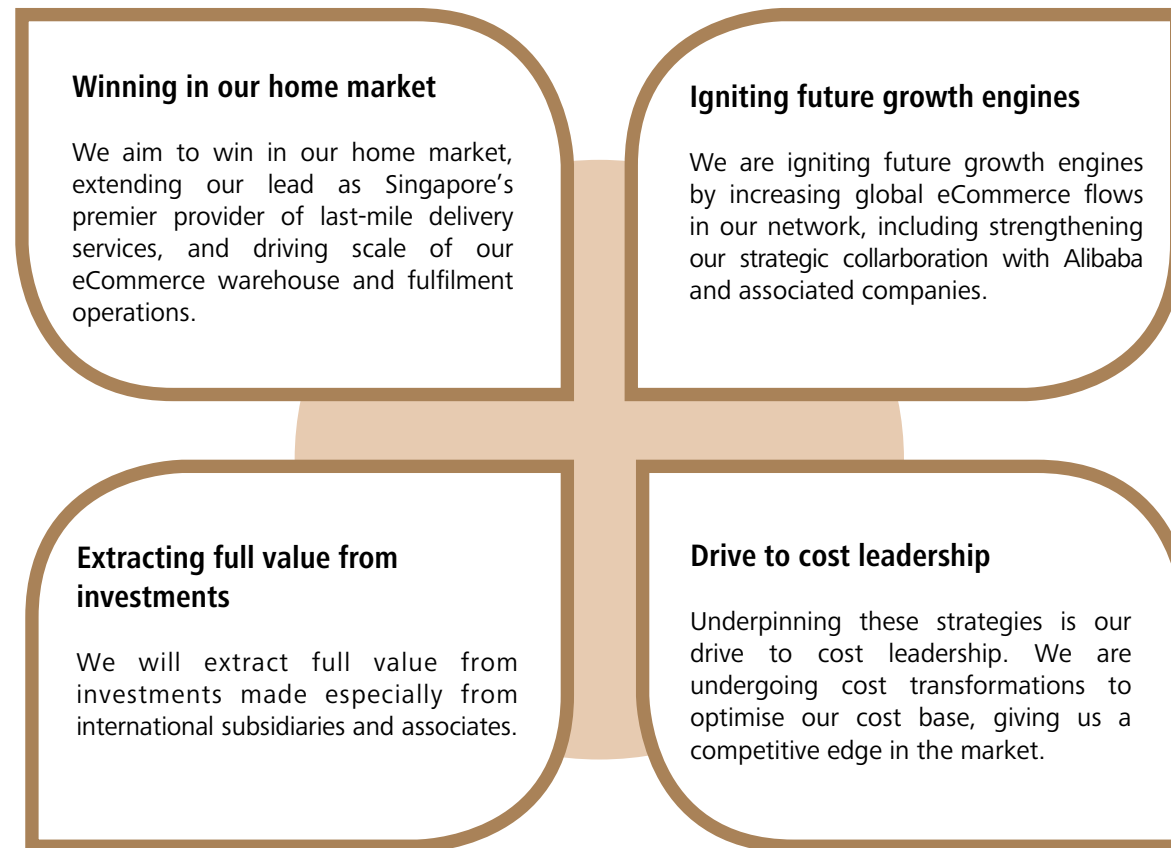


Figure 3: SingPost's transformation strategy - LEAP23

## 2.3 Sustainability Governance Structure

Sustainability matters are governed and managed across various levels in the organisation.

The Board of Directors has oversight over SingPost's sustainability matters. The Group CEO is accountable for the management and monitoring of sustainability matters, including the respective matters' strategies, policies, practices, performance and targets.

Each sustainability matter is overseen by the relevant senior management and their department, or a working committee.

SingPost's Sustainability department is responsible for initiating, driving and monitoring the various aspects of SingPost's sustainability practices. The Sustainability department works with the relevant business and support units for each sustainability matter and reports to the Group Chief Brand & Communications Officer.

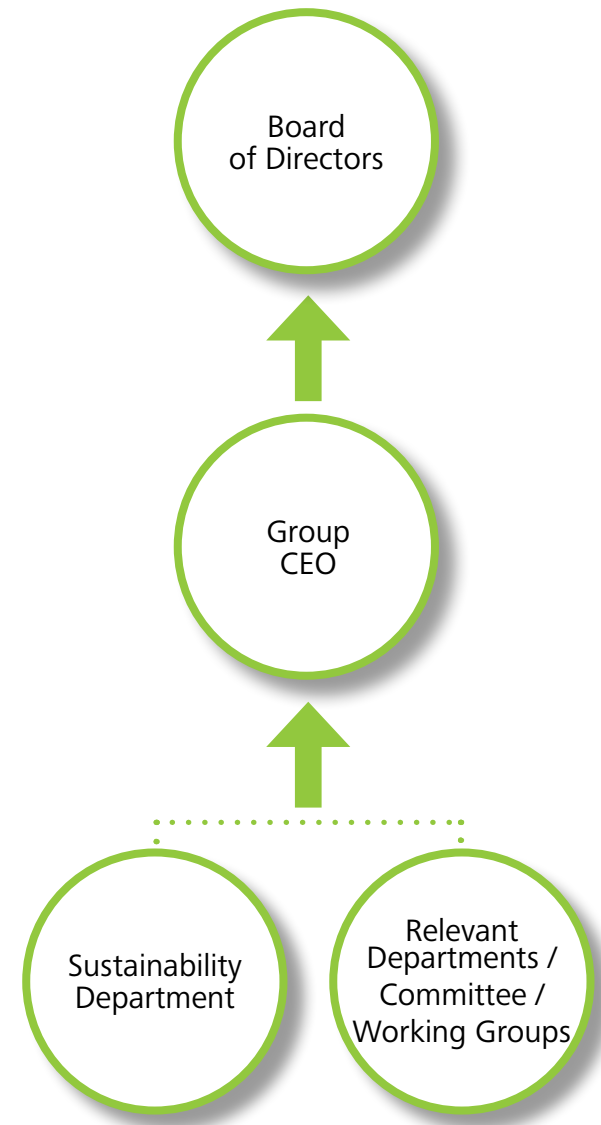


Figure 4: SingPost's sustainability governance structure



## 2.4 Stakeholder Engagement

We seek to maintain our position as a trusted organisation connecting people, businesses and communities, and work to engage our stakeholders and gain their trust. As we continue to meet the needs of and create value for our stakeholders, we have in place arrangements to enable us to listen to and communicate with our stakeholders on a regular basis. Our key stakeholders are shown in Figure 5.



Figure 5: Key stakeholders of SingPost

More information on how SingPost engages with our stakeholders can be found in pages 70 to 72 of our Annual Report 2018/19.

## 2.5 Materiality Assessment

SingPost defines material sustainability matters as matters that reflect our significant ESG impacts and will substantially influence the decision-making process of our stakeholders. To identify our material sustainability matters, SingPost conducted a formal materiality assessment process<sup>2</sup> internally in FY2017/18 and an external stakeholder engagement in FY2018/19.

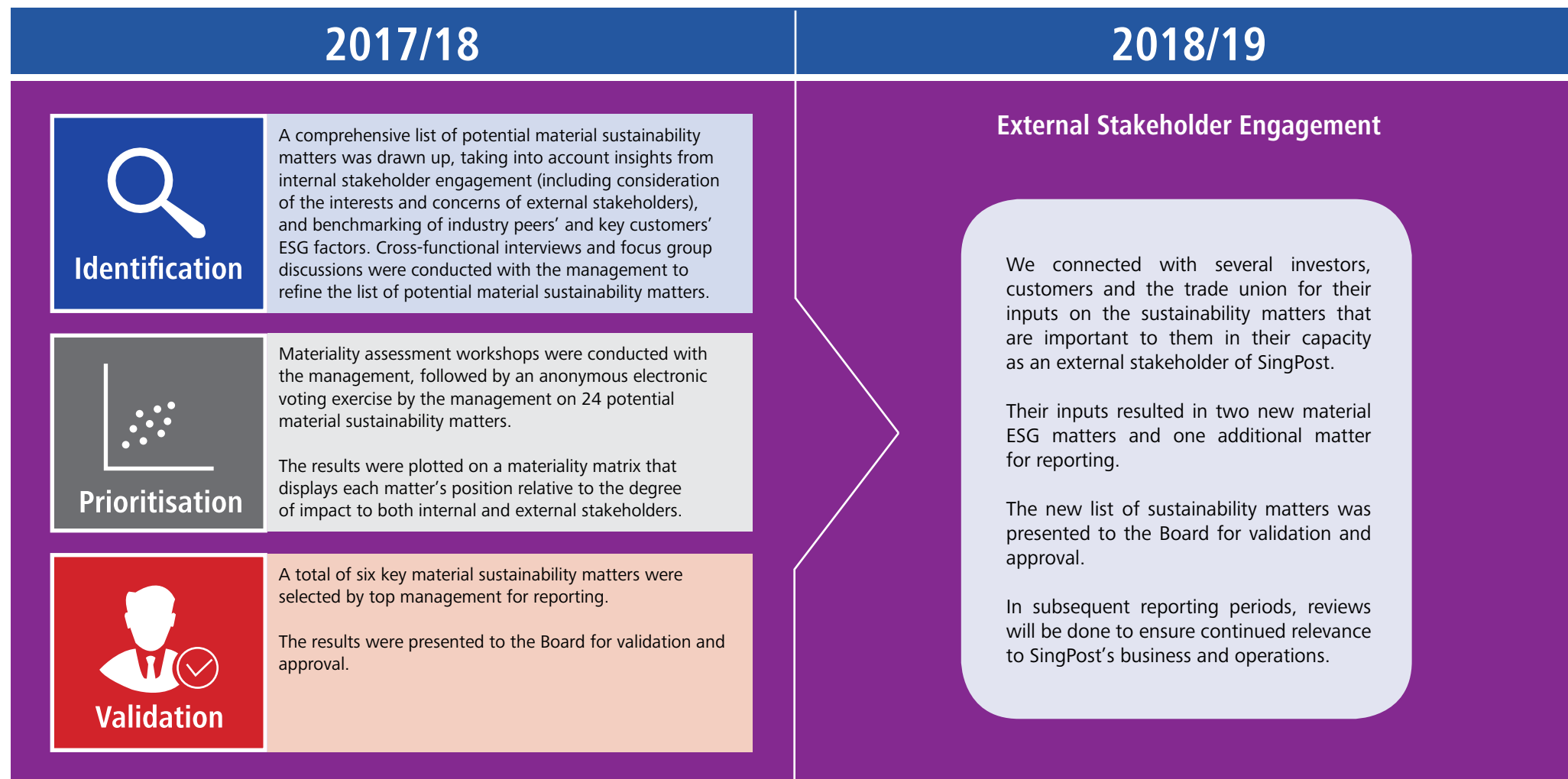


Figure 6: Materiality assessment exercises in FY2017/18 and FY2018/19

<sup>2</sup> The materiality assessment process is primarily guided by the Reporting Principles of Sustainability Context, Completeness, Stakeholder Inclusiveness and Materiality, as set out in the GRI Standards.

## 2.5 Materiality Assessment (Cont'd)

SingPost's Sustainability Matters			
No.	Material Matters	GRI Topic-specific Standards	Category
1	Compliance with Laws and Regulations	GRI 307: Environmental Compliance GRI 419: Socioeconomic Compliance	Governance
2	Ethics, Anti-bribery and Corruption	GRI 102: General Disclosure GRI 205: Anti-Corruption	Governance
3	Business Continuity Planning	GRI 102: General Disclosure	Governance
4	Data Security and Privacy	GRI 418: Customer Privacy	Governance*
5	Product and Service Innovation <sup>NEW</sup>	No relevant GRI topic-specific disclosure	Social
6	Responsible Supply Chain	GRI 308: Supplier Environmental Assessment GRI 414: Supplier Social Assessment	Social
7	Customer Satisfaction <sup>NEW</sup>	No relevant GRI topic-specific disclosure	Social
8	Fuel Usage, Energy Consumption and Associated Greenhouse Gas Emissions	GRI 302: Energy GRI 305: Emissions	Environment
No.	Additional Matter	GRI Topic-specific Standards	Category
A1	Community Investment	Not mapped to any GRI topic-specific disclosure	Social

\*Data Security and Privacy has been reclassified to the Governance category from the Social category.



# Our Governance

## 3.1 Compliance with Laws and Regulations

*Complying with regulatory requirements remains a crucial aspect of our daily operations, forming the basis for good corporate governance within the Group. Non-compliance with any regulatory requirements such as a breach of licence conditions and service failures may result in direct legal consequences, undermining both our capability and character reputation. To maintain the confidence of our stakeholders and safeguard our financial performance, it is vital that we comply with applicable regulations.*

SingPost aspires to uphold the highest standards of corporate governance. As such, our framework of policies and controls serves to guard against any possibilities of non-compliance, by ensuring that all activities and operations we carry out comply with regulatory requirements. Regular monitoring, evaluation and auditing of the processes ensure that our framework remains updated and relevant. Our Whistle-blowing Policy provides a grievance channel for all stakeholders to report any violation, which aids in improving transparency in our business dealings.

Led and guided by the Board, corporate governance remains a key focus in ensuring the sustainability of our operations. Please refer to the Corporate Governance report in the Annual Report for more information, as well as our website [www.singpost.com](http://www.singpost.com) for our governance policies.

Some of our key compliance areas include postal, financial sector, and workplace safety and health regulations.

### Postal Regulations

As a Public Postal Licensee designated by the Infocomm Media Development Authority ("IMDA"), SingPost is governed by the Postal Services Act (Cap 237A), the Postal Licence, Postal Services Regulations, Postal Services Operations Code, Postal Competition Code and other directions and guidelines issued by IMDA, and is committed to:

- complying with every direction of the Postal Authority (i.e. IMDA);
- performing a set of universal service obligations; and
- ensuring the reliability of the provision of postal<sup>3</sup> services to the public. Incidents of non-compliance may attract financial penalties.

In carrying out quality assurance, IMDA measures SingPost's performance in terms of Quality of Service standards and constantly reviews our mail processes for robustness.

Please refer to the Customer Satisfaction section for more details.

<sup>3</sup> This consists of both domestic and international mail, and the ancillary services, post office network.

## 3.1 Compliance with Laws and Regulations (Cont'd)

### Financial Sector Regulations

We are regulated under the Monetary Authority of Singapore Financial Advisers Act (Chapter 110<sup>4</sup>) as we offer financial services distribution via partners at our post offices. To ensure compliance by our financial services ambassadors, we conduct quarterly compliance validation training and tests, and put in place compliance key performance indicators.

### 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 – Employment Act, Retirement & Re-employment Act, Workplace Safety & Health (“WSH”) Act, Work Injury Compensation (“WIC”) Act – to protect their rights and welfare. Our Group WSH policy and WIC policy outline our commitment towards a safety culture of zero accidents, injuries or damage to the assets and human resources of SingPost.

#### Emphasising workplace safety and health

We have increased efforts to enforce good workplace safety management and compliance to safety regulations. These include monthly meetings of the WSH committee held with WSH representatives of business and supporting units, and WSH personnel, to report and monitor on-site inspections and workplace incidences.

A WSH Campaign was organised in March 2018 to enhance the awareness of employees by promoting and publicising the importance of safety and health in the workplace. A series of activities was organised focusing on drivers’ safety awareness, general safety, fire safety and personal health wellness. Moving forward, we plan to launch more WSH initiatives such as driver’s safety programmes and safety awareness promotional activities.

We strive to maintain our target of zero non-compliance cases. SingPost is certified a bizSAFE Level 3 organisation by the WSH Council of Singapore.

Target	Performance
No significant fines or non-monetary sanctions relating to non-compliance with laws and regulations	Financial penalty of S\$300,000 imposed by IMDA for not meeting the Quality of Service standards for the delivery of local and international basic letters and registered basic letters for January to December 2018.

\*Note: SingPost has taken active measures to improve our performance and has shared the details under the Customer Satisfaction section of this report

<sup>4</sup> Notice and Appointment of Introducers by Financial Advisors: Regulation 31 of the Financial Advisers GN. No. S462/2002.

## 3.2 Ethics, Anti-bribery and Corruption

*SingPost upholds high standards of business ethics and integrity as it has a direct bearing on our reputation and the confidence of stakeholders and investors. This guiding principle also extends to our contractors, suppliers and subsidiaries as set out in our Supplier Code of Conduct.*

We support all applicable anti-bribery/corruption legislations and these include:

- Prevention of Corruption Act of Singapore (PCA), the Penal Code and The Corruption, Drug Trafficking and Other Serious Crimes (Confiscation of Benefits) Act;
- UK Bribery Act (“Bribery Act”); and
- US Foreign Corrupt Practices Act (“FCPA”)

We have zero tolerance towards corruption and 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. All employees are required to adhere to Anti-Bribery & Corruption (“ABC”) Policy and to report violations of the ABC Policy. Any employee who fails to report known or suspected violations may be subject to disciplinary action, including termination of employment. Our Supplier Code of Conduct also lays out the same expectations for our suppliers and contractors and persons who act on their behalf.

Policy	Scope
ABC Policy	Sets out guiding principles to conduct our business with honesty, fairness and high ethical standards.
Code of Business Conduct and Ethics for directors	Provides guidance to directors on areas of ethical risk and sets a framework where integrity and accountability are paramount.
Code of Ethics for employees	Sets out manner in which employees are to perform their duties and carry out their dealings with customers, suppliers, competitors and other parties.
Directors’ Conflict of Interest Policy	Sets out principles to guide directors in instances of actual or potential conflicts of interest.
Whistle-blowing Policy	Sets guidelines for stakeholders to raise concerns about possible matters of improprieties or wrongdoings in confidence.

Guidelines relating to the receipt and offer of gifts and entertainment are also stated to ensure that all business dealings and decisions legitimately conducted and made for the interest of SingPost, are not conducted and made under any improper influence or advantage.

Our Code of Ethics describes the importance of protecting the interest of the company and safeguarding sensitive and confidential information as an employee of the company. Employees are expected to conduct themselves in a professional manner with utmost integrity and total commitment to the Code.

SingPost requires employees to disclose situations where they are placed in a conflict of interest or involved in one which could potentially lead to a conflict of interest. All employees are required to make such declarations annually and to update such disclosures where appropriate.

Our Whistle-blowing Policy sets out the guidelines under which our employees, stakeholders and members of the public are able to raise concerns about possible matters of improprieties or wrongdoings in confidence. The whistle-blowing channel is published on our website and accessible 24/7. Reports can be made via email or by post. All whistle-blowing reports are reviewed by the Audit Committee to ensure independent investigations are done and issues are adequately resolved.

For more information, please refer to the corporate governance policies on our website [www.singpost.com](http://www.singpost.com).

Target	Performance
Uphold anti-corruption and ethical behaviour	Rolled out ABC Policy and Annual ABC Declarations group-wide in FY2018/19.
Communication and training about anti-corruption policies and procedures	Continued oversight through timely reporting, and tabling of such reporting, as appropriate, to the Audit Committee. A risk register has been developed to create a direct line of sight by the Board Risk & Technology Committee of anti-bribery and corruption risks.

### 3.3 Business Continuity Planning

*It is important that disasters and threats are considered in our risk management as our business performance may be severely affected, which potentially undermines the safety of stakeholders such as our employees and customers. To mitigate this, business continuity planning aids us in preventing and managing the risks and impact of operational disruptions to SingPost. It also enables quick recovery and resumption of critical business functions to fulfil our business obligations and maintain our stakeholders' confidence.*

The Board Risk & Technology Committee assists the Board in fulfilling its oversight responsibilities on risk management. A risk management system that sets the scaffold to managing risk within our organisation has been established. For more details, please refer to the Risk Management section of our Annual Report.

The Board and the Management own the management of the key risks to the continuity of SingPost's operation. Department heads take ownership of the management of key risks to their departments, and review and sign off their own business continuity plans ("BCP") at least once a year. Department heads are required to ensure that their staff understand their roles and responsibilities in the BCP. All BCPs are periodically tested, documented and maintained.

SingPost has revised the Business Continuity Management governance structure to oversee the business continuity planning process, and has appointed appropriate chains of command during times of emergencies.

Our Business Continuity Management framework mitigates and minimises the impact of operational disruptions to our business and ensures a quick recovery and continuation of critical business functions for the fulfilment of our business obligations.

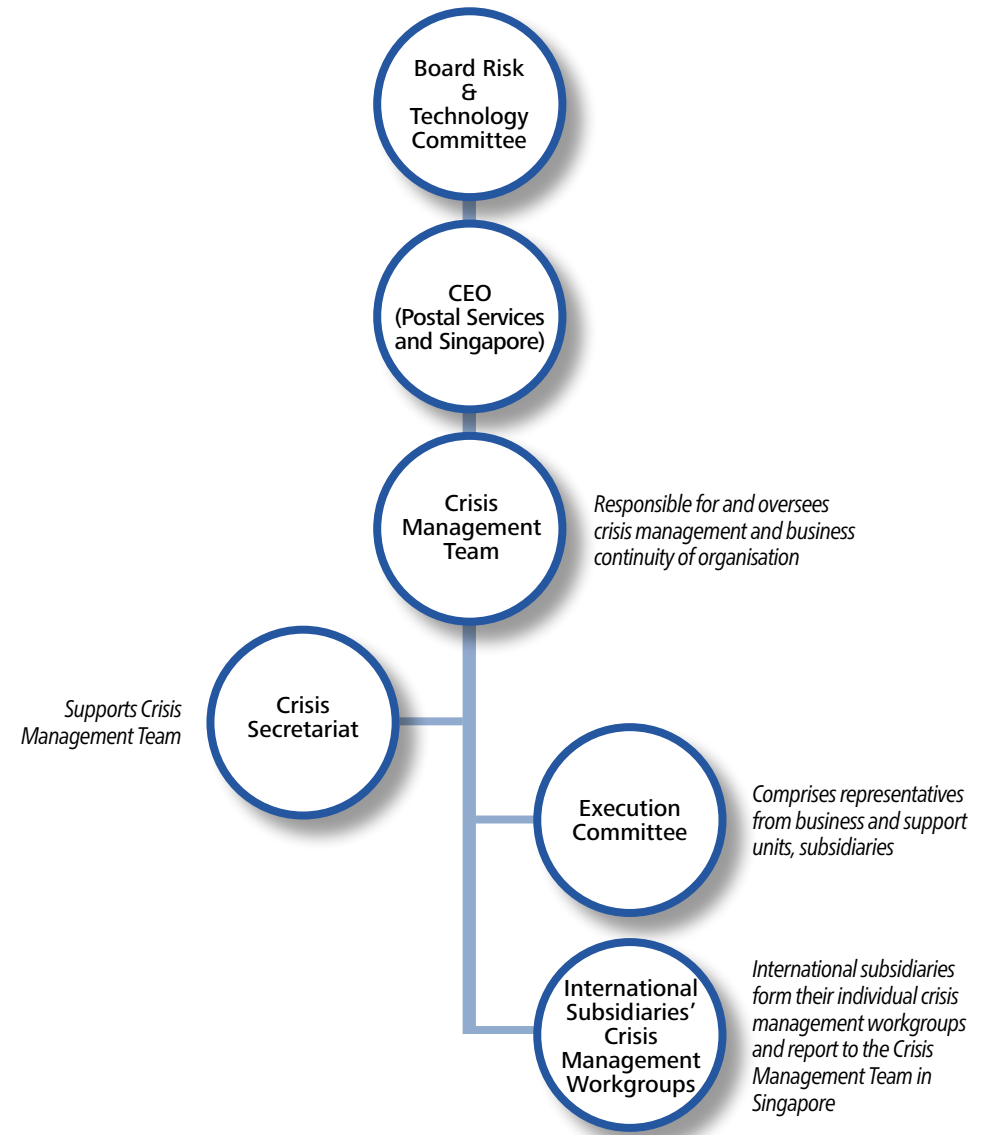


Figure 7: Business continuity management governance structure

### 3.3 Business Continuity Planning (Cont'd)

The scope of the Group's business continuity planning covers the following four areas. Detailed response plans have been put in place for each potential disruption.

Component	Scope
Emergency Response	Focus on immediate response to incidents such as fire or explosion which may involve staff evacuation.
IT Disaster Recovery	Focus on restoring critical IT systems after a disaster occurs.
Workplace Safety & Health	Focus on precautionary measures to minimise workplace disruptions due to infectious diseases and haze.
Business Continuity	Focus on rapid recovery and resumption of critical business functions for fulfilment of business obligations.

Target	Performance
Review, finalise and institute Business Continuity Plan framework	In the process of refreshing the members of the Execution Committee and reviewing the BCPs of business units. Expected to complete by end FY2019/20.
Conduct disaster recovery exercises for critical IT systems by March each year	Successfully conducted exercise in FY2018/19.





## Our People

Our people are integral to driving SingPost's transformation. To ensure that SingPost maintains a sustainable and future-ready workforce, we have in place a "PRIDE" framework (Figure 8).

An accelerated development programme called iLead, comprising a series of developmental interventions over 12 to 18 months to help selected team members deepen their competencies and prepare them for future leadership roles within the Group, is in place to build our talent pipeline.

We hire and reward based on merit, and actively promote fair employment practices. SingPost is a signatory to the Employers' Pledge of Fair Employment Practices by the Tripartite Alliance for Fair & Progressive Employment Practices ("TAFEP").

We have a strong and diverse workforce with employees from various races and ages. Gender composition was relatively balanced among total employee strength. Among middle and senior management, approximately 40% were female.

A significant portion of the organisation's activities is performed by our own employees. As at FY2018/19, our staff strength in Singapore was 4,135, compared to 4,210 in FY2017/18. The slight decrease in employee numbers was due to natural attrition and alignment of the manpower base to the Group's business and operating needs as we seek to improve our competitiveness.



### ***P**roviding top talent across the Group*

For talent pool and leadership bench strength, and succession pipeline



### ***R**ewarding for performance*

For a high performance culture to achieve business results



### ***I**nstilling a lean HR operating system*

For scalable and efficient processes through leveraging technology



### ***D**eveloping and growing our talent*

For enhanced managerial and talent capability, and opportunities for growth



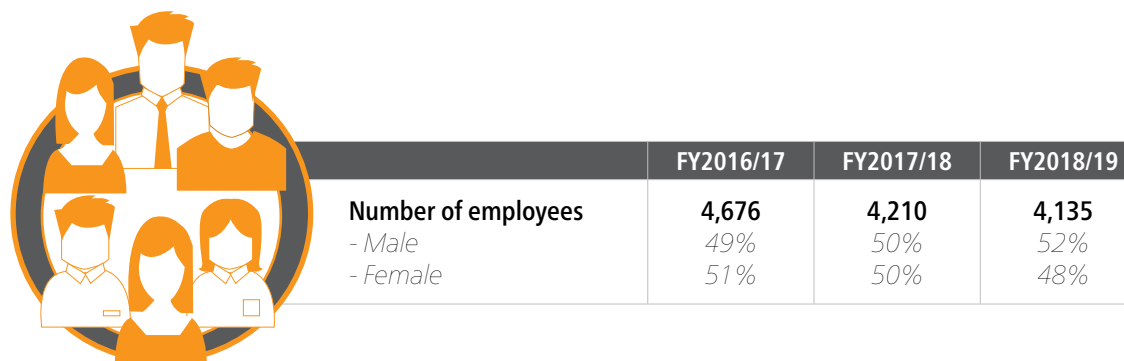
### ***E**ngaging every employee in our transformation*

For high engagement and organisational drive

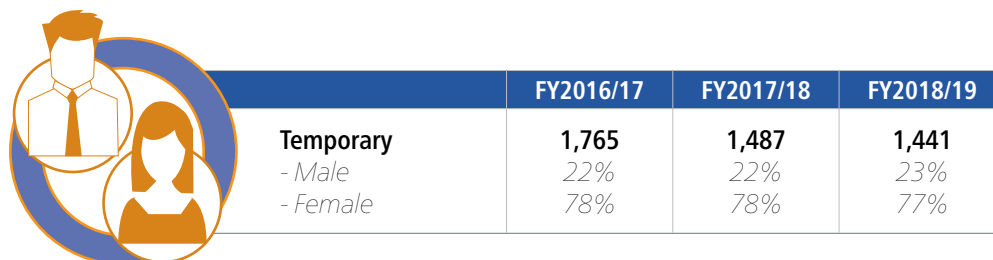
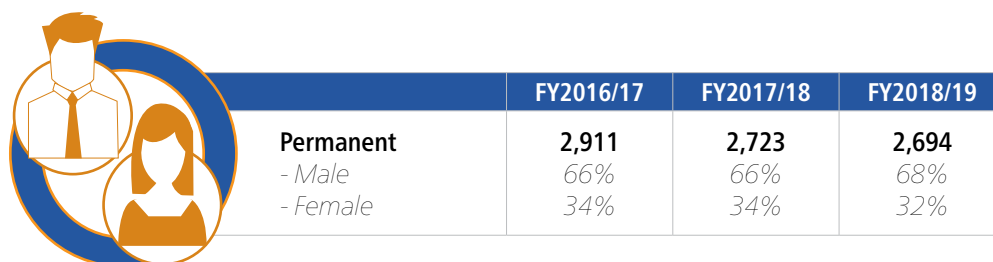
Figure 8: SingPost's "PRIDE" framework

## 4 Our People (Cont'd)

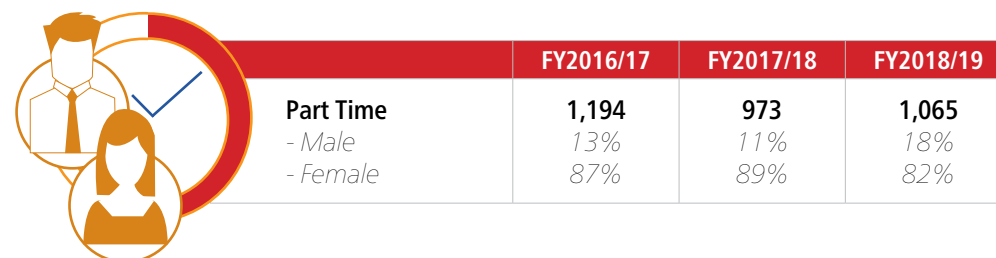
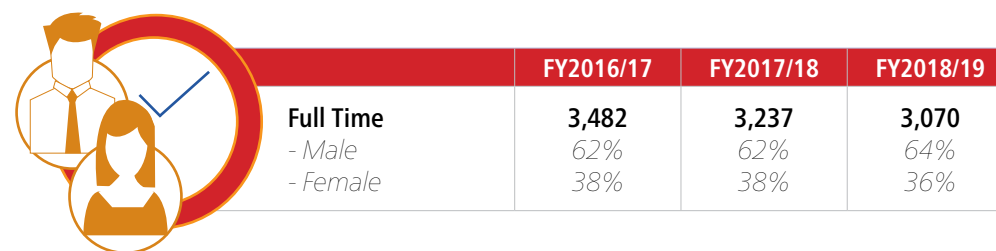
Total number of employees by employment contract and gender



Permanent vs Temporary



Full Time vs Part Time





# *Our Operational Excellence*

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## 5.1 Product and Service Innovation

*Innovation is at the core of SingPost's transformation strategy. We are committed to driving innovation in all aspects of our business and operations as we adapt and grow in the fast-changing business landscape, particularly in this age of technological disruption. Innovation will bring added value, enable us to deliver better product and services to meet customer expectations, help drive productivity and efficiency in the organisation and provide us with a competitive edge.*

Technological initiatives in relation to product and service innovation are led by the digital team consisting of business developers, business analysts and other developers. Product teams in various business units oversee product and service innovation while the Continuous Improvement and Innovation team in the Postal and Singapore operations works to build robust processes and systems for the future.

Investments in new technologies are made to improve productivity, service quality and customer experience. Over the years, SingPost has invested in upgrading its mail sorting equipment and has developed a state-of-the-art fully automated parcel sorting and warehousing facility at its eCommerce Logistics Hub. Our post offices and self-service automated machines have been continually upgraded to offer better customer experience, with new technologies and services introduced. The POPStation network of smart parcel lockers was also rolled out throughout Singapore over the last few years.

New products and services are introduced to tap growing trends such as burgeoning eCommerce demand. The Company has developed its eCommerce logistics offerings locally and in the region, and offered new packaging products and solutions to cater to the growing demand for eCommerce deliveries.

This year, we invested in and introduced several innovation initiatives, including two major projects – Last Mile Platform (“LaMP”) and SmartPost (refer to case studies for more information), which are key components of SingPost's digital strategy in the evolving business and operational landscape.

We aim to explore and launch new initiatives in our product and service offerings regularly. In our evaluation of new initiatives, we monitor indicators such as service levels, system responsiveness and customer satisfaction.

## 5.1 Product and Service Innovation (Cont'd)

### SingPost's SmartPost solutions

SmartPost is an integrated suite of solutions that harnesses mobile and digital technologies in a proprietary mobile app for our postmen's use. Over 1,000 postmen have been equipped with smart phones loaded with the app.

SmartPost allows tracking, operational and productivity data to be logged in real time. NFC tags will be installed at more than 50,000 delivery and collection points across the island.

The enhanced data generates insights for better optimisation of delivery operations and enables more individualised performance incentives for employees, leading to overall improvements in service quality. Customers benefit from faster and more reliable deliveries through real-time status updates.

Additional features are being developed to provide delivery alerts and status updates by SMS, email and/or electronic notifications to collect missed deliveries, in place of the physical delivery notes that are currently used.



## 5.2 Data Security and Privacy

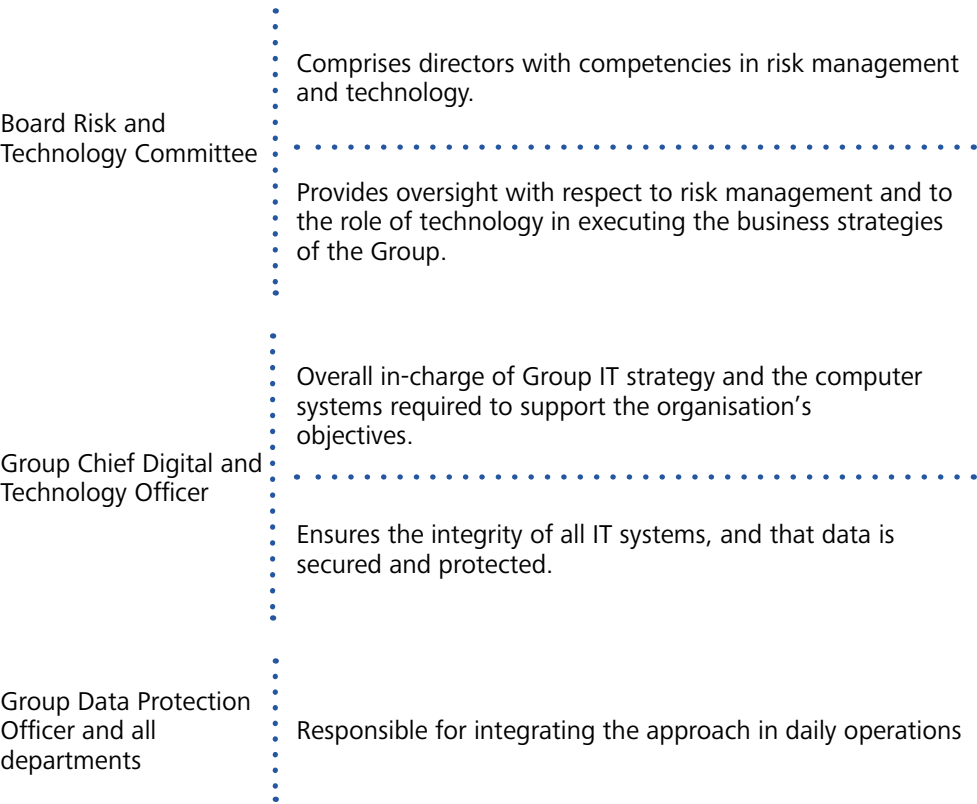
*As cyber-attacks become more prevalent, it is important to mitigate these potential risks. We are committed to safeguarding the data privacy of our stakeholders and these include information such as confidential or sensitive corporate data, as well as personal data of customers, employees and stakeholders.*

To ensure data protection for all our stakeholders, the Board Risk & Technology Committee provides oversight to risk management, while the Group Chief Digital and Technology Officer, Group Data Protection Officer and all departments are responsible for integrating the approach in daily operations.

Our Privacy Policy, also available on our website, complies with the Personal Data Protection Act 2012 (“PDPA”). Our feedback channel is published on our website, and report can be made by post, email or telephone.

Our legal, compliance and operation teams continually review the workflow and processes to ensure that we comply with the General Data Protection Regulation (GDPR EU regulation 2016/679). Team members handling personal data regularly consult the Group Data Protection Officer on issues relating to the protection of customer data based on feedback received. This process enables us to review, evaluate and update our processes on a continual basis.

As part of the Group’s enterprise risk management (“ERM”) framework, policies and manuals have been put in place and communicated to all employees.



## 5.2 Data Security and Privacy (Cont'd)

Policies/Manuals	Purpose of the Policy
Privacy Policy	Provides information relating to collection, use, and disclosure of personal data; complies with PDPA 2012.
Information System ("IS") Security Policy	Protects information systems and assets in a consistent and professional manner across the SingPost Group of companies.
SingPost ERM Manual	Provides detailed information on the ERM strategy, governance structure and processes that are used to support the management of risks.
Information Classification and Handling Policy	Provides guidance on classifying information and the appropriate handling for the various levels of classified information to protect them from unauthorised access.
SingPost PDPA Handbook	Provides information on SingPost's framework of compliance to PDPA.

We review and update our policies yearly to ensure relevance to any developments on the regulations or improvements to procedures and practices.

Employees are constantly reminded of the importance of data security and protection through the following initiatives:

- Online training: Employees with Internet access are assigned online training modules and their progress is tracked.
- New hire onboarding training: New employees are trained on data security protection during their orientation sessions.
- Email updates: Regular email updates are sent to all employees on topics such as compliance with PDPA and general security awareness.

Target	Performance
No data breaches	Zero breaches on data security.
Compliance with PDPA	<p>In FY2018/19, we received eight cases relating to infringement of PDPA obligations referred by the Personal Data Protection Commission. These cases were mainly due to human lapses, such as personal data being shown on the exterior of package delivered and failure to meet Do-Not-Call provision.</p> <p>In response to these incidents, SingPost will review:</p> <ul style="list-style-type: none"> <li>• existing processes to identify if sufficient and reasonable controls are in place to mitigate future occurrence of similar incidents;</li> <li>• adequacy of existing PDPA governance framework/structure put in place to oversee PDPA in the Group; and</li> <li>• adequacy of Group policies and procedures put in place to address risk hotspots over handling of client and employee data.</li> </ul>

## 5.3 Responsible Supply Chain

*As a provider of eCommerce logistics and trusted communications, we form an integral part of our customers' supply chain. For SingPost to provide a reliable service, build trust with our stakeholders and deliver value to them, we recognise the need to select suppliers and partners who share our values and principles, and commit to responsible practices.*

Our Group Procurement function plays a pivotal role in SingPost's supply chain management. It provides oversight over the purchasing processes, establishing and implementing the provisions laid out in the Group Procurement Policy. The team works with all departments in the Group to procure goods, works and services in the most cost effective and timely manner, and ensures that the contractual terms and conditions for the procurement comply with standard terms of contract and the requirements of the departments. The SingPost Purchasing Manual sets out the objectives, overall approach, key principles and procedures for the acquisition of goods, works and services related to the operations of the Group's entities. Our Procurement Manual commits all directors and employees who are involved with the procuring of goods and services to follow the principles that our actions are:

- able to support operational needs;
- not illegal;
- accountable, transparent and auditable;
- ethical;
- environmentally friendly;
- able to uphold social responsibility;
- economically effective;
- capable of being managed from a risk perspective;
- capable of being improved continuously; and
- undertaken with adherence to the highest level of ethical standards and adoption of a fair and equitable treatment of suppliers.

The Purchasing Policy and Procedures Manual was reviewed and updated in November 2018. We review the policy and procedures at least once a year to ensure that we maintain relevance to developments in the marketplace.

### Supplier Code of Conduct

The Supplier Code of Conduct is an important element of our supplier management approach. The contents of our Supplier Code of Conduct are based on the principles set out in the United Nations Global Compact with respect to Human Rights, Labour, Environment and Anti-Corruption. The Supplier Code of Conduct allows our values and principles to be embedded in our supply chain and addresses the following key sustainability agenda:

- Law and regulations;
- Ethical standards;
- Health and safety;
- Environment;
- Human rights, discrimination and labour standards; and
- Business continuity planning.

In entering into a contract with SingPost and accepting our Conditions of Contract, our suppliers would have been deemed to have accessed and are ready to comply with the Supplier Code of Conduct. Our Conditions of Contract further compels suppliers to comply with and support the provisions of the PDPA. For more information, please refer to the Supplier Code of Conduct found on our website [www.singpost.com](http://www.singpost.com).

In FY2018/19, we engaged a total of 806 suppliers in our operations, an increase from 704 suppliers in FY2017/18. Actual spend also increased by 26% over the same period. Both increases reflect the higher activity level of the business. Despite the addition of 102 suppliers to support the operations, the concentration of business spend with key suppliers continued from the previous year's effort, with 8% of the suppliers accounting for 80% of the spend in FY2018/19, as compared to 10% of suppliers in FY2017/18. This enables SingPost to better leverage our buying power and economies of scale with our key suppliers.

It is necessary for our suppliers and partners to observe, work towards and adhere to our social and environmental agenda laid out in our Supplier Code of Conduct. We established a risk-based approach to assess and follow up on selected suppliers' observation of the Supplier Code of Conduct. We also piloted on-site assessments to evaluate the performance of selected suppliers in implementing appropriate standards for the protection of health, safety and environment. Suppliers that we assessed have adequately implemented the required standards in the areas of concern. We will continue to apply the risk-based approach and conduct assessments on other suppliers. We are also looking at leveraging technology and knowledge bases to monitor suppliers' performance in the other criteria of the Supplier Code of Conduct. Such solutions will support our decisions in partnering with the right suppliers for a sustainable supply chain.

Target	Performance
Screen selected suppliers on health, safety and environmental criteria	Developed a risk-based approach to assess and follow up on selected suppliers' observation of the Suppliers Code of Conduct.





# Our Customers

## 6.1 Customer Satisfaction

*Customers form the foundation of our business success. The satisfaction of customers to our products and services is critical to the sustainability of our business, influencing reputation, financial performance and overall success. It is important for SingPost to uphold customers' trust, and not only meet but also exceed customer expectations. Customer feedback provides data points to help the company identify improvements in its operations, products and service.*

We are committed to driving higher service standards organisation-wide to improve overall customer satisfaction. As the Public Postal Licensee providing the country's postal services, SingPost is committed to meeting the Quality of Service standards set by the IMDA.

The Customer Experience team, reporting to CEO (Postal Services and Singapore), works alongside our operational units on customer relations management, customer insights and quality service management, and works with the Continuous Improvement and Innovation team to utilise lean management, business intelligence and digital innovation to create a seamless and consistent customer experience centred on customers' needs. The Customer Service team, also reporting to CEO (Postal Services and Singapore) with a dotted line reporting to CEO (Quantum Solutions), manages customer service issues and contact centre operations.

SingPost has several initiatives to measure and manage overall customer satisfaction, such as the Voice of Customer ("VOC"), Voice of Internal Customer ("VOIC"), Cross Functional Group and Quarterly Cross Functional Group, to address customer pain points and drive improvement. Various channels available for customers to express their grievances include the hotline, feedback form on the website, email and whistle-blowing channels.

In our evaluation of these approaches, overall customer satisfaction measurements across all key customer touchpoints, including information on outlining of key operational metrics (e.g. postal related grievances and self-service automated

machines ("SAM") downtime), are consolidated and circulated to management monthly. Year-on-year performance is evaluated across these touchpoints.

Since 2015, SingPost has won the Universal Postal Union's Express Mail Service Customer Care Award in recognition of the quality of our customer service call centre. SingPost front-line staff have also been consistent winners in the Excellence Service Award – Retail ("EXSA"), a national award managed by the Singapore Retailers Association and supported by Enterprise Singapore. In 2018, a total of 106 post office staff received the EXSA awards, of which 109 were Star, five were Gold and two were Silver awards.

### Voice of Customer and Voice of Internal Customer

SingPost conducts two surveys – VOC and VOIC to measure customer experiences externally and internally.

VOC measures annual business-to-business ("B2B") customer experience over the lifetime of a corporate customer, and monthly business-to-consumers ("B2C") customer experience over a specific event or transaction. VOC consolidates the verbatim from B2B customers according to promoter, passive and detractor comments.

VOIC measures internal customer service, or the working experience between SingPost and subsidiaries, and between business units and support units. This survey involves more than 400 participants from 28 departments. Departments receive their Net Promoter Score ("NPS"), a customer loyalty metric that gauges how willing a customer is to recommend a product or service and are expected to work towards improving their service performance annually.



## 6.1 Customer Satisfaction (Cont'd)

### Postal service issues in FY2018/19

In the second half of FY2018/19, there was considerable public attention on postal service issues. In February and March 2019, IMDA imposed financial penalties of S\$100,000 and S\$300,000 on SingPost for missing the Quality of Service standards in 2017 and 2018 respectively.

We took immediate measures to address the most pressing issues, with a focus on stabilising operations, and achieved some improvements in our operational metrics. Some of the immediate measures included the hiring of 240 new postmen and enhancing postmen's remuneration, as well as improving parcel collection experience at the post offices by increasing the number of dedicated counters and staff. Delivery slots for basic mail parcels were also extended to weekday evenings and on Saturdays.

To ensure a strong and dedicated focus on front-line operations and customer experience, the Postal division was restructured with dedicated departments to raise service quality. This includes the Service Excellence team (to review, develop and standardise all training, on-boarding, standard operating procedure and to provide dedicated focus to service quality), Customer Experience team (for customer insights, customer journey management and customer relations management), and Customer Service team (to manage customer service issues and contact centre operations).

A fundamental longer term review of SingPost's mail operations has been undertaken to meet the demands of the evolving postal landscape and change in mail profile. We have developed a roadmap on the future of domestic mail operations, built on technology and focused on delivering a much improved customer experience.

The company is exploring initiatives such as smart letterboxes and infrastructure upgrades, community engagement between the postmen and residents, and a new digital channel for residents to know their postmen and leave feedback. Changes to work flow will be made with segregation of letterbox and doorstep deliveries to optimise delivery routes, ease postmen's workload and increase successful deliveries. Postal products will be streamlined to aid the new workflow.

Target	Performance
Meet or exceed Quality of Service standards set by IMDA:	In 2018, SingPost did not meet the following standards:
- 99% of local basic letters delivered to an address within Central Business District ("CBD") and 98% outside CBD by the next working day	- Did not deliver 99% of local basic letters within CBD by the next working day in four months.
- 100% of local basic and registered basic letters delivered by the second working day	- Did not deliver 100% of local basic letters by the second working day in nine months, and 100% of registered basic letters by the second working day in four months.
- 99% of international incoming basic letters received before 3pm at Singapore Post Centre delivered to an address within the CBD and 98% outside the CBD by the next working day	- Did not deliver 99% of international incoming basic letters within the CBD by the next working day in three months.
- 100% of international outgoing basic letters despatched by next working day	



## Our Environment

### 7.1 Fuel Usage, Energy Consumption and Associated Greenhouse Gas Emissions

*Our postal and eCommerce logistics operations invariably impact the environment through our energy consumption and associated greenhouse gas emissions ("GHG"). In Singapore, the projected business-as-usual greenhouse gas emissions are expected to reach 77.2 million tonnes in 2020, with the transport sector expected to account for 14.5%<sup>5</sup>. Commercial vehicles accounted for approximately 26% of land transport carbon emissions in Singapore<sup>6</sup>. We are conscious of our environment impact across our value chain, and are committed to taking steps to reduce our impact, especially in the areas of fuel consumption and GHG emissions. This report covers energy consumption and GHG emissions across all our business units in Singapore.*

The Environment Committee, made up of representatives from operating units across the organisation, maintains oversight over SingPost's environmental responsibility and its promotion within the Group. Fuel and energy consumption are managed and monitored by the various operating units such as the conveyance and delivery teams in Post & Parcel, Famous Holdings and by the Property division.

Our Environmental Policy articulates our primary environmental objectives which focus on operational, fleet and building efficiency and stakeholder collaboration. The policy can be found on our website [www.singpost.com](http://www.singpost.com).

In line with global and local efforts to reduce GHG emissions, SingPost has set a target of a 35% reduction in its absolute GHG emissions from FY2017/18 base line levels by FY2029/30. To achieve this, we are continually looking into initiatives that we can adopt to improve our energy efficiency and reduce GHG emissions. We started a study on electric delivery vehicles as part of our plan for the reduction of fuel carbon emissions and are exploring the installation of solar photovoltaic systems in the Regional eCommerce Logistics Hub and Singapore Post Centre.

Target for FY2029/30	Performance
Reduce absolute GHG emissions by 35% from FY2017/18 baseline level	Scope 1: 3,762 tonnes CO2 equivalent Scope 2: 20,368 tonnes CO2 equivalent  We recorded an increase in absolute GHG emissions in FY2018/19. SingPost is developing an environmental blueprint to work towards its target of achieving 35% reduction in absolute GHG emissions.

<sup>5</sup> Source: National Climate Change Secretariat ("NCCS")

<sup>6</sup> Source: Ministry of Transport / NCCS

## 7.1 Fuel Usage, Energy Consumption and Associated Greenhouse Gas Emissions (Cont'd)

### Fleet Fuel Consumption and Associated Scope 1 GHG Emissions<sup>7</sup>

We utilise our own fleet of vehicles as well as leased vehicles. We also engage subcontractors for some of our delivery operations. Our fleet fuel consumption accounts for more than 99% of total fuel consumption<sup>8</sup>. This data is only from our own fleet of vehicles as well as leased vehicles under our operational control; operations of our subcontractors have been excluded.

In FY2018/19, SP Parcels was moved from the Logistics segment to Post & Parcel (previously Postal), hence the increase in Post & Parcel's fuel consumption and GHG emissions, and the corresponding decrease for Logistics. Our overall increase in fuel consumption during the year was attributed to the increase in deliveries as a result of business growth. Consequently, our Scope 1 GHG emissions have risen due to the higher fuel consumption.

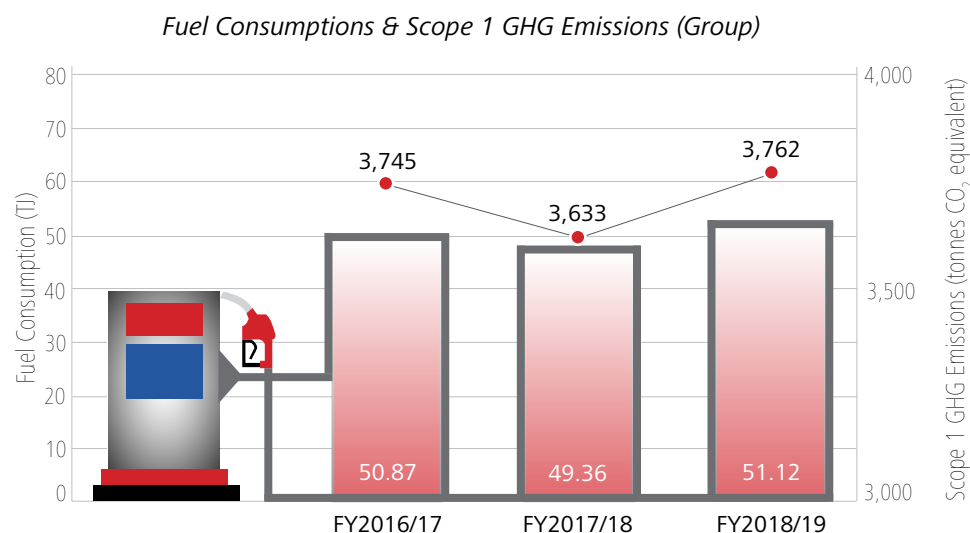


Figure 9: Breakdown of fuel consumption and fuel GHG emissions in FY2016/17, FY2017/18 and FY2018/19

### Fuel Consumptions & Scope 1 GHG Emissions

	FY2016/17	FY2017/18	FY2018/19
<b>Group Fuel Consumption (TJ)</b>	<b>50.87</b>	<b>49.36</b>	<b>51.12</b>
- Post & Parcel	22.23	22.50	36.02
- Logistics	28.64	26.86	15.10
<b>Group Scope 1 GHG Emissions (tonnes CO<sub>2</sub> equivalent)</b>	<b>3,745</b>	<b>3,633</b>	<b>3,762</b>
- Post & Parcel	1,620	1,640	2,639
- Logistics	2,125	1,993	1,123

<sup>7</sup> Scope 1 covers all direct GHG emissions by the Group. Scope 2 covers indirect GHG emissions from the consumption of purchased electricity or other energy sources. Scope 1 and Scope 2 GHG emissions are calculated using emission factor approach; Scope 1 fuel emission factors are sourced from IPCC 2006 and Scope 2 grid emission factor is sourced from Energy Market Authority, 11 July 2018.

<sup>8</sup> Stationary combustion accounts for less than 1% of total fuel consumption which is mainly attributed to diesel for back-up generators.

## 7.1 Fuel Usage, Energy Consumption and Associated Greenhouse Gas Emissions (Cont'd)

### Electricity Consumption and Associated Scope 2 GHG Emissions<sup>9</sup>

In addition to fleet fuel consumption, electricity purchased from the grid is the other main source of energy consumed at SingPost. The electricity consumption is mainly associated with our operations in our own buildings and leased space across Singapore. Our largest buildings are Singapore Post Centre, which houses the mail processing centre, a delivery base, General Post Office and our corporate headquarters including a small data centre<sup>10</sup>, as well as an office block and retail mall, and the Regional eCommerce Logistics Hub, an automated parcel sorting and warehousing

facility. Other operating areas include six regional delivery bases, 56 post offices, 13 self-storage solutions sites, two warehouses and an airmail transit centre.

The retail mall in Singapore Post Centre began operations in FY2017/18 and recorded its first full year of operation in FY2018/19, contributing largely to the increase in electricity consumption for the year. As a result, our Scope 2 GHG emissions increased as well.

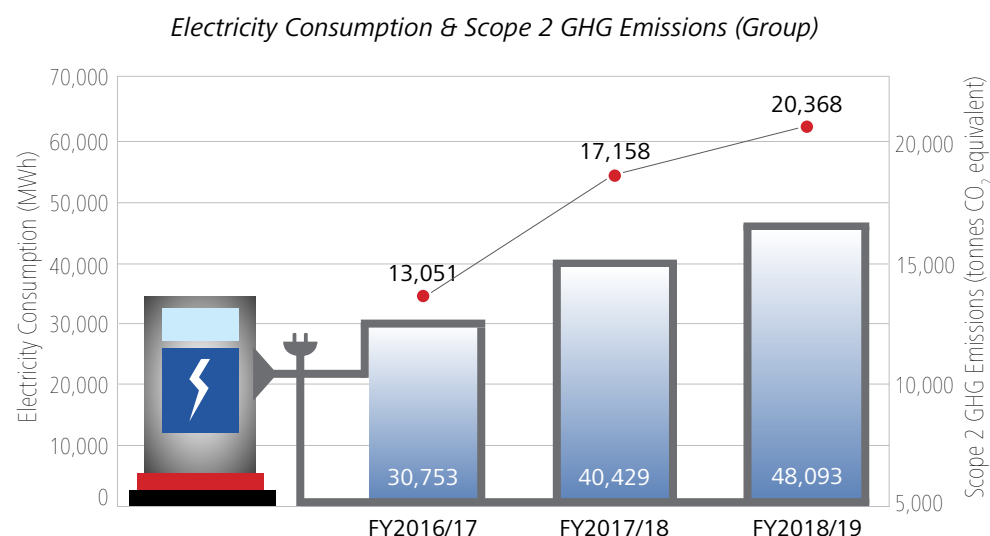


Figure 10: The Group's electricity consumption and electricity GHG emissions in FY2016/17, FY2017/18<sup>11</sup> and FY2018/19

### Electricity Consumptions & Scope 2 GHG Emissions

	FY2016/17	FY2017/18	FY2018/19
<b>Group Electricity Consumption (MWh)</b>	<b>30,753</b>	<b>40,429</b>	<b>48,093</b>
- Post & Parcel	22,365	30,419	38,481
- Logistics	8,387	10,010	9,612
<b>Group Scope 2 GHG Emissions (tonnes CO<sub>2</sub> equivalent)</b>	<b>13,051</b>	<b>17,158</b>	<b>20,368</b>
- Post & Parcel	9,492	12,910	16,331
- Logistics	3,559	4,248	4,037

<sup>9</sup> Scope 1 and Scope 2 GHG emissions are calculated using emission factor approach; the Scope 1 fuel emission factors are sourced from IPCC 2006 and the Scope 2 grid emission factor is sourced from Energy Market Authority ("EMA") 27 June 2017.

<sup>10</sup> The relevant data of our other corporate functions (e.g. head office, data centre) have been combined with the Postal category in the above charts for reporting purpose.

<sup>11</sup> The electricity consumption and Scope 2 GHG emissions for FY2017/18 have been restated due to the omission of a property previously.



# Our Community

## 8.1 Community Investment

As a trusted organisation that has connected businesses, communities and people for over 160 years, SingPost is committed to upholding its social responsibility to society. Our corporate social responsibility efforts contribute towards upholding the brand and perception of SingPost as a trusted intermediary with our stakeholders – customers, partners, government authorities and regulators, employees, the union and communities that we serve.

We believe in community investments and initiatives that create shared value for our community, people and the company. Our community investment policy centres on three focus areas that reflect our values and expertise: Preserving Heritage, Environmental Sustainability and Community Support. These causes are representative of the legacy of the company, an expression of our business strategy and operations, and motivation of our staff.



Figure 11: SingPost's corporate giving overview

## 8.1 Community Investment (Cont'd)

In FY2018/19, 249 staff volunteers clocked a total of 1,533 hours in various volunteerism activities. We gave over S\$400,000 cash and in-kind donations. We have been a major corporate sponsor of the Singapore Philatelic Museum since 1995 and a partner in Community Chest's employee payroll donation matching programme, SHARE, since 2004. We continue to support the annual UTES – U Care Bursary awards, contributing S\$80,000 towards bursaries for 221 children of our employees. Other means of support to partners and charity organisations included space sponsorship at our retail mall and auditorium for events by community partners, and donation tin placement at post offices.

In evaluating our initiatives, feedback forms are provided after the various community events. Annual volunteer appreciation gatherings are organised to recognise the efforts of volunteers and obtain feedback. To measure our performance, we record the output data for the initiatives. For example, we record the number and length of visits made by each postman participating in the Postman Home Visits initiative, and collect data on the value of food saved for the Food Distribution initiative.

### Community Initiatives

#### Programme Silver

##### Initiatives to contribute towards addressing issues arising from the rapidly ageing population in Singapore

<i>Postman Home Visit Initiative</i>	<i>Launched in December 2018, the initiative entails our postmen checking in on vulnerable seniors while on their delivery rounds.</i>
<i>Dementia awareness training</i>	<i>Training on dementia awareness is provided to encourage our frontliners to step up to help those who may be suffering from dementia/lost in their neighbourhood.</i>
<i>Seniors @Smart PO training</i>	<i>Volunteer staff conduct courses for active seniors to learn about new technologies and services.</i>

#### Food Distribution Initiative

Our Food Distribution Initiative, which has been running for 10 years, taps on our delivery network to distribute unsold food from bakeries and hotels to collection centres for needy seniors and families several times a week.

#### Brown Bag Talks & Experiential Sessions

To create empathy and raise awareness of social issues among our employees, we introduced quarterly brown bag talks and experiential sessions on community matters.

#### SP Community Day

Annual mass volunteering activity for employee engagement, providing opportunities to give back to society.

## GRI Standards Content Index

GRI Standard	Disclosure		Section of Report	Page Reference
General Disclosures				
GRI 102: General Disclosures 2016	Organisational profile			
	102-1	Name of the organisation	Singapore Post Limited	N.A.
	102-2	Activities, brands, products, and services	Organisational Profile	4
	102-3	Location of headquarters	Organisational Profile	4
	102-4	Location of operations	SingPost Annual Report 2018/19	12-13
	102-5	Ownership and legal form	Board Statement	3
	102-6	Markets served	SingPost Annual Report 2018/19	12-13
	102-7	Scale of the organisation	Organisational Profile Our People SingPost Annual Report 2018/19	4 18 12-13 40
	102-8	Information on employees and other workers	Our People	17-18
	102-9	Supply chain	Responsible Supply Chain	23
	102-10	Significant changes to the organisation and its supply chain	SingPost Annual Report 2018/19	8-11
	102-11	Precautionary Principle or approach	SingPost Annual Report 2018/19	73-75
	102-12	External initiatives	Our People	18
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	Strategy			
102-14	Statement from senior decision-maker	Board Statement	3	
GRI 102: General Disclosures 2016	Ethics and integrity			
	102-16	Values, principles, standards, and norms of behaviour	Organisational Profile	4
	102-17	Mechanisms for advice and concerns about ethics	Ethics, Anti-Bribery and Corruption	14
	Governance			
	102-18	Governance structure	SingPost Annual Report 2018/19	46-49
	102-30	Effectiveness of risk management processes	Sustainability Governance Structure Sustainability Governance Structure	8 8
	Stakeholder engagement			
	102-40	List of stakeholder groups	Stakeholder Engagement	9
	102-41	Collective bargaining agreements	Approximately 51% of our staff are covered by collective bargaining agreement.	
	102-42	Identifying and selecting stakeholders	Stakeholder Engagement	9
	102-43	Approach to stakeholder engagement	Stakeholder Engagement	9
	102-44	Key topics and concerns raised	SingPost Annual Report 2018/19	70-72

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GRI Standard	Disclosure		Section of Report	Page Reference
GRI 102: General Disclosures 2016	<b>Reporting practice</b>			
	102-45	Entities included in the consolidated financial statements	SingPost Annual Report 2018/19	201-207
	102-46	Defining report content and topic Boundaries	About the Report	3
	102-47	List of material topics	Materiality Assessment	10-11
	102-48	Restatements of information	Fuel Usage and Associated Greenhouse Gas Emissions ("GHG")	28
	102-49	Changes in reporting	About the Report	3
	102-50	Reporting period	About the Report	3
	102-51	Date of most recent report	SingPost Sustainability Report 2017/18	
	102-52	Reporting cycle	Annual	N.A.
	102-53	Contact point for questions regarding the report	About the Report	3
	102-54	Claims of reporting in accordance with the GRI Standards	About the Report	3
	102-55	GRI content index	GRI Content Index	31-33
	102-56	External assurance	About the Report	3
<b>Topic-specific GRI Standard Disclosures</b>				
<b>Compliance with Laws and Regulations</b>				
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	103-2	The management approach and its components	Compliance with Laws and Regulations	12-13
	103-3	Evaluation of the management approach	Compliance with Laws and Regulations	12-13
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	Compliance with Laws and Regulations	13
GGRI 419: Socioeconomic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	Compliance with Laws and Regulations	13
<b>Ethics, Anti-bribery and Corruption</b>				
GRI 103: General Disclosures 2016	103-1	Explanation of the material topic and its Boundary	Materiality Assessment	10-11
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	103-3	Evaluation of the management approach	Ethics, Anti-bribery and Corruption	14
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Ethics, Anti-bribery and Corruption	14
<b>Business Continuity Planning</b>				
GRI 103: General Disclosures 2016	103-1	Explanation of the material topic and its Boundary	Materiality Assessment	10-11
	103-2	The management approach and its components	Business Continuity Planning	15-16
	103-3	Evaluation of the management approach	Business Continuity Planning	15-16



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GRI Standard		Disclosure	Section of Report	Page Reference
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<b>GRI 103: General Disclosures 2016</b>	103-1	Explanation of the material topic and its Boundary	Materiality Assessment	10-11
	103-2	The management approach and its components	Product and Service Innovation	19-20
	103-3	Evaluation of the management approach	Product and Service Innovation	19-20
<b>Data Security and Privacy</b>				
<b>GRI 103: General Disclosures 2016</b>	103-1	Explanation of the material topic and its Boundary	Materiality Assessment	10-11
	103-2	The management approach and its components	Data Security and Privacy	21-22
	103-3	Evaluation of the management approach	Data Security and Privacy	21-22
<b>GRI 418: Customer privacy</b>	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Security and Privacy	22
<b>Responsible Supply Chain</b>				
<b>GRI 103: General Disclosures 2016</b>	103-1	Explanation of the material topic and its Boundary	Materiality Assessment	10-11
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<b>GRI 414: Supplier Social Assessment</b>	414-2	Negative social impacts in the supply chain and actions taken	Responsible Supply Chain	23
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<b>Fuel Usage and Associated Greenhouse Gas Emissions (from company controlled transport fleet)</b>				
<b>GRI 103: General Disclosures 2016</b>	103-1	Explanation of the material topic and its Boundary	Materiality Assessment	10-11
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	103-3	Evaluation of the management approach	Fuel Usage and Associated Greenhouse Gas Emissions ("GHG")	26-28
<b>GRI 302: Energy</b>	302-1	Energy consumption within the organisation	Fuel Usage and Associated Greenhouse Gas Emissions ("GHG")	27-28
<b>GRI 305: Emissions</b>	305-1	Direct (Scope 1) GHG emissions	Fuel Usage and Associated Greenhouse Gas Emissions ("GHG")	27
	305-2	Energy indirect (Scope 2) GHG emissions	Fuel Usage and Associated Greenhouse Gas Emissions ("GHG")	28
<b>Community Investment</b>				
<b>GRI 103: General Disclosures 2016</b>	103-1	Explanation of the material topic and its Boundary	Materiality Assessment	10-11
	103-2	The management approach and its components	Community Investment	29-30
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