

OUR PROGRESS ON SUSTAINABILITY

CREATING A WORLD WHERE EVERYONE
HAS A DECENT PLACE TO LIVE

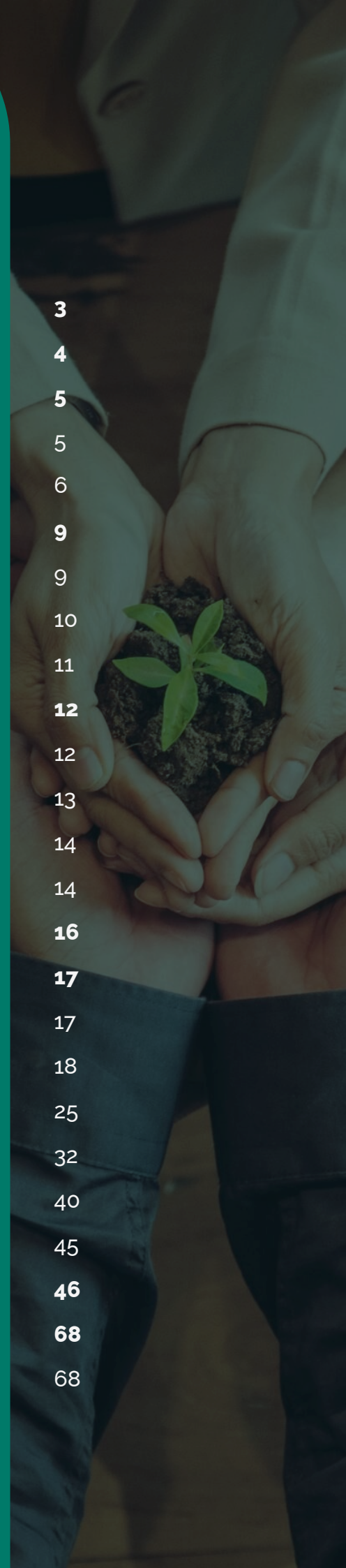


Building A Sustainable Future Together

2023
SUSTAINABILITY
REPORT

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CEO Statement

Sustainability is more than a fanciful buzzword - It should be the pièce de résistance of the corporate agenda to ensure a better world for us and future generations because our resources, especially natural resources, are finite.

This inaugural Sustainability report documents our journey and illuminates how ST Logistics is committed to reducing the impact of our environmental footprint while continuing to deliver future-ready logistics solutions to our customers and the Government of Singapore.

During the COVID-19 pandemic, we were approached by the Singapore Government to source, deliver and manage the supplies of essentials through our strategic procurement channels and global networks. Even when COVID-19 becomes endemic and Singapore shifts into a new way of everyday life, such events remind us of how interconnected our economies, environment, and societies are. We have a role in business and society in promoting socially and environmentally responsible businesses. This is our way of being good corporate citizens of the world.

Sustainability is embedded in many areas of our business, especially logistics and transport systems. As part of our Sustainability programme, we have set targets to reduce carbon emissions and experiment with green technologies. We have a suite of "whole-of-company" initiatives to improve our sustainability performance across the company.

We do not succeed with initiatives per se but with our people, who are our changemakers. Our Sustainability Committee ensures that our efforts work in concert, like how the conductor conducts his orchestra. Our initiatives encompass three main thrusts: (a) environment; (b) social; and (c) governance. The confluence of all three is essential. Just like how the orchestra is composed of various musicians, each playing their role, our people contribute to those prongs and perhaps more. We are making The Music of the Night. The music is not ending; it has just started. The report outlines the baseline efforts we will improve in the future. We seek your continued support as we do well and do good in "creating a world where everyone has a decent place to live."

Sustainability in ST Logistics at a Glance

(as of September 2022)


All

Leaders & Managers trained with basic Sustainability knowledge


60 Tonnes

Carton boxes recycled


2

Sites have installed Solar Panels (2 more sites to install by 2023)


2.1 Tonnes

Papers saved through CI Digitalisation effort


Solar Reflective Coatings

Exploring Solar reflective coating that will reduce building temperature


4 Tonnes

Plastic packaging of retail items eliminated


7

EVs to-date (8 more by 2023)


40%

Plastic waste reduced due to thinner Shrink Wrap usage


Biodegradable

Bags are replaced for carrier and shipping bags


70%

Single-use plastic mineral water bottles reduced


Established

Green Procurement Policy


426,000 kWh

Savings from electricity

118,980 kWh

Savings from fluorescents to LEDs

Highlighted Campaign



**NParks
Plant-A-Tree
Programme**



**Educational
Visits**



Earth Hour

About ST Logistics

Our Business

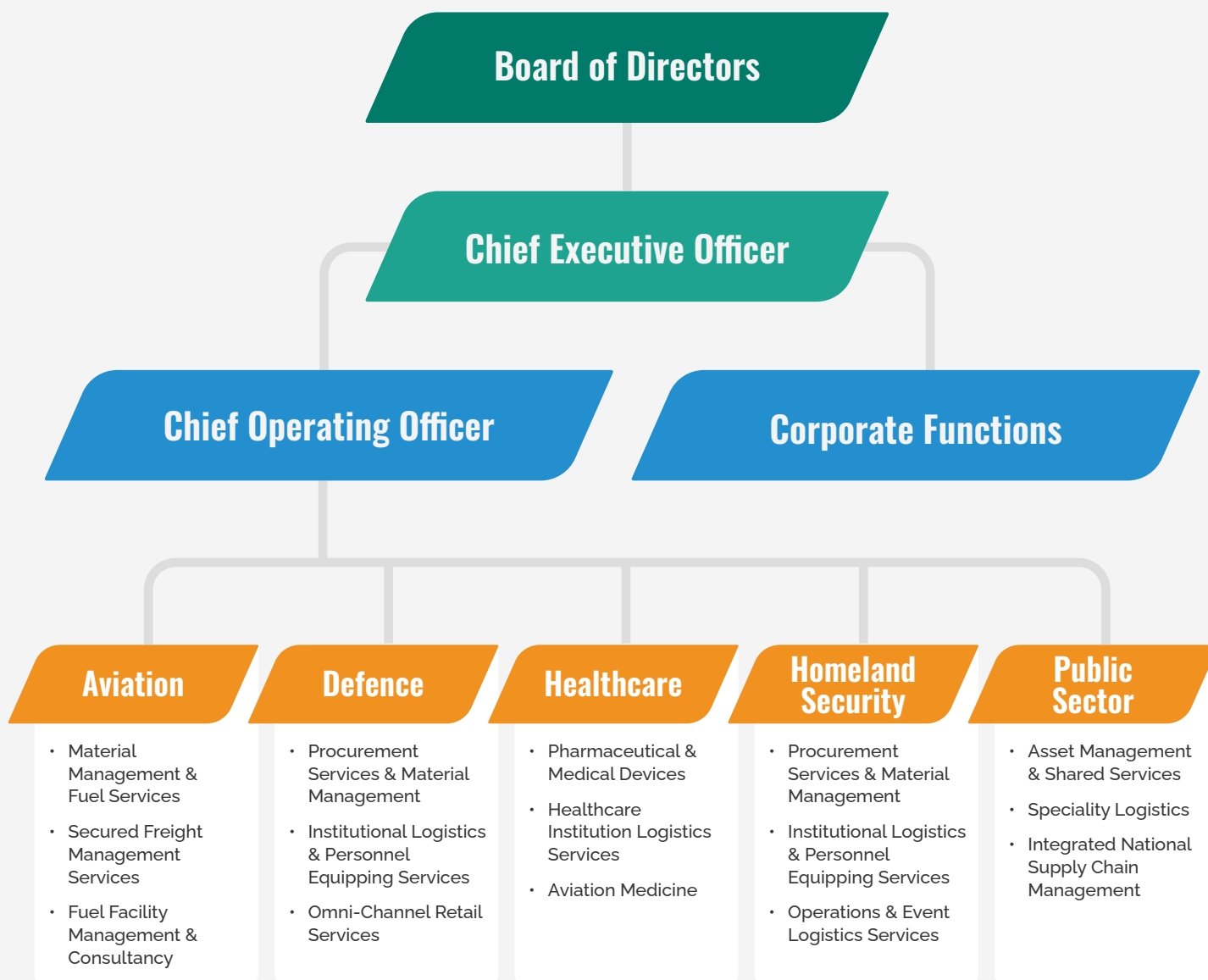
ST Logistics is incorporated and headquartered in Singapore. Our services include providing integrated and cost-effective supply chain solutions to Defence, Government, and Healthcare sectors. In 2022, we celebrated our 50th anniversary in serving Singapore and worldwide. As a service provider, we aim to provide excellence in delivering sustainable and innovative solutions and develop a customer-centric service by enriching our people's expertise better to understand our customers' current and future needs. We provide services by living up to our values and taking pride in everything we do. We work together as one team to succeed.

We put our customers
at the centre of
everything

We work together to
succeed



Organisational Structure





Our Vision and Mission



Our Vision

To be the **go-to market leader** for empowering **Defence, Government, and Healthcare customers** with **integrated and cost-effective supply chain solutions**.



Our Mission

To develop and deliver **sustainable, innovative and cost-effective solutions** by partnering our customers to address their supply chain needs and challenges



Our Values



01



Customer

We put our customers at the centre of everything

04



Accountability

We are accountable to one another

02



Teamwork

We work together to succeed

03



Progress

We are passionate about progress

05



Integrity

We do the right thing, the right way

About the Report

Reporting Framework and Scope

Information in this report is disclosed based on GRI Standard 2021. The adoption level is 'with reference.' This Sustainability report covers all businesses under ST Logistics Pte Ltd (or "ST Logistics"). ST Logistics is a private company limited by shares.

Progresses in environmental, social, human capital, and Sustainability governance initiatives are internally reviewed by the Sustainability Committee of ST Logistics based on the risk culture in ST Logistics.

The disclosed information has yet to be verified by an independent third party except for initiatives certified by third parties or for information submitted to meet regulatory purposes.



Reporting Period

This report is intended to be our Sustainability progress report to our internal stakeholders. It covers our progress and forward-looking plans throughout our years of Sustainability journey.

In the future, we may formulate a Sustainability report to deliver our accountability to external stakeholders as per the readiness of our overall stakeholders.

ST Logistics Sustainability Framework



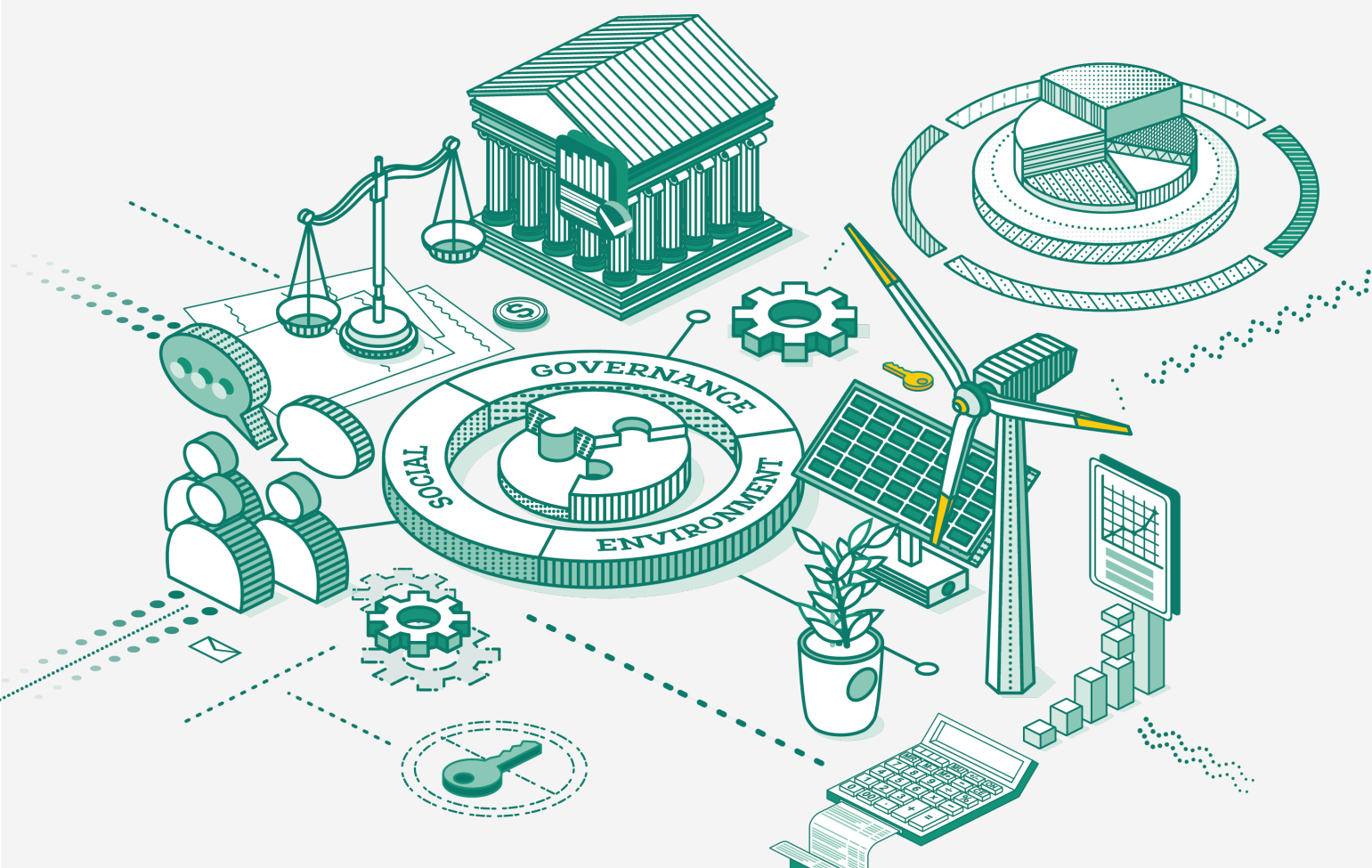
ST Logistics foresees customers' needs to have a solution provider taking Sustainability as inseparable from the business. Therefore, our Board and senior management have set a long-term commitment to delivering our solutions in sustainable ways to our customers. Our Sustainability framework reflects different areas to which we are committed to contributing.

Aiming to fit into and be resilient in current and future environments, ST Logistics implements the framework by translating it into measurable, actionable short, medium, and longer-term initiatives. We are in a race against the degradation of our one and only Earth.

To create a better world for everyone to live in, there must be an interconnected approach to reducing the degradation speed of our Earth while innovating new models of living and doing business. Contributing to the United Nations Sustainable Development Goals is a measurable way towards global efforts. From the COVID-19 pandemic to its endemic state, ST Logistics is there to provide sustainable solutions. We are a 'Do Well and Do Good' company.

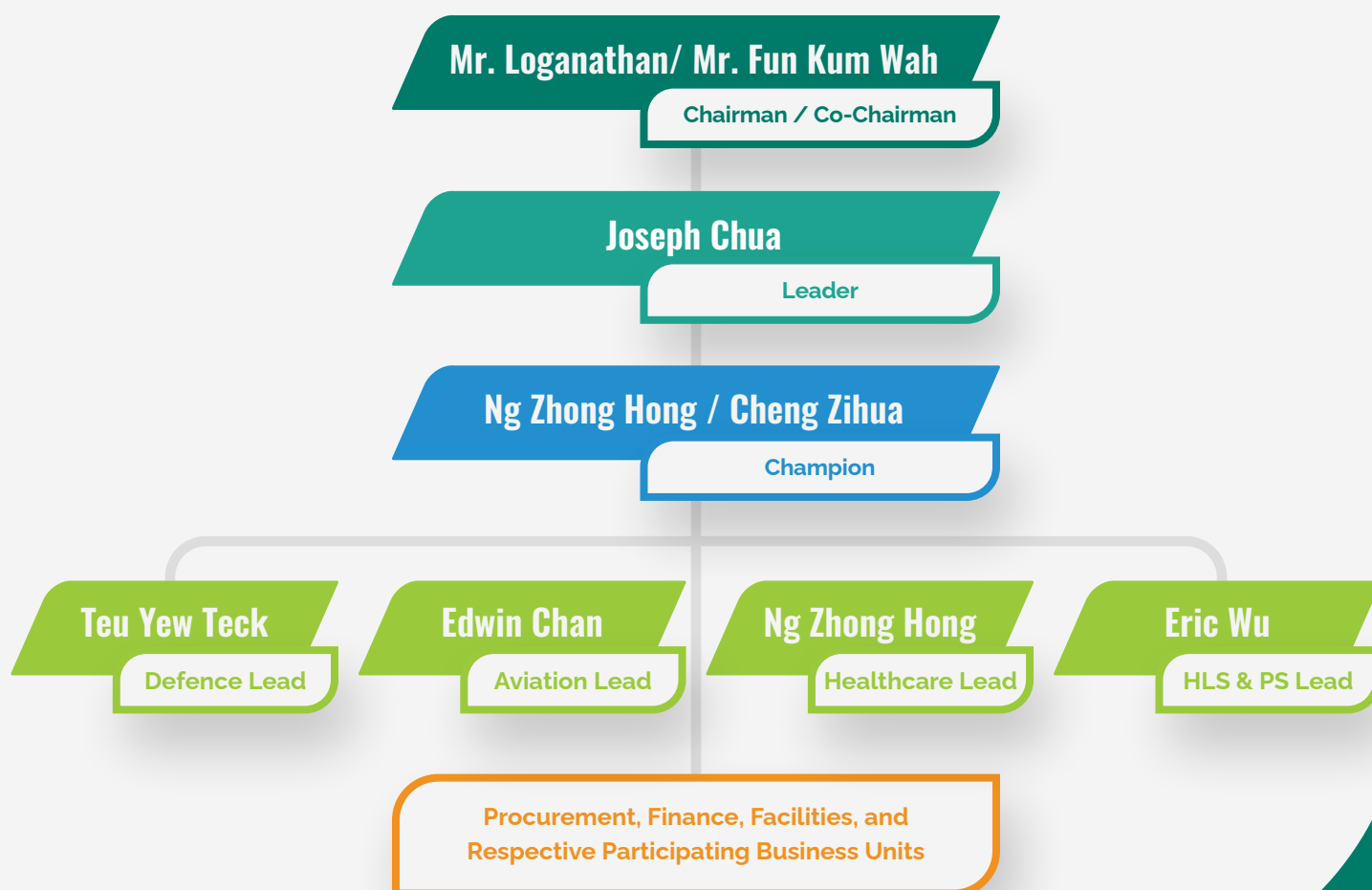
ST Logistics Sustainability Approach

Our Sustainability approach focuses on three key elements namely:



Sustainability Governance

ST Logistics Sustainability Committee



Our Sustainability Committee executes the strategic and operational responsibilities based on the Sustainability Environmental Framework and ST Logistics' Sustainability Approach. Environmental protection is a vital component of the Sustainability initiatives led by the Committee. The Committee meets quarterly to discuss progress and setbacks throughout each year of our journey in Sustainability.

In 2022, the Committee was cautious about the progress of our cleaner energy programmes as some involve technologies that need additional assessments through pilot projects. As challenging as it is, our sustainability committee keeps pushing the boundaries of our operations by executing pilot projects and collaborating with third parties. Their 'never-fail' mentality keeps everyone engaged in an agile attitude for the fast-paced changes needed. Setbacks are delayed successes. The Sustainability Committee learns and evolves continuously.

Enterprise Risk Management



"A capability to reliably achieve objectives [governance], while addressing uncertainty [risk management] and act with integrity [compliance]."



To manage uncertainty, our risk management division identifies all business risks, including Sustainability-related risks. Each year, the division reviews these risks for the changes and how those changes will impact our operations and, more importantly, our stakeholders. Taking this proactive approach is part of our 'Agile' culture.

The risk assessment explores organisational, business units and asset-level risks. Our approach to risk assessment categorises people as assets since they are innovators who make a difference by pushing the

boundaries of their field. ST Logistics' risk culture does not stop with risk identification. We also ensure compliance in the executions.

Our journey sometimes forces us to take a step back. When this happens, we trace the causes to formulate improvements. Being able to take 'Action' to improve our mindset and efforts continuously is part of our 'never-fail' attitude. The external certifications on ST Logistics' operations represent our internal commitment to providing our stakeholders with 'Accountability'.

Check and Balances

Our Commitment to Anti-Bribery and Anti-Corruption

To be held morally accountable by our stakeholders will require our people to exercise the 'right thing to do' for checks and balances. Bribery and corruption are unique challenges because our businesses and operations engage key government-related customers. We comply with the Code of Ethics and the Key Provision of Prevention Corruption Act (PCA) to prevent those fraudulent activities. Within the period of this report, there has been no incident of legal action due to corruption and bribery in ST Logistics.

Singapore Fact:

Out of 180 countries ranked on the Corruption Perception Index by Transparency International, Singapore is ranked fourth as the least corrupt country. It is also the only Asian country in the top ten.

ST Logistics supports anti-bribery and anti-corruption culture in Singapore.

Data Protection and Cybersecurity

Our Commitment to ensure Cybersecurity



CYBER TRUST
Advocate
Certified

Cybersecurity and IT infrastructures are among our most significant concerns. Mitigating the risks is our priority. We conform to the Cyber Security Agency (CSA) of Singapore on the Cybersecurity Certification – Cyber Trust Mark requirements.

CSA Cybersecurity Certification – Cyber Trust Mark is awarded to organisations with good cybersecurity practices and measures. These practices and measures are proven to be able to mitigate the cybersecurity risk profile of ST Logistics. It is a distinctive mark for ST Logistics in cybersecurity.

Our Commitment to Ensure Customer Privacy and Data Safety



As we digitalised our operations, a customer data breach is a risk that can cost us the trust of our customers. We assess our data protection and acquire the Data Protection Trust Mark (DPTM). Singapore PDPA policy safeguards against the misuse of stakeholders' data by regulating the management of personal data rendered to another party as part of a business or service delivery process.

We are responsible for informing our customers about the purposes for collecting, using, and disclosing personal and business data.

Technology is inseparable from our services. ST Logistics should protect its customers when offering digitalised services to them. To meet and exceed the industry expectations, ST Logistics continuously explores channels to improve our cybersecurity governance. We plan surveillance audits in adherence to ISO27001, the world's

best-known Information Security Management System (ISMS) standard. This surveillance is implemented to ensure that cybersecurity auditors can technically assess the dependability of our system to safeguard assets such as financial information, intellectual property, employee data and information entrusted by third parties.



Stakeholder Engagement

The tone of the top will determine the commitment of an entity on Sustainability. The same principle applies to ST Logistics. Therefore, our Board of Directors sets the management tone on Sustainability. The Board explores different potential risks as related to Sustainability and seek to integrate Sustainability risks into the overall risk management.

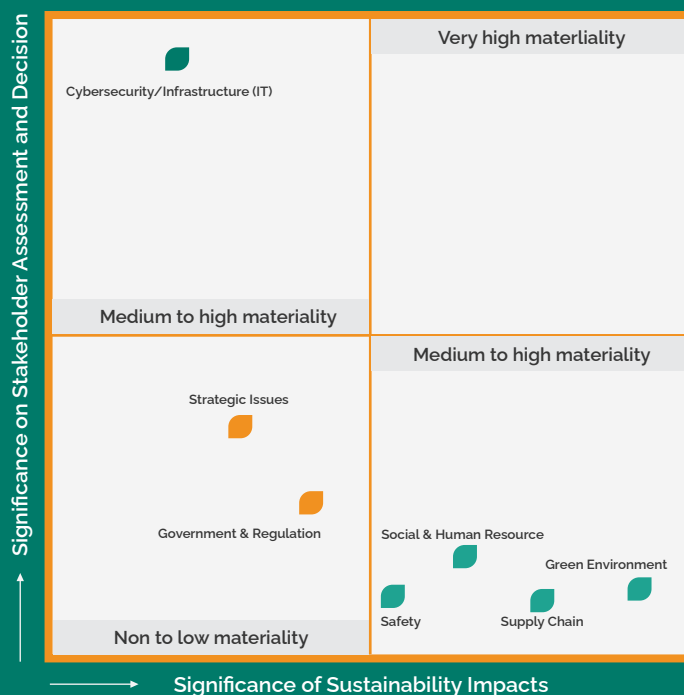
ST Logistics has completed the initial stakeholder identification and topics material to report. This management perspective-based initiative is implemented to explore our company's context of Sustainability. The risk register has been updated to cover all business and Sustainability risks. Those risks can be categorised as follows:



Based on the identified risks in FY 2022, the management processes further Sustainability risks and prioritised the risks. This management risk-based materiality assessment is an initial effort to engage internal stakeholders in evaluating Sustainability-related risks.

ST Logistics might consider broader stakeholder engagement and materiality assessments in the future to ensure that current Sustainability topics remain relevant. This future outward-looking stage of the materiality process will demand the readiness of our broader stakeholders.

The following materiality matrix indicates that cybersecurity/infrastructure (IT) is a highly significant topic in stakeholder assessment and decision. Based on sustainability impact, strategic issues, governance, and regulation have lower impacts than social and human resources, green environment, safety, and supply chains. This report presents our progress in mitigating risks related to those material topics.



Environment

Creating a world where everyone has a decent place to live is our 50th anniversary theme. The theme represents a culmination of our initiatives, including those during difficult times. From SARS to COVID-19, from pandemic to endemic, we have been delivering our services to Singaporeans and impacting positively global citizens in Singapore. We are there for our customers in those predicaments.

As customers recently are normalising their lives, activities that consume environmental resources are increasing. We offer solutions that fit into the changed and increasingly overburdened environment to create sustainable living for our customers. Our solutions to lessen the burden on the environment in providing critical resources are in synchronous to the Singapore (SG) Green Plan 2030.

The Green Plan sets the nation-wide targets in the areas of 'city in nature, sustainable living for less consumption and waste, energy reset, green economy, and resilient future.' ST Logistics links the SG Green Plan to Sustainability topics that are material to address. We are devising environmental initiatives related to 'city in nature, sustainable living, and energy reset.'

ST Logistics Environmental Framework and Strategy



Mission

Strengthen Our Capabilities & Performance through Three Strategic Driving Forces



Greener Assets

Fleet Vehicle

- Cleaner Energy Vehicle



Clean Energy Harvesting

Building & Facilities

- Green Energy
- Greener Infrastructures and Buildings



Think Green, Act Green

Cultivate Behaviour

- Green Actions and Waste Reduction
- Green Procurement to be Carbon and Energy Efficient

Carbon Footprint



Greener Assets

To perform a sustainable value chain management which aims to have reduced carbon footprint, ST Logistics needs sustainable assets. We invest heavily in converting our fossil-based fuel fleet vehicle into electric vehicles (EVs).



Think Green, Act Green

This is a conscious commitment to advocate conservations and reducing our indirect carbon footprint across everyone in ST Logistics including our external stakeholders. We involve our people in pushing the boundaries of technologies suitable to our operations by collaborating with our vendors in providing greener solutions to our customers. By incorporating green procurements and campaigns for waste reduction and responsible consumption, we are aiming to create a better world and decent place for everyone to live.



Clean Energy Harvesting

Using energy-efficient and clean energy technologies can reduce our direct negative impacts on the environment. With the adoption of energy-efficient fittings in our facilities, we can minimise further adverse impacts by consuming cleaner energy and less energy.

“ The investment for all initiatives under ‘Greener Assets, Clean Energy Harvesting, and Think Green, Act Green’ are made possible through the long-term commitment of our Board of Directors ”

ST Logistics Sustainability Committee

Towards Greener Asset: Electric Vehicles

We understand that in our industry, the fuel consumption of our fleet vehicle can significantly add into global dependency on non-renewable fossil-based fuels. As we are moving away from the dependency, we are converting our fleets into Electric Vehicles (EVs). This conversion initiative is also in line with the Singapore (SG) Green Plan.

The SG Green Plan sets a target to cease diesel-based shared vehicles and to have towns ready for EVs in 2025 by providing chargers at all HDB carparks. We forward ourselves to the future to fulfil our Sustainability commitment and to contribute to SG Green Plan.

By converting to EVs, we are also supporting the United Nations Environment Programme (UNEP) in global electric mobility programme. As of September 2022, we have converted seven (7) Internal Combustion Engine (ICE) vans into EVs. There will be eight (8) more to convert in 2023.

We constantly keep abreast with the latest technology for higher ratings trucks to reduce pollutants from our fleet exhaust. We will bridge into a higher Euro rating for our Euro 5 diesel high-performance fleets under ST-Airport Services (STARS) when nearing their lease expiration.



Our EV Fleets



Clean Energy Harvesting: Solar Panels Technology

Solar energy is a primary source of renewable energy. From Sudanese refugee camp to the hype Singapore, solar energy captured by solar panels providing lights and even can potentially replace fuels. In 2016, an airplane successfully circling the globe by relying on solar power! Singapore has in average annual solar irradiance of 1,580 kWh/m²/year. That is more than enough solar irradiance to brighten Singapore. Furthermore, in healthcare industry only, the United Nations indicates 100% of return on investment within two to five years, depending on the technology of the solar panels. Solar panels to harvest clean energy is a feasible technology to invest.

Solar panels' photovoltaic (PV) technology generates energy from sunlight. A single PV device, also called a cell, is connected to one another in chains forming a module or a panel. Modules are connected to form arrays that link to electrical grid. The modules have components to transform the generated direct-current (DC) electricity into alternating-current (AC) electricity. To point panels toward the Sun, the panels are supported by mounting structures.

Converting words into action, in 2022, we have completed the installations of solar panels in Toll City and 5 Clementi Loop.

Solar Panels Installed in 5 Clementi Loop



Solar Panels Installed in Toll City



Using energy-efficient and clean energy technologies can reduce our direct negative impacts on the environment. With the adoption of energy-efficient fittings in our facilities, we can minimise further adverse impacts by consuming cleaner energy and less energy.

Clean Energy Harvesting: Conserving Energy

To conserve energy, we must consume energy efficiently and effectively. For this purpose, we have implemented a couple of energy initiatives. These initiatives enable us to reduce our dependency on the current national energy mix, which has fossil-based energy. We are supporting SG Green Plan to shift into a cleaner energy mix for fuels and electricity.



Energy Efficient Lightings and Smart Motion Sensor

Our Toll City site is built with energy efficient lighting design to produce light outturn comparable to Light-emitting Diode (LED). The wattage ballast of one lighting at the site is 56W for 5,340 lumens.

The movement of energy-efficient lighting itself is a global movement. UNEP indicates that the complete replacement of all inefficient on-grid lighting will result in 939 terawatt hours of electricity saving per annum. Presumably, it is the same as avoiding 35 million tonnes of CO₂ annually.

The smart motion sensor is a technology that can enhance the efficient use of energy for lighting. The technology controls the activation timing of lights and reduces energy consumption. We adopt this technology at our Toll City Warehouse. The motion sensors are embedded in lighting installed at the Warehouse.

By implementing energy-efficient on-grid lighting, we are able to support SG Green Plan's 'energy reset' target for 2030, which is energy efficiency in green buildings to reach 80%.

In the Toll City Warehouse, smart motion sensors control the activation timing of lighting. The lighting will be off when there is no activity in the warehouse (see the photo on the left side below). When there is an activity in the warehouse, the lighting in the related area will be automatically activated (see the image on the right side below).



Clean Energy Harvesting: Solar Reflective Coatings

Lowering the temperature will lead to less need for cooling systems that consume electricity significantly. We explore the advantage of adopting solar reflective coatings in our premises to reduce temperature.

The technology works by reflecting heat generated by heat rays, or rays in the near-infrared region. We are exploring the use of industrial coating products in Singapore. There have been several large-scale projects carried out in Singapore that employ industrial coatings.

The additional benefit of this type of paint is the waterproofing feature which can assist in preventing leakages from roofs. Technically, the application of the technology on concrete roofs will reduce about 6.22°C heat and about 2°C heat for the ceiling underneath,

based on the current data from Singapore.

Reducing heat from concretes is an emergent idea to manage climate change. The Intergovernmental Panel on Climate Change (IPCC) has reported the increased risk of heatwaves globally related to concretes.

Those living in cities will be vulnerable to heat waves as concretes absorb and retain substantial heat. Consequences from absorbing and retaining heat vary from increased energy consumption for cooling systems to heat-related illness. This phenomenon is also called the 'urban heat island effect.'

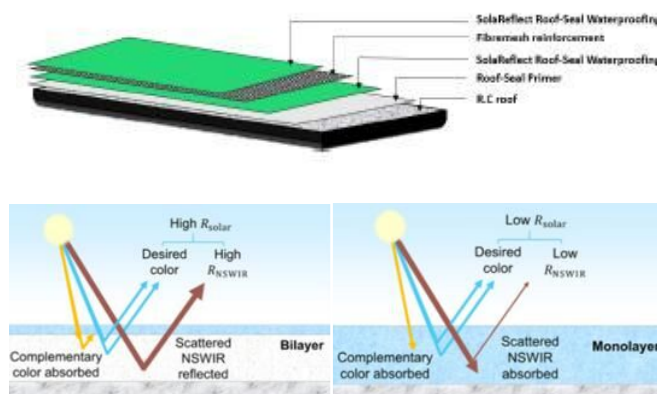
Part of applying the paint technology is choosing the suitable colour layer. The layer can reduce heat further. Our team is ensuring that we understand this technical requirement and have the right paint technology at the right time to achieve the intended result. Therefore, we use data from different projects in Singapore and academic research as references.

Current Data from Singapore HDB Projects and Academic Research

Concrete Roof ~6.22°C



Heat Reduction from Layering Colours



Clean Energy Harvesting: Sustainable Aviation Fuel

The aviation industry would rank 17th in the world in terms of gross domestic product (GDP) if it were a country, according to Air Transport Action Group. This means that efforts to make the industry more sustainable will lead to a significant shift towards a sustainable economy. In the industry, a sustainable economy will depend significantly on the acceptance of Sustainable Aviation Fuel (SAF). SAF combustion will emit similar quantities of CO₂ to that of conventional fuels. However, when emission from all stages of the fuel life cycle is considered, the total emission of SAF will be significantly lower than that of regular jet fuel. Furthermore, SAF will be considered a feasible solution when it has a 'drop-in' feature. This feature refers to the interchangeability and compatibility of SAF with regular jet fuels, so operators do not need to handle SAF separately from other aviation fuels. Separate handling means higher costs for building different infrastructures and management.

Our wholly owned subsidiary, ST-Airport Services (STARS), is at the forefront of making Sustainability an inseparable business in the industry through collaborations with the industry leader in this area. Amongst their efforts is the MoU with NESTE (the largest provider of global SAF), which aims to explore possible supply chain collaborations in freighting, warehousing, and distribution for our customers. The MoU was signed in June 2022. It signifies STARS' formidable commitment to reducing carbon emissions in the industry.



Clean Energy Harvesting: Building Management System

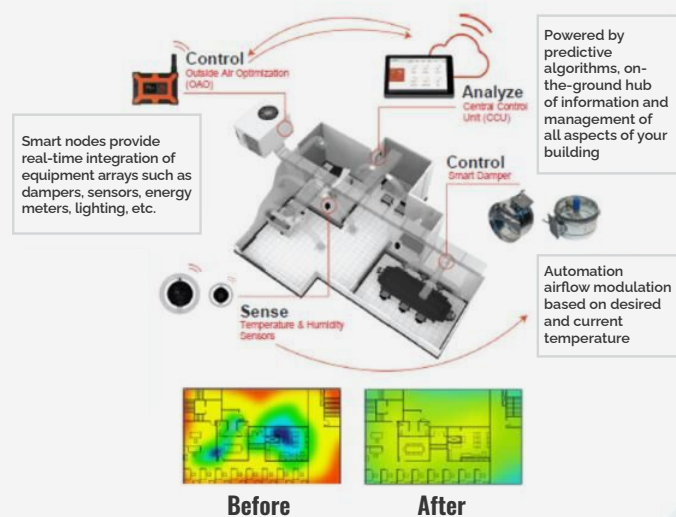
To take 'Action' towards creating a sustainable world, ST Logistics should adopt various technologies to conserve energy. We are considering deploying the power monitoring system as part of our building management system.

Power Monitoring System



The power monitoring system will enable our building management to trace building power consumption in each area. Should there be any anomaly in the consumption, the building management will be alerted by the system.

An anomaly in energy consumption can be due to old equipment, which tends to be energy inefficient. Therefore, the system can also be used to detect old equipment. When detected, we will replace the equipment.



GHG Emissions and Energy Use

The emissions identified by ST Logistics are categorised under Scope 1 and 2 and progressively into Scope 3. Our emission inventories are operation clustered to enable us to trace emissions from each business. By tracing emissions that way, we can focus on the process that needs to reduce its emissions further. Under Scope 1, we trace fuel consumption related to our primary operations. Scope 2 refers to emissions from purchased electricity. Scope 3 covers emissions from our suppliers. We adopt the Intergovernmental Panel on Climate Change methodology in measuring our emissions. The unit of measurement of each emission number presented in this report is 'tonnes of CO₂e.'

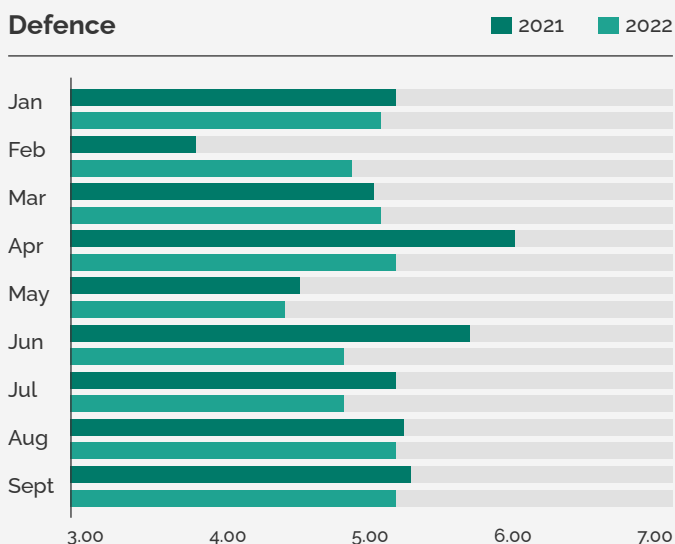


SCOPE 1: FUEL

Our emissions under Scope 1 are as follows:

Defence

The following graph depicts the fuel emission in 2021 and 2022 from the Defence vertical.



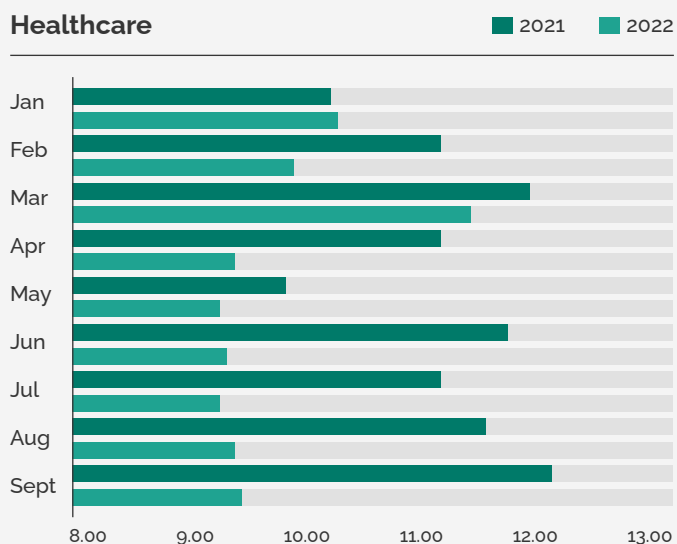
In April 2021, the emission from Defence was at their peak. This was due to the easing of COVID control. Compared to 2021, we generally managed to have lower emissions in 2022. Part of the reason was the conversion of Diesel vans to EVs.

The other reason was our Defence operation's nature; the operation supports last-mile distributions. This support leads to fluctuations in emissions due to the changes in distribution activities on either a seasonal or ad hoc basis. Therefore, clean energy is the only feasible strategy to lower emissions related to Defence operations.

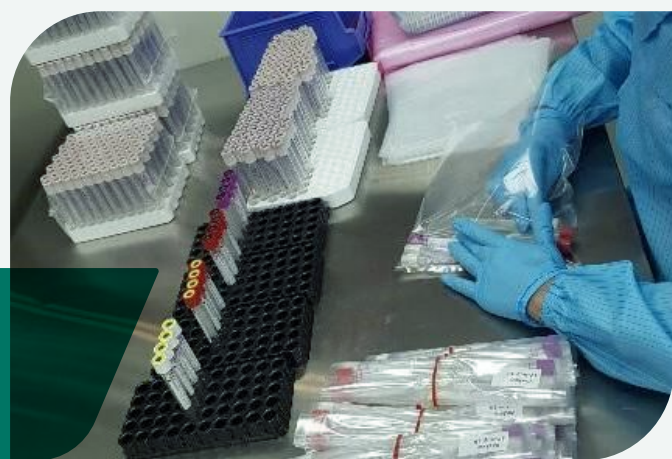
Healthcare

Compared to 2021, healthcare had lower emissions in 2022.

Healthcare



In 2021 ST Logistics supported the delivery of Covid-19 ART Kits. This urgently needed support proportionally increased the emission from the Healthcare vertical.

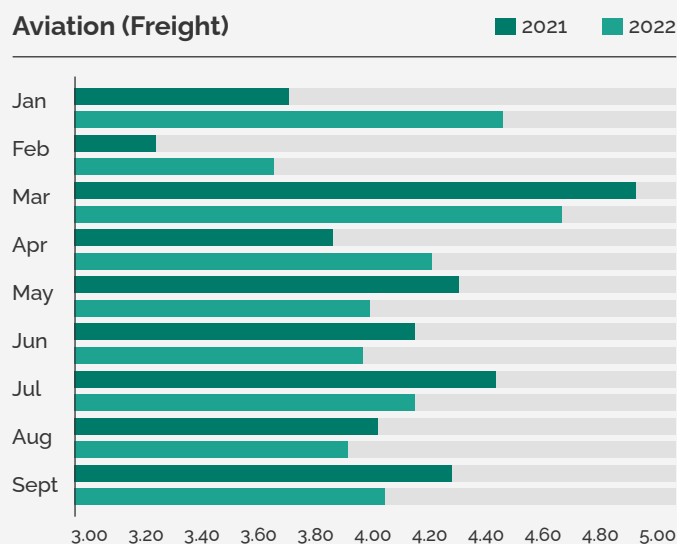


In 2022 Healthcare experienced lower demands in the ART Kits distribution which led to lower emissions for the year. The emission was lowered further by the conversion of Diesel vans to EVs.

Aviation (Freight Management)

Below is a graph showing emissions from January to September 2021 and 2022.

Aviation (Freight)



In January, February and April 2022, emissions from Aviation (Freight Management) were higher than in the same months in 2021. The overall higher emission level is due to the recovery of the global forwarding business following the COVID-19 pandemic.



SCOPE 2: ELECTRICITY

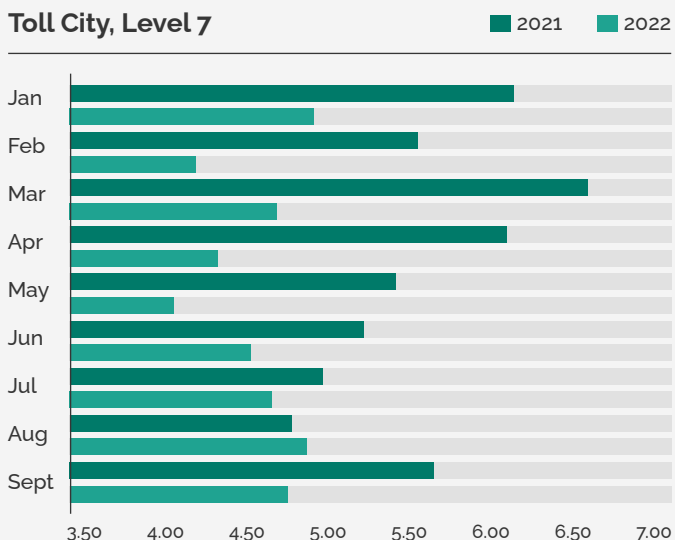
Our emissions under Scope 2 are as follows:

Corporate Site

Toll City, Level 7

A significant reduction in emissions was achieved in 2022 from purchased electricity at Corporate Site compared to 2021.

Toll City, Level 7



Toll City site has solar panels installed on the roof. The Corporate Site will reduce emissions further when it is ready to harvest clean energy. On-grid lighting on the site is energy-efficient. This type of lighting produces high lumens with low electricity consumption, resulting in low emissions. Furthermore, some campaigns lead to a direct reduction in electricity consumption.

One of them is Earth Hour. Every month, our people participate in the Earth Hour campaign by turning off all electricity-consuming equipment for an hour to conserve energy.

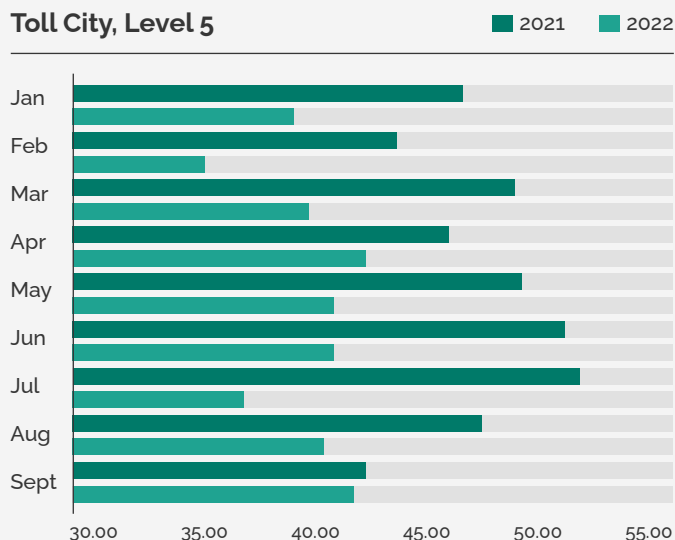
Toll City Level 6 started to record the electricity consumption in August 2021 as per the start of the billing cycle at the site. Its total emissions in August and September 2022 are lower than its total emission for the same months in 2021. Our people can actively support energy conservation as they understand sustainability better through awareness training. They are more cautious about switching off equipment when not in use. They also support the monthly Earth Hour programme. The smart motion sensor in the warehouse assists in reducing further emissions on the site.

Healthcare

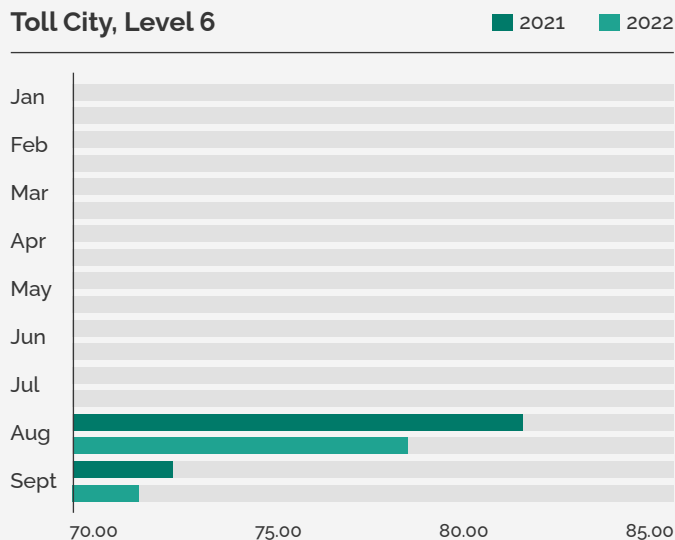
Toll City, Level 5

There is a decrease in the total electricity emissions for Toll City Level 5 in 2022 compared to 2021.

Toll City, Level 5



Toll City, Level 6



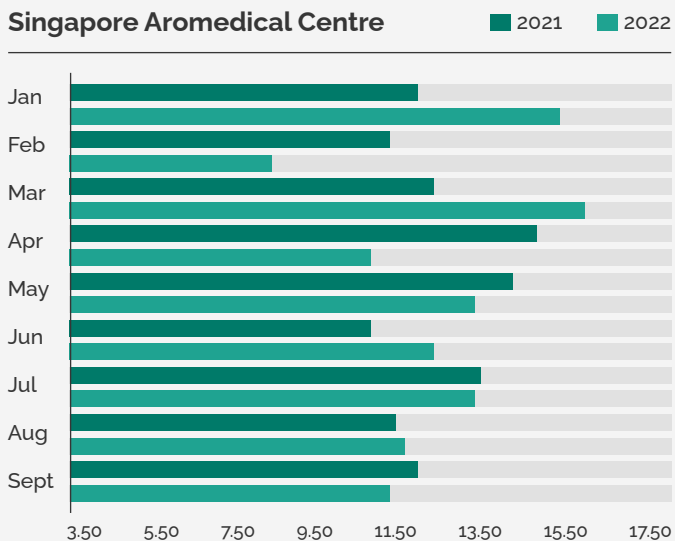
Healthcare

Singapore Aeromedical Centre

The electricity emission for Singapore Aeromedical Centre was moving higher and lower according to the electricity consumption of activities related to services provided.

The Centre offers clinical services in both Occupational Medicine and Family Medicine. In January and March 2022, there were increased businesses in the Centre. Therefore, emissions from the site during those months were higher than those of the same months in 2021.

Singapore Aeromedical Centre

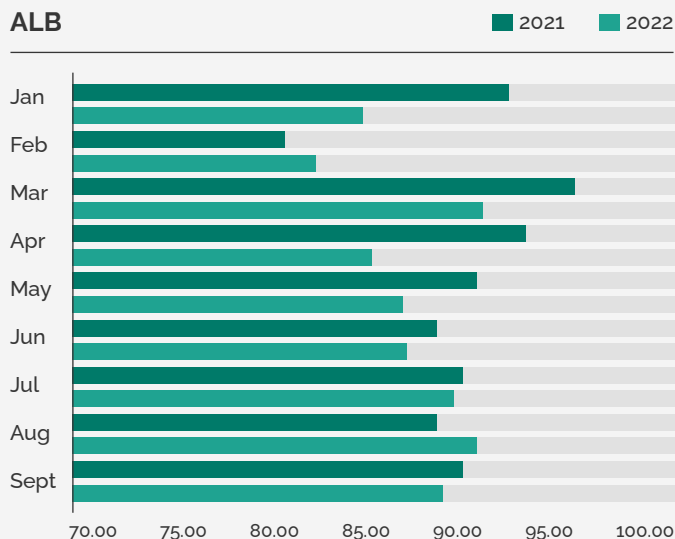


Defence

(ALB)

Except for August 2022, ALB managed to lower its monthly emission in 2022. The emission peaked in that month due to increased activities in the ALB.

ALB

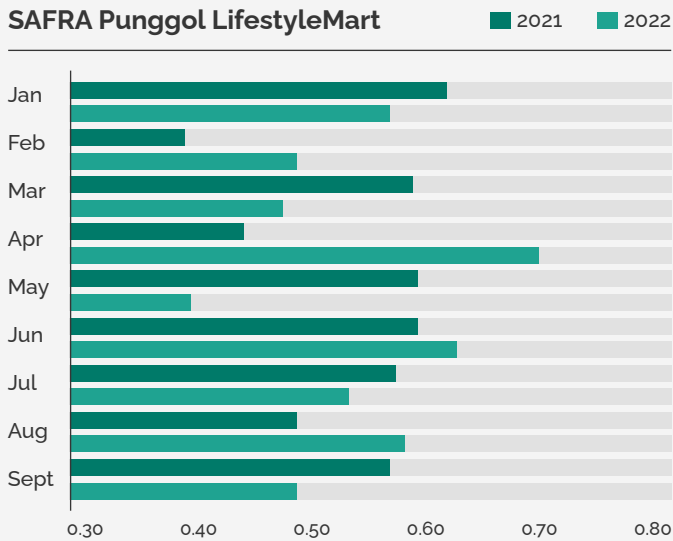


ALB building itself is designed with embedded energy conservation features. Electricity consumption for ventilation can be reduced at the site because of large sloping canopies with extended meshes capitalising on the site's windy air. The building combines translucent and metal roofs to allow natural light beams into the interior of the building.



SAFRA Punggol LifestyleMart

SAFRA Punggol LifestyleMart



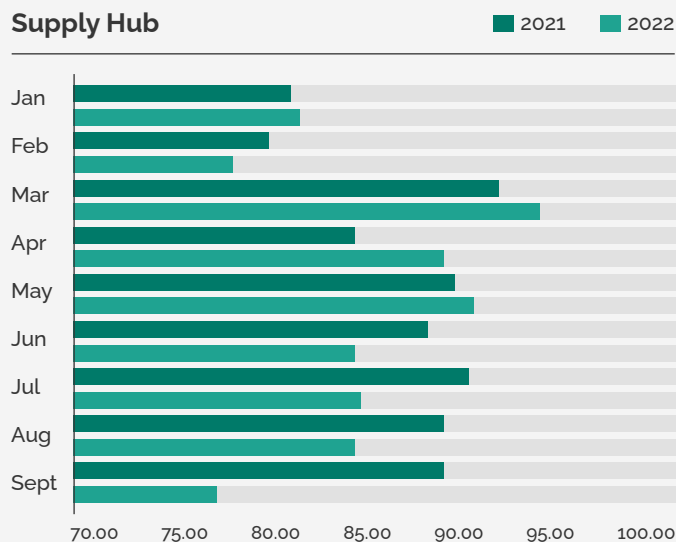
In 2021, activities under the LifestyleMart were limited due to COVID. However, in 2022, LifestyleMart experienced an increase in transaction activities, leading to higher total emissions in 2022 than in 2021.

Homeland Security and Public Sector

Supply Hub & HomeTeamNS

The Supply Hub managed to lower its total emission in the month of July to September 2022 as compared to that of the same months in 2021. From July to August 2022, operations were lesser at the site as the team supported the National Day celebration. The total emission from July to August 2022 was based on average electricity consumption by the third-party electricity provider. The significantly low emission in

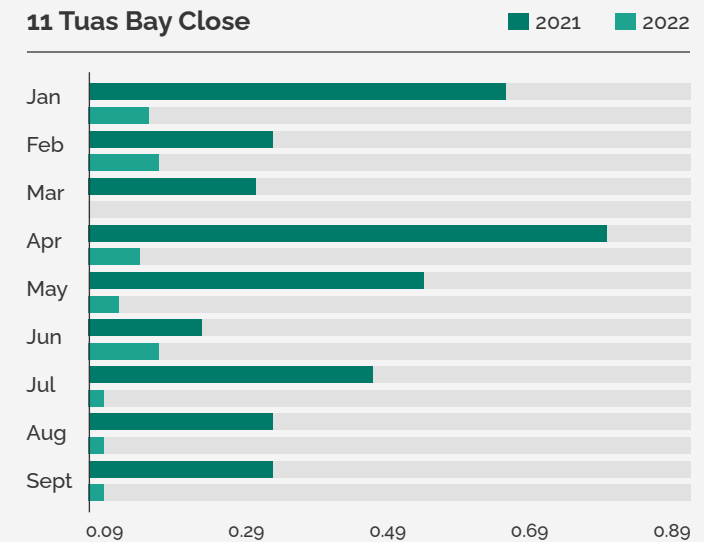
Supply Hub



11 Tuas Bay Close

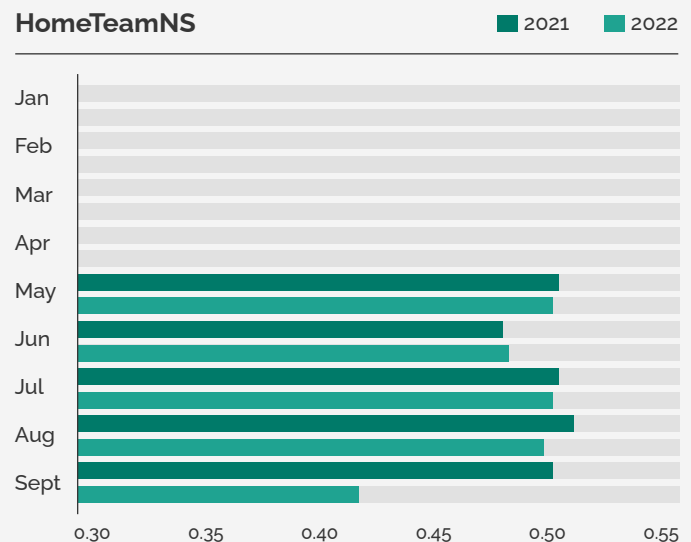
At this site, we consumed significantly less electricity that led to low total emission in 2022.

11 Tuas Bay Close



September 2022 reflected the final adjustment from the actual electricity consumption from July to August 2022. Our site in HomeTeamNS started the emission tracing in May 2021 as per the start of the billing cycle at the site. In September 2022, there was a final adjustment on the electricity consumption by the third-party electricity provider. Therefore, the emission level for that month was significantly low.

HomeTeamNS



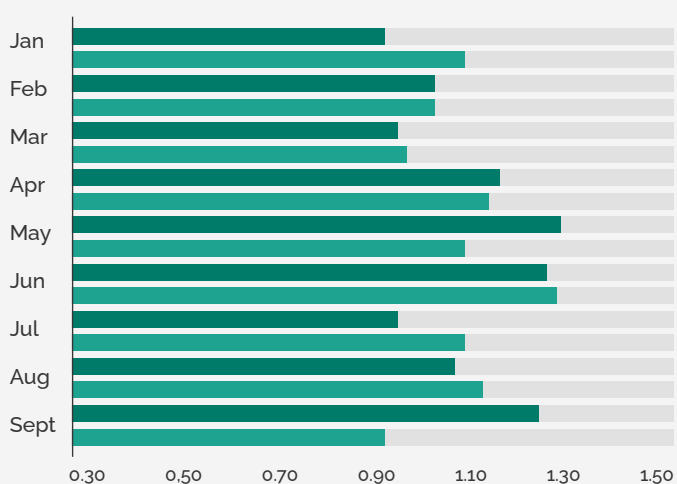
Aviation

Changi Airfreight Centre

Our site in Changi Airfreight Centre mainly conducted routines throughout 2021 and 2022 with slightly variable activities. Those activities were the sources of varied emissions in 2021 and 2022. In September 2022, the final adjustment of actual electricity consumption resulted in a significantly lower level of consumption and, therefore, emission.

Changi Airfreight Centre

■ 2021 ■ 2022

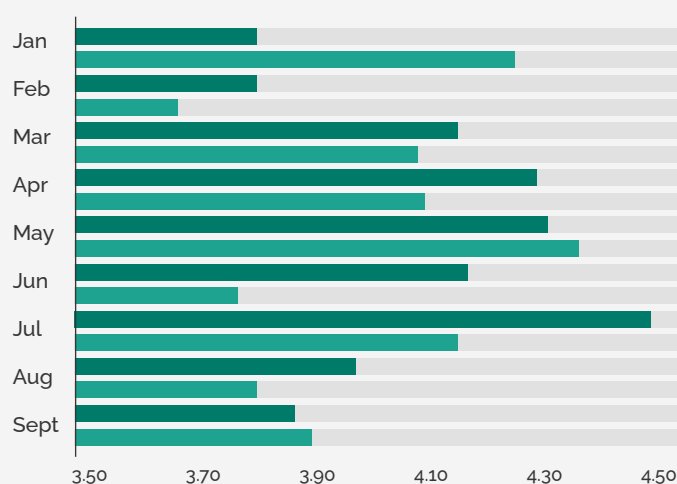


ST-Airport Services (STARS) at Loyang Fuel Facility

Emissions at the site vary proportionally with the levels of businesses. In 2022, the facility experienced more company from official visits and missions. The increased activities led to unavoidable higher consumption of electricity and, therefore, the emission.

STARS at Loyang Fuel Facility

■ 2021 ■ 2022



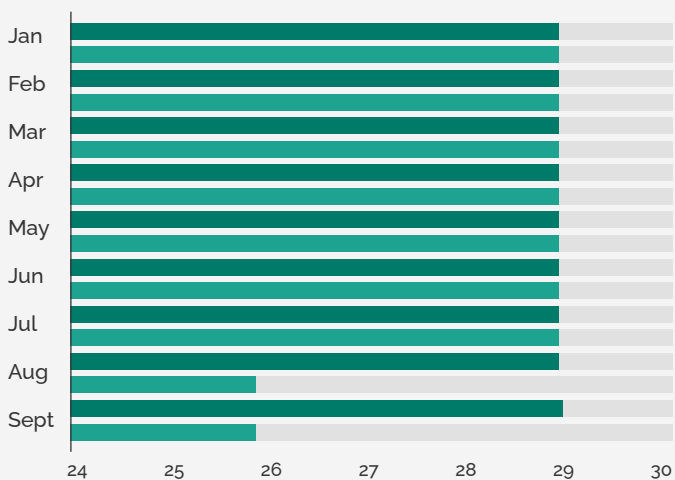


SCOPE 3: EMISSION FROM SUPPLIERS

We gradually measured our fuel emission under Scope 3. This initiative is part of our green procurement programme. We will collaborate with our suppliers further on Scope 3 emission.

Homeland Security and Public Sector

Homeland Security and Public Sector ■ 2021 ■ 2022



One of our Homeland Security contractors, Lance Services, converted two (2) diesel vans to EVs in August 2022. Therefore, they posted the reduction of diesel fuel consumption starting from the month of August 2022.

The contractor took pre-defined routes for all fleets that served the site. This makes the fuel consumption pattern and related emissions similar between 2021 and 2022, except in August and September 2022 when they started with EVs.



Resource and Waste Management

Think Green, Act Green: Plastic Waste Management

Plastic waste is among the most environmentally damaging debris because it can damage humans' and animals' organs when accidentally consumed as microplastics and take hundreds of years to be naturally degraded completely.

In our operations, we use a significant amount of plastic shrink wrap. The shrink wrap is used to wrap around a package before it can be stored in our warehouse and transported by our fleets. The wrap secures the box during its journey to the customers. Initially, we used only plastic shrink wrap with a 23-micron thickness for every package.

We experimented with thinner plastic shrink wrap to reduce the amount of plastic waste from used plastic shrink wrap.

After a period of trials on different thicknesses of shrink wrap, we concluded that we could change into plastic shrink wrap with 12-micron thickness without compromising on safety which a thicker shrink wrap provides. The projected reduction of plastic waste from thinner shrink wrap is 40%. This amount of reduction potentially translates into SGD 5,000 cost savings per annum. The reusable canvas wrap is another alternative that we are exploring.



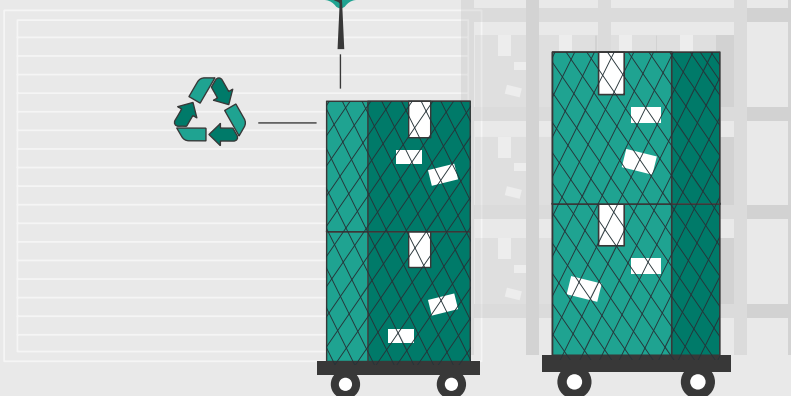
Think Green, Act Green: Reusable Canvas Wrap

Besides using thinner shrink wrap, we explore reusable canvas wrap to wrap packages. The intended function of this reusable canvas wrap is similar to that of plastic shrink wrap. In measuring the potential plastic savings from this initiative, we monitor cargo delivered to one of our busiest hospitals.

On average, 40-50 dollies of cargo will be delivered. Monthly shrink wrap saving is estimated to be 100-150 hand rolls from reusable canvas wrap. Our Healthcare team is the team that comes up with the innovative

solution of using reusable canvas wrap to replace plastic shrink wrap.

Recently, we went through the reusable canvas wrap's second design. The first design has canvas flaps that cannot secure packages properly and are detached from the dolly, so the packages and the wrap itself can unexpectedly shift in different directions. The second design fixes the flaps problem and attaches the wrap onto the dolly to enhance the security feature of the canvas wrap.



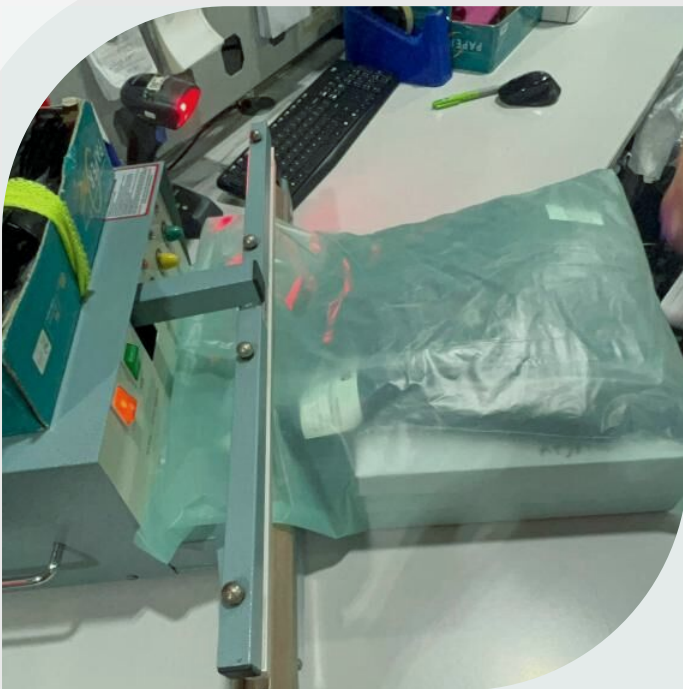
Think Green, Act Green: Cassava Plastic Bags

There will be more plastics than fish in our oceans by 2050. This is a warning from the World Economic Forum. It suggests the urgency to move away from plastic products. Under our various operations, the one-time use of plastic bags concerns us. Organic material bags such as cassava plastic bags will be better than plastic bags as they naturally degrade faster and in a friendlier manner for our environment than plastic bags.

Cassava plastic bag is not plastic in traditional understanding. It is made from cassava starch mixed with other organic materials. It will dissolve easily and completely in water after a specific short period, depending on the temperature and humidity. Other materials for organic plastics are, for example, Barley and Sorghum. We choose to adopt cassava plastic bags based on the stability of the supply chain to provide cassava plastic bags for our operations.

Our journey in adopting cassava plastic bags is challenging. The easy-to-dissolve feature of cassava plastic bags means they will be damaged when they cater cold or hot beverages. Chilly dews from drinks will degrade the bag within about a minute, and likewise for hot beverages. Additionally, we can only limitedly secure the bag with heat sealing, depending on the weight and dimension of the merchandise. Alternatively, we use plastic seal tags. We assess that the potential long-term environmental benefit of adopting cassava plastic bags will be higher than the environmental cost of plastic seal tags.

We nominate cassava plastic bags to our home deliveries, Police NPCs and Fire Stations. The potential carbon footprint savings for this type of organic bag is approximately 73,000 plastic bags per annum. We are observing the relevance of this bag for the merchandise being delivered to different sites.



Think Green, Act Green: Recyclable Bags

At Defence LifestyleMart, we discourage our customers from using plastic bags. Therefore, we charge them a small fee when they use plastic bags. We encourage them to use recyclable bags we sell in 18x18x10 size and 16x12x10 sizes (all measurements are in centimetres).

Cassava plastic bags are only partially suitable for our LifestyleMart because of the nature of the offered merchandise. Some of them can dissolve cassava plastic bags easily. For example, cold beverages will dissolve cassava bags in minutes. Between April and November 2022, we recorded behavioural change in which more customers switched from using plastic bags to recyclable bags sold on our premises.



By encouraging the use of recyclable bags, ST Logistics is supporting SG Green Plan 2026 i.e., to reduce the amount of waste to landfill per capita per day by 20%



Think Green, Act Green: Elimination of Plastic Packaging

INITIATIVES		PROJECTED SAVINGS PER YEAR
	Eliminating individual plastic packaging for PT Socks, Dress Shoes Socks & Combat Boot Socks	<div>▼ Reduce</div> <div>3,115 KGs</div> <div>of plastics</div>
	Eliminating individual plastic packaging for Field Pack & Day Pack	<div>▼ Reduce</div> <div>1,182 KGs</div> <div>of plastics</div>
	Redesigned shoebox with built-in handles to eliminate the needs for a plastic bag as a carrier bag	<div>▼ Reduce</div> <div>600 KGs</div> <div>of plastics</div>
TOTAL OF PLASTICS AVOIDED		<div>→</div> <div>4,897 KGs</div> <div>plastics</div>

Our LifestyleMart business goes further in eliminating plastic packaging by implementing different initiatives. All of the socks products are not using any plastic packaging. The Field & Day Packs are without the regular plastic shrink wrap. For shoes, we have designed a shoebox with a handle that can eliminate the need for a plastic bag to carry the shoes. By removing the need for plastic packaging, we are contributing further to Singapore Green Plan in 2026 to reduce waste sent to landfill. Our Fulfilment Logistic General Equipping Department leads these initiatives.

Think Green, Act Green: Plastic Bottle Elimination

We installed a water dispenser near our meeting rooms. Bottled water remains solely for our guests, who unavoidably need on-site meetings with our people.



In 2021, plastic bottles consumption from bottled water amounts to **6,370** bottles

From a Sustainability perspective, this number is staggering. We reduce our plastic bottle use tremendously by adopting the above-stated policies.



From January to October 2022 only, we have reduced our usage to **▼ 1,674** bottles

That total number is equal to a 70% of reduction, which is ahead of our 50% reduction target for 2022! We aim to reduce 90% of plastic waste by 2024 and identify different sources of our plastic waste.

We further manage our plastic waste's negative impact on the environment by reducing plastics in different forefronts.



To minimise the need for issuing plastic for food containers, we provide wheat-straw lunch boxes and mugs to all staff.



Wheat-straw is made from the stem of wheat plants that contains lignin.

Lignin is responsible for holding the plant stand straight, so it has a vital fibre feature to make it into a rigid material.

We introduce these sustainable products during our STL Partners' Safety Day by giving them as prizes. This initiative should assist in eliminating plastic waste sent to landfill.






Think Green, Act Green: Paper Waste Management

Papers used in our offices and as packaging materials are significant contributors to paper waste in our organisation. Managing paper waste from offices will require us to move away from our traditional operational practices. This includes digitalising our office routines and recycling paper materials for our packaging. With our people's support, we can act as one team to move towards digitalisation and implement the recycled paper packaging initiative. As for the existing paper waste, we send them for recycling to a licensed recycling facility.

Think Green, Act Green: Digitalisation

We continuously improve our office operations through digitalisation to become paperless. Efforts towards digitalisation include:

 <p>Document Archival System (DocuWare)</p>	 <p>E-appraisal Process (Unit4)</p>
<p>E-Procurement Application (K2)</p>	 <p>E-Capex System (Capex)</p>

In total, 2.1 tonnes of paper are saved through CI Digitalisation efforts.

Think Green, Act Green: Recycling Packaging and Paper Waste

Our collaboration with the Singapore Ministry of Health through our Healthcare team to recycle papers is helping us and our partner to be greener. This collaboration results in recycling disposed of forms, with the total tonnage captured and recycled in 2021/2022 reaching 286 tonnes. We also reuse carton boxes by repackaging cargo. We managed to recycle 48.5 tonnes in 2021/2022.



Think Green, Act Green: Our Green Procurement

Green procurement is our evolving efforts to ensure that our suppliers are supporting our operations to be more sustainable. In line with the Singapore Green Plan 2030, ST Logistics' Green Procurement policy aims to guide promoting and implementing practices for reducing the environmental and social impact of procurement and contracting practices.

Our environmental initiatives, such as cassava bags, a shoebox with handles, and recyclable bags, are made possible by the support of our green procurement. ST Logistics procures S\$100m worth of products annually. Through innovation and conscious efforts to shift existing procurement norms towards more sustainable practices, we work closely with suppliers to create more environmentally friendly businesses in Singapore and to promote responsible resource consumption at our customers' end.



ST Logistics Green Procurement Policy

01



Buy products that meet the Singapore Green Label and Energy Efficient Label.



02



Review existing products packaging



- Socks without individual plastic packaging
- Altama packaging with handles on box

03



Incorporate certified eco friendly requirements into specification



04



Incorporate suppliers' sustainability related policies and practices when evaluating tenders



05



Minimize waste through 3R.



Sustainability Campaigns, Training, and Courses

Workforce Development

Our people are the drivers of innovations and changes in ST Logistics. We need to keep our people energised and updated with Sustainability topics for them to be able to push the boundaries of our operations to make our operations more sustainable. We are committed to equipping our people with fundamental knowledge and skills in Sustainability.

To create Sustainability awareness among our people, the ST Logistics Sustainability Committee has mandated that all PMEs (Professionals, Managers and Executives), including senior management, attend the company's sustainability awareness courses. To date, 186 of our people train to be fit and resilient to create a sustainable environment.

In November 2022, ST Logistics tapped into the Workforce Singapore (WSG)'s Job Redesign and reskilling programme (JRR) for Sustainability.

Workforce Development – Job Reskilling & Redesign Programme (JRR)

The Workforce Singapore (WSG)'s Job Redesign and Reskilling programme (JRR) for Sustainability is a government initiative to reskill employees who eventually take on job responsibilities enhanced for Sustainability.

Employees in the first phase of the JRR programme across various job functions such as Procurement, finance, and business development will undergo a structured training programme. It includes sustainability courses concerning their work and On-the-Job Training (OJT).



Procurement



Finance



Safety and
Sustainability



Business
Development



Facilities



Developing Future Talents

We introduce our industry and sustainability efforts to the young generation of Singapore through the Work-Experience-Programme (WEP). The Work-Experience-Programme (WEP) is a partnership programme with schools.

We contributed to the partnership programme, which targeted Secondary Three students. They were designed to be attached to well-established private and multi-national companies for a short work experience.



The programme's goal is to instil in them the importance of work ethics and ethical conduct while acquiring knowledge of industries and enhancing their understanding of career options. During the programme, the students were given a project to design office sustainability initiatives. We shared in a one (1) hour Sustainability sharing session the following materials:

- ✓ Our company introduction and the logistic industry we are in
- ✓ Descriptions on how we support Singapore during pandemic and endemic period
- ✓ The structure of our ESG framework and the three (3) strategic driving forces, and
- ✓ Snippets of our current and future initiatives.



Updates on ST Logistics Campaigns

ST Logistics Plant-a-Tree Day

In partnership with NParks, we planted 50 trees at Alexandra Canal Linear Park. By planting trees, we participated in the One Million Trees Movement by NParks and contributed to Singapore Green Plan for the 2030 target under 'City in Nature.' This campaign was also part of our 50th Anniversary. We invited our people to be part of this meaningful activity that can restore nature to our city.

Together, we planted five different species of trees - Ardisia Elliptica, Memecylon Edule, Memecylon Ovatum, Tarenna Fragrans and Gardenia Tubifera. These trees are natives of Singapore. They can survive Singapore's environment and continue providing us with environmental benefits.



Bawa keperluan guna semula anda sendiri.	请自备环保用品。	உங்கள் சொந்த மறுபயன்பிட்டுப் பொருள்களைக் கொண்டுவரவும்.
BRING THIS FOR A YEAR	TO REDUCE THESE DISPOSABLES	
1* reusable bag	125* plastic bags	52* paper bags
1* reusable bottle	730* single-use cups	730* PET bottles
1* reusable takeaway container	730* takeaway containers	



Which of these have you done lately?			
Used disposable cutlery when eating	Took more ketchup or chilli sauce packets than I ended up using	Bought a small item and got a plastic bag to carry it	Threw away a plastic container instead of reusing it
Threw away odd-looking or bruised fruits and vegetables just because of the way they looked	Bought drinks in a disposable cup	Tossed general waste into a recycling bin	Used a plastic straw
Tossed recyclables into a general waste bin	Bought a bottled drink instead of refilling my water bottle	Threw away leftover food after a meal	Threw away a clean plastic bag without recycling or reusing it
Bought a meal in a disposable box (e.g. plastic or styrofoam)	Threw electronic waste into a general waste bin or blue recycling bin	Used wet wipes to clean up a small spill instead of a cloth rag	Ordered too much food and couldn't finish it all

Let's count how many of these boxes that you've done lately.

If you have done:

5 or fewer actions

Congratulations! You're on your way to becoming an eco-champion!

6 to 9 actions

It's good that you have been trying. Try to make more effort to reduce the use of disposables.

10 or more actions

You need to think about the amount of waste you generate and start changing your habits!

Sustainability Awareness Multimedia Materials

In addition to posters, we have displayed educational videos to our people to be more aware of the significance of waste and consumption issues for our environment. From food waste to plastic waste, we cover them all. Sustainability starts from an individual level.



We want each of our people to be a sustainability champion!

Think Green, Act Green



Semakau landfill's lifespan is getting shorter by the minute - Save Semakau

(Video length: 1 min 25 seconds)

<https://www.youtube.com/watch?v=5o8MboWKaas>



Say YES to WASTE LESS Music Video

(Video length: 1 min 30 seconds)

<https://www.youtube.com/watch?v=5o8MboWKaas>



Nearly 3,000 premises pledge to reduce food waste, use of disposables

(Video length: 1 min 53 seconds)

<https://www.youtube.com/watch?v=5o8MboWKaas>

ST Logistics Fireside Chat: Price of Sustainability

Sharing opinions and providing inputs are important to stay 'Agile.' We conducted a fireside chat about the price of Sustainability as part of our 50th anniversary.

This internal fireside chat was broadcasted in October 2022. This is another platform we use to draw attention to Sustainability and alleviate the discourse towards a sustainable business model.

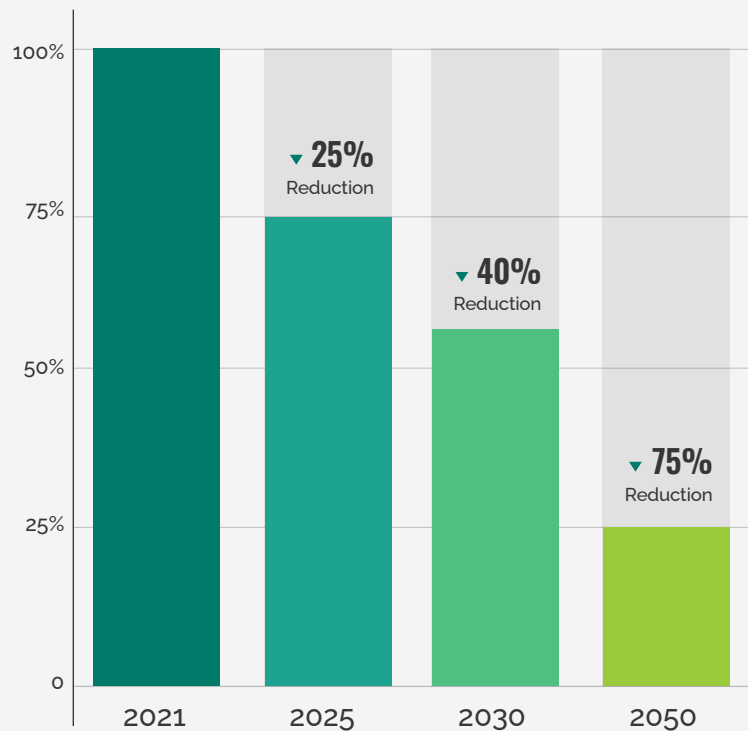


Key Focus Target

Sustainability-related risks associated with the environment pose significant challenges to ST Logistics. These risks, directly and indirectly, affect our customers, suppliers, and employees. To create a better world, we must safeguard it from these risks. Changing how we behave is the only way for our people to evolve and be Champions in Sustainability. Among our key focus areas is emission reduction.

An increasing trend in our emissions means we need to manage and innovate our operations for our Earth to be less burdened by our emissions. We set our emission target to be achieved by 2050. The design of the target is leaning towards the SG Green Plan for 'Energy Reset.' We set ambitious targets from 2021 to 2050 to adjust as per technology advancements feasible for ST Logistics to adopt.

ST Logistics Targets for CO2 Emission



Social and Human Capital

Workforce Development: Awards & Partnerships

HUMAN CAPITAL PARTNER

We are proud to be recognised as the Human Capital Partner (HCP) since 2017 as a testament to our commitment to growing our business and keeping competitive through progressive human capital development. We will continue to attract and retain local talents while ensuring that Singaporeans have better jobs, salaries, and careers. We will invest in our people at all levels in inclusive ways.

The HCP Programme is a tripartite initiative managed by the Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP) which is supported by the Ministry of Manpower (MOM), tripartite partners, and various economic and sector agencies.

ST Logistics is committed to emphasising and implementing progressive workplace learning practices. Inculcating a workplace learning culture is fruitful for both the management and our people in general, as it enhances our people's performance and enables them to stay equipped with relevant skill sets.



Awarded to ST Healthcare:
Workplace Learning Organisation of Competence (Silver)



Awarded to ST Logistics & ST-Airport Services:
Workplace Learning Organisation of Competence (Gold)



By implementing the Tripartite Standard on Grievance Handling, ST Logistics ensures that proper procedures are put in place for our people to express their work grievances in a safe and supportive environment.



As ST Logistics adopts the Tripartite Standard on Term Employment, we ensure good term-contract employment practices.



The Tripartite Standard on Flexible Work Arrangements is our reference to set practices enabling our people to better manage their work-life needs by providing flexible work options.



Adopting the Tripartite Standard on Recruitment Practices means good recruitment practices are implemented in St Logistics.

Workforce Development: Awards & Partnerships



Awarded by the HR Excellence Online, this award celebrates HR teams that pave the way for their peers as they redefine and redesign their organisations to prepare for the workplace of the future.

This award honours and identifies teams that embark on different ways of doing the same thing, new ways of doing things, or new innovative methods together while aiming to drive low cost and increase productivity. The Award is the affirmation of our collective efforts towards future-proofing our workforce with the help of innovation and technology.

We leverage artificial intelligence capabilities and analytical tools to personalise skills recommendations for individuals to equip themselves for our business needs better. We have relentlessly strived to upskill the workforce to deliver greater values for better livelihoods.

Employee Recognition - Long Service Awards

We present this Award annually to our people with five or more years of service with ST Logistics. Annually, we have about 150 Long Service Award recipients. The presentation of Long Service Award Certificates on stage is delivered directly by our CEO, Mr. Loganathan. The award includes a Certificate and monetary reward.



Managers' Award

We honour our people with Managers' Awards every month for outstandingly demonstrating ST Logistics' core values. Every month, each Vertical and the Corporate Head can nominate one of their people for this Award.

Business/Corporate Award

At the end of each work year, each Business/Corporate Head may select their outstanding awardees from their respective stable of Managers' Award recipients to receive the Business/Corporate Award.

Work-Study Programme (WSP) Appreciation Award



ST Logistics is accorded as a preferred industry partner by Republic Polytechnic, which is the programme partner for the SkillsFuture Work-Study Post Diploma Programme for the logistics sector.

ST Logistics is honoured to be one of the 12 recipients of the Work-Study Programme (WSP) Appreciation Award from the Second Minister of Education, Dr Maliki Osman, at the Work Study Fair 2022 on 11 August 2022.



Workforce Development: Future-Proofing Our People

Set up in 2017, ST Logistics is the founding member of the Supply Chain Employees' Union (SCEU). We are proud to be the first company on board the SCEU, which aims to enhance the jobs, skills, and wages for workers in the logistics sector. The Union aims to strengthen the supply chain ecosystem of companies where platforms can be built for sharing and implementing change.

ST Logistics signed an MOU with SCEU in 2019 to form the ST Logistics Company Training Committee (CTC). To drive workforce transformation initiatives, ST Logistics appointed its Chief Operating Officer (COO), Mr. Fun Kum Wah to chair the CTC with the Senior Vice President-Human Resources, Mr. Tan Wong Tong as the co-chairman. The committee is staffed by business leads and a representative from the SCEU. The Vision of the CTC is to have a transformed workforce that is resilient, relevant and ready to take on the challenges of Industry 4.0 in a progressive work environment. The Mission of the CTC is to train our people to be competent and ready to take on future-ready jobs that we create.

ST Logistics is honoured to host the Minister for Education, Mr. Chan Chun Sing, and the Minister of State (MOS) for



Education and Manpower, Ms Gan Siow Huang, at our STL Logistics – SCEU Learning Festival 2022. The event was held in conjunction with the signing of four Memorandum of Understanding (MOUs) witnessed by the Minister Chan and the Minister Gan.

ST Logistics renewed two MOUs with the National University of Singapore and the NTUC LearningHub besides signed for two new MOUs with the Singapore Institute of Technology, and the National Centre of Excellence for Workplace Learning (NACE), which is led by Nanyang Polytechnic. In addition, we announced the launch of a new Skills Allowance scheme for our people. This scheme is a training partnership scheme between our people and the company.

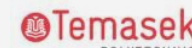
Those who successfully complete their future skills training and utilise the newly acquired skills in their daily works, or implement the new skills in projects, will be given additional wage supplements to their salary.

“ The digital skills they acquire through this process will not only benefit their careers in the company, but also outside the workplace in their personal life ”

Mr. Loganathan, CEO of ST Logistics



Partnerships with Government Agencies, Institution of Higher Learning (IHLs), and Continuous Education Institutions (CETs)



Through various scholarship programs, we develop local talent. The SgIS Scholarship is an industry-focused scholarship focusing on applied and experiential learning. Upon graduation, scholars will be immersed in the business as management trainees on a 2-year Graduate Programme. The Programme, supported by Economic Development Board (EDB) under the Leadership Development Initiative, aims to develop a pool of diverse talents with a solid understanding of the supply chain industry and to prepare them to take on future leadership roles in ST Logistics, Toll Group and Japan Post. Through a structured training programme that includes on-the-job training, scholars will be exposed to various businesses and even will have an opportunity for a global rotation within the Toll Group where they will be able to appreciate cultural diversity, and promote the culture of peace and non-violence, as part of their training as global citizens. As a workplace learning organisation, ST Logistics' scholars are

positive role models for continuous learning to our colleagues and peers. By setting an example, they encourage colleagues and peers to reskill and upskill and emphasise the importance of lifelong learning. This leadership is evidenced when they embraced learning through, for example, mentorship and On-the-Job Training (OJT). In total, there are 20 scholars as of 2022. Besides providing SgIS Scholarships, ST Logistics offered scholarships, Gold Medal Awards, and Book prizes to top-performing students at Republic Polytechnic and Ngee Ann Polytechnic. We recognise students with outstanding academic results, leadership qualities and diverse talents.



SKILLSFuture SG

SkillsFuture Singapore (SSG) is a statutory board under the Ministry of Education (MOE). It drives and coordinates the implementation of the national SkillsFuture movement, promotes a culture and holistic system of lifelong learning through the pursuit of skills mastery, and strengthens the ecosystem of quality education and training in Singapore. ST Logistics partners with

SSG in the respective SkillsFuture Initiatives, such as Enhanced Internships and Work-Study Programmes viz the Institutions of Higher Learning (IHLs). In addition, ST Logistics partners with CETs (Continuous Education Centres) such as NTUC LearningHub in customising training courses to suit the various learning needs of employees.



SGUnited Traineeships Programme provides fresh graduates from Institute of Technical Education (ITE), polytechnics, universities and other educational

institutions with traineeship opportunities that last up to 12 months across various sectors. We recruited a total of 34 trainees to date.



Work Study Programme (WSP) Highlight

ST Logistics tapped on the talent programmes introduced by the government to infuse young talents into its businesses. Since 2015, ST Logistics has placed **thirty-seven (37) trainees** who are full-time employees (Fresh Diploma Graduates) in the Work-Study Post Diploma Program for Logistics.

Under the WSP programme, trainees will attend lessons once a week at the Republic Polytechnic and undergo a structured On-the-Job Training (OJT) Programme for the remaining days of the week. The OJT programme in ST Logistics is tailored to suit the learning needs of fresh graduates and aligned with the Post-Diploma Course Programme.

To facilitate this programme, ST Logistics appointed experienced managers as mentors whose roles include advising and overseeing their mentees' performance in projects they took as part of the WSP requirements, as well as facilitating the smooth transition of their mentees into the workforce to ensure they are retained in the industry.

ST Logistics has appointed experienced leaders as mentors for the WSP trainees from WSP programmes. Selected mentors are required to attend the mentor work workshop conducted by Republic Polytechnic.

Since 2015 to date,
ST Logistics has appointed

17
Mentors



for its

37
Trainees





Talent Management

ST Logistics recruits people eager to learn more, as new challenges in our businesses require our employees to push the boundaries of their skills and operations. Regarding the recruitment process, we ensure that each invited candidate will experience a fair process inspired by equal opportunities.

Fair process in our recruitment refers to fair assessment based on merits. We ensure all candidates feel comfortable and appreciated by implementing a fair recruitment process. Finally, we hope talents will continue to be interested in our diverse operations as we open up more opportunities.

In 2022, we managed to prevent an extreme turnover rate that could affect our operations. During the year, Singapore experiences labour crunches nationwide. We continue to retain and even attract talents by providing competitive benefits such as flexible working options for the work-life needs of our people.

Our People based on Nationality



Our Diversity and Equal Opportunities

Singaporeans and Singapore Permanent Residents account for 98% of our people. This percentage indicates our commitment towards hiring local talents who meet or exceed our expectations. Women are equally considered during our recruitment process. We adhere to Singapore Government policies and regulations when recruiting talents from abroad.

We engage all employees under legal employment as regulated by the Ministry of Manpower, Singapore, regardless of the origins of the employees. Formal work ensures better payment than informal employment. The benefits our people receive are consistent across roles, irrespective of their gender and nationality.

Regional Southeast Asia Fact:

244
millions

of people in SEA region are under informal employment.

78.6%

This is equal to 78.6% of the region's productive workforce age.

Our Diversity and Equal Opportunities

The logistics industry is male-domineered. In ST Logistics, we have a good gender mix being employed based on their merits. Their development and career advancement are focused on their skills and operation demands. We ensure that training opportunities are equal irrespective of age, gender, and employment contract status. We are awarded the NACE (National Centre of Excellence) Certification for workplace learning because we emphasise heavily on the knowledge and development of our people.

Training Opportunity for All Employees

In ST Logistics, we see our people as equal regardless of gender. Their professional development is planned based on professional merits and operational demands. We want them to be able to keep pushing for better changes in all that they do in ST Logistics by focusing on their performance and development.

Male permanent staff & contract staff



Training Opportunity for Contract Workforce

We extend our programmes for professional development to our people with contract status. They are essential as they hold roles across different areas that can be improved through innovative changes. All decisions to involve them are based on the equal opportunity principle.

Female permanent staff & contract staff:



*Data updated on 31 August 2022



Employee Benefits and Performance Appraisal

In ST Logistics, our Human Resources (HR) team designed and implemented a holistic HR strategy to retain and attract talents. Compensation and benefits for our people are based on best practices.

Our HR team conducted regular industry benchmarking to ensure competitiveness. We also listen to our people's feedback in designing our benefits package. The introduction of casual leave is an example of how we responded to our people's voices to us. We have a competitive annual increment and bonus commensurate with the performance of our people and the company.

Our people have access to skill allowance, which is provided to encourage continuous learning and, eventually, to facilitate the application of acquired skills in their workplaces. Activities such as tree planting events are organised for our people to do their part to build a green and sustainable environment. By participating in such activities, we fulfil our social responsibilities and have fun and meaningful connections with each other as well.

List of our comprehensive benefits:



Leave

We provide a comprehensive leave scheme for our people to recharge, carry out their family commitments, and develop themselves. Those include: Annual, Medical/Hospitalisation, Compassionate, Marriage, Examination, Maternity, Shared Maternity, Paternity, Adoption, Childcare/Extended Childcare, and Prolonged Illness Leave



Rewards & Insurance

We appreciate our staff for their commitment through Long Service Award. In addition, we give our people financial peace of mind when they fall ill and experience permanent disability through various insurance schemes.



Wellness & well-being

The well-being and health of our people must also be considered alongside compensation.



Community Engagement

Plant-a-tree day and other involvements with community.

“ ST Logistics has a strong learning culture. Their continuous promotion of workplace learning allows every employee to stay ready, relevant, and resilient. These learning opportunities nurture me into who I am today. Being a working mother at STL has allowed me to keep my identity and pursue my passion.

The organisation has been highly supportive and understanding, helping me quickly re-adjust to work when I return from my maternity leave. I am appreciative of the support that the organisation has provided me. Despite my family commitments, I am recognised for my work as a mother of two lovely children. I look forward to reaching more success with ST Logistics.

”

Lei Pei Hui, Finance Manager



Performance Appraisal

Pushing the boundaries of our operations to provide better services is in the DNA of ST Logistics. To motivate our people, we build a performance-driven culture. We measure performance through mutually agreed targets and attributes aligned with ST Logistics Values System.

We understand that our people will have challenges that may affect their performance. We embrace them through our Performance Improvement Plan when they have lower-than-expected performance. This Plan guides areas our people need to improve by suggesting how they can improve. We regularly monitor their development within this Plan.



Our People Safety

Our current Safety culture results from our long journey in planning, writing, and implementing our Safety programme. Our journey began with meeting legal requirements and evolved into transforming our company culture.

Our ISO 45001:2018 is a credential of our efforts in improving our Safety procedures continuously through the ISO system-based, continuous improvement philosophy and independent certification. This can be seen clearly with a drop in our accident rates. In 2021, ST Logistics received the Singapore Road Safety Awards in two categories: the Heavy Goods Vehicle

Fleet Merit Award and the Light Goods Vehicle Fleet Excellence Award.

We are now dedicating more quality time to changing the mindset of our people from all job levels through Safety-related workshops, namely, Safety Obsessed Workshops.

Our efforts strongly reflect our belief that we can only succeed if we address cultural and behavioural factors. Beyond us, we also influence our close working partners to take the same path through annual events such as STL Partners' Safety Day.



The Singapore Road Safety Awards is a joint effort between the Traffic Police, the Land Transport Authority and the Workplace Safety and Health Institute to celebrate initiatives by industries to keep the roads of Singapore safe.

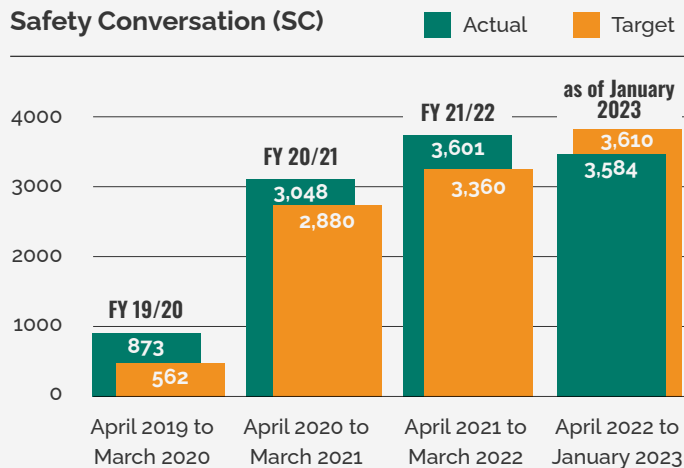


We can prevent motor vehicle incidents in 2021/2022 and we have a drop in 'significant safety incidents' as we exercise more Safety conversations above the target in 2021/2022.

Significant Safety Incidents (SSI)

FY 19/20	April 2019 to March 2020	<div><div></div><div></div><div></div><div></div></div>	2
FY 20/21	April 2020 to March 2021	<div><div></div><div></div><div></div><div></div></div>	4
FY 21/22	April 2021 to March 2022	<div><div></div><div></div><div></div><div></div></div>	1
FY 22/23	April 2022 to January 2023	<div><div></div><div></div><div></div><div></div></div>	0 (to date)

Safety Conversation (SC)



Motor Vehicle Incident (AMVI)

FY 20/21	FY 21/22	FY 22/23
0	0	0 (to date)
April 2020 to March 2021	April 2021 to March 2022	April 2022 to March 2023



Employee Engagement

We develop STweLL to provide peer support. It is an Employee Assistance Programme designed to support our people in coping with their issues at home and at the office to improve in both settings. To complement the STweLL programme, in 2022, we introduced the Para-Counsellor programme. This Programme facilitates those who seek counselling when they need to air their issues to a familiar face.

Personal issues managed under the Para-Counsellor programme are:



parenting



couple's
support



managing
stress



maintaining
physical health

To access a service under the Programme, we provide a telephone line, a chat system, texting channel and an email. This programme is available 24/7. Every Vertical, including the Corporate, has up to two para-counsellors.

Vertical	Para Counselor
Aviation	Chea Wai Mun
Defence	Eddy Puah Sing Keong Cindy Wee Tham Tiem Foo
Healthcare	Angelia Tan Li Ying Darren Ling Wen Chong
Homeland Security	Shah Jehan Haniffa
Public Sector	Melvin Chan Kok Wai
Corporate	Kow Keng Wee Marilyn Wee

Our Yoga Programme

In ST Logistics, we acknowledge the importance of relieving our people from physical and mental stress from work and home. By introducing Yoga during lunchtime, our people will be able to understand the importance of reconnecting the mind and the body and synchronising them to achieve mental and physical balance. This programme allows our people to feel better from head to toe before continuing their work routines during the second half of the day.



Our 50th Anniversary Kick-Off: Futsal Challenge

We kick off our 50th anniversary celebration with a company-wide Futsal Challenge. We invited our colleagues and peers to join and form teams to compete in the Challenge we held at the Premier Pitch. We bonded over exciting high-tempo games and celebrated each other's wins. Although Healthcare Vertical won the Challenge, we felt we all won because we reconnected as one big team.



Cycling Challenge

Continuing our anniversary celebration, we held a company-wide Cycling Challenge. The theme was 'Ride in The City.' We enjoyed riding our bicycles with our colleagues and peers at this event. We exercised and laughed while enjoying the scenery of our city.

Hydrodash Challenge

Pumping up the adrenaline, we celebrate our anniversary through the Hydrodash Challenge at Singapore's first floating aqua park just off Palawan Beach at Sentosa. We challenge ourselves to go through various aqua obstacles.

As a team, we must complete all aqua obstacles as fast as we can. In this Challenge, the team that completes the task in the shortest amount of time wins.



Bowling Challenge

We hosted a Bowling Challenge at the Civil Service Club @ Bukit Batok as the finale of our inter-vertical challenges. We competed with one another across the bowling lanes.

We cheered one another on as each player rolled the ball onto the alley. We are chilling and bonding as one big team while delivering our best to achieve the highest point!





Anniversary Dinner

The climax of our 50th anniversary celebration was our golden jubilee dinner. We invited our people and representatives from Toll Group to party at the Roselle-Simpur Ballroom of Marina Bay Sands. Themed “Black & Gold,” our people went all out in dressing up for the occasion. We had spectacular performances –from the laser and mentalist shows to live performances. It is one of our largest events, given the scale.

This event is a form of appreciation to our people for their sacrifices and efforts that they pulled through from the pandemic to the endemic periods. At this Dinner, we also became closer to one another as we relieved our work stress. We ate, we drank, and we laughed. We work hard, and we have fun!



Employee Engagement: Employee Survey

In November 2022, a Company-wide Employee Engagement Survey was initiated. This survey aims to gauge the level of engagement, enablement level, and internalising level of our Core Values within our people. The survey gauges how well we are doing in the stated areas and where we need to improve. We will use the result of this survey to formulate an action plan that will bring ST Logistics to the next higher level.



Employee Engagement: Senior Management Dialogue Session with all Employees

The Engagement Office organises dialogue sessions for all managers and executives with the CEO and the COO sequentially. The sessions allowed the management to have open conversations with the participants on issues that affect the Company. Our Core Values, especially the one on Safety, are covered.

All safety incidents within the last three months were discussed. Participants also had the opportunity to

bring up to senior management issues which affect them at work.

Besides the CEO/COO dialogue sessions, Vertical and Corporate Heads also facilitated dialogue sessions with their non-executive people. Thus, none of our people is denied a chance to engage directly with senior management. All employees in the Company will attend at least one dialogue session annually.



Our Community Engagement



In ST Logistics, we recognise the need for our people to express themselves as social beings.

Moreover, we need our community to succeed if we are to succeed as well. With these assertions in mind, we connect our people to various community projects. We focus on the contribution beyond monetary value. Our people extend their time, energy and love to the community. We seek to work together to support our community and develop them with the creation of a better place for everyone to live as the goal.





Do Good Day

We had a Do Good Day event in partnership with Habitat for Humanity Singapore in Project HomeWorks. The project aims to improve the living conditions of the beneficiaries and rehabilitate flats in Singapore where vulnerable individuals live. During the event, we declutter fire hazard items and items that can cause accidents, such as falls. We discard expired food to improve the health and well-being of our vulnerable elderly and families.



Before Clean-up



After Clean-up

Supporting Children

As the year winds down, some students get new shoes and stationery to gear up for the new school year. Others, such as the children at New Life Stories, may find it challenging to have such items. They are children with incarcerated parents. They need support to keep them in school.

ST Logistics gladly sponsors 'Back-to-School' gift boxes programme.



Each box has various stationery and a water bottle in it.

We support

135
children



We support the excellent work that New Life Stories delivers to break the cycle of intergenerational incarceration. We hope these gift boxes will boost the children's morale and inspire young minds towards education as they begin the new year. Their future is our future too. We succeed when our society succeeds.

Child at Street 11 Christmas Party 2022

Our Defence Vertical has been engaging Child at Street 11 as part of our CSR activities. Annually, our staff can interact with the children and provide support services to the centre.

We organise such activities so that our people can get involved in a social cause while taking time out of their typical work schedules to get involved in a meaningful activity.

Our people and the children thoroughly enjoyed the Christmas celebration we organised for the children in 2022 after a break from COVID-19.



Developing Our Community



WSG's Career Conversion Programmes for Place-and-Train, Attach-and-Train, Redeployment, and Job Redesign provide better transitions for individuals into the workforce. We engaged our people even before they become our people by developing their skills to fit into our industry and more importantly, ST Logistics.

ST Logistics hires mid-career switchers from other industries to fill key positions by tapping on the Workforce Singapore's Career Conversion Programme for Logistics & Supply Chain for the PMETs. We allocate our time and effort to provide on-the-job training for them so as to ensure that our people are equipped with the necessary knowledge for their new roles. We provide classroom trainings viz WSG's appointed programme partner.

ST Logistics also tapped on the Redeployment career conversion programme (CCP) which is targeted at companies that are undergoing business transformation, and where existing employees are at risk of redundancy or in vulnerable positions as their jobs could be less relevant due to the transformation. In ST Logistics, they will be provided with training to take on new job roles or have their jobs redesigned within the company.



ST Logistics is part of the 1st cohort in the IHCI (Industry 4.0 Human Capital Initiative) Enabler Programme which is a flagship initiative by the Singapore Business Federation (SBF). This programme is also supported by Workforce Singapore (WSG).

The programme helped us to strengthen our strategic human resource planning, workforce development to attract talents and strengthen Singaporean core, and job redesign capabilities. All of these aimed to augment the implementation of Industry 4.0 solution in a sustainable manner.










Appendix






GRI Standards and United Nations Sustainable Development Goals Index

Statement of use	ST Logistics has reported the information cited in this GRI content index for the period from 1 January 2022 to 31 January 2023 with reference to the GRI Standards.
GRI 1 used	GRI1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021		
Disclosure 2-1	Organisational details	About ST Logistics: Our business 5
Disclosure 2-2	Entities included in the sustainability reporting	About the Report: Reporting Framework and Scope 9
Disclosure 2-3	Reporting period, frequency and contact point	About the Report: Reporting Period 9
		Appendix: Contact Us 73
Disclosure 2-4	Restatements of information	n/a. This report is the first sustainability report. n/a
Disclosure 2-5	External Assurance	About the Report: Reporting Framework and Scope 9
Disclosure 2-6	Activities, value chain and other business relationships	Organisational Structure 6
Disclosure 2-9	Governance	Sustainability Governance: ST Logistics Sustainability Committee 12
Disclosure 2-11	Chair of the highest governance body	Sustainability Governance: ST Logistics Sustainability Committee 12
Disclosure 2-12	Role of the highest governance body in overseeing the management of impacts	Enterprise Risk Management 13
Disclosure 2-13	Delegation of responsibility for managing impacts	Enterprise Risk Management 13
Disclosure 2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance: ST Logistics Sustainability Committee 12
Disclosure 2-15	Conflicts of interest	Enterprise Risk Management 13
Disclosure 2-16	Communication of critical concerns	Enterprise Risk Management 13
Disclosure 2-17	Collective knowledge of the highest governance body	Sustainability Governance: ST Logistics Sustainability Committee 12
		Sustainability Campaigns, Training, and Courses: Workforce Development 40
Disclosure 2-18	Evaluation of the performance of the highest governance body	Enterprise Risk Management 13
Disclosure 2-22	Statement on sustainable development strategy	CEO Statement 3
		Sustainability in ST Logistics at a Glance 4
		ST Logistics Sustainability Framework 10
		ST Logistics Sustainability Approach 11
		Environment: ST Logistics Environmental Framework and Strategy 17
Disclosure 2-25	Processes to remediate negative impacts	Key Focus Target 45
		Enterprise Risk Management 13
		Enterprise Risk Management 13
		Check and Balances: Our Commitment to Anti-Bribery and Anti-Corruption 14
		Employee Engagement: Senior Management Dialogue Session with All Employees 63
Disclosure 2-27	Compliance with Laws and Regulations	Enterprise Risk Management 13
		Check and Balances: Our Commitment to Anti-Bribery and Anti-Corruption 14
		Data Protection and Cybersecurity 14, 15

GRI STANDARD	DISCLOSURE		LOCATION
GRI 2: General Disclosures 2021			
Disclosure 2-28	Membership associations	Social and Human Capital: Workforce Development: Awards & Partnerships	46, 47
		Workforce Development: Future-Proofing Our People	49
		Partnerships with Government Agencies, Institutions of Higher Learning (IHLs), and Continuous Education Institutions (CETs)	50, 51
		Work Study Programme (WSP) Highlight	52
		Developing Our Community	67
GRI 3: Material Topics 2021			
Disclosure 3-1	Process to determine material topics	Stakeholder Engagement	16
Disclosure 3-2	List of material topics	Stakeholder Engagement	16
Disclosure 3-3	Management of material topics	Enterprise Risk Management	13
		Stakeholder Engagement	16
GRI 201: Economic Performance 2016			
 			
Disclosure 201-2	Financial implications and other risks and opportunities due to climate change	Environment	17
		Carbon Footprint	18
Disclosure 201-4	Financial assistance received from government	Workforce Development-Job Reskilling & Redesign Programme (JRR)	40
		Sustainability Campaigns, Training, and Courses: Workforce Development	40
		Partnerships with Government Agencies, Institutions of Higher Learning (IHLs), and Continuous Education Institutions (CETs)	50, 51
		Work Study Programme (WSP) Highlight	52
		Developing Our Community	67
GRI 203: Indirect Economic Impacts 2016			
 			
Disclosure 203-1	Infrastructure investment and services supported	Partnerships with Government Agencies, Institutions of Higher Learning (IHLs), and Continuous Education Institutions (CETs): SGIS	50
		SG United	51
		Work Study Programme (WSP) Highlight	52
		Our Community Engagement	64
		Do Good Day	65
		Supporting Children	66
		Developing Our Community	67
GRI 204: Procurement Practices 2016			
			
Disclosure 204-1	Proportion of spending on local suppliers	Think Green, Act Green: Our Green Procurement	39
GRI 205: Anti-Corruption 2016			
			
Disclosure 205-1	Operations assessed for risks related to corruption	Check and Balances: Our Commitment to Anti-Bribery and Anti-Corruption	14

GRI STANDARD	DISCLOSURE	LOCATION
Disclosure 205-3	Confirmed incidents of corruption and actions taken	Check and Balances: Our Commitment to Anti-Bribery and Anti-Corruption 14
GRI 301: Materials 2016		
  		
Disclosure 301-1	Materials used by weight or volume	Resource and Waste Management: Think Green, Act Green: Plastic Waste Management 32
		Think Green, Act Green: Reusable Canvas Wrap 33
Disclosure 301-1	Materials used by weight or volume	Think Green, Act Green: Cassava Plastic Bags 34
		Think Green, Act Green: Recyclable Bags 35
		Think Green, Act Green: Elimination of Plastic Packaging 36
Disclosure 301-2	Recycled input materials used	Think Green, Act Green: Recycling Packaging and Paper Waste 38
GRI 302: Energy 2016		
 		
Disclosure 302-1	Energy consumption within the organisation	Towards Greener Asset: Electric Vehicles 19
		Clean Energy Harvesting: Solar Panels Technology 20
		Energy Efficient Lighting and Smart Motion Sensor 21
		Clean Energy Harvesting: Sustainable Aviation Fuel 23
		GHG Emissions and Energy Use 25, 26, 27, 28, 29, 30
Disclosure 302-2	Energy consumption outside the organisation	Scope 3: Emission from Suppliers 31
Disclosure 302-4	Reduction of energy consumption	GHG Emissions and Energy Use 25, 26, 27, 28, 29, 30
Disclosure 302-5	Reductions in energy requirements of products and services	Towards Greener Asset: Electric Vehicles 19
GRI 305: Emissions 2016		
 		
Disclosure 305-1	Direct (Scope 1) GHG emissions	GHG Emissions and Energy Use 25, 26
Disclosure 305-2	Indirect (scope 2) GHG emissions	Scope 2: Electricity 27, 28, 29, 30
Disclosure 305-3	Other indirect (scope 3) GHG emissions	Scope 3: Emission from Suppliers 31
GRI 306: Waste 2020		
 		
Disclosure 306-1	Waste generation and significant waste-related impacts	Resource and Waste Management: Think Green, Act Green: Plastic Waste Management 32
		Think Green, Act Green: Elimination of Plastic Packaging 36
Disclosure 306-2	Management of significant waste-related impacts	Resource and Waste Management: Think Green, Act Green: Plastic Waste Management 32
		Think Green, Act Green: Reusable Canvas Wrap 33
		Think Green, Act Green: Cassava Plastic Bags 34
		Think Green, Act Green: Recyclable Bags 35
		Think Green, Act Green: Elimination of Plastic Packaging 36
		Think Green, Act Green: Plastic Bottle Elimination 37
		Think Green, Act Green: Recycling Packaging and Paper Waste 38
		Think Green, Act Green: Digitalisation 38

GRI STANDARD	DISCLOSURE	LOCATION
Disclosure 306-4	Waste diverted from disposal	Think Green, Act Green: Elimination of Plastic Packaging 36
		Think Green, Act Green: Recycling Packaging and Paper Waste 38
GRI 308: Supplier Environmental Assessment 2016		
 		
Disclosure 308-2	Negative environmental impacts in the supply chain and actions taken	Think Green, Act Green: Our Green Procurement 39
GRI 401: Employment 2016		
 		
Disclosure 401-1	New employee hires and employee turnover	Talent Management 53
Disclosure 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Benefits and Performance Appraisal 56
Disclosure 401-4	Parental Leave	Employee Benefits and Performance Appraisal 56
GRI 403: Occupational Health and Safety 2018		
		
Disclosure 403-1	Occupational health and safety management system	Our People Safety 58
Disclosure 403-2	Hazard identification, risk assessment, and incident investigation	Our People Safety 58
Disclosure 403-3	Occupational health services	Employee Benefits and Performance Appraisal 56
		Employee Engagement 59
		Our Yoga Programme 60
Disclosure 403-4	Worker participation, consultation, and communication on occupational health and safety	Our People Safety 58
		Employee Engagement 59
Disclosure 403-5	Worker training on occupational health and safety	Our People Safety 58
Disclosure 403-6	Promotion of worker health	Our People Safety 58
		Our 50th Anniversary Kick Off: Futsal Challenge; Cycling Challenge, Hydrodash Challenge; Bowling Challenge; Anniversary Dinner 60, 61, 62
Disclosure 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationship	Our People Safety 58
Disclosure 403-8	Workers covered by occupational health and safety management system	Our People Safety 58
		Employee Engagement 59
Disclosure 403-9	Work related injuries	Our People Safety 58

GRI STANDARD	DISCLOSURE	LOCATION
GRI 404: Training and Education 2016		
		
Disclosure 404-1	Average hours of training per employee	Our Diversity and Equal Opportunities: Training Opportunities for All Employees 55
		Our Diversity and Equal Opportunities: Training Opportunity for Contract Workforce 55
Disclosure 404-2	Programmes for upgrading skills and transition assistance programmes	Workforce Development 40
		Workforce Development-Job Reskilling & Redesign Programme (JRR) 40
		Sustainability Campaigns, Training, and Courses: Workforce Development 40
		Partnerships with Government Agencies, Institutions of Higher Learning (IHLs), and Continuous Education Institutions (CETs) 50, 51
		Work Study Programme (WSP) Highlight 52
Disclosure 404-3	Percentage of employees receiving regular performance and career development reviews	Employee Benefits and Performance Appraisal 56
		Performance Appraisal 57
GRI 405: Diversity and Equal Opportunity 2016		
		
Disclosure 405-1	Diversity of governance bodies and employees	Our People Based on Nationality: Our Diversity and Equal Opportunity 54
GRI 406: Non-Discrimination 2016		
		
Disclosure 406-1	Incidents of discrimination and corrective actions taken	n/a. No incident during the reporting period. n/a
GRI 408: Child Labour 2016		
		
Disclosure 408-1	Operations and suppliers at significant risk for incidents of child labour	n/a. All procedures of employment are based on employment-related regulations by the Singapore Government. n/a
GRI 409: Forced Compulsory Labour 2016		
		
Disclosure 409-1	Operations and suppliers at significant risk for incidents of child labour	n/a. All procedures of employment are based on employment-related regulations by the Singapore Government. n/a
GRI 413: Local Communities 2016		
		
Disclosure 413-1	Operations with local community engagements, impact assessments, and development programmes	Our Community Engagement 64
		Do Good Day 65

GRI STANDARD	DISCLOSURE	LOCATION
GRI 413: Local Communities 2016		
 		
Disclosure 413-1	Operations with local community engagements, impact assessments, and development programmes	Supporting Children 66 Developing Our Community 67
GRI 418: Customer Privacy 2016		
		
Disclosure 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Protection and Cybersecurity 14, 15

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