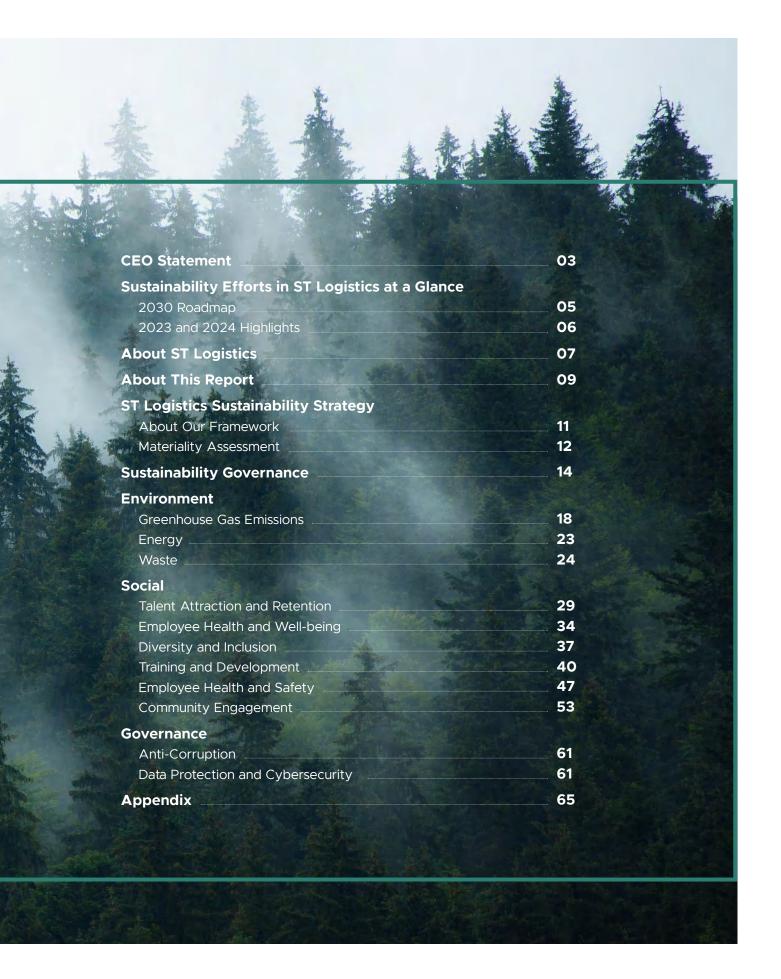


Making Strides in Our Sustainability Journey





CEO Statement

As we grow our business and embrace the 'Think Green, Act Green' culture, we aspire to positively impact society and become a leader in our industry."

Loganathan Ramasamy

Chief Executive Officer



I particularly like the name of the song "Green Green Grass of Home". The image of luscious green is enlightening, enriching and enchanting. We cannot take this romance of green for granted.

As we grow our business and embrace the 'Think Green, Act Green' culture, we aspire to positively impact society and become a leader in our industry. Our commitment goes beyond meeting targets — we aim to set a new standard for responsible logistics and drive meaningful change.

ST Logistics is a SkillsFuture Queen Bee for the supply chain sector. In partnership with SkillsFuture Singapore, we aim to drive transformation and elevate workforce capabilities. For the past year, we held masterclasses in areas such as Sustainability. The masterclasses were conducted by the various subject matter experts within ST Logistics.

A key initiative on this journey is the transition of our Internal Combustion Engine (ICE) vehicles to Electric Vehicles (EVs), a transformative step in reducing our carbon footprint. Additionally, we are actively planning to electrify our larger tonnage fleet, advancing our efforts to minimise emissions across our operations. These actions represent critical strides toward redefining our fleet and contributing to a more sustainable logistics sector.

Beyond fostering a green culture, we place great emphasis on the professional growth and development of our employees and take pride in acknowledging their hard work and dedication. Our commitment to nurturing talent extends to sponsoring young individuals through the Singapore-Industry Scholarship

(SgIS) Award and the Graduate Programme, a two-year management trainee initiative that provides young talents with valuable crossfunctional experience.

We believe that our employees are inspired to excel when they know they are part of a company that champions environmental, social and governance Sustainability. This commitment boosts their morale, fosters pride and unites our team in a shared mission to make a positive impact.

ST Logistics is on the pursuit – Pursuit for knowledge, pursuit for growth, pursuit for perfection. The word "pursuit" means we do not rest on our laurels. We are always on the never-ending pursuit to be at the forefront in this fast-changing world - to excel in many areas from technology to workforce development to Sustainability.

We are challenging ourselves to innovate and multiply our impact to meet our goal of 40% reduction in carbon emissions by 2030. Transparency and accountability remain at the heart of our approach, and we value the ongoing engagement, insights, and support of our stakeholders as we strive for a better future.

We remain committed to staying abreast of the latest Sustainability developments and equipping our staff with the necessary knowledge and skills needed to support our journey.

All of us have to protect our home called planet earth. Together, we can make a difference and build an even better home for the current and future generations.

It's good to touch, the green green grass of home. Thank you everyone for your support!

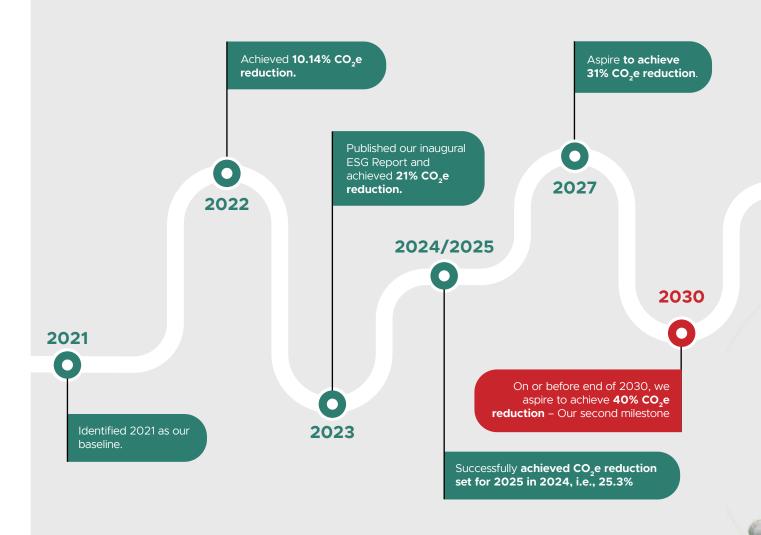
Sustainability in

ST Logistics at a Glance

2030 Roadmap

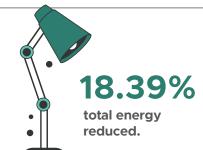
Our ST Logistics' 2030 Roadmap, as outlined below, highlights the progress we have made to date. Recognising that sustainability is a long-term journey requiring patience, experimentation, and rigorous monitoring, we are actively exploring alternative strategies with the potential to evolve into actionable plans.

Our preliminary initiatives, detailed in the Appendix, are currently undergoing review and evaluation with input from our external consultants. These initiatives will be assessed for feasibility and practicality before being implemented. Stakeholders can anticipate updates on these developments in future reporting cycles.



Till Date at a Glance

ENVIRONMENT



40% of plastic waste reduced.

total greenhouse gas emission reduced.

SOCIAL

166.3 average training hours per employee.

years of participation and dedication towards Corporate Social Responsibility.

Employee Engagement:

engagement level from our annual employee engagement survey.

Enablement Score of 90%

GOVERNANCE

Achieved our 1st WSH Performance (Silver) Award and **WSH Tech Award**

All employees made aware of the company's anti-corruption policies and procedures.

Group Certifications

Attained

- ISO28000 - ISO9001
- ISO45001 - ISO27001
- ISO022301 ISO037001





About

ST Logistics

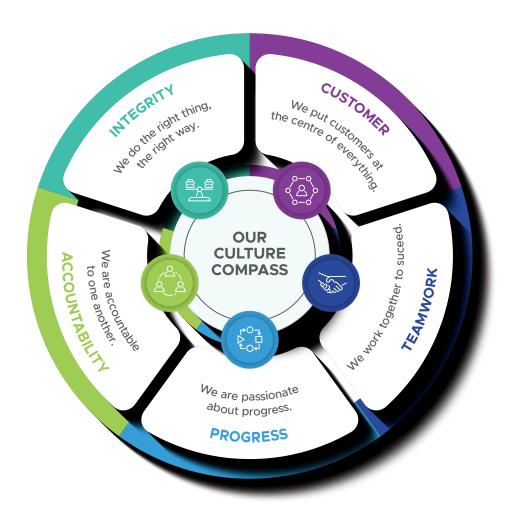
Our Business

ST Logistics, a Singapore-based company, with over 50 years of experience, specialises in delivering integrated, cost-effective supply chain solutions for the Defence, Homeland Security, Healthcare, and Government sectors.

Committed to industry leadership, we focus on excellence by offering sustainable, innovative solutions.

Our solutions incorporate advanced technologies, empowering customers to fully leverage digitalisation and automation.

With a strong customer-centric approach and deep understanding of client needs, we deliver top-tier supply chain solutions to both public sector and commercial clients across the region.



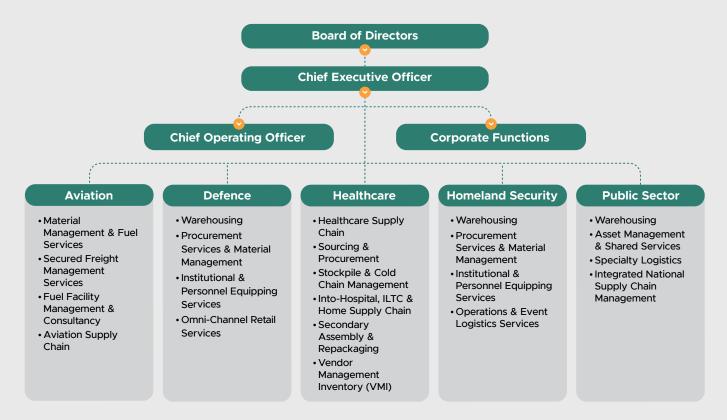
Organisational Structure

Our corporate governance structure as illustrated in figure below helps us to uphold transparency, integrity and accountability at all levels of our organisation.

At the top, the Board of Directors provides strategic guidance and oversight. The Chief Executive Officer (CEO) oversees the overall the execution of corporate strategy and decision-making.

Reporting to the CEO are the Chief Operating Officer and Corporate Functions, which provide support across all operational sectors.

ST Logistics' operations are divided into five different sectors — Aviation, Defence, Healthcare, Homeland Security and Public Sector.





Our Vision To be the go-to market leader for empowering Defence, Homeland Security, Healthcare and Government 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 chains needs and challenges.



Our Value ST Logistics remains committed to sustainability, innovation, and excellence, fostering a culture that supports growth, collaboration, and integrity. These principles guide our efforts to deliver value to our customers, empower our employees, and make a positive impact on the world around us.



Reporting Framework and Scope

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards as outlined by GRI and incorporates the Sustainability Accounting Standards Board (SASB) indicators to disclose our activities by material issues appropriate to the industries of ST Logistics' businesses.

We decided to refer to these two frameworks as GRI provides a broad framework that addresses a wide range of sustainability issues while SASB provides guidelines specific to the Air Freight and Logistics industry. The entities included in this report are ST Logistics Pte Ltd, ST-Airport Services Pte Ltd and ST Healthcare Pte Ltd.

Reporting Period

This Sustainability Report marks our second presentation of our sustainability initiatives comprising of two calendar years spanned from 1 January 2023 to 31 December 2024¹.

Contact Information

For any inquiries regarding the Report or the content please contact us at <u>joseph.chua@stlogs.com</u>, <u>zihua.cheng@stlogs.com</u> and **zhonghong.ng@stlogs.com**.

^{1.} The environmental data in this report is updated to reflect information as of 30 September 2024.

^{2.} The Human Capital data in this report is updated to reflect information as of 31 October 2024.

ST Logistics

Sustainability Strategy

About Our Framework

ST Logistics recognises the importance of embedding sustainability into our business processes and has developed a framework to guide this journey. Below is an overview of ST Logistics Sustainability Framework.

This framework shapes our approach to managing the topics most relevant to our operations, focusing on the pillars of Environment, Social, and Governance (ESG).

We aim to drive sustainability across the organisation, integrating it into all areas rather than treating it as a standalone initiative — ensuring greater impact and long-term value creation. We also take a practical approach, understanding that sustainable progress takes time. We continue to assess sustainability-related risks and opportunities, evaluating their potential impact on our business and their feasibility for implementation.

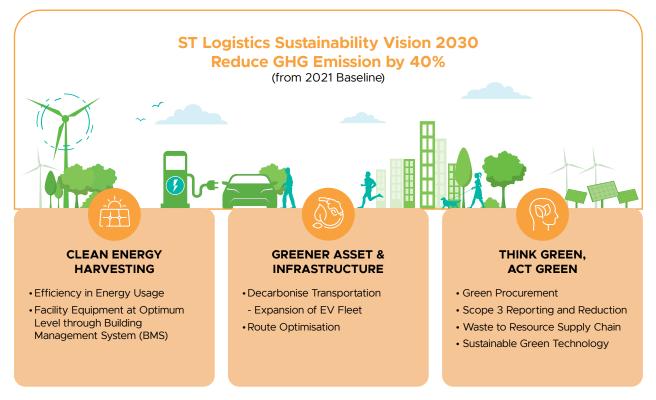


Figure 1. ST Logistics' Sustainability Framework and Strategy



Figure 2. ST Logistics Materiality Matrix

Materiality Assessment

ST Logistics conducted a materiality assessment in 2024 to refresh the material topics that were identified in the previous 2022 assessment.

The methodology of the materiality assessment was referenced to GRI 3: Material Topics 2021 and the International Financial Reporting Standards Sustainability Disclosure Standards 1 and 2.

The IFRS standards requires our organisation to adopt a double materiality approach, to consider sustainability issues that impact both the world and how sustainability issues impact the financial well-being of an organisation. Figure 2 outlines our materiality matrix, indicating the ESG issues that are significant to the environment and

ST Logistics' financial well-being. We have identified a total of 10 material topics. To gather inputs from our management team and employees, an online survey was circulated across all Business Verticals and Corporate functions. The identified material topics were analysed and prioritised.

In comparison to the FY2022 materiality assessment, material topics such as resource management, employee welfare and wellness programmes, compliance to policies, procedures and standards, enterprise risk management and checks and balances and accountability to stakeholders have been removed.

These topics have instead been subsumed under the broader material topics such as waste, employee health and safety and anti-corruption.

Under each ESG pillar, we also sought feedback from our stakeholders who had raised areas of interest and suggested initiatives that ST Logistics could look into and consider implementing. We have summarised those under Figure 3, together with our list of material ESG topics.

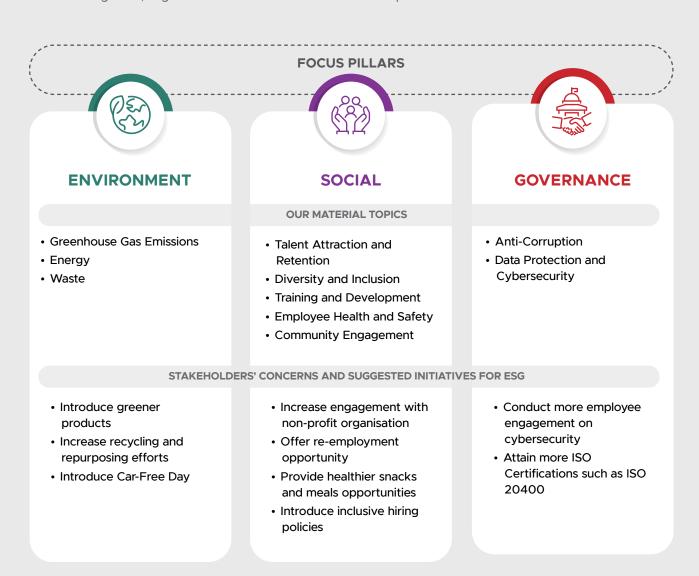


Figure 3. Summary of ST Logistics' Material Topics and Stakeholders' Concerns

SUSTAINABILITY GOVERNANCE

Our Sustainability Committee executes the strategic and operational responsibilities based on the Sustainability Environmental Framework and ST Logistics' Sustainability Approach.

One of the key components of the sustainability initiatives led by the Committee is environmental protection. The Committee meets to discuss progress and challenges in our sustainability journey.

Our sustainability committee continues to push the boundaries of our operations by executing pilot projects and collaborating with external stakeholders.

Part of this mentality also entails being action-oriented, willingness to innovate and continuously make improvements to existing initiatives.

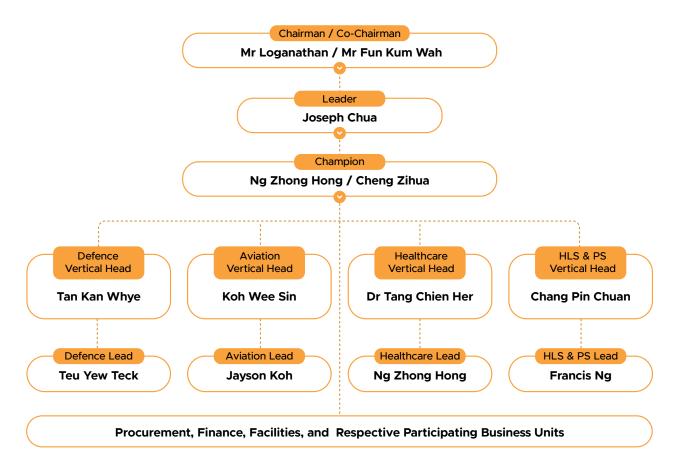
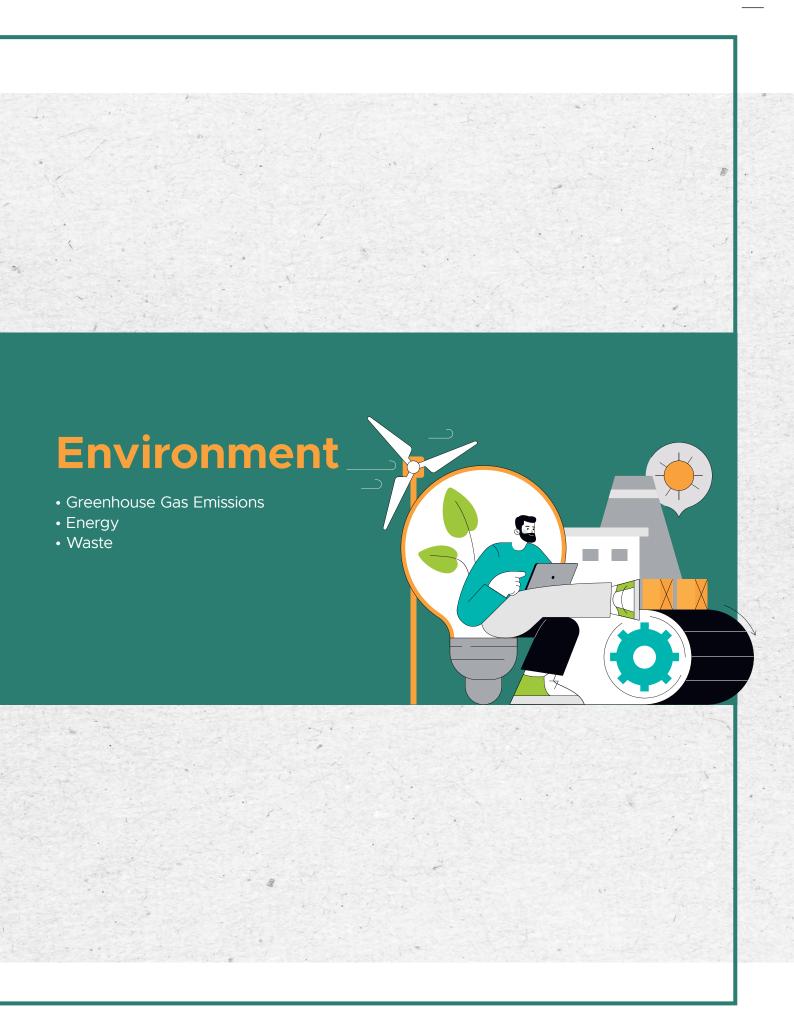


Figure 4. ST Logistics' Sustainability Committee





ST Logistics Environmental Framework

Our mission is to strengthen our capabilities and performance through these three strategic driving forces - Greener Assets, Clean Energy Harvesting and Think Green, Act Green. Figure 1 outlines our approach to strengthening our environmental initiatives.



Greener Assets

The fuel consumption of our vehicles can substantially contribute to the global reliance on non-renewable, fossil-based fuels. Transitioning away from this dependency will allow ST Logistics to manage its value chain with lower carbon emissions by shifting to Electric Vehicles (EVs).



Clean Energy Harvesting

ST Logistics has leveraged different energy-efficient technologies to reduce the company's impact on the environment:

- Solar Panel (renewable energy)
- Sustainable aviation fuel
- Solar reflective coatings cooling of ambient temperature
- Energy effcient lightings and smart motion sensors



Think Green, Act Green

At ST Logistics, we believe that there is a need for everyone to commit to advocating for sustainability. We incorporate ESG considerations into our procurement policy, raise sustainability awareness through training and environmental volunteering and form sustainable partnership with suppliers.

Figure 1. ST Logistics Sustainability Framework

GREENHOUSE GAS EMISSIONS

Our Methodology

In 2024, we marked our third year of tracking ST Logistics' carbon footprint, with the addition of Scope 3 emissions being introduced. Our methodology aligns with the Greenhouse Gas Protocol (GHGP), adopting the operational control approach to define our reporting boundaries. This includes all relevant facilities and verticals under our direct control, as outlined in Figure 2 below.

Vertical	Facilities
Corporate	Toll City
Defence	Chevrons eMart, Army Logistics Base, SAFRA Punggol eMart, and West Star
Aviation	Changi Airfreight Centre, Cargo Agents Building E, and Loyang Fuel Facilitiy
Healthcare	Toll City and Singapore Aeromedical Centre*
Homeland Security and Public Sector	Supply Hub – Clementi Loop Warehouse and Offices, and HOMETEAMNS

Figure 2. ST Logistics' Reporting Boundaries

Our Greenhouse Gas Performance

The transport and logistics sector plays a significant role in global greenhouse gas emissions, making it essential for businesses like ours to take responsibility for their environmental impact. Acknowledging the influence of our operations on the environment, we have taken deliberate steps to measure and address our emissions.

In our 2023 Progress Report, we established 2021 as our baseline year and systematically tracked our Scope 1 and Scope 2 emissions. Building on these efforts, we have advanced our sustainability journey this year by beginning to track Scope 3

emissions, which are relevant and impactful to our business activities. This expanded focus underscores our commitment to understanding and mitigating our environmental footprint across the entire value chain.

For our emissions breakdown, please refer to Table 1 on the next page for the details. These calculations are based on emission factors from the Department for Environment Food and Rural Affairs (DEFRA), the United States Environmental Protection Agency (US EPA), the National Environment Agency (NEA) and the Singapore Energy Market Authority (EMA).

^{*} Singapore Aeromedical Centre is no longer part of ST Logistics.

Emission Sources	Output (in tCO ₂ e)			
	Baseline 2021	2023	2024 (as of 30 Sep 2024)	
Scope 1				
Owned & Leased Vehicles	457.39	530.40	461.76	
Back-up Generators ¹	-	NIL	NIL	
Scope 2				
Location-based	3,489.75	3,315.22	2,713.53	
Market-based ²	Not Aplicable	Not Aplicable	Not Aplicable	
Scope 3				
Category 1: Purchased Goods and Services	Not disclosed	Not disclosed	10,154.84	
Category 2: Capital Goods	Not disclosed	Not disclosed	1,398.06	
Category 3: Fuel-and Energy-Related Activities not included in Scope 1 or Scope 2 ³	Not disclosed	Not disclosed	NIL	
Category 4: Upstream Transport and Distribution	Not disclosed	Not disclosed	4,707.10	
Total Greenhouse Gas Emission (Scope 1 + Scope 2 + Scope 3)	3,947.14	3,845.62	19,435.29	

Table 1. Greenhouse Gas Emissions

^{1.} ST Logistics owns back-up generators and did not refuel them during the period.

^{2.} ST Logistics invest in solar panels and retain the RECs to trade in the RECs market rather than utilising them.

^{3.} ST Logistics has some activity relating to the procurement of fuel for leased generators and is not ready to disclose Category 3.

Emission Reduction Projects

Since 2021, we have consistently worked on various initiatives to reduce our GHG emissions. As of December 2024, we have successfully reduced our emissions by 25.3% from the 2021 baseline. This progress can be attributed to efforts documented within our inaugural ESG Report 2023 and those which are featured in the following sections.



Fleet Electrification

Our pilot project began in May 2023 where ST Logistics began to explore the transition of our Internal Combustion Engine (ICE) vans to EVs. As of August of 2024, our fleet includes 14 small-tonnage EV vans, with plans to expand from EV vans to higher tonnage vehicles in the next 5 to 10 years.

Solar Panel Installation

Since September of 2022, solar panels have been installed on the rooftops of several locations, including 49 Pandan Road, Loyang Fuel Facility, and 5 Clementi Loop, reducing reliance on the national grid and generating a total of 798.91 MWh of energy. In 2023, we added more panels to buildings at ST-Airport Services and ST Logistics.









One Million Trees Movement for a Greener Singapore

ST Logistics proudly participated in Singapore's One Million Trees movement on 2 October 2024, a tree-planting initiative at Kampong Glam Park and Pasir Panjang Park. The event saw 50 trees planted, contributing to a greener, more sustainable Singapore.

This initiative builds on our ongoing commitment to sustainability, with tree planting efforts dating back to 2022.

Chairman Lim Chuan Poh emphasised the company's responsibility towards sustainability, citing efforts like reducing GHG emissions and redesigning packaging.

The event was filled with excitement, as participants enjoyed planting trees and leaving a lasting environmental legacy.





Sustainable Aviation Fuel - To Flying Greener Together

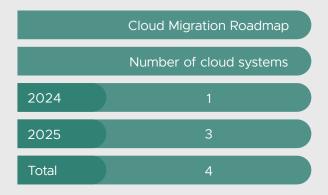
As part of our efforts to advance the memorandum of understanding signed between ST-Airport Services (STARS) and Neste, STARS collaborated with Airbus in supplying Sustainable Aviation Fuel (SAF) for the A350-1000 at the Changi Airport for the Singapore Airshow 2024.

In total, STARS supply 133KL of SAF at the Changi Airport. A 35% mixture of SAF that is provided by Shell Aviation was verified by the International Sustainability Carbon Certification (ISCC) UK standards. With SAF, the aerospace sector can cut its carbon emissions by an average of 80% compared to fossil fuels across their entire life cycle, from manufacture to end usage.

A Sustainable and Responsible Digital Future

ST Logistics has decided to explore the feasibility to move from tradition Information Technology (IT) infrastructure and towards cloud computing as it reduces energy demand and costs.

It is also beneficial for the environment in several ways; primarily it reduces the number of physical servers and increases the average utilisation of available computing units. This will significantly reduce our emissions, especially our Scope 2 emission.



Future Targets

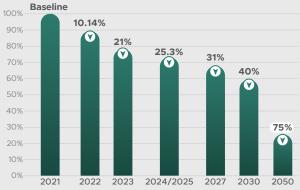


Figure 3. ST Logistics' Greenhouse Gas Reduction Targets

ST Logistics understands that sustainability is a journey that requires the constant monitoring and evaluation of a programme even after implementation.

Figure 3 illustrates our greenhouse gas emission reduction targets. The initiatives outlined in this sustainability report reflect our continuous effort to progressively achieve 40% emission reduction by 2030 and 75% by 2050.

ENERGY

In conjunction with our efforts to reduce greenhouse gas (GHG) emissions, we have integrated energy efficiency plans into our strategy. Over time, we gradually explored alternative energy sources to power our operations. Applying the carbon management hierarchy - prioritising 'reduce' and 'replace' over offsets - led us to focus on adopting energy-efficient fittings in our facilities, helping us reduce energy consumption in energy-intensive activities.

Our Energy Performance

Compared to 2023, ST Logistics' energy consumption from non-renewable energy sources have decreased by 18.39%, due to energy-saving initiatives such as turning off non-essential lights. The installation of motion sensor lighting in our warehouse had a sizeable positive impact on the amount of energy we were able to reduce.

This initiative led to an additional 30% energy savings. In addition, the renewable energy generated from the Solar Panel Installation at 49 Pandan Road, Loyang Fuel Facility, and 5 Clementi Loop produced 1,353.27MWh in 2023 and 1,195.51MWh in 2024, reported under the market-based approach.

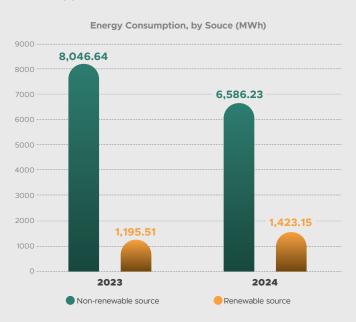


Figure 4. ST Logistics' Energy Consumption

Our Energy Projects

Weekly Earth Hour Initiative

In the past year, our employees are encouraged to turn off non-essential lights and devices for an hour every week. This has allowed us to accumulate electricity savings that can supply a 4-room HDB for almost 300 days.

Green Mark GoldPLUS Certification

In August 2024, ST Logistics unveiled its newest landmark, Healthcare @ ST Logistics, at 49 Pandan Road. The official opening ceremony was graced by former Chairman Richard Lim and our Board of Directors. Healthcare @ ST Logistics spans over 30,000 sqm. The five-story medical-grade facility incorporates advanced storage systems with sustainable solar energy, earning the BCA Green Mark GoldPLUS certification.

This building marks a key milestone in our pursuit of excellence and a future where supply chain and sustainability intertwine seamlessly.

Building Management System

We are considering integrating a power monitoring system into our building management system. This system will enable the team to track building power consumption and receive alerts for any anomalies.

By identifying unusual energy usage patterns, the system can detect energy-inefficient equipment, such as outdated machinery.

This facilitates timely equipment replacement, improving energy efficiency and reducing operational costs.





WASTE

To minimise the impact of our environmental footprint while continuing to provide optimal logistics services, we focused on developing innovative solutions. This allows us to promote responsible and sustainable business to both our customers and suppliers without compromising our service quality.

In addition to our existing 3R Programme - Reduce, Reuse and Recycle - we have also expanded our programme to include efforts to Repurpose and Refuse. To repurpose used materials and extend their lifecycle and to refuse the use of disposable products whenever possible.

Our Progress on Waste Management

Plastic shrink wrap is one of the most common materials used in our operations. Hence, there was a focus in our waste management efforts to reduce plastic waste. In 2021, we adopted innovative solutions to provide better alternatives to using plastic shrink wrap.

These include using thinner shrink wrap and switching to reusable canvas wrap and cassava plastic bags. Our efforts have reduced plastic waste by 40%. With its success, we continue to implement these solutions.

External Partnerships to Drive Circularity Partnership with ALBA-WH and DOW

ST Logistics participated in the donation drive that collected shoes for repurposing into materials meant for running tracks and soft ground for playgrounds. We donated track shoes and army boots instead of sending them directly to incineration.



Set up of E-waste Collection Point

ST Logistics established an E-waste Collection Point at our building to collect unused electronic equipment for recycling or reuse. These items are either refurbished for reuse or processed to recover raw materials for the industry.





Certificate of Disposal & Carbon Emission Reduction



Collected items include laptops, charging cables, printers and monitors. Our efforts in recycling electronic waste have been highly successful, earning us a certificate of disposal and carbon reduction.

In 2023, we recycled 868.7 kg of electronic waste, reducing 3.514 metric tonnes of carbon dioxide equivalent (CO_2 e). As of April 2024, we have recycled an additional 129.5 kg of electronic waste, reducing 0.523 MT CO_2 e.

Reduction of Plastic Use in Products

To minimise plastic use in our products, we launched an initiative in July 2024, to replace plastic packaging for raincoats with pouches made from canvas material. The change reduced 100 kg of plastic use annually.

Similarly, we removed the plastic packaging for our LBS belts, achieving an additional 200 kg of annual plastic savings. Till date, we have successfully cut out 5,897 kg of unnecessary plastic from our products.

Reusable Canvas Wrap

Since 2022, ST Logistics has implemented the use of reusable canvas wraps for healthcare outbound deliveries to hospitals, significantly reducing plastic waste.

We progressively implemented reusable wraps across all operational sites to further minimise our environmental impact.



Elimination of Plastic Bottles

This Earth Day themed Planet vs Plastics, ST Logistics is proud to share a landmark achievement - a 90% reduction in our plastic bottle use. Striving towards a greener future, we empower our staff to choose reusables over disposables to lower their environmental footprint. We encourage our industry peers to join us in making sustainability a core part of their business strategy.



Pilot Project to Monitor Waste Data

Since August 2024, ST Logistics collaborated with Wah & Hua to kickstart a pilot project to monitor waste collection data. This pilot project started at Clementi office, where the canteen general waste is also being tracked.

Plastify Case Study

Starting January 2025, ST Logistics will be working with Plastify to recycle used personal equipment. A collection point will be set up at Army Logistics Base. Our commitment to minimise the impact of our environmental footprint has motivated us to embark on this project. This initiative aims to reduce the amount of waste sent for incineration. By recycling and repurposing these used products, we give them a second life, transforming them into usable items.

Island-wide collection points for disposal of SAF uniform, personal equipment

We have set up convenient collection points across Singapore to dispose unusable SAF uniform and personal equipment. These include SAF eMarts, SAFRA carparks and The Chevrons. By offering widespread accessibility, this initiative supports eco-friendly disposal and sustainability efforts within the SAF community.







Building social and human capital at ST Logistics goes beyond mere compliance; to us, it is about fostering a culture where employees feel safe, valued, and engaged. Striking a balance between professional development, diversity and inclusion, and prioritising employee well-being is no small feat.

However, we are committed to creating a workforce that is adaptable and resilient in the face of future challenges. By continually nurturing these areas, we aim to drive sustainable growth, raise employee morale, and make a positive impact on the communities we serve.

TALENT ATTRACTION AND RETENTION

ST Logistics actively recruits individuals eager to expand their skills, as our evolving business challenges demand that employees continually push their capabilities. In our recruitment process, we strive to ensure that each candidate experiences a fair, equal-opportunity approach.

Fair recruitment for us means evaluating candidates based on merit, making each candidate feel valued and comfortable throughout the process. We aim to maintain interest from talent across our diverse operations as we create more opportunities.

Table 1. New Hires by Age Group and Gender

Total Employee Hires		Gender Distribution			
		Male	Female	Male	Female
	Under 30 years old	40	21	47	18
Age Group Distribution	Between 30 and 50 years old	73	18	65	19
	Above 50 years old	1	0	1	0

Table 2. Employee Turnover by Age Group and Gender

Total Employee Turnover		2023		2024	
		Gender Distribution			
		Male	Female	Male	Female
	Under 30 years old	19	22	25	12
Age Group Distribution	Between 30 and 50 years old	36	83	50	13
	Above 50 years old	23	34	50	10

The Human Capital data in this report is updated to reflect information as of 31 October 2024.

Since the economy began to recover from post-pandemic, many employees are likely to have experienced burnout or a diminished sense of camaraderie due to remote work. These factors may have contributed to our average turnover rate of 19.69% in 2023 and 15.04% in 2024. Recognising this, we are dedicated to going the extra mile to retain, attract, and appreciate our talent.



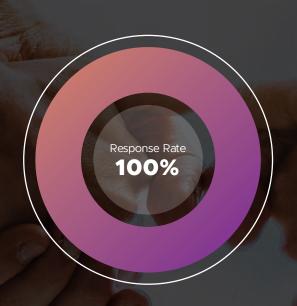
Our Target

- Reduce employee attrition rate by 10% from 2020 to 2024
- Upskill and deepen technological capabilities of the entire workforce by 2024

Employee Engagement Survey

In 2024, ST Logistics achieved a 100% response rate for our stakeholder engagement survey. Our employee engagement level increased from 84% in 2022 to 87% in 2024. This indicates that more employees are invested in the work we do at ST Logistics and are closely aligned with our company's goals.

Our enablement level has also increased from 85% in 2022 to 90% in 2024. The increase in enablement level reflects our efforts in equipping our employees with the suitable skills and knowledge needed for them to perform at their job.



Engagement Level

87%

(**+4%)** vs. 2022

(+7%) vs. High Performing Norm

(+19%) vs. Logistic Norm

(+16%) vs. Asia Pacific Norm

(+20%) vs. Singapore Norm

Enablement Level

90%

(+4%) vs. 2022

(+10%) vs. High Performing Norm

(+20%) vs. Logistic Norm

(+18%) vs. Asia Pacific Norm

(+17%) vs. Singapore Norm

Most Effective Employees

84%

(+13%) vs. High Performing Norm

(+27%) vs. Logistic Norm

(+29%) vs. Asia Pacific Norm

(+33%) vs. Singapore Norm

Top Dimensions (%Fav)



Bottom Dimensions (%Fav)



The Heartbeat of Our Success



1. Long Service Award Ceremony

ST Logistics celebrated the dedication of 181 employees, with tenures spanning 5 to 35 years. CEO Loganathan Ramasamy, a 15-year awardee, presented the awards at The Chevrons Auditorium. The ceremony highlighted the importance of employee commitment, reinforcing their role in the company's continued success.



2. Values Award Ceremony

Eleven outstanding employees were honoured at ST Logistics' Values Awards for exemplifying the company's core values: Customer-focus, Accountability, Progress, Integrity, and Teamwork. The event underscored the significance of these values in shaping a positive workplace culture and driving organisational success.



3. Celebrating Retirement

ST Logistics celebrated the retirement of Karthigesan, who served 26 years with ST-Airport Services. As a pioneer and mentor, his contributions have played a key role in the company's growth, and he leaves behind a lasting legacy of mentorship and leadership.



4. People-Centred Award at HR Awards 2023

ST Logistics is honoured to receive the 'People-Centred' award in the 'Learning and Development with Coaching and Mentoring' category at the 16th Singapore HR Awards 2023 by SHRI. This recognition is a reminder to us that job satisfaction and performance is a continuous improvement process, and one that contributes to our long-term success.





5. Progressive Wage Mark Plus

ST Logistics, together with our subsidiaries ST Healthcare and ST-Airport Services is proud to be awarded the Progressive Wage Mark Plus, recognising our committement to paying Progressive Wages and adopting the Tripartite Standard on Advancing Well-Being of Lower-Wage Workers to support and uplift them.

Grooming the Next Generation

At the heart of ST Logistics' succession strategy lies a commitment to nurturing the next generation of leaders, demonstrated by our unwavering support for scholarship opportunities that empower promising young talents.

Nurturing Future Supply Chain Leaders Through the SgIS Scholarship

ST Logistics partnered with the Singapore-Industry Scholarship (SgIS) to provide financial support and development opportunities for Singaporean university students. Through the SgIS Scholars' Development Programme, scholars gain industry exposure and insights at events such as the SgIS Leaders' Forum.

Upon graduation, scholars embark on a twoyear Graduate Programme as management trainees, receiving on-the-job training and mentorship. They are then placed in roles aligned with their strengths and supported to thrive as future leaders in logistics and supply chain.

Shaping Future Talent at SIT@Punggol

In an industry and networking session, ST Logistics engaged with Year 1 Digital Supply Chain students at SIT@Punggol.

Vice President of Innovation, Lewis Goh, shared insights into our digital transformation journey, while Manager of Learning & Development, Ng Sok Fern, highlighted our commitment to nurturing talent. The session fostered engaging discussions, broadening perspectives and inspiring students' journey in the Supply Chain and Logistics sector.

Shaping Future Talent at the 13th SgIS Leaders' Forum

We also participated in the 13th SgIS Leaders' Forum, engaging with scholars to share insights on key industry trends such as AI, sustainability, and supply chain disruptions.

Sponsored by the Ministry of Education, the initiative seeks to nurture and retain the nation's brightest talents. As a Sponsor Organisation, ST Logistics contributed to developing future leaders in the supply chain sector. During the forum, a lively Q&A session gave scholars valuable advice on leadership and strategies for driving profitability.

Facilitated by SgIS alumnus Ong Wei Sheng, the session inspired participants to innovate and excel in their careers, leaving a meaningful and lasting impression.



13th Singapore-Industry Scholarship Leader's Forum



Honouring Excellence at the 2024 SgIS Award Ceremony

ST Logistics proudly joined the 2024 SgIS Award Ceremony at the National University of Singapore Cultural Centre as a Sponsoring Organisation. The event celebrated 200 exceptional young Singaporeans awarded the prestigious award, designed to advance academic excellence and professional growth in key sectors.

Minister for Education Chan Chun Sing underscored the importance of industry partnerships in shaping future leaders. Representing ST Logistics, scholarship certificates were awarded to five remarkable scholars: Yap Jia Wei (SIT), Chua Jia Ying (NUS), Melden Koh (NUS), Yang Pey Ruo (NTU) and Muthukaruppan Alagappan (SUSS).



Empowering Talent at the SkillsFuture SG Work-Study Fair 2024

We proudly participated in the SkillsFuture Work-Study Fair 2024 at Republic Polytechnic. The event was graced by Dr Maliki Bin Osman, Minister in the Prime Minister's Office, Second Minister for Education and Second Minister for Foreign Affairs. The event welcomed students and staff from Singapore's five polytechnics and ITE.

At our booth, WSP graduates Clarissa Choon, Joyce Lim, Matthew Peh and Bryan Siah shared their inspiring journeys, showcasing the Work-Study Programme as a dynamic pathway for career growth.

EMPLOYEE HEALTH AND WELLBEING

Some Highlights

We offer professional development and training programmes, such as the **Junior Leadership**

Junior Leadership Programme

for Executives and Finance for Non-Finance Managers.

Our health and wellness programmes include annual health screenings & health talks.



We provide

flexible work arrangements

including staggered working hours, early leave on Fridays at 15:00, and two days of casual leave in addition to annual leave.



Career advancement opportunities

are available through annual promotions, job rotations, job enrichment, increased responsibilities, and sponsorship for further education, like Specialist Diplomas or Bachelor's Degrees.

We conduct

regular employee feedback & engagement surveys, and host engagement sessions with the CEO and COO.

Our competitive compensation package includes an **annual** wage supplement, variable bonuses, annual increments, special payouts, long service awards, and medical and dental benefits.

Mental Health Matters: STweLL Programme

ST Logistics is elevating its commitment to mental health with 11 new employees completing the Para-Counsellor Programme.

This training equips them with essential skills to provide peer support and a listening ear to colleagues. Representing various Verticals and Corporate departments, these trained individuals are appointed as para-counsellors for our STweLL Programme.

This is an accessible, in-house resource for employees seeking guidance on workplace well-being; available 24/7, offering all employees and their families access to confidential counselling and practical resources via phone, email, text, or online chat.







Basketball Challenge @ ST Logistics' Annual Games 2024

ST Logistics held a line up of sporting events across facilities islandwide as part of our Annual Games 2024.

Among these events include a series of basketball matches at Choa Chu Kang ActiveSG Sports Centre, including an exciting all-women's match. The event highlighted not just the competition but also the strong bonds formed off the court, as staff celebrated the thrill of the game and the joy of connection.



Tele-Carnival 2024 at Khatib HomeTeamNS

The grand finale of ST Logistics' Annual Games on 11 October, held at Khatib HomeTeamNS, was a memorable experience marked by excitement and healthy competition.

The Tele-Carnival 2024 featured intense team challenges, including quoit ring tossing and stick tower building, which tested skills, teamwork, and collaboration. The event also included fun carnival games, adding a playful touch to the celebration.

Team Public Sector triumphed as champions, demonstrating exceptional teamwork and determination throughout the challenges. The electrifying atmosphere and camaraderie made the event truly unforgettable.

ST Logistics Anniversary Dinner on 5 January 2024

We celebrated ST Logistics anniversary with a Carnival Fiesta Dinner at Orchid Country Club's Grand Ballroom. Themed "Colourful Carnival," everyone donned lively outfits and enjoyed captivating performances, from magicians to live acts. Our attendees and the organising committee made the Anniversary Dinner an unforgettable experience.



Carnival Fiesta Dinner at Orchid Country Club's Grand Ballroom

ST Logistics Annual Dinner and Dance on 24 October 2024

The Annual Dinner and Dance themed "Movie Night" was a memorable event filled with creativity and excitement.

Attendees embraced the theme by dressing in impressive costumes, transforming into characters like Avatars, pirates, and Nemos, as well as others from comic books and fairytales.

The evening offered a captivating escape into a vibrant, imaginative world, highlighting ST Logistics's dynamic spirit.

The event concluded with a thrilling lucky draw, followed by the celebration of our Corporate Vertical, crowned as this year's Annual Games Champion.





DIVERSITY AND INCLUSION

Company-Wide Gender Distribution						
	Board of	Directors	Management		Employee	
	Male	Female	Male	Female	Male	Female
2024	9	1	45	16	763	294
2023	10	0	43	11	723	293

Table 3. Employee Turnover by Gender and Employment Category

Diversity and Inclusion (D&I) is core to our business. We have embedded D&I into our policies, practices, education, and events, and launched initiatives to make our workplace more diverse, inclusive, and equitable.

Our Human Resources team practises blind recruitment, uses gender-neutral job descriptions, and uphold pay equity — all of which are achievements we are proud of at ST Logistics. These efforts allow us to celebrate what is working while also identifying areas where we can continue to improve.

Logo Reveal of Respect@Work on 24 July 2023

ST Logistics launched the Respect@Work logo as part of its initiative to create a respectful and inclusive workplace.

The Respect@Work committee, led by CFO Susan Sik, unveiled the calendar of activities aimed at promoting gender equality and addressing discrimination. Senior management supported the initiative, emphasising their commitment to fostering a culture of respect, where every individual feels valued. The committee, consisting of passionate members from various departments, is focused on



driving positive change through workshops, open dialogues, and awareness-building activities, ensuring that all employees contribute to a respectful and supportive work environment.

International Women's Day at ST Logistics on 8 March 2024

This International Women's Day, themed "Inspire Inclusion," ST Logistics proudly celebrates the diversity and strength of women, companywide, across our various offices.

We highlighted the critical contributions of women at every level of our organisation, reaffirming our commitment to a more inclusive future. Their resilience and creativity are key to our success and serve as a beacon for progress.



Thriving Together, with NTUC LearningHub: Diversity and Inclusion in the Workplace

ST Logistics launched its first group of colleagues into NTUC LearningHub's transformative course as part of the company's Diversity, Inclusion, and Belonging (DIB) programme. Led by the Human Resource and Respect@Work teams, this initiative focuses on fostering an inclusive workplace culture grounded in empathy, trust, and humility.

The programme aims to enhance employee performance and well-being by equipping managers with skills to promote inclusivity and teamwork.

ST Logistics is committed to creating a work environment where every employee feels valued and respected, setting a high standard for inclusivity within the industry.



Sharing at Women in Logistics & Transport (WiLAT) Singapore's Networking session: The Importance of Diversity & Inclusion in the Logistics Sector

Elizabeth Soh, Defence General Manager at ST Logistics, shared her career journey from the Singapore Armed Forces (SAF) to a leadership role in the company at the WiLAT Singapore Networking session.

Her experience highlighted the significance of diversity and inclusion in the logistics sector, emphasising how diversity drives growth and sustainability.

Elizabeth encouraged women in logistics to share their stories and challenges, fostering a supportive community for future generations. Her key takeaway, "Appreciate, Bond, Communicate," underscored the importance of creating an inclusive and connected logistics community to drive meaningful change.





Celebrating Diversity through Festive Seasons

ST Logistics Celebrates Hari Raya with Staff at Fave on Orchard

ST Logistics hosted a vibrant Hari Raya celebration at Fave on Orchard, with around 300 staff members donning traditional Baju Kurong and Baju Kebaya. The event kicked off with CEO Loganathan Ramasamy striking the traditional gong, leading into cultural dances, songs, and lively table games.

The highlight of the evening was a thrilling best-dress competition, followed by a joyful Joget Lambak dance, where everyone participated in moving together in harmony, embracing cultural pride and unity.



Hari Raya Celebration



Deepavali Celebration

ST Logistics Celebrates Deepavali at the Singapore Indian Association

ST Logistics celebrated Deepavali, the Festival of Lights, at the Singapore Indian Association, bringing together colleagues for an evening filled with joy and cultural richness.

The celebration saw both Indian and non-Indian staff embracing the spirit of the occasion by wearing vibrant sarees and kurtas. Traditional dance performances captivated the attendees, showcasing Indian culture. Laughter and conversations highlighted the sense of unity, strengthening the bonds within the ST Logistics family.

Festive Chinese New Year Get-Together

We celebrated Chinese New Year with staff through activities such as Lion Dance, festive games and gatherings at different sites, fostering camaraderie and inclusivity.

These events highlighted our cultural appreciation, enhancing employee engagement while reflecting our commitment to social sustainability and workforce well-being.



Chinese New Year Celebration

TRAINING AND DEVELOPMENT

In 2024, ST Logistics recorded an average of 166.3 training hours per employee, compared to 173.2 hours in 2023. Employees had access to an extensive range of training programmes tailored to support their growth and development, including:

- New employee orientation
- Customer service excellence
- Leadership development programmes
- Project management training
- Time management and productivity
- Communication skills workshops
- · Health and safety training
- Team building and collaboration activities
- Stress management workshops
- Sustainability Workforce Transition
 Programme by Workforce Singapore and
 Temasek Polytechnic

ST Logistics Achieves ISO Certifications and Elevates Auditor Expertise

ST Logistics has earned multiple ISO certifications, including ISO9001, ISO45001, ISO22301, ISO28000, ISO27001 and ISO37001, demonstrating our commitment to maintaining the highest standards of governance and operational excellence.

To reinforce this commitment, we empower our internal audit teams through tailored training programmes that enhance auditor proficiency.

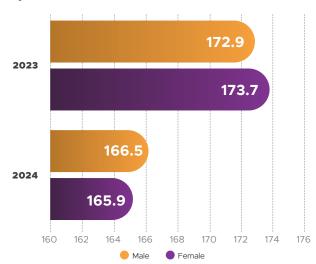
Our comprehensive skill allowance framework supports continuous growth, while hands-on sessions - such as crafting detailed audit checklists - help standardise and elevate the quality and accountability of our audit approach. These efforts set a benchmark for operational excellence and governance at ST Logistics.

The average attendance rate of these programmes was 100%. Additionally, to enhance sustainability awareness, the ST Logistics Sustainability Committee requires all Professionals, Managers, and Executives (PMEs), including senior management, to participate in sustainability awareness courses.

Figure 1. Average Training Hours Per Employee*

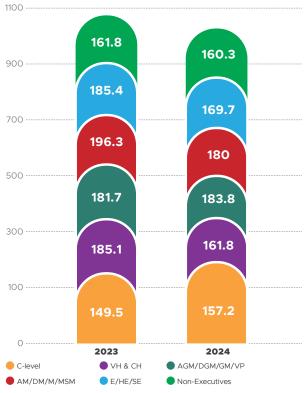


Figure 2. Average Training Hours Per Employee, By Gender*



^{*}The average training hours per employee for 2024 have been calculated based on data collected up to 31 October 2024. The Human Capital data in this report is updated to reflect information as of 31 October 2024

Figure 3. Average Training Hours Per Employee, By Employee Category



The Human Capital data in this report is updated to reflect information as of 31 October 2024.

Upskilling Our Workforce of Tomorrow

One year ago, ST Logistics embarked on a journey to lead as Singapore's SkillsFuture Queen Bee for the supply chain sector, partnering with SkillsFuture SG to transform and uplift our industry's workforce. Today, we stand alongside over 70 SMEs, harnessing collective knowledge and innovation to build a more resilient, future-ready supply chain in Singapore.

Since our appointment, we have witnessed over 40 SMEs benefit from personalised consultancy — training roadmaps, guidance on government grants, masterclasses, Community of Practice (COP) and more.

Together, we have boosted productivity, motivated our workforce and reduced costs, forging a path to sustainable growth for our entire sector.

NACE Award 2024

We recently received the Workplace Learning Organisation of Excellence (Platinum), the highest accolade in workplace learning, a significant milestone in our journey to empower our workforce and redefine the logistics industry.

The award highlights our exceptional leadership in workplace learning and transformation. It also reaffirms our unwavering commitment to shaping a future defined by innovation, excellence and the empowerment of talent.



Minister of State for Education, Gan Siow Huang lauded the vital role of continuous learning in shaping a resilient, future-ready workforce. She cited ST Logistics as a prime example of a company successfully implementing workplace transformative initiatives such as the Company Training Committee (CTC) and Citizen Development, leading to significant outcomes including higher skills attainment rates, increased productivity and stronger employee retention and engagement.



Our CHRO Tan Wong Tong shared, "Our partnership with NACE led by NYP has significantly elevated our workplace learning initiatives. By integrating learning into every layer of our operations, we've achieved sustainable transformation and empowered our employees to thrive in a rapidly evolving industry."

During a fireside chat at the conference, our Vertical Head (Homeland Security & Public Sector) Chang Pin Chuan also discussed how ST Logistics integrates workplace learning with technology, blending automation and AI with human-centred strategies to empower teams and enhance operational excellence.

Singapore's SkillsFuture Queen Bee for the Supply Chain Sector

Our recent event at ITE College East celebrates our commitment to this journey with a Queen Bee Induction for Year 2 members, where representatives from SkillsFuture SG, Workforce Singapore, Singapore National Employers Federation (SNEF), Institute of Technical Education and Ernst & Young shared insights on programmes to help SMEs upskill, lower business costs and improve productivity.

We featured keynote speakers on SkillsFuture Advisory for SMEs and Job Redesign under the Productivity Solutions Grant, offering tools to navigate the future. Participants also toured ITE's cutting-edge learning facilities, inspiring fresh ideas for industry transformation.



Singapore's SkillsFuture Queen Bee for the Supply Chain Sector

SkillsFuture Queen Bee Network Official Launch Ceremony

ST Logistics marked a significant milestone by hosting the official launch of the SkillsFuture Queen Bee Network and unveiling the official Supply Chain SkillsFuture Queen Bee logo, with Mr Tan Kok Yam, Chief Executive Officer of SkillsFuture SG.

This event formalised ST Logistics' partnership with suppliers and vendors, granting access to upskilling opportunities, government support schemes, and grants. It symbolised a collective effort to build a future where businesses and communities thrive together.



Sustainability Workforce Transformation Programme (SWTP)

ST Logistics attended the Sustainability Workforce Transformation Programme (SWTP) organised by Workforce and Temasek Polytechnic. This is a fundamental and meaningful programme to develop Sustainability champions to lead and/or oversee the Sustainability and workforce transformation across the company.

Besides equipping the participants with a deep understanding of the critical aspects of sustainability and emphasise the importance of formulating a strong sustainability strategy to transform the workforce, the knowledge gain during the programme will aid them with the necessary knowledge to reduce the environmental footprint within the workplace.



STL-SCEU Learning Festival 2023

ST Logistics hosted Deputy Secretary-General of NTUC, Minister of State Mr Desmond Tan at the ST Logistics - Supply Chain Employees' Union Learning Festival 2023.



During the event, ST Logistics was appointed SkillsFuture Queen Bee (SFQB) for the Logistics Sector and exchanged Collective Agreements (CA) with the union. These milestones demonstrate ST Logistics's commitment to workforce upskilling and contributing to Singapore's workforce development.

Additionally, ST Logistics showcased its ESG efforts, emphasising the integration of sustainability into its operations through an Enterprise Risk Management (ERM) framework, ensuring the company remains responsible and sustainable in the long term.

STL-SCEU Learning Festival 2024

ST Logistics celebrated its second year as SkillsFuture SG Queen Bee for Supply Chain at the STL-SCEU Learning Festival 2024, themed "Advancing Supply Chain Digitally."

During the event, ST Logistics signed two important Memorandum of Understanding (MOUs) with the Institute of Technical Education (ITE) and Singapore Institute of Technology (SIT) to develop the next generation of supply chain talent.

These partnerships, including an ITE Work-Study Diploma and a Bachelor of Engineering programme with SIT, aim to enhance industry-relevant skills.

NTUC Deputy Secretary-General Desmond Tan commended ST Logistics for its commitment to both business and workforce transformation, while CEO Loganathan Ramasamy elaborated on the flexibility and upskilling opportunities these initiatives offer working adults, strengthening the company's role in talent development and industry collaboration.





ST Logistics was awarded the Plaque of Commendation at the NTUC May Day Awards for its commitment to employee training, welfare, and career progression.

The company strengthened its partnership with the Supply Chain Employees' Union (SCEU) and the Labour Movement by adopting Tripartite Standards and establishing a Company Training Committee (CTC).

Through collaborations with NTUC's e2i and LearningHub, ST Logistics has transformed from a labour-intensive operation to an automated supply chain system, providing training and skill allowances to employees.

SkillsFuture Employer Award (Gold)

ST Logistics was awarded the Gold category at the SkillsFuture Employer Award 2024, recognising the company's dedication to fostering a skilled, future-ready workforce. CEO Loganathan Ramasamy accepted the award from President Tharman Shanmugaratnam and Education Minister Chan Chun Sing. This accolade reflects ST Logistics' commitment to employee growth and development, highlighting the company's role in empowering people across all levels.

External Partnerships and Peer Collaboration

These feature stories highlight ST Logistics' commitment to knowledge sharing and peer collaboration. As the saying goes, "No man is an island; but with others, we can go further and do better."

This belief drives our pursuit for partnerships with industry leaders, partners, and organisations, ST Logistics is able to continuously drive innovation, enhance efficiency, and contribute to broader industry evolvements. Through these efforts, we hope to create lasting opportunities for workforce transformation, talent development, and industry collaboration, solidifying our role as catalysts for change in the logistics and supply chain industry.

Sustainability Job Redesign Reskilling (JRR) Initiative with Workforce Singapore (WSG) and the Singapore Economic Development Board (EDB)

ST Logistics proudly led the first SkillsFuture Queen Bee-endorsed course for the Sustainability Job Redesign Reskilling (JRR) Initiative, aimed at infusing sustainability into existing job roles, especially in carbon management.

The initiative, in partnership with other Queen Bee companies, prepares participants for 'green' roles crucial to a sustainable future. This proactive approach equips the workforce to meet growing industry demands, supporting Singapore's transition to a greener economy.



Workforce Transformation Through Shared Insights with YTL PowerSeraya

ST Logistics had the privilege of hosting Mr John Ng, CEO of YTL PowerSeraya, and his management team at Toll City, where the focus was on workforce transformation and innovation. The visit followed insights previously shared by Mr Tan Wong Tong, Chief Human Resource Officer, at the NTUC Company Training Committee (CTC) Symposium 2023.

Our guests were introduced to various initiatives, with a particular emphasis on our Workplace Learning strategies, and were given an in-depth tour of our Command-and-Control Centre, SiTadeL, where cutting-edge technology plays a key role in decision-making. The YTL PowerSeraya team left with valuable insights and plans to implement suitable workforce initiatives for their organisation.



The Future of Supply Chain Preparedness with SCDF

At the SCDF's Workplan Seminar 2024, ST Logistics was proud to showcase one of our signature tech innovations, the eMedCab, which integrates smart sensors and facial recognition to optimise medical supply replenishment in hospitals. This innovation, which reduces travel time, eliminates human error, and empowers paramedics to focus on saving lives, was well-received at the seminar, which highlighted the importance of preparedness for unforeseen challenges.

The event also offered a valuable opportunity to connect with partners and peers in the sector to further our collective commitment to building a collaborative ecosystem of resilience.



NTUC Supply Chain Symposium 2024

At the inaugural NTUC Supply Chain Symposium 2024, ST Logistics participated in a panel discussion focused on the challenges of decarbonisation, digitalisation, and resource management in the supply chain sector.

The event provided a platform for exchanging insights on global uncertainties and trends in supply chain management. The speakers discussed strategies for enhancing workforce resilience and business agility, emphasising the importance of knowledge-sharing in overcoming industry challenges and fostering a sustainable future.



Annual Leadership Retreat

Each year, ST Logistics holds a Leadership Retreat focused on driving innovation and growth. Our 2024 retreat brought ST Logistics leadership team to Sentosa for a programme of strategic workshops and interactive team-building activities, including Al-powered virtual games.

This retreat was a valuable opportunity for our leaders to build stronger connections and enhance cross-departmental collaboration, extending beyond theory to practical teamwork.

In the future, we aim for this retreat to be an enduring tradition that encourages creative problem-solving, helping our leaders return to their roles with renewed vision and a shared commitment to drive positive change.







EMPLOYEE HEALTH AND SAFETY

Employee health and safety are top priorities in our industry, and we continue to invest in programmes and amenities to create a safer environment for our workforce.

This commitment is guided by our ST Logistics' Group Occupational Health and Safety Policy, endorsed by the CEO, which sets the direction for all business units to provide a safe and secure work environment.

We dedicate resources to ensure employee safety and well-being, supporting our goal to maintain zero major incidents, as reflected in our ISO 45001:2018 certified OHS management system. For more details, please refer to our <u>Occupational Health</u> and Safety Policy.

At ST Logistics, we successfully maintained zero work-related fatalities and high-consequence work-related injuries in 2023 and 2024.

	2023		2024			
	No. of injuries	No. of hours worked	Rate	No. of injuries	No. of hours worked	Rate*
Fatalities as a result of work-related injury	0	0	0	0	0	0
High-consequence work-related injuries (excluding fatalities)	0	0	0	0	0	0
Recordable work-related injuries	7	2,288,000	0.612	6	2,288,000	0.524

Table 4. Workplace Incidents

^{*} The rate of work-related injuries is calculated per 200,000 hours worked, following the formula outlined in GRI Disclosure 403-9.





With this as the foundation, we have successfully rolled out several initiatives and programmes over the years, including:

O1. Training and Awareness

- Regular training sessions on safety protocols, emergency procedures, and the proper use of equipment
- Wellness programmes promoting physical and mental health (e.g., fitness challenges, stress management workshops)
- Regular safety briefings, newsletters, and bulletin boards
- · Instructions on safe lifting techniques and the use of mechanical aids to prevent injuries
- · Annual ST Logistics Partners' Safety Day to elevate the safety standard of working partners

O2. Safety Compliance and Audits

- Periodic internal and external audits to assess workplace safety and ensure compliance with safety regulations
- Annual ISO45001 internal and external audits
- Systematic process for Hazard Identification and Risk Assessment (HIRA)
- Regular Gemba Walk by Senior Management

03. Health and Safety Committees and Oversight

- Formation of health and safety committees to oversee safety measures and suggest improvements
- Clear procedures for reporting accidents, investigating their causes, and implementing corrective actions

04. Ergonomics and Workplace Adjustments

- · Implementation of ergonomics assessments and adjustments
- Installation of air filters in office areas to reduce unwanted odours
- Installation of safety sign

Personal Protective Equipment (PPE) and Emergency Preparedness

- Provision and mandatory use of appropriate PPE for specific tasks
- Emergency Response Plans, including evacuation procedures and fire drills
- COVID-19 Safety SOP

Occupational Health Access and Medical Support

- Access to occupational health professionals for medical screenings, health risk assessments, and vaccinations
- First Aid SOP







ST Logistics Partners' Safety Day 2024: Empowering Workplace Safety for Sustainable Growth

The ST Logistics Partners' Safety Day 2024 is an important event on strengthening workplace safety and partner collaboration under the theme "Empowering Workplace Safety and Health for Business Sustainability."

In his opening address, Chief Operating Officer Fun Kum Wah highlighted the importance of vigilance in safety practices for sustainable business, noting recent industry safety incidents.

As the Skillsfuture Queen Bee for Supply Chain, ST Logistics is committed to setting a high safety standard and supporting partners in doing the same. The event featured industry-expert speakers and networking opportunities.

Hazard Identification, Risk Assessment, and Incident Investigation

Our approach to safety involves rigorous safety protocols, continuous health and safety training, and proactive measures to identify and mitigate risks across all operations.

A key way to ensure that ST Logistics maintains and improves the quality of these processes, as well as the competency of those carrying them, we employ a three-fold approach: formal training, refresher training, and on-the-job-training.

In our logistics and warehouse operations, where various types of Material Handling Equipment (MHE) are essential, we have adopted a digital MHE system named SmarTrack and implemented the following administrative control measures:

- O1. Personnel must first undergo training and then be authorised internally as competent operators before he or she is allowed to operate such equipment.
- **O2.** Pedestrian awareness of MHE approaches and enforced safety protocols.
- **03.** Regular maintenance regime.
- **04.** Pre-operation checks

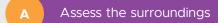


To enhance ground safety, our MHEs are installed with sensors and lighting features, improving operator and pedestrian awareness of MHE movements within the workspace.

At ST Logistics, we believe that all injuries are preventable and that no task is ever so urgent that it cannot be completed safely.

An example from our subsidiary, STARS, is the "Work Safe, Home Safe" programme, which includes the W.A.T.C.H. safety steps:





Think through the process

C Control the risk

H Half if unsafe

Further Enhancements made to SmarTrack

SEEN Sensors

All our forklifts are equipped with Proximity Detection Sensors installed at the rear of the forklift. It detects light reflected from the reflective strips of safety vest worn by pedestrians. Once the reversing forklift detects such reflected lights from any pedestrians, a buzzer will sound off to warn both the operator and pedestrians before any contact.

Danger Zone Light

All our MHEs are equipped with either danger zone lights or floor-spot lights to serve as a warning to any pedestrians and/or other MHE operators who may be working too close within the visible zone.

Al Cameras with Display

To further enhance the safety of our pedestrians, AI cameras with display are installed on our MHEs to provide visual and audio alerts to prompt our operators to slow down to avoid any contact when pedestrians have entered the pre-set danger zone. This complements the SEEN sensors when individuals are not wearing safety vest with highly reflective strips.





Meet Steady Bob — Our campaign mascot created to remind everyone about the importance of a safe workplace

Starting July 2024, ST Logistics introduced a stories series with the aim of promoting workplace safety. Each story brings across a different takeaway such as the importance of doing precheck, always being alert and ensuring staff are trained on workplace safety.







Honoured with WSH Performance (Silver) and WSH Tech Awards at 2024 Ceremony

ST Logistics is proud to receive the WSH Performance (Silver) Award and the WSH Tech Award at the 2024 Workplace Safety and Health (WSH) Awards. These prestigious awards, supported by the Ministry of Manpower, recognise organisations for excellence in workplace safety and health.

The WSH Performance (Silver) Award highlights ST Logistics' outstanding safety management systems, including effective risk management and a strong safety culture. Safety Manager Teu Yew Teck accepted the award on behalf of the team.

The WSH Tech Award recognises the successful integration of technology to enhance safety standards. Deputy Manager of Safety and Sustainability, Ng Zhong Hong, received this award, demonstrating ST Logistics' commitment to using technology for improved workplace safety, in alignment with the WSH 2028 vision



Physical Wellness

Besides the mandatory SOP for OHS, we also find that our employees' physical well-being can benefit from a comprehensive suite of benefits to improve the quality of their health journey, including:

01.

Preventive and General Health Services

- S\$350 annual claim for dental, which is part of the S\$1,250 claim allowance including specialist claims
- Subsidised health insurance plans for employees, with option for next-of-kin enrolment at 50% of the premium

02.

Therapy and Rehabilitation Services

 Trained ST Logistics Para-counsellors and Mental Health First Aiders

Fitness and Lifestyle Programmes

- · Gym facilities provided
- ST Logistics Annual CEO Challenge Cup activities, e.g., contact sports, E-sports
- Wellness programmes: Friday Lunch-time workout – Zumba
- · Fruits Monday



COMMUNITY ENGAGEMENT

ST Logistics understands the importance of synergising our business and sustainability objectives with the community.

Over the years, we have undertaken several programmes to support vulnerable groups — including seniors, persons with disabilities, disadvantaged families and migrant workers.

We believe that when an organisation is fortunate enough to thrive, it should extend a helping hand to those in need. To encourage employee engagement, we encourage our employees to volunteer annually, allowing them to take time off to contribute to causes that are meaningful to them.

They have the flexibility to volunteer with any of our non-profit partners, support a cause of their choice, or volunteer as a team.



Project HomeWorks with #HabitatForHumanity

Project HomeWorks with #HabitatForHumanity

In 2023 and 2024, ST Logistics participated in Project HomeWorks, an initiative that brings transformation right to the heart of our communities.

Across five homes in Ang Mo Kio, Boon Keng, North Bridge Rd and Toa Payoh, our volunteers worked together in teams to rehabilitate homes through de-cluttering, intensive cleaning, re-painting and caulking.

Even though we faced some unexpected challenges, our team remained flexible and proactive in adapting to changes. When we encountered homeowners with their own concerns or preferences, our staff was full of care and respect, ensuring they felt valued and understood.

Every challenge was met with enthusiasm and heart, from decluttering and cleaning toilets to saying goodbye to infested furniture and reorganising household items.

This is a powerful lesson for us all - that genuine care and respect go much further than simply completing a task.

Project HomeWorks is not just about tidying homes; it's about restoring hope, dignity and a sense of security to those who need it most.

Do Well, Do Good is more than a philosophy at ST Logistics - it is the driving force behind everything we do.







National Day Parade Support

Since 2018, ST Logistics has proudly supported the nation in meaningful ways. For Singapore's 59th birthday celebration on 9 August 2024, we continued our tradition by sponsoring essential items such as batteries, gloves, ear plugs, plywood, hand trolleys, and pallets. Additionally, we provided forklifts and operators to facilitate the loading and unloading of the National Day Parade (NDP) fun pack containers.

As Singaporeans, our nation's birthday is a milestone that reminds us how far we have come as a Little Red Dot. At ST Logistics, we are deeply inspired by the National Day motto, 'Together as One United People', which resonates with the core values and organisational DNA. No matter the scale of our contribution, we are honoured to play a part in supporting this special occasion for Singapore.







Boys' Brigade (BB) share-a-Gift Community Support

BB Share-a-Gift is a long-standing community service project that ST Logistics has proudly supported since 2008. This 22-year partnership holds special meaning for us as it embodies the spirit of caring and sharing, particularly during festive seasons like Christmas — a time when no one should feel alone.

Each year, our ST Logistics community demonstrates incredible enthusiasm, with participation reaching new heights. In 2024 alone, numerous BB officers and volunteers were mobilised to collect grocery items and gifts for distribution to those in need. As part of this initiative, we are mindful of providing meaningful and essential contributions. This year, we donated 150 rolls of stretch film and 100 pairs of gloves to support the efficient collection and distribution of donations, ensuring that help reaches those who need it most.

Governance

Governance, Risk & Compliance Structure At-A-Glance

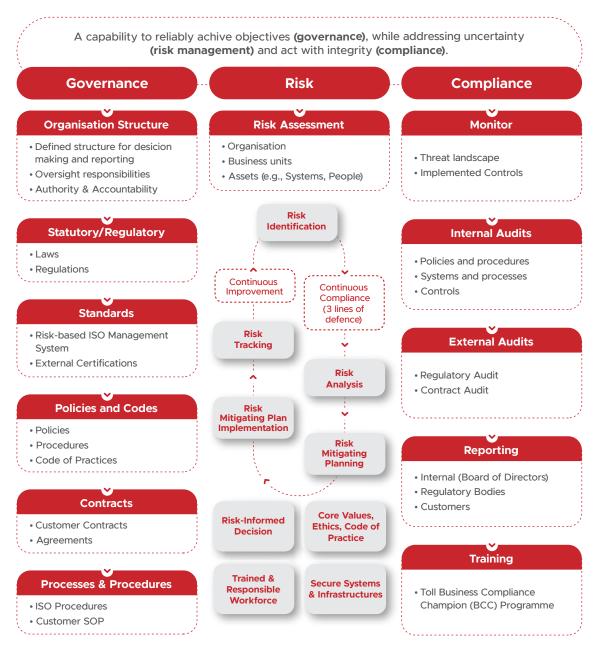


Figure 1. Governance, Risk & Compliance Structure



Importance of Assurance Programmes for ST Logistics – Benefits and Values



AGO Audits

Active participation in AGO/ Customer IAD audits enable us to rigorously challenge the status quo and receive insightful advices that can enhance the effectiveness in the management of these key contracts.



Customers' Contract Audits

Identify areas that can strengthen the Contract framework that helps in improving the overall effectiveness in the management of complex and high value contracts by the Authorities with ST Logistics.



External Audits

- Provides reasonable assurance to the stakeholders that the financial statements are free from misstatements.
- To enhance the overall quality of the financial statements so that the stakeholders gain confidence in having a business relationship with the company.



Enterprise Risk Management Audit

Identify enhancement opportunities to strengthen and align our ERM practices to support the achievement of our business objectives and strategies.



Regulatory Audits

Enable us to provide the highest level of confidence and assurance of our products and services to our key stakeholders with demonstrated compliance to the various international and industry risk-based standards.



International Risk-Based Management System Audits

Enable ST Logistics to widen and deepen our suite of services and enhance our service competitiveness and operational performance [E.g., TradeFirst Premium, STP-Plus and C-TPAT Company is recognised as a low-risk company, enjoy reduce custom inspection and expedited clearance]



Industry Risk-based certification Audits

- Allow us to secure key operating licenses essential to support business continuity, as well as meeting contractual requirements [E.g., IMDA Data Protection Trustmark, Cyber Trustmark (Advocate), Customs Zero-GST Type III warehouse, GDPMD, ISO13485, Singapore Police RCAR etc.]
- Provide insurers with required level of confidence and assurance covering our risk management practices with the adoption of international and industry-based standards during insurance policies review and renewal [E.g., Our ISO37001, Anti-Bribery Management System, ISO 27001 Information Security Management Systems, ISO 22301 Business Continuity Management, ISO 28000 Supply Chain Security Management, Data Protection Trustmark, Cyber Trustmark (Advocate) Customs STP-Plus, TradeFirst Premium etc.]



Internal Audit

Enable ST Logistics to understand the adequacy and effectiveness of our governance, risk management and internal controls over material risks.



Safety Audit Cybersecurity Audit

Independent oversight which promote the stakeholder confidence through the transparency of audits.



Third-Party Vendor Performance Audits

- Encourage ST Logistics to challenge our status quo within businesses and risk oversight function to achieve effective and sustainable business processes.
- Promote effective risk culture.

Key Enterprise Risks Categories

ST Logistics adopts a top-down and bottom-up approach in our review where risks are considered from the:

Understanding of macro economy, direction, competitiveness & penetration

Understanding of company & vertical specific operational threats & challenges

ESG risks are assessed and remains relevant as ST Logistics Key Enterprise Risk.

ST Logistics Risk Appetite

We are committed to the mission of delivering sustainable, innovative and cost-effective solutions to address our customers' supply chain needs and challenges. We are prepared to accept higher risks in order to develop innovative and technological driven solutions for our customers.

In addition, we maintain a very low operational risk appetite relating to business continuity, safety, and cybersecurity incidents. In managing these risks, we have zero appetite for any bribery, corruption, fraud as well as violations of stakeholders' key obligations which will affect our credibility and reputation.

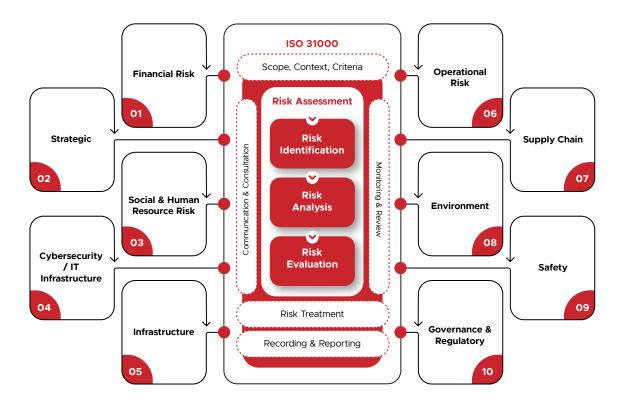


Figure 3. Key Enterprise Risks Categories

ANTI-CORRUPTION

ST Logistics complies with the Code of Ethics and the Key Provision of Prevention Corruption Act (PCA) to prevent fraudulent activities. Preventing bribery and corruption is of great importance to us as our customers are government related. As part of our efforts to be morally accountable to our stakeholders, we require our people to exercise the 'Right Thing To Do'. ST Logistics has been successful in maintaining zero incident of corruption and bribery as of 31 December 2024.

ST Logistics, together with our subsidiaries ST Healthcare and ST-Airport Services have successfully obtained the Certification of Anti-Bribery Management System (ISO37001:2016).





DATA PROTECTION AND CYBER SECURITY

One of our most significant concerns are cybersecurity and IT infrastructures and mitigating the risks associated is our priority. Our efforts in ensuring good cybersecurity practices and measures have been recognised. ST Logistics was awarded the CSA Cybersecurity Certification – Cyber Trust Mark.

The certification signifies that our current practices and measures are effective in mitigating the cybersecurity risk profile of ST Logistics. It serves as a hallmark of our commitment to strong cybersecurity.



Our Commitment to Ensure Customer Privacy and Data Safety

Following the digitalisation of our operations, ST Logistics is aware that breaches in customer data is a risk that can cost us the trust of our customers. Furthermore, we are also responsible for informing our customers about the purposes behind collecting, using and disclosing personal and business data. Hence, it is of paramount importance for ST Logistics to have effective data protection measures.

Our existing measures has earned us the Data Protection Trust Mark, an indication that we have demonstrated accountable data protection measures. Additionally, Singapore Personal Data Protection Act policy protects against the misuse of stakeholders' data by regulating how personal data is handled when shared with another party in business or service transactions.

At the core of our services is technology, as a result, ST Logistics has the responsibility to protect its customers when providing digitalised services to them. Our Data Privacy committee also meets monthly and constant training and awareness sharing with our staff is conducted to ensure all

department representatives are aware of the protection and importance of the data. To meet and exceed industry expectations, we continue to explore ways to improve our cybersecurity governance.

We conduct surveillance audits in adherence to ISO27001, the world's best-known Information Security Management System (ISMS) standard. With surveillance audits, our cybersecurity auditors will be able to assess the dependability of our system to safeguard assets such as financial information, intellectual property, employee data information entrusted by third parties. In both years, there were zero number of complaints received from regulatory bodies and outside parties that were substantiated by the organisation. There were also zero number of identified leaks, thefts or losses of customer data.





Figure 4. ST Logistics' Data Protection Measures



List of Data Protection Practices and Policies

- Compliance
- Security policies
- Organisation of information security
- Asset management
- Access management
- Communication security
- Physical and environmental security
- Operations security
- Cryptography
- Supplier relationship
- System acquisition development and maintenance
- Information security aspects business continuity management
- Information security incident management
- Human resource security

Appendix

An overview of completed, ongoing, and potential initiatives in the pipeline. Delivering sustainably requires us to reflect on past actions and envision future opportunities.

Energy Efficiency and Renewable Energy



Implement a smart warehouse coupled with BMS to reduce overall energy consumption



Explore and expand solar panels on shelters and flexible solar films on facades of buildings

Fleet Decarbonisation and Logistics Optimisation



Leverage digitalisation, AI, and data analytics to optimise routes and improve fuel efficiency



Transition larger tonnage ICE trucks to Electric Vehicles



Cultivating drivers' driving behaviours through initiatives such as trainings, briefings etc.

Technology Integration



Enhance cloud migration of IT systems

Circular Economy and Resource Management



Maintaining 5R programme to minimise waste



Prioritise green procurement by sourcing sustainable office supplies and packaging materials



Repurpose materials to integrate circular economy principles in operations (e.g., recycling water bottles, mugs, shoe soles, etc.)



Distribute reusable bags and promote alternatives to single-use plastics

Community Engagement and Partnerships



Engage employees and the community through sustainability workshops and awareness campaigns



Participate in or sponsor local environmental initiatives (e.g., tree planting, clean-up drives)



Partner with institutions and/or local tech companies to pilot sustainability-focused products or services



Sustainable Office Practices



Create a green office by reducing paper usage and encouraging eco-conscious behaviours among employees



Transit from weekly earth hour practice to "turn off" practice for office equipment when not in use

Our efforts in the Healthcare Sector

ST Healthcare (STHC) is a partner of the some of the hospitals in Singapore and we aim to do our part by identifying the emissions sources and embarking on initiatives that reduce our emissions.

Identified Supply Chain GHG Emission Contributors	ST Healthcare (STHC) Solutions	Status
	Route Optimisation: By identifying the shortest and most efficient paths, it reduces travel distance and reduce idle time, leading to lower fuel usage.	Ongoing
STHC Emissions: When STHC transports goods to a hospital, the emissions generated from vehicles (Scope 1) and the electricity used to power warehouse operations (Scope 2) become part of the hospital's overall Scope 3 emissions.	Electric Vehicles: With the use of renewable energy for electric truck, STHC can reduce the reliant of fuel.	Proposed
	Green Facilities: STHC support the storage of hospital medical supplies in energy-efficient building to minimise GHG emissions.	Ongoing
Product Packaging: Excessive or non-recyclable packaging contributes to waste and associated GHG emissions.	Sustainable Procurement: STHC proritises suppliers with strong environmental practices and partners with suppliers to reduce packaging waste.	Ongoing
Waste Disposal: Currently, the general waste of Hospital operations are sent for incineration which contributes to increase in GHG emissions.	Waste Reduction: STHC plans to collaborate with Hospitals for waste reduction and recycling programmes.	Proposed

Appendix

GRI Standards Index

Statement o	Ji use	ST Logistics has a report with reference with the GRI Standards for the period of 1 January 2023 to 31 December 2024.			
GRI 1 used	GRI 1: Founda	l 1: Foundation 2021			
Applicable GRI Sector Standard(s) None					
GRI Standard	Disclosure	Report Section	Page Reference		
GRI 2: Gene	eral Disclosures 2021				
2-1	Organisational details	About ST Logistics	Page 7 – 8		
2-2	Entities included in the organisation's sustainability reporting	About This Report	Page 10		
2-3	Reporting period, frequency and contact point	About This Report	Page 10		
2-4	Restatements of information	No restatement	-		
2-5	External assurance	No external assurance	-		
2-6	Activities, value chain and other business relationships	Organisational Structure	Page 8		
2-7	Employees	Talent Attraction and Rentention	Page 29		
2-8	Workers who are not employees	Sustainability Governance	Page 14		
2-9	Governance structure and composition	Sustainability Governance	Page 14		
2-11	Chair of the highest governance body	Sustainability Governance	Page 14		
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance	Page 14		
2-13	Delegation of responsibility for managing impacts	Governance	Page 57		
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance	Page 14		
2-15	Conflicts of interest	Governance	Page 57		
2-16	Communication of critical concerns	Governance	Page 57		
2-22	Statement on sustainable development strategy	ST Logistics Sustainabilty Strategy	Page 11		
2-25	Processes to remediate negative impacts	Governance	Page 57 - 60		
2-26	Mechanisms for seeking advice and raising	Materiality Assessment	Page 12 - 13		
	concerns	Employee Engagement Survey	Page 30		
2-27	Compliance with laws and regulations	Governance	Page 57 - 62		

GRI Standard	Disclosure	Report Section	Page Reference		
GRI 3: Material Topics 2021					
3-1	Process to determine material topics	Materiality Assessment	Page 12 - 13		
3-2	List of material topics	Materiality Assessment	Page 12 - 13		
3-3	Management of material topics	Materiality Assessment	Page 12 - 13		
GRI 205: Aı	nti-corruption 2016				
205-1	Operations assessed for risks related to corruption	Anti-Corruption	Page 61		
205-2	Communication and training about anti-corruption policies and procedures	Anti-Corruption	Page 61		
205-3	Confirmed incidents of corruption and actions taken	Anti-Corruption	Page 61		
GRI 302: Er	nergy 2016				
302-1	Energy consumption within the organisation	Energy	Page 23		
302-4	Reduction of energy consumption	Energy	Page 23		
GRI 305: Er	nissions 2016				
305-1	Direct (Scope 1) GHG emissions	Greenhouse Gas Emissions	Page 18 - 19		
305-2	Energy indirect (Scope 2) GHG emissions	Greenhouse Gas Emissions	Page 18 - 19		
305-3	Other indirect (Scope 3) GHG emissions	Greenhouse Gas Emissions	Page 18 - 19		
305-5	Reduction of GHG emissions	Greenhouse Gas Emissions	Page 20 - 22		
GRI 306: W	aste 2020				
306-1	Waste generation and significant waste-related impacts	Waste	In the process of tracking		
GRI 401: Employment 2016					
401-1	New employee hires and employee turnover	Talent Attraction and Retention	Page 29		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Health and Safety	Page 53		
GRI 403: Occupational Health and Safety 2018					
403-1	Occupational health and safety management system	Employee Health and Safety	Page 47 - 48		
403-2	Hazard identification, risk assessment, and incident investigation	Employee Health and Safety	Page 50		

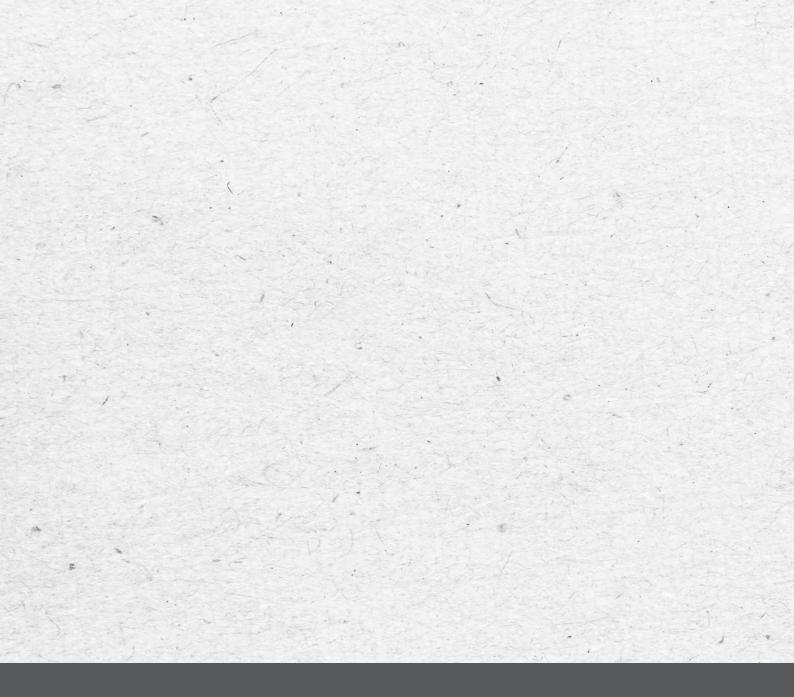
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GRI Standards Index (Cont)

GRI Standard	Disclosure	Report Section	Page Reference		
403-3	Occupational health services	Employee Health and Safety	Page 48		
403-5	Worker training on occupational health and safety	Employee Health and Safety	Page 48		
403-6	Promotion of worker health	Employee Health and Well Being	Page 37 – 36		
403-6	Promotion of worker nealth	Employee Health and Safety	Page 47 - 53		
403-8	Workers covered by an occupational health and safety management system	Employee Health and Safety	Page 47		
403-9	Work-related injuries	Employee Health and Safety	Page 47		
GRI 404: Training and Education 2016					
404-1	Average hours of training per year per employee	Training and Development	Page 40		
GRI 405: Di	GRI 405: Diversity and Equal Opportunity 2016				
405-1	Diversity of governance bodies and employees	Diversity and Inclusion	Page 37		
GRI 418: Cu	GRI 418: Customer Privacy				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Protection and Cyber Security	Page 61 - 62		

SASB Index

Topics	Code	Metric	Report Section / Page Reference			
Transportation Sec	Transportation Sector - Road Transportation and Transportation Sector - Air Freight & Logistics					
Greenhouse Gas	TR-RO-110a.1	Gross global Scope 1 emissions	Greenhouse Gas Emission Page 18-19			
Emissions	TR-AF-110a.1	Gross global acope remissions				
Workforce Conditions, Health	TR-RO-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for	Employee Health and Safety			
& Safety	TR-AF-320a.1	(a) direct employees and (b) contract employees	Page 47			
	TR-RO-320a.2	(1) Voluntary and(2) involuntary turnover rate for all employees	Talent Attraction and Retention Page 29			



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